

## EMPLOYER'S CERTIFICATE

RAMBØLL  
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### Ref.

I, the undersigned, hereby confirm that Mr. Frank Hansen has been employed by RAMBØLL from 1985 until 2002 and that the professional experience specified in the below document is accurate with respect to that employment.

Date 2003-12-02  
Initials hhd/hhd  
Job  
Ref.No.

<i>Date: from- to</i>	<i>Location</i>	<i>Position</i>	<i>Description</i>
09/01 - 11/01	Tanzania	SME and trade promotion expert	Responsible for drawing up strategic scenarios for future Danida assistance for private sector development.
10/00 - 10/01	Poland	Trade/Investment Promotion	Establishment of commercial links between Danish and Polish enterprises in the metal working and agro-industry.
01/01 - 02/01	Malawi	SME policy expert	Development of intervention strategies for Danida support to the SME sector.
10/00 - 11/01	Kenya	SME expert	Development of guidelines for the establishment of five regional enterprise development centres.
02/00 - 05/01	Poland	Export/investment promotion expert	Responsible for initiating contacts between Danish and Polish companies within the agro-sector.
11/99 - 12/99	Slovenia	Restructuring specialist	Responsible for the design of a restructuring strategy for Mura of Slovenia.
10/99 - 06/00	Macedonia	SME specialist	Responsible for undertaking a national survey on the SME sector to identify constraints in order to recommend on national SME policies
07/97 - 07/99	South Africa	Assistant Director	Assistant director of Joint Venture between RAMBØLL and GMA of South Africa.
03/96 - 10/97	Perú	Project Manager	Project manager for a three year trade promotion project aiming at increasing the export to Europe.
04/96 - 08/98	South Africa	Trade expert.	Trade development expert. Responsible for initiating business links between Danish and

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			South African SMEs.
10/96 - 10/96	Malta	Industrial SME expert	SME/restructuring expert on team responsible for drawing a restructuring strategy for the Maltese Industry.
10/95 - 11/95	South Africa	Financial analyst	Responsible for financial analysis of a proposed extension of existing cement facility with a facility for incineration.
02/94 - 09/95	Sri Lanka	Project Manager	Project manager on a technical assistance project for the Sri Lankan printing sector.
07/94 - 08/94	China	Village Industries specialist	Village Industries Specialist on a feasibility study for the promotion of village industries in the Ziyang county.
02/93 - 09/94	Russia, St. Petersburg	Expert and Project Manager	Technical Expert and project management of a conversion and restructuring project for a defence related industry.
10/93 - 11/93	Sri Lanka	SMME Specialist	Enterprise Development and Marketing Specialist on an appraisal mission for the Mahaweli Consolidation Project.
04/92 - 08/93	Thailand	Trade Promotion / Evaluation Expert	Trade Promotion/Evaluation Expert on a Packaging assistance workshop.
01/92 - 02/92	Malaysia	Team Leader / SME Expert	Team Leader/SME Expert on a mission to formulate the basic concept of a Foundry and Engineering Park.
04/91 - 05/92	Sri Lanka	Team Leader/ Marketing Expert	Team Leader and Marketing Specialist on a project establishing a computer facility and an exporters' data base.
10/91 - 10/91	Hungary	SME information specialist	Conducting lectures on Information Systems for Small and Medium Enterprises
10/90 - 11/90	Colombia	SME expert	Project identification mission comprising preparation of Terms of Reference for a technical assistance programme.
04/89 - 06/92	Perú	SME/training Specialist	Technology and computer specialist on export promotion project for the SME sector in Peru.
06/89 - 05/92	Pakistan	Economist and Team Leader	Comparative analysis of incentives offered to investors in KEPZ and other zones.
08/88 - 01/93	Pakistan	SME specialist	SME specialist on a technical assistance and export promotion project for the Pakistani Engineering Sector.

Signed on behalf of RAMBØLL,



Helle Hegelund  
International HR Consultant

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