

## PERSONAL INFORMATION

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 Nationality **Dutch**  
 Date of birth **21 May 1966**



## WORK EXPERIENCE

- Dates (from – to) **2007 - ongoing**
  - Name and address of employer **CSC *Strategy & Finance*, Rotterdam, The Netherlands**
  - Occupation or position held ***Owner / director***
  - Name and address of employer ***Emerging Africa Infrastructure Fund Ltd (EAIF), Mauritius***
  - Occupation or position held ***Non-Executive Director, appointed by subordinated lender FMO Bank***
  
- Dates (from – to) **2000 - 2007**
  - Name and address of employer ***ECORYS Research & Consulting*, Rotterdam, The Netherlands**
  - Occupation or position held **Managing Partner**
  - Main activities and responsibilities **Advise and manage advisers on infrastructure projects in The Netherlands and abroad**
  
- Dates (from – to) **1996 - 2000**
  - Name and address of employer ***NIB Capital Bank*, The Hague, The Netherlands**
  - Occupation or position held **Account manager**
  - Main activities and responsibilities
    - Real estate project finance, PPP structuring, corporate finance and venture capital
    - Financing international development and infrastructure projects in Sub Saharan Africa and the Netherlands Antilles through Dutch ODA, ORET funds, soft loans and equity
  
- Dates (from – to) **1995**
  - Name and address of employer ***Impleco BV*, Boskoop, The Netherlands**
  - Occupation or position held **Office manager**
  - Main activities and responsibilities **Project development for Dutch MATRA programme (Eastern Europe)**
  
- Dates (from – to) **1994**
  - Name and address of employer **Erasmus University Rotterdam and the Netherlands Ministry of Foreign Affairs, The Hague**
  - Occupation or position held **Consultant**
  - Main activities and responsibilities **Economic research on environmental behaviour Indian pharmaceutical industries, Hyderabad, India**

## EDUCATION AND TRAINING

- Dates (from – to) **1988 – 1995**
- Name and type of organisation providing education and training Erasmus University Rotterdam
- Principal subjects/occupational skills covered Business Economics ('With Merit')
- Title of qualification awarded MSc Economics
  
- Dates (from – to) **1996 – 2000**
- Name and type of organisation providing education and training Management trainee programme NIB Capital  
NIBE Institute Amsterdam, various Banking courses  
Euromoney London, various Project Finance courses

## OTHER ACTIVITIES AND SKILLS

### LECTURES AND SPEECHES

- Lecturer *Port Finance* at Maritime and Economic Logistics MBA, Erasmus University Rotterdam (2003-2006)
- Lecturer *Property Finance* at course for property developers, NEPROM (2003-2005)
- *Private Infrastructure Finance Opportunities in Continental Europe* (ECORYS Finance publication) 2004
- Presentation *Finance environment for PPP's* at the World Bank Africa Privatization Network Conference in Abuja, Nigeria (2004)
- Presentation *Port Concessions* at the Africa Investment Forum, London, UK (2003)

### OTHER SKILLS AND HOBBIES

- Music (bass guitar), former president Big Band Erasmus University
- Sports: swimming, race biking, running (Triathlon), sailing, skiing
- Financial adviser to Friends of the Western Buddhist Order for Retreat Center in The Netherlands

## SELECTION OF RESEARCH AND CONSULTANCY PROJECTS

- 2011 - ongoing ***Africa – Funding adviser for EGNOS in Africa***  
EGNOS (European Global Navigation Overlay System) is designed to enhance the GPS navigation system's performance. At present it covers only Europe but the European Commission would like to extend the provision of services to include Africa. EGNOS can bring vast benefits to Africa in predominantly the transport sector, largely aviation, in terms of safety, cost savings and the unlocking of remote areas. I was selected to support the European Commission in the fund raising process.  
*Client:* European Commission, ECORYS
- 2011 - ongoing ***Global – Financial adviser Mid-Term Review of Access to Energy Fund***  
The Access to Energy Fund (AEF) is instigated in 2007 to create new energy connections throughout emerging countries by catalyzing other financiers and supporting developers. AEF is funded by Netherlands' Ministry of Foreign Affairs (EUR 75 million) and managed by FMO. The Mid-Term Review was agreed as part of the management contract and needs to assess the effectiveness and efficiency of AEF so far and suggests improvements for the future.  
*Client:* Ministry of Foreign Affairs, FMO, Rebel Group
- 2010 - ongoing ***Asia – Financial Adviser Water and Clean Environment Fund***  
The Asia Water and Clean Environment Fund (USD 200- 300 million) will focus on early stage water and clean energy projects and pre-IPO companies in Asia, predominantly in China, India and the Mekong. Particularly in these high growth markets, the investments needs in water and environment infrastructure are compelling. Representatives of the foreseen Board and Management team commissioned me to advise on structuring and on fund raising.  
*Client:* private

- 2010 **Netherlands – PPP Adviser procurement DBFM road A15 Arnhem**  
 The Netherlands' Ministry of Transport, Public Works and Water Management, the Province Gelderland and the City Region of Arnhem Nijmegen have agreed to consider the possible extension of the National Road A15 to link with the A12, closing the ring around Arnhem. Relevant issues to be considered are; possible toll models, private sector involvement in the design, build, finance and maintain phases (DBFM contract), competitive dialogue during the tender process and the combination of public and private procedures to speed up the procurement process. The Netherlands' engineering consultancy DHV ([www.dhv.com](http://www.dhv.com)) has been contracted by the Project Office ViA15 to lead the procurement process. I was sub-contracted to give overall support to DHV, and to prepare the Procurement Plan which is instrumental and mandatory for the decision making process.  
*Client: Project Office ViA15, DHV*
- 2009 - paused **Netherlands – Adviser International Housing Finance Fund**  
 Dutch International Guarantee for Housing ([www.digh.nl](http://www.digh.nl)), backed by various Housing Corporations in the Netherlands, guarantees loans to housing agencies, developers and housing MFIs in emerging markets. As the need for affordable housing is immense DIGH wants to scale up its concept and its funding base. The advice comprises designing, structuring and eventually implementing a EUR100 million-plus Housing Finance fund in a way that is acceptable to the old stakeholders, regulators and new investors  
*Client: DIGH*
- 2009 - ongoing **Zambia / Mozambique – Fund raising for irrigation projects**  
 InfraCo ([www.infraco.com](http://www.infraco.com)) aims to stimulate private sector involvement in infrastructure development in Africa and Asia by acting as a principal project developer taking a early stake. The rural irrigation project in Zambia and a separate one in Mozambique are in need of funding for bulk water systems, irrigation equipment and land development. The advice comprises assisting InfraCo in raising public and private funding and structure the project in a way to facilitate that funding.  
*Client: InfraCo*
- 2007 - 2008 **Maldives – Transaction Adviser Port and Land Development Project (Greenfield)**  
 A large Dutch dredging company is participating in a port and land development project (USD 125 million) in the Maldives, to create a location to relocate and attract new commercial, logistics and manufacturing activities near the capital Malé. The advice comprises a.o.:
  - Setting up of a local Special Purpose Company (SPC);
  - Negotiating a concession contract with Government of Maldives;
  - Concluding an EPC contract between SPC and dredging company;
  - Concluding lease contracts with anchor tenants;
  - Arranging equity participation and project finance (mezzanine and senior);*Client: Royal Boskalis Westminster NV*
- 2007 **Azerbaijan – Adviser new Baku International Sea Trade Port**  
 The government of Azerbaijan government will transfer al port operations from Baku to a newly build port facility at Alyat, 70 kilometers south of Baku. The Korean engineering firm G&S was hired for the feasibility and design studies. The advice comprises suggesting possible port management and investment models for the new port.  
*Client: Government of Azerbaijan, G&S, ECORYS*
- 2006 - 2009 **Netherlands – Infrastructure Adviser Netherlands Ministry of Foreign Affairs**  
 The Netherlands Ministry of Foreign Affairs is involved in numerous infrastructure projects in emerging and developing countries (over €400 million/year), via agents like FMO, the Private Infrastructure Development Group and via multilateral institutions like the World Bank and IFC. The advice comprises:
  - Drafting and implementing the new infrastructure development and investment facility ORIO (€180 million/year) as to replace the tied export finance program ORET (2009);
  - Assessment of the Renewable Energy Funds initiatives from Triodos Bank and structuring the Ministry's €30 million subordinated debt position;
  - Assessment of the innovative local currency initiative The Currency Exchange ([www.tcxfund.com](http://www.tcxfund.com)) and structuring the Ministry's €50 million convertible subordinated loan participation herein (2007);
  - Drafting of a guiding infrastructure policy note addressing future investment strategies and coordination issues (2006).*Client: The Netherlands' Ministry of Foreign Affairs, Sustainable Economic Development Department*

- 2006 **Tanzania - Transaction Adviser Port Privatization**  
As part of the Rotterdam Maritime Group consortium ECORYS advised the Parastatal Reform Commission on the transaction of the Dar es Salaam port terminals. Earlier in the strategic phase ECORYS advised on possible divestiture strategies and on the financial viability of the various terminals.  
*Client : RMG, Parastatal Reform Commission Tanzania, World Bank*
- 2005 - 2006 **Europe - Galileo Satellites Risk and Value for Money Assessment**  
The Galileo Joint Undertaking (GJU) negotiated a concession contract for the deployment and operation of a commercial global navigation system: Galileo. This large PPP project (€8,5 billion Capex) requires a new - ownership- role for the European Commission and the member states. ECORYS advised EC's DG TREN on the associated risks and the Value for Money of the project and the to-be-negotiated contract.  
*Client: European Commission, DG TREN*
- 2005 - 2006 **Netherlands – Commercial due diligence property developer and bank**  
ECORYS advised a Consortium on the possible takeover of a large property developer and bank. The developer is a leading player in Europe. ECORYS estimated the future potential and risks associated with the land and development positions.  
*Client: private*
- 2004 - 2006 **Global – Financial Advisor exporters**  
ECORYS launched an Export Finance Team supporting exporters with project and export finance advisory. The Team assisted a number of exporters on various projects. For example, the Team was financial advisor to a large dredging company (Van Oord) assisting them at corporate level and at project level. The projects are port related developments which need business case structuring and project finance (a.o. in Bulgaria, Mozambique, Russia, Ukraine and The Netherlands).  
*Client: private corporates*
- 2004 **Indonesia – Transaction adviser BOT container port**  
ECORYS assisted BIDA during the transaction and bidding process for the deep-sea container terminal in the port of Batu Ampar, opposite Singapore. In an earlier phase ECORYS Finance did the economic and financial feasibility assessments including financial modelling, and advised on the institutional and concession fee structure.  
*Client: Batam Industrial Development Authority (BIDA)*
- 2004 - 2005 **Mediterranean Region – Evaluation Private Participation in Mediterranean Infrastructure**  
ECORYS evaluated the PPMI programme, a joint effort of the World Bank and the European Commission. For this ECORYS assessed several infrastructure projects and interviewed stakeholders in Egypt, Jordan, Lebanon and Tunis.  
*Client: World Bank & European Commission*
- 2004 - 2005 **Netherlands - Tender assistance Inland port development**  
ECORYS advised a large Dutch contractor in a tender for the development of an inland port in Den Helder. Equity was required. The activities included demand forecasting, financial modelling and PPP structuring.  
*Client: Ballast Nedam Infrastructure*
- 2004 **Netherlands - Commercial due diligence for equity participation**  
A Dutch private equity firm appointed ECORYS Finance to review the financing needs, cash flow and associated risks of a Dutch property developer. The firm was interested in taking an equity stake if certain IRR and other criteria were met.  
*Client: private*
- 2004 **Netherlands – Sea Entrance IJmuiden competition** **-Price winning proposal-**  
ECORYS advised a large Dutch contractor in presenting a vision for the sea entrance to Amsterdam. The advice focused on property development at the sluices complex, on creative contract structuring for the €500 million sluice and for the land-side developments.  
*Client: Ballast Nedam Infrastructure*

- 2003 - 2004 **Nigeria - Fund raising telecom expansion programme**  
The Pentascope consortium won a 3-year management contract for turning around the incumbent telecom operator NITEL. As part of this consortium ECORYS Finance prepared the financial paragraphs of the business plan, compiled the information memoranda for financing the fixed and mobile infrastructure expansion, and selected the (arranging) banks. A USD175 million term sheet was negotiated and agreed with a consortium of 10 local banks.  
*Client: Bureau of Privatisation Enterprise, NITEL, Pentascope*
- 2003 - 2004 **Netherlands - Evaluation state aid for regional airports**  
The regional airports of Groningen and Maastricht entered into contracts with a low-cost carrier. On behalf of the Dutch Ministry of Transport, ECORYS Finance assessed the 'business sense' of these contracts in order to comply with European anti-trust regulations.  
*Client: Directorate Aviation*
- 2003 - 2004 **Poland - Metro project preparation and PPP knowledge centre support**  
The EBRD considered funding the metro extension project of the City of Warsaw. The metro extension project is a high profile project of the City of Warsaw and should help resolve the city's congestion problems. ECORYS Finance led an international consortium responsible for the preparation of a PPP procurement route for the project, consisting of complex technical, legal and financial issues. Moreover, ECORYS Finance advised and trained the Ministry of Infrastructure on establishing a PPP Knowledge Centre in Poland.  
*Client: European Bank for Reconstruction and Development*
- 2003 **Ukraine - Identification of mortgage banks for IFC on-lending**  
The International Finance Corporation selected ECORYS Finance for identifying suitable Ukrainian banks for their on-lending ambitions in the developing mortgage market in the Ukraine.  
*Client: IFC*
- 2003 **Netherlands - PPP in Water assessment**  
The Ministry of Foreign Affairs contracted ECORYS Finance to evaluate 15 proposals for Public Private Partnerships in the water sector. These proposals were forwarded by the Netherlands Water Partnership foundation. Three projects were selected for further (financial) assistance.  
*Client: The Netherlands Ministry of Foreign Affairs*
- 2002 – 2003 **Surinam - Development of a Housing Policy**  
The Ministry of Planning and Development of Suriname contracted ECORYS to assist in the development of a long-term policy for the housing sector. The policy's objectives were to increase the production of social housing and to assist in developing a better accessible mortgage market. The policy paper should help in securing financial assistance from donors.  
*Client: Surinam Ministry of Social Affairs and Housing*
- 2003 **Netherlands – The competitive environment for mortgage interest rates**  
The Ministry of Finance invited ECORYS to research the role of middlemen in the mortgages market and the relation between entrance and continuance interest rates.  
*Client: Ministry of Finance*
- 2002 **Portugal - Private bid evaluation of the Sétubal port concession**  
One of Portugal's largest banks prepared a bid for a terminal concession in the port of Sétubal. ECORYS Finance was invited to evaluate the financial robustness of this bid.  
*Client: Banco Espirito Santo, Portugal*
- 2000 - 2002 **India – Maritime Sector Restructuring**  
ECORYS Finance as part of the PODEG Consortium provided financial advisory services to the Gujarat Maritime Board (GMB). Tasks were a.o. to separate a Gujarat Maritime Authority from GMB, to establish a Port Sector Development Fund and to assist in the negotiations with Shell on the Hazira (LNG) port concession.  
*Client: GMB/ Netherlands Ministry of Transport / Netherlands Embassy*
- 2000 - 2002 **Netherlands – Various PPP consultancy assignments**  
ECORYS was the principal financial adviser to the PPP Knowledge Centre of the Ministry of Transport and consequently to most of the large infrastructure projects in the Netherlands.  
*Client: Ministry of Transport, The Hague/Utrecht, The Netherlands*

- 2001 -2002      **Russia – Contracting Adviser to St Petersburg's Flood Protection Barrier**  
 The completion of the St Petersburg's Flood Protection Barrier needed many disciplines like civil engineering (dredging, dike construction, concrete and steel works) and mechanical and electrical engineering works. Ideally, it can be implemented in the form of one all-encompassing contract. ECORYS advised on the risks, contracting strategy, institutional set-up and financing sources.  
*Client: EBRD/ Gosstroy of Russia*
- 2001              **Egypt – Private Sector Participation in Aviation**  
 On behalf of the World Bank, ECORYS did an assessment of the Egyptian aviation sector. ECORYS reviewed the government's aviation strategy, determined possible private sector participation opportunities and forwarded investment possibilities to the Bank.  
*Client: World Bank*
- 2000              **Belgium – PPP Knowledge Centre**  
 ECORYS advised the Flemish Government on the setting up of a PPP Knowledge Centre.  
*Client: Government of Vlaanderen, Belgium*
- 1998 - 2000      **Project finance (with ODA components)**
- Tanzania – Financing Airport Equipment
  - Tanzania – Road Financing
  - Netherlands Antilles – Port Financing (St Maarten)
  - Tanzania - Dredging port of Dar es Salaam
  - Netherlands Antilles – Social Housing Finance
- 1996 - 1998      **Project and corporate finance deals**
- Equity and project finance for property development at Schiphol Airport
  - Restructuring of a corporate subordinated loan (AA krediet) Dura-Vermeer
  - Structured off balance land development/finance vehicles for Dutch contractors
  - Mezzanine project finance Volker Wessels/ Megastores Haaglanden, The Hague, The Netherlands
  - Project finance for various joint-venture PPPs (housing Leidschenveen, SADC, Business Parks, Inner-city refurbishments)