

## *CURRICULUM VITÆ*

**VALERIE MARCEL, Ph D**

### **SUMMARY STATEMENT**

I am an expert on national oil companies, petroleum sector policy and governance, and emerging strategic industry issues. I have worked over 15 years in the petroleum sector at a leading global think tank, 8 years advising on petroleum sector policy and governance and 5 years in academic roles, including lecturing as an Adjunct Professor in international relations. I have a strong track record of challenging common assumptions, anticipating emerging trends, and delivering incisive analyses.

### **QUALIFICATIONS**

- Author of front-line research - Iraq's oil sector (2002-05), national oil companies and "Oil Titans" (from 2003), the petroleum producers' take on defining good governance (from 2005), and appropriate policy for emerging producers (from 2010). My report on the cost of emerging NOCs was the most read paper on the Chatham House website in 2016, reaching 41,000 downloads.
- Team builder and project leader of numerous collaborative research projects, bringing together experienced, senior associates from various research institutions and countries.
- Recognized speaker and facilitator at academic and oil industry conferences, expert workshops and executive strategy workshops.
- Convener of influential, high-level expert workshops on energy issues at Chatham House, and of government workshops and stakeholder engagement meetings in oil producing countries.
- Advisor to governments and national oil companies.

### **PROFESSIONAL EXPERIENCE (selected)**

**Associate Fellow, Chatham House** (2007-present): Based in London (2014-present), Toronto (2011-13) and Dubai (2007-11).

- Research, publication, public speaking and advisory work on energy issues in the Middle East, Africa and Caribbean-Latin America and globally.
- Project leader, *New Petroleum Producers Discussion Group*: A group of 31 emerging producer countries, which has evolved into a unique producer-led network for sharing knowledge.
- Project leader, *Good Governance of the National Petroleum Sector*: An international initiative driven by 23 producing countries that has defined widely recognized principles of good governance and best practice guidelines in the petroleum sector.

**Consultant, African Development Bank** (2018)

- Study on the performance and maximisation of potential for national oil companies in Africa's petroleum sector. Supporting the AfDB's advisory work with NOCs in Africa.

**Consultant, KPMG LLP (2008-2015)**

- Key member of the NOC advisory team (from 2011), which advised African governments and national oil companies on the governance of the petroleum sector and restructuring of national oil companies.
- Authored 4 thought leadership pieces on emerging issues for NOCs. These reports were based on insights gained from interviews with senior executives in national oil companies and government officials from producing countries.

**Consultant, Lebanese Center for Policy Studies (2016), Maxwell Drummond (2014), Ergo (2011-13), Compagnie Européenne d'Intelligence Stratégique (CEIS) (2011)**

- Produced a report on the risks and rewards of creating a national oil company in Lebanon. Engaged with various stakeholders for private and public discussion.
- Member of advisory team carrying out human resource mapping for Sonangol, the Angolan national oil company.
- Provided expert knowledge for studies on national oil companies and oil concession renewals in Abu Dhabi.
- Produced research and a confidential report on the internal structure and networks of Saudi Aramco.

**Consultant, Revenue Watch Institute (2010-2012)**

- Research and co-authorship (with Patrick Heller) of paper examining the optimal roles for national oil companies, regulatory agencies and ministries of energy in low-capacity oil hotspots.
  - This research challenged widely accepted governance principles and has had a far-reaching impact; e.g., the Natural Resource Charter revised Precept 6 on Nationally-Owned Resource Companies to acknowledge the potential benefits of assigning the NOC with a governance role where government institution lacks sufficient capacity; also, the New Producers Group was launched to further investigate the appropriateness of commonly held best practice views in an emerging producer context.
- Peer review, providing an international perspective on RWI's research on national oil company practices worldwide.

**Consultant, The Norwegian Oil for Development (OfD) (2009)**

- Advisory work for the Government of Timor-Leste. Produced a confidential report with recommendations for the creation of a national oil company in Timor-Leste.

**Principal Researcher (Energy), Chatham House (2004-2007)**

- Responsible for the Institute's research activities on energy.
- Managed a research team of 7 senior experts, a junior fellow and interns.
- Project leader, *Good Governance of the National Petroleum Sector*: Organized and facilitated 3 high-level workshops involving representatives from 23 producing countries.

**Senior Research Fellow (Energy), Chatham House (2002-2004)**

- Responsible for the Institute's research activities on energy.
- Launched groundbreaking research on Iraq oil and national oil companies in the Middle East.
- Advisory work on the governance of Iraq's petroleum sector in 2003-2004 for the Department of Trade and Industry (UK) and the Department of Energy (USA).

**BOARDS**

**Member of the Governing Board at REEEP – Renewable Energy and Energy Efficiency Partnership (2018-present)**

- REEEP is a market catalyst for clean energy in developing countries and emerging markets.

**Member of the Industry Strategy group (2019-present) and the Global Agenda Council on the Future of Oil & Gas, World Economic Forum (2014-2016)**

- Provide thought leadership to the World Economic Forum's group of Chief Strategy Officers and previously to the Oil & Gas Industry Community on the transformations the industry is facing.

**Member of the Advisory Board for the Lebanese Oil and Gas Initiative (2014 to present)**

- Founding member of the board. LOGI is an NGO that aims to promote transparency and accountability in Lebanon's nascent petroleum sector.

**Member of the Executive Session On Politics And Extractive Industries, CCSI (2017-2022)**

- The Executive Session serves as a "board of directors" for challenging the conventional wisdom and existing institutional approaches related to the topic of Politics and Extractives Industries, devising new approaches and understandings for the field as a whole.

**Member of the Advisory Board, The Payne Institute at the Colorado School of Mines (2018-present)**

- Provide guidance and expertise on areas of strategy and vision for the Institute, as well as identify new opportunities for the nascent Institute.

**ACADEMIC EMPLOYMENT (selected)**

**Peer Reviewer**, *Energy Policy*, *American Political Science Review*, PESD at Stanford University, ESSCR (Abu Dhabi), Natural Resource Charter, *Global Environmental Politics*, *Foreign Policy Analysis*, Revenue Watch Institute's *Revenue Transparency Index*, International Energy Agency's *World Energy Outlook* and others.

**Member, Editorial Board**, *Energy Policy* (2007-2009), *Energy Politics* (2011-2014)

**Expert Faculty, Blavatnik School of Government, University of Oxford – NRGI, Executive Course on Oil, Gas, and Mining Governance** (September 2018 & 2019; 2013)

**Expert Faculty, SPP – NRGI, Reversing the Resource Curse, Budapest** (May 2017; April 2018; April 2019)

**Expert Faculty, Centre for Commercial Law Studies (CCLS), Queen Mary, University of London** (January 2018)

**Expert Faculty, CEPMLP, Dundee University** (March 2017)

**Expert Faculty, London Business School, Kuwait Petroleum Corporation Leadership Programme** (2014-2017)

**Expert Faculty, IFP Paris Petroleum Seminar** (2014)

**Expert Faculty & International Research Associate, Research Centre for Energy Management, ESCP Europe** (2012-present)

**Guest Lecturer, St Anthony's College, University of Oxford & Oxford Institute for Energy Studies** (2008)

**Guest Lecturer, University College, University of Oxford** (2006)

**Adjunct Professor, Sciences Po Paris (2001-2002)**

**Adjunct Professor, Ecole Supérieure de Commerce de Rouen (2001)**

**Research Fellow, Centre d'Etudes et de Documentation Economique et Juridique (Cairo, Egypt) (1997-1999)**

**Lecturer, Cairo University– IDAI (Egypt) (1997-1999)**

## **PUBLICATIONS**

### **Books:**

*Oil Titans: National Oil Companies in the Middle East*, Baltimore, MD: Brookings Institution Press & Chatham House, 2006; Contribution from John Mitchell. Translated into Arabic, Arab Scientific Publishers, Beirut, 2007; into Korean, 2008.

Research based on **120** in-depth interviews with managers in Saudi Aramco, KPC, NIOC, ADNOC and Sonatrach, as well as oil ministry officials from these countries.

### **Papers:** (selected)

“Enhancing the Performance of African National Oil Companies”, AfDB, Forthcoming; with Patrick Heller and Donald Painter.

“Guidelines for Good Governance in Emerging Oil and Gas Producers”, Chatham House, July 2016 (3<sup>rd</sup> Edition). <https://www.chathamhouse.org/publication/guidelines-good-governance-emerging-oil-and-gas-producers-2016>

“Establishing a National Oil Company in Lebanon”, LCPS Policy Paper, Beirut, September 2016. [https://www.lcps-lebanon.org/publications/1473421806-valerie\\_marcel\\_paper\\_eng.pdf](https://www.lcps-lebanon.org/publications/1473421806-valerie_marcel_paper_eng.pdf)

“A Local Content Decision Tree for Emerging Producers”, Chatham House, 2016 <https://www.chathamhouse.org/publication/local-content-decision-tree-emerging-producers>

“The Cost of an Emerging National Oil Company”, Chatham House, 2016. <https://www.chathamhouse.org/publication/cost-emerging-national-oil-company>

“An Emerging Strategic Energy Relationship”, KPMG Thought Leadership, January 2014.

“Prospects for good governance in Lebanon’s nascent petroleum sector”, *Energy Strategy Reviews*, Volume 2, Issue 1, June 2013, Pages 122-124 <http://www.sciencedirect.com/science/article/pii/S2211467X1300031X>

“What Next for the Oil and Gas Industry?” with John Mitchell and Beth Mitchell, Chatham House, Programme Report, October 2012. <http://www.chathamhouse.org/publications/papers/view/186327>

“Institutional Design in Low-Capacity Oil Hotspots”, with Patrick R. P. Heller, Revenue Watch Institute, 31 August 2012. <https://resourcegovernance.org/analysis-tools/publications/institutional-design-low-capacity-oil-hotspots>

“Creating a national oil company in East Timor: Building on the experience of other producers”, *Energy Politics*, Fall 2011

“The National Oil Company Investment Challenge” KPMG Thought Leadership, August 2009.

- “Tomorrow’s Big Players; Key Issues for Rising NOCs”, KPMG Thought Leadership, June 2008.
- “Good Governance of the National Petroleum Sector; The Chatham House Document”, with G. Lahn, J. Mitchell, K. Myers & P. Stevens, Chatham House, London, April 2007;  
[http://www.chathamhouse.org.uk/files/9761\\_ggdoc0407.pdf](http://www.chathamhouse.org.uk/files/9761_ggdoc0407.pdf)
- “Report on Good Governance of the National Petroleum Sector”, with G. Lahn, J. Mitchell, K. Myers & P. Stevens, Chatham House, London, April 2007;  
<http://www.chathamhouse.org/publications/papers/view/108468>
- “Trends in Asian NOC Investment Abroad”, with Keun Wook Paik, G. Lahn, J. Mitchell, E. Adylov, Chatham House Working Background Paper, March 2007.
- "Investment in Middle East Oil; Who Needs Whom?", Chatham House Report, February 2006;  
<http://www.chathamhouse.org.uk/pdf/research/sdp/VMFeb06.pdf>
- "Iraq's Oil Tomorrow", (with John Mitchell), Briefing Paper, Royal Institute of International Affairs, April 2003; <http://www.chathamhouse.org.uk/pdf/research/sdp/Tomorrow.pdf>
- "The Future of Oil in Iraq", Briefing Paper, Royal Institute of International Affairs, Dec. 2002;  
<http://www.chathamhouse.org/publications/papers/view/107581>

## EDUCATION

- PhD in Political Science, awarded with highest honours, Sciences Po Paris, June 2001  
Supervisor: Prof. Ghassan Salamé  
Thesis: An analysis of Egyptian, Syrian and Jordanian foreign policy during the Gulf Crisis of 1990-91.
- Diplôme d’Etudes Approfondies (MA equivalent) in International Relations, Sciences Po Paris, September 1996.
- Master of Arts in International Relations, McGill University (Montreal, Canada), June 1995.

## PERSONAL DETAILS

- |               |  |
|---------------|--|
| Citizenships: | Canadian, American and French  |
| Languages:    | Fluent in French and English<br>Basic Standard Arabic, Egyptian dialect, Spanish |