

# Curriculum Vitae

## Dr. Ronny Venegas Carbonell PhD MSc BA

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**Proposed position** :  
**Name of Firm** :  
**Name of Staff** : Ronny Venegas Carbonell  
**Profession** : Infrastructure economist and PPP transaction advisor  
**Date of birth** : 12 August 1965  
**Years with Firm** : -  
**Nationality** : Dutch  
**Memberships** : -Institute of Management Consultants (UK), Certified Management Consultant (2001)  
-Association of International Consulting Economists, UK

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### Key Qualifications:

- Dr Carbonell is a senior infrastructure economist and PPP transaction advisor with more than 20 years' experience in more than 40 countries in many continents. He has a profound knowledge of Private Sector Participation, privatization and PPP deal structuring in not only (municipal) infrastructure projects (solid waste management, water supply and treatment, ports, airports, transport, irrigation schemes) but also in industry, health and education.
- His work often entails project finance and structured finance solutions to infrastructure investments in combination with private sector participation. He has a deep knowledge of municipal finance related to municipal infrastructure, setting of financially sustainable tariffs for utilities and its regulatory and legal frameworks.
- He has participated in numerous PPP projects both as team leader and financial transaction advisor. This allows him to combine multiple disciplines in one project such as technical, legal, institutional and organizational. His sector experience focuses on municipal infrastructure i.e. solid waste management and water supply and treatment. .
- Currently, he is PPP resident advisor in Rwanda assisting the Government with the PPP framework (policy and regulations) and assisting as strategic transaction advisor in a wide array of PPP projects. Ranging from an new international airport to water supply projects, renewable energy and transport projects such as the international railway line connecting Rwanda with Burundi and Tanzania.
- He combines this with team leader role of a WB assignment in Kenya in identifying PPP projects and filling the project pipe-line, commissioned by the PPP Unit/Ministry of Finance.

### Education:

2005 : PhD Business Administration, thesis on project appraisal of Environmental Infrastructure Projects, Bradford University (UK)

- 1990 : MSc Business Economics, Major in Environmental Economics, Erasmus University Rotterdam (Netherlands)
- 1987 : BA Economics, Major in Marketing, Rotterdam School of Economics (Netherlands)

**Employment Record:**

- 2001 Self/employed infrastructure economist and PPP transactions advisor in infrastructure and environment ( worldwide)
- 1997 –2000 Project manager Technical Assistance Projects focusing on Privatisation Projects (worldwide) GEMCO Industrial Development, The Netherlands
- 1995 – 1997 Economist in infrastructure and environment sectors (worldwide), Royal Haskoning Engineers & Architects, The Netherlands.
- 1991 – 1995 Economist in infrastructure and environment sectors ( worldwide), Tebodin Consulting Engineers, The Netherlands
- 1987-1989 Part time teacher in marketing and market research , Municipal College, Spijkenisse, The Netherlands

<b>Languages:</b>	<b>speaking</b>	<b>reading</b>	<b>writing</b>
Dutch	excellent	excellent	excellent
English	excellent	excellent	excellent
Spanish	excellent	excellent	excellent
French	fair	good	fair

## PPP Transaction advice/PPP programs/various infra-structure sectors

Name of assignment or project: **Identification and development of PPP projects in various infrastructure sectors**

Year: 2011 - 2012

Location: Kenya

Client: Ministry of Finance/World Bank

Main project features: Identification and development of potential PPP projects in various infrastructure sectors (roads, water supply, power, hospitals and school, irrigation). Filling the project pipeline with projects identified by contracting authorities, PPP Unit and WB. Preparation of 5 feasibility studies for selected projects including a Value for Money assessment, Public-Private Comparator, financial modeling, PPP options and structuring, and preparation of a procurement plan. Identification of bottlenecks and government actions to bring these projects to market.

Positions held: Team leader and PPP transaction advisor

Activities performed: See above

Name of assignment or project: **PPP Transaction advisor and development of the national PPP program**

Year: 2011 - 2012

Location: Rwanda

Client: Rwanda Development Board

Main project features: Design and implementation of the national PPP program, the institutional framework of the PPP Unit and drafting of a PPP Law and Policy. Operationalization and implementation of a Government Debt Fund facilitation concessional loans for PPPs in the country. PPP Transaction advisor for a wide array of PPP and privatization projects: (1) a new Bugesera international airport in Kigali (management of PWC as external transaction advisor-a \$650 million BOT concession) (2) various power projects and renewable energy projects (methane gas) with Independent Power Producers (drafting of Power Purchase Agreement) (3) divestiture of Business Development Centers and bringing it to market as a PPP (preparation of RFP and management contract) (4) transaction structuring and drafting of Power Purchase Agreements of various hydropower and irrigation projects (5) renegotiation of an existing PPP management contract of Akagera National Park (6) PPP structuring of a ferry transport system on Lake Kivu. (7) PPP structuring of a new medical centre of excellence, 250 beds hospital in Kigali. (8) Financial drafting off Production Sharing Agreement of oil and gas exploration with a Canadian company. (9) PPP structuring of four new industrial parks in the country and how to bring them to market on a PPP basis.

Positions held: Resident PPP transaction advisor

Activities performed: See above

Name of assignment or project: **Agriculture market and logistics infrastructure on PPP basis, Punjab, Pakistan**

Year: 2010-2012

Location: Pakistan

Client: **Asian Development Bank/HTSPE, UK**

Main project features: Scoping and defining various priority projects in the value chain for agriculture and agro-processing. A wholesale market in Lahore was identified as a pilot project. Due to land ownership issues, this was later transferred to Rawalpindi. In close coordination with the PPP cell (Punjab), Ministry of Finance and various provincial banks, the proposed structure for government support was designed and agreed in a Project Preparatory Technical Assistance (PPTA). Moreover, a simplified decision making process for the PPP cell was agreed upon accommodating market infrastructure projects.

Positions held: PPP transaction advisor and structured finance expert

Activities performed: See above

Name of assignment or project: **PPP structuring toll ring road Rawalpindi**

Year: 2010

Location: Pakistan

Client: **Asian Development Bank**

Main project features: Economic and financial feasibility of a new toll ring road Rawalpindi (75 km) providing a new public transport scheme, city development and commercial areas. PPP structuring and recommendation of viable PPP model and risk allocation. Recommendation on procurement strategy and financial and technical bidding variables.

Position held: Team leader/PPP transaction advisor

Activities performed : See above

Name of assignment or project: **PPP transaction advice and development of the national PPP program**

Year: 2010-2011

Location: Maldives

Client: **Asian Development Bank/RebelGroup, Netherlands**

Main project features: Design and implementation of the national PPP program, the institutional framework of the PPP Unit and drafting of a PPP Law. Operationalization and implementation of a Government Debt Fund facilitation concessional loans for PPPs in the country. Transaction advisory services for three PPP projects in social infrastructure (one hospital, one drug rehabilitation centre and one secondary school). Preparation of bidding documents (Request EOI, Request for Proposal, concession agreement). Advice in the evaluation phase and selection preferred bidder including financial close. Assessment of the policy, legal, and institutional framework and formulation of recommendations. Recommend on public finance Value for Money assessment and contingent liabilities management. Design of a project preparation - and PPP investment fund for Viability Gap Funding. Preparation of a business plan for the PPP unit and PPP nodal points in the line ministries, operating procedures and capacity building of its staff.

Position held: Team leader/PPP transaction advisor

Activities performed : See above

Name of assignment or project: **Development of the national PPP program**

Year: 2007-2009

Location: Jordan

Client: **Jordan Executive Privatization Commission/World Bank/Ecorys, Netherlands**

Main project features: Assessment of institutional, legal, policy and capital framework for PPP projects in Jordan in infrastructure. Design of a national PPP program and infrastructure policy and the role of a central PPP unit. Recommendations for enhancing the legal framework. Design of a project preparation and PPP investment fund. Preparation of feasibility reports for 5 PPP projects in water supply and WWTP, public transport and renewable energy.

Positions held: Team leader/PPP expert

Activities performed: See above.

Name of assignment or project: **PPP project structuring in Coastal Protection**

Year: 2008

Location: India

Client: **Asian Development Bank/ANZDEC, New Zealand**

Main project features: Assessment of and recommendations of the institutional, legal and policy PPP framework overarching PPP projects in coastal protection in the states of Karnataka, Maharashtra and Goa. Recommendations for capacity building of PPP cells in the regional governments. Review of the Indian capital markets to provide finance for future PPP projects and governmental project development and preparation funds. Recommendations on viable PPP models considering revenue levels, risks and private sector's appetite

Positions held: PPP expert

Activities performed: See above

Name of assignment or project: **PPP transaction advice Al Karameh border crossing with Iraq on a PPP basis**

Year: 2007-2008

Location: Jordan

Client: **Jordanian Ministry of Public Works and Housing/Pohl Consulting, Germany**

Main project features: Transaction advice and deal structuring project of a new Al Karameh border crossing with Iraq under a BOT scheme (20 million EUR investment). Preparation of financial model, traffic projections, Business case, Public Sector Comparator, Value for Money Analysis and pertinent transaction documents for the bidding process. Tender evaluation assistance to the government and bid evaluation.

Positions held: Financial advisor/PPP expert

Activities performed: See above

Name of assignment or project: **New football stadium FC Valencia**

Year: 2005

Location: Spain

Client: **Amsterdam Arena**

Main project features: Preparation of a business plan and financial modeling of a new multi-purpose football stadium in Valencia, Spain using PPP financing scheme with financing sources from project developers, municipality of Valencia and commercial loans. Future revenues stem from rents, parking garage and commercial activities.

Positions held: Financial advisor/PPP expert

Activities performed: See above

Name of assignment or project: **Preparation of Master Plan of 10,000 ha irrigation district Colombia**

Year: 2004-2005

Location: Colombia

Client: **Ministry Economic Affairs, Netherlands**

Main project features: Preparation of an Integrated Development Plan for a 10,000 ha. irrigation district and sugar cane diversification programme into high yielding crops. Assessment of infrastructure requirements and revamp of irrigation system and pumps. Preparation of economic Cost Benefit Analysis justifying the proposed investments.

Positions held: Team leader/ economist

Activities performed: See above

Name of assignment or project: **Business Plan new football stadium FC Everton, Liverpool**

Year: 2001

Location: UK

Client: **Philips Projects Netherlands**

Main project features: Preparation of a business plan and financial modelling of a new multi-purpose football stadium in Liverpool, UK for FC Everton. Revenues were identified from commercial activities, rents and parking. A project finance structure was proposed with commercial loans, municipal contributions and equity from the project developer.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Business Plan preparation for new Olympic Stadium in Accra, Ghana**

Year: 1999

Location: Ghana

Client: **Philips Projects, Netherlands**

Main project features: Preparation of a business plan and financial modelling for the construction of a new multi-purpose Olympic Stadium. Structured finance was proposed including revenues from the stadium, government contributions and commercial loans from the project developer.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Evaluation of proposed flood protection river Jhelum, Pakistan**

Year: 1999

Location: Pakistan

Client: **European Commission/GID, Netherlands**

Main project features: Preparation of a Cost Benefit Analysis of the proposed of the River Jhelum flood protection project. Ex-ante evaluation of rationale and justification of the proposed project and grant application.

Positions held: Economist/evaluation expert

Activities performed: See above

Name of assignment or project: **Evaluation Mananga SADC Management Centre, Swaziland**

Year: 1999

Location: Swaziland

Client: **European Commission/GID, Netherlands**

Main project features: Ex-post evaluation of the operation and output of Mananga Management Training Centre targeting the training of management officials from SADC countries in trade agreements and WTO. Recommendations on project design, operation and financial management.

Positions held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Privatization Vocational Training Centre Sugar Industry, Tanzania**

Year: 1998/1999

Location: Tanzania

Client: **Dutch Ministry of International Cooperation/Dutch Embassy, Tanzania/GEMCO Industrial Development, Netherlands**

Main project features: Project management of the privatisation of the Vocational Training institute for the national sugar industry. Preparation of business plan enhancing its financial sustainability and organizational set up. Supply of equipment and revamp of the existing premises. Both Dutch and local contractors and consultants were managed in the project. Project budget amounted to 3 million € in equipment supply, consultancy and construction.

Positions held: Project manager

Activities performed: See above

Name of assignment or project: **Privatization Vocational Training Centre Chemical Industry, Bangladesh**

Year: 1998-1999

Location: Bangladesh

Client: **Dutch Ministry of International Cooperation/Dutch Embassy, Bangladesh/GEMCO Industrial Development, Netherlands**

Main project features: Project management of the privatisation of the Vocational Training institute for the national chemical industry. Preparation of business plan enhancing its financial sustainability and organizational set up. Supply of equipment and revamp of the existing premises. Both Dutch and local contractors and consultants were managed in the project. Project budget amounted to 4 million € in equipment supply, consultancy and construction

Positions held: Project manager

Activities performed: See above

Name of assignment or project: **Feasibility study inland water transport Mae Klong river Thailand**

Year: 1997

Location: Thailand

Client: **Thai Ministry of Public Works/Haskoning, Netherlands**

Main project features: Preparation of economic/financial Cost Benefit Analysis of an inland water transport study on the river Mae Klong and the use of inland water ports.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Feasibility study flood protection measures Bangkok, Thailand**

Year: 1997

Location: Thailand

Client: **Bangkok Metropolitan Authority/Haskoning, Netherlands**

Main project features: Preparation of Cost Benefit Analysis of flood protection measures in targeted areas in Bangkok. A survey was carried out to assess annual damages done to households and the private sector due to the annual city's floods.)

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Feasibility study flood protection measures, Jakarta Indonesia**

Year: 1997

Location: Indonesia

Client: **Netherlands Ministry of Economic Affairs/Haskoning, Netherlands**

Main project features: Preparation of Cost Benefit Analysis of flood protection measures in West-Jakarta. A structured finance package was proposed including Dutch grants, loans and governmental contributions.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Privatization of the Port of Veracruz, Mexico**

Year: 1995

Location: Mexico

Client: **Dutch Ministry of Economic Affairs/Haskoning, Netherlands**

Main project features: Management assistance in the privatization of Vera Cruz Port focusing on business planning and financial decision making of port related investment projects. Delivery of trainings and on the job training in financial analysis of investment projects and terminal concessions on a BOT basis..

Positions held: Infrastructure economist

Activities performed: See above

Name of assignment or project: **Strategic Plan coping with energy market liberalization Netherlands**

Year: 1995

Location: Netherlands

Client: **Energy Delfland/Haskoning, Netherlands**

Main project features: Preparation of a strategic plan for a Dutch energy company coping with the imminent market liberalisation for energy services. Assessment of impact on energy fees, demand and required investments in the green house sector in the Netherlands.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Advice privatization Port of Liepaja container terminal**

Year: 1995

Location: Lithuania

Client: **Lithuanian Shipping Company/Tebodin, Netherlands**

Main project features: Financial valuation for the proposed privatization of Liepaja Port and its acquisition by Liepaja Shipping Company. Review of the port's financial and debt structure. Transport projections and port handling fees were used in a financial model and preparation of its business case, risks analysis. Calculation of a fair acquisition price enabling financial negotiation between Liepaja Shipping Company and the Government. Financial advice in the negotiation process.

Positions held: Financial advisor

Activities performed: See above

Name of assignment or project: **Strategic Restructuring Plan Building Industry Moscow Region**

Year: 1994

Location: Russian Federation

Client: **European Commission/Tebodin, Netherlands**

Main project features: Preparation of a Strategic Restructuring Plan for the building industry in the Moscow region. Market assessment and SWOT analysis of the sector's products and expected market demand. Including required investment packages for revamping the public entities and its financing strategy including grants and loans.

Positions held: Financial advisor

Activities performed: See above

Name of assignment or project: **Assessment of infrastructure - and environmental investments driven by the expansion of Schiphol Airport, Netherlands**

Year: 1992

Location: Netherlands

Client: **Dutch Ministry of Public Works/Tebodin, Netherlands**

Main project features: Assessment of infrastructural and environmental investments driven by the expansion of Schiphol Airport, Amsterdam. Due diligence of Cost Benefit Analysis underpinning proposed expansion of the airport. Recommendation on project finance combining both public (province of Noord-Holland and various municipalities) and private financing sources (KLM Airlines and Schiphol Airport)

Positions held: Financial advisor

Activities performed: See above

## **Solid Waste Management/Water and Sanitation**

Name of assignment or project: **Cities Development Initiative Asia (CDIA) PPP prefeasibility study industrial waste water DaNang, Vietnam**

Year: 2010

Location: Vietnam

Client: ADB/Hifab, Sweden

Main project features: Prefeasibility study on industrial and domestic waste water management in the city. Recommendation and scoping of projects new WWTPS and conveyance system in two Industrial Zones and the eastern coast area of the city. Recommendation and structuring of PPP options for proposed priority projects and procurement strategy. Preparation of its institutional management plan, communication plan and stakeholder management plan.

Positions held: Team Leader/PPP expert

Activities performed: See above

Name of assignment or project: **Private Sector Participation Solid Waste Management, Egypt**

Year: 2010

Location: Egypt

Client: **World Bank/Rebel Group, Netherlands**

Main project features:. Review of existing PPP contracts in solid waste management in all governorates in Egypt and formulation of lessons learned and critical success variables. Preparation of strategic action plan accommodating institutional, legal and financial recommendations to enhance the success ration of PPPs in solid waste in Egypt.

Positions held: PPP expert

Activities performed: See above

Name of assignment or project: **Private Sector Participation Irrigation Schemes, Bangladesh**

Year: 2010

Location: Bangladesh

Client: **Asian Development Bank**

Main project features:. Structuring of viable PPP models for the Operation and Maintenance of two irrigation schemes in the country. These will be the first PPP projects in irrigation in the country. Assessment of revenue earning potential, risk allocation and market sounding of international operators in the field. This led to a transaction plan including risk allocation, output specifications, technical and financial bidding variables. Design of a financing mechanism in which the ADB will finance the rehabilitation costs and pay to the operator according to agreed construction milestones.

Positions held: PPP expert

Activities performed: See above

Name of assignment or project: **PPP transaction advisory in Municipal Solid Waste Management, Amman Municipality**

Year: 2010

Location: Jordan

Client: **World Bank/ Greater Amman Municipality**

Main project features:. Review of legal, regulatory, institutional and financial framework for PPP projects in Municipal Solid Waste in Amman city. Formulation of pertinent recommendations. Identification of viable PPP projects in MSW, PPP transaction structuring and preparation of bidding documents (Request EOI, RFP, concession agreement) for one solid waste management of all waste streams in one part of the city, a landfill operations and a Clean Materials Recycling Facility-all three as a BOT).

Positions held: PPP transaction advisor

Activities performed: See above

Name of assignment or project: **Capacity Building for the Iller Bank in PPP deal structuring in solid waste and water and sanitation**

Year: 2009

Location: Turkey

Client: **European Commission/MWH, Belgium**

Main project features:. Capacity building and training delivery in PPP's in municipal infrastructure (water supply/WWTP, solid waste management, energy) for top management. Design of (1) Iller Bank strategy how to identify and develop PPP projects (2) preparation of standardized project documents and decision making process (3) design of an internal PPP knowledge centre liaising with the PPP Central Unit, Ministry of Finance.

Positions held: Team leader/Institutional and financial PPP expert

Activities performed: See above.

Name of assignment or project: **Transaction advice and deal structuring of a new WWTP in Cairo under a PPP/BOT scheme.**

Year: 2009

Location: Egypt

Client: **World Bank/Ecorys, Netherlands**

Main project features: Quality assurance and monitoring of transaction advice and bid structuring for a new WWTP (6<sup>th</sup> Governate, 450,000 m<sup>3</sup>/day, 3.7 million population) in Cairo on a BOT basis. Preparation of financial model, tariff structure, business case, Public Sector Comparator, Value for Money Analysis and pertinent transaction documents and transaction structuring. Work was carried out in close cooperation with Ernst and Young Egypt and the PPP Central Unit, Ministry of Finance.

Position held: PPP transaction advisor

Activities performed : See above.

Name of assignment or project: **PPP structuring Common Effluent Treatment Plant, Greater Dhaka**

Year: 2009

Location: Bangladesh

Client: **World Bank/DHV, Netherlands**

Main project features: Financial advisor for the assessment of viable PPP models for a Common Effluent Treatment Plant in Greater Dhaka targeting the textile factory. The study accommodated the key stakeholders (industrial association, municipality, Ministry of Environment, WASA –the water company- to recommend a viable PPP model. Calculation of acceptable fees to be paid by entrepreneurs and required availability payment. Design of fee collection scheme, contract monitoring and envisaged role of the private operator.

Position held: Financial advisor/iPPP expert

Activities performed : See above

Name of assignment or project: **Filling the PPP project pipeline in environmental infrastructure sector (water supply/treatment and solid waste**

Year: 2009

Location: Kosovo

Client: **USAID/Deloitte, USA**

Main project features: Identification and elaboration of potential PPP projects in public utilities for filling the pipeline of a PPP program in the country . Projects elaborated focused on Prishtina, capital and included a new WWTP, improvement of the city's Municipal Solid Waste Management (**USAID**).

Positions held: Financial advisor/ PPP expert

Activities performed: See above

Name of assignment or project: **Strategic Evaluation of the EU's interventions Water and Sanitation Sector**

Year: 2009

Location: Bolivia

Client: **European Commission/Hydroplan, Germany**

Main project features: Strategic evaluation of EU interventions in the water and sanitation sectors targeting governance, impact and sustainability. Emphasis on investment programming, sector budget support and capacity building components. Recommendations were made for the EU's strategic investment plan for the next five years and its budget support in the sector.

Positions held: Team leader, evaluation expert

Activities performed: See above

Name of assignment or project: **Implementation of the Municipal Solid Waste Master plan**

Year: 2008-2009

Location: Montenegro

Client: **European Investment Bank/EGIS/BCEOM, France**

Main project features: Review of master plan MSW 2009-2014 focusing on the 6 major cities in the country. Cost Benefit Analysis of proposed investment packages. Assessment of municipal finance of the cities and ability to absorb new loans from the EIB. Recommendations for new tariff structure within affordability limits of the population

Positions held: Team leader/Economist

Activities performed: See above.

Name of assignment or project: **PPP transaction advisory services -hazardous waste plant, Amman**

Year: 2007

Location: Jordan

Client: **Jordanian Executive Privatisation Commission/European Commission/Pohl Consulting, Germany**

Main project features:, Transaction advice and deal structuring, preparation of transaction documents (feasibility study, business case, financial model, Public Sector Comparator, Value for Money Analysis, bid strategy), evaluation of proposals for a hazardous waste treatment facility under a BOT scheme (investment of 25 million €). Financial advisor to the government in bid evaluation and contract negotiation.

Positions held: Financial advisor/PPP financial expert

Activities performed: See above

Name of assignment or project: **PPP deal structuring Municipal Solid Waste Management, Amman**

Year: 2006

Location: Jordan

Client: **Jordanian Executive Privatization Commission/European Commission/Pohl Consulting Germany**

Main project features: Feasibility study for a PPP project in solid waste management and recycling in Amman municipality. Preparation of financial model, business case, Public Sector Comparator and Value for Money Analysis. . Recommendation on viable PPP contract options considering revenues, risks and private sector's appetite for the project. Preparation of transaction plan and transaction documents.

Positions held: Team leader/financial PPP expert

Activities performed: See above.

Name of assignment or project: **Municipal Solid Waste Management Project South Sinai**

Year: 2005

Location: Egypt.

Client: **European Commission/Parsons Brinckerhoff, UK**

Main project features Financial/economic Cost Benefit Analysis of a Sustainable Solid Waste Management Project including a landfill site, waste collection and logistics. Review of municipal finance to absorb new loans and recommendations on a viable tariff structure and its collection structure. Recommendations on options for private sector participation in solid waste management and viable PPP models.

Positions held: Economist/PPP expert

Activities performed: See above.

Name of assignment or project: **Municipal Solid Waste Management City of Corum**

Year: 2006

Location: Turkey

Client: **European Commission/Parsons Brinckerhoff, UK**

Main project features: Financial/economic Cost Benefit Analysis of a Municipal Solid Waste Management system for the city of Corum including a controlled landfill site, logistics and collection. Audit of the waste company and municipal finance to absorb new loans. Review and recommendation on tariff structure to increase its financial sustainability. Preparation of of IPA application and EU co-financing

Positions held: Economist/financial expert

Activities performed: See above.

Name of assignment or project: **Feasibility study Water Supply and Treatment Coastal Zone for Tourism Development**

Year: 2006

Location: Montenegro

Client: **Global Environment Fund/World Bank/SWS Consulting, Italy**

Main project features: Financial/economic Cost Benefit Analysis of master plan Water Supply and Treatment of 4 coastal cities driven by a strong increase in tourism. Review of municipal finance of the cities and recommendations on water tariffs were proposed to cover debt servicing obligations. Project design and Logical Framework was prepared. Investments for tourism facilities and national parks' management in the coastal region were included in the master plan

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Evaluation IPA applications (structural funds) Waste Water Treatment Projects**

Year: 2005

Location: Croatia

Client: **European Commission/Parsons Brinckerhoff, UK**

Main project features: Evaluation of ISPA Application (infrastructural funds) and financial model used for the municipality of Karlovac water supply and treatment project. The project entailed a revamp of the sewage network and the building of a new WWTP. Due diligence of the financial model used, tariff calculation and IPA co-financing percentage. Resulting in a set of technical and financial recommendations for grant evaluation.

Positions held: Economist/financial expert

Activities performed: See above

Name of assignment or project: **Preparation IPA (structural funds) application Waste Water Treatment Project**

Year: 2005

Location: Croatia

Client: **European Commission/Parsons Brinckerhoff, UK**

Main project features: Financial and economic Cost Benefit Analysis for a project targeting the revamp of the sewage network and a new WWTP in the city of Ogulin. Audit of municipal finance to absorb new loans. Recommendations on tariff structure enhancing the company's financial sustainability. Preparation of IPA (structural fund application)

Positions held: Economist/financial expert

Activities performed: See above

Name of assignment or project: **Feasibility Study Improvement of the Solid Waste Management, Moselha**

Year: 2005

Location: Egypt

Client: **European Investment Bank/BCEOM, France**

Main project features: Preparation Master Plan and financial and economic Cost Benefit Analysis of a new municipal solid waste management system and the covering of existing agricultural drains in Moselha, Cairo. Design of an economic decision making tool for drain covering for the Ministry of Public Works.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Feasibility study Municipal Solid Waste System Malta**

Year: 2004

Location: Malta

Client: **European Commission/Agriconsult, Belgium**

Main project features: Financial and economic Cost Benefit Analysis of a new Municipal Solid Waste Collection system and recycling for Malta. Audit of municipal finance for loan absorption and recommendations on tariff structure for cost recovery. Preparation of Structural Funds application and co-financing percentage.).

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Preparation Sewage Master Plan Quetzaltenango, Guatemala**

Year: 2003

Location: Guatemala

Client: **Inter-American Development Bank/CES Consulting Engineers, Germany**

Main project features: Economic/financial Cost Benefit Analysis of the sewage master plan till 2017 for the Municipality of Quetzaltenango. Elaboration of a proposal for the required merger of the public sewerage department with the city's private water supply company. Preparation of an implementation plan.

Positions held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Feasibility Study Waste Water Treatment using Constructing Wetlands, Albania**

Year: 2002

Location: Albania

Client: **World Bank/Global Environment Fund/SWS Consulting, Italy**

Main project features: Economic/financial Cost Benefit Analysis of the use of constructed wetlands for the treatment of waste water from four coastal cities. Review of municipal finance and water tariffs for cost recovery. Project finance tying together commercial loans, municipal contributions and tariff increases.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Capacity Building Solid Waste Management Department Heerlen**

Year: 2002

Location: Municipality Heerlen, Netherlands

Client: **Municipality Heerlen, Netherlands**

Main project features: Capacity building project and training delivery in project identification and project management in the Municipal Solid Waste Department. On the job training of staff and management.

Positions held: Team leader/Economist

Activities performed: See above

Name of assignment or project: **Upgrading water supply and treatment 10 municipalities in Romania/MUDP**

Year: 1996

Location: Romania

Client: **European Bank for Reconstruction and Development/Haskoning, Netherlands**

Main project features: Preparation of financial and economic Cost Benefit Analysis for the upgrading and construction of water supply systems, sewerage systems and WWTP in 10 municipalities under the MUDP project. Review of municipal finance and water companies' organizations to absorb new loans and recommendations of a new tariff structure to service future debt obligations. Review w Project finance was proposed including commercial loans, grants and governmental contributions.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Upgrading water supply and treatment in 2 municipalities in Vietnam**

Year: 1995

Location: Vietnam

Client: **Netherlands Ministry of Economic Affairs/Haskoning, Netherlands**

Main project features: Financial and Economic Cost Benefit Analysis for the upgrading 2 municipal water supply systems and WWTP in Cao Lanh and Soc Tran in the Mekong Delta. Review of the water companies financial sustainability and recommendation of water tariffs. Preparation of loan applications from the Dutch government.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Techno-economic feasibility study landfill gas use for electricity generation**

Year: 1994

Location: Netherlands

Client: **Ministry of Environment and Spatial Planning, Netherlands/Tebodin, Netherlands**

Main project features: Study of various technical options of bio-gas use from landfill sites and its electricity generation pattern. Recommendation on preferred and most efficient use of technology given landfill sites characteristics and revenue pattern.

Position held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Privatization land fill sites, Province Noord Holland**

Year: 1993

Location: Netherlands

Client: **Provincial Government Noord Holland, Netherlands/Tebodin, Netherlands**

Main project features: Advice on the privatization of existing land fill sites in the province of Noord Holland. Calculation of privatization funds handed over by the Provincial Government to the private party that assumed responsibility of after care and all costs emanating from operation and closure of the landfill sites.

Position held: Economist

Activities performed: See above

Name of assignment or project: **Use of Economic instruments for Solid Waste Management**

Year: 1993

Location: Netherlands

Client: **Provincial Government Zeeland, Netherlands/Tebodin, Netherlands**

Main project features: Preparation of a decision making model for solid waste management in the Province of Zeeland using economic instruments and tariff levels for land-filling, incineration, municipal solid waste generation and waste quantities delivered at recycling facilities. The model allowed provincial government to formulate policy measures in provincial solid waste management using economic instruments.

Position held: Economist

Activities performed: See above

Name of assignment or project: **Preparation of cost model for controlled land fill sites used for policy formulation and reference**

Year: 1993

Location: Netherlands

Client: **Ministry of Environment and Spatial Planning/Tebodin, Netherlands**

Main project features: Preparation of a cost model for controlled land filling including capital and operating expenditures including after care costs. The cost model served as a national reference in governmental policies for land filling and solid waste management, i.e. "*Richtlijn Storten*".

Position held: Economist

Activities performed: See above

## **Environment/Climate Change/Bio-diversity/Renewable energy**

Name of assignment or project: **Climate Change Impact and Adaptation Study –Mekong Delta**

Year: 2011

Location: Vietnam

Client: **Asian Development Bank**

Main project features: Assessment of climate change impact in two coastal provinces in Mekong Delta (Ca Mau and Kien Giang) for the sectors Livelihood, Energy/Industry, Urban Planning/Transportation. Likely impacts on infrastructure and GDP were assessed as well as cost benefit analysis of proposed adaptation strategies.

Position held: Infrastructure Economist

Activities performed : See above

Name of assignment or project: **Final Evaluation of Vietnam Conservation Fund for Protected Areas**

Year: 2010

Location: Vietnam

Client: **European Commission/ECFDC, Netherlands**

Main project features: Final evaluation of the Vietnam Conservation Fund for protected areas (PA) and forestry protection. Total corpus of the fund amounts to €10 million provided by the World Bank and EC. Funds were used for biodiversity management plans, introduction of Payment for Environmental Services (PES), implementation of Forest Legal Enforcement and Governance (FLEG) measures. Recommendations were made to transform the fund into a sustainable funding mechanism using payments for environmental services.

Position held: Environmental economist

Activities performed : See above

Name of assignment or project: **Evaluation of Proposals EU Environment, Sustainable development and Climate Change**

Year: 2010

Location: home office, applications from world wide

Client: **European Union (Europe-Aid)/Italtrend, Italy**

Main project features: Evaluation of proposals for the thematic programme for Environment, Sustainable Development, Climate Change and Clean Development Mechanism. Focus on economic rationale and its cost-benefits ratio and financial sustainability.

Position held: Environmental economist

Activities performed : See above

Name of assignment or project: **Economic Valuation of the Protected Areas and Biodiversity**

Year: 2009-2010

Location: Saint Vincent and the Grenadines

Client: **United Nations Environmental Program and Ministry of Health and Education/ECFDC, Netherlands**

Main project features: Total Economic Valuation of the country's Protected Areas dissecting tourism, fishery, climate change mitigation and carbon sequestration (CDM) and natural hazards mitigation. Capacity building of policy makers to accommodate study's findings in concrete cost benefit analysis of development projects and policy formulation. Recommendation and design of a financially sustainable conservation fund using Payments for Environmental Services (PES).

Position held: Team leader/environmental economist

Activities performed : See above

Name of assignment or project: **Economic Valuation of Integrated Coastal Protected Areas**

Year: 2008-2009

Location: Costa Rica

Client: **Global Environmental Fund/Inter-American Development Bank/BRL Ingenierie, France**

Main project features: Total Economic Valuation of Punta Arenas Coastal Zone as a Protected Area dissecting tourism, fishery, water sheds and carbon sequestration and climate change mitigation. Preparation of a business plan enhancing financial sustainability of entities responsible for the integrated management of Punta Arenas Coastal Zone. Recommendations on institutional and financing reforms government entities. Preparation of project design and Logical Framework and grant applications.

Positions held: Economist/environmental economist

Activities performed: See above.

Name of assignment or project: **Business Development and Capacity Building State Forestry Organization Hayantar**

Year: 2008

Location: Armenia

Client: **World Bank, Armenia**

Main project features: Preparation of a business plan aiming on enhancing financial sustainability and self financing of the state forestry organization Hayantar thru the sales of forestry related products and increase of tourism related activities. Design of organizational development to tap identified market sectors and clients. Capacity building and training delivery for Hayantar's management and staff in marketing and business planning

Positions held: Team leader/environmental economist

Activities performed: See above.

Name of assignment or project: **Evaluation of Protected areas and Sustainable Tourism Development Project**

Year: 2008

Location: British Virgin Islands, Turks and Caicos Islands and Cayman Islands

Client: **European Commission/ECFDEC, Netherlands**

Main project features: Economic/financial Cost Benefit Analysis and ex-ante evaluation of a proposed project aiming on enhancing sustainable tourism and biodiversity in protected areas and national parks in British Virgin Islands, Turks and Caicos Islands and Cayman Islands Recommendations on project design and its organisation. Preparation of the Logical Framework. Recommendations on improvement of recipients' organizations to absorb future grants and manage national parks.

Positions held: Team leader/environmental economist

Activities performed: See above

Name of assignment or project: **Integrated Management Coastal Zone and Marine Park Samana Bay**

Year: 2006

Location: Dominican Republic

Client: **Global Environmental Fund/Inter-American Development Bank/BRL ingenierie, France.**

Main project features: Total Economic Valuation of the protected area dissecting tourism and fishery. Preparation of a business plan targeting the increase in revenues from tourism activities enhancing financial sustainability of its management. Project design and logical framework for a GEF project targeting the local capacity to manage the protected areas of Samana Bay, a global biodiversity source..

Positions held: Environmental economist

Activities performed: See above.

Name of assignment or project: **Feasibility study sugar cane residuals for energy generation (bio-energy)**

Year: 2004-2005

Location: Cuba

Client: **Ministry Economic Affairs, Netherlands**

Main project features: Techno-economic feasibility study on the re-use of sugar cane residuals (biomass conversion into renewable energy) for new energy co-generation installations at two sugar cane mills. Use was made of Dutch suppliers in the sector tying together Dutch financing sources and IBRD grants.

Positions held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Business plan new wood fuelled power generation plant**

Year: 2005

Location: Netherlands

Client: **AVR, Netherlands**

Main project features: Preparation of a business plan and financial modelling of a new wood fuelled power generation plant for energy generation (investment value 65 million €). The business plan was for internal use as AVR was taken over by an international energy company

Positions held: Economist/financial expert

Activities performed: See above

Name of assignment or project: **Market study for the sale of bio-energy equipment and know how in Cuba**

Year: 2004

Location: Cuba

Client: **Export Promotion Bureau, Netherlands**

Main project features: Market study on the biomass use for energy generation and the potential role of Dutch equipment suppliers, consultants and project developers in this sector.

Positions held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Strategic Restructuring Plan Forestry Sector Georgia**

Year: 2002-2003

Location: Georgia

Client: **World Bank/RWD, UK**

Main project features: Preparation of a Strategic Restructuring Plan for the forestry sector. Assessment of the institutional and legal framework. Recommendations on the sector's institutional framework. A survey was carried out in private sector to identify bottlenecks. Preparation of a business plan for the State Forestry Department enhancing its financial sustainability.

Positions held: Economist/institutional expert

Activities performed: See above

Name of assignment or project: **Feasibility on the use of sugar cane residuals for silage production Cuba**

Year: 2003

Location: Cuba

Client: **Ministry Economic Affairs, Netherlands**

Main project features: Techno-economic feasibility study for the re-use of sugar cane residuals for compost and silage production. Preparation of a solid waste management plan for a sugar cane estate.

Positions held: Team leader/ Economist

Activities performed: See above

Name of assignment or project: **Due diligence loan application bio-energy project and WWTP, Mexico**

Year: 2003

Location: Mexico

Client: **Inter American Development Bank/IIC/BCEOM, France**

Main project features: Technical and financial due diligence of a loan application for the construction of a combined biogas- , Waste Water Treatment Plant and electricity generation unit in Tizayuca using cow manure. Recommendations on the financial model used, tariffs and debt servicing capacity of the project.

Positions held: Team leader/ economist

Activities performed: See above

Name of assignment or project: **Environmental and Energy Audits Fertilizer Plants India**

Year: 1998-1999

Location: India

Client: **Dutch Ministry of International Cooperation/Dutch Embassy New Delhi, India/GID, Netherlands**

Main project features: Project management of technical (Environmental, Energy, Health and Safety Audit), organizational and financial audits of various fertilizer plants across the country. Proposals for investments in pollution reducing technologies and energy efficiency measures. Preparation of Cost Benefit Analysis of proposed investment packages. Organization of various study trips to the Netherlands. Both Indian and Dutch subcontractor and service providers were managed in the project. Project budget was 3 million € in consultancy fees.

Positions held: Project manager

Activities performed: See above

Name of assignment or project: **Feasibility study environmental infrastructure (solid waste management and Common Effluent Treatment Plant) leather tanneries Karachi**

Year: 1996

Location: Pakistan

Client: **Netherlands Ministry of Economic Affairs/Haskoning, Netherlands**

Main project features: Financial and economic Cost Benefit Analysis of a project for the leather tanneries Karachi including a controlled land fill site, solid waste collection system and a WWTP). Analysis of tariffs to be paid by the private sector and the system's financial sustainability. Preparation of applications for grants and commercial Dutch loans to implement the project.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Business plans and loan application 20 projects in energy and environment, Belarus**

Year: 1995

Location: Belarus

Client: **European Bank for Reconstruction and Development/Tebodin, Netherlands**

Main project features: Preparation of 10 business plans and loan applications for SME sector companies and start-ups in the environment and energy sector. Assessment of local banks' input and equity contribution for the evaluation of loan applications. Retention as financial advisor in the evaluation process of the loan applications.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Cost assessment metallurgical sector's compliance with environmental regulations**

Year: 1993

Location: Netherlands

Client: **Ministry of Environment and Spatial Planning, Netherlands/Tebodin, Netherlands**

Main project features: Assessment of costs burden for the metallurgical sector in the Netherlands driven by the sector's compliance with national environmental policies regarding emission levels of private companies.

Position held: Economist

Activities performed: See above

Name of assignment or project: **Preparation of a model addressing urban pollution (industry and transport) in developing countries**

Year: 1991

Location: USA

Client: **World Bank/Tebodin, Netherlands**

Main project features: Preparation of a financial model enabling a quick assessment of capital costs for urban pollution abatement (industrial and urban transport) measures in developing countries. The model draws on a database for technical abatement measures and its capital – and operating expenditures. Input variables are actual and desired pollution levels. Model output are estimates of required capital expenditures to attain objectives in pollution levels time.

Positions held: Economist

Activities performed: See above

## Regional – and private sector development, Special Economic Zones

Name of assignment or project: **Study on applying the market investors principle to the public investment in Ciudad de la Luz, Spain**

Year: 2011

Location: Spain

Client: **European Commission/Ecorys, UK**

Main project features: Assessment of the market principle applied on government investment in Ciudad de la Luz, a new moviemaking complex in Alicante, Spain. It was assessed whether a private investor would have invested in the proposition accommodating financial, strategic and operational perspectives in its decision making.

Positions held: Expert in project appraisal and strategic decision making

Activities performed: See above

Name of assignment or project: **Financial appraisal Export Processing Zones, Bangladesh**

Year: 2009

Location: Bangladesh

Client: **World Bank/ACE, Spain**

Main project features: Assessment of cost structure of Economic Zones and its profitability. Based on a market assessment and international benchmarking a profitable market price structure is proposed. In addition, various PPP models and the government's stance were assessed and recommendation were made.

Positions held: Team leader/financial advisor

Activities performed: See above

Name of assignment or project: **PPP Special Economic Zone Democratic Republic of Congo**

Year: 2008

Location: Democratic Republic of Congo

Client: **World Bank/ AECOM, USA**

Main project features: Market and demand assessment for a planned Special Economic Zone. Locations analysis and infrastructure development plan. Assessment of legal, political and institutional framework impinging on the future Zone. Recommendation on viable PPP models considering future revenue levels, risks and private sector's demand

Positions held: Financial advisor and PPP expert

Activities performed: See above..

Name of assignment or project: **PPP Special Economic Zone Egypt**

Year: 2008

Location: Egypt

Client: **private client/AECOM/USA**

Main project features: Preparation of financial model, business case and risk analysis for a private bidder underpinning the submission of a bid to for the new Suez Special Economic Zone on a BOT basis. Recommendation on the bidding price using the financial model. Financial advisor in following financial negotiations with the contracting authority

Positions held: Financial advisor/ PPP expert

Activities performed: See above

Name of assignment or project: **Regional development plan for the Tana Beles Growth Corridor, Ethiopia**

Year: 2009

Location: Ethiopia

Client: **World Bank/Eurconsult, MottMacDonald, Netherlands**

Main project features: Infrastructure investment programming for the regional development plan of the Tana Beles Growth Corridor and assessment of its PPP potential for future financing. Sectors included: Agriculture, Municipal and Rural Infrastructure (water supply and WWTP, municipal solid waste management), rural energy extension, roads. Cost Benefit Analysis performed of the regional development plan.

Positions held: Economist/PPP expert

Activities performed: See above.

Name of assignment of project: **Techno-economic feasibility study new French Fries production plant**

Year: 2008

Location: Venezuela

Client: **Kiremko, Netherlands**

Main project features: Techno-economic feasibility study for a new French fries plant in Venezuela. Assessment of market demand from international department stores. Preparation of financial model and the business plan.

Position held: Financial and business planning expert

Activities performed: See above.

Name of assignment or project: **Infrastructure programming for the Regional Development Plan Tana Beles**

Year: 2007

Location: Ethiopia

Client: **World Bank/BRL Ingenierie, France**

Main project features: Assessment of current institutional framework for private sector development in the Tana Beles growth corridor. Recommendation on institutional framework for integrating both private sector development and integrated water resources management.

Positions held: Private sector - and institutional expert

Activities performed: See above

Name of assignment or project: **Feasibility study and design of a SME business support network financed under a PPP scheme**

Year: 2007

Location: Pakistan

Client: **European Commission/HTSPE, Pakistan**

Main project features: Feasibility study and design of a Business Support Network for SME's enhancing market connectivity and finance from SME finance sources. A national survey was carried out in the SME market on the network's relevant operational and financing issues. Preparation of an action plan for further implementation. Recommendations on the network's financing strategy including a PPP scheme with the government

Positions held: Team leader/PPP expert

Activities performed: See above

Name of assignment or project: **Feasibility Study SME Business Support Network**

Year: 2005-2006

Location: Pakistan

Client: **European Commission/HTSPE, Pakistan**

Main project features: Feasibility study for an investment fund for SME enterprises combining financing sources from the Government of Pakistan, SME banks, EU. Capacity building of 10 SMEs in business planning, marketing and financial management of SME. Training needs assessment, design of training and on-the-job training.

Positions held: Team leader/economist/capacity building expert

Activities performed: See above

Name of assignment or project: **Implementation of a Project Investment Fund for the Forestry Sector Colombia**

Year: 2005

Location: Colombia

Client: **USAID/Chemonics, USA**

Main project features: Design and implementation of an investment fund (25 million USD) for project preparation and investment targeting private forestry related business initiatives. Advice on business planning format, evaluation criteria and the fund's organization and procedures. Preparation of 10 business plans in the forestry sector to be submitted for approval.

Positions held: Team leader/Economist

Activities performed: See above

Name of assignment or project: **Feasibility study high yield crops for the tourism industry Cuba**

Year: 2004-2005

Location: Cuba

Client: **Ministry Economic Affairs, Netherlands**

Main project features: Techno-economic feasibility study of an investment program for diversification into high yielding crops for the tourism industry. High demand from international hotel chains across the island. Financing package was agreed with the Cuban Ministry of Agriculture and the Dutch government.

Positions held: Team leader/economist

Activities performed: See above

Name of assignment or project: **Business Plan Metal Recycling Chile**

Year: 2002

Location: Chile

Client: **Ministry of Economic Affairs, Netherlands**

Main project features: Preparation of a business plan for the start up of a metal recycling company in Chile. A joint venture between a Dutch & Chilean partner was elaborated (legal and financial). Assessment of market potential, logistical costs and recycle prices. A structured finance package was proposed combining local commercial loans and equity.

Positions held: Financial advisor

Activities performed: See above

Name of assignment or project: **Preparation Annual Business Plan Consultancy Company**

Year: 2002

Location: Netherlands

Client: **IT Staffing Group, Netherlands**

Main project features: Preparation of an annual business plan for ongoing operations of an IT consultancy company in the Netherlands. Recommendation on marketing activities and organizational development.

Positions held: Business planning expert

Activities performed: See above

Name of assignment or project: **Business Plan Vocational Training Centers Modernization, Haiti**

Year: 2001

Location: Haiti

Client: **Inter American Development Bank/PADECO, Japan**

Main project features: Preparation of a business plan for the proposed investment program of the National Vocational Training Centres across the island. Proposal were made for student fees, private sector participation and governmental subsidies.

Positions held: Financial advisor/business planning expert

Activities performed: See above

Name of assignment or project: **Business Plan new consultancy start up , Bolivia**

Year: 2001

Location: Bolivia

Client: **Free University Amsterdam, Netherlands**

Main project features: Preparation of a business plan for the start up of a new project management consultancy. Delivery of a project management capacity building program and trainings for staff and management. A survey was carried out at the national level to assess demand and expected fees.

Positions held: Team leader/business plan expert

Activities performed: See above

Name of assignment or project: **Design and implementation of a new procurement strategy**

Year: 1999-2000

Location: UK/Netherlands

Client: **CORUS**

Main project features: Design and implementation of a new procurement strategy driven by the recent merger between Hoogovens (Netherlands) and British Steel (UK) resulting in Corus. Implementation of supporting IT tools and user manuals. Organization and delivery of trainings for 2000 end-users. Project budget was 5 million € in consultancy fees.

Positions held: Project manager/ organizational change expert

Activities performed: See above

Name of assignment or project: **Design and implementation of Project Management Units**

Year: 1999

Location: Netherlands

Client: **Heineken, PCM, HBG, CORUS**

Main project features: Design and implementation of Project Implementation Units for IT projects within the company covering the entire project cycle (identification, selection, development and implementation). Preparation of decision making processes, templates and project management tools and capacity building of staff in project management using Prince2 methodology

Positions held: Project manager/organizational change expert

Activities performed: See above

Name of assignment or project: **Private sector development Baluchistan, Pakistan**

Year: 1991

Location: Pakistan

Client: **Dutch Ministry of International Cooperation**

Main project features: Realisation of a large scale survey in the Small and Micro sector in the province of Baluchistan. Identification of growth impediments and bottlenecks and formulation of policy recommendation for the private sector's growth in the province.

Positions held: Economist

Activities performed: See above

Name of assignment or project: **Part time teacher in Marketing**

Year: 1987-1989

Location: Spijkenisse Municipality, Netherlands

Client: Spijkenisse Municipality

Main project features: Part time teacher in marketing and marketing research at the Municipal College and Bachelor's level. The job was combined with the study for a Master's degree in Business Economics.

Positions held: Part time teacher

Activities performed: See above