



**Family name:** KOJAN  
**First names:** Manfred  
**Date of birth:** 21/10/1965  
**Nationality:** AUSTRIAN  
**Education:**

Institution	<b>University of Economics, Vienna, Austria</b> (commercial science, marketing, business administration)
Dates	1984 - 1990
Degrees/Diplomas obtained	Master of Economic and Social Sciences

Institution	<b>University of Surrey, United Kingdom</b> (International relations, Business Administration)
Dates	1988
Degrees/Diplomas obtained	Exchange Student Programme

Institution	<b>Universidad Nacional Autonoma de Mexico, Mexico</b> (Research on the Mexican petrol industry and development)
Dates	1989
Degrees/Diplomas obtained	Research Student

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

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	Mother tongue		
English	C2	C2	C2
Spanish	C2	C2	C1
Portuguese	B1	B1	B1
French	A2	A2	A2

**7. Membership of professional bodies:**

- Austrian Chamber of Commerce, Business Consultants
- EES, European Evaluation Society
- UNEP, Global Partnership for Sustainable Tourism
- ECOTRANS (European Network for Sustainable Tourism)
- Club Tourism (Austrian Association of Applied Tourism Studies)

**8. Other skills:**

- **Strong Computer skills** (Several word processing, calculation and graphics programs)
- **Project Management** (IPMA certified project manager, staff member of Project Management Austria Institute, long track record of successfully managed projects, GTZ-Capacity WORKS training certificate)
- **Conflict Management, Group Dynamics, Coaching** (certified coach, several courses and long proven practical experience)
- **Excellent Communication skills** (experienced lecturer, speaker and trainer, certified master in NLP – Neo-linguistic Programming)

**9. Present position:**

*International Freelance Consultant*

**10. Years of specific professional experience:** over 25 years

## MANFRED KOJAN

### 11. Key qualifications:

Manfred Kojan is a highly experienced tourism and regional development expert with a long track record of successfully managed international cooperation projects.

Manfred Kojan specializes in **cooperation and capacity development, sustainable rural, regional and tourism development and programming, implementation, monitoring and evaluation of national, transnational and EU structural funds, aid and development programmes and projects.**

#### International project management

Manfred is a **certified (IPMA) project manager** and experienced **Team Leader**, successful Project Director and Project Manager of international cooperation and development projects;

Project management for him is much more than a systematic and structured technical approach for guiding a team to achieve the envisaged results. Being a well-trained and **very experienced communicator** with high **sensitivity for cultural, social and gender aspects** he can create effective, respectful, appreciative, and even joyful working environments for both project team and client relations.

He has been involved in very diverse positions within international cooperation programmes and projects. Thus, he has very broad and detailed knowledge of the **whole programme and project management cycle**. This wide experience enables him to consider all aspects of such programmes and to be a competent partner both for programme authorities and project proponents.

He is setting-up and **professional management of complex projects**, employing a wide range of management tools and techniques, establishing and guiding focussed and dedicated project teams and creating professional, appreciative and inspiring working environments.

He takes over the **temporary project management** of a project in crisis or when a team leader needs to be replaced.

He provides **support to programme structures** for the designing (programming) of EU and international cooperation programmes, establishing of programme implementation structures and procedures and technical advice and hands-on support for programme management structures.

#### Sustainable tourism development

Manfred has **25+ years highly practical experience** in the tourism industry dealing with **valorisation of natural and cultural heritage, market-oriented tourism product development for businesses and destinations, tourism marketing and sales cooperations, DMO support, feasibility studies, market capability and profitability analyses.**

Consulting areas include:

- **Market research and marketing,**
- **Market-oriented tourism product development,**
- **Valorisation of natural and cultural heritage and tourism development in protected areas,**
- **Destination Management Organisations (DMO),**
- **Tourism policy support**
- **Tourism strategies, concepts and feasibility studies**
- **Consultancy, coaching and capacity development for tourism businesses.**

#### Rural and regional development

Manfred Kojan has been engaged for 30 years in Austria's largest regional consultancy and has been supporting regional actors around the globe in developing activities that are **strengthening competitiveness of economic activities**, enhance **regional profiling** and support the **cooperation** between regional stakeholders and **improve regional governance** structures.

He also worked with European Union structures and international donor organisations in **setting-up, managing and evaluating regional cooperation programmes and initiatives.**

He provides support for

Setting-up and coaching of **regional development structures** and clusters, facilitation of **strategy and cooperation processes**, supporting the coordination and multi-level involvement of all relevant parties in a region (**governance**);

**Rural diversification** and promotion of **regional value chains**;

**Participatory programming** process and the elaboration of relevant programme documents for **EU structural funds and cooperation programmes.**

#### Monitoring and Evaluation

He has a long track record of all kind of evaluation projects following international and EU standards and applying a **wide range of different evaluation tools and methodologies**,

developing **indicator systems** for the monitoring and evaluation of national and international development and cooperation programmes,

## MANFRED KOJAN

Setting-up **monitoring systems and procedures** for monitoring of projects and programmes,

Elaborating **manuals for monitoring** on project and on programme level and providing **capacity development** for responsible staff

### Capacity development and coaching

Manfred Kojan is a fully trained and **highly experienced systemic coach** and **capacity development expert**. He does

**Leadership development** and **executive coaching**;

Designing and implementing of **didactically balanced training modules** which integrate **individual and organizational learning**, promote joint learning of the participants in a joyful and appreciative atmosphere.

Some specific technical topics are related to project development and implementation, EU programme management, tourism product development, marketing and networking and communication.

Support to the setting-up of cooperation structures, coaching of EU management and control structures, company succession and organizational reorientation.

### Organisation development and business consultancy

Graduated from the **University of Economics / Vienna** with specialisation in Organisation Development and Marketing;

**Certified business consultant** with proven experience in **business planning, feasibility studies** for large scale cultural and touristic infrastructure projects and the management of huge project budgets;

Both work experience within and consultancy services for **business support structures** (such as Chamber of Commerce, Regional Development Agencies, Tourism Destination Management Agencies, Inward Investment Agencies);

Long track record in **setting-up and coaching of businesses**, Civil Society and regional organisations and cooperation structures;

### 12. Specific experience in the region:

Country	Date from - Date to	Country	Date from - Date to
Austria and EU 27	1992 – 2023	Mexico, Central and South America	1989 – 2009, 2012
Serbia	2004-2023	Vietnam, Laos, Cambodia	2009 – 2010, 2012
Montenegro	2004-2011	Thailand	2017-2018
Kosovo	2014-2021	Bhutan	2018
Bosnia and Herzegovina	2010 – 2014, 2018/2019	Palestine	2016-2017
North Macedonia	2014-2021	Armenia	2021-2022
Albania	2005, 2014-2023	Sri Lanka	2022-2023

### Contacts:

Manfred KOJAN

Goldeggasse 6/9, A-1040 Wien, Vienna / Austria

Tel.: +43-664-502 6897; e-mail: manfred@kojan.at

### 13. Professional experience

	Date from - Date to	Location	Company / Project	Position	Description
	3/1992 - 12/2022	Vienna, Austria and abroad	<b>ÖAR GmbH<sup>1</sup></b> Mr. Herwig Langthaler (Managing Director) Lindengasse 56, 1070 Wien (AT) langthaler@oear.at, +43.676. 971 0992	Partner and Senior Consultant	Senior consultant for local and regional development projects <ul style="list-style-type: none"> <li>• Programme planning, implementation, monitoring and evaluation of projects;</li> <li>• Network and value chains development and Intra- and Inter-Regional Authorities, Civil Society Organisations and enterprises;</li> <li>• Human resources, capacity development and coaching;</li> <li>• Organisation development and consulting services;</li> <li>• Sustainable regional and tourism development and planning;</li> <li>• Business consultancy</li> </ul>
98	01-10/2022	EU, Germany	<b>European Silk Road App</b> Callias Foundation Mr. Moritz Onken) Tel: +374 43 004 992, Email: klaus.kapper@ada.gv.at	Senior Consultant	Support to the Management of the Callias Foundation and the European artistic and cultural initiatives. Activities included the organization of international meetings and <b>Fördermanagement</b>
97	3-8/2022	Armenia	<b>R2D Syunik</b> ADA – Austrian Development Agency Mr. Klaus Kapper (Head of AM Office) Tel: +374 43 004 992, Email: klaus.kapper@ada.gv.at	Project Director, Regional Development Expert	Preparation of the development cooperation initiative (12) Team Europe Initiative “Recovery, Resilience and Development” Tasks included the overall project and process management, stakeholder analysis, change for future interventions, stakeholder analysis, design and a proposal for implementation modalities.
96	3/2022-3/2023	Serbia	<b>Integrated Sustainable Territorial Development</b> UNOPS (SR), Mr Victor Velocic HR/CB Sector Manager   EU PRO Plus ; Tel:+381 11 3441106, Mail:viktorv@unops.org	Regional Development and Capacity Building Expert	Introduction of Integrated Territorial Investments (ITI) concept in Serbia for Integrated Sustainable Territorial Development <ul style="list-style-type: none"> <li>• adaptation of the ITI concept to the Serbian context,</li> <li>• assessment of regional needs and ITI potentials as well as</li> <li>• policy advice on national level,</li> <li>• capacity building initiatives for relevant local, regional and national level</li> </ul>
95	11-12/2021	Albania	<b>The Call of the Wild River, Vjosa</b> SEDA (AL), UNDP Albania Mr. Genc Myftiu, Tel: +355.69.2020319	Tourism Expert	Exploration of sustainable economic development potential and management of natural resources supporting the green transition by UNDP Albania
94	7-12/2021	Armenia	<b>Evaluation KASA project</b> ÖAR (AT), KASA - Swiss Humanitarian Foundation (AM)	International Evaluation Expert	Mid-term evaluation of the KASA - Swiss Humanitarian Foundation project “Education through Promotion of Social Innovation” that is aimed at improving the efficiency and sustainability of the interventions and support

<sup>1</sup> On the basis of his permanent association with ÖAR GmbH (Vienna/Austria) Mr. Kojan has usually been working on behalf of ÖAR for the individual projects (contact: +43.676.971 0992, Managing Director Mr. Herwig Langthaler, langthaler@oear.at)

93	6/2021 - 5/2022	Austria	<b>Evaluation Gesäuse Partner</b> ÖAR (AT); Nationalpark Gesäuse (AT) Mr. Marco Schiefer (m.schiefer@nationalpark-gesaeuse.at) Tel: +43.3613.21000-51 www.nationalpark-gesaeuse.at	Team Leader, Evaluation Expert	Revision and further development of quality criteria for the network of Gesäuse.Partner businesses in the region. Assessment of the fulfilment of criteria by the businesses, advice to businesses for improvements and recommendations for the network management regarding the further development of the quality label.
92	2/2021-9/2023 <b>ongoing</b>	Albania	<b>CoSolve – Coaching of Tourism businesses &amp; coaches in Albania</b> ÖAR (AT); CEFE International (DE), GIZ (DE), Thorben Kruse GIZ AL, thorben.kruse@giz.de CEFE International, Cologne (DE) Mr. Eberhard Baerenz (baerenz@cefe.ne)( Tel: +49 221 880 1010	Senior Expert & Coach	International senior consultant and coach for advising <b>300+ Albanian tourism businesses</b> to overcome problems caused by Covid-19 pandemic and strengthening them for market challenges. Thematic areas covered: financial management, product improvement and development, market research, marketing, digitalisation, sales, HR management, qualification and skills development, organisation and management. Providing training and support to a pool of national coaches.
91	2/2020-3/2022	Austria, Hungary, Slovenia	<b>Tourism development Nature-Park Raab</b> ÖAR (AT); Naturpark Raab (AT) Karl KAHR (Director) Kirchenstrasse 4, 8380 Jennersdorf, Tel. +43.3329.48453 Mail office@naturpark-raab.at www.naturpark-raab.at	Senior Expert	Senior Tourism Expert for supporting tourism product development and cooperation of the relevant tourism stakeholders in the tri-lateral Nature Park Raab. Main focus is on culture tourism development, hiking and cycling offer as well as on internal and external communication activities.
90	3/2020-5/2022	Slovenia, Austria	<b>Programming of the Interreg Programme Slovenia-Austria 2021-2027</b> ÖAR (AT); Mrs. Mojca Muršec (Head of Joint Secretariat Interreg SI-AT Trubarjeva 11, SI-2000 Maribor, Slovenija T: +386 (0)1 400 3167 mojca.mursec@gov.si www.svrk.gov.si, www.si-at.eu	Team Leader	Support to the Programme management and core stakeholders for the programming of the Interreg Programme Slovenia – Austria 2021-2027; Main tasks included: - Support to the steering of the overall programming and submission process, - preparation of technical proposals for regional analysis, programme strategy, programme interventions / measures and editorial for final programming document, - methodological paper on indicator and monitoring system, - contract management and coordination of activities.
89	10/2019-12/2021	Austria	<b>Programming and SUP of the Austrian EMFAF Programme 2021-2027</b> ÖAR (AT); Bundesministerium für Landwirtschaft, Regionen und Tourismus (BMNTR) Sekt. II, Abt. 2, Markus Hopfner, Michael BAUMGARTNER (Michael.Baumgartner@bmlrt.gv.at), Stubenring 1, 1010 Wien	Senior Expert	Senior Expert for Programming and SUP of the Austrian EMFAF Programme (European Maritime and Fisheries Fund); Main tasks: Steering of the overall programming and submission process, technical inputs to strategy and programming document.
88	3/2019-12/2022	Slovenia, Austria	<b>On-going evaluation of the Interreg V-A Programme Slovenia-Austria 2014-2020</b> ÖAR (AT); Mrs. Natalie Majcenovič Joint Secretariat Interreg SI-AT Trubarjeva 11, SI-2000 Maribor, Slovenija T: +386 (0)1 400 3153 natalie.majcenovic@gov.si, si-at.svrk@gov.si	Senior Expert	Evaluation of the performance and procedures of the cooperation Programme Slovenia-Austria applying EU and international evaluation methodologies and standards and providing advice to the Programme structures on appropriate adaptations. The evaluation(s) included: (a) mid-term evaluation of the efficiency and effectiveness of the implementation of the Interreg Cooperation Programme Slovenia–Austria 2014–2020 regarding programme structures, procedures and provisions, project partnerships, indicators and monitoring systems, programme communication and the advancement of programme implementation; (b) impact evaluation of the Programme.

87	2/2019-5/2021	Albania, N-Macedonia, Serbia, Montenegro, Kosovo	<b>Value Chain development - Mountain Tourism, - Honey</b> <i>GIZ (DE), office Skopje, Mr. Benjamin Mohr, Benjamin.Mohr@giz.de</i>	Senior Expert	Expert advice to the responsible project teams on developing two value chains (a) Mountain Tourism VC, (b) Honey VC for rural diversification in the Western Balkans, covering marketing, digitalisation, finance, innovation, service and product development, networking within the region and with international tourism agencies. Support for establishing a web-based open source presentation (OutdoorActive) of the touristic offer along High Scardus Trail
86	11-12/2018	Bhutan	<b>Assessment Bhutan Tourism Policy</b> <i>ADA (AT), Ministry of Economy &amp; Tourism, Bhutan; ÖAR (AT)</i>	Tourism Expert	Assessment of the Bhutanese visa regime and tourism policy and its contribution to sustainable tourism development and a regionally and socially balanced impact of the tourism industry. Policy advice and reflection circles with relevant governmental stakeholders, Individual coaching of tourism stakeholders on business opportunities and development
85	08/2018-01/2019	Albania	<b>Diversification of Sustainable Rural Development in Albania</b> <i>UNDP (AL), ÖAR (AT)</i>	Team Leader	Defining the best involvement approach and opportunities of the local (municipal) level in rural development. Preparing a guide book on rural development approaches and tasks and a documentation of international good practice examples.
84	7-9/2018	Kosovo	<b>Sharri Mountain Experience Centre</b> <i>Mr. Flamur Shefik, Zapllugje, Dragash, KS</i>	Tourism Expert	Assessment of tourism development potentials in Kosovo part of Sharri mountains and developing a concept for a mountain experience centre in Dragash. This centre is designed as a flag ship tourism centre that assembles a large range of hospitality and leisure infrastructures (e.g.: zipline, high-rope parcours, 3D-archery parcours, mountain gocarts, kids water experience area, etc.), attractions and events that are best suitable for providing attractive experiences in the stunning mountain area for both national and international visitors and creating high revenues for local stakeholders.
83	3-6/2018	Albania, N-Macedonia, Serbia, BiH, Montenegro, Kosovo	<b>Value Chain development and rural diversification</b> <i>GIZ (DE), office Skopje, Mr. Benjamin Mohr, Benjamin.Mohr@giz.de; SWG-RRD, Mr. Boban Ilic, boban.ilic@swg-seerural.org</i>	Senior expert	On behalf of GIZ (DE) and SWG-RRD the value chain methodology has been adapted to support rural regions on the Western Balkan to diversify rural economic activities in the agri-food and tourism sector. Agri-food and tourism value chains for diversifying rural activities have been identified and mapped in 7 cross-border Area Based Development regions. Tasks covered: development of methodology, support to local and regional experts, capacity building for local/regional stakeholders, policy advice
82	12/2017-7/2022	Austria	<b>On-going evaluation of the Austrian IWB/EFRE Programme 2014-2020</b> <i>ÖAR (AT); ÖROK (AT)</i>	Evaluator	Key expert within the evaluation of the Austrian EFRE Programme 2014-2020. Main tasks covered are support to the management of the overall evaluation process, facilitator for reflections, workshops and conferences and evaluator of EFRE Programme communication.
81	11/2016-3/2017	Palestine	<b>Evaluation EU support to the Palestine Cultural Sector</b> <i>EUREP East Jerusalem / Palestine Chrystelle LUCAS (D/Head of Section) Chrystelle.LUCAS@eeas.europa.eu Tel: +972 2 541 5829 ÖAR (AT)</i>	Team Leader	Evaluation of the EU support to the Palestine Cultural sector following EU and international evaluation methodologies and standards
80	12/2016-1/2017	EU Adriatic/Ionian	<b>ADRION – Assessment of project applications</b> <i>ÖAR (AT); Joint Secretariat of the INTERREG V B Adriatic Ionian Programme; Barbara Di Piazza (Head of JS), Barbara.DiPiazza@regione.emilia-romagna.it Bologna (ITALY) tel: +39 051 527 5129</i>	Assessor	Assessment of project applications for the EU ADRION Programme.
79	XI-XII / 2016	Albania	<b>Albanian National Tourism Strategy</b> <i>GIZ (DE), office Tirana, Mr. Peter Feldmann peter.Feldmann@giz.de</i>	Senior Tourism Expert	Expert advice for the Ministry of Tourism (on behalf of GIZ) on the development and contents of the National Tourism Strategy of Albania

78	IX/2016-III/2017	Albania	<b>Tourism Master Plan for Albanian Alps</b> <i>PM-Group, Ireland</i> <i>Dermot O'Dwyer (+353 1 404 0700)</i> <i>dermot.odwyer@pmgroup-global.com</i>	Senior Tourism Expert	Development of a tourism master plan and feasibility studies for tourism development projects in the Albanian Alps area for the Albanian Development Fund (ADF) and support with guest survey and marketing strategy. <i>Client: Albanian Development Fund, Council of Europe Bank</i>
77	VIII/2016-III/2017	Albania	<b>Mountain Tourism Development Nikolica / Korca - Assessment and Feasibility Study</b> <i>GIZ, Germany, Ms. Katja Roeckel</i> <i>katja.roeckel@giz.de</i>	Team Leader and Senior Tourism Expert	Advise to the Government of Albania / D.Prime Ministers Office on the development of ski resort and/or sustainable all-year mountain tourism in Nikolica / Korca Region. (Assessment of local / regional potentials, tourism development strategy / tourism master plan, pre-feasibility study, preparation of decision basis for the Albanian Parliament)
76	XI/2015-IX/2016	Austria / EU	<b>Coaching ECEC on development of EU Common Training Principles for Engineers</b> <i>Mag. Cornelia Hammerschlag</i> <i>European Council of Engineers Chambers (ECEC)</i> <i>1040 Wien, Karlsgrasse 9/2</i> <i>Tel.: +43 1 505 58 07</i> <i>Email: office@ecec.net</i>	Coach, int. Project Manager	Support to ECEC (European Council of Engineers Chambers) to prepare and implement an EU wide project for the development of Common Training Principles and setting common professional standards for several Engineer professions. Activities included Preparing EU project tender, Support on international project manager and coaching of in-house staff, Preparing and undertaking an EU-wide survey, Facilitation of international conferences
75	IX/2015-IV/2017	Austria	<b>Mentoring for Migrants</b>	Mentor / Coach	On behalf of Integrationshaus Wien and Austrian Chamber of Commerce Mentor and Coach for migrants to support them in finding job and professional development in Austria
74	VIII/2015-III/2016	Austria	<b>HORIZONT 3000: Strategy 2020</b>	Facilitator and Senior Expert	Facilitation of the participatory and interactive strategy development process of the largest Austrian development organisation and supporting the orientation of their aid activities in line with national and EU development policies
73	II-XII/2015	Austria	<b>Coaching of SMEs and Art Initiatives</b> <i>ÖAR (AT); M.Kojan Coaching and OE Development (AT)</i>	Business Coach	Coaching of SME company owners, founders and arts initiatives on issues related to business start-up and business development issues as well as on marketing and project management.
72	I/2014-IV/2015	Kosovo	<b>Technical Assistance for Kosovo's Cross-border Cooperation Programmes</b> <i>EuropeAid/132391/C/SER/XK</i> <i>ÖAR (AT); Ministry of Public Administration (KS)</i>	Team Leader	Team Leader for a Technical Assistance project to the Ministry of Local Government Administration for setting-up structures and procedures for the management of Kosovo's cross-border (with Albania, Montenegro and the former Yugoslav Republic of Macedonia) and transnational cooperation Programmes. Tasks included: - Overall project management - Coaching and advice to the upper management of the Ministry on issues related to national and international networking, development and implementation of appropriate monitoring systems on Programme and project level, re-organisation of Ministry Departments for effective management of EU Programmes, development of Manuals of Procedures for core processes and tasks for EU Programme management (support for DIS preparations); - Capacity development and hands-on support to staff and stakeholders involved in the implementation of EU CBC Programmes on issues related to programming of CBC Programmes, development of indicator systems for monitoring Programmes, EU programme cycle procedures, Grant Management (evaluation of proposals, financial management, monitoring and reporting on project level), communication, networking and coordination with counterparts and relevant stakeholders on national, cross-border and European level
71	XI/2013 – VII/2014	Bulgaria, FYROM, Serbia, Turkey	<b>Programming Bulgarian IPA CBC Programmes 2014-2020</b> <i>ÖAR (AT); MRDPW (BG)</i>	Team Leader, Senior Expert	Team Leader and Senior Expert for programming the Bulgarian external border CBC Programmes (IPA CBC) with Macedonia, Serbia and Turkey. This including the technical support to the Programme Authorities of the involved countries, the coordination of the overall programming process, the facilitation of bilateral workshops and the elaboration of indicator systems and programme documents

70	IX/2013 – X/2014	Romania, Bulgaria	<b>Ex-ante Evaluation and SEA for RO-BG CBC Programme 2014-2020</b> <i>ÖAR (AT); Ministry of EU Integration (RO)</i>	Team Leader, Evaluation Expert	Team Leader for the Ex-ante Evaluation and SEA of the CBC Programme Romania-Bulgaria 2014-2020 that included the overall coordination of ex-ante evaluation and SEA activities in accordance with EU evaluation standards and in line with the programming process, technical advice on indicator systems and provisions for Programme monitoring and the coverage of all necessary evaluation tasks for the new territorial cooperation Programme.
68	V-XI/2013	Slovakia	<b>Tourism strategy for UNESO city Banska Stiavnica</b> <i>ÖAR (AT); Mr. E. Heidema, VVMZ (SK)</i>	Senior Tourism Expert	Development of a tourism strategy for the valorisation of the UNESCO world heritage town Banska Stiavnica. The tasks covered <ul style="list-style-type: none"> <li>• Analysis of the tourism offer and the potentials and organisational situation of tourism,</li> <li>• Conducting a visitor survey,</li> <li>• Development of a tourism development strategy, including initiatives for tourism product development, improving accommodation and reservation system, tourism marketing and improving the quality of tourism services in the region</li> </ul>
67	III-VII/2013	Austria	<b>Ex-ante Evaluation and SEA for the Growth and Employment Programme Vorarlberg 2014-2020</b> <i>ÖAR (AT)</i>	Evaluation Expert	Senior Evaluation Expert for the Ex-ante Evaluation of the “Growth and Employment Programme Vorarlberg 2014-2020” that included all necessary evaluation tasks for the new Programme.
66	III/2013- VI/2014	Hungary, Austria	<b>Ex-ante Evaluation and SEA for ETC Programme AT-HU 2014-2020</b> <i>ÖAR (AT); Managing Authority ETC AT-HU 2007-2013 at Regionalmanagement Burgenland GmbH; Ms. Tatjana Paar Tel.: +43-2682-704-2423 email: tatjana.paar@rmb.co.at</i>	Team Leader, Evaluation Expert	Team Leader for the Ex-ante Evaluation and SEA of the ETC Programme Austria-Hungary 2014-2020 that included the overall coordination of ex-ante evaluation and SEA activities in accordance with EU evaluation standards and in line with the programming process, technical advice on indicator systems and provisions for Programme monitoring and the coverage of all necessary evaluation tasks for the new ETC Programme.
65	III/2013- VI/2014	Slovakia, Austria	<b>Ex-ante Evaluation and SEA for ETC Programme AT-SK 2014-2020</b> <i>Gemeinde Wien / MA ETC SK-AT 2007-2013, Mr. B. Schausberger</i>	Team Leader, Evaluation Expert	Team Leader for the Ex-ante Evaluation and SEA of the ETC Programme Austria-Slovakia 2014-2020 that included the overall coordination of ex-ante evaluation and SEA activities in accordance with EU evaluation standards and in line with the programming process, technical advice on indicator systems and provisions for Programme monitoring and the coverage of all necessary evaluation tasks for the new ETC Programme.
64	II-VIII/2013	Bosnia and Herzegovina	<b>Self-evaluation of IPA assistance to Regional Economic, SME and Tourism Development</b> <i>EUD Sarajevo (BiH), ÖAR (AT)</i>	Senior Evaluation Expert	On behalf of the EC Delegation in Sarajevo assessment of the contribution of the IPA Programme for Economic Development to stimulating the sustainable economic development in Bosnia and Herzegovina. (FWC COM 2011-LOT1)
63	XI-XII / 2012	El Salvador, Belize	<b>REDD Programme – financing sustainable forestation in Central America</b> <i>GIZ (DE), GreenTec Invest (AT)</i>	Senior Expert	Advice to GIZ within the development cooperation programme “Reducing Emissions from Deforestation and Forest Degradation (REDD)” on new ways for financing forestation and coffee projects in Central America that serve for combating climate change
62	XI/2012-I/2013	Slovakia, Austria	<b>Regional System analysis of the Austrian –Slovak border region</b> <i>Mr. E. Heidema, VVMZ (SK); ÖAR (AT)</i>	Senior Expert	Analysis of the relevant administrative and institutional systems for potential cross-border projects between the Slovak Republic (Trnava region) and Lower Austria.
61	VI-XI/2012	Vietnam	<b>Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)</b> <i>EuropeAid/130064/C/SERVN GOPA (DE), ÖAR (AT)</i>	Senior Expert, Tourism Planner	ESRT Programme planning. As designated Team leader tasks related to the coordination of the project with EU policies and national institutions as well as planning and supervision of technical inputs of experts. Technical advice and input related to responsible and sustainable tourism development in Vietnam including: setting up a capacity development and Vocational Training system for the Tourism and Hospitality sector; Identification and dissemination of best practices on environmental and cultural heritage tourism and National Park management; Support to the revision of national tourism legislation; Development of the national tourism statistics and Elaboration of the national tourism marketing plan. Field missions to Laos and Cambodia on tourism development policies.



60	VI/2012- XII/2013	Austria, Czech Republic	<b>Programing ETC AT-CZ Programme 2014-2020</b> <i>OIR Projekthaus (AT), ÖAR, Austria</i>	Senior Expert, Process Facilitator	Support to the Programme Authorities of the Austrian-Czech ETC Programme for programming the new ETC Programme 2014-2020 that included the facilitation of bilateral workshops with relevant authorities and stakeholders, the elaboration of programme documents and all related technical and procedural issues (regional analysis, selection of thematic focus, eligible activities, indicator and monitoring system, etc.)
59	I/2012- XII/2018	Bulgaria, Europe	<b>NGO Living Heritage</b> <i>V. Antonova (BG)</i>	Board member & Sustainable Tourism Advisor	Co-founder, board member and tourism advisor of the NGO Living Heritage, a non-profit organisation for supporting the valorisation of natural and cultural heritage. Tasks include support to the strategic and operational management of the organisation, lectures and project support on issues related to sustainable tourism development, valorisation of cultural heritage, participatory processes, sustainable regional development, international communication and know-how transfer.
58	IV-V/2012	Croatia	<b>Technical Assistance to the Transport Operational Programme</b> <i>Metis (AT), ÖAR, Austria</i>	Risk Management Expert	Technical Assistance to the Operating Structure of the Transport Operational Programme of Croatia (IPA IIIa Programme) and the implementation of projects; Support to the identification and mitigation of relevant risks.
57	III/2012	Austria	<b>Project preparation support for IPA CSO Call 2012</b> <i>Red Cross Austria, ÖAR, Austria</i>	Senior Expert	Support to the Lead Partner Austrian Red Cross for developing a project proposal and preparing a project application for the IPA Call 2012 (Partnership Programmes for Civil Society Organisations, Support to regional thematic networks)
56	II-IV/2012	Austria/SEE	<b>Final Evaluation SEE-IFA network</b> <i>Austria Wirtschaftsservice, ÖAR (AT)</i>	Team Leader, Evaluator	Final evaluation of the transnational network of European national and regional innovation & finance Agencies, a cooperation project implemented within the South East European Programme.
55	I/2012	Cambodia, Vietnam	<b>Sustainable tourism and regional development initiatives Vietnam &amp; Cambodia</b> <i>ÖAR, Vienna/Austria</i>	Senior Expert	Assessment of international development cooperation and support initiatives for tourism and regional development in Cambodia and Vietnam for potential business development of ÖAR; Consultancy support to tourism and cultural initiatives
54	VII/2011 – V/2012	Austria, Czech Republic	<b>Interim Evaluation Small Projects Funds ETC CZ-AT</b> <i>RM Weinviertel (AT), ÖAR, Austria</i>	Team Leader & Evaluation Expert	Interim evaluation of the 3 Small Projects Funds for the support of Civil Society Initiatives and people-to-people projects that have been established within the ETC Program Czech Republic – Austria 2007-2012. The main activities were <ul style="list-style-type: none"> <li>• Overall project management and design of the evaluation process,</li> <li>• Evaluation of programme structures and procedures, monitoring system, project selection, support to final beneficiaries, Checking of indicators, monitoring and financial control system,</li> <li>• reflection and joint learning circles with relevant bodies and authorities</li> </ul>
53	VIII/2010 – VII/2011	Bosnia and Herzegovina	<b>EU Support to Implementation of Cross- Border programmes under IPA Instrument, EUCORIN II</b> <i>(EuropeAid/126848/C/SER/BA)</i>  <i>PMG, Ireland ÖAR, Vienna/Austria</i>	Team Leader	Support the BiH Directorate of EU Integration to establish structures and procedures and to successfully implement EU IPA Component 2 (cross-border and transnational) Cooperation Programmes. The main activities are: <ul style="list-style-type: none"> <li>• to support DEI CBC Department to get accredited for DIS IPA Component 2,</li> <li>• To establish mechanisms and provide TA to the DEI CBC Department on internal organisation and day-to-day Program management issues (financial management, programme and project monitoring, etc.),</li> <li>• to support the involvement of BiH bodies and the cooperation with relevant structures in partner countries for program implementation,</li> <li>• to provide training and coaching for BiH Program structures (CBC Department, CFCU, JTS, JMC)</li> <li>• to support awareness raising in BiH for cross-border and transnational cooperation Programs</li> </ul>
52	XII 2010- III/2011	EU Various	<b>Midterm Evaluation INTERACT Program</b> <i>VVMZ (SK), ÖAR</i>	Senior Expert	Coaching of the evaluation team on development of evaluation design, methodology and reporting, Reflection workshop with the INTERACT actors
51	V – XII 2010	Montenegro	<b>Coaching Regional Development Agency</b> <i>RDA Bj-Ko-Pr (MNE), ÖAR</i>	Senior Expert	Coaching and technical assistance for the Regional Development Agency Bjelasica, Komovi and Prokletije, the National Parks Montenegro and the National Park Biogradska Gora in the areas of Strategic and operational work plans, sustainable tourism development, project development, international networking and co-operations (AEBR, EUROMONTANA, IUCN, Europarc, etc.).

50	XII/2009 – I/2010	Vietnam, Laos, Cambodia	<b>Assessment of international donor activities in Vietnam, Laos and Cambodia</b> <i>ÖAR, Vienna/Austria</i>	Senior Expert	Assessment of the on-going and planned development cooperation programmes and projects of international donor organisations active in the region and analysis of general and specific implementation challenges in the region.
49	V / 2008 – IX/2009	Austria	<b>SEE Project “Danubeparks”</b>  <i>NP Donauauen (AT), Georg Frank Tel: +43.2212-3450 e-mail g.frank@donauauen.at</i>	Senior Expert	Support to the Lead Partner National Park Donauauen (AT) for successfully launching a transnational cooperation project nature protected areas within the EU SEE Programme. This included support with <ul style="list-style-type: none"> <li>• the successful preparation of the expression of interest and the tender documents,</li> <li>• the facilitation of partner meetings</li> <li>• the development of the communication strategy</li> </ul>
48	VI / 2008 –III /2010	Suriname	<b>Suriname Sustainable Tourism Capacity Building Programme</b> (EuropeAid/125842/D/SER/SR)  <i>ÖAR, Vienna/AT / Quality Institute (ES) Daniel Castella Tel: +34 932532244, e-mail: international@qualityinstitute.com</i>	Project Manager (Key Expert 1) and Deputy Project Director	<ul style="list-style-type: none"> <li>• Supervision and monitoring of the EU Development cooperation project and representation of the project on top political and administrative level</li> <li>• Guiding the team on technical and operational issues (sustainable tourism development, community development in the hinterlands, tourism sector cooperation, tourism regulations, tourism marketing)</li> <li>• Supporting the Surinamese Government on further developing the legal and administrative framework for tourism</li> <li>• Supporting the communities in the hinterlands to develop sustainable tourism plans, projects and activities</li> <li>• Supporting the tourism sector to intensify cooperation and coordination</li> <li>• Introducing sustainable tourism criteria for the tourism sector and providing training on these issues</li> <li>• Providing advice on e-marketing for the National Tourism Organisation and within the tourism sector and supporting e-marketing initiatives</li> </ul>
47	VI / 2008 – XI/2009	Romania	<b>Training at national and regional level for Regional Operational Programme and ETC Programmes implementation in Romania</b> (EuropeAid/124201/D/SER/RO)  <i>ÖAR / Ecosfera (IT), A. Fiorini</i>	Team Leader	Organizing and delivering training at national and regional levels for enhancing the absorption capacity for the Operational Programmes (ROP and all ETC Programmes) managed by the Ministry of Development, Public Works and Housing, Romania. <ul style="list-style-type: none"> <li>• setting-up and training a pool of qualified in-house trainers within the Ministry and the RDAs</li> <li>• providing training for ROP/ETC MAs, IBs and help desks on Financial Management, Programme and project monitoring, Programme management and EU procurement issues</li> <li>• providing training to Final Beneficiaries on EU project preparation for Regional Development and ETC Programmes, EU and national Public Procurement procedures and Project Management of EU co-financed projects</li> </ul>

46	VI/2006 – IX/2008	Montenegro	<p><b>Tourism and Economic Development in the Northern Mountain region of Montenegro</b></p> <p><i>ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)</i></p>	Senior Expert and Coach	<p><b>Technical assistance for the Regional Tourism Organisation and implementation of a grant scheme for regional and tourism development</b> for the North of Montenegro in the framework of the Austrian Development Cooperation (Austrian Ministry of Foreign Affairs, ADA Austrian Development Agency)</p> <ul style="list-style-type: none"> <li>• Coaching and technical assistance to the Regional Tourism Organisation (DMO)</li> <li>• Valorisation of the National Park for regional tourism development and creation of an attractive area for visitors</li> <li>• Tourism cluster development: facilitation of regional co-operations among tourism businesses, the National Park and the municipalities of the region</li> <li>• Technical assistance for the development of attractive regional tourism products hiking and cycling offer: trails, signposting, resting places and infrastructures, hiking maps and brochures, maintenance arrangements; valorisation of National Park Biogradska Gora: elaboration of visitor programmes, development and improvements of visitor infrastructures, visitor management, training of NP rangers, educational trails, marketing and information; Construction of low energy regional Tourism Info Center and Mountain huts.</li> <li>• Know- how building, training and coaching of regional stakeholders</li> <li>• Setting up and implementing tourism market research, marketing strategy, operational marketing activities, visitor information</li> <li>• Implementation (criteria; and indicator development, project monitoring and evaluation) of a grant scheme for impulse projects for regional and tourism development</li> </ul>
45	XII/2006 – XI/2007	Bulgaria, Romania	<p><b>Technical Assistance for project preparation and implementation of the Objective 3 CBC Programme Bulgaria – Romania 2007-2013</b>” (BG 2004/016-783.01.04)</p> <p><i>ÖAR / ATC (AT) Walther Czerny (+43-1- 263 71 17; walther.czerny@atc-consultants.com</i></p>	Team Leader	<ul style="list-style-type: none"> <li>• Overall coordination and management of the project</li> <li>• Preparation of the Programme implementation documents (Programme Complement, Monitoring system, Programme Implementation Manual, Project Operational Guide, Guidelines for Applicants, templates, etc.)</li> <li>• Support to the BG National Authority for installing appropriate implementation structures and arrangements</li> <li>• Facilitation of training sessions for Bulgarian Programme bodies and potential beneficiaries on Programme implementation, project preparation, project monitoring and EU procurement procedures;</li> <li>• Coaching of selected BG Lead Partners on cross-border project development and application process</li> </ul>
44	X-XI/2006	Bulgaria	<p><b>Independent Observer in the Evaluation of the PHARE Project – “Promotion of the cultural, tourist and human resources in the cross-border region BG-GR”</b></p> <p>(BG2004/016-782.01.06)</p> <p><i>ÖAR / EC-Delegation Sofia, Mr. E. Reali; Tel: +359-2 933 5327</i></p>	Independent Observer / Senior Expert	<p>To provide for the EC Delegation in Bulgaria an independent Observer’s opinion on the process and appropriateness and quality of the evaluation of the submitted proposals under the Grant Scheme “Promotion of the cultural, tourist and human resources in the cross-border region BG-GR” namely</p> <ul style="list-style-type: none"> <li>- opening session and administrative check (Step 1)</li> <li>- evaluation of the concept notes (Step 2)</li> <li>- evaluation of the application forms (Step 3)</li> <li>- verification of the eligibility (Step 4):</li> </ul>
43	VIII/2006- II/2007	EU various	<p><b>Support for the Programming of the Future Objective 3 Interregional Cooperation Programmes Central European Space 2007-2013 and South-East European Space 2007-2013</b></p> <p><i>ÖAR / ÖIR(AT) P. Schneidewind (+43 1 533 87 47, Schneidewind@oir.at)</i></p>	Senior Expert, Moderator	<ul style="list-style-type: none"> <li>• Moderation and support to programming process of the EU Central Europe (countries: AT, DE, PL, CZ, SK, IT, SI, UA) and the EU South-East Europe (countries: HU, AT, SI, IT, RO, BG, GR, HR, YU, BiH) Objective 3 B cooperation Programmes 2007-2013 by providing process moderation and expert support to the respective Programme Task Forces and the Drafting Teams.</li> <li>• Moderation of Task Force and Drafting Team meetings and technical advice (programme focus, eligibility criteria, indicator and monitoring system, programme structures)</li> <li>• Preparation and Documentation of Task Force and Drafting Team meetings</li> <li>• Coordination and harmonisation of the drafting contributions</li> </ul>

42	VI/2006-II/2007	Bulgaria	<p><b>Support for participation of Bulgaria in Community Initiative INTERREG III B (CADSES) and INTERREG III C Programmes</b></p> <p><i>ÖAR / ECORYS (NL), E. Kleinjan (+31 10 453 88 28, Elena.Kleinjan@ecorys.com)</i></p>	Team leader	<ul style="list-style-type: none"> <li>• Overall coordination of the project</li> <li>• Preparation of an Operational Manual for Bulgarian project partner for the implementation of these Programmes,</li> <li>• Elaboration of a Procedures Manual for the Bulgarian National Contact Point for the implementation of these Programmes (grant management, project monitoring);</li> <li>• Facilitation of training sessions for Bulgarian beneficiaries on ERDF and Phare procedures;</li> <li>• Preparation and implementation of a publicity campaign for all funded projects;</li> <li>• Organizations of workshops and seminars on the new EU policies for cross-border, trans-national and inter-regional cooperation</li> </ul>
41	III-VIII/2006	Serbia and Montenegro	<p><b>Pre-feasibility study for two touristic cableway projects in Kotor</b></p> <p><i>ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)</i></p>	Project Director and Team Leader	<p>Team Leader for a project on behalf of the Austrian Development Cooperation (ADA). Tasks covered:</p> <ul style="list-style-type: none"> <li>• Overall co-ordination of the project and the process</li> <li>• Assessment of variants for potential tracks of the cable car to Kotor castle and the National Park Lovcen</li> <li>• Assessment of the relevant aspects of the cableway projects (touristic attractiveness, UNESCO compatibility, spatial planning, environment and cultural conservation, socio-economic effects, organisational capability, administrative and political support, financial viability)</li> </ul>
40	IV-XI/2006	Bulgaria, Romania	<p><b>Vidin - Calafat Interregional Study</b></p> <p><i>ÖAR / Luis Berger (RO) +359-94-600079</i></p>	Senior expert / Interim Team Leader	<ul style="list-style-type: none"> <li>• Elaboration of the Inter Regional Operational Plan (SWOT analysis, strategies and priorities for joint BG-RO economic development, investment programme for the public sector and proposals for further national and international interventions)</li> <li>• Involvement and information of key regional and national stakeholders</li> <li>• Analysis of the stakeholder system and assessment of the institutional capacity of the present regional administrative structures</li> <li>• Development of well documented project proposals for joint socio-economic development</li> </ul>
39	V-IX/2006	Bulgaria	<p><b>Ex-ante Evaluation of the National Operational Programme for Regional Development (EUROPEAID/ 119860/C/SV/multi)</b></p> <p><i>ÖAR / IBM (BE), N. Briand +32 (0)2 237 09 83</i></p>	Senior expert	<p>Ex-ante evaluation of the Development Programme following EU and international standards on</p> <ul style="list-style-type: none"> <li>• the program strategy and documents (relevance, consistency, adequacy, viability)</li> <li>• Assessment of the appropriateness of the allocation of resources, perspectives for absorption, availability of national co-finance and the allocation's appropriateness to the overall strategy</li> <li>• Analysis of legal, institutional and regulatory bottlenecks</li> <li>• Specific comments with regard to further elaboration of individual measures and interventions</li> <li>• Consistency with Community and national policies</li> <li>• Assessment of the quality of the proposed implementation and monitoring mechanisms</li> <li>• Facilitation of joint learning circles with Programme relevant authorities</li> </ul>
38	II-VIII/2006	EU	<p><b>Strategic Project Generation in INTERREG Programs</b></p> <p><i>ÖAR / INTERACT MT, M. Novello mauro.novello@interact-eu.net, +43 664 826 8423</i></p>	Team Leader, Senior expert	<p>Comparative analysis of successful practices of EU Programme implementation provisions and mechanisms, cross-border communication, co-ordination and strategic project generation in EU INTERREG Programs on behalf of the INTERACT Point Managing Transition.</p> <ul style="list-style-type: none"> <li>• Interviews and workshops with program authorities in 16 EU and non-EU countries</li> <li>• Development of a tool box for Program authorities to facilitate strategic cross-border project generation</li> <li>• Reflection and advice for the INTERACT secretariat</li> <li>• Preparation of documentation and input for EU INTERACT conferences</li> </ul>

37	II-XI/2006	Czech Republic, Austria	<b>Ex-ante Evaluation Objective 3 Program Territorial Co-operation Czech Republic – Austria 2007-2013</b> <i>ÖAR / Univ. Economics (Praha, CR) R. Wokoun (+420.224.095 548, wokoun@vse.cz)</i>	Senior expert	Ex-ante evaluation of the Development Programme following EU and international standards on <ul style="list-style-type: none"> <li>the program strategy and documents (relevance, consistency, adequacy, viability)</li> <li>Development of indicators,</li> <li>Reflection on the monitoring and financial control system</li> <li>Reflection on the programme management and implementation structures and procedures</li> <li>Facilitation of joint learning circles with Programme relevant authorities</li> </ul>
36	IV-V/2005 VIII-X/2005	EU various	<b>advisory services for the INTERACT Point Managing Transition: “Comparative analysis of EU INTERREG IIIA Programs”</b> <i>ÖAR / INTERACT MT, D.Abratzki Daniela.Abratzki@interact-eu.net, +43 1 4000 76 135</i>	Senior expert	<ul style="list-style-type: none"> <li><b>Comparative analysis of several (20) EU INTERREG IIIA Programmes</b> concerning <ul style="list-style-type: none"> <li>-management structures and programme implementation (MA, NA, JTS)</li> <li>-project implementation (project generation, pre-assessment, CBC aspects, lead partner principle)</li> <li>-financial management, monitoring and control aspects</li> </ul> </li> <li>Reflection and advice for INTERACT secretariat</li> <li>Preparation of documentation and input for EU INTERACT conferences in Dresden (DE) and Torino (IT)</li> </ul>
35	V/2004 – V/2006	Serbia & Montenegro	<b>Touristic and Economic Development in the Bjelasica &amp; Komovi-Region</b> <i>ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)</i>	Project Director and Team Leader	<b>T.A. on regional tourism development and implementation of a grant scheme for regional and tourism development</b> for the North of Montenegro on in the framework of the Austrian Development Cooperation (Austrian Ministry of Foreign Affairs, ADA Austrian Development Agency) <ul style="list-style-type: none"> <li>Project management, Donor and stakeholder co-ordination</li> <li>Policy advice on national, regional and local level</li> <li>Technical Assistance to the National Park management and valorisation of the National Park for regional Tourism Development</li> <li>Tourism cluster development: facilitation of regional co-operations among tourism businesses and between the National Park and the municipalities of the region</li> <li>Setting-up a Regional Tourism Organisation / Destination Management</li> <li>Developing a regional tourism strategy and action plan for tourism development</li> <li>Technical assistance for the development of regional tourism projects</li> <li>Know how building and coaching of local authorities and regional stakeholders</li> <li>Setting up, managing and monitoring a grant scheme for impulse projects for regional and tourism development</li> </ul>
34	III 2005	Albania	<b>Tourism Assessment Kelmend</b> <i>ÖAR, Vienna / AT</i>	Senior expert	Assessment of potentials for regional tourism development projects and support to the National Tourist Board on behalf of the Austrian Ministry of Foreign Affairs (ADA Austrian Development Cooperation) in Kelmend region, North Albania
33	IV / 2004	Mexico	<b>SME Support Initiative</b> <i>ÖAR, Vienna / AT</i>	Consultant and trainer	On behalf of a Swedish-Mexican business initiative for development cooperation supporting SME development in San Miguel Allende and Mexico D.F. by <ul style="list-style-type: none"> <li>Consultancy for business start-ups and already established SMEs,</li> <li>Workshops for SMEs on product and market development</li> </ul>
32	III – XII / 2004	Austria, DE, CZ, SK, HU, SLO, ITA, CH	<b>Europa Regions</b> <i>ÖAR, Vienna / AT</i>	Senior expert	<b>Study about “Europa Regions”</b> with Austrian participation and international case studies for the Austrian Conference on Regional an Spatial Planning (ÖROK) <ul style="list-style-type: none"> <li>Analysis of the different models of trans-regional and cross-border cooperation, structures and tasks</li> <li>Facilitation of exchange of experience</li> </ul>
31	V 2003 - V 2007	Austria	<b>Local Agenda 21 in Vienna 22</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	Facilitation of the participative <b>Local Agenda 21</b> process in <b>Vienna 22</b> (Local Authority) <ul style="list-style-type: none"> <li>Project and process management</li> <li>Assistance to the co-operation development among local citizens, businesses, institutions and administration</li> <li>Facilitation of working groups and conferences with local citizen and stakeholder</li> </ul>

30	III - X 2004	Romania, Serbia & Montenegro	<b>Neighbourhood Programme 2004-2006 Romania – Serbia &amp; Montenegro</b> <i>West Midlands GP (UK), ÖAR</i>	Senior Expert	<b>Preparation of the bilateral Phare CBC – CARDS Neighbourhood Programme 2004-2006 Romania – Serbia &amp; Montenegro</b> <ul style="list-style-type: none"> <li>• Preparation of the multi-annual Joint Programming Document (Description, Objectives and Priorities, Programme monitoring and implementation provisions, Ex-ante evaluation)</li> <li>• Preparation of the Romanian 2004 project fiches for large scale investment projects and grant schemes</li> <li>• Facilitation of the programming process with the involved national and regional institutions</li> <li>• Advise and coaching of the responsible staff in the Ministry of European Integration (Bucharest)</li> </ul>
29	VII / 2003 – XI / 2005	Austria (CZ,SK,HU, SLO)	<b>Midterm and on-going Evaluation of the Austrian Interreg IIIA external border Programmes (AT-CZ, AT-SK, AT-HU, AT-SLO)</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	Mid term evaluation, on-going evaluation, final evaluation of Austria's EU external border cooperation Programmes <ul style="list-style-type: none"> <li>• Assessment of indicators, monitoring and financial control system, programme structures and procedures</li> <li>• Assessment of project selection, check of programme implementation</li> <li>• reflection and joint learning circles with Programme relevant authorities</li> </ul>
28	X / 2003 – X / 2005	Croatia	<b>Strategy and Capacity Building for Regional Development in Croatia</b> <i>Ecorys (NL), ÖAR</i>	Deputy Project Director, Senior expert	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Development of the National Strategy for Regional Development</li> <li>• Consultancy in regional development and cross-border cooperation issues</li> </ul>
27	IX / 2002 – I / 2004	Hungary	<b>Development of Human Resources of SMEs in Hungary</b> <i>ÖAR, Vienna / AT</i>	Senior Expert and Trainer	<b>Development of Human Resources of SMEs in Hungary</b> and Training of Trainers in the tourism industry <ul style="list-style-type: none"> <li>• Facilitation of training and seminars with tourism consultants and managers in the area of market oriented product development, regionally integrated tourism development, target group concepts for enterprises and regions and tourism marketing</li> <li>• Preparation of study tours to examples of best practice</li> <li>• Mentoring / coaching of tourism businesses</li> </ul>
26	V / 2003 – III / 2004	Slovenia	<b>Preparation of the Interreg III Community Initiative Slovenia with Croatia and Hungary</b> <i>GOPA (DE), ÖAR</i>	Team Leader	<b>T.A. to the National Agency of Regional Development (NARD) of Slovenia to prepare for the full integration to the Interreg III Community Initiative with Croatia and Hungary</b> <ul style="list-style-type: none"> <li>• Preparation of the required Programme documents</li> <li>• Co-ordination with relevant SLO, HR and HU institutions</li> <li>• Assistance to improve the co-operation and communication among the relevant regional stakeholders and Programme authorities</li> <li>• Design of appropriate Programme implementation structures and procedures (programme management, monitoring)</li> <li>• Ex-ante evaluation</li> </ul>
25	II / 2003 – X / 2003	Austria (DE, IT, CZ, HU, SI, CH)	<b>Systemic Analysis of the Austrian participation in the transnational Interreg IIC and IIIB Programmes (CADSES, Alpine Space)</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>• Survey and evaluation of the Austrian Interreg II-c and Interreg III-b Projects concerning their spatial impact and quality of transnational co-operation</li> <li>• Evaluation of the steering, monitoring and assistance of the relevant national and transnational Interreg Programme structures</li> <li>• Political advice</li> </ul>
24	V / 2003 – VI / 2003	Romania	<b>Implementation of the multi-annual CBC strategy agreed between Romania and Bulgaria</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<b>T.A. for the Romanian Ministry of Development and Prognosis for the Implementation of the multi-annual CBC strategy agreed between Romania and Bulgaria</b> <ul style="list-style-type: none"> <li>• Preparation of Project Fiches (large scale investments, grant schemes) and supporting documents for the annual CBC-Programme</li> <li>• Mobilisation, information and training for potential applicants on national and regional level to prepare CBC projects</li> </ul>

23	I / 2003 – I / 2004	Austria, Czech Republic, Slovakia, Hungary	<b>Strategic Regional Analysis of DIANE Region (Direct Investment Agency Net) and Process Assistance</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<b>Strategic Regional Analysis of DIANE Region (Direct Investment Agency Net) and Process Assistance</b> for intensified marketing and co-operation of the Business Development Agencies of Vienna Region (A), South Bohemia (CZ), South Moravia (CZ), West Slovakia (SK) and West Hungary (HU) <ul style="list-style-type: none"> <li>• Comparative Regional Analysis of all sub-regions</li> <li>• USP development and positioning for the DIANE-region in the international inward investment market</li> <li>• Conducting of international co-operation workshops of all DIANE-partner</li> </ul>
22	X/2002- X/2008	Austria	<b>LEADER+ Austrian Network Unit</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>• Support to the management of the Austrian LEADER + Network Unit on issues related to cooperation on European level, know-how transfer to South-East European countries and specific technical support (sustainable tourism development, monitoring and evaluation of activities) for Local Action Groups</li> </ul>
21	VI / 2001 – XI / 2002	Bulgaria	<b>Preparation of the Phare CBC Programme for the Bulgarian - Greek border region</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>• Overall co-ordination of the programming process and the expert team</li> <li>• Moderation of working groups</li> <li>• Design (documents, structures,) and implementation (publication, project evaluation, monitoring, reporting) of an EU grant scheme (SPF)</li> <li>• Implementation of structures and procedures on regional, national and cross-border level</li> <li>• Training of management and staff at the PIU and Regional Authorities on EU and Phare CBC procedures, requirements, etc.</li> <li>• T.A. to project proponents and development of a pipeline of projects for funding under this Programme</li> <li>• Preparation of Project Fiches (large scale investments, grant schemes) and supporting documents for the annual CBC-Programme</li> <li>• Co-ordination assistance for the bilateral BG-GR programming and implementation process of the CBC Programme</li> </ul>
20	VII / 2002	Latvia	<b>Evaluation of Project Applications for the Latvian Phare SPF 2000</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	Independent Assessor for the CFCU Latvia, <b>Evaluation of Project Applications for the Latvian Phare SPF 2000</b> <ul style="list-style-type: none"> <li>• Evaluation of project applications in accordance with EU-requirements (PRAG) and Programme Guidelines</li> <li>• TA to the CFCU and the Evaluation Committee</li> </ul>
19	III-IX/2001	Czech Republic, Slovakia, Hungary	<b>T.A and coaching of Regional Development Agencies (RDAs) in CZ, SK and HU</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<b>Technical assistance and coaching of Regional Development Agencies (RDAs) in the Czech Republic, Slovakia and Hungary</b> in the fields of support services for local authorities, regional integration, communication, networking and integrated tourism development
18	X/2000 – III/2001	Austria	<b>Preparation of the EU LEADER+ Programme Lower Austria Alpin</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>• Overall co-ordination of the programme planning process</li> <li>• Moderation of working groups with local authorities, Civil Society Organisations and individual stakeholders</li> <li>• Preparation of Programme Strategy, Measures, Programme Documents</li> </ul>
17	IX/1999 – VIII/2000	Czech Republic	<b>Preparation of the Phare CBC Programme for the Czech Republic - Austrian border Region</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>• Overall co-ordination of the planning process</li> <li>• Co-ordination of the national and international expert team</li> <li>• Moderation of working groups</li> <li>• Preparation of Programme strategy, measures, indicator system, implementation provisions, Programme documents and Terms of Reference for key projects</li> </ul>
16	X/1999 – IX/2001	CZ, SK, HU, SLO, ITA, AUT	<b>RDA network CEDA</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>• Co-ordination and organisation of the communication and development of skills for a network of Regional Development Agencies (RDA) in CZ, SK, HU, SLO, ITA and AUT</li> <li>• Conducting of workshops with RDA staff (on support services for local authorities and CSOs, sustainable regional tourism development, regional networking and communication)</li> <li>• Project co-ordination, Marketing</li> </ul>

15	IV-VI/2000	Central America	<b>Tourism Co-operation Central America</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>Workshop series with the tourism Ministers and tourism industry of Central American countries on behalf of the German Development Cooperation</li> <li>Moderation of working groups, Coaching of the co-operation process</li> </ul>
14	III-XI/2001	Austria	<b>Concept and feasibility study for the Celtic Village Schwarzenbach</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>Overall co-ordination of the planning process</li> <li>Concept for the tourism orientated presentation of the historic reconstruction</li> <li>Marketing plan, Feasibility study</li> </ul>
13	VIII-X/2000	EU, Central America	<b>Study of the Tourism Market in Europe for Central America</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>Design and conduction of a market study about image, market potential and potential distribution channels of the Central American Countries and their tourism products in 6 EU countries on behalf of the German Development Cooperation (GTZ)</li> <li>Presentations and workshops with the tourism industry of CA</li> </ul>
12	VII/1999 – VI/2000	Austria	<b>Concept and feasibility study for the Visitor Centre National park Thayatal</b> <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> <li>Overall co-ordination of the planning process</li> <li>Development of the Concept for the touristic orientated presentation of the National park</li> <li>Marketing plan, Staff-planning, Feasibility study for a visitor center</li> </ul>
11	IV-XI/1999	Austria, Hungary, Slovakia	<b>Programing Phare CBC Hungary 2000 – 2006</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	Phare CBC Hungary 2000 - 2006, preparation of the PPD for the Cooperation Programme H-SK-A (Hungarian part) <ul style="list-style-type: none"> <li>Facilitation of working groups, preparation of Programme strategy, measures, implementation provisions, Programme documents and Terms of Reference for key projects</li> </ul>
10	X/1998 – IV/1999	Austria	<b>Programme Planning for the EU-Objective 2 Progr. Lower Austria 2000-2006</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>Assistance with the preparation of Programme Strategy, Measures and Programme Documents</li> </ul>
9	X/1999 – VII/2000	Portugal	<b>IQADE II: Training and Organisation Development of Portuguese Regional Development Agencies</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	On behalf of EURADA and the Portuguese Ministry provision of consultancy and training for RDA staff in the area of services and involvement of local authorities and CSOs, regional networking and communication, development of regional impulse projects, regionally integrated tourism development and organisational matters
8	X/1998 – III/1999	Austria	<b>Programme Planning for the Interreg III Programme Lower Austria 2000-2006</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> <li>Assistance with the preparation of Programme Strategy, Measures and Programme Documents</li> </ul>
7	IX/1997 – VI/1998	Portugal	<b>IQADE: Setting-up and Organisation Development of the Regional Development Agency Dao-Lafoes</b> <i>ÖAR, Vienna / AT</i>	Senior Expert	On behalf of EURADA and the Portuguese Ministry providing assistance with the establishment of a Regional Development Agency in the Dao-Lafoes Region (Central Portugal): local and regional ownership, business and activity plan, staffing, statutes, constitutional issues, communication and co-ordination on regional and national level
6	V/1995 – XII/1997	Slovakia	<b>Tourism development Programme High - Tatra Region</b> <i>ÖAR, Vienna / AT</i>	Team Leader	Team Leader for a project in the frame of the Austrian development cooperation for: <ul style="list-style-type: none"> <li>Setting up of a tourism organisation for the whole Slovak Tatra Region</li> <li>Involvement and coordination of the local and regional stakeholders (municipalities, tourism industry, National Park, business support structures, CSOs)</li> <li>Organisational development and coaching of the regional tourism organisation</li> <li>Workshops and know-how transfer with local project groups in the fields of marketing, market research, hostelry &amp; gastronomy, specialised leisure offers, visitor information</li> </ul>
5	VI-XI/1995	Hungary	<b>Tourism development programme Komarom-Esztergom County</b> <i>ÖAR, Vienna / AT</i>	Expert	<ul style="list-style-type: none"> <li>Coaching of Hungarian consultants</li> <li>Development of innovative tourism products for the region</li> </ul>



4	VII-XI/1994	Hungary	<b>Tourism Support in the Győr-Moson-Sopron County</b> <i>ÖAR, Vienna / AT</i>	Expert	<ul style="list-style-type: none"> <li>• Coaching of Hungarian consultants</li> <li>• Development of the tourism strategy and innovative tourism products for the region</li> </ul>
3	II/1995 – XI/1997	Hungary	<b>Training and coaching of Hungarian tourism consultants</b> <i>ÖAR, Vienna / AT</i>	Coach	<ul style="list-style-type: none"> <li>• Co-moderation in Workshops</li> <li>• Project Management</li> <li>• Advice on tourism development issues</li> </ul>
2	II/1995 – II/1997	Austria, Spain, Germany, Slovakia	<b>Seminars about tourism and the environment, marketing</b> <i>ÖAR, Vienna / AT</i>	Expert	<ul style="list-style-type: none"> <li>• Design of a Training Programme</li> <li>• Moderation of Workshops and Seminars</li> </ul>
1	II/1992-II/1996	Austria, Europe	<b>Development projects in Regional and Tourism Development</b> <i>ÖAR, Vienna / AT</i>	Expert	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Project Management and technical inputs for EU-project “Seminarios”: Sustainable Tourism and Regional Development in Europe (EU, DG XXIII; II/1995-II/1996)</li> <li>• Business and marketing concepts and consultancy for various tourism (hostelry, gastronomy, tour operators) enterprises (AT)</li> <li>• <b>Culture-park Kamptal (AT)</b></li> <li>• Tourism development strategy for Werfenweng (AT)</li> <li>• Nature experience Sablatnig Moor (AT)</li> <li>• Sustainable Tourism Concept National Park Kalkalpen (AT)</li> <li>• Water experience Völkermarkter Stausee (AT)</li> <li>• Feasibility study for the development of winter sport and lift infrastructure in Unken (AT)</li> </ul>
	1990 - 1992	Austria	<b>Ikarus Consulting</b>	Consultant	<b>Founding of a consultancy firm for advising artists and cultural initiatives</b> <b>Consultancy services for artists in economic and financial matters, Project development and project management, Organisation of exhibitions, Marketing and public relations</b>
	1990/1991	Austria	<b>Project Management Austria Institute</b>	Staff member of Project	Research projects, Publications, Marketing
	1988-1990	Austria	<b>Regional and Cultural Initiatives</b>	Freelance Partner	<b>Setting up of local and cultural initiatives, Organisation development, Funding and finances, Management of a theatre group</b>
	1985-1988	Austria	<b>Austrian Chamber of Commerce</b>	staff member - freelance assistant	Consultancy support for SME s