

# CURRICULUM VITAE FOR STEEN JENSEN

Proposed role in the project: Category: *Senior Public Procurement Legal Expert*

1. **Family name:** Jensen
2. **First names:** Steen
3. **Date of birth:** 23.October 1969
4. **Nationality (passport holder):** Danish Civil status: Single - divorced
5. **Place of residence:** Oester Voldgade 26a, 7000 Fredericia, Denmark
6. **Education: Market Economist (Law, Economy and Language) – EU directives Public Procurement**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Aarhus University, Denmark January to June 2012	EU-directives – Public Procurement law – Legal contracts Law degree
Danish Business College, Fredericia, Denmark 1991 – 1993	Market Economist, Diploma International Marketing, Law & Economy- Danish Business College, Denmark Bachelor in Economy, law and marketing
COK, Grenå, DK 2004-2005	Certificate Public Procurement Education, Denmark Bachelor level
Int. University of San Diego, US 1992	International Language Schools, US International University, San Diego, USA, Course
Ferskvandscenter, Silkeborg, Denmark 2005	EU – Law Public Procurement Directive One day course
Nohr-Con, Denmark 2004	Development of EU – Tender Materials One day course
Fredericia Business College 1991	Business Organization& Management One year

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing

English	1	1	1
Danish	1	1	1
German	3	3	4

8. **Membership of professional bodies:** Danish Leaders Union, IKA (**Danish Public Purchasers Union**)
9. **Other skills: (e.g. Computer literacy, etc.)** Excellent in Computer, Strategic report writing, high ability to adapt to new cultures
10. **Present position:** International Public Procurement Expert (Legal)
11. **Years within the firm:** Owner of Steenjensen.com ApS, Public Procurement & Tenders advisors
12. **Key qualifications (relevant to the assignment):**

18 years national & international, public and private sector procurement experience:

- **Procurement & Logistics strategy and contract implementation**
- Assessing and analysis of current status, needs, processes and develop priorities for changes, designing and implement future tools
- **Design and deliver training to procurers, suppliers, politicians and other stakeholders**
- Chair of Purchasing Central Body of 14 Municipalities (establishment of the body)
- Sourcing strategies
- **Contract management**
- Project & Risk Management
- Contract negotiation
- Relationship management
- Advising private companies related to public sector business
- High level manager
- Leadership skills

**Public sector:**

- Developing procurement strategy and implementation (Municipality of Fredericia (MF))
- Develop procurement procedures, regulations and guidelines (MF and Central Purchasing Body)
- Develop Legal Public Procurement procedures and review of procurement acts
- Legal assessments and Supervision and handling of complaints design Northern part of Cyprus, EU project.
- **Design and complete EU – and national tender procedures** (MF and Central Purchasing body)
- Elected member of the IKA (Danish Public Purchaser Union) board 2007 – 2009
- TAIEX PP expert since 2006
- Training of public purchasers in EU member states 2006 to date
- Training of Danish public procurers and students
- “Non-core” regulations study and analysis in Albania, Croatia, FYR Macedonia and Turkey (OECD)

**Private sector:**

- Advising companies in public tender participation (steenjensen.com ApS)
- Training Companies in Equalized Share of Voice (ESV) – from product presenter to problem solver – Training with customers (Steenjensen.com ApS)
- Train Company employees PP law, regulations, procedures eg. (Steenjensen.com ApS)
- Design sales strategies targeting the public sector (Steenjensen.com ApS)
- Supplier courses targeting the public sector (Steenjensen.com ApS)
- Negotiating supplier and logistic contracts (Bodum & Xyron)
- Supplier sourcing around the globe (Bodum & Xyron)
- Logistics solutions (Dansk Shell, Bodum, Xyron)

**Specific:**

**Introduction:**

**My experience is based on operational Public Procurement.**

**2004 - 2014 designed and completed more than 200 international tenders. The tender dossier process involves contact to users, management, bidders and politicians before tender documents are designed and ready to publish. Due to my experience with the tender process I have a detailed feeling for reviewing and comment on the tender dossier only to publish high quality tender dossiers.**

2004 – 2006 Analysed and mapped the procurement system in Fredericia Municipality, Denmark, designed a new procurement strategy covering **risk policy**, e-procurement system to track and collect all information of single procurements. 2005 designed manual for the content of the e-procurement system. 2007 the new strategy approved by the council 2007 – 2009 implementation of the strategy covering putting the **risk policy** and the e-procurement system in function, training of staff, conferences about the new strategy – monitoring impact and outcome of the strategy

2005 Analysed and mapped the situation for establishing a central procurement unit among 14 cities in Denmark – the second biggest Central procurement Unit in Denmark. 2006 designed and implemented the handbook / Manual for the central procurement unit named 14 city Central Procurement Group (Procurement volume 3 billion euro). 2007-2008 Chair the Central Procurement Unit named 14 cities. 2006 – 2009 tendered framework agreements for the Central Procurement Unit.

Review, Propose and develop local Public Procurement organisations set-ups for the Serbian Municipality procurements units and at central level (2012) (see Serbia below).

Design, develop Analyse tools and recommendations for Public Procurement, (procurement processes (tender documentation, including tech specs, tendering process and centralized procurement plans (Cyprus + Serbia + Ukraine), Train the “trainers” + guidelines development (Cyprus + Ukraine + Montenegro and Serbia), Design national Public Procurement training strategy for Montenegro and Macedonia

Develop and implement internal regulations to ensure discipline and procurement culture in Northern part of Cyprus.

Developing recommendations and guidelines for establishing of a central procurement units in Ukraine, Cyprus and Romania

Experience of assessing current status, needs, processes – develop priorities for changes, designing and implement future tools

**13. Specific experience in the region:**

Country	Date from – Date to
Montenegro	June 2011 – December 2012
Moldova	April 2013
Serbia	October 2011 – June 2012
Ukraine	January 2011 – December 2012
Cyprus	November 2009 – present
Romania, Bulgaria, Slovakia	November 2006 – May 2010

14. Professional experience and references:

Date from – Date to	Location	Company & reference person <sup>1</sup> (name & contact details)	Position	Description
January 2014 – September 2014 82 days	Brussels, Belgium	European Commission, Directorate-General for Regional and Urban Policy. Directorate E-Administrative Capacity Building and South-East Europe. Unit E1 Competence Centre: Administrative Capacity Building, BU 5 02/172, B – 1049 Brussels: Att.:Anna-Lena.Zademach-Schwierz@ec.europa.eu" <Anna-Lena.Zademach-Schwierz@ec.europa.eu> DG REGIO. <a href="tel:+3222983051">+32 2 298 30 51</a>	<b>Contractor: Legal Public Procurement Expert.</b>	<p><b>Name of assignment of project : Assessment on how to avoid the most common and most serious deficiencies in public procurement practices for projects involving European Structural and Investment (ESI) Funds and to develop a guidance material for practitioners to help avoid such errors in future.</b></p> <p><b>Year:</b> January 2014 – September 2014 <b>Location:</b> Brussels and member states</p> <p><b>Client:</b> EU – Commission, REGIO and European Investment Bank (EIB)</p> <p><b>Main project features:</b> The overall objective was to help contracting authorities avoid problems in the area of public procurement, thereby reducing both error rates and related financial corrections. Guidance and Toolkits drawn on the collective knowledge of the European Commission services based in Brussels, notably the auditors in DG REGIO, EMPL, AGRI, MARE and EIB (Investment Bank) in Luxembourg on causes of the most frequent errors.</p> <p><b>The European Commission</b> together with the <b>European Investment Bank</b> has commissioned the drafting of a "Public Procurement guidance for practitioners" to the Public Procurement expert Steen Jensen. The purpose of this guidance is to help public procurement practitioners in Contracting Authorities of EU Member States avoid the most commonly seen errors when purchasing works, services or supplies involving grants from European Structural and Investment (ESI) Funds. Errors in correctly applying public procurement rules are the single largest source of irregularities detected by national and EU auditors when checking on how EU grant funds have been spent. Depending on the seriousness of the error, this can lead to financial corrections of up to 100% of the grant amount, potentially causing severe problems for public budgets. The European Commission is committed to assisting Member States reduce error rates through feedback and dissemination of guidance documents. This guidance captures lessons from audits over many years examining how public procurement rules have been applied in practice. The guidance is designed to assist procurement practitioners at different levels of local and national public administrations or utilities running public tenders involving EU funds. It highlights where mistakes commonly occur and what can be done to avoid them, particularly the critical role of pre-procurement planning.</p> <p>Speaker at EU "Open days"   Brussels 9 October 2014</p> <p><b>Position held : Legal Procurement Consultant</b></p> <p><b>Activities performed:</b></p>

<sup>1</sup> The Contracting Authority reserves the right to contact the reference persons. If you have any objection to this fact, kindly state so and provide a justification  
CV Steen Jensen, Denmark

				<p>a. <b>Expert review</b> of errors and currently available Guidance documents on public procurement and how to avoid common errors already prepared by different Member States. Sources of information and national contacts should be available from DG MARKT and DG REGIO Audit Department. The review also assess concrete measures that Member States have taken to reduce error rates and financial corrections over different programming periods;</p> <p>b. Identify a <b>prioritized list</b> and expert assessment of most common and most serious sources of errors in EU funded projects/programmes based on semi-structured interviews with all main stakeholders;</p> <p>c. Prepared clear practical <b>Guidance (covering a toolkit) 90 pages</b> for practitioners on how to avoid the most common and most serious deficiencies in public procurement practices for projects involving EU funds, particularly those leading to financial corrections and/or high error rates;</p> <p>d. Proposed a <b>strategy</b> for widely disseminating the Guidance so as to maximize its impact within different countries and target audiences based on both a critical review of existing practices and selected interviews with potential users of the Guidance.</p> <p>e. Supported Commission services in <b>disseminating the Guidance</b> to target audiences, such as preparation/delivery of presentations/trainings.</p>
May 2014 – June 2015 70 days	Pristina, Kosovo	Planet Societe Anonyme for Provision of Consulting Services S.A, Apollo Tower,64 Louise Riencourt Street, Athens, GR-11523,  <b>Dr. Roula Triantafillidou</b> Partner – Project Management Unit PLANET S.A.  Tel: <a href="tel:+302310326216">+30 2310 326216</a> Fax: <a href="tel:+302310326290">+30 2310 326290</a> E-mail:	<b>Key Expert 2 – Procurement Expert</b>	<p><b>Name of assignment of project :</b> Improving administrative capacity in the area of Public Procurement in Kosovo”, with identification number EuropeAid/132388/C/SER/XK</p> <p><b>Year:</b> 2014 – 2015 <b>Location:</b> Pristina, Kosovo <b>Client:</b> Planet, Athens, Greece <b>Main project features:</b> Training, Guidelines, Central Procurement <b>Position held :</b> Key Expert 2 – Procurement Expert</p> <p><b>Activities performed:</b></p> <ol style="list-style-type: none"> <li>Implementing the Curriculum for Training in Public Procurement and the Certification System <ul style="list-style-type: none"> <li>Elaborate and develop a Training Programme</li> <li>Implement the Training Programme at the Central and Local Levels</li> </ul> </li> <li>Component 3: Support during and after the Contract Implementation Phase <ul style="list-style-type: none"> <li>Provide Hands-on Support to Central Procurement Agency (CPA) to implement Framework Agreements</li> <li>Provide on the Job Training to implement a Joint Municipalities Pilot Project</li> <li>Support PPRC for the effective Follow-Up of the Implementation Phase of the Contract</li> <li>Set up and implement a Centralised Framework Agreement for the Five Pilot Municipalities</li> <li>Organise and Conduct a Study Tour for Procurement Officers</li> <li>Legal assistance in practical procurement issues related to the Kosovo PP law</li> </ul> </li> </ol> <p><b>Guideline, collection of best EU practice</b> how to apply the economically most advantageous contract award criteria.</p> <p><b>Guideline and collection of samples from the member states concerning selection criteria</b>, especially economic and financial selection criteria. (what is the sense of requesting turnover, balance sheet, etc etc, what the different</p>

		<a href="mailto:rt@planet.gr">rt@planet.gr</a>		<p>numbers in the balance sheet showing, in which case which criteria is the most useful etc.)</p> <p><b>General guideline on internal organisational procedure to be applied by the different contracting authorities.</b> (model for internal rules). From the planning, through budget, finance, payment, contract implementation etc, who is responsible for what in general</p> <p><b>Procurement Review Body</b> giving ideas how to make the website more user friendly, transparent. So some ideas how to search between the decisions, with some member state examples would help a lot.</p> <p><b>Central Procurement Agency</b> see the standard documents for framework contracts, and the organisational manual of CPA. Give suggestion how to improve the operation of CPA in relation with centralised procurement. For the time being there is no centralised procurement in CPA.</p>
June 2011 – June 2013 60 days	Montenegro & ILO (Turin)	UN (ILO & ADETEF). Jean – Philippe Nadal. <jean-philippe.nadal@adef.finance.gouv.fr> ,	International Public Procurement Expert. “Train the trainers”  EU Funded project	<p><b>Name of assignment of project :</b> “Training in public procurement in the Western Balkans and Turkey”  <b>Year:</b> June 2011 – 1.7.2013 <b>Location:</b> Turkey and Western Balkans &amp; Italy  <b>Client:</b> ILO, UN and ADETEF, France  <b>Main project features:</b>  Traning of stakeholders from above countries in Public Procurement principles.  Design national Public procurement training strategy  <b>Position held :</b> International Short term Senior Public Procurement Expert for ADETEF France, and International Training Centre of the Internatiuonal Labour Organisation (ITC-ILO), Turin (UN)  <b>Activities performed:</b>  Training in Public Procurement based on training material « Public Procurement training for IPA Beneficiaries – the Student’s Pack and the Trainer’s Pack – developed by SIGMA financed by the EU.  <u>June 2011</u> Lectured at ILO, Turin of Public Procurment representatives from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Montenegro, Serbia, Macedonia and Turkey in:</p> <ul style="list-style-type: none"> <li>• Specification writing</li> <li>• Qualification criterias</li> <li>• Awarding criterias</li> <li>• Developed Public Procurement exam material for students at ILO, Turn (UN)</li> <li>• March 2012 – December 2012</li> <li>• Lecture and supervise Public officers in Montenegro</li> <li>• Lectured for Legal advisers, Directores, Head of procurement departments, Senior Public procurement officers, Chamber of Commerce, Local Public Procurement Experts and Public Procurement expert from Bureau and agencies.</li> <li>• Assessing current status of relevant procurement processes and secondary legislation</li> <li>• Assessing needs and priorities for change, designing and future procurement training in Montenegro</li> </ul>
April 2013 5 days	Chisinau, Moldova	USAID,	Legal Public Procurement Expert	<p><b>Local Government Support Project in Moldova</b>  <i>Strengthening the financial management at local government level, ensuring financial discipline, increasing transparency and public participation. Creating institutional, legal and financial instruments that would stimulate the efficient delivery of services specific to decentralized powers (association concession, contract)</i></p>

				<p>Provided a practical introduction to public procurement activities. This especially included building capacity efforts to implement recent development of the legal framework in the area of public procurement and considered best international standards and best practices.</p> <p><u>Delivered training seminar for:</u></p> <p>Mayors and Deputy Mayors from 12 partner's town and responsibility persons for this type of activities from Mayor's Office eg. chef accountant, legal advisor and Local Councilors.</p> <p><b>Topics:</b></p> <p><b>Introduction to Public Procurement</b></p> <ul style="list-style-type: none"> <li>• The principles that apply to public procurement. EU perspective on public procurement. Best EU and international practices in public procurement. Introduction to the Common Procurement Vocabulary.</li> <li>• Current Moldovan legal framework in the area of public procurement. Recent development and trends</li> <li>• Methods of public procurement and practical solutions to overcome issues faced by LPAs.</li> <li>• Development of technical specifications – one of the most sensitive parts of public procurement process. National and international best practices and practical solutions.</li> <li>• Contract execution in public procurement (public procurement fiche, the activity of public procurement group; issues related to the appeal procedure; procedural requirements of open tendering, restricted tendering and the operation of frameworks; permitted negotiated approaches; selection and award decisions; how to manage tender clarifications; how to avoid legal challenge).</li> <li>• E-Procurement.</li> <li>• Conditions of public procurement contracts.</li> <li>• How several LPAs can cooperate on public procurement.</li> <li>• Post-execution phase of public procurement contracts.</li> </ul> <p>Provided advices and recommendations aimed at post-training activities for local officials, as well as guidance for LGSP staff.</p> <p>Semi - review of the Public Procurement law in Moldova</p>
1.1.2011 – 31.12.2012 54 days	<b>Kiev, Ukraine</b>	"Peter Gjortler" <pgj@lexnet.dk>, Deutsche Stiftung für internationale rechtliche Zusammenarbeit e.V. Ueberstr. 92D-	International Senior Public Procurement Expert and Short term <b>Legal</b> Expert EU Funded project	<p><b>Harmonization of Competition and Public Procurement Systems in Ukraine with EU Standards</b></p> <p><b>Client:</b> Ukraine Ministry of Economy</p> <p><b>Main project features:</b></p> <ol style="list-style-type: none"> <li>1. Development of good practice in EU Member States in relation to guidelines for public procurement</li> <li>2. Assessing status of relevant procurement processes in Ukraine as well as needs and priorities for change and upgrading the processes – Recommendations for the structure of a practical guide for public procurement</li> <li>3. Assist in Tender document preparation + Tender procedures</li> </ol>

		53173 Bonn		<p>4. Public Procurement Recommendations to the Ukraine Government – establishment and service of a central procurement body in Ukraine</p> <p>5. Analysis of best EU practice in applying of negotiated procedure /with or without publication) and Competitive dialogue compared with Ukrainian legislation and practice.</p> <p><b>Activities performed:</b> Writing Public Procurement practical guideline. The guideline covers, how the purchasers deal with Public Procurement in the Practical way step by step.It takes all steps in considerations from budget issues to designing Tender Documents to finish the process + implementation of a contract. Performed recommendations about establishment of a Central procurement unit. Completed document covering best EU practice of the negotiated procedures compared to the Ukraine single procurement procedure</p>
October 2011 – June 2012 42 days	Serbia	Local Government Denmark (KL), Lennart Emborg” <LTG@kl.dk>,	International Public Procurement Expert.  EU Funded project	<p><b>EU Twinning project Strengthening Public Procurement in Serbia.</b></p> <ol style="list-style-type: none"> <li>1) Assessing <b>present level of development of relevant procurement processes</b> and propose and develop organisations set-ups for the Serbian Municipality procurements units, covering set-up a Central procurement body</li> <li>2) Develop and deliver training material in public procurement for bidders in Serbia</li> <li>3) Develop and deliver training material in public procurement for contracting authorities</li> <li>4) Part of selecting national key Public Procurement experts in cooperation with Serbian Chamber of Commerce to join training teams</li> <li>5) Assessing <b>needs and priorities</b> for change, designing future set up: Interviewed and studied different Serbian municipalities PP practice and other procurement organizations also at central level plus drafted a report covering status of the procurement situation and listed recommendations to strength the local and central procurement system in future.</li> </ol>
1.11.2009 – 31.12.2013 <b>Assignment: 120 working days per year. 80 days per year is training participants from public and private sector</b>	Northern part of Cyprus	Enlargement Directorate-General, EUROPEAN COMMISSION Brussel Project Manager Michele Dinelli < michele.dinelli@ec.europa.eu>,	<b>Key Expert:</b> Public Procurement Expert (Legal)  <b>Team Leader 2010 – 2011</b>  EU Funded project <b>Hired directly by TAIEX, EU – Commission</b>	<p>1: Public Procurement Law and secondary legislation prepared and put into effect</p> <p>2: Information portal, manuals and guidelines (Central procurement body – benefits)</p> <p>3: <b>Training of public sector stakeholders and suppliers</b></p> <p>4: <b>Training and support on review and remedies (complaint handling)</b></p> <p><b>The tasks performed included also</b></p> <ul style="list-style-type: none"> <li>- assessing relevant procurement processes in Northern part of Cyprus</li> <li>- assessing needs and design of future set ups – legal, structure and operational procurement</li> <li>- derive the associated systems requirements - e-procurement/set up in form of a web portal</li> </ul> <p>Develop and implement internal regulations to ensure discipline and procurement culture in Northern part of Cyprus.</p> <ul style="list-style-type: none"> <li>- Assessing needs and priorities, designing future set up for training: Public procurement training program developed and delivered to Public Procurement officers working at: 9 Ministries, the Central Procurement Body, Municipalities, Universities and bidders from Chambers of Commerce, Industry and Engineers and Architects (Bidders)</li> <li>- The training is based on “Problem based Learning in your environment” Topics: Introduction to PP principles, EU law, Principles and techniques, Specification writing, Tender Documentation, Environmental and socially responsible procurement, Letting Contracts, Contract Management, Project and risk Management, E-Procurement, remedies, Set-up a Central procurement body</li> </ul>



1.1.2013 – on going	Esbjerg Municipality, Denmark	Esbjerg Municipality Torvet 74 6700 Esbjerg Att: Head of Procurement Stine Rahr. 0045 76 16 16 50 <a href="mailto:strah@esbjergkommune.dk">strah@esbjergkommune.dk</a>	Public procurement Legal trainer - Mentor	<p>Training sessions of Public procurement staff in the Procurement department:</p> <ol style="list-style-type: none"> <li>1. Legal – The EU directive and National Danish Procurement law</li> <li>2. How to design tender documents – step by step</li> <li>3. <b>Risk Assessment</b></li> <li>4. How to deal with the Procurement Law in practise</li> <li>5. Risk and Contract Management</li> <li>6. Procurement strategy and implementation</li> <li>7. Coaching on specific tenders and the Procurement Law</li> </ol>
1.6.2011 – 31.12.2011 21 days	Denmark	College of Europe, Brügge, Belgium	National Public Procurement Expert  EU Funded project	<p>Project: “Study on the Monitoring the Uptake of Green Public Procurement in the EU.”</p> <p>Task:</p> <ol style="list-style-type: none"> <li>1) Preparation of the distribution of the questionnaire regarding Green PP in Denmark</li> <li>2) Gather a list of all procurement authorities in Denmark</li> <li>3) Translate the questionnaire to Danish</li> <li>4) Act as contact person for the questionnaire</li> <li>5) Secure all questionnaires is replied to College of Europe</li> </ol>

<p>1.11.2009 – on going 100 days from 2006 until date</p>	<p>Denmark and international – EU and Non EU countries</p>	<p>Steen Jensen  <a href="mailto:Steenjensen2009@gmail.com">Steenjensen2009@gmail.com</a>  +45 20 51 56 57</p>	<p>Independent Consultant Owner of Steenjensen.com ApS   www.steenjensen.com</p>	<ul style="list-style-type: none"> <li>• Advice Private national and international Companies strategic and operational approach in doing business with the public sector</li> <li>• Advice in development of Consortium in practice between businesses (SME)</li> <li>• Assist the private sector in preparing offers to the Public Sector – national and international companies</li> <li>• <b>Public Procurement training courses to procurement staff(Esbjerg Municipality, Vattenfall A/S, UN Head Office Copenhagen, Union of Danish public purchasers - IKA)</b></li> <li>• Training staff in National and International companies</li> <li>• Assists Companies and conduct cases in the Danish “Board of complaints”</li> <li>• Prepare and deliver Public Tenders for the Public Sector in Denmark</li> </ul> <p>Since 2009 and to 2014 <b>designed and completed <u>EU tenders</u></b> for following <b>Danish contracting authorities:</b></p> <p><b>Contracting Authorities</b>  Esbjerg Municipality (Transport of children and older people , Tools, Construction, Rat control, Psychological support, Cleaning of Swimming pool, Temporary employment service, Curtains, Blankets, Painting)  ATP – Pension (Furniture, Coffee, Food, Cleaning buildings, Plastic stuff, Kitchen equipment)  Nyborg Municipality (Insurance)  Herlev Municipality (Temporary employment service, Nurse articles, Production of food, Procurement service for residents, Stoma, diabetes, IT system, Catheters)  Fællesindkøb Fyn – Central Procurement Unit (Nurse articles, Road signs, IT-System, Uniforms)  Skive Municipality (Cars)  Science Center Hirtshals (Science service contract)  Southern Denmark University (SDU) (Move task)  University College Jutland (Move task, Out sourcing of catering task, canteen service, Office supplies)  Groth House South Denmark (Management service contract)  Vattenfall A/S, Denmark ( Wind farm)  Groth House North Denmark (Graphic services)  Groth House Capital City (TV production)  Production of Food Center, Fredericia (Food)</p> <p><b>Danish Utilities</b>  Kolding Spildevand A/S (Maintenance of cars, works, working tools) (2014)  Fredericia Spildevand A/S (Energy) (2013)  Aabenraa Forsyning A/S (Graphic support) (2014)  Assens Forsyning A/S(Insurance) (2014)</p> <p><b>Designed and delivered Public Procurement training seminars for <u>international contracting authorities</u> organised by:</b></p> <p>UN Head Office Copenhagen (2013)  Vattenfall (Denmark, Sweden, Germany, Holland and UK) (2014)  EU – Commission (TAIEX) 2006-2014)</p>
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				<p><b>Designed and delivered Public Procurement training seminars for Danish and international <u>economic operators</u> organised by:</b></p> <p>EU Center North Denmark (Works companies – cooperation) (fall 2014)  Esbjerg Chamber of Commerce (2011-2014)  Enterprice Europe Network, Aalborg, Denmark (2012-2014)  GLOBAL Mid Denmark (2014)  GLOBAL North Denmark (2012-2014)  Groth House North Denmark (2014)  Middelfart Chamber of Commerce (2013)  Vejle Chamber of Commerce (2012-2014)  Merzell A/S, Odense (Business network) (2011-2014)</p> <p><b>Topics: EU law, tender procedures, how to design the bid.</b></p>
1.3.2004 – 31.10.2009	Municipality of Fredericia, Denmark	Lene Vangsgaard Clausen, <a href="mailto:telc@fredericia.dk">telc@fredericia.dk</a> , Municipality of Fredericia, Denmark	Head / Director of Procurement Municipality of Fredericia	<p>Was contracted to build up a procurement department, the target was to establish and run a procurement department covering a procurement budget of 80 million euro per annum/year.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• <b>Procurement analysis – status – mapping current status of the procurement situation 2004 in the Municipality</b></li> <li>• <b>Assessing needs for development and develop and establish a new strategy a procurement strategy</b> (approved by City Council – centralize procurement function)</li> <li>• <b>Developing a risk policy</b></li> <li>• Employ procurers</li> <li>• Set up guidelines and policies</li> <li>• Develop procurement manuals</li> <li>• <b>Implement the strategy including manuals and guidelines</b></li> <li>• <b>Agree procurement targets with politicians</b></li> <li>• Establish user groups for participating tenders</li> <li>• Develop tender dossiers and run projects</li> <li>• <b>Develop e-procurement system/ derive the associated systems requirements on e-procurement set up – map and describe a e-procurement platform</b></li> <li>• <b>Build up a regional purchasing body, ‘Procurement Central’ covering 14 Municipalities</b></li> <li>• Design guidelines – workflow for the 14 – city central procurement unit</li> <li>• Facilitate contractor evaluation and monitoring system</li> <li>• Facilitate contract management system in the municipality</li> <li>• Managing supplier communications on behalf of the internal puchasers</li> <li>• Relationship management with suppliers during presentations and debriefing</li> <li>• Support in contract negotiations</li> <li>• <b>Establish internal Procurement Best Practice Network in the Municipality</b></li> <li>• Develop and run procurement training seminars for local suppliers (2008-2009)</li> <li>• Develop purchasing group mentoring program</li> </ul>

				<p><b>Successes:</b></p> <ul style="list-style-type: none"> <li>• Selected - Pointed as a Manager talent 2008 Fredericia Municipality</li> <li>• New procurement strategy – approved by City Council</li> <li>• New strategy successfully integrated into organisation covering manuals and mandatory procedures done by training, meetings, communication, information etc.</li> <li>• Implementation of e-procurement system covering training of users</li> <li>• Establishing purchasing body covering 14 Municipalities- rules, templates, procedures etc</li> <li>• Chair the 14 Municipality purchasing body</li> <li>• Elected member of IKA (Danish Purchaser Union) Board 2007 - 2009</li> <li>• Achieved savings targets 2007 – 2009 <ul style="list-style-type: none"> <li>◦ Savings in 2008 2% of the total PP volume of 80 million euro</li> </ul> </li> <li>• Chosen to be a PP Expert by European Commission</li> <li>• Highly rated by employees for my management/ leader skills</li> <li>• Very low rate of staff turnover</li> </ul>
2006 – on going	Bruxelles and EU Member states See countries below	Enlargement Directorate-General, EUROPEAN COMMISSION Brussel TAIEX	Public Procurement Expert – <b>Legal</b>  EU Funded project Hired directly by TAIEX EU - Commission	<p>EU – Member states, (Romania, Latvia, Poland, Cyprus, Bulgaria, Slovakia, Lithuania, Belgium)</p> <p><b>Client:</b> European Commission</p> <p><b>Main project features:</b> Deliver Training for Public Purchasers around new member states.</p> <p><b>Positions held:</b> PP Training Expert</p> <p><b>Activities performed:</b></p> <p>Designing Training programs in Operational Procurement and deliver Seminars around EU. Chosen by European Commission to work as a PP Expert and have delivered the following:</p> <ul style="list-style-type: none"> <li>• Deliver training on all aspects of PP (strategic and operational) in new member states to local public procurers.</li> <li>• Design agendas and topics for TAIEX events in co-operation with the local expert and the TAIEX project manager.</li> <li>• Analyse and evaluate needs in new Member States for future PP training.</li> <li>• Knowledge transfer of experience from Denmark to colleagues in new member states</li> <li>• Preparing tender documents for various tender opportunities including template documentation</li> <li>• Train the trainer introduction to the acquis for PP experts from Romania &amp; Bulgaria (in Bruxelles)</li> <li>• Mentor for local public procurement experts in Romania</li> <li>• May-November 2008 analysing and preparing a work plan for PP at the Northern part of Cyprus</li> <li>• Chosen to assist in the activities of Public Procurement at the Northern part of Cyprus project as expert on administrative procedures and training. November 2009 – end 2010</li> </ul>

1.5.2012 – 31.12.2013	Denmark	Korea Business Center Copenhagen Woosuk Nam ericnam@kotra.or.kr	Public Procurement Expert Operational Consultant	<p><b>Supporting Korean Companies bidding for UN and EU Tenders.</b></p> <ul style="list-style-type: none"> <li>Operational assistance to Korean companies in preparing bid to UN or EU tenders</li> <li>Tender experience in Dafur, Haiti, Sudan, Lebanon eg.</li> <li>Training Korean companies in EU and UN procurement rules</li> </ul>
Jan 2010 – April 2010	Paris	OECD, 17-21 avenue du General Mangin, Paris, France. Marian Lemke marian.lemke@oecd.org,	Senior Short term Public Procurement Expert.  OECD funded project	<p><b>Client:</b> OECD  <b>Main project features</b> “Non-core” regulations study and analysis in Albania, Croatia, FYROM and Turkey  <b>Positions held:</b> Short term Public procurement Expert  <b>Activities performed:</b> Development of questionnaire for analysing regulations and policies</p>
Private sector  <u>2003 - 2004</u>	Denmark  Fredericia + Europe	Xyron A/S Martin Glaser CFO phone 76 63 80 32  Bodum A/S,	International Head of Procurement	<p>I was contracted to establish and develop a central procurement department.  Procurement budget 15 million euro a year</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>Establish central procurement department</li> <li>Develop strategy for efficient procurement</li> <li>Sourcing new suppliers around the globe</li> <li>Negotiate procurement contracts, China, US, Germany, Egypt</li> <li>Negotiate international logistics contracts</li> <li>Develop communication strategy for suppliers and customers</li> <li>Reduce level of stock</li> </ul> <p><b>Successes:</b></p> <ul style="list-style-type: none"> <li>New central body procurement strategy. Accepted by the Xyron A/S Management</li> <li>New strategy successfully transitioned into organisation covering manuals and mandatory procedures</li> <li>Reduced stock level with 40 % within 3 month (buy only when needed)</li> <li>Strong relationships established with Chinese suppliers and head office of Xyron in Arizona, USA</li> </ul>

<u>2002 - 2003</u>	Billund	Factory Manager Wolfgang Rossmisel, 76 50 48 00	International Purchaser	<p>I was hired to manage supplier change from European to Chinese production and develop procedures and communication channels, suppliers and head office.</p> <p>Procurement budget 8 million euro a year</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Establish communication and procedures with Chinese suppliers</li> <li>• Negotiate logistic contracts</li> <li>• Global procurement sourcing</li> <li>• Logistic procedures</li> <li>• Contact to customers</li> <li>• "Just in time"</li> </ul> <p><b>Successes:</b></p> <ul style="list-style-type: none"> <li>• New set up of procedures and standards buying from Chinese suppliers</li> <li>• Strong relationships established with Chinese suppliers and head office in Switzerland</li> <li>• Participating in implementation of a new IT-System</li> </ul>
<u>2000 - 2002</u>	Jutland	Frellsen chocolate Peter Frellsen CEO phone. 46 75 53 00	Retail Manager	<p>I was hired to manage 9 retail stores and manage 50 employees.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Manage a team of 50 employees.</li> <li>• Develop co-operation between the 9 stores.</li> <li>• Secure efficient supply chain and daily operation</li> <li>• Evaluation of suppliers</li> <li>• Develop new marketing actions</li> </ul> <p><b>Successes:</b></p>

<p><u>1998 - 2000</u></p>	<p>Fredericia</p>	<p>Shell Oil company Finn Børsting phone 22241810</p>	<p>Retail Manager</p>	<ul style="list-style-type: none"> <li>• Responsible for opening a new store</li> <li>• Successful procedures for communication and supply chain between the stores</li> <li>• Very low rate of staff turnover</li> <li>• Highly rated by employees of my management/ leader skills</li> </ul> <p>I was hired to manage a retail business and manage 20 employees</p> <p>Turnover 6 million euro a year</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Management of 20 employees</li> <li>• Secure efficient supply chain and daily operation</li> <li>• Negotiate supplier contracts</li> <li>• Evaluation of suppliers</li> <li>• Develop new marketing actions</li> <li>• Administration and accounting</li> </ul> <p><b>Successes:</b></p> <ul style="list-style-type: none"> <li>• Highly rated by employees of my management/ leader skills</li> <li>• Very low rate of staff turnover</li> <li>• Number one manager of 118 Shell Service managers in 1999</li> <li>• Develop procurement co-operation between retail businesses</li> <li>• Efficient retail business</li> </ul>
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1993 - 1998	Fredericia	Shell Oil refinery Ole Haaning phone 75 92 21 37	Logistic Manager	<p>I was hired as Logistic Manager of 40 employees.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Manage 40 employees</li> <li>• Manage the procurement of chemicals from Germany and Holland</li> <li>• Manage ISO 9001 Qualitystandards processes</li> <li>• Establish procurement and contract management processes and procedures</li> <li>• Day to Day planning of transport of fuel, chemicals and lubricating oil</li> <li>• Customer Services</li> </ul> <p><b>Successes:</b></p> <ul style="list-style-type: none"> <li>• Very low rate of staff turnover</li> <li>• Successful aggregation of two logistic departments</li> <li>• Clear and simple logistic solutions</li> <li>• Developing electronic planning system</li> <li>• More efficient planning of the daily fuel transport</li> </ul>
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15. **Other relevant information** (e.g., publications):

- Market Economist, Diploma International Marketing, **Law & Economy**- Danish International Business College, Denmark
- Public Procurement Education, Denmark
- Law courses by Danish Law Companies, Denmark, Bech – Bruun law firm
- International Language Schools, US International University, San Diego, USA, 1992
- Guest Lecturer at Danish Academy of Business and Technology, Hobro, Denmark in the Public Procurement field
- Lecturer on National College Procurement Education, Grenå, Denmark
- Supplier training courses by IKA (Public Purchaser Union)
- Training of Politicians Conservative party, Region South Denmark
- Member of the IKA (Danish Public Purchaser Union) board 2007 – 2009
- Speaker at “Global Procurement Plaza in Seoul, Korea 22-23 November 2012

**Achievements at European Commission (TAIEX) and other:**

All seminars including training in all aspects of Public Procurement from Strategic to practical level

All training is related to EU – law and practice – from theory to practice

Ref	Where	Date
1	Zilina (Slovakia)	November 2006



Ref	Where	Date
2	Stetin (Poland)	February 2007
3	Cesis (Latvia)	June 2007
4	Palanga (Lithuania)	July 2007
5	Zilina (Slovakia)	November 2007
6	Poprad (Slovakia)	November 2007
7	Cesis (Latvia)	December 2007
8	Cesis (Latvia)	March 2008
9	Bratislava (Slovakia)	April 2008
10	Lasi (Romania)	May 2008
11	Nicosia (Northern part of Cyprus)	May 2008
12	Nicosia (Northern part of Cyprus)	September 2008
13	Bruxelles (Train the Trainers Rom/Bul)	October 2008
14	Nicosia (Northern part of Cyprus)	November 2008
15	Pisteti (Romania)	June 2009
16	Bistrita (Romania)	July 2009
17	Jud Cluj (Romania)	July 2009
18	Jud Cluj (Romania)	September 2009
19	Belgrade (Serbia)	September 2009
20	Oradea (Romania)	September 2009
21	Sovata (Romania)	October 2009
22	Sovata (Romania)	October 2009
23	Pleven (Bulgaria)	November 2009
24	Chosen to assist in the activities of Public Procurement at the Northern part of Cyprus project. Team Leader and expert on administrative procedures and training. Implement Public Procurement EU-law	November 2009 – 2010
25	Public Procurement analysis and report writing Northern Cyprus	May 2008 – November 2008
26	Sibiu (Romania)	February 2010
27	Suceava (Romania)	February 2010
28	Bistrita (Romania)	February 2010
29	Ankara (Turkey)	March 2010
30	Cluj Napoca (Romania)	April 2010
31	Buzau (Romania)	April 2010
32	Oradea (Romania)	April 2010
33	Sibiu (Romania)	May 2010
34	Skopje (Macedonia)	May 2013
35	Brussels (Belgium)	February 2014

Denmark 2007 – 2010 Training of Public Purchasers & Suppliers

1	Teacher on National Purchaser education program	January 2007
2	Teacher on National Purchaser education program	September 2007

3	Teacher on National Purchaser education program	February 2008
4	Teacher on National Purchaser education program	September 2008
5	Teacher on National Purchaser education program	September 2009
6	Supplier training (IKA purchaser union)	September 2008
7	Supplier training (IKA purchaser union)	April 2009
8	Supplier training (IKA purchaser union)	March 2010
9	Private Company SCA training of staff	September 2009
10	Private Company Phonic Ear training of staff	March 2010
11	Teacher on National College Procurement education	January 2008
12	Teacher on National College Procurement education	January 2009
13	Guest Lecturer at Danish Academy of Business and Technology, Hobro, Denmark in the Public Procurement field	2008 - 2009

#### Denmark 2010 - Training of Politicians

1	Conservative party, Region South Denmark	April 2010
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#### Turin, Italy June 2011 Training of Representatives from IPA Countries

1	<p>Lecturered at ILO, Turin of Public Procurment representatives from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Montenegro, Serbia, Macedonia and Turkey in:</p> <ul style="list-style-type: none"> <li>• Specification writing</li> <li>• Qualification criterias</li> <li>• Awarding criterias</li> </ul> <p>Lectured for Legal advisers, Directores, Head of procurement departments, Senior Public procurement officers, Chamber of Commerce, Local Public Procurement Experts and Public Procurement expert from Bureau and agencies.</p>	June 2011
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