

## CURRICULUM VITAE

1. Family name : Van den Beukel
2. First names : Henk
3. Date of birth : 15-01-1942
4. Nationality : Dutch
5. Civil status : Married

6. Education :

|                         |  |
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| Institution             | Vrije Universiteit, Amsterdam  |
| Date                    | 1959 – 1967  |
| Degree/Diploma obtained | Master degree in business economics, majors in civil & trade law and internal organization |

7. Language skills\* :

| Language | Reading | Speaking | Writing |
|----------|---------|----------|---------|
| English  | 5       | 5        | 5       |
| German   | 5       | 4        | 3       |
| French   | 4       | 3        | 2       |
| Dutch    | 5       | 5        | 5       |

\*1=poor, 2=fair, 3=good, 4=very good, 5=excellent

8. Membership of professional bodies:

9. Other skills : computer literacy

10. Present position : sr consultant, owner G. Lugtigheid & Co bv / associate partner Nehem Int'l bv

11. Years within the firm : 15 resp. 37

12. Key qualifications : Expertise in:
- private sector devt & institutional devt in public-private approaches incl. government (national & regional), business interest organisations, sector associations, development agencies
  - privatisation assistance & restructuring
  - SME development
  - strategy development
  - Trade & Investment Promotion, cross border business co-operation
  - HRM development
  - strategic alliances, partner search
  - benchmarking
  - venture capital
- Extensive experience as project director:
- institutional development
  - sectoral restructuring, cluster and chain approaches for industrial development
  - regional development

13. Specific experience:

| Country     | Date:   |
|-------------|---|
| Netherlands | 2006 – present<br><ul style="list-style-type: none"> <li>- Advice on internal organization and establishing a Management Information System in consultancy firm in automotive industry (company)</li> <li>- Restructuring and finally winding up food retail and production company (company)</li> <li>- Establishing a small pension fund (company)</li> </ul> |
| Morocco     | Jul –Dec 2006<br>ICT Sector Statistics - Diagnostic study on Monitoring & Evaluation system Action Plan   |
| Romania     | 2002 – 2005<br><ul style="list-style-type: none"> <li>- Waste water treatment in an Alcohol/Vinegar and Yeast company in combination with recycling</li> </ul>  |

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|                           | of biogas in Seini, Maramures, Romania   |
| Egypt                     | <p>Mar. 1996 – 2004</p> <ul style="list-style-type: none"> <li>- Labour Adjustment Studies Textile Industry (Business Planning and HRD &amp; Redeployment Plans)</li> <li>- Labour Adjustment Study Misr Milk &amp; Food Company</li> <li>- T.A. to elaborate Strategic Action Plan ABA2002 Alexandria Bus. Ass'n (internal organisation, international business devt., HRM devt, ABA-Net )</li> <li>- Business planning assignment home textile company (PSDP programme)</li> <li>- Strategic Alliances Electronics sector (PSDP)</li> <li>- Institutional study Industrial Modernisation Centre in the IMP</li> <li>- Review of the Private Sector Development Programme PSDP</li> <li>- Assistance to IMC in launching the Institutional Support programme for BRO's</li> </ul> |
| Slovenia                  | <p>Jan. 1995 – 2004</p> <ul style="list-style-type: none"> <li>- T.A. to new Trade &amp; Investment Promotion Agency plus Matching Programme</li> <li>- Promotion of Investment &amp; Trade in conjunction with privatisation</li> <li>- Industrial Clusters and Cluster Policy</li> <li>- Electronic Collection of Raw Data from Enterprises E-CoRE in co-operation with National Statistical Bureau, Min of Information, Min of Finance, Nat'l Health Insurance, and others</li> </ul>   |
| Ukraine                   | <p>Dec 1999 – 2004</p> <p>Establishing Combined Heat Power installation in combination with biological Waste water Treatment system in yeast company in L'viv</p>  |
| Lebanon                   | <p>Jul. – Oct. 2002</p> <ul style="list-style-type: none"> <li>- T.A. to institutional devt of employers association ALI (m.t. strategy &amp; action plan development)</li> </ul>  |
| Moldova                   | <p>Jul 2000 – 2003</p> <p>Improved energy economy (CHP installation/ steam boiler) yeast company in ChiŃinju</p>   |
| Poland                    | <p>October 1990 – 2002</p> <ul style="list-style-type: none"> <li>- Technical Assistance to the Industrial Development Agency</li> <li>- Organisation of seminars on Privatisation by Liquidation, and on Sectoral and Group Approaches</li> <li>- Development approach Polish sawmills</li> <li>- Benchmarking, Sectoral Development Strategies, and Company Export Development Plans (plastic products / medical instruments)</li> <li>- Socio-economic study Malopolska region (coal &amp; steel restructuring)</li> </ul>  |
| Czech Rep, Ostrava Region | <p>Dec. 1993 – 1999</p> <ul style="list-style-type: none"> <li>- Establishment and management of the Regionální Podnikatelský Fond (RPF), Ostrava providing venture capital in the region of N. Moravia and Upper Silezia</li> <li>- Organization Czech-Dutch Business Promotion Event (Matching programme/Seminar), 1995</li> <li>- PMU for bilateral PSO Regional Devt Progr. (1996/99)</li> </ul>   |
| C.E. Europe, Egypt        | <p>1992 – present</p> <p>Assistance to individual companies with market introduction, partner search, etc. (incl sawmills, furniture company, wood processing machinery, home textile, ICT)</p>  |
| Slovakia                  | <p>Feb. 1995 – December 1997</p> <p>Matching Programme SMEs with NADSME and Netherlands Trade Council</p>  |
| Russian Federation        | <p>Oct 1997 – 1999</p> <p>T.A. to new Nizhny Novgorod Regional Development Agency</p>  |
| Croatia                   | <p>Mar – Apr. 1999</p> <p>Train the trainer programme SME advisers</p>   |
| Indonesia                 | <p>1986 – 1991</p> <p>Design and implementation of the Business Development/ Investment Promotion programme: co-operation among Dutch-Indonesian companies in the agro/ food/ horticulture and related sectors</p>   |

#### 14. Professional Experience Record:

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| Date:       | 1973 – present   |
| Location    | Vught / Haarlem  |
| Company     | G. Lugtigheid & Co bv / Nehem International b.v. (previously NEHEM Consulting Group)   |
| Position    | Senior advisor; Director G. Lugtigheid & Co / Associate Partner NEHEM International  |
| Description | <p><b>1991 – present</b></p> <ul style="list-style-type: none"> <li>- Advice on internal organization and establishing a Management Information System in consultancy firm in automotive industry (company)</li> <li>- Restructuring and finally winding up food retail and production company (company)</li> <li>- Establishing a small pension fund (company)</li> <li>- Team member for institutional development aspects in Diagnostic study on Monitoring &amp; Evaluation system for statistics on impact of Moroccan ICT sector on economic development (WB)</li> <li>- TA to IMC in launching the <i>Institutional Support Programme to Business Representative Organisations BRO's</i> within the Industrial Modernisation Programme in Egypt (MEDA)</li> <li>- project mgt <i>Establishing anaerobe waste water treatment installation and renovation of aerobic waste water treatment installation at yeast company</i> in Romania (PSO)</li> <li>- project mgt <i>E-CoRE project</i> aimed at reduction of administrative burden for enterprises of data collection by public administration (B2G and G2G data flows) in Slovenia (PSO)</li> </ul> |

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| Description | <ul style="list-style-type: none"> <li>- project mgt policy and performance assessment and advice on <i>M.t. Strategy and Action Plan for Association of Lebanese Manufacturers</i> (MEDA)</li> <li>- project mgt <i>Industrial Clusters and Cluster Policy</i> to assist the Slovenian Min of Economy with introduction of cluster policy in conjunction with establishing 2 pilot clusters (Automotive and Transport &amp; Logistics) (PSO)</li> <li>- project mgt in project <i>Promotion of Investment &amp; Trade in conjunction with Privatisation, Slovenia</i>. This includes T.A. to establish Business Consultancy Unit within Trade &amp; investment Promotion Agency and a consultancy programme for companies with the Privatisation Agency (PSO)</li> <li>- sub-contractor in consortium with Netherlands Council for Trade Promotion for Technical Assistance to <i>Trade &amp; Investment Agency, Slovenia</i> (PSO)</li> <li>- project mgt <i>Review Egyptian Private Sector Development Programme</i> at conclusion of the programme (PSDP)</li> <li>- project management business planning assignment <i>Egyptian home textile company</i> and also the implementation assignment for partner search and promotional strategy (PSDP)</li> <li>- project mgt <i>Socio-economic study Malopolska region</i> in framework of restructuring <i>Polish Coal &amp; Steel sector</i> (Polish SME Foundation)</li> <li>- project mgt <i>institutional study Industrial Modernisation Centre for the Egyptian Industrial Modernisation Programme IMP</i> (MEDA)</li> <li>- project mgt establishing <i>EU-Egyptian Strategic Alliances electronics sector</i> (PSDP)</li> <li>- project mgt <i>improved energy economy</i> (CHP + own steam production) in a yeast company <i>Chisinau, Moldova</i> (PSO)</li> <li>- project mgt establishing biogas fired Combined Heat Power installation in <i>yeast company in L'viv, Ukraine</i> in conjunction with anaerobe water treatment (PSO)</li> <li>- project mgt <i>Sectoral Benchmarking, Export Devt Strategies, and Company Export Devt Plans (plastic products + medical instruments)</i>, EXPROM II programme for <i>Polish SME's</i></li> <li>- project mgt Technical Assistance <i>institutional devt to Alexandria Business Association, Egypt</i> (internal organisation, international business devt, HRM devt, ABA-Net) (PSDP)</li> <li>- project mgt Labour Adjustment study <i>Misir Milk &amp; Food Company, Egypt</i> (EU-SFD)</li> <li>- sub-contractor in consortium with TCC for Labour Adjustment studies in the <i>Textile Sector in Egypt</i> (SOE's): business plans, HRD plans and redeployment plans (EU-SFD)</li> <li>- project mgt <i>Regionální Podnikatelský Fond, Ostrava, CzR</i> in consortium with ING-FACS, and also the Netherlands SME Institute (IMK) and 5 Dutch Regional Devt Cies. Establishment of the regional venture capital company and provision of interim management. In due course of its operationalisation 14 investment deals were closed and new shareholders were attracted for the future privatised structure (PHARE).</li> <li>- project mgt <i>CzR-NL Business Promotion Event, Ostrava region</i> in consortium with Chambers of Commerce, consultant and Netherlands Council for Trade Promotion; individual visiting programmes 25 Dutch companies (RPF)</li> <li>- sub-contractor in consortium with Netherlands Council for Trade Promotion for <i>Matching Programme SME's – NL and Slovak companies</i> (PSO)</li> <li>- Technical Assistance to new <i>Regional Devt Agency Nizhny Novgorod</i> (PSO)</li> <li>- project mgt in <i>Preparation of ToR's for bilateral Assistance Programme to Ostrava Region</i> (PSO)</li> <li>- <i>Study analysis current Western assistance as compared to Marshall Plan approach.</i></li> <li>- project mgt in Technical Assistance to <i>Polish Industrial Development Agency</i> financed by Netherlands PSO Programme and EC-PHARE.</li> <li>- <i>Strategic co-operation/business development for individual companies</i> (strategic analysis, market survey, partner search, negotiations, business plan devt).</li> </ul> <p><b>1986-1991</b></p> <ul style="list-style-type: none"> <li>- Responsible for design and implementation of <i>the Business Development / Investment Promotion programme in Indonesia</i> on behalf of the Netherlands Ministry of Development Co-operation. This concerned a range of industrial development projects. Indonesian-Dutch business co-operation in agro and agro-related sectors (vegetable growing, vegetable seed industry, frozen french fries/vegetables, agro-logistics/fruit, fruit processing, ornamental flowers/plants, rehabilitation private plantations, horticulture supplies division, fishery, shrimps aquaculture, machinery for food processing/packaging, post harvest mechanisation, essential oils/oleoresin, wooden products).</li> <li>- Project formulation mission agricultural machinery</li> </ul> <p><b>1975-1987</b></p> <p><i>Head of the group Trade, Crafts and Services sectors and Small and Medium scale Enterprises, and member of the management team of NEHEM as the National Restructuring Agency;</i></p> <p>Overall responsibility for project identification, project formulation and project execution for longer term sectoral restructuring, sector studies, strategic reorientation and industrial development projects a.o.:</p> <ul style="list-style-type: none"> <li>- shoe industry, incl. HRM program</li> <li>- tanning industry</li> <li>- furniture industry</li> <li>- confectionary sector</li> <li>- export co-operation international trading companies and SME's</li> <li>- electrical installation sector</li> <li>- stevedoring companies</li> <li>- software houses</li> </ul> |
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| Date:       | <b>1969 – 1973</b>  |
| Location    | Amsterdam   |
| Company     | Bakkenist Spits & Co. Management Consultants  |
| Position    | Consultant  |
| Description | Several assignments on company strategy, marketing, internal organisation and administrative automation in Ministry of Defence, publishing company, transport and stevedoring company, health insurance organisation, bank, employers organisation. |

15. Others:
- traineeship US Shoe corp., Cincinnati, USA, 1963
  - courses in programming, consulting, communication, Quality Mgt and financial mgt