



**WORLD BANK GROUP**

*Certificate of Appreciation*

Presented to

**Dr. Oliver Massmann**

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**For your generous contribution to**

**Benchmarking Infrastructure Development 2023:**

**PPP Survey**

A handwritten signature in blue ink, appearing to read 'Imad Fakhoury', positioned above a horizontal line.

**IMAD FAKHOURY, GLOBAL DIRECTOR**

**INFRASTRUCTURE FINANCE, PPPS AND GUARANTEES**

**THE WORLD BANK GROUP**