



Territorial Strategies

MAKING INTERNATIONAL PROJECTS DELIVERABLE

OUR PRACTICE

Preparing infrastructure for investment and delivery.

Urban planning, project preparation and investment readiness across emerging and frontier markets – building the technical, institutional and regulatory conditions that investment decisions depend on.

Advisory practice founded by Charles A. Ciezza

www.territorialstrategies.com

Where strategy meets delivery.

Territorial Strategies is an independent advisory practice working at the interface of governments, development finance institutions and private capital. Since **2003**, its founder has led the planning and preparation of urban and infrastructure programmes across four continents — from spatial diagnostics through to structured project and investment pipelines.

The practice operates within the governance frameworks of the **World Bank, AfDB, ADB, AFD, GIZ, the European Union, UNOPS and MCC**, alongside national governments, municipalities and private operators on the ground.

Many infrastructure projects in emerging markets struggle to reach an investment decision. Territorial Strategies works precisely at that gap.

CURRENT MANDATES · 2026

GOV. OF THE COMOROS /
AFDB

Smart Moroni City Team Leader

Urban diagnostic, smart-city framework and the structuring of a prioritised, climate-resilient investment programme for Greater Moroni.

WORLD BANK · PAKISTAN

Karachi Yellow Line BRT TOD & investment readiness

Land value capture, TOD strategy and exploration of PPP and private-sector participation mechanisms along a 21 km corridor. 2026–2027.

GIZ / SEQUA · MOROCCO

Export readiness & market entry

Internationalisation strategy for a clean-energy technology company under the BMZ Invest for Jobs initiative.

Charles A. Cieza



FOUNDER & DIRECTOR

Peruvian-French
Member, FAST-Infra Label
Executive Advisory Committee

Charles brings **23 years** of international experience leading infrastructure and urban programmes at the interface of governments, development finance institutions and the private sector, across Europe, Latin America, Africa and South Asia. Trained as an architect and urban planner, he has led multidisciplinary teams from territorial diagnosis through to investment readiness.

His work sits at the interface of infrastructure planning, institutions and investment: translating territorial priorities into structured investment programmes, aligning them early with the eligibility and safeguard requirements of international financiers, and building the institutional and regulatory conditions that support investment viability. He does not replace the transaction or financial adviser — he prepares the project and its institutional environment to withstand their scrutiny.

EDUCATION

MSc Advanced Architectural Design — University of Strathclyde
Architecture & Urban Planning — U.N.F. Villarreal, Lima
Circular Economy & Sustainability Strategies — University of Cambridge, 2022

CERTIFICATIONS

PRINCE2 (UNOPS) · Project Management Foundation Course (UNOPS)
GRI Reporting (UNOPS) · Project Management Development (IDB)
IFI safeguards & procurement

MEMBERSHIPS

FAST-Infra Label — Executive Advisory Committee
American Institute of Architects (AIA)
Royal Institute of British Architects (RIBA)
Colegio de Arquitectos del Perú (CAP)

LANGUAGES

Spanish — native · English — fluent · French — fluent

We turn the barriers of complex markets into tangible opportunities — scaling projects into the places that need them most.

Infrastructure is more than a technical project.

Infrastructure becomes credible for investment when technical feasibility, institutional capacity, stakeholder alignment and investment requirements are addressed together. Territorial Strategies works across these interfaces — upstream of financial structuring and alongside the specialists responsible for it.

TECHNICAL & TERRITORIAL

Is the project grounded in the realities of the place?

- Urban & infrastructure planning
- Feasibility and prioritisation
- Land, mobility and spatial development
- Climate and resilience considerations
- Delivery constraints

INSTITUTIONAL & STAKEHOLDER

Can the institutional environment support the project?

- Governance and institutional capacity
- Public policy and regulatory environment
- Stakeholder alignment
- Government-DFI-private sector coordination
- Political and implementation risk

INVESTMENT READINESS

Can the project progress towards serious investment consideration?

- IFI eligibility and safeguards
- Project preparation requirements
- PPP enabling conditions
- Land value capture and revenue mechanisms
- Coordination with financial, legal and transaction advisers

Territorial Strategies connects these three dimensions before the transaction begins — informed by direct experience of what it takes to implement complex projects on the ground.

Addressing the risks that stand between projects and investment.

Infrastructure projects in emerging and frontier markets can fail to progress not only because of financing constraints, but because the project, the institutional environment or the political and stakeholder context is not sufficiently prepared. Territorial Strategies works precisely on those upstream conditions – in fragile, high-risk and politically complex settings, and within the governance and compliance frameworks of international financiers.

PAKISTAN · KARACHI · NOW

Building the investment case around a transit corridor

Land value capture, TOD strategy and institutional coordination along a 21 km World Bank-supported BRT corridor.

LIBERIA · FRAGILE STATE

Investment planning where baseline data does not exist

Spatial and infrastructure investment plans for four urban areas under the World Bank-financed Liberia Urban Resilience Project, and neighbourhood upgrading for greater Monrovia.

SRI LANKA · MATARA & COLOMBO

Preparing a project through national security disruption

Pre-feasibility, prioritisation and initial due diligence for a downstream AFD loan, sustained with local teams through the Easter crisis.

NICARAGUA · MANAGUA

Programme continuity under constrained governance

Navigating political instability and institutional constraint while safeguarding delivery and donor compliance.

PERU · LIMA

Social acceptability as an investment condition

Managing community conflict over informal-settlement relocation in the BARRIO MÍO green-city and housing-regeneration programme.

AMAZON TRIPLE BORDER

Coordination across three jurisdictions

Authorities, communities and logistics aligned across a low-governance frontier territory spanning Peru, Brazil and Bolivia.

ON THE GROUND

Local teams · stakeholder and political navigation · fragile institutions · security and operational risk.



AT THE TABLE

World Bank · AfDB · ADB · AFD · GIZ · European Union · UNOPS · MCC — full fiduciary compliance.

Three capabilities. One integrated approach.

01

Urban & Infrastructure Development

Understanding the territory and defining what can be delivered.

- Spatial, infrastructure and institutional diagnostics
- Integrated urban & infrastructure development
- Feasibility and pre-feasibility
- Infrastructure prioritisation
- Climate resilience
- Programme implementation & delivery leadership

TERRITORY

02

Project Preparation & Investment Readiness

Preparing projects to progress towards appraisal, investment and delivery.

- Project and investment pipelines
- TOD and corridor investment strategies
- Land value capture
- PPP enabling frameworks
- IFI eligibility, safeguards and procurement
- Upstream risk mitigation
- Coordination with transaction and financial advisers

READINESS

03

Institutional Strategy & Strategic Engagement

Aligning the actors and institutions required to move complex projects forward.

- Institutional and governance frameworks
- Stakeholder strategy
- Government–DFI engagement
- Public–private coordination
- Strategic partnerships
- Local capacity and implementation arrangements
- Political and institutional risk navigation

ENGAGEMENT

WHERE THE PRACTICE SITS

Territorial Strategies works upstream of the transaction. The practice does not replace financial modelling or transaction advisory — it works alongside them, preparing projects and institutional environments that can withstand investment scrutiny: technically grounded, institutionally credible, politically viable and aligned with applicable DFI requirements.

HOW WE WORK

Proximity

Embedded with local stakeholders and counterparts.

Rigour

Decision-grade analysis aligned with IFI requirements.

Delivery

From strategy and project preparation through implementation — leading multidisciplinary teams, institutional counterparts and complex programmes on the ground.

Measured in projects prepared for investment and delivery.

Since
2003

delivering urban and infrastructure projects internationally

36

countries with professional assignments, across four continents

30+

mandates for development banks, governments and private clients

20+

cities and territories with investment plans, master plans or feasibility studies delivered

INSTITUTIONAL ECOSYSTEM

Experience across the three sides of the infrastructure ecosystem — development finance, public institutions and private-sector delivery.

DEVELOPMENT FINANCE

World Bank
African Development Bank
Asian Development Bank
Agence Française de
Développement
Millennium Challenge Corporation

PUBLIC & INTERNATIONAL

UNOPS
European Union
GIZ
ADEME
Expertise France
National ministries & municipal
authorities

PRIVATE SECTOR & DELIVERY

SMEC / ECCL
Groupe Huit
sequa
DT Global
Infrastructure developers &
technology companies

WHERE WE WORK

Latin America & Caribbean

Peru · Bolivia · Ecuador · Colombia · Brazil · Chile ·
Uruguay · Argentina · Mexico · Nicaragua · Honduras ·
Costa Rica · Panama · Dominican Republic

Asia

Pakistan · India · Sri Lanka · Vietnam · Laos

Africa

Senegal · Gambia · Nigeria · Ghana · Sierra Leone ·
Liberia · Ivory Coast · Morocco · Lesotho · Mozambique ·
Uganda · Comoros

Europe

France · United Kingdom · Ireland · Spain · Denmark

Where we work.

Flagship mandates across four continents.



14	12	5	5
LATIN AMERICA & CARIBBEAN	AFRICA	ASIA	EUROPE

Partners who trust us to get things done.

Mandates are grouped by capability rather than by contract type: infrastructure and urban development, project preparation and investment readiness, and institutional strategy and strategic engagement — with international market and partnership development as a fourth, complementary line.

01 · INFRASTRUCTURE & URBAN DEVELOPMENT — TECHNICAL LEADERSHIP ON IFI-FUNDED OPERATIONS

UNEEDIT JV, for the Government of the Comoros Funder: African Development Bank	Key Expert 1 — Team Leader & Urban Development Expert, Smart Moroni City	Comoros	2026–
ECCL Singapore (SMEC), PMC to Sindh Mass Transit Authority Funder: World Bank	Urban & Mobility Planner / TOD Specialist, Karachi Yellow Line BRT	Pakistan	2026–
Project Planning & Management Ltd, for the Ministry of Public Works Funder: World Bank	Key Expert 1 — Team Leader, Liberia Urban Resilience Project (LURP)	Liberia	2025–2026
Groupe Huit Funders: AFD · ADB	Project Director / Team Leader — Monrovia, Matara, Tamil Nadu	Liberia · Sri Lanka · India	2018–2023
UNOPS Beneficiaries: national & municipal authorities	Project Director & Regional Development Coordinator for Latin America	Peru · Colombia · Nigeria · Denmark	2013–2018
SCE Aménagement et Environnement International Department	International Project Director & Regional Development Manager — Latin America and West Africa	Multi-country	2018–2021

02 · PROJECT PREPARATION & INVESTMENT READINESS

AFD, through Groupe Huit	Prioritisation, feasibility and initial due diligence for a downstream AFD loan — Matara	Sri Lanka	2019–2021
Expertise France Funders: European Union · AFD	Urban Expert — Sustainable Cities pre-feasibility, Phase 1	Ghana	2023
MCA-Liberia Funder: Millennium Challenge Corporation	Technical Evaluation Panel Member — evaluation of infrastructure procurements	Liberia · Ghana · Sierra Leone · Lesotho	2018–2020
DT Global	International expert — tender preparation	Burkina Faso	2021

Partners who trust us to get things done.

03 · INSTITUTIONAL STRATEGY & STRATEGIC ENGAGEMENT

ADEME — Direction Europe et International	Team Leader / Institutional Development Expert — bilateral cooperation and external-resource mobilisation	Multi-country	2021–2023
ADEME Programme: PEEB / GABC (AFD · GIZ · ADEME)	Project Team Leader — energy-efficiency regulatory reform with national ministries	Senegal	2020–2022
UNOPS Geneva	Senior Urban & Infrastructure Expert (retainer)	Global	2023–
Rainforest Builders	Head of Climate Project Development — nature-based investment programmes	West Africa	2023

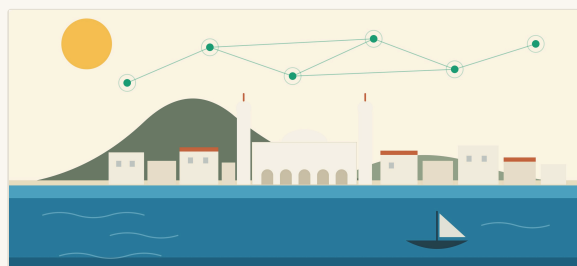
04 · INTERNATIONAL MARKET & PARTNERSHIP DEVELOPMENT

sequa gGmbH Funder: GIZ — BMZ Invest for Jobs	International Expert — export readiness, energy & energy efficiency	Morocco	2026
ETE France Support schemes: Bpifrance Assurance Prospection · FASEP	New-market development and feasibility programme	Latin America · Africa · Mexico	2023–2026
Hydromobil · ABAK Support scheme: Bpifrance Assurance Prospection	New-market development	Latin America · Africa	2022–2025
GREENOV	Senior Energy Market Advisor — offshore wind market study and US Department of Energy bid management	Global · United States	2023–2024
IFAW	Mid-term evaluation — Blue Speeds campaign	International	2024

A NOTE ON HOW ROLES ARE STATED

Roles are stated as contracted. Where an assignment was performed under a lead firm or as staff of an implementing organisation, that entity is named and the funder listed separately. Support schemes are identified as such, not as client relationships.

Mandates across four continents.



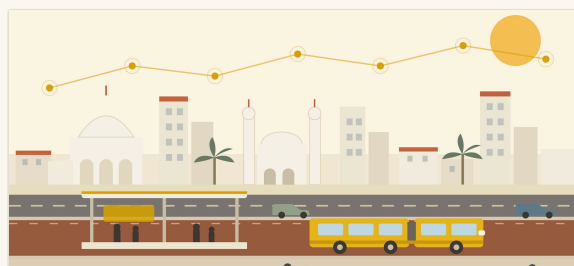
COMOROS

READINESS

Smart Moroni City — Urban Development & Investment Programme

Urban diagnostic, smart-city framework and a prioritised, climate-resilient investment programme for the capital and its metropolitan area.

Government of the Comoros / AfDB
Team Leader & Urban Development Expert · 2026–2027



PAKISTAN

READINESS

Karachi Yellow Line BRT — TOD & Investment Readiness

TOD strategy, pilot site design and land value capture along a 21 km World Bank-supported BRT corridor, with institutional coordination and exploration of PPP participation.

World Bank / SMTA, through SMEC
Urban & Mobility Planner / TOD Specialist · 2026–2027



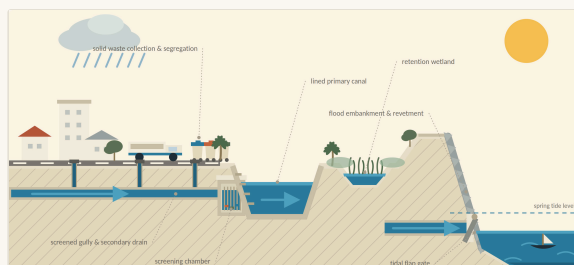
LIBERIA

TERRITORY

Monrovia Neighbourhood Infrastructure Upgrading

Feasibility, preliminary design and prioritisation for an urban area of 1.4 million inhabitants, with bid packages for detailed design.

AFD (Groupe Huit)
Project Director / Team Leader · 2019–2021



SRI LANKA

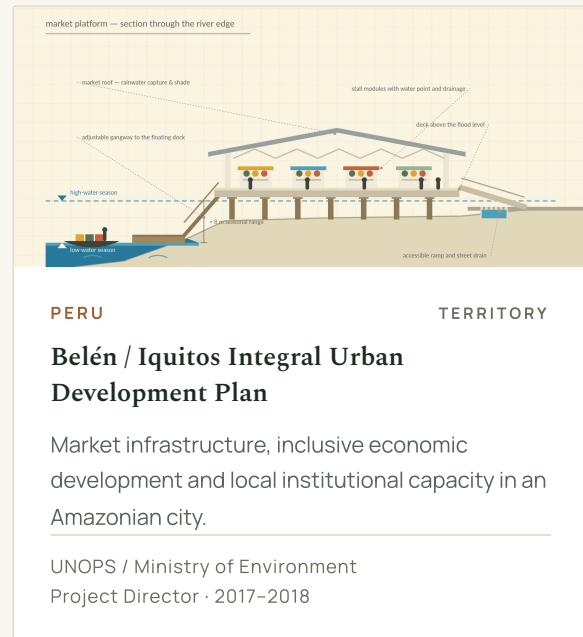
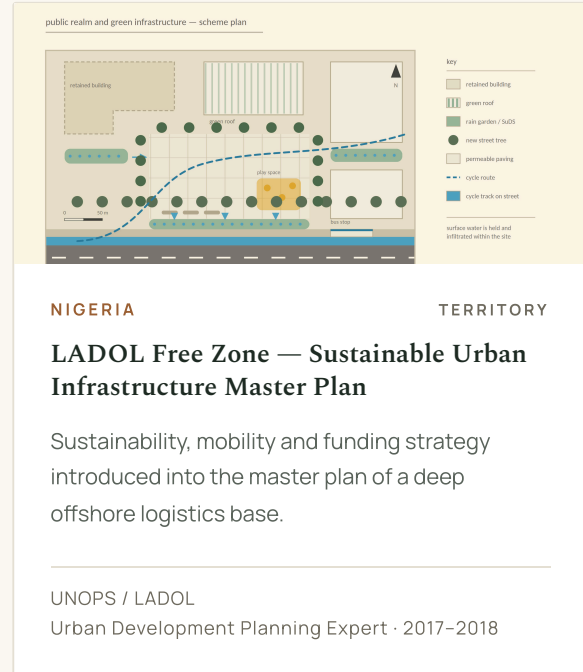
READINESS

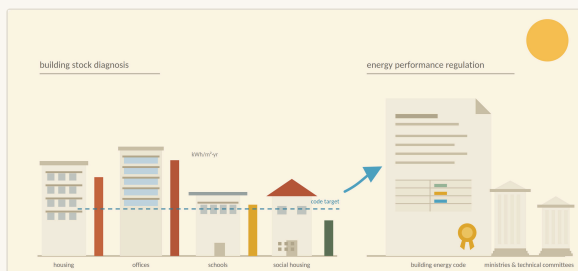
Matara Integrated Urban Development

Prioritisation, feasibility and initial due diligence supporting a downstream AFD loan across solid waste, flood protection, drainage and urban regeneration.

AFD (Groupe Huit)
Programme Director / Team Leader · 2019–2021

Mandates across four continents.





SENEGAL **ENGAGEMENT**

PEEB / SénABBBaC — Energy Efficiency in Buildings

Sector diagnosis, institutional capacity building and support to energy-efficiency regulatory reform with national ministries.

ADEME (AFD · GIZ · ADEME)
Project Team Leader · 2020–2022

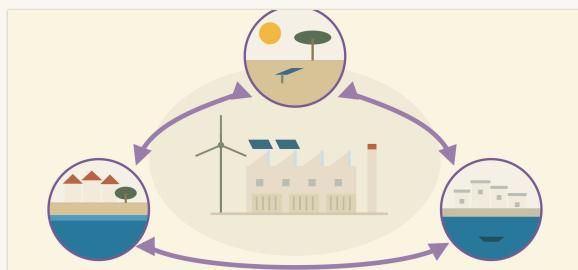


GHANA **ENGAGEMENT**

Sustainable Cities Pre-feasibility — Phase 1

Stakeholder mapping, theory of change and results framework feeding directly into project design.

Expertise France (EU / AFD)
Urban Expert · 2023



MULTI-COUNTRY **ENGAGEMENT**

ADEME Bilateral Cooperation — External-Resource Mobilisation

Portfolio screening, donor and call mapping, and joint funding proposals prepared with ADEME and its counterpart national energy agencies across West Africa and the Maghreb.

ADEME
Team Leader / Institutional Development Expert · 2021–2023



LIBERIA **READINESS**

Liberia Urban Resilience Project — Spatial & Infrastructure Investment Planning

Spatial development and infrastructure investment plans for four urban areas, integrating flood and erosion risk assessment, an urban planning handbook and geo-databases.

World Bank / Ministry of Public Works, through PPM Ltd
Key Expert 1 — Team Leader · 2025–2026

FURTHER REFERENCES

ECUADOR	Structuring of investment projects in sustainable urban infrastructure — Government of Ecuador	2021
COLOMBIA	Urban infrastructure, transport & circular-economy financing strategy — Municipality of Cali	2021–2022
MOZAMBIQUE	Integrated solid waste & circular-economy plan — Ministry of Land, Environment & Rural Development	2021–2022
PERU	BARRIO MÍO Green City & Housing Regeneration — Municipality of Metropolitan Lima	2013–2014
PERU	PMUS Lima Sustainable Urban Mobility Plan — Municipality of Metropolitan Lima	2013–2015
PERU	MUNA Peruvian Museum of Archaeology — Ministry of Culture / UNOPS	2014–2016
UNITED KINGDOM	Urban development plans for green cities — Macmon Chartered Architects	2007–2013

Where projects meet investment.

Territorial Strategies brings the perspective of infrastructure development into the investment conversation. The expertise was built from the ground up – from architecture and urban planning to the preparation and delivery of complex infrastructure programmes across emerging and frontier markets.

Working within World Bank, AfDB, ADB, AFD and other international development environments has built a practical understanding of what projects must demonstrate before they can progress towards financing: technical credibility, institutional capacity, regulatory clarity, stakeholder alignment, delivery pathways and manageable risk.

We are not financial advisers. We work upstream and alongside financial, legal and transaction specialists – preparing the project and its operating environment so that investment can be assessed on stronger foundations.

TERRITORIAL STRATEGIES · UPSTREAM



Experience across both project preparation and implementation. Investment readiness assessed by someone who has led the delivery of comparable programmes on the ground – bringing implementation reality into the investment conversation.

Our value is not in replacing the financier, but in ensuring that projects reach the investment conversation better prepared, better aligned and with critical upstream risks addressed.



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TERRITORY · READINESS · ENGAGEMENT

LET'S TALK

Preparing infrastructure for investment and delivery.

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Territorial Strategies

Independent international advisory practice

LEGAL ENTITY

Territorial Strategies SARL

COMPANY REGISTRATION

RCS Nantes 893 593 285

REGISTERED IN

France · 2021

EUROPEAN IDENTIFIER

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