

## CURRICULUM VITAE

1. **Family name:** BURNETT
2. **First names:** Michael John
3. **Date of birth:** 3 June 1954
4. **Nationality:** British
5. **Civil status:** Married
6. **Education:**

Institution [Date from-Date to]	Degree(s) or Diploma(s) obtained:
Warwick University, UK 1972 -1975	Bachelor of Arts (Honours), History, Upper Second Class

7. **Language skills:** (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	1	2	3

8. **Membership of professional bodies:**

- Member (MCIPS) of the Chartered Institute of Purchasing and Supply (UK)
- Fellow (FCA) of the Institute of Chartered Accountants in England and Wales (UK)
- Member (MCIPD) of the Chartered Institute of Personnel and Development (UK)  
(UK professional body responsible for training and people development)

9. **Other skills**

**More than 20 years experience of public sector management issues through working in and with EU institutions, national government and sub-national government** including areas such as corporate strategy, strategy implementation, service management, project management, budgeting, budget management, financial management, training/skills development, benchmarking, performance management, risk/quality management, workforce planning, knowledge management, auditing, e business, public policy formulation, speech writing etc

10. **Present position:** Expert, European Institute of Public Administration (EIPA), Maastricht, the Netherlands

Areas of specialism: PPP, public procurement, public service delivery, public financial management and European economic and monetary union

11. **Years within firm:** Joined May 2005.

12. **Key qualifications:**

- **Directing international training programmes in Public-Private Partnerships (PPP) for the European Institute of Public Administration (EIPA), Maastricht, the Netherlands.** These are targeted at **public officials** (policy makers and practitioners) from EU and candidate countries and from European institutions and incorporate the perspective of public bodies, of private sector partners and of civil society. Launched EIPA's European PPP Forum as a discussion forum for PPP issues
  - Member, Editorial Board, European PPP Law Review
  - Member, Expert Panel, European Parliament's Internal Market and Consumer Protection Committee
  - Member, EIB EPEC PPP Forum
  - Member, PPP Experts Group, United Nations Economic Commission for Europe
  - Visiting Lecturer, Centre for Public Administration, Danube University, Krems, Austria
  - Visiting Lecturer, Institute of European Law, University of Birmingham
  - Associate, Centre for Public Service Partnerships, London

- **Directing international training programmes in public service delivery and public financial management for the European Institute of Public Administration (EIPA), Maastricht, the Netherlands, targeted at public officials**
- **More than 15 years practical experience of the public-private partnerships/ public procurement in the UK, EU and transition economies, guiding senior management and other stakeholders (staff, internal and third party customers, potential suppliers, politicians, auditors etc) through the process, acting as sounding board and, when necessary, managing conflicts between stakeholder interests. This has included:**
  - Designing, managing and implementing public procurement projects for contracting authorities - projects typically lasted between 6 and 15 months, advising on financial, commercial, economic, technical, human resource, social, technological and environmental considerations. Included direct experience of briefing and working with legal advisers, identifying key issues in contract documentation, issues for negotiation with preferred suppliers etc.
  - Start to finish experience of public procurement process ie advertising, supplier forums, determination of offer process/timetable, short listing and award criteria, preparation of calls for expression of interest, offer documentation and service specifications, selection of service providers, contract award and post award negotiations.
  - Contract management/monitoring reviews, (long-term multi service contracts)
  - Direct experience of service delivery reviews before start of public procurement process eg benchmarking existing service and analysis of service delivery options
  - Advising contracting authorities with different procurement objectives, including crisis recovery, economic development, securing employment, service improvement, correcting under-investment.
  - Developing market intelligence/fostering competitive supply markets by regular dialogue outside of procurement processes with other contracting authorities and (without compromising independence) with existing and potential suppliers
  - Working for four years for a service provider to the public sector
  - Extensive procurement training for public procurement officers and auditors
  - Advising UK MEPs throughout the latest revision of EU Public Procurement Directives (2000-2004)
  - Acting as expert adviser to state auditors on EU procurement issues
  - Three years as Director of a government training agency, a public-private partnership between the UK Department of Health and private sector suppliers, designing and implementing the national prosthetics training strategy

### 13. Specific experience in transition economies:

Country	Date from - Date to
Croatia	06/2006-06/2006, 07/2007-07/2007, 11/2009-12/2009
Czech Republic	06/2006-06/2006,
Hungary	05/2007-05/2007
Poland	11/2004-11/2004, 09/2006-09/2006, 11/2007-11/2007, 11/2008-11/2008, 11/2009-11/2009, 06/2011-06/2011
Ukraine	10/2004-10/2004
FYR Macedonia	09/2004-05/2006
Serbia	11/2003-07/2004, 12/2005-12/2005
Romania	05/2003-10/2003, 07/2006
Estonia	1996
Bosnia-Herzegovina	06/2008-06/2008, 09/2009-09/2009
Lithuania	03/2010-03/2010, 07/2010-07/2010
Turkey	04/2011-04/2011

#### 14. Professional experience

Date	05/2005 to present
Location	Maastricht/ the Netherlands
Company	European Institute of Public Administration
Position	Expert with responsibility for training in public-private partnerships, public procurement and comparative public service delivery
Description	<p>Directing international seminars in public-private partnerships, public procurement and privatisation for public officials from EU and candidate countries and officials from European institutions. Presented public procurement issues as part of more broadly based public administration and management seminars. Launched European PPP Forum website. Experienced chairman/moderator of PPP seminars and conferences</p> <p><b>Main presentations:</b></p> <ul style="list-style-type: none"> <li>• “EU Public Procurement - Principles and Practice“, and “FYR Macedonian Law on Public Procurement and the EU Public Procurement regime” (for EAR, Skopje, 06/2005)</li> <li>• “PPP and concessions - The European approach” (for international open public procurement seminars, Maastricht, 09/2005, 02/2006, 09/2006, 02/2007, 09/2007, 02/2008, 09/2008, 02/2009, 09/2009, 02/2010, 09/2010, 02/2011), (for Croatian Ministry of Foreign Affairs and European Integration Zagreb, 06/2006), (for National Institute of Public Administration, Bucharest, 07/2006), (for Regional Government of the Balearic Islands, Mallorca, 10/2006), (for Regional Government of Lombardy, Milan, 10/2006), (for international open PPP seminar, Warsaw, 11/2007), (for PromoMadrid, 10/2008), (for Serbian public officials visit, Maastricht, 03/2011, 07/2011)</li> <li>• “PPP - The European landscape” - for international open PPP seminars (Maastricht, 10/2005, 12/2005, 04/2006, 10/2006, 12/2006, 04/2007, 07/2007, 10/2007, 04/2008, 10/2008, 12/2008, 03/2009, 10/2009, 12/2009, for UNDP, Zagreb, 07/2007)</li> <li>• “What are PPP and why do they matter?” (for Regional Government of Lombardy, Milan, 10/2006)</li> <li>• “Auditing risks in PPP/PFI - An EU perspective” (for ACCA, London, 11/2005)</li> <li>• “Auditing major procurements - The EU context” (for international open PPP seminar, Maastricht, 07/2006, 07/2007, Warsaw 11/2008, 11/2009, for the Association of Municipal Auditors in Finland, 10/2006)</li> <li>• “Procurement - The role of auditors” (for EAR, Skopje, 09/2005)</li> <li>• “Modern public management - The role of partnerships” (for UNDP, Belgrade, 12/2005)</li> <li>• “Making partnerships work” (for UNDP, Belgrade, 12/2005)</li> <li>• “Implementing a strategy for professional training in public procurement - The case of FYR Macedonia” (for OECD SIGMA, Skopje, 05/2006)</li> <li>• “Implementing a strategy for professional training in public procurement - The case of FYR Macedonia” (for NISPAcee 14th Annual Conference, Ljubljana, 05/2006)</li> <li>• “Challenges for government regulatory framework in the EU for PPP” (for EU-China Trade Project, Beijing, 05/2006)</li> <li>• “Practical considerations in implementing Competitive Dialogue (for Croatian Ministry of Foreign Affairs and European Integration, Zagreb, 06/2006)</li> </ul>

***Main presentations : (continued)***

- “Planning, procuring and managing PPP” (for Croatian Ministry of Foreign Affairs and European Integration, Zagreb, 06/2006, for National Institute of Public Administration, Bucharest, 07/2006, for Regional Government of the Balearic Islands, Mallorca, 10/2006, for Regional Government of Lombardy, Milan, 10/2006)
- “Regulating PPP in the EU” (for 3<sup>rd</sup> Pan-European PPP Forum Prague, 06/2006)
- “PPP and EU procurement rules” and “PPP - What they are and why they are important” (for Finland study visit, Maastricht, 03/2007)
- “PPP and the EU context - Meeting the challenges of the legal framework” (for Italian PPP Forum, Rome, 09/2006)
- “The UK experience of PPP - Opportunities and challenges” (for XVI Economic Forum, Krynica Zdroj, Poland, 09/2006)
- “Managing PPP effectively” (for DG Regio at the European Week of Regions and Cities, Brussels, 10/2006)
- “PPP - Challenges for Europe and beyond” (for Ayuntamiento de Valladolid, 03/2007)
- “The regulation of Public-Private Partnerships (PPP) in the EU -Status quo, challenges and trends” (for PMI Global Congress, Budapest, 05/2007)
- “The London Underground - A case study” (for Transport - State Aid and liberalisation issues open international seminar, Maastricht, 05/2007)
- “Introduction to PPP”, “PPP and EU procurement rules” and “Managing a national PPP programme” (for EKDDA, Athens, 03/2007, Thessaloniki, 06/2007, Athens 04/2008)
- “Using Public-Private Partnerships (PPP) to deliver public services” (for Chambre des Députés du Grand-Duché de Luxembourg, 06/2007)
- “New challenges for Public-Private Partnerships (PPP) - The European context” and “New challenges for Public-Private Partnerships (PPP) -Key practical considerations for policy makers” (for Donau Universität, Krems, 06/2007)
- “PPP in Europe - Risks, challenges and opportunities” (for Lower Saxony Land Government, Celle, 09/2007)
- “Emerging models for the conduct of the dialogue phase in Competitive Dialogue - A comparative assessment” (for European PPP Law Review Conference, London, 11/2007)
- “PPP - A European perspective” (for Russian study visit, Maastricht, 11/2007, for Norwegian study visits, Maastricht, 12/2007 and 09/2008, for international open PPP seminar, Warsaw, 11/2007)
- “Effective implementation of PPP in public services - A European perspective” (for the Institute of European Law, University of Birmingham, 02/2008)
- “IPPP - A viable option for efficient public service delivery?” (for European Policy Centre, Brussels, 04/2008)
- “Examining the development of offshore PPP” (for 8<sup>th</sup> Australian National PPP summit, Melbourne, 06/2008)
- “Introduction to PPP in the EU” ( for Bosnia-Herzegovina PPP Conference, Sarajevo, 06/2008, for Greater Manchester Brussels office, 11/2008, for RCC Conference, Sarajevo, 09/2009)
- “Is there an unnecessary burden in EU public procurement?” (for European Policy Centre Better Regulation Forum, Brussels, 07/2008)
- “Coherence in European decision making - The case of PPP” (for Institute of European Law Conference, University of Birmingham, 07/2008)

***Main presentations : (continued)***

- “PPP in practice - UK National Air Traffic Services PPP” (for Regional Government of Lombardy, Milan, 10/2006, for international open PPP seminar, Maastricht, 07/2008)
- “Overview of EU rules on Public Procurement and Public Private Partnerships”, (for international open healthcare seminar, Maastricht, 07/2008)
- “PPP - A European perspective” (for South Korean visit, Maastricht, 07/2008)
- “Public service delivery mechanisms -An evaluation framework” and “Contractual PPP” (for international conference, Helsinki, 10/2008)
- “Pre-commercial procurement -An untapped opportunity for driving innovation” (for European Parliament Internal Market and Consumer Protection Committee Workshop, Brussels, 11/2008)
- “Public Private Partnerships and sustainable development” (for Urban Matrix workshop, Malmo, 04/2009)
- “Public administration -The UK context” (for Polish Ministry of Finance study group, London, 07/2009)
- “Competitive Dialogue - EU rules and practical implementation” (for Finnish public officials, Brussels, 09/2009, for HAUS, Helsinki, 11/2009)
- “Application of Competitive Dialogue to PPP - Emerging trends and future challenges” (for Nordic Public Procurement Forum, Copenhagen, 10/2009)
- “Introduction to PPP” (two presentations for Electricity Authority of Cyprus, Limassol, 10/2009, for RESPA, Zagreb, 12/2009, for the Ministry of Economy, Lithuania, 03/2010 and 07/2010)
- “New forms of partnership working” (for EPSA conference, Maastricht, 11/2009)
- “Regional developments in concessions and PPP” (for OECD Western Balkans conference, Zagreb, 12/2009)
- “Using Competitive Dialogue for PPP - Emerging trends” (for international open PPP seminar, Maastricht, 12/2009)
- “Competitive Dialogue - A practical guide” (for EIPA faculty, Maastricht, 12/2009)
- “Public sector reform in a cold climate” (for Finland visit, Maastricht, 01/2010)
- “Performance management -a European perspective” (for international open seminar, Maastricht, 02/2010)
- “Planning and procuring a PPP using Competitive Dialogue” (four presentations for the Ministry of Economy, Lithuania, 03/2010)
- “Overcoming the crisis -Public sector interventions in a cold climate” and “Overcoming the crisis -Public service and joint tasks”(for CESI Symposium, Valencia, 04/2010)
- “Using PPP for environmental services” (for international open seminar, Maastricht, 05/2010)
- “Assessing the options for PPP in transport projects -choices and challenges” (for TEN-TEA workshop, Brussels, 06/2010)
- “Use of Negotiated Procedures and Competitive Dialogue in the defence and security sectors” (for international open public procurement seminar, Maastricht, 06/2010)
- “PPP Contract Management” (for Ministry of the Economy, Lithuania, 07/2010)
- “PPP in the health sector -Risks, challenges and opportunities” (for international open PPP seminar, Maastricht, 10/2010)

***Main presentations : (continued)***

- “Competitive Dialogue -What it is and how it is being used in Europe” (for

LGIU Competitive Dialogue workshop, London, 10/2010)

- “PPP in Europe -Current models and future developments” (for regional public service delivery conference, Vicenza, 11/2010)
- “Using PPP for infrastructure projects -Choices, challenges and opportunities” (for international open PPP and EU Structural Funds seminar, Maastricht, 12/2010)
- “Smart public service delivery in a cold economic climate” (for EPSA launch event, Brussels, 01/2011)
- “How to prepare project budgets/management of EU-funded projects” (for Molise region, Brussels, 02/2011)
- “PPP - Case study” (for visiting Serbian public officials, Maastricht, 03/2011)
- “PPP in transport projects -Options and challenges” (for Committee of the Regions PPP Forum, Brussels, 03/2011)
- “Competitive Dialogue - Latest trends and key operational issues” (for international open Competitive Dialogue Master Class, Maastricht, 10/2010, (for Centre for European Union Education and Youth Programmes, Ankara, 04/2011, (for European Commission Joint Research Centre, Ispra, 06/2011)
- “PPP - What they are and how to use them effectively” (for European Policy Centre PPP Forum, Brussels, 05/2011)
- “Introduction to PPP” and “Procuring a public sector capital expenditure project” (for international open PPP seminar, Maastricht, 05/2011)
- “The context of competency management -Conditions for successful implementation” (for international open seminar, Maastricht, 06/2011)
- “Using Competitive Dialogue - Choices, challenges, opportunities”, “Introduction to PPP” and “Future developments in European public procurement - Concessions” (for international open public procurement and PPP seminar, Warsaw, 06/2011)
- “Public procurement for infrastructure - Case study”, “Managing public finances -The current EU context” and “European economic and monetary union” (for visiting Serbian public officials, Maastricht, 07/2011)

***Other main activities***

- Consulting, Competitive Dialogue (for Femern A/S, 11/2009–01/2010)
- Member, Expert Panel, Competitive Dialogue, Global Revolution V conference, Copenhagen, 09/2010)
- Expert witness to hearings on public procurement of European Parliament’s Internal Market and Consumer Protection Committee, Brussels, 04/2006 and 11/2008
- Member of the Editorial Board, European PPP Law Review
- Member of the expert panel of the European Parliament’s Internal Market and Consumer Protection Committee
- Member, EIB EPEC PPP Forum
- Member, PPP Experts Group, UN Economic Commission for Europe
- Visiting Lecturer, Centre for Public Administration, Danube University, Krems, Austria
- Visiting Lecturer, Institute of European Law, University of Birmingham
- Associate, Centre for Public Service Partnerships, London
- Writing and research (see section 15)

Date	11/2004-11/2004
Location	London/UK
Company	Public Administration International (PAI)
Position	Training Expert for Public Procurement/Public-Private Partnerships
Description	Training for senior government officials (Permanent Secretaries) from Nigeria. Presented UK case studies on Privatisation and Public Private Partnerships as part of a programme of corporate governance and public sector management

Date	11/2004-11/2004
Location	Lodz/Poland
Company	European Institute of Public Administration
Position	Lead Trainer/Course Director for Public Procurement/Public-Private Partnerships
Description	Training for 60 senior public procurement officials from government ministries, public enterprises and municipalities in EU Public Procurement Law and Public Private Partnerships (with particular reference to use of EU Structural Funds) EU PHARE financed. Design and delivery of training, including principles, good practice and UK case studies

Date	10/2004-10/2004
Location	Kiev/Ukraine
Company	Ministry of Economy and European Integration
Position	International Expert
Description	Seminar presentation to senior government officials on international e procurement perspectives at national e procurement seminar (at invitation of National Public Procurement Office)

Date	09/2004 to 05/2006
Location	Skopje/FYR Macedonia
Company	European Institute of Public Administration
Position	Key Training Expert
Description	EU CARDS financed project for public procurement capacity building. Responsibility for design and delivery of national training strategy for training of public officials (including auditors) in EU and FYR Macedonian public procurement law. Strategy included seminars (15 seminars for 300 participants), on the job training and distance learning. Managing the inputs of 20 local and 8 international experts. Led seminar for auditors

Date	05/2004-05/2004
Location	Sussex/UK
Company	Crown Agents
Position	Training Expert for Public Procurement
Description	Training for senior public procurement officials from the Ukraine Ministry of the Economy and European Integration, EBRD financed. Design and delivery of training

Date	11/2003-07/2004
Location	Belgrade/Serbia
Company	Crown Agents
Position	Team Leader/Procurement Expert
Description	EU CARDS project. Responsible for project management of award of 15 services/supplies contracts (value €3.6 million) using EU public procurement procedures. Specific role included in coaching, capacity building and skill transfer for procurement staff at a Serbian government agency

Date	05/2003-10/2003
Location	Bucharest/Romania
Company	European Institute of Public Administration
Position	Leading Training Expert Public Procurement Project
Description	Design and implementation of a national training strategy, training seminars for civil servants and train the trainers seminars in the whole country. Overall 20 seminars and workshops for more than 350 staff. Initiated the idea of training for auditors in public procurement. Designed and ran two training seminars for senior auditors.

Date	2001-2002
Location	Brussels/Belgium
Company	European Commission - Directorate-General Enterprise
Position	Seconded National Expert
Description	Policy adviser working on a project to benchmark EU Member States' e Business policies for SMEs, working with e Business National Experts Group from Member States, OECD and the Committee of the Regions.

Date	1994-2002
Location	Birmingham/UK and London/UK
Company	KPMG UK
Position	Assistant Director
Description	<u>Assistant Director, e Business strategy, KPMG Executive Office (2000-2001).</u> Worked at a high level directly with KPMG's Lead Partner for e Business strategy on transformation of KPMG into an e Business. <u>Government Services Division (1994-2000)</u> Winning, delivering and managing consultancy assignments with public sector clients. Adviser to public sector bodies on public-private partnering projects subject to the EU public procurement regime (more than 35 assignments/both as personal adviser and manager of small/large ad hoc teams). Expert adviser on EU Public Procurement issues to auditors of more than 25 public sector bodies. 1996-2000 responsible for staff coaching in public procurement/partnership

Date	1990-1994
Location	Milton Keynes/UK
Company	Deloitte and Touche Chartered Accountants
Position	Manager
Description	Managing team delivering outsourced accounting services to Milton Keynes Development Corporation/Commission for the New Towns. Delivered internal projects for UK Executive Office and external consultancy assignments, mainly for local government.

Date	1988-1990
Location	Lusaka/Zambia
Company	Deloitte and Touche Management Consultants
Position	Managing Consultant
Description	Worked with government bodies and aid agencies on institutional strengthening and organisation change projects (including four months training students for professional accountancy examinations in 1988). Developed, delivered and managed consultancy assignments, mainly public sector. Managed four staff.

Date	1985-1988
Location	London/UK
Company	London School of Prosthetics
Position	Director
Description	Set up and ran health sector training agency (partnership between UK Department of Health and private sector). As Director had full operational and financial responsibility. Responsible for development and delivery of Corporate Plan for the agency, including training strategy for training of paramedical staff for the UK National Health Service. Managed four directly employed/forty seven seconded staff.

Date	1983-1985
Location	London/UK
Company	Institute of Chartered Accountants in England and Wales
Position	Distance Learning Training Consultant
Description	Wrote distance learning material for the Institute of Chartered Accountants in England and Wales and other clients. Sold ideas, developed scripts, supervised preparation of products and acted as learning adviser to students following distance learning courses

Date	1980-1983
Location	London/UK
Company	Accountants Training Consortium
Position	Senior Trainer
Description	Three years as full time trainer with consortium of London accountancy firms. Developed and delivered training material for pre-qualification trainees and qualified accountants.

Career pre 1980: Deloitte, Haskins and Sells (1976-1980), qualification as Chartered Accountant

## 15. Other relevant information (eg publications)

**Working for the European Commission (DG Enterprise) as a seconded national expert on e business projects**

### Publications:

#### *Books*

- “Competitive Dialogue - a practical guide”, (with M Oder), EIPA, January 2010)
- “Public-Private Partnerships - a decision maker’s guide”, EIPA, September 2007
- “Public Procurement in FYR Macedonia - a self study manual” (with E Palade), EU CARDS project publication, May 2006

#### *Other selected publications*

- Response to “Stakeholder consultation paper - Commission staff working paper - Europe 2020 Project Bond Initiative”, April 2011

- Response to “Green Paper on the modernisation of EU public procurement policy - towards a more efficient European Procurement Market (COM(2011) 15/4)”, April 2011
- “Reform of EU public procurement rules -what could it mean for PPP?” - Talking Point, European PPP Forum, March 2011
- “Beyond cuts, beyond borders” (with J Tizard), Public Finance, February 2011
- “The proposed legislative initiative on service concessions - is it needed and what will it achieve?” - Talking Point, European PPP Forum, February 2011
- “Developing a complexity test for the use of Competitive Dialogue for PPP contracts”, European PPP Law Review, Vol 5, No 4, December 2010
- “Competitive Dialogue - What is a “particularly complex” contract?”, Talking Point, European PPP Forum, November 2010
- “Competitive Dialogue procedure - Current trends”, Talking Point, European PPP Forum, January 2010
- “Conducting Competitive Dialogue for PPP projects - towards an optimal approach?”, European PPP Law Review, Vol 4, No 4, December 2009
- “Using Competitive Dialogue in EU public procurement - early trends and future developments” - EIPAScope, December 2009
- “New forms of partnership working” (with A Heichlinger), in “Taking the pulse of public administrations”, M Pröhl and A Heichlinger ed, EIPA, November 2009
- “A new EU Directive on concessions - the right approach for PPP?”, European PPP Law Review, Vol 3, No 3, December 2008
- “Dix ans de PFI au Royaume Uni ”, Contrats Publics, October 2008
- “PPP - Riscos, desafios e oportunidades”, Interface Administração Pública, Lisbon, July 2008 (in Portuguese)
- “PPP during the contract execution phase - a need for greater certainty in Community law?”, European PPP Law Review, Vol 3, No 2, July 2008 (update)
- “The IPPP Interpretative Communication - creating a loophole for misuse?”, Talking Point, European PPP Forum, April 2008
- “PPP - challenges for 2008” - Talking Point, European PPP Forum, January 2008
- “The application of public procurement law to Institutional PPP (IPPP) -some practical considerations”, European PPP Law Review, Vol 2, No 3, Autumn 2007
- “Institutional Public Private Partnerships (IPPP) - a clear way forward at last?”- Talking Point, European PPP Forum, September 2007
- “PPP during the contract execution phase - a need for greater certainty in Community law?”, European PPP Law Review, Vol 2, No 2, July 2007
- “Development of public procurement system: training experience in FYR Macedonia”, Public Administration No. 1-2 (13-14), Lithuanian Public Administration Training Association, July 2007
- “The use of public-private partnerships for the delivery of public services” - Meeting of the Chambre des Députés du Grand-Duché de Luxembourg, June 2007
- “La colaboración público-privada (CPP) en los servicios públicos locales” - Revista de Estudios Locales, May 2007 (in Spanish)
- “PPP - what can we expect in 2007?” - Talking Point, European PPP Forum, February 2007
- “PPP and the European public procurement regime - the challenges ahead”, Public Service Review Yearbook, January 2007
- “PPP - a solution for cash strapped EU governments”, interview with Euractiv, December 2006
- “Public-Private Partnerships - an opportunity for regional development projects”, interview with Interact, December 2006
- “The case for a European PPP Executive Agency” - Talking Point, European PPP Forum, November 2006
- “Implementing a strategy for professional training in public procurement - the case of FYR Macedonia” - Paper presented at NISPAcee 14<sup>th</sup> Annual Conference, Ljubljana, May 2006
- “Considerations relevant to Public-Private Partnerships (PPP) as an element of improving the workings and effectiveness of the Public Procurement Directives” - EIPAScope, May 2006 (in French)
- “Making PPP work better - what should the European Parliament do next?” - Talking Point, European PPP Forum, April 2006
- “Making Public-Private Partnerships Work”, Book review, Supply Management, April 2006
- “Considerations relevant to Public-Private Partnerships (PPP) as an element of improving the workings and effectiveness of the Public Procurement Directives” - evidence to the European Par-

liament's Internal Market and Consumer Protection Committee hearings on Public Procurement, April 2006

- "PPP -Tales of the unexpected (and expected) - Talking Point, European PPP Forum, March 2006
- "PPP - what will 2006 bring?" Talking Point, European PPP Forum, January 2006
- "Beyond the new Public Procurement Directive - the future for Public Private Partnerships" - EI-PAScope, December 2005
- "Contractual PPP - a missed opportunity?" - Talking Point, European PPP Forum, November 2005
- "PPP - meeting the challenges" - Supply Management, October 2005
- "PPP - an uncertain legal framework?" - Talking Point, European PPP Forum, October 2005
- "PPP - the current landscape" - Talking Point, European PPP Forum, September 2005
- "Is public service worth the trouble for SMEs?"- Birmingham Post, November 2004
- "The proposed Competitive Dialogue procedure for EU public procurement - some practical considerations, June 2000 (unpublished submission to European Commission, DG XV)