

CURRICULUM VITAE

1. **Family name** Rouwmaat
2. **First names** Vincent
3. **Date of birth** 15-04-1958
4. **Nationality** Dutch

5. **Education**

Institution [Date from- Date to]	Degree(s) or Diploma(s) obtained
University of Utrecht (bachelors, 09/1977 to 12/1980)	Bachelor of Psychology
University of Delft (masters), 01/1981 to 06/1984	Master of Business Administration

6. **Language skills** (competence on a scale of 1 to 5: 1-excellent, 5- basic)

Language	Reading	Speaking	Writing
Dutch	1	1	1
English	1	1	1
German	1	1	2
Russian	3	2	4
French	3	4	4
Spanish	5	5	-

7. **Membership of professional bodies**

Dutch Association of International Affairs (NGIZ: "Nederlands Genootschap voor Internationale Zaken")

8. **Other skills**

Trained as translator Russian - German for the Military Intelligence Service
Skilled in methods and techniques for financial, information- and organisation-analysis

9. **Present position**

Independent consultant and associate to a Dutch consultancy firm.

- In the Netherlands and in other European countries working for companies, national and local government and NGOs on subjects related to organisational strategy and economic policy development
- Outside the European Union involved in short-term assignments as trainer, consultant and project manager on issues related to exports, economic policy, EU pre-accession requirements, SME-development and -support, regional economic development, institution capacity building and business strategy development, competitiveness and innovation.

10. **Years within the firm**

Self-employed since 2000

11. **Key qualifications**

- Project Management, Terms of References and Project, Programme & Policy Evaluations
- Workshops for policy makers, business support organisations and entrepreneurs
- Export development (for SMEs [micro] and Trade Promotion Organisations [meso])
- Business Innovation and Incubation
- Economic Research
- SME-policy and Regional Policy development
- Institutional Development

12. Professional experience record

Date	Location	Organisation	Position	Description
2009 - 2010	Kosovo	European Commission	Team Leader	Outlining, specifying and implementing the programming priorities and institution capacity building to prepare Kosovo for economic cross border cooperation with its neighbours Macedonia, Albania and Montenegro. Managing the team of experts and maintaining good working relations with the beneficiary and all stakeholders.
2009	Central Asia	European Commission	Team Leader	Responsible for the mid-term evaluation of the Central Asia Invest Programme, aimed at improving the access to the EU market and supporting the development of SMEs and Business Support Organisations in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan.
2009	Russia	European Commission	Team Leader	Managing a project with the Russian Federal Chamber of Commerce & Industry and Eurochambres for regional Russian Chambers to improve their export related services to internationally operating SMEs entering the EU market and for the Russian Federal Chamber to strengthen its coordinating and infrastructural role.
2009	Brasil	ITC	Export Marketing Information	Running for the staff of the national trade promotion organisation APEX and local exporters a workshop on how to collect, process and disseminate export market information.
2006 - 2009	EU Eastern external border area	European Commission	CBC Expert	Joint Programming Expert on Cross Border Cooperation along the new external EU-border in 5 CBC-programmes, up from the Baltic Sea down to the Black Sea (between Estonia, Latvia, Lithuania, Poland, Slovakia, Hungary, Romania, Bulgaria and Greece on the one hand and Russia, Belarus, Ukraine, Moldova, Georgia, Armenia and Turkey, on the other hand); also been active in some MEDA countries (e.g. Tunisia).
2008	Albania	ITC	Export Marketing Trainer	Running for the staff of the national trade promotion organisation Albinvest and local exporters a workshop on how to collect, process and disseminate export market information.
2008	Peru	CBI	Export Development Consultant	Assessing the feasibility of and designing the programme for a national technical assistance programme to be implemented in Peru for export development and promotion.
2007 - 2008	Bolivia	CBI	Project Coordinator	Strengthen a network of regional export chambers by increasing their sectoral export focus, developing their export service portfolio and capacitating the internal central organisation.
2007 - 2008	Honduras	CBI	Organisation & Information Expert	Organise the collection, analysis and dissemination of export market information for Honduran exporters and develop and/or restructure the working processes in line with the information processes.

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2007 – 2008	Indonesia	CBI	Export Development Consultant	Reposition and reorganise two export development associations and an associated Centre of Excellence and improving the services offered to the Indonesian export sector.
2007	Pakistan	CBI	Export Development Consultant	Assessing the feasibility of and designing the programme for a national technical assistance programme to be implemented in Pakistan for export development and promotion.
2007	Armenia & Georgia	CBI	Project Coordinator	Designing a programme for improving and enhancing exports through training and advising export companies and strengthening Armenian and Georgian Business Support Organisations.
2006	Romania	UNDP	Regional Development Expert	Auditing the Technical Support Unit in the region of Alba Iulia on training, consulting and organisational development required to increase the absorption capacity of EU Structural Funds
2006	Kosovo	DFID	CBC Expert	Assessing the scope, focus and feasibility of a possible Cross Border and Boundary Cooperation Programme of Kosovo with Serbia, Montenegro, Albania and Macedonia.
2006	Bangladesh	CBI	Export Development Consultant	Assessing the feasibility of and designing the programme for a national technical assistance programme to be implemented in Bangladesh for export development and promotion.
2006	Jordan	CBI	Project Coordinator	Designing a nationwide programme for improving and enhancing exports through training and advising export companies and strengthening Jordanian Business Support Organisations.
2005	South Africa	European Commission	Innovation Policy Expert	Doing the mid-term review of a nationwide business innovation and incubation support programme in South Africa, which involved auditing three large innovation and incubation centres in Johannesburg, Pretoria and Durban in view of project and policy objectives.
2004 - 2005	Kenya, Uganda, Tanzania	CBI (Agency of the Dutch Ministry of Foreign Affairs)	Programming and Policy Expert	Identifying, developing and managing a 3-year programme to improve the common East-African Trade Promotion of Kenya, Uganda and Tanzania by developing a regional export strategy based on selected priority sectors, by redesigning the export information architecture in order to provide better market information to East-African exporters and by training staff of Trade Promotion Organisations, commercial attaché's of embassies and local export consultants.
2004	Romania – Ukraine	Phare (European Commission)	Team Leader	Preparing in half a year time the funding of the Neighbourhood Programme: based on desk research, interviews and a series of regional workshops, design a Joint Programming Document, Project Fiches and a Terms of Reference for the upcoming regional Cross Border Cooperation projects of Romania and the Ukraine. And do the ex ante evaluation of the Cross Border Cooperation plans of Romania with Serbia-Montenegro and Moldova.
2003 -	Guatemala, El Salvador,	CBI	Business Consultant;	Design and implement a business counselling and training programme consisting of 8 modules

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2004	Costa Rica		Trainer	(8 times one week) on exporting to the EU. Subjects: EU- packaging requirements, certifications (social accountability, quality, environmental), company audit, market research, business plan. Follow up of the course consists of trade fair participation in Europe.
2003 - 2004	Dubai	EIM (Institute for Small Business Research and Consultancy)	Business Consultant	Assessing the information needs of the export oriented business community of Dubai (entrepreneurs, associations and policy makers) and defining the organisational and technological repercussions (staffing, databases) for the Dubai Chamber of Commerce.
2003	Cuba	CBI	Export Policy Trainer	Training staff of the Ministry of Foreign Trade on export support and promotion for SMEs.
2002 - 2003	Estonia	Phare	SME-expert and Innovation Policy Expert	Assessing, evaluating and redesigning on behalf of the Estonian Ministry of Economic Affairs the policy instruments related to SME- and technology development in view of the Single Programming Document and subsequent European funding. See also http://www.riigikantselei.ee/failid/Business_Incubation_in_Estonia_Rouwmaat_2003.pdf
2001 - 2003	Ecuador	CBI	Export trainer	Developing and running a multi-annual export promotion programme to train Ecuadorian export consultants (2 groups of 17 in over 2 years time).
2001	Bulgaria	Senter (agency of the Dutch Ministry of Economic Affairs)	Innovation expert	Developing the Terms of Reference for a project to develop a national innovation policy along with an institutional framework in Bulgaria in order to develop an Export Policy in line with EU pre-accession requirements.
2001	Moldova	TACIS (European Commission)	Regional development expert	Developing the Terms of Reference for a project to develop Moldovan SMEs and regional cross border cooperation with Romania in order to develop exports in view of the pre-accession Structural Policy requirements of Romania.
2000 - 2001	Russia	TACIS	Organisation consultant and SME-expert	Reorganising the Russian Agency, a nationwide network of 50 SME-support organisations. This included coaching the network directors and consultants.
2000	Estonia	Worldbank	Mission team leader	Leading the SME-team in two Worldbank missions on regional economic development; in co-operation with two other teams (ecology and education) a concept of integrated regional development, relevant to the planning and implementation of a Structural Policy, was made.
2000	Slovenia	Senter	Innovation expert	Making the Terms of Reference for a project to develop an economic cluster policy in Slovenia, for both economically advanced sectors and backward regions.
1999	China	Dutch Ministry for Science and Education	Business Management Trainer	Two times two week training in Qingdao for company managers on Western marketing and business management techniques. This included both lecturing and cases. Later that year, I organised a study visit to the Netherlands for a selection of participantsto meet Dutch companies and organisations involved in import and export.

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1999	Estonia	Estonian Ministry of Economic Affairs	Policy consultant	Directly advising the Estonian Ministry of Economic Affairs on the National Development Plan in view of the EU-accession.
1996 - 1997	Estonia	Phare	Team leader	Managing a national SME-support project, which included the operational and legal transformation of the four main regional SME Development Agencies and the set-up of an integrated nationwide business support framework;.
1994 - 1996	Russia	TACIS	Team leader	Managing a large project on federal and regional SME-policy development.
1996	Russia	TACIS	SME-consultant	Short term SME-consultant to the St. Petersburg Foundation for SME-support (export training, coaching of consultants)
1995	Ukraine	IFC	SME-policy expert	SME-policy advisor to the post-privatisation department of the Ukrainian office of IFC

13. Publications

Publications on Retail Developments, on SME-development (among which the widely used EU-reference manual "SME policy in the EU", 1996) and on specific SME-related subjects (SMEs and exports, SMEs and innovation, SMEs and clustering). Furthermore publications on Regional Development (for Phare and the World Bank).