

PROJECT REFERENCES

The logo for Neptune Maritime Consultancy features a circular blue gradient background. The word "NEPTUNE" is written in large, bold, dark blue capital letters across the top of the circle. Below it, the words "maritime" and "consultancy" are written in a smaller, dark blue, lowercase sans-serif font, stacked vertically.

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Date from – Date to	Location	Client	Position	Description
01/2023 – present	Vietnam	World Bank Group	Transport economist	Northern Delta Transport Development Project. Implementation Completion Report (financial-economic sections)
10/2022 - present	Azerbaijan	European Commission, DT Global	Team leader	Support to enhancement of operational capabilities and implementation of the Green Port Concept of the Port of Baku . Tasks: 1. Introduction of standards required for the development of the sustainable health, safety and environmental protection system 2. Strengthening capacity of the PoB Training Centre 3. Capacity building of the International Cooperation and Project Department
01/2019 – present	Ukraine	European Commission, Ecorys	Team leader	Assistance for Dnipro Transport Development project , consisting of 4 components: 1. Support to the transposition process of EU legislation in the IWW transport sector; 2. Assistance for strengthening the administrative capacity in the Ministry of Infrastructure and the relevant IWW authorities; 3. Functionality and Facilitation of Inland Waterway Transport via Dnipro Corridor, and; 4. Communication, Public Awareness, Stakeholder Involvement and Visibility.
01/2019 – 12/2022	Vietnam	World Bank Group	Transport economist	Vietnam Southern Region Waterways and Transport Logistics Corridor. CBA and Monitoring & Evaluation indicators
01/2022 – 02/2022	Abu Dhabi	Career Management Consultants & Training	External evaluator	Performance assessment (sustainability/greening, strategy, operations, digitalization risk management) of business units of Abu Dhabi Ports (Corporate, Maritime, Car Terminal and Ports)
03/2020 – 04/2020	Netherlands	European Commission, INEA	CBA expert	Evaluation of the Cost-Benefit-Analysis of CEF project proposals (ports and Motorways of the Seas).
01/2020 – 04/2020	Netherlands	World Bank Group	Peer reviewer	Peer review of the WB report “ Blue Routes for a New Era: Development of Inland Waterway Transport in China ”.

01/2018 – 04/2019	Azerbaijan	European Commission, Ecorys	Team leader & port development expert	EU Support to the Enhancement of Operational Capabilities of New Port of Baku and Free Trade Zone at Alyat. Defining 5-year strategy; ISO 9001 (Quality Management System) implementation and certification; defining Green Port concept; EcoPorts and ISO 14001 (Environmental Management System) implementation and certification; Development of Risk Management System; Marketing & PR strategic plan; HR strategy.
10/2016 – 11/2017	Vietnam	Egis International, World Bank	Team leader & senior transport economist	Feasibility Study for Vietnam Southern Region Waterways and Transport Logistics Corridor Project. Overall management of the project. Responsible for all deliverables, project finances, relations with the recipient and World Bank. The overall objective of the project is to identify the most viable investments in Mekong Delta inland waterways and ICD's/logistics centres in the Ho Chi Minh City economic area.
06/2016 – 11/2016	Seychelles	Creodev, Government of the Seychelles	Team leader & maritime transport policy expert	Preparation of a Maritime Transport Policy for the Seychelles and analysis of the value chain of the port and port-related industries.
05/2016 – 10/2016	Netherlands	NTU, African Union Commission	Maritime economist	Preparation, editing and publishing of Comprehensive Transport Sector Guidelines for Sub-Saharan Africa. Policy paper and guidelines for a) Improving ports efficiency, and b) Establishing hub ports and feeder ports, within each African sub region.
09/2014 – 10/2015	Mauritius, Indian Ocean Islands	EPRD, Indian Ocean Commission	Team leader & transport economist	Feasibility study to improve maritime connectivity and set the conditions for the establishment of a regional feeder service in the SW Indian Ocean Region.
04/2015 – 07/2015	Suriname	Havenbeheer Suriname (HBS)	Transport economist	Developing a Financial Model for HBS which is to be used by the Port Authority of Suriname as a tool to evaluate present port tariffs & fees and land lease rates.
07/2014 – 10/2014	Serbia	Port Governance Agency (PGA) Serbia, World Bank Group	Port regulation expert	Technical assistance to improve the ports and inland waterways regulatory framework. Present international best practices on port regulation to PGA. Preparing a detailed technical assistance implementation plan for PGA.

03/2013 – 06/2014	Croatia	NTU, Port Authority Slavonski Brod	Team leader & transport economist	Feasibility study for a dangerous cargo terminal at the river port of Slavonski Brod , Croatia. Identification of technical solutions, Cost Benefit Analysis, Environmental Impact Assessment.
02/2013 – 09/2013	Saudi Arabia	GIZ/Wagener & Herbst, Ministry of Economy & Planning - Kingdom of Saudi Arabia	Senior economist	Development of a methodology and model for cost measurement and monitoring of operations & maintenance costs for infrastructure projects (transport, health, education and water sectors).
09/2012 – 01/2013	Jordan	Ministry of Transport of the Hashemite Kingdom of Jordan, MTBS	Port and transport expert	Study for dry ports and logistics centres in the Hashemite Kingdom of Jordan . Traffic flow analysis. Demand assessment. Pre-feasibility studies for 3 locations (Aqaba, Amman and Mafraq). PPP finance options.
11/2012 – 11/2012	Brussels	European Commission, EACI	External evaluator	Member of the external evaluation team for project proposals under Marco Polo II Programme .
07/2012 – 12/2012	Netherlands	PortExpertise	Transport economist	Dry bulk terminal study – Poland, Romania and Bulgaria . Traffic flows, terminals and identification of investment opportunities.
04/2012 – 08/2012	Tanzania	European Commission, African Development Bank, NTU	Transport and port expert	Assessment of Tanzania's ports in a regional economic environment . Considerations for alternative ports management structures & models. Financial implications of ports and logistics reforms. Advise on port and logistics regulatory issues. Policy and reform recommendations. Assessment of PPP possibilities for transport infrastructure development.
02/2012 – 02/2012	Brussels	European Commission, EACI	External evaluator	Member of evaluation team for project proposals under Marco Polo II Programme (Modal Shift, Motorways of the Sea).
10/2011 – 11/2011	Brussels	European Commission, TEN Executive Agency	External evaluator	Member of evaluation team for the 2011 TEN-T multi-annual call for proposals in the field of Motorways of the Sea (MoS).

09/2009 – 05/2011	Croatia	European Commission, Agency for Inland Waterways of Croatia, NTU	Project manager & economist	Review of the Feasibility Study and Project Documentation for the rehabilitation and development of transport and navigation on the Sava River Waterway.
12/2010 – 01/2011	Netherlands	Ecorys	Technical evaluator	Technical evaluation of the ORIO (Dutch subsidy programme) application for the Development of Fish Landing Sites in Ghana project.
06/2010 – 07/2010	Brussels	European Commission, EACI	External evaluator	Member of evaluation team for project proposals under Marco Polo II Programme (Modal Shift, Motorways of the Sea).
05/2010 – 06/2010	Netherlands	NTU, European Commission	Economist	International Logistics Centres for Western NIS and the Caucasus in Armenia, Azerbaijan, Georgia, Moldova and Ukraine. Organisation and operator model and staff key qualifications.
10/2009 – 04/2010	Russia	Royal Haskoning, EBRD	Port operations expert	Russia Port Sector Survey Study . Review and analysis of the port sector operations in the three main seaport basins in the Russian Federation. Identification of port development opportunities.
04/2007 – 04/2009	Bulgaria, Romania, Turkey, Georgia, Ukraine	Royal Haskoning, European Commission	Project manager	Improvement of Maritime Links between TRACECA and TENS Corridors . Project results: Market research & traffic flow projections; feasibility study ro-ro terminal Samsun (Turkey), pre-feasibility study Port of Filyos (Turkey), Port Community Systems, Maritime safety & security and PPP & bankable projects.
04/2006 – 04/2007	Suriname	European Commission, Port of Paramaribo	Financial expert	Technical assistance for the rehabilitation, upgrading and institutional strengthening of the Port of Paramaribo . Activity based costing, review port tariffs, valuation port assets, lease agreements and budget & accounting system.
12/2003 – 11/2006	Serbia	European Agency of Reconstruction, Belgrade	Economic and financial expert & traffic planner	Master Plan Inland Waterways Serbia . Economic and Cost-Benefit Analysis. Traffic and cargo forecast till 2025. Input for Serbian governmental IWT policy.
03/2006 – 04/2006	Georgia	Silk Road Group	Economist, port operations and logistics expert	Technical and operational assessment of the Port of Batumi for a private investor considering tendering for the acquisition of the complete port. Focus on terminal logistics, handling equipment and nautical aspects.

12/2005 – 02/2006	Russia	Norilsk Nickel Murmansk Transport Branche	Port operations and logistics expert	Revision of conceptual design of a container/multi-purpose terminal in Murmansk. Focus on terminal logistics, handling equipment and mooring procedures.
05/2004 – 10/2004	Latvia	Liepaja Special Economic Zone, Latvia	Project manager	Environmental, Safety & Security Port Audit System in the port of Liepaja.
08/2003 – 05/2004	India	Sea King Infrastructure Ltd., Mumbai, India	Project manager, financial expert	Establishment of the International Maritime Transport Academy India in Mumbai as a joint venture with a private Indian investor. Development of a Cost-Benefit Analysis model.
05/2003 – 08/2003	Russia	Ministry of Economic Affairs, the Netherlands	Project manager	Identification and formulation of an institutional transport project in Russia for the Dutch Ministry of Economic Affairs.
05/2002 – 05/2003	Russia	Ministry of Economic Affairs, the Netherlands	Project manager	Policy advice ' Transport Russia and Euro Asian transport corridors ' to the Ministry of Transport of the Netherlands.
07/2002 – 10/2002	Netherlands	ING Bank & Ministry of Economic Affairs, the Netherlands	Transport expert	Long term economic scenarios Russia 2020 : implications for the transport business environment.
02/2002 – 08/2003	Russia	Ministry of Economic Affairs, the Netherlands	Project manager	Technical assistance to the Euro Asian Transport Union (EATU) , Moscow, Russia: organisation, information, projects, investments.
04/2001 – 11/2001	Russia	Ministry of Economic Affairs, the Netherlands	Project manager	Sector Study Transport Russia for the Netherlands Ministry of Economic Affairs: identification of the status of the Russian transport sector and identification of business opportunities (maritime transport, port development and services, intermodal, rail and road transport). Policy input for the Dutch Ministries of Economic Affairs and Transport.
12/2000 – 10/2001	Netherlands	International Energy Agency, France	Project manager	Former Soviet Union Oil & Oil Products Export Study : present situation and projections for 2020.

12/1999 – 08/2002	Russia	Dynamar Consultancy BV	General manager	Representation office Dynamar Consultancy BV, St. Petersburg.
04/2000 – 10/2000	Russia	Ministry of Transport, the Netherlands	Project coordinator	Organisational assistance to the Russian and Netherlands Ministries of Transport for the Second International Euro Asian Conference on Transport (St. Petersburg, Russia).
09/1999 – 10/2000	Russia	Vopak, Rotterdam	Project coordinator, finance and marketing expert	Project co-ordination, finance and marketing section of the feasibility study Primorsk LPG & Ammonia terminal project (Leningrad Oblast, Russia).
01/1999 – 09/1999	South Africa	Portnet, South Africa	Project coordinator, traffic forecast	Port Operations Upgrade project: port marketing and development of a cargo flow forecast model, project co-ordinator field office Cape Town, institutional development of the South African port sector. Formulation of port development policy, incl. privatisation.
01/1999 – 05/1999	Netherlands	Port of IJmuiden, the Netherlands	Financial expert	Port development and ferry study IJmuiden-Great Yarmouth: development investment and financial evaluation model.
01/1999 – 03/1999	Netherlands	Sultanate of Oman	Financial expert	Tariff study light dues Sultanate of Oman: financial analysis.
06/1998 – 02/1999	Latvia	Freeport of Ventspils, Ministry of Economic Affairs, the Netherlands	Logistic expert	Physical Investment Development project, Ventspils, Latvia: rail, road and pipeline capacity analysis, cargo flow analysis and forecast, identification of value added/ port related industries. Policy for future development.
05/1998 – 08/1998	Netherlands	Samskip, Iceland	Shipping expert	Management and policy advise for the strategic positioning of two merged liner shipping companies in the Baltic region.
03/1998 – 07/1998	Russia	Steinweg, Netherlands Finance Development Company (FMO)	Project manager, cargo forecast	Feasibility study for upgrading the container terminal in the Port of Kaliningrad , Russia.

02/1998 – 03/1998	Russia	Steinweg	Project manager	Port of St. Petersburg, Russia: advising private Dutch stevedore about investing in a general cargo terminal ; asset valuation; operations; privatisation process.
01/1998 – 06/1998	Russia	City of Stockholm, Sweden	Project manager	Study of the conditions in the Port of St. Petersburg , Russia: analysis of nautical & operational port aspects.
12/1997 – 06/1998	Russia	Ministry of Transport, the Netherlands	Project manager	International Euro Asian Conference on Transport , 12-13 May 1998, St. Petersburg, Russia: organisational support to the Russian Ministry of Transport, conference programme advice, intermediate between Ministry of Transport Russia, European Commission-DG VII, UN-ECE, UN-ESCAP and the Dutch Ministry of Transport.
06/1997 – 02/1998	Netherlands	Flemish Government, Belgium	Economic expert	Macro-economic analysis global shipping for the Ports of Gent and Terneuzen, Belgium/the Netherlands.
04/1997 – 08/1997	Russia	Port Management Amsterdam, Ministry of Economic Affairs, the Netherlands	Project manager, cargo forecast	Feasibility study for a new container terminal in the Port of St. Petersburg, Russia.
02/1997 – 04/1997	Russia	Kloosterboer, Ministry of Economic Affairs, the Netherlands	Logistic expert	Evaluating logistic aspects for a new reefer terminal in St. Petersburg, Russia.
03/1996 – 06/1996	Russia	Ministry of Economic Affairs, the Netherlands	Financial expert	Primorsk Oil Terminal , St. Petersburg, Russia: developing a financial module for port investments (balance sheet, profit & loss, cashflow statement, financial ratios).
06/1994 – 10/1994	Russia	ED&F Man Sugar, UK	Logistic expert	Feasibility study for a sugar terminal for BIBO vessels : analysing the logistic aspects and the hinterland connections, St. Petersburg, Russia.

01/1994 – 08/1997	Russia	Ministry of Economic Affairs, the Netherlands	Logistic expert Project coordination and administration	Logistic MADTIC project at the Sea Port of St. Petersburg, Russia: Feasibility study for a Rail Service Centre and a Block Train St. Petersburg-Moscow - Assessment study for a Distribution Centre - Evaluation of Customs' procedures and proposing EDI improvements - Investigating opportunities to improve the logistic chain St. Petersburg-Russian hinterland - Assisting the management of the Sea Port of St. Petersburg in its transition to a market economy (privatisation and port policy) - Defining and implementing a new Management Information System (MIS).
02/1993 – 11/1993	Lithuania	Ministry of Transport, the Netherlands	Logistic expert	Masterplan for the Lithuanian Shipping Co.: analysing the market opportunities with regard to the privatisation process; traffic forecast and competition analysis.
02/1992 – 12/1993	Netherlands	Dynamar	Container shipping	Editor Liner Trade Reviews and co-editor DynaLiners (weekly bulletin container shipping & ports).

Conferences/seminars/workshops

- Organisation of a Study Tour to the Netherlands (IWT best practice) for high level staff of the public IWT sector of Ukraine under the Dnipro Transport Development project (October 2021)
- High-level round tables for the deputies of the Parliament and the Ministry of Infrastructure on the “IWT Law for Ukraine”, Kyiv, Ukraine, 21 September & 7 November 2019 (organisation, speaker and chairman)
- Organisation of 2 Study Tours to The Netherlands, Belgium and Germany (Port operations and management & Green Port concept) under the EU Support to the Enhancement of Operational Capabilities of New Port of Baku project
- Technical and Policy Workshops “Improvement of Maritime Connectivity in the SW Indian Ocean”, Mauritius, 24-25 June & 7-8 September 2015 (organisation and moderator)
- Workshop Operations and Maintenance Costs Budgeting Model, Riyadh, Kingdom of Saudi Arabia, June 2013 (speaker)
- Port Community Systems and PPP, 5 country workshops in Ukraine, Romania, Bulgaria Turkey and Georgia under TRACECA project, 2008/2009 (organisation and moderator)
- Maritime Safety and Security, 5 country workshops in Ukraine, Romania, Bulgaria Turkey and Georgia and a regional seminar in Sofia under TRACECA project, 2008/2009 (organisation and moderator)
- Organisation Port Study Tour Belgium & the Netherlands (IT, port niche markets & master planning) for port sector of Ukraine, Romania, Bulgaria, Turkey and Georgia, under TRACECA project, 2009
- Balkans Intermodal & Logistics Conference, Sofia, Bulgaria, November 2007 (speaker)
- Conference “The Black Sea Area Transport Network Formation. East-West Network Integration”, Odessa, Ukraine, June 2007 (speaker)
- Seminar ‘Logistics Russia’, NCH / Chamber of Commerce, Utrecht, Netherlands, October 2005 (speaker)
- NEVA-2003 Conference, Session “Development of Russian Ports”, St. Petersburg, Russia, September 2003 (speaker)
- Conference ‘Environmental Aspects of Transport Corridors’, St. Petersburg, Russia, September 2002 (speaker)
- Seminar ‘Transport of Oil in the Baltic’, Gdansk, Poland, May 2002 (speaker)
- Conference ‘International Transport Forum CIS & Baltic States’, London, UK, December 2001 (speaker)
- Seminar ‘Baltic Maritime Markets Outlook’, Helsinki, Finland, November 2001 (speaker)
- Seminar ‘Transport in Russia – Opportunities for the private sector’, The Hague, Netherlands, October 2001 (speaker)