

# Remir Mukumov

Over 15 years of experience in public sector management and infrastructure finance. Sector experience with roads, airports, public housing, utilities, energy and district heating, etc. Functional expertise in public budgeting, legislative drafting, commercial lending and seed investment, corporate finance and valuation.

Certified Public-Private Partnerships Professional (CP<sup>3</sup>P)

Certified Public-Private Partnerships Trainer (Fundamental)

British Institute of Directors, Certificate in Company Direction

Certified Measurement & Verification Professional (CMVP®), Certified Energy Manager (CEM®)

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Languages: Russian – native, English - Advanced C2 (IELTS, TOEFL)

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## Experience

### **Executive Director, PPP Expertise Eurasia**

London, UK, December 2019 - present

Translated and supervised translation of Certified PPP Professional (CP3P) Level II and III Body of Knowledge into Russian.

Co-delivered live and online CP3P training courses.

Carried out a tender selection of Learning Management System provider and managed development of a proprietary LMS for provision of online training.

Developed value added learning media – case studies, online tests and quizzes, using interactive and gamified methodologies, using local deals experience in transport, energy, healthcare.

Developed a number of successful and promising business leads, maintains client engagement for advisory and training opportunities in Central Asia, Transcaucasia and Russia.

Secured a 50-participant CP3P training programme with an IFI in Uzbekistan.

Identified, developed and leads on contract negotiation with a leading National Development Bank and National PPP Centre to deliver a major PPP training programme across Russia.

### **Advisor to the Deputy Prime Minister of the Republic of Uzbekistan [www.mf.uz](http://www.mf.uz)**

Tashkent, Uzbekistan, October 2018 – November 2019

Prepared and submitted to Parliament a draft of PPP Law, which was enacted on May 10, 2019.

Undertook an inventory of Uzbek regulation.

Played a pivotal role in establishing the PPP Development Agency.

Deal screening: reviewed, appraised and contributed to 155 project concepts in 8 sectors to form the PPP and private investment into infrastructure pipeline. This included 13 project proposals from ADB, 5 from the World Bank, 3 from EBRD and 9 from IFC.

Was an operational leader for the Ministry of Finance effort in development of PPP framework and procurement of two pioneering deals - 100 MW solar PV and hemodialysis clinics.

Supervised and co-delivered PPP training for 80 civil servants from Uzbekistan and Kirgystan), leading to their passing the Certified Public-Private Partnerships Professional (CP3P) exam.

### **Senior Managing Director, VEB INFRASTRUCTURE, [www.fcpf.ru](http://www.fcpf.ru)**

October 2016 – October 2018 (2 years)

Developed, recommended and implemented an investment strategy for \$300m of infrastructure and prepared annual investment plan for 29 deals. Advised board of directors and CEO. Headed the risk

committee and led Investment Committee.

Prepared project pipeline. Comprehensive structuring and appraisal of loan and investment projects.

Negotiated project documents. Obtained approvals from management and board of directors.

Notable advisory transactions with operation leader role: toll road concession procurement, unsolicited proposal for sea port concession, business case for oil refinery, securing financing for an energy project, etc.

Established strategic alliance agreements with RosTelecom, the largest digital services provider in Russia, and with Federal Road Agency (RosAvtoDor), the federal executive authority, to facilitate growth and expansion.

**Co-founder & General Director, ESCO TyumenEnerg** [www.te.ru/about/svedeniya\\_o\\_dzo/](http://www.te.ru/about/svedeniya_o_dzo/)

July 2010 - September 2016 (6 years 2 months)

Energy Service Company (ESCO) TyumenEnerg - an independent energy solutions company delivering long-term customer value and environmental sustainability through alternative energy solutions, energy efficiency and innovative facility renewal strategies.

Mandates for audit of energy efficiency for no 1 power grid management company in Russia, regional SOEs, Universities in Russian, Belarus, Kazakhstan, etc.

Delivered energy efficiency contracts for 12 clients.

Implemented smart city solutions for city lightning in 2 cities.

Developed and delivered over 40 energy efficiency training courses for close to 1000 clients.

**General Director, Development Corporation plc.** [www.cupp.ru](http://www.cupp.ru)

September 2009 - June 2010 (10 months)

The Corporation was established by 6 Russian regions and had 12 subsidiary companies in various fields of infrastructure and industry, energy provision, mining, etc.).

Developed financial plan and implemented control, obtaining co-funding from the Investment Fund of Russian Federation.

Led the effort on development of feasibility studies and financial models. Notable projects: 344 km road in the Arctic, \$1,7 bn railroad (Deal of the Year, 12 MW power station, etc

**Advisor to the Chairman of the Construction Committee, The State Duma (Russian Parliament)**

[www.duma.gov.ru](http://www.duma.gov.ru)

May 2008 - August 2009 (1 year 4 months)

Participated in drafting legislation on energy efficiency, performance contracting, construction industry, urban development, housing and utilities.

Developed the Directive regulating the design development of the projects to be funded by VneshEconBank –Development Bank.

**Head of the Department of Territorial Development, Ministry of Economic Development of the Russian Federation** <http://economy.gov.ru>

March 2007 - April 2008 (1 year 2 months)

Prepared the Russian regions' development forecasts for federal government, federal plans for territorial development, developed strategies of territorial planning, monetary fund's allocation from the contingency fund of the Government of the Russian Federation; prepared expert opinions on the drafting of federal PPP laws.

**Head of the Department of Construction, Housing and Public Utilities, Ministry of Regional Development of the Russian Federation** [www.minstroyrf.ru](http://www.minstroyrf.ru)

November 2005 - February 2007 (1 year 4 months)

Developed Urban Planning and Housing Codes for the National Priority Project "Affordable and comfortable housing".

Duties included tariff regulation for utility services, formation of competitive environment in housing and utilities industries, development of the measures of social support for vulnerable population including conversion of assistance packages in monetary form, attraction of private investment into housing construction, maintenance and utilities sectors.

**Head of the Department of Economic Development, Tyumen Oblast (Region) Government**  
<https://admtymen.ru>

March 2003 - September 2005 (2 years 7 months)

Prepared forecasts of regional economic development, government income budgeting, performance-based budgeting, developed key performance indicators (KPIs) for public services in social and economic sectors, economic development programs by districts of the region, public employee retaining and motivation system, government procurement policies and practices for the social and economic needs of the region.

Key achievements: non-tax revenues of the Region rose from RUB 32 bn to RUB 136 bn, public sector expenditure methodology transferred to goal-oriented criteria, performance KPIs introduced, private investment in infrastructure enabled, disclosure of information to public introduced, etc.

**Head of the Department of Housing and Public Utilities, Tyumen Oblast (Region) Government**  
<https://admtymen.ru>

September 2001 - February 2003 (1 year 6 months)

Developed a financial and economic recovery program, system of tariff regulation based on industrial and investment program of regional organizations, improvement of economic and business effectiveness of housing and public utilities organizations, urban services development program.

Introduced a programme for public sector co-subsidizing utility bills payment for over 200 thousand low income population.

Launched a major IT investment programme for utilities payment with coverage over 1 m people.

Developed and enabled innovative PFI-style mechanism for private sector leasing of 200 buses with public sector demand guarantee.

**Deputy Mayor, City of Ishim** <https://ishim.admtymen.ru>

May 1997 - August 2001 (4 years 4 months)

Led the Department of housing and municipal services, overseeing competitive bidding for municipal property management contracts, municipal programs for energy efficiency of district heating and water supply systems, subsidy program for citizens for housing and utility services payments.

First Russian SOE in Water sector to be privatized.

Introduced water and heating meters in all SOEs.

Demutualized the utilities sector, enabled a competitive private sector.

Ishim was recognized as No 2 City in Russia in terms of living comfort.

## Education

**Institute of Directors (UK)**, IoD Certificate in Company Direction, 2008

**Manchester Business School (UK)**, Manager's Training Programme, 2000

**All-Russian Academy of Foreign Trade**, Diploma with Honors, Master of World Economy, 1993 - 1996

**The Institute of Engineers of Civil Aviation, Postgraduate, Kiev, Ukraine**

Economics, Economic and Mathematical Methods, 1989 - 1991

**The Institute of Engineers of Civil Aviation, Kiev, Ukraine**

Engineering and Economics Department of Organization of Air Transport, Master of Economics  
1983 - 1989

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## Publications

**Study "Energy Efficiency in Russia: Untapped Reserves"** World Bank, 2008

**Russian Market Overview, World ESCO Outlook**, 2013

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## Additional

**General Director, Russian Association of Energy Service Companies** (on an honorary basis)

July 2015 – September 2016 (1 year 3 months)

Served as spokesman for the Association. Represented the Association and its members to other organizations, industry group, government and public agencies, the media, and the public. Develop relationships with key senior executives throughout the business community to maximize the awareness of RAESCO's value.

Prepared Guidelines for the Measurement and Verification of Energy Savings for public, industrial sectors and for financial institutions.

Prepared a Russian State Standard GOST 56743-2016 on Measurement and Verification's coverage.

**National Industrial Energy Efficiency & Energy Management System Consultant at UNIDO's Project "Market Transformation Programme on Energy Efficiency in Carbon Intensive Industries in the Russian Federation"**

August 2015 – March 2016 (8 months)

Personal participation in and contribution to Russian enterprises energy efficiency activities, incl.: Data collection; Developing regression models; Developing list of energy performance improvements; Developing Measurement and Verification Plans and Developing Action plans.

**Performance Contracting and Measurement & Verification Consultant at Global Environment Facility and United Nations Development Program/UNDP Project Transforming the Market for Efficient Lighting**

August 2013 – September 2014 (1 year 2 months)

Worked on development of energy efficiency standards and regulations carried out based on existing norms and standards for lighting and electric equipment.

Took a part in revisions to SNiP (Construction Norms and Regulations), MGSN (Moscow City Construction Regulations), SanPiN (Sanitary Regulations and Standards).

Developed Energy-Efficient Lighting programs to help promote replication, including: technical design (energy audit, development of typical technical solutions, selection of the equipment and suppliers); implementation of the project (organization of tenders, installation and erection works); consideration of the development of ESCO models; short-term monitoring requirements; and public relations for private investors.