

Ángel E. Cárdenas Sosa

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PROFILE

Senior Infrastructure strategist and finance manager with over 20+ years of hands-on experience in strategic planning and development finance at Multilateral Development Banks, such as the World Bank and CAF- Latin American Development Bank-. Brings in-depth knowledge on identifying business opportunities for development projects for both the private and public sector, with focus on capturing synergies between the two. Able to develop country strategies, originate new development initiatives, manage complex infrastructure projects, perform loan due diligence, and lead negotiations and multidisciplinary teams.

PROFESSIONAL EXPERIENCE

CAF Latin American Development Bank Multilateral Financial Institution that mobilizes resources from International Markets to Latin America and the Caribbean

GENERAL MANAGER OF URBAN DEVELOPMENT, WATER AND CREATIVE ECONOMIES. APR 2022- CURRENT

- Appointed General Manager of a key business unit of the bank that manages + 60 individuals and over US\$ 8 billion in loans in urban development, transport, water security and creative industries sectors.
- Led the development of the bank´s strategy in urban and territorial development, transport and water security. This involves the development of analytical and policy dialogue tools that aim to help member countries in their national and subnational investment programs.
- Led the US\$ +20 million non-reimbursable and technical funds in urban and territorial, water and sanitation pre investment activities.
- Led the origination and execution of the unit´s strategy in all member countries. This involves high level dialogue with government and private sector counter parts.
- Represented CAF at external conferences, meetings, symposia, and other external events in connection with urban and territorial development and water security agendas.
- Member of credit, technical assistance fund and other corporate committees.

COUNTRY REPRESENTATIVE IN COLOMBIA (A.I). JUN 2022- FEB 2023

- Led, as a Head of Mission, the Colombia country´s office team of 20 professionals . In this role, I was responsible for leading the political and institutional relationship with the government during the transition between president Duque and Petro and developing the initial country strategy and program.
- Led the origination of the initial project (sovereign) pipeline of US\$ 650 MM. This involved the developing and signing of country programming letter with the Minister of Finance and Planning.

AUDITOR GENERAL (A.I.) DEC 2021- MAY 2022

- Responsible of reporting to the the Executive President of CAF and, though the Audit Committee, to the Board of Directors independent , and objective appraisals and audits of financial, accounting, operational among other activities. In this role I led 16 audits across different critical processes of the bank.
- Responsible of approving and supervising action plans that seek ti improve efficiency and economy of operations and the use of resources.

GENERAL SECRETARY (A.I). MAY 2021- DEC 2021

- Responsible of leading the political, technical and corporate governance relations with the board of director of the 21 member countries. The role encompassed communication with directors (finance ministers of each member country) and management, administration of corporate governance, oversight that policies and procedures are appropriately implemented. During the tenure of the position, I was responsible of advancing the election of the new Executive President for the period 2021-2026 and run 8 board meetings.
- Led the external relations and partnership strategy of the Bank with other organizations (multilateral, bilateral, financial institutions, academic centers, among others) and potential new member countries.
- Member of ethics, governance, and credit committee.

DIRECTOR OF THE INFRASTRUCTURE BUSINESS UNIT IN THE SOUTHERN CONE -REGIONAL HUB OFFICE, MONTEVIDEO. MARCH 2018- DECEMBER 2021

- Leading the oversight of the teams responsible for monitoring and implementing the unit's projects and programs. The work involves providing technical and financial advice of infrastructure investments with a portfolio total of US\$ 5 billion in Argentina, Brazil, Bolivia, Chile, Paraguay and Uruguay.

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- Leading the origination and the Bank's strategy execution in the sustainable infrastructure sectors for the selected countries. The work involves high-level dialogue with governmental and public enterprises, and the origination of projects pipeline of US\$ 2 billion for 2019, 2020 and 2021.
- Representing the Bank in negotiations of new loans and financing projects with the public sector counterparties.
- Representing the Bank at external conferences, meetings, and symposia and serving as a delegate of CAF to the G20 Infrastructure & Energy Transition Groups and other external events in connection with project review and monitoring, also, fostering strategic alliances with other multilaterals or potential donors.
- Developing, along the Infrastructure Head of CAF the Business and Technical Assistance (knowledge framework), strategies for the 2018-2022 period. The work involves developing innovative investment models to timely meet the country needs in infrastructure planning and financing.
- Leading the development and implementation of the new Transport, Digitalization and Energy Strategy of the Bank that includes sustainable urban transport and connectivity actions of interurban and rural areas, with focus on the productivity increase.

DIRECTOR OF THE ENERGY BUSINESS UNIT IN THE SOUTHERN CONE -REGIONAL HUB OFFICE, MONTEVIDEO, MARCH 2017- MARCH 2018

- Led the oversight of the teams responsible for monitoring and implementing the unit's projects and programs. The work involved providing technical and financial advice of infrastructure investments with a portfolio total of US\$ 2.8 billion in Argentina, Brazil, Bolivia, Chile, Paraguay and Uruguay.
- Led the origination and the Bank's strategy execution in the energy sector for the selected countries. The work involved high-level dialogue with governmental, public enterprises and the origination of projects pipeline of US\$ 500 million for the 2018-2019 period.
- Represented CAF in negotiations of new loans and financing projects with the public and private sector counterparties.
- Represented CAF at external conferences, meetings, symposia, and other external events in connection with project review and monitoring.

SENIOR PRIVATE SECTOR ORIGINATOR SOUTHERN CONE, OFFICE OF ARGENTINA, Buenos Aires, Argentina. JULY 2014 – MAR 2017

- Led the Bank's country dialogue, strategy, programming, and portfolio management in Argentina with focus on Infrastructure and Productive Transformation Initiatives. The work involved developing innovative, tailored programs to promote competitiveness and productivity of Argentinian medium and large firms. Leveraged synergies between the private and public sector in order to align country efforts to promote competitiveness, resulting in an increase of the size of the country's portfolio in US\$ 100 MM.
- Coordinated a team of 10 consultants on the elaboration of the 2016-2020 Country Strategy and Business Plans, with special focus on Competitiveness and Infrastructure.
- Led the development and organization of Public-Private Partnership (PPPs) high-level workshop as a part of Argentina's PPP Support Program.
- Originated an annual pipeline of US\$ 800 million and screened potential projects for suitability of private sector (senior/mezzanine loan or equity) and public sector (State-Owned Enterprises) by CAF in Argentina, Chile and Paraguay.

PRINCIPAL ENERGY OFFICER, ENERGY VICE PRESIDENCY, CARACAS. VENEZUELA. JUL 2012 – JUN 2014

- Developed the Energy Division's business plan and monitored its implementation and portfolio performance.
- Originated an annual project pipeline of US\$ 300 MM in assigned countries.
- Served as the Energy Division's liaison in Headquarters with the Country Representatives and other Country Programs Directors to ensure that the Bank's financial and knowledge products were consistent with country and Bank priorities.
- Managed project teams (including financial, technical, environmental and legal experts) responsible for the due diligence of public sector projects in Latin America worth over US\$ 1.6 billion.
- Led the monitoring and assessment of projects portfolio's quality worth over US\$ 5 billion providing technical advice when needed.

EISENHOWER FELLOWSHIPS FELLOW, JUNE – NOVEMBER 2019

- Awarded the 2019 Latin American Fellowship Program. The Program selects 20 outstanding mid-career leaders from the region.
- Conducted research on the subject of rethinking the infrastructure, planning and development of the Latin America and the Caribbean agenda. To this end, from October 3rd until November 14th 2019, I visited 11 cities across United States with the aim of meeting with leading infrastructure strategist, planners, investment managers and government officials to understand how the infrastructure planning, financing and development processes functioned in the US, and more importantly how these processes can contribute and be adapted and disseminated in Latin America and the Caribbean.

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- Produced an internal document incorporating all the recommendations and lessons learned during the fellowship to improve the infrastructure planning and development in Latin America and the Caribbean.

CAF Latin American Development Bank- CARACAS, VENEZUELA

PRINCIPAL PROJECT OFFICER, INFRASTRUCTURE VICE PRESIDENCY. JAN 2007 – AUG 2010

- Managed approximately 15 project teams (including financial, technical, environmental and legal experts) responsible for the due diligence and documentation of projects in energy, transport and telecom sectors worth US\$1.5 billion in Latin America.
- Participated in the design of the Latin-American Port and Airport Program regional initiative aimed to help countries create mechanisms and tools to better meet their financial and government needs to build new infrastructure, resulting in the development of a comprehensive road map document with specific project interventions.
- **PROGRAM OFFICER/ PRINCIPAL COUNTRY PROGRAM OFFICER, COUNTRY PROGRAM VICE PRESIDENCY. 2005– 2007**
- Coordinated the elaboration of several country business strategies, programming documents and reports for Venezuela, Argentina, Uruguay, Dominican Republic, Paraguay and Costa Rica.
- Monitored countries' business plans implementation and portfolio performance. Served as a liaison of the Country Program Unit in Headquarters and worked with Countries' Representatives to ensure that country limit exposures were consistent with country and Bank's capitalization and Basel requirements.

WORLD BANK GROUP, WASHINGTON D.C., USA / CARACAS, VENEZUELA

ECONOMIC AND PUBLIC SECTOR CONSULTANT /RESIDENT ECONOMIST. 2001–2005

- Led activities related to the development, implementation, and evaluation of the country business plan.
- Participated in the due diligence of projects in the areas of Public Sector Financial Management, Judicial and Health Sector Reform, Urban Development in Colombia, Peru, and Venezuela
- Assisted the Country Manager on broad policy and operational dialogue and participated in the generation of consensus building in areas of policy reform with government representatives.
- Supported the preparation, implementation and evaluation of the Country Lending and Technical Assistance Program.
- Coordinated the elaboration of the document "Sector Policy Notes" for Venezuela

ACADEMIC EXPERIENCE

Universidad Católica Andrés Bello (UCAB), Caracas, Venezuela 2004-2012.

- Undergraduate Professor at the School of Economics 2004- 2012

Universidad del CEMA, Argentina 2015- current.

- Professor of the postgraduate Program of Renewable Energy.

Universidad Complutense and Instituto Ortega y Gasset, Spain 2018.

- Professor of the Executive Program in Government (Teach PPPs Module)

EDUCATION

UNIVERSIDAD CENTRAL DE VENEZUELA, VENEZUELA

DOCTORAL CANDIDATE IN POLITICAL SCIENCE¹

UNIVERSIDAD DE BARCELONA, BARCELONA, SPAIN.2020.

MASTER IN SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

ROTMAN SCHOOL OF MANAGEMENT, UNIVERSITY OF TORONTO. TORONTO, CANADA MBA, 2012.

INSTITUTO DE ESTUDIOS SUPERIORES DE ADMINISTRACIÓN (IESA), CARACAS, VENEZUELA MASTER IN PUBLIC MANAGEMENT, 2010

UNIVERSIDAD CATÓLICA ANDRÉS BELLO, CARACAS VENEZUELA.

POST GRADUATE IN FINANCIAL INSTITUTIONS, 2005

AMERICAN UNIVERSITY, WASHINGTON D.C., USA

BACHELOR IN ECONOMIC THEORY, 2001.

¹ Full academic program completed.

BOARD AND EXECUTIVE APPOINTMENTS

- Represented CAF as Board Director at Financiera Nacional de Desarrollo (FND), the National Development Bank of Colombia. In this role, I'm a member of investment and risk committee. The FND is the major source of private financing for infrastructure projects.
- Represented CAF as board member in several equity investments in areas of green energy and infrastructure.
- Former board member of Venezuela Competitiva, the National Center of Competitiveness.

QUALIFICATIONS AND CERTIFICATIONS

- Languages: native Spanish, fluent (written and verbal) in English, French and intermediate Portuguese.
- Executive Education Program of Leadership in the XXI Century: Chaos and Conflict, Kennedy School of Government, Harvard University, Cambridge, USA 2012.
- Postgraduate Certificate "The Mechanics of Project Finance" International Faculty of Finance (IFF) 2014
- Postgraduate Certificate in Agribusiness. Universidad del CEMA, Buenos Aires, Argentina.2016.