

KAELIN, Andrew J., III

EXPERIENCE NARRATIVE:

Mr. Kaelin has 28 years of international development consulting and commercial agribusiness experience. He has started up, owned, operated and advised private commercial agribusiness ventures in Africa, Asia, the former Soviet Union, and Latin America. In Panama, he served as Managing Director of a Panamanian seafood processing company employing 125 Panamanians and overseeing production, financial controls, marketing and adaptation of seafood products and packaging to markets in Europe, the U.S.A. and Japan. Prior to that he started up and operated a Panamanian shrimp farm and processing plant, with 300 hectares of shrimp ponds in production, a shrimp hatchery, and seafood processing operation with a total capital investment of \$11 million dollars. His commercial and consulting experience extends all along the value chain from market analysis to value added processing and production, with a specialization in value chain integration, food safety and quality, and traceability. He has specialized product experience in shrimp, scallops, calamari, crawfish, tilapia, catfish, Nile perch, tropical fruit and vegetables, and specialty products, such as jojoba.

Mr. Kaelin has provided consulting services to the World Bank in the appraisal and supervision of over \$600 million in loans, including the Sustainable Coastal Zone Development Project in four provinces of China, under which he designed the Aquatic Product Quality Improvement Component for the introduction of HACCP standards and restructuring of existing seafood processing companies, and the introduction of new value added lines. Mr. Kaelin's development consulting work includes developing and implementing a competitiveness strategy for Nile Perch from Lake Victoria under a USAID financed project, as a result of which the Government of Uganda made a national commitment to aquaculture development. The project included working with Uganda processors to develop new value added product lines.

Currently, Mr. Kaelin operates a commercial venture importing shrimp and scallops from China, working in partnership with Chinese processors and producers to meet HACCP and quality standards. His company is the largest supplier of scallops and a significant supplier of shrimp, Tilapia and catfish for chains such as Darden Restaurants (Red Lobster, Olive Garden, etc.) and other US restaurants, food processors and wholesalers.

EDUCATION

- 1982 Graduate Studies, Development and Agriculture Economics, University of Colorado, Boulder, CO
- 1969 M.A. International Management, Thunderbird Graduate School of International Management, Glendale, AZ
- 1968 B.S. Marine Zoology University of Miami, Coral Gables, FL

RELEVANT CERTIFICATIONS OR LICENSES

- 1993 Department of Commerce HACCP Certification

EXPERIENCE DETAILS

AISDevelopment, LLC, Taos, NM

2002-present

Partner in a small, woman-owned HUB Zone consulting firm providing technical services in agribusiness, sustainable aquaculture and fisheries, and small enterprise development.

Team Leader, Coastal Livelihoods Assessments, International Relief and Development, Sri Lanka and Banda Aceh, Indonesia (2005) AISD conducted an assessment and program design to research and develop program activities focusing on Livelihood Security and Economic Development in affected communities in and around Banda Aceh. Identified interventions appropriate to the post-tsunami conditions of coastal fishing communities, specifically, identifying market opportunities for existing and alternative products that can be sustained by the communities and beneficiaries from a market, livelihoods and environmental perspective. The assessment focused not only on fisheries products, but processing and related services and supporting industries, whose development will enhance the long term viability and competitiveness of the fisheries sector.

China, Task Team Leader, World Bank/Food and Agriculture Organization, Sustainable Coastal Resources Development Project, China (August 2003). Field visit to Ningbo and Xiangshan to: evaluate 13 proposed processing plant investments (new, improved or expanded facilities) based on market demand for the services and products to be provided by each investment in relation to other similar facilities in the project area; assess the financial viability of each proposed investment; assess the source (aquaculture or sea captured products) and quantities of raw materials that would be required for processing by the proposed new, improved or expanded facilities; and recommend alternatives to the proposed investment with regard to scale, type of facilities and equipment, and linkages to other existing facilities in the project area, such as replacement of proposed processing plants for transfer to stations that would improve efficiency and hygiene of locally generated aquatic products.

Managing Director, AISAqua Foods, Inc., Taos, NM 1999 to present
Commercial company importing farmed fish and seafood products from China, Indonesia and Panama, currently the largest supplier of scallops and a significant supplier of shrimp for chains such as Darden Restaurants (Red Lobster, Olive Garden) and other US based importers. Owns a foreign subsidiary in China, a Chinese legal entity responsible for quality control and compliance of partner processing plants and producers with international standards of food safety and quality throughout the supply chain. Developed and offers a variety of sales programs including Vendor Managed Inventory (VMI), Contract Farming, and Program Sales.

Fisheries and Aquaculture Consultant, CARANA Corporation 2000-2002

COMPETE Project, Uganda (2000-2002) Provided short term technical assistance to the CARANA Corporation to implement the COMPETE project, a USAID-financed activity to increase the competitiveness of Uganda's coffee, cotton and fisheries exports, aimed at increasing Uganda's foreign exchange earnings, employment and rural incomes. Facilitated the development of a sector working group for the fisheries sector, comprising public, private and non-governmental representatives, including producers, processors, environmental specialists and government officials. Conducted a competitive assessment of the fisheries sector and developed a national strategy to improve the competitiveness of the sector, by increasing export value of the existing capture harvest with the introduction of value added products, while developing a commercial aquaculture strategy in order to create a renewable supply source of the principle fish species Nile Perch. Promoted the introduction of net cages as a cost effective production methodology. Developed capacity of Makerere University

students in production trials and provided support to the Department of Fisheries Resources to develop aquaculture regulations.

Regional Economic Policy and Investment Strategy (REPAIS), Khabarovsk, Russia (1999-2000). As subcontractor to CARANA Corporation, AIS conducted an assessment of investment potential of the fisheries sector in Khabarovsk Krai and the Sea of Okhotsk and made recommendations to the Krai administration on developing trade links. Organized international delegation to Krai consisting of Chinese investors and American commercial interests. The purpose of REPAIS was to strengthen the capacity of the select regions to attract and facilitate the flow of foreign capital and technology into the local economies through the improvement of the private business environment and the public-private sector dialogue.

Fisheries and Aquaculture Consultant, THE WORLD BANK, China (1989 to present)
Conduct appraisals and supervised large World Bank loan implementation projects worth \$650 million for aquaculture development in over 12 provinces in China, including:

Sustainable Coastal Resource Development Project (1998 to present). Supervised the Aquatic Product Quality Improvement Component, which financed the construction and rehabilitation of 21 processing facilities with an investment of \$32.1 million.

Heilongjiang Agriculture Development Project (1997 to present). Cold water pond culture of adapted species of carp and other cold water species and the re-stocking of 12,000 hectare lake.

Song Liao Agriculture Development Project (1994-1999). Sustainable production of shrimp, scallops, river carp, including hatcheries and processing facilities. The project financed the development of low-lying mudflat wastelands (northern area containing no mangroves) for shrimp, shellfish, and river carp production. The project has concluded with the following results: 1,333 hectares of shrimp ponds were rehabilitated. A shellfish hatchery producing 200 million scallop spats was put into production, and the low impact, marine scallop production was increased by 8500 rafts or chains. 13,333 hectares of inter-tidal hard and short neck clam culture were seeded and are being harvested. Construction was accomplished on a 1600 square meter river crab hatchery, 134 hectares of river crab area was put into production using individual household contract farming.

Guangdong Agriculture Development Project (1991-1999). Sustainable mariculture of shrimp, oyster, marine net cages, inland fresh water fish production with hatcheries and processing. Of a total investment of \$230.38 million, \$159.8 million was used in the fisheries and aquaculture component, resulting in: (a) construction of 1.6966 million square meters of sea dikes, (b) 1,126 hectares of brackish water ponds and 1293 hectares of fresh water ponds and 208 ha of shrimp ponds (c) construction of 4 cold stores, (d) development of 440 hectares of oyster cultivation and (e) 8,000 marine net cages and 3000 fresh water net cages for fish cultivation.

Shandong Agriculture Development Project (completed 1996). Coastal mariculture (saltwater), including hatcheries, pumping facilities, and processing for large scale shrimp production.

Coastal Land Development Project (completed 1995). Coastal mariculture (saltwater), including hatcheries, pumping facilities, and processing for large scale shrimp production

General Manager, Maryland Waterman's Cooperative, Annapolis, MD 1990-1992
Started-up and operated 54-member fisherman's cooperative. Restructured operations, renovated antiquated seafood processing plant, and developed domestic and international seafood markets for value-added Chesapeake Bay fisheries products.

Managing Director, PROPAMAR, S.A., Aguadulce, Panama 1987-1989
Directed all activities of seafood processing company employing 125 Panamanians. Duties included production, financial controls and marketing. Adapted seafood products and packaging to markets in Europe, the U.S.A. and Japan.

General Manager, Camaronera de Nata, S.A. (CANASA), Aguadulce, Panama 1983-1989
Appraised marine shrimp farm project, wrote investment proposal, represented foreign investment group in negotiations with Panamanians. Held position of assistant project manager during construction phase, then managed all administration, production, financing, processing plant and marketing activities for the operating company. CANASA currently has 300 hectares of shrimp ponds in production, a shrimp hatchery, and seafood processing operation with a total capital investment of eleven million dollars.

Consultant, AGRIFUTURE, Inc. Bakersfield, California 1982-1983
Conducted study and developed an investment proposal for a Marine Shrimp Aquaculture Venture in Panama; conducted market research on Eucalyptus Cultivation in So. California

Consultant, Corporate Development Systems, San Antonio, TX 1982-1983
Market study on the Status of Mexican and U.S. Jojoba Industry.

Principle and General Manager, AGRO DE ORIENTE, S.A., Zacapa, Guatemala 1978-1981
Produced agricultural commodities in Central America and exported to markets in the U.S. and Europe. Developed small and medium farmer contract operations with a service co-operative, technical extension program and financing. Researched climatic adaptation of seed varieties and tested first production areas.

Regional Coordinator, CARE, Guatemala 1976-1977
Coordinated emergency relief work after the February 1976 earthquake, responsible for a 300 square mile area. Developed reconstruction policy and accomplished construction of over 3,000 housing structures with a staff of ten Guatemalans, for program valued at \$2.5 million.

LANGUAGES	<u>Speaking</u>	<u>Reading</u>	<u>Writing</u>
English	Native	Native	Native
Spanish	Excellent	Excellent	Excellent
Mandarin Chinese	Working knowledge		