

Curriculum Vitae

Name	Ole Saugmann Rasmussen		
Nationality	Danish		
Date of Birth	1955		
Marital Status	Married		
Education	M.Sc. in Industrial and Social Planning, Cand.Techn.Soc., Roskilde University, Denmark, 1982		
Certifications	IPMA level B – certified senior project manager, 2010 Stanford Certified Project Manager (SCPM), 2011		
Courses	Leading Strategic Execution (Stanford University) Managing Without Authority (Stanford University) Converting Strategy into Action (Stanford University) Mastering the Project Portfolio (Stanford University) The Strategic PMO: Projects to Enterprise (Stanford University) Project Risk Management (Stanford University) Coach and Mentoring training (Implement and KMP+) Several project management courses (COWI, Lyngsø etc.) Computerised financial and economic analyses course; Logical Framework Approach course (COWI) Various computer training courses		
Memberships	Danish Project Association Danish Association of Lawyers and Economists		
Languages	Speaking	Reading	Writing
	Danish	Mother tongue	
	English	Excellent	Excellent
	German	Fair	Good
Key Qualifications	Ole Saugmann Rasmussen has extensive management experience obtained as part owner of a consulting company; as head of a department and from his own private business. Besides this comprehensive international project management experience. Mr. Rasmussen's qualifications include: <ul style="list-style-type: none">• Financial and economical management• Public administration;• Strategically development;• Institutional development		

Mr. Rasmussen has a long proven track record of inter-disciplinary qualifications and international experience. The range of clients includes Danish authorities and

international institutions such as the EU, the World Bank, EBRD and FAO as well as private clients.

Experience record

Period	Employer	Position and main activities
2007-	Copenhagen municipality, Health and care administration	Specialist consultant human resource development. Establishment of a project management support function' competence development of nursing staff ect.
2001-	Independent consultant	Fisheries sector planning/analyses, economic analyses/planning, and market analyses. Environmental projects.
1996-2001	COWI Consulting Engineers & Planners Ltd.	Senior Consultant with responsibility for fisheries sector planning/analyses, economic analyses/planning, and market analyses.
1986-1996	MATCON Consulting Engineers & Planners A/S, Denmark.	Senior Consultant with responsibility for fisheries sector planning/analyses, economic analyses/planning, and market analyses. Joint owner since 1992
1985-1986	Roskilde Municipality, Roskilde, Denmark.	Planner. Regional planning project with specific emphasis on local industrial development in Roskilde Municipality
1983-1984	Copenhagen School of Economics and Business Administration, Copenhagen, Denmark.	Lecturer. Holding M.Sc. courses on labour market and industrial policies
1982-1986	Institute for Environment, Technology and Society, Roskilde University, Roskilde Denmark.	University Lecturer. Holding M.Sc. courses in industrial, technological, and economic development. Project guidance for above mentioned topics
Experience abroad	Albania, Belgium, Brazil, China, Estonia, The Faroe Islands, Ghana, Greenland, Italy, Latvia, Lithuania, Malaysia, the Maldives, Norway, PDR Yemen, the Philippines, Poland, Russia, Taiwan, Thailand, the United Kingdom, the USA, Vietnam.	

Specific Eastern Countries experience Albania, Estonia, Latvia, Lithuania, Poland, Russia

Selected assignments

Date: 2010 - ongoing
 Location: Denmark
 Employing Agency: Water King
 Position: Fisheries economist and marketing expert
 Description: **Development of the market for Baltic prawn.** Investigation of the possibility for and feasibility of stabling export of Baltic prawn to Russia, China and Japan. The project includes market analysis, identification of potential customers as well as test marketing. Product development as well as development of marketing strategy is also included in the project along with investigation of economical feasibility.

Date: 2009
 Location: Denmark
 Employing Agency: City of Copenhagen
 Position: Project manager
 Description: **Development of HR controlling.** The project included all organisational levels in the Health and Care administration from the central administration to the smallest units on the single institutions.

Date: 2008
 Location: Denmark
 Employing Agency: City of Copenhagen
 Position: Project manager
 Description: **Development of a course administration system.** . The project developed a system to manage approx. 5.000 courses/year and included all kind of course management as well as economical management. The system was successfully implement and is still in function.

Date: 2007 - 2008
 Location: Denmark
 Employing Agency: Danish institute for fisheries research
 Position: Fisheries economist and marketing expert
 Description: **Utilisation of green crabs for feeding purposes.** Investigation of the possibility for and feasibility of using green crabs for feeding purposes i.e. in aquaculture and egg production. The project includes investigation of catching technology, processing, market and economy.

Date: 2006 - 2007
 Location: Denmark
 Employing Agency: Danish institute for fisheries research
 Position: Fisheries marketing expert
 Description: **Analyse of the market for soft shell crabs.** Investigation of the European and US market for soft shelled crabs. Investigation of the possibility for introduction of soft shelled green crabs on the market.

- Date: 2006 - 2007
 Location: Russia
 Employing Agency: EU Commission
 Position: Fisheries economist and sector planner
 Description: **Strategy for the fisheries sector in Kaliningrad.** The project aims to increase the efficiency of the fisheries sector. The specific objectives were:
- To provide Kaliningrad Oblast Administration with a Sectoral Strategy and Investment Programme for the market oriented restructuring of the fishery sector;
 - To disseminate and adapt to local conditions the models of the Sectoral Strategy and Investment Programme to the pilot oblasts – Pskov, Arkhangelsk and Karelia;
 - To improve management skills of oblast officials and capacity building on the business approach and requirements of the reform process in the fishery sector (in all targeted oblasts).
- Date: 2005 - 2006
 Location: Denmark
 Employing Agency: Danish Ministry of Food, Agriculture and Fisheries
 Position: Project manager
 Description: **Utilisation of cod guts.** A feasibility study on the possibilities of utilising guts from cod fish. The study is focused on products for human consumption, feed and biochemical products.
- Date: 2005 - 2007
 Location: Denmark
 Employing Agency: Danish institute for fisheries research
 Position: Fisheries economist
 Description: **Commercial production of soft shell crabs from green crabs.** Development of commercial viable methods for production of soft shelled crabs on the basis of green crabs. The project includes lay out of production and processing facilities and economical feasibility.
- Date: 2005 - 2006
 Location: Greenland
 Employing Agency: European Union, DG-Fish
 Position: Fishing industry analyst
 Description: **Evaluation of the fisheries partnership agreement between EU and Greenland.** Ex post evaluation of the current protocol to the fisheries agreement between the European Community and Greenland and analysis of the impact of the future protocol on sustainability, including an ante evaluation.
- Date: 2005
 Location: Denmark
 Employing Agency: European Union
 Position: Senior fishing industry specialist
 Description: **Multi-Stakeholder Platform for Sustainable Aquaculture in Europe.** Description of the processing of aquaculture species farmed in Europe. The description included flowcharts, environmental and hygienic description.

- Date: 2005
 Location: Vietnam
 Employing Agency: World Bank
 Position: Team leader and Fishing marketing specialist
 Description: **Viet Nam Fisheries and Aquaculture Marketing Study.** A comprehensive study of the marketing system for fish and aquaculture products in Viet Nam. The study covered all aspects of the marketing chain and included the domestic market as well as export.
- Date: 2005
 Location: Denmark
 Employing Agency: EnviroBaltic ApS
 Position: Marketing specialist
 Description: **Market studies for waste management equipment.** Assistance in elaboration of market studies for waste transfer systems in Russia, Estonia, Latvia, Lithuania and Poland.
- Date: 2004 - 2005
 Location: Vietnam
 Employing Agency: Danida
 Position: Team leader
 Description: **Feed Development for Shrimp Brood Stock, Vietnam.** The aim of the project is to develop and test artificial feed for shrimp brood stocks. The project includes testing at research facilities as well as in the field. The development is done in two steps where firstly feed is developed on the basis of imported feed components and secondly as many of the components as possible are substituted with local feed components. Furthermore, artificial feed is developed for lobsters and swimming crabs. The project includes design of low-cost feed production equipment. Moreover, the project analyses the feasibility of using the feed.
- Date: 2004
 Location: Denmark
 Employing Agency: Siale ApS (private Danish company)
 Position: Fisheries economist and marketing specialist
 Description: **Te European market for eel.** The study was carried out as a desk study and focused both on the market for farmed and wildly caught eel, including fresh, frozen and smoked products. Besides a value chain was established from catch/farm to consumer.
- Date: 2004
 Location: Denmark
 Employing Agency: Danish Environmental Protection Agency
 Position: Quality controller
 Description: **Status study on lead in professional fishing gear in Denmark.** A study on the present status for subsidising lead in professional fishing gear with other material.

Date: 2004
 Location: Latvia
 Employing Agency: National Agency for Enterprise and Housing
 Position: Project manager
 Description: **Development of a Marketing and Information Centre for the benefit of the Latvian Fisheries Industry.** The main objective of the project was to establish a Fishery Marketing and Information Centre. The services of the centre were developed on the basis of comprehensive studies of the industry's demands and requirements as well as best practices in other countries. A range of services was developed as part of the centre and an internet-based homepage with information for Lithuanian as well as foreign companies was developed. Furthermore, the project included organisational and financial setup of the centre. Moreover, two training courses in marketing were developed and a strategy for promotion of Lithuanian fisheries products developed.

Date: 2003 - 2004
 Location: Lithuania
 Employing Agency: National Agency for Enterprise and Housing
 Position: Institutional expert – task manager
 Description: **Establishment of Lithuanian Producer Organisation for fishermen and aquaculture farmers.** The main objective was to establish one Producers Organisation for Lithuanian fishermen and one for Lithuanian fish farmers. The two Producer Organisations were established in compliance with EU regulations as well as Lithuanian law. The assistance included elaboration of statutes, working program, institutional setup as well as financial plans.

Date: 2003 and 2004
 Location: The Maldives
 Employing Agency: Danish Ministry of Foreign Affairs/Danida
 Position: Team leader
 Description: **Re-appraisal of ice plants for fisheries.** A re-appraisal of a proposed mixed-credit project concerning the establishment of a number of ice plants to serve Maldivian fishermen. The re-appraisal included studies on location and capacity, socio-economic, financial and economic feasibility as well proposals for tendering procedures. Based on the re-appraisal a mixed credit loan of approx. USD 6 million was approved to establish 6 ice plants with a total capacity of 250 tons/24h.

Date: 2003
 Location: Vietnam
 Employing Agency: Danida
 Position: Team leader
 Description: **Study for the establishment of commercial cold stores for seafood in Vietnam.** The study included a comprehensive study of commercial as well as production cold stores in Vietnam with respect to technology, organisation, management and economy. Based on various scenarios for the development in fish catch as well as aquaculture production in Vietnam the future demand for cold store capacity was developed. Based on these models, 3 different sizes of cold stores were developed including layout, management systems and financial feasibility.

Date: 2002 - 2004

- Location: Denmark
Employing Agency: Danish Ministry of Food, Agriculture and Fisheries
Position: Marketing expert and fisheries economist
Description: **Investigation of the possibility of producing soft shell crabs from green crabs.** The main objective of the project was to investigate if green crabs could moult when kept in ponds and to identify visible signs that the crabs were going to moult. Furthermore, the project included a study of the market for soft shelled crabs and a study of production economy. Moreover, samples of soft shelled green crabs were tested by leading companies in the business.
- Date: 2002
Location: Malaysia
Employing Agency: HSL (Private Malaysian company)
Position: Marketing expert
Description: **Master plan for an integrated deep-sea fishing port in Tanjung Manis.** The purpose of the project was to develop a master plan for an integrated deep-sea fishing port that could serve the Malaysian deep-sea fishing vessels as well as foreign vessels. The master plan included layout of landing facilities, auction system, cold storage and fish processing facilities. Furthermore, the project included a marketing study for the fish species to be landed and a financial feasibility analysis.
- Date: 2002
Location: Poland
Employing Agency: Danish Energy Agency
Position: Economist
Description: **Energy audit of paper factory.** An energy audit of a paper factory in Krakow, Poland, was carried out with the aim of reducing energy costs and investigate the possibilities for use of waste energy. The project outlined a number of possibilities including the investment needs. Furthermore, the project included a viability analysis of the factory as well as financial feasibility of the proposed investments.
- Date: 2002
Location: Thailand
Employing Agency: DANCED
Position: Team leader
Description: **Appraisal of sustainable shrimp farming project and feasibility study of shrimp sector project.** At the end of the 90'ies, DANCED financed a project aiming to introduce environmentally sustainable shrimp-farming methods in the Thai shrimp farming sector. The project made an appraisal of this project with special focus on environmental and economic aspects. Besides, the project made a feasibility study for further assistance to the Thai shrimp farming sector.
- Date: 2001
Location: England
Employing Agency: Landowners initiative
Position: Fisheries economist and marketing expert
Description: **Turbot production.** A pre-feasibility study for establishment of a recirculated shore-based turbot farm at a cattle farm. The project included overall layout, investment needs, production and marketing plans as well as an analysis of the feasibility of the project.

Date: 2001
 Location: Denmark
 Employing Agency: TripleNine (Private Danish Fishmeal factory)
 Position: Economist and marketing specialist
 Description: **Analysis of the possibilities and potentials of initiating long-term commercial fishing of Cephalopods in Denmark.** Part of the Danish fishing fleet supplying fish to the fishmeal industry was unemployed during part of the year. The project investigated if it was possible for this fleet to fish cephalopods. The project included studies on fishing technology, resources, marketing and market demands and requirements.

Date: 2001
 Location: Ghana
 Employing Agency: Danida
 Position: Team leader
 Description: **Appraisal of two proposed fisheries projects under the Private Sector Development Programme in Ghana.** An appraisal of two proposed project to be financed under the Private Sector Development Programme. Both were organised as joint-ventures between Ghanaian and Danish companies, one in frozen fish and one concerning tuna canning. The appraisal included studies resources, production technology, socioeconomic and feasibility as well proposals for tendering procedures.

Date: 2001 - 2002
 Location: Vietnam, the Philippines and Taiwan
 Employing Agency: Danida
 Position: Team leader
 Description: **Consultancy on seaweed and fish farms, marketing and technology.** The project investigated the possibilities for and feasibility of upgrading and expansion of the Vietnamese production of seaweeds. The project also included a study of the possibilities for and feasibility of establishment of milkfish and black kingfish farming. As part of the project comprehensive studies were carried out on farming of the species in question in the Philippines and Taiwan, including study trips. The project included farming as well as production technology, marketing, investment needs and feasibility. Furthermore, a simple efficient and cheap aeration system for fish ponds was developed and tested.

Date: 2001
 Location: Lithuania
 Employing Agency: Danish Energy Agency
 Position: Economist
 Description: **Energy audit of two textile factories, one cement factory and one fertiliser factory.** An energy audit of two textile factories, one cement factory and one fertiliser factory was carried out with the aim of reducing the energy costs and investigate the possibilities for use of waste energy. The project outlined a number of possibilities including the investment needs. Furthermore, the project included a viability analysis of the factory as well as financial feasibility of the proposed investments.

Date: 2001
 Location: Albania

- Employing Agency: World Bank and Ministry of Agriculture and Food, Albania
 Position: Project manager
 Description: **Assessment of the opportunities for introducing commercial eel farming in Albania.** As part of the World Bank's assistance to the Albanian fisheries sector a study was carried out of the possibilities of introducing commercial eel farming. The study included evaluation of both extensive and intensive farming methods. Furthermore, the study included overall layout, investment needs, market possibilities and financial feasibility.
- Date: 2000
 Location: China
 Employing Agency: World Bank
 Position: Fish marketing specialist
 Description: **Project preparation of an Aquaculture Breed Improvement Project.** The aim of the project was to improve the quality of fingerlings produced on hatcheries in five provinces in the north-west of China. As part of the project preparation a study of the market for the fish farmed was carried out. The study included case stories from similar development with other species in China.
- Date: 1999 - 2000
 Location: Latvia
 Employing Agency: Danish Ministry of Food, Agriculture and Fisheries
 Position: Economist
 Description: **Restructuring the Latvian fisheries sector.** The aim of the project was to assist the Latvian fisheries sector in restructuring to relieve the dependency on the markets in Russia and the CIS countries. Specific assistance was given to one fishing company and one fish cannery.
- Date: 1999 - 2000
 Location: Estonia
 Employing Agency: Danish Ministry of Food, Agriculture and Fisheries
 Position: Project manager
 Description: **Assistance to companies in the Estonian fisheries sector in the elaboration of business plans.** The aim of the project was to assist Estonian companies in elaboration of business plans. Specific assistance was given to one fish-trading company and one producer of fish fingers. The project included preparation of a guideline for elaboration of business plans that was translated into Estonian language and distributed to the companies in the fisheries sector.
- Date: 1999
 Location: Denmark
 Employing Agency: Export Credit Fund, Danish Agency for Trade and Industry
 Position: Economist
 Description: **Evaluation of the Mass Ex. project.** Desk evaluation and proposal on establishing a new slaughterhouse in the Czech Republic, partly financed by Danish export credit funds. The project included a technical evaluation as well as a financial feasibility analysis.
- Date: 1999
 Location: Vietnam
 Employing Agency: Danida

- Position: Team leader
 Description: **Analysis of the possibilities of establishing a consultancy service centre under VASEP.** The project established the foundation for setting up a consultancy service centre under the Vietnam Association of Seafood Exporters and Producers (VASEP). The assistance included study of the industry's demands and requirements, study of the Vietnamese market for consultancy, organisational and financial setup as well as description of services to be provided. As a part of the project, a two-day Logical Framework workshop was held with the key stakeholders.
- Date: 1998 -1999
 Location: Vietnam
 Employing Agency: Danida
 Position: Team leader
 Description: **Assistance in the preparation of business development plans for seafood processing plants in Vietnam.** The project assisted more than 25 companies in elaboration of business plans. The main aim of the business plans was to upgrade the fish-processing factories to enable them to export to the EU and US markets. As a part of the project, a common methodology for elaboration of business plans was developed. Furthermore, the project included training of Vietnamese experts as well as workshops for the industry.
- Date: 1998 -1999
 Location: Brazil
 Employing Agency: A.R.G. LTDA (Private Brazilian company)
 Position: Project manager
 Description: **Pre-feasibility Study for Aquaculture of Tilapia in Recirculated Water.** Pre-feasibility studies of the possibilities of establish a commercially feasible production of tilapia using modern recirculation technology. The project included basis layout and investment, management system, study of the local market for tilapia and a financial feasibility analysis.
- Date: 1998
 Location: The Baltic countries
 Employing Agency: Danish Agency for trade and Industry
 Position: Economist
 Description: **Business Development Eastern Europe.** The project aims to establish a business co-operation between Danish companies in the fisheries sector and companies from the 3 Baltic countries. The project included seminars for the industries in the involved countries, elaboration of company profiles for interested companies and mach-making. As part of the project several opportunity studies were carried out.
- Date: 1997
 Location: Lithuania
 Employing Agency: Danish Ministry of Food, Agriculture and Fisheries
 Position: Economist
 Description: **Establishing a public fish auction in Klaipeda, Lithuania.** The project investigated the possibilities of establishing a fish auction in Klaipeda. In order to determine the capacity of the auction a study of the Lithuanian fish landings was

carried out. The project included overall layout, organisational and financial set-up and feasibility.

Date: 1996 - 1998. Almost permanent stay in Estonia in 1997
 Location: Estonia
 Employing Agency: Danish Ministry of Foreign Affairs
 Position: Project manager
 Description: **Strengthening of the Structures and Functions of the National Estonian Fisheries Administration for assistance to Estonia's Preparation for Membership of the European Union.** The project increased the capacity in the Estonian fisheries administration in order to fulfil the EU requirements. The project included review of legislation and laws and compliance with the common fisheries policy as well as proposals for organisational changes. Furthermore, assistance was given to elaboration of a fisheries policy.

Date: 1997
 Location: Lithuania
 Employing Agency: Danish Ministry of Foreign Affairs
 Position: Project manager
 Description: **Strengthening of the Structures and Functions of the Lithuanian Department of Fisheries for assistance to Lithuania's Preparation for Membership of the European Union.** The project built up capacity in the Lithuanian fisheries administration in order to fulfil the EU requirements. The project included review of legislation and laws and compliance with the common fisheries policy as well as proposals for organisational changes. Furthermore, assistance was given to elaboration of a fisheries policy.

Date: 1997
 Location: Estonia
 Employing Agency: The European Union and the National Estonian Board of Fisheries
 Position: Project manager
 Description: **Establishment of joint ventures between Estonian companies in the fisheries sector and companies from the EU.** The project identified companies from Estonia and EU that was interested in establishing joint ventures and brought them.

Date: 1995
 Location: Albania
 Employing Agency: EU Phare
 Position: Project manager
 Description: **Rehabilitation of the Fisheries Sector.** An identification mission was carried out and on the basis of this, Terms of Reference for a Phare-financed project in the Albanian fisheries sector was elaborated.

Date: 1994 -1996
 Location: Poland
 Employing Agency: Danish Ministry of the Environment
 Position: Project manager
 Description: **Modernisation of the Polish Fishing Industry.** The project outlined possibilities for an environmentally sound modernisation of the Polish fishing industry. The proposal included introduction of clean technology and investigated

the possibilities for financial assistance to the companies. As part of the project a business plan was elaborated for the private fish-processing company RKJ Grabovski.

Date: 1994 -1995
 Location: Estonia, Latvia and Lithuania
 Employing Agency: FAO
 Position: Marketing expert
 Description: **Rationalisation of the Distant-Water Fishing Fleets of Estonia, Latvia and Lithuania.** The project analysed the possibilities of employing the distant-water fishing fleets of the three Baltic countries. The project included a study of the fishing possibilities in international waters on bilateral agreements etc. For each of the possible fisheries a feasibility study was carried out. The project included a comprehensive study of the market for the fish target.

Date: 1994 -1995
 Location: Lithuania
 Employing Agency: EU Phare
 Position: Project manager
 Description: **Sector Study of the Lithuanian Fishing Industry.** A comprehensive study of the Lithuanian fisheries sector including:

- The fishery (inland, coastal, lagoon, Baltic as well as distant water fishery);
- The aquaculture sector;
- The fish-processing sector;
- Fishing harbours and infrastructure;
- The marketing sector;
- The public administration and educational system

Date: 1994
 Location: Russia
 Employing Agency: FAO
 Position: Invited speaker
 Description: **Conference for the fishing industry in Russian Far East.** Elaboration and presentation of prices and price calculation at the conference held in Vladivostok.

Date: 1993 - 1994
 Location: Estonia
 Employing Agency: National Estonian Board of Fisheries
 Position: Project manager
 Description: **Training course in modern fisheries administration.** Preparation and holding of training course in modern fisheries administration for the Estonian fisheries administration. The project included two one week study tours to Denmark.

Date: 1993 - 1994
 Location: Denmark
 Employing Agency: Danish Ministry of Fisheries and the EC Commission
 Position: Fisheries economist
 Description: **Study on the Danish Fish Meal and Fish Oil Industry.** The project included a comprehensive study of the resources of fish caught for fishmeal production as well as the possible influence on species targeted for consumption purpose. Furthermore, the study investigated the possibilities of alternative use of the species

used for fish meal production, as well as the economy and socio-economy of the sector.

Date: 1993 - 1994
 Location: Latvia
 Employing Agency: Danish Ministry of Foreign Affairs
 Position: Project manager
 Description: **Master Plan for the Latvian Fisheries Sector.** The elaborated master plan focused on:

- The distant water fishing fleet
- The state-owned fish processing companies
- The cooperatives operating in the fisheries sector.

Date: 1992 -1993
 Location: Russia and Denmark
 Employing Agency: International Food Denmark A/S (private Russian-owned company)
 Position: Fisheries economist
 Description: **Business Conditions for International Food Denmark A/S.** The project business idea was to establish processing facilities for Alaskan Pollock in Denmark. The raw material should be supplied by the company's trawlers operating in the Russian Far East. The project included layout for a school factory in Skagen, Denmark.

Date: 1991 -1992
 Location: Denmark
 Employing Agency: Danish Ministry of Environment
 Position: Project manager
 Description: **Demonstration project concerning utilisation of viscera from cod species.** The project included:

- On-board handling and conservation
- Practical experiments with feeding of mink
- Experimental production of various biochemicals

 Furthermore the project included an estimation of the environmental benefits of using the viscera as well as the economic consequences for the fishermen.

Date: 1990 - 1991
 Location: Denmark
 Employing Agency: CDM-Quality Fish A/S
 Position: Marketing expert
 Description: **New production concept for processing frozen high quality cod products.** A technology for processing of frozen cod raw material while it still was frozen was developed. The feasibility of the technology was analysed and a comprehensive study of the market for cod products was carried out.

Date: 1991
 Location: Denmark
 Employing Agency: Danish Ministry of Education
 Position: Project manager
 Description: **"The Future of the Fisheries Sector"**. Preparation and conduction of a training course for managers from the Danish fisheries sector. The training course established the status of the Danish fisheries sector and outlined perspectives for the

future development viewed in the light of the international development. The course included the whole line from catch to consumption. A comprehensive training material was developed.

Date: 1991
 Location: Denmark
 Employing Agency: The Industrialisation Fund for Developing Countries
 Position: Project manager
 Description: **"P.T. Danida Aquamarine Nusantara"**. A desk appraisal of establishing a Danish-Indonesian joint venture fishing for shrimp and tuna in the Java Sea, Indonesia.

Date: 1991
 Location: Italy
 Employing Agency: FAO
 Position: Marketing expert
 Description: **Marketing courses for the Eastern European Fisheries Sector.** Responsible for elaboration of educational material for marketing courses for the fisheries sector of Poland, the USSR, Hungary, Czechoslovakia, Bulgaria and Rumania, including sales in practice, distribution channels, market requirements and standards and price calculations.

Date: 1991
 Location: Denmark
 Employing Agency: Danish Ministry of the Environment
 Position: Fisheries economist
 Description: **Data base for cleaner technology in the fisheries sector.** For every process undertaken in the Danish fisheries sector estimation of the environmental benefits of introducing cleaner technology was made including estimations of the feasibility.

Date: 1990
 Location: Denmark
 Employing Agency: Scanfishing 90
 Position: Invited speaker
 Description: **The market for fish and fishery products in Denmark.** Presentation at a conference held in connection with the Scanfishing 90 Exhibition in Herning, Denmark.

Date: 1989 - 1990
 Location: Denmark
 Employing Agency: Danish Ministry of Fisheries
 Position: Project manager
 Description: **Utilisation of viscera from cod and similar species.** Desk study of the possibility of utilising viscera from cod including feed production, production of bio chemicals etc. The project estimated the economic consequences taking the landing schemes in Denmark into account.

Date: 1989 - 1990
 Location: South Yemen
 Employing Agency: Danida

- Position: Fisheries economist and marketing specialist
 Description: **Consideration project National Co-operation for Fish Marketing.** Appraisal of an investment to upgrade freezing facilities and cold stores along the south Yemen coastline as well as facilities for distribution and marketing inside the country.
- Date: 1990
 Location: Belgium
 Employing Agency: The Commission of the EEC
 Position: Fisheries economist
 Description: **Study on the processing industry of fish and aquaculture products in Denmark.** The study was carried out as part of an evaluation of the structural fund program. The study included analysis of the development in the processing capacity as well as economic and socio-economic analyses.
- Date: 1990
 Location: Norway
 Employing Agency: Cofish Export Company (private Norwegian company)
 Position: Fisheries economist and marketing specialist
 Description: **Feasibility study of shrimp production.** The project analysed the feasibility of establishing a production based on coldwater shrimp. The project included overall layout and investment, market study and investment feasibility.
- Date: 1989 - 1990
 Location: Denmark
 Employing Agency: Nordjydsk Fiskerinetværk (private Danish company)
 Position: Fisheries economist and marketing specialist
 Description: **Fishing vessel year 2000.** The project aimed to make the basics design for a new fishing vessel to enter the Danish fishery. The project included studies on the Danish fisheries, markets for fish products, overall design and feasibility.
- Date: 1989 - 1990
 Location: Denmark
 Employing Agency: Danish Ministry of Environment
 Position: Economist
 Description: **Cleaner technology in the shrimp processing industry.** During the project new and clean technology for processing of coldwater shrimp was developed and tested at commercial Danish shrimp plant. The investment needs as well as the project feasibility were estimated. Furthermore, the project included environmental measurements.
- Date: 1989
 Location: The Faeroe Island
 Employing Agency: Foeroya Raafiskakeyparafelag
 Position: Marketing specialist and economist
 Description: **Development and feasibility of a new cod thawing method.** A new method for thawing frozen cod raw material was developed and tested in full-scale production. The project measured the quality of the final products, the production mix, the yield as well as the feasibility of process.
- Date: 1989

- Location: Denmark
 Employing Agency: Bagenkop Fiskeriforening (Union of fishermen in Bagenkop)
 Position: Project manager
 Description: **Bagenkop trout farm.** A pre-feasibility study for establishment of a shore-based trout farm. The project included overall layout, investment needs, production and marketing plans as well as an analysis of the feasibility of the project.
- Date: 1988
 Location: Denmark
 Employing Agency: DF&E and the Ministry of the Environment
 Position: Invited speaker
 Description: **Utilisation of cod viscera.** Presentation at environmental conference arranged by DF&E and the Ministry of the Environment in Rebild, Denmark.
- Date: 1988
 Location: Norway
 Employing Agency: Maasoy Municipality
 Position: Fisheries economist and marketing specialist
 Description: **Production of unutilised fish species in Havoy-sund.** The project analysed the feasibility of establishing a production based on unutilised fish species in Havoy-sund. The project included overall layout and investment, market study and investment feasibility.
- Date: 1987 - 1988
 Location: Denmark
 Employing Agency: Danish Ministry of the Environment
 Position: Project manager
 Description: **Fish viscera: Problems and possibilities.** The project analysed the environmental consequences of throwing cod viscera back into the sea. Furthermore, possible use of the viscera was investigated together with methods for conservation onboard fishing vessels.
- Date: 1988
 Location: Norway
 Employing Agency: Nordic Industrial Fund
 Position: Sector analyst
 Description: **Utilisation and processing of waste from fishery and fish processing.** The project analysed the possibilities for utilisation of waste from sea fishery as well as from the fish processing industry. The project estimated the current environmental consequences of fishery and fish production.
- Date: 1988
 Location: The Faroe Islands
 Employing Agency: Private fish farmer
 Position: Project manager
 Description: **Choice of automatic feeding system.** Analysis of existing, automatic feeding systems for fish farms and recommendations to purchases.
- Date: 1988
 Location: Denmark
 Employing Agency: Danmiljoe Exhibition (environmental exhibition)

- Position: Invited speaker
 Description: **Clean technology in the fishing industry.** Presentation of the possibilities of introducing low- and non waste technology in the fisheries sector.
- Date: 1986-1987
 Location: Greenland
 Employing Agency: Greenland Home Rule Government, Production Department (KTU)
 Position: Economist and Planner
 Description: **Development plan for the Greenland fisheries sector.** Shortly after the Greenland Home Rule Government had taken over the fish production facilities from the Danish Authorities a comprehensive development plan was elaborated. The plan included studies on resources, fisheries, production and market as well as economic and socio-economic analyses. Based on the development plan, investments of more than DKK 500 million were made in the sector.
- Date: 1987
 Location: The Faroe Islands
 Employing Agency: The Faroese association of fish farmers
 Position: Project manager
 Description: **The future of the aquaculture sector of the Faroe Islands.** The project elaborated an analysis of the development possibilities for salmon farming in the Faroe Islands. The analysis was based on the international development in the salmon farming industry and salmon market as well as local development potentials. As part of the project a seminar for fish farmers was arranged.
- Date: 1987
 Location: Denmark
 Employing Agency: ARICA (private Danish company)
 Position: Economist
 Description: **Turbot production.** Pre-feasibility study for establishment of a recirculated shore-based turbot farm. The project included overall layout, investment needs, production and marketing plans as well as an analysis of the feasibility of the project.
- Date: 1987
 Location: Denmark
 Employing Agency: Private Danish fish farmer
 Position: Economist
 Description: **Trout production.** A pre-feasibility study for establishing a recirculated shore-based trout farm. The project included overall layout, investment needs, production and marketing plans as well as an analysis of the feasibility of the project.
- Teaching experience Roskilde University. A number of courses in industrial, technological and financial development, and project guidance on same topic. Roskilde University, 1982-1986.
- Copenhagen School of Economics and Business Administration. Courses in trade and market relations. Copenhagen Business School, 1983-1984.

One-week course for foremen in the fishing industry. Teaching in resource relations and utilisation of fish viscera. Held by MATCON on request since 1988.

Quality Management. Teaching marine biology, fisheries economy, socio-economy and market conditions for frozen fishery products. The course is international and spans over four weeks. It has been held by the North Sea Centre, organised by MATCON, in the years 1989 - 1992.

Course for future skippers. Teaching in fisheries economy. This one week course has been held during the years from 1989 - 1990.

Publications:

Knud Fischer, Ulrik Cold, Kevin Jørgensen, Erling P. Larsen, Ole Saugmann Rasmussen and Jens J. Sloth: Production of soft shelled crabs in Denmark – a new marine aquaculture production Danish Institute for Fisheries Research, 2007, DFU-report 169-07. The report is in Danish but has an English summary

Ole Saugmann Rasmussen and Tran Cong Ich: Viet Nam fisheries and aquaculture marketing study, World Bank 2005 (http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2006/11/09/000112742_20061109163312/Rendered/PDF/375690REVISED01keting0Study010Final.pdf)

Knud Fisher, Ole Saugmann Rasmussen, Ulrik Cold and Erling P. Larsen: Utilisation of Green Crabs, Danish Institute for Fisheries Research, 2004, DFU-report 133-04. The report is in Danish but has an English summary.

Ole Saugmann Rasmussen: Fish guts – Problems and possibilities. Working report no. 5 from the Danish Environmental Protection Agency, 1988. In Danish