

## Curriculum Vitae

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**DATE OF BIRTH** : September 25th, 1963  
**NATIONALITY** : Dutch  
**CIVIL STATUS** : Married

### SUMMARY

- Masters degree in international development studies and international economic relations.
- More than 15 years professional experience as a consultant and trainer in the field of international development.
- Senior trainer and consultant on international marketing management, market information systems, and e-business for companies and trade promotion organisations in developing countries and countries in transition.
- Senior trainer and consultant for NGO's in developing countries on project identification, formulation, assessment and management, planning, monitoring and evaluation systems, organisational strengthening, relationship management, income generation, marketing and business planning.
- Advocate of contributing to the development and wellbeing of all by doing business in a commercially viable way, with responsible management, based on fair business principles.
- Among the clients are national and international development organisations, multilateral organisations, trade promotion organisations, international management consultancy firms and other private companies.
- Mr van Duijvenbode has lived and worked in Southeast Asia for 1 year and has conducted short term consultancy and training assignments in almost 30 developing countries.
- Member of the European Marketing Academy (EMAC).

### EDUCATIONAL BACKGROUND

2004 : Training in Active Learning Techniques.  
2000 : Training in e-Commerce practical issues.  
2000 : Training in case-based learning.  
1997 : Training in organisation assessment.  
1997 : Training in negotiation skills.  
1996 : Training in cross-cultural management.  
1995 : Follow-up training in Objective Oriented Project Planning.  
1994 : Training in Objective Oriented Project Planning.  
1990 : Export Marketing Management; Certificate.  
1989 : M.A. Human Geography of Developing Countries (International Development

Studies), State University of Utrecht, The Netherlands.

- 1988 : Policy and Management Studies, Centre for Policy and Management, State University of Utrecht, The Netherlands.
- 1988 : Public Relations and Mass Communication, Department of Public Relations and Mass Communication, State University of Utrecht, The Netherlands.
- 1987 : International Economic Relations, Economic Institute of the Faculty of Law, State University of Utrecht, The Netherlands (major subject: Trade between rich and poor countries).
- 1984 : B.A. Human Geography, State University of Utrecht, The Netherlands (major subjects: Economics and Cultural Anthropology).

#### LANGUAGE SKILLS

<u>Language</u>	<u>Reading</u>	<u>Speaking</u>	<u>Writing</u>
<u>Dutch</u>	<u>5</u>	<u>5</u>	<u>5</u>
<u>English</u>	<u>5</u>	<u>5</u>	<u>5</u>
<u>German</u>	<u>3</u>	<u>3</u>	<u>3</u>
<u>French</u>	<u>3</u>	<u>3</u>	<u>3</u>
<u>Indonesian / Malay</u>	<u>3</u>	<u>3</u>	<u>3</u>

#### PROFESSIONAL CAREER

- 1999 - present **Founding partner and member of IMMI**, the International Marketing Management Institute, a network of international marketing management consultants.
- 1999 - 2004 **Founding partner and manager of LinkTank**, a company active in webdevelopment and e-business applications.
- 1996 - present **Managing consultant of iD Consultancy**, an independent consultancy firm on international development with core competence training on international marketing management, trade promotion and trade information systems.
- 1996 - 1998 **Project manager Novib** (Netherlands Organisation for International Development Assistance).  
Primarily responsible for development projects in Thailand and Burma (annual budget approximately US\$ 2 million). In addition, responsible for co-ordination of economic projects in the Southeast Asian region.
- 1990 - 1996 **Founding partner and manager of ProFound - Advisers in development**, a consultancy firm based in The Netherlands, rendering advisory services to private, bilateral and multilateral development agencies.
- 1990 **Project Manager** at the Municipality of Amsterdam (*Stadsdeel Noord*), The Netherlands. Contributing to Management of Change and the development of planning and monitoring instruments
- 1989/1990 **Project Manager** at the Municipality of Nieuwegein, The Netherlands.  
Involved in policy innovation, including issues as:  
- Management of Change;  
- Design and implementation of management tools;  
- Management and motivation training for staff.
- 1989 **Project Manager** at STOGO, a consultancy firm in Utrecht, The Netherlands, engaged in socio-economic research; Heading a team of researchers.
- 1988 **Trainee** at the Ministry of Foreign Affairs, The Hague, The Netherlands; Directorate

1986/1987 General International Co-operation, Direction International Organisations, Bureau of Economic Affairs and Regional Commissions (DGIS/DIO/ER), on UNIDO related issues regarding Transfer of Technology.  
**Researcher**; Field-research in Pahang (Malaysia), on rural development and the position and economic- and socio-cultural implications of international tourism. Case studies: 'Handicraft Industry in the State of Pahang, Malaysia; an appraisal and evaluation' (assignment by the Socio-Economic Research Unit of Malaysia); 'Handicraft Industry in the State of Pahang, Malaysia; a preliminary report' (assignment by the Socio-Economic Research Unit of Malaysia).

### PROFESSIONAL QUALIFICATIONS

- Senior trainer and consultant on international marketing management, trade promotion and market information systems for organisations in emerging economies
- Senior trainer and consultant for NGO's on project identification, formulation, assessment and management, planning, monitoring and evaluation systems, organisational strengthening, relationship management, income generation, marketing and business planning, and sustainable tourism development

### INTERNATIONAL PROFESSIONAL EXPERIENCE

Africa	Asia	Latin America	Eastern Europe
Egypt	Bangladesh	Bolivia	Bosnia & Herzegovina
Ethiopia	Burma	Brazil	Bulgaria
Ghana	India	Costa Rica	Romania
Kenya	Indonesia	Cuba	Russia
Namibia	Malaysia	Ecuador	
South Africa	Nepal	El Salvador	
Tanzania	Pakistan	Guatemala	
Uganda	Philippines	Mexico	
Zambia	Sri Lanka	Trinidad & Tobago	
Zimbabwe	Thailand	Venezuela	
	Vietnam		

### RELEVANT ASSIGNMENTS

#### International Marketing Management, Trade Promotion, Trade Information Systems

Year	Country	Description
2005 -	East African Community (Kenya, Uganda Tanzania)	<b>Comprehensive development of an East African market information portal, integrating Internet and mobile network services</b> ; from situation assessment to development and implementation, including portal design, skill development on information processing and content management, and streamlining of business processes of the three trade promotion organisations

		involved, regarding information collection, processing and dissemination. A multi-year project in partnership between CBI and the East African TPOs.
2006	Ecuador	<b>Start-up of the development of a webbased market information system for CORPEI.</b>
2006	The Netherlands	<b>Market Intel Co-ordinator and senior trainer of a capacity building programme (5 days) on Market Intelligence</b> for information managers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 28. Topics included: Information and knowledge management, information processing skills, assessment of information services and stakeholders, quality management in information service, Information sources, Information value chain, trade promotion portals.
2006	South Africa	<b>Identification mission for the development of a webbased Market Information System</b> , for the South African Agri-Academy. The mission included: Market information needs assessment, stakeholder mapping, assessment of information service providers, strategy development.
2006	Bosnia & Herzegovina	<b>Coach in a workshop on Export Marketing Planning (3 days)</b> for business supporters and exporters. Facilitating the actual preparation of export marketing plans for different sectors. Group size: 20
2006	The Netherlands	<b>Coordinator and senior trainer of a capacity building seminar (5 days) for Commercial Attaches from East African countries.</b> Group size: 18 Topics included: market research, promotional campaigns, networking and information dissemination via the regional information system for exports (trade information portal under development)
2006	Tanzania	<b>Coach in a Train the Trainer seminar (5 days) focusing on market research and market access barriers.</b> Group size: 28
2005	Sri Lanka	<b>Workshop of 3 days on market access requirements</b> in international markets for the food sector. Some 40 representatives of the private sector and business support bodies trained. Partnership between CBI and the Ceylon Chamber of Commerce
2005	Kenya, Tanzania, Uganda	Series of 2 days <b>workshops on webbased market research</b> for prospective exporters, consultants and business support organisations. Altogether 120 people trained. Partnership between CBI and export promotion bodies in Kenya, Uganda and Tanzania
2005	Uganda	<b>Training of local consultants</b> in international market access requirements as part of a Train The Trainer programme. A 5 days training on behalf of CBI. Group size: 30
2005	Philippines	Advisory services for the <b>development of a market information portal</b> for the Cebu Furniture Industries Foundation, on behalf of the International Trade Centre - UNCTAD/WTO
2005	Norway	Advisory services on the <b>development of the market information section</b> on the website of the Norwegian Import Office, hosted by the Norwegian Employers Federation (HSH, Oslo)
2005	The Netherlands	<b>Development and coordination of a 5 days seminar on Building Business Support Capacity</b> on Trade Promotion services, for business supporters from emerging countries in the Balkan region in Europe (CBI, Rotterdam). Group size: 20
	The Netherlands	<b>Presentation on conducting market research</b> for Commercial

		Attachés from developing countries, on behalf of CBI Rotterdam. Group size 20
	The Netherlands	<b>Market Intel Co-ordinator and senior trainer of a capacity building programme (5 days) on Market Intelligence</b> for information managers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 23. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Information value chain, Charging systems, the virtual MIS, the MIS strategic plan, Benchmarking trade promotion portals etc.
2004	The Netherlands	<b>Assessment of the Market information service</b> of a business support organisation in Bangladesh, on behalf of the International Trade Centre - UNCTAD/WTO
2004	Bangladesh	<b>Development and implementation of a 3 days Market Intel seminar in Bangladesh</b> for senior representatives of trade promotion organisations, on setting up virtual one-stop information centres (CBI and International Trade Centre - UNCTAD/WTO)
2004	Ethiopia	<b>Implementation of 2 sector studies</b> in co-operation with local consultant and export promotion officials in Ethiopia (processed fruits and vegetables and household and furnishing textiles), on behalf of CBI and UNDP
2004	Ethiopia	Development and implementation of 2 <b>workshops on International Market Research</b> in Ethiopia, for about 50 participants from the private sector (CBI)
2004	The Netherlands	<b>Presentation on Trendwatching skills</b> for senior representatives of trade promotion organisations from developing countries, on behalf of CBI, Rotterdam
2004	The Netherlands	<b>Development and coordination of a 5 days seminar on Building Business Support Capacity</b> on Design and Development, for business supporters who are responsible for servicing the furniture and home and garden decoration sector in their respective developing countries (CBI, Rotterdam)
2004	The Netherlands	<b>Workshops on sales conversations, export packaging, promotion and logistics</b> for 24 exporters of stationery articles, from Asia, Middle East and Latin America (CBI, Rotterdam)
2004	The Netherlands	<b>Workshop on Your Market Information system</b> for exporters of industrial products to the EU, on behalf of CBI, Rotterdam
2004	The Netherlands	<b>Presentation on non tariff barriers in the EU</b> for Commercial Attachés from developing countries, on behalf of CBI Rotterdam
2004	The Netherlands	<b>Presentation on country image and country promotion</b> for senior representatives of trade promotion organisations from developing countries, on behalf of CBI, Rotterdam
2004	The Netherlands	<b>Workshop on non tariff trade barriers</b> in the EU for exporters of the chemical industry, electronics industry and stationery articles, on behalf of CBI, Rotterdam
2004	The Netherlands	<b>Project manager development and implementation of on-line customer satisfaction surveys</b> , on behalf of Chamber of Commerce, The Netherlands
2004	Romania	<b>Assessment and advice on trade promotion website of Romanian Foreign Trade Centre</b> , on behalf of UNCTAD/ITC, Geneva
2004	The Netherlands	<b>Co-ordinator and senior trainer of a capacity building programme (5 days) on Market Intelligence</b> for information officers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 23.

		Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Information value chain, Charging systems, the virtual MIS, the MIS strategic plan, Benchmarking trade promotion portals etc.
2003-2004	El Salvador	<b>Trainer in the ABC export course</b> , 8 modules in 8 months, covering the whole export marketing management process, from market research to export marketing planning. 25 senior managers of SMEs trained (in co-operation with Coexport and CBI)
2003-2004	El Salvador	<b>Development and implementation of a Train the Trainer programme</b> , 8 modules, in 8 months, covering presentations skills, training skills, group dynamics, active training methodologies, case based learning, 13 consultants trained (in co-operation with Coexport and CBI)
2003-2004	Guatemala and Costa Rica	<b>Workshops on market research, exploring databases on the internet, assessment of distribution channels and management of trade partner relations</b> , 2x2 modules, in total, some 40 senior representatives of SMEs trained (in co-operation with Cadexco and CBI)
2003	Philippines	<b>Co-ordinator and senior trainer of a Market Intelligence seminar</b> for information officers of trade promotion organisations in the Philippines. Group size: 18. Topics included: International market developments, Trends in the world of information services, Information sources, Information value chain, Stakeholder mapping, Charging systems, the virtual MIS, the MIS strategic plan, Benchmarking trade promotion portals, on behalf of Philexport and DTI, in co-operation with UNCTAD/ITC
2003	The Netherlands	<b>Initiator, coordinator and senior trainer of a capacity building seminar (5 days) MASTER</b> for senior representatives of intermediary organisations in the food sector from developing countries on <b>non-tariff barriers</b> in the EU. Group size: 22 Topics: Health and safety standards, Eurepgap, HACCP, ecolabels, etc.
2003	The Netherlands	Development of an <b>interactive export marketing plan document builder</b> , an online tool for exporters to write a marketing plan, on behalf of CBI, The Netherlands
2003	The Netherlands	<b>Co-ordinator and senior trainer of a capacity building programme (5 days) on Market Intelligence</b> for information officers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 25. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Information value chain, Charging systems, Internet and MIS, Planning and organising the MIS, Benchmarking trade promotion portals etc.
2003	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar (7days)</b> for exporters of household and garden decoration articles from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and use of computer based learning and conducting several sessions on export marketing and management, incl. Auditing, strategizing and promotional techniques. Group size: 40
2003	The Netherlands	<b>Presentation on country image and country promotion</b> for senior

		representatives of trade promotion organisations from developing countries, on behalf of CBI, Rotterdam
2003	The Netherlands	<b>Presentation on trade partner selection and relationship management</b> for exporters from the medical industry from developing countries, on behalf of CBI
2003	The Netherlands	<b>Presentation on trade partner selection and relationship management</b> for exporters from industrial sectors from developing countries, on behalf of CBI
2003	Zambia	<b>Workshop on content management for trade promotion portal management</b> by information officers of the Export Board of Zambia, on behalf of UNCTAD/ITC
2003	South Africa	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI , in cooperation with the Cape Chamber of Commerce
2003	The Netherlands	<b>Editor market research manual</b> , CBI publication
2003	The Netherlands	<b>Editor exporting to the EU manual</b> , CBI publication
2003	The Netherlands	<b>Assessment of export marketing plans</b> of 25 exporters of household and garden decoration articles on entering the EU market, on behalf of CBI, Rotterdam
2003	The Netherlands	<b>Banner campaign</b> , design, implementation, and monitoring for CBI, The Netherlands
2002-2003	The Netherlands	<b>E-marketing campaign</b> on behalf of CBI, Centre for Promotion of Imports from developing countries, The Netherlands
2002-2003	The Netherlands	<b>Development and implementation of on-line customer satisfaction surveys</b> , on behalf of CBI, The Netherlands
2002-3003	Zambia	<b>Portal design for Export Board of Zambia</b> , on behalf of UNCTAD/ITC, the International Trade Centre, Geneva, Switzerland )
2002	The Netherlands	<b>Data mining workshops</b> , on effectively using the Internet to collect market data, for entrepreneurs from developing countries, in various CBI training programmes
2002	The Netherlands	<b>Lecturing</b> on company and country presentation, export terms, market research and internet and information sources to business supporters from developing countries in several training programmes of CBI
2002	Vietnam	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI
2002	Thailand	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI
2002	South Africa	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI
2002	Namibia	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI
2002	Costa Rica	<b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of

2002	Peru	household and garden decoration articles (3 days) on behalf of CBI <b>Workshop on export marketing management</b> techniques (export auditing, distribution channels, entry strategies, trade partner relationships, promotional techniques, to manufacturers of household and garden decoration articles (3 days) on behalf of CBI
2002	Zambia	<b>Consultancy to the Export Board of Zambia</b> , on behalf of the International Trade Centre (ITC), Geneva, on the development of an Internet portal for disseminating market information to Zambian exporters Website review and strategic advice
2002	The Netherlands	<b>Train The Trainer workshop</b> for Ecuadorian consultants, on behalf of the CBI. Focus on market research and information sources on the Internet
2002	The Netherlands	<b>Train The Trainer workshop</b> for fair trade consultants from developing countries in the food industry, on behalf of the Fair Trade Organisation in The Netherlands. Focus on Internet and information sources.
2002	The Netherlands	<b>Assessment of export marketing plans</b> of 20 exporters of stationery items on entering the EU market, on behalf of CBI, Rotterdam
2002	South Africa	<b>Co-ordination and implementation of a Market Intel seminar</b> (4 days), in Stellenbosch, South Africa, for stakeholders in the food industry. Beneficiary: the Agri Academy. Group size: approx. 20. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Internet and MIS, MIS skills, Planning and organising the MIS.
2002	The Netherlands	<b>Co-ordinator and senior trainer of a capacity building programme</b> (5 days) on <b>Market Intelligence</b> for information officers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 20. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Internet and MIS, Planning and organising the MIS, Assessing TPO websites, TPO-Client relationships etc.
2002	Philippines	<b>Workshop on electronic market information systems for trade promotion organisations</b> , on behalf of CBI and Philexport, Manila, the Philippines
2002	Cuba	<b>Assessment of feasibility of export promotion portal and cybercafé</b> for CEPEC (Centre for export promotion), Cuba, on behalf of CBI, the Centre for Promotion of Imports from developing countries, Rotterdam, The Netherlands
2002	The Netherlands	<b>Project manager development of a business support portal for migrant entrepreneurs</b> , including e-learning applications, on behalf of IMK (Institute for Small and Medium sized Enterprises), Amsterdam, The Netherlands
2002	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of natural ingredients for pharmaceuticals and cosmetics from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and use of computer based learning methodology and conducting several sessions on export marketing management. Group size: 35 Similar assignments in 1999-2002 for exporters of organic food ingredients, home and garden decoration articles (2x), stationery items (2x), fishery products

2002	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of organic food ingredients from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and use of computer based learning and conducting several sessions on export marketing and methodology. Group size: 30
2002	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of stationery items from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and use of computer based learning and conducting several sessions on export marketing and methodology. Group size: 30
2001-2002	The Netherlands	<b>Development and implementation of interactive export fitness checker</b> , for CBI, The Netherlands
2001-2002	The Netherlands	<b>Formulation and realisation of a trade promotion portal concept</b> for CBI, Rotterdam, The Netherlands
1997-2002	The Netherlands	<b>Training</b> exporters and associations of fresh fruit and vegetables from developing countries in Rotterdam, The Netherlands, organised by CBI, The Netherlands (2002). Similar assignments in 1997-2001 for exporters from the ICT industry, household decoration articles, food ingredients and health food sector, medical products, fishery products, castings and forgings, pharmaceutical products, building materials, electric components, costume jewellery, work wear and personal safety products sector. Topics included: Export auditing, market research, data mining through the Internet, preparing and organising for exports; trade partner selection and trade partner agreement; competitive marketing, business trends, preparing an export marketing plan, using promotional tools, Internet as a research and promotion tool, offers and contracts Group size: 20-70
1996-2002	Bangladesh, Bolivia (2x) Brazil Cuba (2x) Egypt (2x) El Salvador Ethiopia Ghana (2x) Mexico (2x) Namibia Nepal South Africa Sri Lanka Thailand Venezuela Vietnam Zimbabwe	<b>Training</b> exporters and export promotion officials in various aspects of Export Marketing Management and exporting to the European Union. Three and four days workshops. Assignments on behalf of CBI.  The topics included: trends in world trade, market research, export auditing, developments in the European market, trend watch and behavioural analysis, product market matching, export marketing planning, the use of Internet, trade partner selection, trade partner communication, trade partner management, promotional tools, trade fair participation, terms of payment and terms of delivery; packaging for exports; trade barriers, pricing strategies, effective selling. Group size varied between 35 and 85 participants
2001	The Netherlands	<b>Co-ordinator and senior trainer of a capacity building programme</b> (5 days) on <b>Market Intelligence</b> for information officers of trade promotion organisations from developing

		countries, organised by CBI in Rotterdam. Group size: 20. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Internet and MIS, Planning and organising the MIS, Assessing TPO websites, TPO-Client relationships etc.
2001	The Netherlands	<b>Co-ordinator and senior trainer of a capacity building programme</b> (10 days) for account managers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of a case study. Group size: 30-40
2001	The Netherlands	<b>Assessment of export marketing plans</b> of 30 exporters of household and garden decoration articles on entering the EU market, on behalf of CBI, Rotterdam
2001	The Netherlands	<b>Training</b> senior and junior trade promotion officials of various developing countries in trade promotion and export marketing management, in Rotterdam, The Netherlands, organised by CBI Topics included: company and country presentations, Internet as a research and promotion tool, networking and teamworking, trade promotion in the new millennium, global sponsoring, the EU and its markets, international providers of know how and support, product market matching, trade barriers and trade preferences. Group size: 20-60
2001	The Netherlands	<b>Project manager development of a database driven website and webshop</b> for GeOMETIUS, a GSM/GPS company in The Netherlands
2001	The Netherlands	<b>Project manager development of a database driven website</b> website for Prolion, a stock listed company in The Netherlands
2001	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of household and garden decoration articles from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and conducting several sessions on export marketing and management, incl. The SWOT, the market entry strategy, the export marketing plan, promotional mix, packaging, offers and contracts etc. Group size: 45
2000	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of stationery items from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises and use of computer based learning and conducting several sessions on export marketing and management techniques, incl. Market research, identification and selection of proper trade channels, promotion and the export marketing plan. Group size: 30
2000	The Netherlands	<b>Co-ordinator and senior trainer of export marketing management seminar</b> (7days) for exporters of fishery products from developing countries, in Rotterdam, The Netherlands, organised by CBI, Including: Design of the programme, briefing of lecturers, compilation of curriculum, preparation of exercises conducting several sessions on export marketing and management techniques, incl. Market research, identification and selection of proper trade

2000	The Netherlands	channels, promotion and the export marketing plan. Group size: 20 <b>Internet strategic advice and realisation</b> of website for Tethys, an innovative ICT company in The Netherlands .
2000	The Netherlands	<b>Internet strategic advice for CBI</b> , the Centre for Promotion of Imports from developing countries, Rotterdam, The Netherlands
2000	Bulgaria	<b>A series of 3 trainings</b> for Bulgarian ICT entrepreneurs (3x3 days) on <b>international marketing management</b> , in Sofia, Bulgaria, organised by Twynstra Gudde Management Consultants. Group size: 15 - 30
2000	The Netherlands	<b>Initiator, Co-ordinator and senior trainer of a capacity building programme</b> (5 days) on <b>Market Intelligence</b> for information officers of trade promotion organisations from developing countries, organised by CBI in Rotterdam. Group size: 20. Topics included: International market developments, Objective and strategy formulation for Market Information Systems (MIS), Information sources, Internet and MIS, Planning and organising the MIS, Assessing TPO websites, TPO-Client relationships etc.
2000	The Netherlands	<b>Lecturing</b> an audience of trade promotion officials of various developing countries in “electronic media and exhibitions”, assignment by CBI
1999	The Netherlands	<b>Initiator, Co-ordinator and senior trainer of a capacity building seminar</b> (10 days) <b>FAME</b> , for <b>representatives of trade promotion organisations</b> from developing countries, organised by CBI in Rotterdam. Group size: 40. Topics included: International market developments, non-tariff barriers, trade promotion skills, client oriented service delivery, trade information sources, export marketing management, organising trade fairs and missions, etc.
1999	Italy	<b>Lecturing on challenges for fair trade</b> organisations at a Fair Trade Conference in Italy, invitation by IFAT - International Federation for Alternative Trade Organisations (1999). Audience: 150-200
1998	Bangladesh	<b>Training</b> of exporters of ready-made-garments and association members and trade promotion officials on the <b>consequences of the Uruguay Round trade liberalisation</b> for exports of ready-made-garments from Bangladesh to the USA and EU markets (assignment GTZ - Germany). Location: Dhaka and Chittagong. Group size: 30-70
1998	The Netherlands	<b>Curriculum development</b> ; contribution of syllabus materials on international marketing management issues for training pack of the Centre for the Promotion of Imports from developing countries (CBI) in The Netherlands
1997	The Netherlands	<b>Ministerial advice</b> , to the Dutch Minister of development Co-operation on a <b>revision of the Lomé Convention</b> ; a co-operation agreement between the EU and ACP (African, Caribbean and Pacific) countries.
1996	The Netherlands	<b>Lecturing on exporting to the EU</b> , on behalf of CBI (Centre for the Promotion of Imports from developing countries), to a delegation of government officials from the Kyrgyz republic, in the context of a <b>UNDP</b> programme. The lectures featured topics like: trends in EU import trade, trade policy; trade regulations, diversity within the Single Market, and the gateway function of The Netherlands
1996	Trinidad Tobago	<b>Conducting a seminar on the Lomé IV Convention (2 days)</b> , on behalf of the embassy of Trinidad & Tobago and CBI, to transfer information to the business community in Trinidad & Tobago on the opportunities available through the Lomé IV Convention to improve

1996	The Netherlands	competitiveness and trade performance to the EU market. <b>Supervising research on strategy development</b> for trade promotion of textile products from ACP countries, on behalf of the European Commission, in co-operation with GTZ-ProTrade and CBI. The research included, trade statistics, market development, and trade regulations for the EU, USA and Asian market
1991-1996	The Netherlands	<b>Evaluation</b> of the Bilateral Trade Promotion Programmes between the Centre for the Promotion of Imports (CBI) from The Netherlands and the trade promotion organisation of Sri Lanka, Philippines, Malaysia, Indonesia and Turkey
1991-1996	The Netherlands	<b>Supervising market research</b> on pharmaceutical products, medical instruments, car parts, fruit and vegetables and fish products, confectionery products, rice, yarns, grey cloth, and watches and clocks, on behalf of CBI, providing information to exporters from eastern Europe and developing countries on market size and trends, trade regulations, market access, price setting, reflecting information, quality, distribution channels, promotion, regarding the Netherlands market and other major markets in the European Union
1993-1996	The Netherlands	<b>Lecturing</b> on aspects of <b>intercultural management</b> with special reference to Malaysia, as part of a tailor-made training provided by the Royal Tropical Institute (KIT) to Dutch businessmen
1991	The Netherlands	<b>Feasibility studies</b> on the establishment of a Turkish and Philippine Trade and Distribution Centre (assignment by CBI)
1991	The Netherlands	<b>Evaluation of export promotion training programmes</b> of CBI
1991	The Netherlands	<b>Design of a training of trainers program</b> on export management to the EU, in Chile (in co-operation with PyD, a Chilean organisation)

**NGO project management** - concept and project formulation, identification, assessment, feasibility, management assistance, planning and monitoring, business development and sustainable tourism

2000	The Netherlands	<b>Organisational audit</b> of a Dutch-Filipino NGO and the preparation of an organisational profile
1999	The Netherlands	<b>Preparation of a paper</b> for the Director of Novib on the need for more <b>sustainable tourism</b> development world-wide and the need for multi-party co-operation.
1999	The Netherlands	<b>Formulation of a strategic alliance</b> between Novib (an international development organisation) and the Tourism Promotion Board of the Netherlands on promotion of <b>sustainable tourism</b> development world-wide.
1996-1997	Thailand	<b>Business Plan development</b> for small enterprises in green and social responsible business in Thailand, on behalf of Novib (1996-97).
1996-1997	Thailand	<b>Organisational assessment</b> of small enterprises in green and social responsible business in Thailand, on behalf of Novib (1996-97).
1992-1996	The Netherlands	<b>Compilation of reports on economic development projects</b> in Africa, Latin America, Middle East and South Asia, on behalf of ICCO, for submission to DGIS (the Directorate General for International Co-operation of the Ministry of Foreign Affairs) and the European Commission.
1993-1996	Pakistan	<b>Project management support missions</b> to a rural development NGO in Pakistan to assist with strategic planning, programme integration and the identification of quality (process) indicators as part of an improvement of the monitoring system (3 missions of 1 month each).
1995	Indonesia	<b>Conducting a workshop on Sustainable Tourism</b> in Bali, Indonesia, on behalf of Novib, for NGOs in Southeast Asia, to exchange ideas on

		the concept, opportunities and threats, feasibility of NGO involvement in tourism development, issues of capability and integration in mainstream programmes, participation of local communities as stakeholders and planners and decision makers, market trends and marketing strategies, financing strategies (1995).
1995	The Netherlands	<b>Formulation of a project proposal</b> on Sustainable Tourism in Indonesia, focusing on the establishment of a coalition of NGOs, to study, design and implement a joint programme (Novib, 1995).
1995	Philippines	<b>Review</b> of a three-year programme proposal of the Philippine Rural Reconstruction Movement (PRRM), on behalf of Novib, on integrated area development, to facilitate application for financial support at the Commission of the European Union.
1994	Indonesia	<b>Preparation of a working paper on sustainable tourism</b> projects in Indonesia, regarding the rationale for NGOs to set up projects in this field and the concept to be applied (role of NGOs, positioning of a sustainable tourism project within the organisation, compatibility with other project activities, regional co-operation etc.) (ITBS/Novib initiative, 1994).
1994	Philippines	<b>Project formulation mission</b> to the Philippines on <b>sustainable tourism</b> , assisting a task force of the Philippine Rural reconstruction Movement (PRRM) on drafting a working paper on the concept of sustainable tourism as a money spinner for NGOs and their target groups while at the same time forming an element in an integrated development programme (on behalf of Novib, 1994),
1994	Thailand	<b>Identification mission</b> to Thailand on <b>sustainable tourism</b> ; To identify the possibilities to set up sustainable tourism projects with an integrated energy conservation concept, i.c the use of solar energy (TOOL/ITBS initiative).
1994	Egypt	<b>Identification mission</b> to Egypt, to make an assessment of the socio-economic situation the impact of the Structural Adjustment Programme, and to identify development actors and inroads for Novib interventions.
1994	The Netherlands	<b>Appraisal of small enterprise development project proposals</b> as prepared by an International donor consortium for intervention in Sudan and Ethiopia (on behalf of Novib)
1994	The Netherlands	<b>Formulation of discussion paper</b> on intervention in the Rainforest Areas , to challenge the intervention of the Southeast Asia Bureau of Novib; to explore new venues within the limits (funds and personnel) of the bureau; and to explore the possibilities for a regional action plan, in terms of content and operational structure.
1994	Thailand - Philippines	<b>Assessment mission</b> to Thailand and The Philippines in order to: assess the socio-economic situation in pre-selected target areas; to identify new components in existing project relations; to assess training needs and training possibilities; and to formulate a number of project possibilities for the Southeast Asia Bureau of Novib.
1994	Kenya	<b>Identification mission</b> to Kenya, to identify and discuss fields of co-operation with development organisations (KIOF, AMREF, ETC).
1994	Thailand	<b>Project formulation mission</b> to Thailand on Rural Development; Assisting the Agricultural Co-operative Project (ACP) in Buriram, the Northeast of Thailand, to set up a viable project comprising income generation activities (on behalf of Novib).
1993	The Netherlands	<b>Advisory services</b> to TOOL (Organisation for Technology Transfer to Developing Countries): drawing economic country profiles of the countries which have been accorded priority status by TOOL, a.o. Sri Lanka and India.
1992	Thailand	<b>Assessment mission</b> to Thailand on rural development; Assessment

		of the effectiveness of ACP's integrated agricultural programme, and providing advisory services on project management to the local project organisation (on behalf of Novib).
1992	The Netherlands	<b>Compilation of a country policy document</b> on Malaysia for Novib.
1992	Malaysia	<b>Backstopping mission</b> to Malaysia to assist local development organisations with the preparation of a policy document for Novib.
1992	Russia	<b>Identification mission</b> to Russia: A joint mission with members of the consortium of McHolland's and CAH-Agrotransfer, identifying the agricultural problems in the Moscow and Leningrad districts and identifying the most appropriate local organisations to tackle the problems. Immediate discussions have followed with the identified bodies regarding possible solutions.
1992	The Netherlands	<b>Preparation of project proposals</b> on rural development projects in Russia, to be submitted to the EC (on behalf of McHolland's and CAH-Agrotransfer).
1992	The Netherlands	<b>Integrated agricultural project development</b> in Eastern Europe: contribution to the development of a manual for integrated project development in the field of agriculture and agro-industry (production and processing of primary agricultural commodities into secondary value-added consumer food products,).
1992	The Netherlands	<b>Advisory services to TOOL</b> ; Drawing economic country profiles of the countries which have been accorded priority status, a.o. Uganda, Ghana and Zimbabwe.
1991	The Netherlands	<b>Advisory services to TOOL</b> : a survey among the 54 developing countries that receive development assistance from the Dutch Ministry for Development Co-operation, with the aim to identify 8 countries most suited for TOOL activities (technology transfer and the enforcement of local structures of technology transfer to small scale enterprises). The 8 countries were selected by applying a set of (economy, population, infrastructure, network, gender, and environment related) criteria.

#### PUBLICATIONS

1997-2004	<b>Curriculum (syllabus articles) on international marketing management topics for training courses of CBI</b> , incl. market research, promotional tools, trade barriers, trade and distribution channels, trade partner management, information sources, trends in consumer behaviour, EU market developments, haccp in the food industry, trade promotion in the new millennium
2003	<b>'e-business'</b> ; series of 4 articles on e-business in the CBI News Bulletin, on e-research, e-promotion, e-market places and integrated e-business
1999	<b>'Exporting to European Union : Challenges demand a strategic approach'</b> , CBI export manual for exporters from eastern Europe and developing countries, on recent developments in the European Union (EU) which impact on the access to the EU market for entrepreneurs from developing countries.
1996	<b>'Exporting to the European Union: The Netherlands as the gateway to Europe'</b> , an updated version of the 1993 publication
1996	<b>'Sustainable tourism: Where are the donor organisations?'</b> , article in Inzet, Dutch periodical on international development the role of Non Governmental Organisations (NGOs) and the challenge to international development agencies to support initiatives in this field (Inzet, April 1996).
1996	<b>'Lomé IV; the EU preferential regime for ACP countries; untapped opportunities'</b> , article in the CBI News Bulletin (April 1996)
1995	<b>Community Based Sustainable Tourism</b> , Paper presented at World Conference on

- Sustainable Tourism, in Lanzarote, Spain, co-financed by UNESCO, UNEP and the Commission of the European Union
- 1993 **'Exporting to the European Union: The Netherlands as the gateway to Europe'**, CBI manual for exporters from emerging countries
- 1991-1993 Writer and co-editor of series of booklets on the economic and socio-cultural aspects of Thailand and Malaysia, which serve as background information to visitors to Thailand and Malaysia. The booklets are available in Dutch and titled "Te gast in Thailand" and "Te gast in Maleisië" (on behalf of 'Stichting Toerisme en Derde Wereld')