

PERSONAL INFORMATION**Name****Company Name****Company Address****Telephone****Fax****E-mail****Nationality****Date of Birth****Curriculum Vitae****Van Putten, Sandra**

STC-NESTRA B.V.

P.O. Box 63140, 3002 JC Rotterdam

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putten@stc-nestra.nl

Dutch

12-01-1972

CURRENT POSITION

Partner/senior project manager

EDUCATION AND TRAINING

- Dates (from – to)
- Name and type of organization providing education and training
- Principal subjects/occupational skills covered
- Title of qualification awarded
- Level in national classification (if appropriate)

1998 - 2000

University of Leiden

Master's degree in Arts/Public Administration

Yes

Master

- Dates (from – to)
- Name and type of organization providing education and training
- Principal subjects/occupational skills covered
- Title of qualification awarded
- Level in national classification (if appropriate)

1991 - 1995

The Hague University of Professional Education

Bachelor's degree in Economics/public administration

Yes

Bachelor

- Dates (from – to)
- Name and type of organization providing education and training
- Principal subjects/occupational skills covered
- Title of qualification awarded
- Level in national classification (if appropriate)

1999 - 1999

Ministry of Economic Affairs

Logical Framework Training

Yes

budget cycle of the Ministry

- Dates (from – to)
- Name and type of organization providing education and training
- Principal subjects/occupational skills covered
- Title of qualification awarded
- Level in national classification (if appropriate)

2001 - 2001

Port of Rotterdam

Port Management and container and multipurpose terminal operations course

Yes

- Dates (from – to)
- Name and type of organization providing education and training
- Principal subjects/occupational skills covered
- Title of qualification awarded

2002 - 2002

Ministry of Transport and Public Works

Relation between the Ministry of Transport, Public Works and Water Management and the European Union

Yes

<ul style="list-style-type: none"> • Level in national classification (if appropriate) 	
<ul style="list-style-type: none"> • Dates (from – to) • Name and type of organization providing education and training • Principal subjects/occupational skills covered • Title of qualification awarded • Level in national classification (if appropriate) 	<p>2003 - 2003</p> <p>Dutch Institute for Public Administration</p> <p>Training in politically administrative sensitivity</p> <p>Yes</p> <p>Policy Development</p>
<ul style="list-style-type: none"> • Dates (from – to) • Name and type of organization providing education and training • Principal subjects/occupational skills covered • Title of qualification awarded • Level in national classification (if appropriate) 	<p>2006 - 2006</p> <p>Ministry of Transport and Public Works</p> <p>Training day to day operations in the European institutions</p> <p>Debating Course</p> <p>Yes</p>
<ul style="list-style-type: none"> • Dates (from – to) • Name and type of organization providing education and training • Principal subjects/occupational skills covered • Title of qualification awarded • Level in national classification (if appropriate) 	<p>2011 -</p> <p>ISES</p> <p>PRINCE 2 Foundation project management</p> <p>Yes</p>

PERSONAL SKILLS AND COMPETENCES
Acquired in the course of life and career but not necessarily covered by formal certificates and diplomas

Sandra van Putten is an institutional expert with more than 15 years of experience with policy development and evaluation on an inter- and intra ministerial level in the inland shipping and maritime sector. She holds a Masters' Degree in Public Administration and a Bachelors' Degree in Economics. She recently started at STC-NESTRA B.V. as partner where she has been involved in a.o. a study for Market Transparency and Cooperation Models in the Inland Shipping Sector and a Best Practices Study for congestion relieve for the Marmara region/Turkey.

Before STC-NESTRA Sandra worked at Panteia/NEA where she was involved in several evaluation projects for maritime, inland shipping and port projects like for example: the evaluation of the Dutch maritime transport policy, the evaluation of the EU Directive with regard to the implementation of River Information Services, the risk analysis of the development of the ports (policy), IMDG implementation in Turkey but also on the organization of several trade missions and round tables. Currently, Sandra is the program manager of the bilateral cooperation program between Turkey and The Netherlands to stimulate bilateral cooperation in the field of ports and coastal shipping between the Dutch maritime equipment suppliers and port sector and Turkish partners.

Before joining Panteia/NEA, Sandra worked at the Netherlands Ministry of Transport, Public Works and Water Management as senior policy advisor at the International Relations Department and at the Sea Ports and Maritime Transport Division. She has been involved in policy development, implementation and evaluation for a.o. port waste reception facilities, classic sailing ships (SOLAS), maritime casualty investigation, international cooperation in the field of inland shipping with China and Romania, maritime training and casualty investigation. Furthermore, Sandra joined the team that was responsible for the national seaports policy 2005-2020 "Seaports – anchors of the economy". In 2007 Sandra started working at the Agency Senter (now called RVO) and worked at several international departments as financial economic staff member and project advisor.

Languages

	- Ability to read	- Ability to write	- Ability to speak
English	Excellent	Excellent	Excellent
German	Good	Fair	Fair
French	Good	Fair	Fair
Dutch	Mother tongue	Mother tongue	Mother tongue

SOCIAL SKILLS AND COMPETENCES

Living and working with other people, in multicultural environments, in positions where communication is important and situations where teamwork is essential (for example culture and sports), etc.

ORGANISATIONAL SKILLS AND COMPETENCES

Coordination and administration of people, projects and budgets; at work, in voluntary work (for

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example culture and sports) and at home, etc.

TECHNICAL SKILLS
AND COMPETENCES
With computers, specific kinds of equipment, machinery, etc.

Sandra van Putten is a project manager and Partner at STC-NESTRA B.V.. She has a Masters' Degree in Public Administration and a Bachelors' Degree in Economics and has over 15 years of experience in policy development, project development, transport and logistics and policy evaluation in the domestic market, EU level and Central and East European Countries (a.o. Bulgaria, Romania and Turkey), China and Brazil. Sandra is very experienced with policy development and evaluation on an inter- and intra ministerial level and has worked a.o. at the Netherlands' Ministry of Transport, Public Works and Water Management/DG for Civil Aviation and Freight Transport and for the Netherlands' Ministry of Economic Affairs.

ARTISTIC SKILLS
AND COMPETENCES
Music, writing, design, etc.

OTHER SKILLS
AND COMPETENCES
Competences not mentioned above.

Driving licence(s) Yes, B

MEMBERSHIP OF PROFESSIONAL SOCIETIES

WORK EXPERIENCE

2014 -	STC-NESTRA B.V. Rotterdam Partner and senior project Manager
2011 - 2014	Panteia Zoetermeer Senior Consultant and Project Manager
2007 - 2011	NEA Transport Research and Training Zoetermeer, The Netherlands Senior Consultant
2006 - 2007	Ministry of Transport, Public Works and Water Management Den Haag, The Netherlands Senior Policy Advisor International Relations/DG for Civil Aviation and Freight Transport
2005 - 2006	Ministry of Transport, Public Works and Water Management Den Haag, The Netherlands Policy Advisor Sea Ports Division and Maritime Transport Division/DG for Civil Aviation and Freight Transport
2001 - 2005	Ministry of Transport, Public Works and Water Management Den Haag, The Netherlands Policy Advisor International Relations Unit/DG for Freight Transport
1999 - 2001	Senter/Ministry of Economic Affairs Den Haag, The Netherlands Project Officer
1997 - 1999	Senter/Ministry of Economic Affairs Den Haag, The Netherlands Financial Economic Staff Member
1994 -	Netherlands' Court of Audit Den Haag, the Netherlands Traineeship on the efficiency of independent government bodies

SELECTED PROF. EXPERIENCE

2015	<p>Turkey</p> <p>Project Manager for the project "Towards a less congested Marmara". In this study Dutch and European best practices (alternative solutions which will increase the efficiency of the transport system and alternative routes) will be identified which could be useful for the Turkish Marmara region to decrease the level of traffic congestion. Practices could include interventions, activities, programs, strategies, policies, procedures and processes.</p>
2014 - 2015	<p>The Netherlands</p> <p>Inland shipping and legal expert for a study for Strengthening the market structure of Inland navigation in Europe by means of enhanced collaboration between barge owner/operators and brokers. For the Netherlands' Ministry of Infrastructure and Environment a desk research study was carried out on the structure of the IWT market as well as interviews to identify best practices, success and fail factors as regards enhanced vertical and horizontal collaboration between market parties in the inland waterway transport industry. Based on the analyses recommendations were made on next steps and action to make the sector more resilient against economic shocks and to increase the competitiveness and sustainability of the sector.</p>
2014	<p>Europe</p> <p>PLATINA II (2013 - 2016) is a European Coordination Action supporting the implementation of the NAIADES II policy package "Towards quality inland waterway transport", which aims at promoting this sustainable mode of transport. PLATINA II brings together all the relevant actors in the inland waterway sector in a multi-disciplinary knowledge network to foster the development of inland navigation into an even more sustainable and competitive part of multimodal European transport networks. Sandra was active in one of the work packages related to cooperation and market transparency</p>
2014	<p>Europe</p> <p>PLATINA II (2013 - 2016) is a European Coordination Action supporting the implementation of the NAIADES II policy package "Towards quality inland waterway transport", which aims at promoting this sustainable mode of transport. PLATINA II brings together all the relevant actors in the inland waterway sector in a multi-disciplinary knowledge network to foster the development of inland navigation into an even more sustainable and competitive part of multimodal European transport networks. Sandra was active in one of the work packages related to cooperation and market transparency</p>
2013- 2014	<p>The Netherlands</p> <p>Inland shipping expert for the Study on costs of port dues in inland ports in The Netherlands for container barge operators using innovative logistic systems (hub&spoke, hopping). A study was done for the Dutch organisation Connekt as regards the possible barriers and opportunities provided by port dues in the inland ports in The Netherlands to facilitate efficient container transport by inland barges.</p>
2013- 2014	<p>Colombia</p> <p>Economic and Institutional Expert for the project Plan Maestro Fluvial Colombia. Within the project the following activities are being executed: international benchmark, analysis and assessment of the Colombian inland waterways, development of strategic proposals on the basis of a gap analysis, dissemination event.</p>
2013- 2014	<p>The Netherlands</p> <p>Project Manager of the project "Evaluation of the Dutch Maritime Shipping Policy". The aim of this project is twofold: to evaluate (qualitative and quantitative) the Dutch maritime shipping policy for the period 2007-2013 and to prepare an advice for the development of a new maritime shipping policy for the coming period. The evaluation was grouped around four theme's: Sustainability, Safety (including also security), Economy and Inspection. Measures like the fiscal policy, actions in the field of education, risk-analysis of the Inspectorate, the Dutch position on the Paris MoU list and implementation of international regulation like AntiFouling, Ballast Water were being evaluated within this project.</p>
2013- 2013	<p>the Netherlands</p> <p>Project Manager of the project "Top 10 barriers of doing business with the Brazilian maritime sector". This study for the Dutch Maritime Network (NML) will give more insight in the background of this top 10 barriers and gives solutions on how the Dutch maritime sector can overcome this barriers in order to be successful on the Brazilian market</p>

2012- 2014	<p>Europe</p> <p>Sr. expert of the DG MOVE project "lot 2 - Provision and maintenance of the RIS support tools". the provision and maintenance of RIS support tools</p> <p>This activity contains continuation and further development of the European Hull Database, the Inland ENC Register and the Inland ENC Standard, and the European RIS Reference Data Management System</p>
2012- 2013	<p>Europe</p> <p>sr. IWT expert of the DG MOVE project "lot 1 - Establishment of a pilot network of logistics facilitators". The is activity contains the set-up of a European network of logistics facilitators for IWT, which will provide non-commercial assistance to new clients with traffic generation on IWT, and awareness raising & support activities</p>
2012- 2013	<p>The Netherlands</p> <p>Project manager/IWT expert for the modal shift project "De Melkweg". Within the framework of this project (financed by the Dutch government/Rijkswaterstaat) two companies will be guided by establishing a modal shift from road to inland shipping.</p>
2013- 2013	<p>Turkey</p> <p>Project manager of market research studies for the Turkish public sector and Turkish port and logistics sector. In this report in depth information is given of the Turkish maritime sector as well as recommendations on how to enter the Turkish market.</p>
2012- 2013	<p>The Netherlands</p> <p>Deputy Project manager and IWT expert of the DG MOVE project "lot 3 - River Information Services/RIS survey and policy evaluation". The activity contains an evaluation of the state of transposition of the RIS Directive in accordance with Commission evaluation standards, an assessment of the coordination of RIS implementation, and an assessment of barriers to and opportunities for further development of RIS.</p>
2011- 2012	<p>Turkey</p> <p>Project Manager and Maritime expert for the project "Carriage and Storage for IMDG cargo for Turkish Ports". Turkey needs to prepare new legislation considering the latest international regulations and EU acquis. This project will deal with an analysis of the best method of categorizing Turkish ports and monitoring cargo in Turkish ports, a mid/long term action plan on carriage and storage of IMDG cargo in Turkey and clarification and implementation of standards and packaging for IMDG.</p>
2011- 2012	<p>India</p> <p>IWT expert for the "Inland Waterways Transport" project. The aim of the project is to strengthen the Indian national and local IWT authorities in their efforts and tasks regarding IWT management, including cooperation with private parties, optimize safety and efficiency of navigation through the exchange of expertise.</p>
2011- 2011	<p>Austria and Danube countries</p> <p>Inland waterway expert/waste management for the WANDA project "Development of an internationally coordinated financing model for the cost recovery and revenue distribution for the collection, storage, and treatment of oily and greasy waste created by the operation of inland waterway transport vessels.</p>
2011- 2012	<p>Turkey</p> <p>Senior expert "Dutch-Turkish knowledge exchange in the field of logistics and intermodal transport". The project's long term objective is to improve Turkish intermodal transport performance and to reduce the cost of logistics and transportation and make transport greener. The concrete short term objective is to share experiences between Dutch and Turkish logistics expertise and to strengthen Turkish knowledge base in the field of intermodal transport and logistics through training and research in partnership with Dutch logistics knowledge centres.</p>

2010- 2015	Turkey, The Netherlands Program manager Manager/maritime expert of the Turkish-Dutch cooperation programme "Competitive development of Turkish strategic ports and coastal shipping"
2010- 2011	Brazil, The Netherlands Institutional expert inland shipping and intermodal transport for the "institutional support for the development of the Brazilian inland shipping sector"
2010- 2011	The Netherlands, Turkey Project Manager/Institutional and maritime expert for the Turkish fleet renewal programme. The purpose of this project is to develop a financial and organisational framework of cooperation between Turkey and the Netherlands in the mutual development of new coasters for Turkey
2010- 2010	The Netherlands Project Manager "Rivers of the World". The aim of the project is to strengthen the position of the Dutch inland shipping sector worldwide and to stimulate international inland shipping cooperation as part of the intermodal transport chain.
2009- 2009	The Netherlands Institutional and financial expert for the evaluation of the development of the inland port of Coevorden and drafting scenario's for further development of the inland port
2008- 2009	Brazil Trade mission and inland shipping seminar in the framework of the visit of the Netherlands' Minister of Transport, Public Works and Water Management to Brazil
2009- 2009	Europe Team member Ex-post evaluation of Interreg III 2000-2006 programme. This ex post evaluation should – according to the contract specifications – “establish the impact of the INTERREG III Initiative on the development of cross-border, transnational and interregional cooperation leading to harmonious, balanced and sustainable development of the whole Community area”.
2008- 2008	Europe Survey on standard weights of passengers and baggage. Client: European Aviation Safety Agency
2008- 2008	Brazil Project Leader Organisation of a round table session Inland Shipping (policy aspects, market issues, training, technical issues) in Sao Paulo together with the Brazilian Inland Shipping Federation Antaq
2008- 2008	the Netherlands Evaluation of the spin-off of the trade mission of the Netherlands' Minister of Transport, Public Works and Water Management to Turkey and definition of fields of cooperation Turkey-the Netherlands for the transport sector
2007- 2008	The Netherlands Maritime and Institutional expert for a risk analysis (financial, institutional, political, economical) of the development of the Ports of the Province of Zeeland
2007- 2008	Romania Institutional expert for Immediate technical assistance project for a management review for the Romanian National Company of Roads and Motorways/RNCMNR
2007- 2007	Russia Project Leader Dutch - Russian seminar (hosted by the Netherlands's Prime Minister) about " Transport and Logistics - Transport Corridors from the Netherlands to Russia"
2007- 2007	Russia Project Leader Market Analysis cooperation opportunities for Dutch freight transport sector in the Russian Transport market

2007- 2007	Central and East European Countries Project Leader Partners for Roads- Development of a toolkit for roads and regional development. A webbased application for information exchange between road administrations in Central and Eastern Europe
2007- 2007	China Co-organizer International Yangtze Inland Shipping Forum, China
2007- 2007	the Netherlands/Turkey Project leader study tour on freight transport and civil aviation Turkish delegation Ministry of Transport
2006- 2006	European Commission Member EIRAC (European Intermodal Research Advisory Committee) mirror group to guide the research framework programme of the European Commission
2006- 2006	Turkey Turkey, Responsible for developing bilateral relation between Turkish and Dutch Transport Ministries in the field of freight transport and civil aviation
2006- 2006	the Netherlands Manage relations between the Ministry- National Port Council; member environmental committee National Port Council
2006- 2006	European Union Team member Implementation EU Directive 2000/59 Port Waste Reception Facilities; Responsible for implementation of Directive in the Dutch fishery sector; co-ordinator environmental research related to Directive
2004- 2004	Team member development of the national seaports policy 2005-2020 "Seaports: anchors of the economy" of the Ministry of Transport, Public Works and Water Management; team member international benchmark sea port policies Belgium, France, Germany and United Kingdom
2004- 2004	Belgium Belgium, Organizer workshop "how cultural differences between The Netherlands and Belgium can influence the co-operation between the two countries"
2004- 2004	the Netherlands/Romania Development of a long term (private and public) co-operation on inland shipping between The Netherlands and Romania
2004- 2004	the Netherlands/Bulgaria Development of a long term (private and public) relation on transport issues between Bulgaria and The Netherlands; Advisor for the development of Transport Master Plan Bulgaria
2003- 2003	the Netherlands/EU (candidate member state) countries Team member The Netherlands EU presidency 2004 Ministry of Transport, Public Works and Water Management: analysis of the position of the 12 EU candidate member states with regard to high priority dossiers of the Ministry (o.a. River Information Services, Security, TEN's)
1999- 2001	Asia, Central- and Eastern Europe and .South America Project officer: development of international co-operation projects in the field of transport, logistics, ports, airports, agriculture and environmental issues in Asia, Central- and Eastern Europe and South America.
2001- 2001	the Netherlands Team member evaluation international (bilateral) co-operation programs/Ministry of Economic Affairs
1997- 1999	the Netherlands Financial economic staff member: auditing international co-operation projects
1996- 1996	the Netherlands Team member: arranging, analyzing and editing information for the development of internet sites (a.o. Houses of Parliament)

ADDITIONAL INFORMATION

Publications:

- Rivers of the World Atlas; december 2010
- Maritime Turkey, Market Research, December 2013