

Name	Paul Cardwell
Nationality	British
Currently based in	San José, Costa Rica
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Qualifications / Memberships	Imperial College, London University Cambridge University INSEAD, France Civil Engineering degree, Bsc (Hons) Economics degree, BA (Hons) MBA
Languages (1 basic – 5 fluent)	Spanish 5; French 5
Key skills information:	Project feasibility & new business development, General Management & Finance, Financial Management & Accounting, Economics & Institutional Development , Agro-industry
Country experience	France, Central & South America, Caribbean, Africa (South Africa, West Africa), Saudi Arabia, Papua New Guinea, Poland
Work experience	
Current / recent positions	Available for work as consultant for assignments, either in advisory or short-term line management capacity. 2002 – Central America Adviser, IFU Ad hoc advisory and consultancy services for Danish development bank, including private power project in Panama, Belize mining operation, and new business opportunities. 1999 – President/CEO, New World Hotels Inc Initiated startup and expansion of online travel wholesaler for Latin America, starting with Costa Rica and now covering more than 8 Latin countries and the Caribbean. Profitable and expanding. As part of process, researched hotel online booking solutions around the world, and identified Austrian tourism company NetHotels as potential partner. Became strategic consultant to NetHotels at critical point of its growth, helping it to change business strategy and structure, bring in key non-executive director, write business plan, and introduce to venture capital companies. 1997 – 1999 Chief Executive, Amerindia Inc Joint founder and founding CEO. Set up an upscale regional tourism group with Latin American focus. Consisting of a leading Galapagos yacht cruise company and ground operators in several Latin countries. To expand faster, a consolidation strategy was initiated, letters of intent negotiated with 7 market leaders in Latin America and 1 US distributor totalling \$70m pro forma sales, and funding sought from US investors & banks. However climate for fundraising deteriorated, so project was scaled back.
Recent assignment (examples)	2002 – Consultant, Coffee Drop International 7 month assignment. Invited by venture capital investor to provide part-time management services to help focus the strategy, planning and performance of an innovative company based in Costa Rica, with a sales arm in USA, that has developed liquid coffee for high volume foodservice applications in USA and Europe.

CDC career

1986 – 1997

1991 – 1997 Regional Manager Latin America

In charge of the Latin America office, then CDC's largest and fastest-growing regional office. Portfolio grew from \$200m (23 companies, 4 countries), to \$320m (44 companies, 8 countries) covering most sectors: agriculture & agro-industry, industry, private energy, free trade zones, hotels and tourism, real estate, telecommunications, banks and venture capital funds. \$80m new business transacted annually.

Responsible for new and existing investments, managing office, co-ordination with London, and promoting CDC across region through brochures, speeches at conferences, TV and press interviews, and seminars. Oversaw appraisal and negotiation for new investments, monitoring of existing ones, and resolving portfolio difficulties. President of 2 businesses, director of more than 10 others. Created and promoted new business ideas (venture capital, mortgage finance, energy fund, tourism fund).

1990 Team Leader, CDC Mission to Poland

Led team advising the Foreign Investment Agency on policy, organization and inward investment proposals. Produced report potential for CDC in East Europe.

1989 – 1990 CDC Venture Capital Consultant

Investigated feasibility of country venture funds for Ecuador, Zimbabwe (established), Malawi and Botswana.

1986 – 1989

a) Executive Papua New Guinea

New business appraisal, investment and monitoring for CDC's \$120m portfolio. Did feasibility study of mortgage finance company (since established). Director of Poliamba, a \$50m 5,000ha oil palm/cocoa rehabilitation project managed by CDC with the national and provincial governments as partners.

b) Manager and Director of PNG Venture Fund

Set up and operated CDC's first venture capital fund. About 140 applications received, 25 appraised in depth, and 6 investments made.

1986 Operations Executive

Co-produced CDC's first Corporate Plan.

Earlier career

1984 – 1986 Investment Executive, ECI Partners, London

A leading \$80m venture fund. Worked on companies in all stages (startups, development capital, management buyouts and buy-ins, replacement capital, recoveries, and special situations for companies quoted on the stock exchange), and sectors (high technology through to service sectors). Position involved investment appraisal, deal structuring, negotiation with management, co-ordination of lawyers, accounting firms and co-investors.

1982 – 1983 Consultant, MAC Group, London

US strategy consultancy (now Gemini). Strategy, acquisition and industry studies for companies in agriculture, food processing, freight forwarding, export trading, fire equipment, and merchant banking.

1972 – 1979 Civil engineer for various companies in South Africa, West Africa, Middle East, and France.