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1. NAME : ANDY ANDERSEN
2. DATE OF BIRTH : January 13, 1948
3. NATIONALITY : Danish
4. EDUCATION
- 1971 : Master Mariner, Class 1, F.G.
1972 : Lieutenant, SL(R), Royal Danish Navy
1977 : Business Studies in Economics, Organisation, Personnel Management
1979 : Business Accounts IV
1980 : Exams for Certificate as Licensed Shipbroker
5. OTHER TRAINING
- 1983 : Practical Aspects of Chartering, Cambridge, UK.
1991 : Logical Framework Approach Course
1994 : Project Related Training Course
1997 : ISM/ISO-Code Internal Auditor Course
6. LANGUAGES & DEGREE OF PROFICIENCY
- | | | <u>SPEAK</u> | <u>READ</u> | <u>WRITE</u> |
|---|------------|--------------|-------------|--------------|
| : | Danish | Fluent | Fluent | Fluent |
| | English | Fluent | Fluent | Fluent |
| | German | Good | Fair | Fair |
| | Portuguese | Poor | Poor | Poor |
7. MEMBERSHIP OF PROFESSIONAL SOCIETIES : Danish Shipbrokers' Association
Danish Merchant Navy Officers' Association
8. COUNTRIES OF WORK EXPERIENCE : Bangladesh, Cambodia, Denmark, Fiji Islands, Ghana, Iraq, Kenya, Laos, Kuwait, Mozambique, Papua New Guinea, Singapore, Tanzania, Vietnam and Zimbabwe.
9. EMPLOYMENT RECORD
- FROM: 01.05.1987 : TO PRESENT
- EMPLOYER : DAN MARINE A/S, Shipbrokers & Marine Consultants, Esbjerg, Denmark (Previously Dan-Pacific A/S)
- POSITION HELD : Managing Director.
- DESCRIPTION OF DUTIES : Founder and major shareholder of the Company, which commenced business in May 1987. Senior consultant on short- and medium term maritime consulting assignments, notably for Danida (The Danish International Development Assistance) and other international donors, mainly in developing countries. General management and supervision of the company's activities within consulting, port agency, shipbroking (chartering, sale & purchase of ships), ship deliveries and management assistance to shipping clients.
- FROM 01.04.1989 : TO PRESENT, also:
Managing Director of DAN MARINE's fully owned subsidiary company: **Danish Shipmanagement Group A/S.**
Project Manager for this firm's long term Technical Assistance assignments in developing countries, typically under 3-6 years contracts with clients like Danida, Iceida and the Nordic Development Fund. General management of the company and supervision of the company's activities within safety inspection services and line handling services.

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- FROM: 01.01.1985 : To 30.04.1987.
- EMPLOYER : Shipbrokers JUHL & EHRHORN, Esbjerg, Denmark.
- POSITION HELD : Manager of Shipping Department
DESCRIPTION OF DUTIES : Management of Shipping Department, which included the firm's Ship's Agency department, Customs and Forwarding Department and local competitive chartering. Project Manager for ship-delivery projects.
- FROM: 02.06.1981 : TO 08.12.1984
- EMPLOYER : BURNS PHILP (PNG) LTD., Port Moresby, Papua New Guinea.
- POSITION HELD : National Ships Operations Manager
DESCRIPTION OF DUTIES : Budget and profit responsibility for the Coastal Shipping Department, which included 9 vessels from 65 TDW to 710 TDW employed in coastal mainport and feeder trade in Papua New Guinea, 2 cargo terminals with private wharf facilities, 2 shipping offices and 2 marine workshops. Preparation of annual bud-gets for 15 independent profit/cost centres and preparation of 3-yearly strategic planning, which was revised and updated annually. Training programmes for sea-going and shore based staff, including internal/external courses and intensive on the job training. Board member on the Ministry of Transport's Coasting Trade Committee and The Nautical Training Institute in Madang representing the shipping industry. Chairman of PNG Coastal Shipowners Association 1982-1984.
- FROM 15.02.1978 : TO 31.05.1981
- EMPLOYER : Shipbrokers JUHL & EHRHORN, Denmark.
- POSITION HELD : Manager, Ship's Agency- and Crewing Department
DESCRIPTION OF DUTIES : Supervision of port agency services and crewing of 8 coastal cargo vessels. Project manager for ship-delivery projects. The latter included ship deliveries to Bangladesh and India.
- FROM 15.07.1974 : TO 01.02.1978.
- EMPLOYER : REDERIET FANØ K/S, Denmark.
- POSITION HELD : Ship's Captain, Director
DESCRIPTION OF DUTIES : Active participation in formation of ship-owning company Rederiet Fanø K/S and service as Captain in the company's two vessels. All Master's duties. Board member and participation in the management of the firm.
- FROM 16.08.1973 : TO 08.06.1974
- EMPLOYER : BEWA Line and Ministry of Trade & Shipping, Denmark
- POSITION HELD : 1st Officer, Cargo ship and square-rigged sail-training ship DANMARK
DESCRIPTION OF DUTIES : Navigation Officer and responsibility for training programme for 40 cadets. Maintenance of the vessel, stowage and cargo handling, navigation and ship's administration. Relief for the Master.
- FROM 22.07.1971 : TO 20.07.1973.
- EMPLOYER : Royal Danish Navy
- POSITION HELD : Lieutenant, SL(R), Royal Danish Navy
DESCRIPTION OF DUTIES : Navigation- and Gunnery Officer of Patrol Vessel.

10. DETAILED TASKS ASSIGNED :

- IRAQ
2004 – 2007
- Project Management
- : Client: Danida, Danish International Development Assistance
Recipient: General Company for Ports of Iraq (Iraq Port Authority)
- : Process consultant and team leader for rehabilitation and subsequent operation of the Iraqi Buoy Tender Vessel “NISR” with funding provided by Danida. Services included (2004) Fact-finding trip to Iraq and preparation of Project Document and Memorandum of Understanding between the Governments of Iraq and Denmark, (2005) Preparation of Technical specifications and tender documents, execution of tendering procedures for towage contract, marine insurance, shipyard works and general supervision of works, and (2006) continued supervision and provision of technical assistance for crew training and operation of the ship, including drafting of a Safety Management System for the “NISR”, and (2007) Guarantee inspection, supervision of guarantee works, negotiation of claims and spare parts procurement. Implementation period: 30 months. Contract input: 22,0 man-months.
- VIETNAM
2005
- Project Monitoring
- : Client: Embassy of Denmark, Hanoi, Vietnam
Recipient: PMU No. 1, Ministry of Transport, Ho Chi Minh City
- : Part-time advisory services to Project Management Unit No. 1 and the Embassy of Denmark in support of general and strategic management of the Mekong Delta Ferry Project, Phase 2, for the last 8 months of the project period. Through four visits to Vietnam with a total input of 4,5 man-months, the services encompassed initiation and monitoring of essential activities related to the winding up and closure of the project by the end of 2005, including disposal of assets, closure of the Danida Project Office, finalisation and audit of the project accounts and drafting of the Project Completion Report.
- MOZAMBIQUE
2004
- Feasibility Study
- : Client: Danida, Danish International Development Assistance
Recipient: Caminho de Ferro de Mozambique (CFM)
- : Team leader on a Danida funded study to assist CFM (Mozambique Ports and Railways) and EMODRAGA, the National dredging Company, with preparation of feasibility study for construction of a new 2,500 M3 trailer suction hopper dredger for the Port of Beira with financing under Danida’s scheme for Tied Mixed Credit. Two weeks’ work in Mozambique for analysis of dredging requirements, fleet- and organisational structure CFM and EMODRAGA, market- and port conditions and financing options.
- IRAQ
2004
- Project Identification/Pre-appraisal
- : Client: HAP Consultants, Denmark
Agency: Danida, Danish International Development Assistance
- : Team member on a Danida funded study to identify and pre-appraise infrastructure projects in the Basrah Region suitable for Danida support. Responsible for detailed assessment of a proposed refurbishment and subsequent operation of the Iraqi Buoy Tender Vessel “NESSIR”, the only remaining vessel in the country capable of deploying and maintaining navigational aids in the channels leading to the ports of Umm Qasr and Khor al Zubair. Two weeks’ work in Iraq for detailed survey of the vessel, assessment of repair facilities, preliminary financial- and economic analysis and analysis of fleet- and organisational structure within The General Company for Ports of Iraq (Iraq Port Authority) the Owners of the ship.

- VIETNAM & BANGLADESH 2000 – 2005 : Client: Danida, Danish International Development Assistance
- Project Monitoring & Review : External consultant to Danida's Technical Advisory Service for ad-hoc maritime technical support in connection with:
- 1) Mekong Delta Ferry Project, Phase II, 2000-2005:
Annual Project Review Missions to Vietnam
 - 2) Transport Sector Programme Support, Bangladesh, 2000-2005:
Semi-annual and Annual Programme Review Missions to Bangladesh
- For both assignments, additionally:
Daily monitoring on ad-hoc basis from home office of all maritime related activities, which include rehabilitation and new construction of inland water river ferries, seafarer- and management training, introduction of SMS/ISM and planned maintenance, privatization of highway ferry services and the establishment of a sustainable financing mechanism (Ferry Fund) for construction of new ferries. (Initially, the programme in Bangladesh also included shipping policy advisory support to the Ministry of Shipping and support to the Department of Shipping for implementation of a new Inland Ship Safety Administration. These programme components were discontinued by Danida in 2002). The work includes drafting of joint review agreements, follow-up of agreed action plans, drafting of Terms of Reference for studies and technical assistance, identification, contracting and performance monitoring of consultants and technical advisers, administration of contracts, review of reports and advice to field staff.
- VIETNAM 2000 : Client: Danida, Danish International Development Assistance.
- Planning Mission/Annual Review : External consultant on two Danida Missions for:
- 1) Planning for the first year of the Ferry Project Phase 2, Mekong Delta. Objective: To initiate early implementation of agreed first year project activities through explanatory comments to the draft Project Document, clarification of pending issues and the definition of clear Danish and Vietnamese obligations and commitments for year 1.
 - 2) First Annual Project Review of the Ferry Project Phase 2, Mekong Delta. Objective: Review of program activities and the preparation of an Annual Sector Review Agreement, jointly signed by the Ministry of Transport, Vietnam, and the Danish Embassy, Hanoi.
- The work included two visits to Vietnam, in March and October 2000, and written input in the form of analysis, conclusions and recommendations to (i) a Process Action Plan after the Planning Mission and (ii) the Annual Project Agreement after the Annual Review, notably in the fields of training and safety, environmental aspects, ferry construction programs and ferry maintenance.
Input: 0.9 man-months, incl. 2 weeks in Vietnam
- VIETNAM - 2000 : Client: Danida, Danish International Development Assistance
- Floating & Evaluation of Tender : Secretary to Danida's Tender Evaluation Committee for preparation, floating and evaluation of a Danida Design & Supervision Tender for:
- Construction of New ferries for Ferry Project Phase 2, Mekong Delta.
- Objective: To carry out pre-qualification, floating of tenders, evaluation of Tenders, contract negotiations and execution of contracts based in compliance with Danida's standard procedures. The work included preparation of Prequalification documents, Prequalification Evaluation Report, Terms of Reference, Tender Dossier, Tender Evaluation Report and Contract Documents. Furthermore, arrangement of and participation in

a site visits for Danish bidders to Vietnam and participation in contract negotiations. Total input: 1,75 man-months, incl. 1 week in Vietnam

- BANGLADESH
2000 : Client: COWI Consult A/S, Denmark
Agency: Danida, Danish International Development Assistance
- Fact Finding Study : Team member on a Danida funded fact finding study to assess, on a preliminary basis, the feasibility of two new Container Feeder Vessels for Bangladesh Shipping Corporation, and to establish the basis for Danida to make decision on whether to proceed with preparations for possible support to the project under Danida's Mixed Credit programme. One week's work in Bangladesh for analysis of fleet- and organisational structure within BSC, market- and port conditions and financing options.
Input: 0.75 man-month incl. report writing.
- BANGLADESH - 2000 : Client: Danida, Danish International Development Assistance
- Floating and Evaluation of Tenders : Two separate assignments as Secretary to Danida's Tender Evaluation Committee for preparation, floating and evaluation of 2 Danida Design & Supervision Tenders for:
- Rehabilitation of Ro-Ro Ferries and Landing Facilities for Bangladesh Inland Water Transport Corporation, and
- Rehabilitation of Roads and Highways Department Ferries in Patuakhali and Barguna Districts.
Objective: To carry out pre-qualification, floating of tenders, evaluation of Tenders, contract negotiations and execution of contracts in compliance with Danida's standard procedures. The work included preparation of Prequalification documents, Prequalification Evaluation Report, Terms of Reference, Tender Dossier, Tender Evaluation Report and Contract Documents. Furthermore, arrangement of and participation in two site visits for Danish bidders to Bangladesh and participation in contract negotiations. Total input: 3,45 man-months, incl. 2 weeks in Bangladesh
- VIETNAM
1999 : Client: COWI Consult A/S, Denmark
Agency: Danida, Danish International Development Assistance
- Appraisal : Team member on a Danida Mission to appraise Phase 2 of Danida's support to the ferry sub-sector in the Mekong Delta, Vietnam. The objective: To appraise whether the proposed support is in accordance with the National Road Network Development in Vietnam and in coherence with other donors' current and future support, including Danida Transport Sector Policy. Moreover, pending positive appraisal, formulation of the framework for Danida assistance to a ferry system which is sustainable and meets the economic and social needs of the Mekong Delta area, also in terms of safety, efficiency, environmental acceptability as well as occupational safety. Two weeks field work in Vietnam covering maritime and technical issues, including safety, and training needs. Drafting of Project Document for a five-year programme with a budget of DKK 150 million. Input: 7 man-weeks in association with COWOconsult
- TANZANIA
1999-2000 : Client: R.S. Pedersen Transport Ltd., Ukerewe.
Agency: IFU, the Industrialization Fund for Developing Countries, DK
- Safety Programme : Establishment of joint-venture shipping company with DAN MARINE A/S as a major shareholder for construction and operation of a combined Ro-Ro passenger ferry on Lake Victoria, Tanzania. Maritime consulting services to the management for design and construction of the ferry and for design and implementation of a Safety Management System in compliance with the International Safety Management Code, including training of staff.

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- ZIMBABWE
1997-2000
- : Client: Department of State Roads, Zimbabwe
Agency: Danida (Danish International Development Assistance)
- Procurement Services
- : Project Manager for a 36-months' Danida-assignment as Purchasing Agent, acting on behalf of 8 private Small-Scale Contractors working under contract with the Department of State Roads, Zimbabwe. The task includes preparation of competitive tender documents for road construction equipment, valued at approximately Zim\$ 16 mio, floating of tenders, bid evaluation, placing of orders, delivery arrangements and, with the assistance of two part-time Zimbabwean consultants, maintenance, insurance and warranty issues, operator training, and ad-hoc technical support for a period of 24 months.
- ZIMBABWE
1996
- : Client: Department of State Roads, Zimbabwe
Agency: Danida (Danish International Development Assistance)
- Project Planning
- : Identification mission with a view to establish modalities and procedures for procurement, delivery and subsequent maintenance of project equipment to a Danida funded labour-based rural roads rehabilitation and maintenance project. The assignment included identification of ad-hoc technical assistance to sustain the establishment of a resource base of small-scale contractors to undertake labour-based rural road works under contract with the Department of State Roads.
- MOZAMBIQUE
1996 - 1999
- : Client: Instituto de Investigacao Pesqueira
Agency: Nordic Development Fund, Helsinki / ICEIDA, Reykjavik
- Project Management
- : Project Manager for a 3-year programme of technical assistance encompassing delivery voyage from Iceland to Mozambique of the Icelandic flag fisheries research vessel FENGUR and subsequent operation of the vessel in Mozambican coastal waters. In addition to provision of Master and Chief Engineer the task included development and implementation of a Planned Maintenance System and training of Mozambican crew members.
- TANZANIA
1996
- : Client: TRC Marine, Mwanza, Tanzania
Donor: Danida (Danish International Development Agency)
- Project Monitoring
- : Sole consultancy assignment on behalf of Danida and the Danish Embassy in Dar es Salaam to plan and monitor the phase-out of Danida's 5-year project support programme (DKK 160 Mio) to Tanzania Railways' marine operations on Lake Victoria, Lake Tanganyika and Lake Nyasa, encompassing harbours and terminal facilities, 2 shipyards and 17 ships. The objectives of the assignment were completion of project activities, drafting of Project Completion Report and final handing over of project equipment. Three field visits to Tanzania in April, August and October 1996; each documented by a Progress Report. Input: 3 man-months.
- VIETNAM
1996
- : Client: Vietnam National Cement Corporation
Donor: Danida (Danish International Development Agency)
- Transport Study
- : Team member on a project identification study to assess the multi-modal transportation requirements for Hoang Thach Cement Company, located on the Mao Khe River in Northern Vietnam. Covered navigation and river transport issues on the navigable waterways of the Red River and Thain Binh River systems, assessment of inland water operators and their fleet of barges and vessels, freight charges, combined inland waterway/coastal

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- shipping operations and formulation of project proposals. Input: 4 weeks in association with Rambøll. DK
- GHANA**
1995
- : Client: Volta Lake Transport Company, Ghana
Donor: Danida (Danish International Development Assistance)
- Project Review
- : Team member on a study to review a Danida funded ferry rehabilitation project on Lake Volta. Responsible for operation and training issues, organisational and managerial aspects, evaluation of work performed as well as performance assessment of Danish shipbuilders and consulting naval architects. Input: 4 weeks; in association with Carl Bro International, Denmark
- MOZAMBIQUE**
1989 - 1995
- : Client: CFM-C/Beira Port Authority
Donor: Danida (Danish International Development Assistance).
- Project Implementation
- : Project Manager for a programme of technical assistance to Beira Port Authority for the management and operation of tug boats, pilot boats and line boats. The main objectives of the programme are production of daily service functions and further to ensure sustainability of the projects after withdrawal of the management assistance, safe and continuous operation of the vessels, improved working methods, strengthened maintenance procedures and increased efficiency. Programmed training activities for officers and institution building support are key elements. Management of 6 Danish advisers and responsible for co-ordination of the project, including establishment and implementation of a shore based shipping organization within the maritime result centre. Input 31.03.89 - 30.06.95: 507 man-months.
- MOZAMBIQUE**
1989 - 1995
- : Client: INAHINA (Instituto Nacional de Hidrografia e Navegacao)
Donor: Danida (Danish International Development Agency)
- Project Implemenation
- : Project Manager for a programme of technical assistance to the Navigation Aids Authority of Mozambique (INAHINA) for the operation of a buoy tender vessel and associated work boats and survey boats in Mozambican waters. The main objectives of the programme were to meet productivity targets and further to achieve sustainability of the project after withdrawal of the management assistance, safe and continuous operation of the vessels, improved working methods and maintenance procedures and increased efficiency. Programmed training activities for officers and institution building support were key elements. Management of 6 Danish advisers and responsible for overall co-ordination of the project, including establishment and implementation of a shore based shipping organization. Input 31.03.89 - 30.06.95: 378 man-months.
- KAMPUCHEA, LAOS and VIETNAM** - 1994
- : Client: Mekong Secretariat, Bangkok
Donor: Danida (Danish International Development Assistance)
- Appraisal Study
- : Mekong Basin Navigation Strategy Review.
Team member on a Danida funded appraisal mission with the objective to review the strategy for navigation development in the Lower Mekong Basin, appraise priority navigation projects identified in the strategy and propose a programme of actions for the Mekong navigation sector. Four weeks field work in Kampuchea, Vietnam, Lao PDR and Bangkok. Input to all general subjects and more specifically in terms of nautical and navigation issues, maritime training aspects, cargo hand-ling and institutional strengthening. Input: 2 man-months; in association with Graham Gleave, Transport Economist.

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- TANZANIA
1991 - 1995
- : Client: TRC Marine, Mwanza, Tanzania
Donor: Danida (Danish International Development Assistance)
- Project Reviews
- : Sole external team member on a Danida Mission with the objective to conduct annual reviews of Danida's 5-year project support programme (DKK 160 Mio) to Tanzania Railways' marine operations on Lake Victoria, Lake Tanganyika and Lake Niassa, which encompass harbours and terminal facilities, 2 shipyards and 17 ships. The objectives of the annual reviews were to monitor and assess progress of project implementation and to review the project's business plans and budgets for investments and recurrent expenditure. Field visits to Tanzania in February 1991 for start-up, in June 1991 to review a proposal for establishment of landing places on the shores of Lake Tanganyika, in November 1991 and since then every year in November for the annual reviews, which include visits to Kigoma, Mwanza and occasionally Kyela. Input 1991-1995: 5 man-months.
- ZIMBABWE
- : Client: DDF (The District Development Fund), Harare
Donor: Danida (Danish International Development Assistance)
- 1) Project Review 1987
- : Review of operation, staffing, administration and organisation of 3 ferries delivered to DDF Ferry Service, Lake Kariba, under Danish grant assistance with a view to improve utilization and earnings and introduce a new financial management. Input: 3 man-months.
- 2) Implementation 1988
- : A second assignment for DDF, Lake Kariba with a view to implement previous recommendations, including a new financial management for the ferry service, the introduction of a newly recruited Marine Operations Manager and strategic planning for the operation. Input: 3 man-weeks.
- 3) Appraisal 1988
- : Team member on a study to appraise DDF Shipping Service on Lake Kariba. The main objectives of the study was drafting of a five year business plan for the service on the basis of demand forecasts, tariff structure and present operational performance with a view to ensure commercial viability of the service, and appraisal of 4 specific investment proposals. Responsible for review of operation, organization, manpower development, training aspects and part of the investment proposals. Input: 3 weeks; in association with: COWIconsult, Copenhagen.
- 4) Project Review 1990
- : Team member on study to review DDF Shipping Service on Lake Kariba. The main objectives of the study were to update the review conducted in 1988 and to appraise a proposed 5-year extension of the project. Responsible for review of operation, organization, manpower development and training and appraisal of investment proposals. Input: 3 weeks; in association with: COWIconsult A/S, Copenhagen.
- 5) Planning Study 1991
- : Individual short term consultancy including 3 field trips, for planning of a 3-year Danida investment support programme (DKK 10 mill.) to DDF Shipping Service on Lake Kariba. Meeting with relevant ministries and preparation of a Plan of Operation with detailed budgets. 2 man-months.
- 6) Monitoring 1992-1995
- : Individual consultancy assistance to DDF Shipping Service with Quarterly field visits to Zimbabwe. The objective is assistance with implementation of a 3-year Danida support programme (DKK 10 mill.) aiming at improving the capabilities of vessels, establishment of harbour- and cargo terminal facilities and training of ship's crews and shore based management staff. Monitoring of project budgets and assistance with overseas purchases. 5 man-months evenly spread over 42 months.

- KENYA
1988
- : Client: Kenya Railways, Nairobi
Donor: Danida (Danish International Development Agency)
- Project Review
- : Team member on a study to review Kenya Railways' Marine Services on Lake Victoria. Responsible for operation and legal aspects, training needs, utilization and development of manpower as well as organisation and management of the Marine Services. Input: 3 weeks; in association with - Pannell Kerr Forster Associates, UK
- BANGLADESH
1987
- : Client: Ørskov Shipyard, Denmark
Donor: Danida (Danish International Development Agency)
- Ship Delivery
- : Project Manager and team leader in connection with delivery and final commissioning of two 14.000 TDW lighterage tankers for Bangladesh Shipping Corporation. 2 weeks.
- BANGLADESH
1988
- : Client: SkanOcean Lines, Chittagong
- Liner Service
- : Consultancy assistance for conclusion of Time-Charter of a 156 TEU container feeder vessel for a container feeder route Chittagong/Singapore, including negotiation of agency arrangements in Singapore.
- BANGLADESH
1988
- : Client: Morsø Shipyard, Denmark
Donor: Danida (Danish International Development Agency)
- Ship Delivery
- : Project Manager and teamleader for delivery and customs clearance of 2 river ferries, delivered to Bangladesh Inland Water Transport Corporation. 3 weeks.