

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



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

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

Institution	Universidad National Autonoma de Mexico, Mexico (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)

Language	Reading	Speaking	Writing
German	1	1	1
English	1	1	1
Spanish	1	1	2
Portuguese	2	4	5
French	4	5	5
Croatian / Serbian	4	5	5

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:

OeAR GmbH, Vienna/Austria
 Partner and Senior Consultant

10. Years of specific professional experience: over 25 years

11. Key qualifications:

Manfred Kojan is a partner and senior consultant of OAR GmbH, the largest and most experienced regional development company in Austria.

Manfred Kojan specializes in **cooperation 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.**

Sustainable tourism development

- more than 25 years of proven work experience as a consultant, project manager and trainer in the area of sustainable regional and tourism development and Destination Management in EU, in developing countries and EU accession countries;
- a long track record in assisting local stakeholders to develop and implement tourism projects and to get actively involved into the development of tourism related activities;
- successfully setting-up several Destination Management / Regional Tourism Agencies and coaching such organisations in the areas of business planning, product development, tourism marketing and communication and cooperation with relevant stakeholder systems;
- extensive experience in working with National Governments and Public Administrations to develop adequate legal, administrative and organisational frameworks for successful tourism activities for private stakeholders and public bodies;
- successfully working with National Park managements and UNESCO heritage sites on sustainable tourism projects, management concepts, visitor programmes and infrastructure development;
- development concepts and feasibility studies for the valorisation of large scale cultural and touristic impulse and infrastructure projects;
- certified Green Globe Auditor and Consultant with experience in developing and auditing eco labels for sustainable (eco-friendly) tourism in several regions and countries;
- board member and tourism advisor of NGO Living Heritage, an organisation dedicated to the valorisation and illumination of cultural and natural heritage;

Team Leader, coach and trainer

- Certified Project Manager with a long track record of managing successfully complex international EU-funded projects as a Team leader working with national and regional governments and international donor organisations;
- Certified coach with extensive experience of coaching public administration and private sector top and middle management;
- Extensive experience as human resource developer, training manager and trainer with outstanding skills to conduct interactive training processes and techniques, supported by first class educational background in economic and social sciences;
- Confident and credible communicator among high level political, civil service and business representatives;
- excellent communication and reporting skills in English, German and in Spanish language;

Monitoring and Evaluation

- 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,
- 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

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;
- Specific research and experiences with development and steering of networks;
- during his studies he specialized in marketing and up to the moment he is coaching Regional Tourism Agencies on their international marketing activities;

MANFRED KOJAN

International Development Programmes and Donor Grant Schemes

He has an ample knowledge of and wide experience in all aspects of the management cycle (programming, designing of and training on implementation structures and provisions, project generation, training on Project Cycle Management, monitoring and evaluation) of projects and Programmes.

He undertook several ex-ante, on-going and final evaluations of EU Programmes and projects applying EC evaluation criteria.

He has successfully been

- preparing the full set of programme documents for several EU Objective, INTERREG, ETC and CBC Programmes,
- supporting Government structures to prepare for Decentralized Implementation System for managing EU Funds,
- facilitating the joint programming process of the relevant partner on cross-border, national and regional level,
- setting-up and coaching the necessary management and control structures,
- developing appropriate communication tools for programme implementation,
- assisting in project generation and preparing of project pipelines,
- providing training for project applicants, management and support structures in all areas of EU project development,
- managing several EU projects himself,
- conducting ex-ante, on-going and ex-post evaluations of EU INTERREG Programmes and projects,
- undertaking comparative analysis of management structures and implementation provisions of many EU INTERREG Programmes.

This wide experience has resulted in a very broad and detailed knowledge of the whole programme and project management cycle. This enables him to consider all aspects of such programmes and to be a competent partner for programme authorities and project proponents;

Rural development

- part of the ÖAR LEADER network unit team and thus supporting LAGs in preparing LEADER strategies, implementing rural development projects and capacity building,
- developing strategies for rural development and providing policy advice,
- following the value chain approach for diversification of rural economies (both agri-food and agri tourism),

Areas of specialisation:

- Programme planning, implementation, monitoring and evaluation of EU-programmes, grant schemes and projects
- Network and value chains development and Intra- and interregional co-operation and co-operation between Local Authorities, Civil Society Organisations and enterprises
- Project Management - project generation / co-ordination of regional development projects
- Organisation development – setting up, development and consulting services for Civil Society and regional organisations and enterprises
- Human resources development, Training, Coaching
- Sustainable regional, rural and tourism development and valorisation of natural and cultural heritage

12. Specific experience in the region:

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

Contacts:

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13. Professional experience

	Date from - Date to	Location	Company / Project	Position	Description
	III/1992 to date	Vienna, Austria and abroad	ÖAR GmbH	Partner and Senior Consultant	Senior consultant for local and regional development projects <ul style="list-style-type: none"> • Programme planning, implementation, monitoring and evaluation of EU-programmes and projects; • Network and value chains development and Intra- and interregional co-operation and co-operation between Local Authorities, Civil Society Organisations and enterprises; • Human resources, capacity development and coaching; • Organisation development and consulting services for Civil Society and regional organisations; • Sustainable regional and tourism development and valorisation of natural and cultural heritage; • Integrated tourism development for enterprises and communities and feasibility studies for touristic impulse projects;
81	10/2019-6/2021 <i>ongoing</i>	Austria	Programming and SUP of the Austrian EMF(A)F Programme 2021-2027	Senior Expert	Senior Expert for Programming and SUP of the Austrian EMF(A)F Programme (European Maritime and Fisheries Fund); Main tasks: Steering of the overall programming and submission process, technical inputs to the programming document
88	3/2019-11/2020 <i>ongoing</i>	Slovenia, Austria	On-going evaluation of the Interreg V-A Programme Slovenia-Austria 2014-2020	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.
87	2/2019-5/2020 <i>ongoing</i>	Albania, N-Macedonia, Serbia, Montenegro, Kosovo	Value Chain development - Mountain Tourism, - Honey GIZ (DE), office Skopje, Mr. Benjamin Mohr, Benjamin.Mohr@giz.de	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.
86	11-12/2018	Bhutan	Assessment Bhutan Tourism Policy	Tourism Expert	Assessment of the Bhutanese visa regime and tourism policy and its contribution to sustainable tourism development and regionally balanced impact of the tourism industry.
85	08/2018-01/2019	Albania	Diversification of Sustainable Rural Development in Albania UNDP	Team Leader	Defining the best involvement of the local (municipal) level in rural development. Preparing a guide book on rural development approaches and tasks and documenting international good practice case studies.
84	7-9/2018	Kosovo	Sharri Mountain Experience Centre	Tourism Expert	Assessment of tourism development potentials in Kosovo part of Sharri mountains and developing a concept for a mountain experience centre in Prisen. This centre is designed as a flag ship tourism centre that assembles a large range of hospitality and leisure infrastructures, 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	Value Chain development and rural diversification GIZ (DE), office Skopje, Mr. Benjamin Mohr, Benjamin.Mohr@giz.de; SWG-RRD, Mr. Boban Ilic, boban.ilic@swg-seerural.org	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 <i>ongoing</i>	Austria	On-going evaluation of the Austrian IWB/EFRE Programme 2014-2020	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	Evaluation EU support to the Palestine Cultural Sector	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	ADRION – Assessment of project applications	Assessor	Assessment of project applications for the EU ADRION Programme.
79	XI-XII / 2016	Albania	Albanian National Tourism Strategy <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	Tourism Master Plan for Albanian Alps <i>PM-Group, Ireland Dermot O'Dwyer (+353 1 404 0700) 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	Mountain Tourism Development Nikolica / Korca - Assessment and Feasibility Study <i>GIZ, Germany, Ms. Katja Roeckel 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 Parliament)
76	XI/2015-IX/2016	Austria / EU	Coaching ECEC on development of EU Common Training Principles for Engineers	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	Mentoring for Migrants	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	HORIZONT 3000: Strategy 2020	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	SME Coaching	Business Coach	Coaching of SME company owners and founders on issues related to business start-up and business development issues.
72	I/2014-IV/2015	Kosovo	Technical Assistance for Kosovo's Cross-border Cooperation Programmes <i>EuropeAid/132391/C/SER/XK</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	Programming Bulgarian IPA CBC Programmes 2014-2020	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	Ex-ante Evaluation and SEA for RO-BG CBC Programme 2014-2020	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	Tourism strategy for UNESCO city Banska Stiavnica	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"> • Analysis of the tourism offer and the potentials and organisational situation of tourism, • Conducting a visitor survey, • 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
67	III-VII/2013	Austria	Ex-ante Evaluation and SEA for the Growth and Employment Programme Vorarlberg 2014-2020	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	Ex-ante Evaluation and SEA for ETC Programme AT-HU 2014-2020	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	Ex-ante Evaluation and SEA for ETC Programme AT-SK 2014-2020	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	Self-evaluation of IPA assistance to Regional Economic, SME and Tourism Development	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. <i>(FWC COM 2011-LOT1)</i>
63	XI-XII / 2012	El Salvador, Belize	REDD Programme – financing sustainable forestation in Central America <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-II/2013	Slovakia, Austria	Regional System analysis of the Austrian –Slovak border region	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	Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT) EuropeAid/130064/C/SER/VN <i>GOPA (DE)</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. Identification and dissemination of best practices on environmental and cultural heritage tourism and National Park management. Support to the revision of tourism legislation, development of the national tourism statistics and elaboration of the national tourism marketing plan.

60	VI/2012- XII/2013	Austria, Czech Republic	Programming ETC AT-CZ Programme 2014-2020 <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 on-going	Bulgaria, Europe	NGO Living Heritage	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	Technical Assistance to the Transport Operational Programme <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	Project preparation support for IPA CSO Call 2012 <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	Final Evaluation SEE-IFA network <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	Sustainable tourism and regional development initiatives Vietnam & Cambodia <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	Interim Evaluation Small Projects Funds ETC CZ-AT <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"> • Overall project management and design of the evaluation process, • Evaluation of programme structures and procedures, monitoring system, project selection, support to final beneficiaries, Checking of indicators, monitoring and financial control system, • reflection and joint learning circles with relevant bodies and authorities
53	VIII/2010 – VII/2011	Bosnia and Herzegovina	EU Support to Implementation of Cross- Border programmes under IPA Instrument, EUCORIN II (EuropeAid/126848/C/SER/BA) <i>PMG, Ireland ÖAR, Vienna/Austria¹</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"> • to support DEI CBC Department to get accredited for DIS IPA Component 2, • 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.), • to support the involvement of BiH bodies and the cooperation with relevant structures in partner countries for program implementation, • to provide training and coaching for BiH Program structures (CBC Department, CFCU, JTS, JMC) • to support awareness raising in BiH for cross-border and transnational cooperation Programs
52	XII 2010- III/2011	EU Various	Midterm Evaluation INTERACT Program <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

¹ On the basis of his permanent association with ÖAR Regionalberatung (Vienna/Austria) Mr. Kojan has usually been working on behalf of ÖAR for the individual projects (contact: +43.1.512 1595, Managing Director Dr. H. Payer, payer@oear.at)

51	V – XII 2010	Montenegro	Coaching Regional Development Agency <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	Assessment of international donor activities in Vietnam, Laos and Cambodia <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	SEE Project “Danubeparks” <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"> • the successful preparation of the expression of interest and the tender documents, • the facilitation of partner meetings • the development of the communication strategy
48	VI / 2008 –III /2010	Suriname	Suriname Sustainable Tourism Capacity Building Programme (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"> • Supervision and monitoring of the EU Development cooperation project and representation of the project on top political and administrative level • Guiding the team on technical and operational issues (sustainable tourism development, community development in the hinterlands, tourism sector cooperation, tourism regulations, tourism marketing) • Supporting the Surinamese Government on further developing the legal and administrative framework for tourism • Supporting the communities in the hinterlands to develop sustainable tourism plans, projects and activities • Supporting the tourism sector to intensify cooperation and coordination • Introducing sustainable tourism criteria for the tourism sector and providing training on these issues • Providing advice on e-marketing for the National Tourism Organisation and within the tourism sector and supporting e-marketing initiatives
47	VI / 2008 – XI/2009	Romania	Training at national and regional level for Regional Operational Programme and ETC Programmes implementation in Romania (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"> • setting-up and training a pool of qualified in-house trainers within the Ministry and the RDAs • providing training for ROP/ETC MAs, IBs and help desks on Financial Management, Programme and project monitoring, Programme management and EU procurement issues • 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
46	VII/2006 – IX/2008	Montenegro	Tourism and Economic Development in the Northern Mountain region of Montenegro <i>ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)</i>	Senior Expert and Coach	Technical assistance for the Regional Tourism Organisation and implementation of a grant scheme for regional and tourism development for the North of Montenegro in the framework of the Austrian Development Cooperation (Austrian Ministry of Foreign Affairs, ADA Austrian Development Agency) <ul style="list-style-type: none"> • Coaching and technical assistance to the Regional Tourism Organisation • Valorisation of the National Park for regional tourism development and creation of an attractive area for visitors • Tourism cluster development: facilitation of regional co-operations among tourism businesses, the National Park and the municipalities of the region • Technical assistance for the development of attractive regional tourism products • Know- how building, training and coaching of regional stakeholders • Implementation (criteria and indicator development, project monitoring and evaluation) of a grant scheme for impulse projects for regional and tourism development

45	XII/2006 – XI/2007	Bulgaria, Romania	Technical Assistance for project preparation and implementation of the Objective 3 CBC Programme Bulgaria – Romania 2007-2013 (BG 2004/016-783.01.04) ÖAR / ATC (AT) Walther Czerny (+43-1- 263 71 17; walther.czerny@atc-consultants.com)	Team Leader	<ul style="list-style-type: none"> • Overall coordination and management of the project • Preparation of the Programme implementation documents (Programme Complement, Monitoring system, Programme Implementation Manual, Project Operational Guide, Guidelines for Applicants, templates, etc.) • Support to the BG National Authority for installing appropriate implementation structures and arrangements • Facilitation of training sessions for Bulgarian Programme bodies and potential beneficiaries on Programme implementation, project preparation, project monitoring and EU procurement procedures; • Coaching of selected BG Lead Partners on cross-border project development and application process
44	X-XI/2006	Bulgaria	Independent Observer in the Evaluation of the PHARE Project – “Promotion of the cultural, tourist and human resources in the cross-border region BG-GR” (BG2004/016-782.01.06) ÖAR / EC-Delegation Sofia, Mr. E. Reali; Tel: +359-2 933 5327	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"> - opening session and administrative check (Step 1) - evaluation of the concept notes (Step 2) - evaluation of the application forms (Step 3) - verification of the eligibility (Step 4):
43	VIII/2006- II/2007	EU various	Support for the Programming of the Future Objective 3 Interregional Cooperation Programmes Central European Space 2007-2013 and South-East European Space 2007-2013 ÖAR / ÖIR(AT) P. Schneidewind (+43 1 533 87 47, Schneidewind@oir.at)	Senior Expert, Moderator	<ul style="list-style-type: none"> • 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. • Moderation of Task Force and Drafting Team meetings and technical advice (programme focus, eligibility criteria, indicator and monitoring system, programme structures) • Preparation and Documentation of Task Force and Drafting Team meetings • Coordination and harmonisation of the drafting contributions
42	VI/2006- II/2007	Bulgaria	Support for participation of Bulgaria in Community Initiative INTERREG III B (CADSES) and INTERREG III C Programmes ÖAR / ECORYS (NL), E. Kleinjan (+31 10 453 88 28, Elena.Kleinjan@ecorys.com)	Team leader	<ul style="list-style-type: none"> • Overall coordination of the project • Preparation of an Operational Manual for Bulgarian project partner for the implementation of these Programmes, • Elaboration of a Procedures Manual for the Bulgarian National Contact Point for the implementation of these Programmes (grant management, project monitoring); • Facilitation of training sessions for Bulgarian beneficiaries on ERDF and Phare procedures; • Preparation and implementation of a publicity campaign for all funded projects; • Organizations of workshops and seminars on the new EU policies for cross-border, trans-national and inter-regional cooperation
41	III-VIII/2006	Serbia and Montenegro	Pre-feasibility study for two touristic cableway projects in Kotor ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)	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"> • Overall co-ordination of the project and the process • Assessment of variants for potential tracks of the cable car to Kotor castle and the National Park Lovcen • 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)

40	IV-XI/2006	Bulgaria, Romania	Vidin - Calafat Interregional Study ÖAR / Luis Berger (RO) +359-94-600079	Senior expert / Interim Team Leader	<ul style="list-style-type: none"> • 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) • Involvement and information of key regional and national stakeholders • Analysis of the stakeholder system and assessment of the institutional capacity of the present regional administrative structures • Development of well documented project proposals for joint socio-economic development
39	V-IX/2006	Bulgaria	Ex-ante Evaluation of the National Operational Programme for Regional Development (EUROPEAID/119860/C/SV/multi) ÖAR / IBM (BE), N. Briand +32 (0)2 237 09 83	Senior expert	<p>Ex-ante evaluation of the Development Programme following EU and international standards on</p> <ul style="list-style-type: none"> • the program strategy and documents (relevance, consistency, adequacy, viability) • 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 • Analysis of legal, institutional and regulatory bottlenecks • Specific comments with regard to further elaboration of individual measures and interventions • Consistency with Community and national policies • Assessment of the quality of the proposed implementation and monitoring mechanisms • Facilitation of joint learning circles with Programme relevant authorities
38	II-VIII/2006	EU	Strategic Project Generation in INTERREG Programs ÖAR / INTERACT MT, M. Novello mauro.novello@interact-eu.net, +43 664 826 8423	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"> • Interviews and workshops with program authorities in 16 EU and non-EU countries • Development of a tool box for Program authorities to facilitate strategic cross-border project generation • Reflection and advice for the INTERACT secretariat • Preparation of documentation and input for EU INTERACT conferences
37	II-XI/2006	Czech Republic, Austria	Ex-ante Evaluation Objective 3 Program Territorial Co-operation Czech Republic – Austria 2007-2013 ÖAR / Univ. Economics (Prah, CR) R. Wokoun (+420.224.095 548, wokoun@vse.cz)	Senior expert	<p>Ex-ante evaluation of the Development Programme following EU and international standards on</p> <ul style="list-style-type: none"> • the program strategy and documents (relevance, consistency, adequacy, viability) • Development of indicators, • Reflection on the monitoring and financial control system • Reflection on the programme management and implementation structures and procedures • Facilitation of joint learning circles with Programme relevant authorities
36	IV-V/2005 VIII-X/2005	EU various	advisory services for the INTERACT Point Managing Transition: “Comparative analysis of EU INTERREG IIIA Programs” ÖAR / INTERACT MT, D.Abratzki Daniela.Abratzki@interact-eu.net, +43 1 4000 76 135	Senior expert	<ul style="list-style-type: none"> • Comparative analysis of several (20) EU INTERREG IIIA Programmes concerning <ul style="list-style-type: none"> -management structures and programme implementation (MA, NA, JTS) -project implementation (project generation, pre-assessment, CBC aspects, lead partner principle) -financial management, monitoring and control aspects • Reflection and advice for INTERACT secretariat • Preparation of documentation and input for EU INTERACT conferences in Dresden (DE) and Torino (IT)

35	V/2004 – V/2006	Serbia & Montenegro	Touristic and Economic Development in the Bjelasica & Komovi-Region <i>ÖAR / Austrian Development Agency F. Raunig (+381.81.601 580, podgorica-as@bmaa.gv.at)</i>	Project Director and Team Leader	T.A. on regional tourism development and implementation of a grant scheme for regional and tourism development 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"> • Project management, Donor and stakeholder co-ordination • Policy advice on national, regional and local level • Technical Assistance to the National Park management and valorisation of the National Park for regional Tourism Development • Tourism cluster development: facilitation of regional co-operations among tourism businesses and between the National Park and the municipalities of the region • Setting-up a Regional Tourism Organisation / Destination Management • Developing a regional tourism strategy and action plan for tourism development • Technical assistance for the development of regional tourism projects • Know how building and coaching of local authorities and regional stakeholders • Setting up, managing and monitoring a grant scheme for impulse projects for regional and tourism development
34	III 2005	Albania	Tourism Assessment Kelmend <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	SME Support Initiative <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"> • Consultancy for business start-ups and already established SMEs, • Workshops for SMEs on product and market development
32	III – XII / 2004	Austria, DE, CZ, SK, HU, SLO, ITA, CH	Europa Regions <i>ÖAR, Vienna / AT</i>	Senior expert	Study about “Europa Regions” with Austrian participation and international case studies for the Austrian Conference on Regional an Spatial Planning (ÖROK) <ul style="list-style-type: none"> • Analysis of the different models of trans-regional and cross-border cooperation, structures and tasks • Facilitation of exchange of experience
31	V 2003 - V 2007	Austria	Local Agenda 21 in Vienna 22 <i>ÖAR, Vienna / AT</i>	Senior Expert	Facilitation of the participative Local Agenda 21 process in Vienna 22 (Local Authority) <ul style="list-style-type: none"> • Project and process management • Assistance to the co-operation development among local citizens, businesses, institutions and administration • Facilitation of working groups and conferences with local citizen and stakeholder
30	III - X 2004	Romania, Serbia & Montenegro	Neighbourhood Programme 2004-2006 Romania – Serbia & Montenegro <i>West Midlands GP (UK), ÖAR</i>	Senior Expert	Preparation of the bilateral Phare CBC – CARDS Neighbourhood Programme 2004-2006 Romania – Serbia & Montenegro <ul style="list-style-type: none"> • Preparation of the multi-annual Joint Programming Document (Description, Objectives and Priorities, Programme monitoring and implementation provisions, Ex-ante evaluation) • Preparation of the Romanian 2004 project fiches for large scale investment projects and grant schemes • Facilitation of the programming process with the involved national and regional institutions • Advise and coaching of the responsible staff in the Ministry of European Integration (Bucharest)
29	VII / 2003 – XI / 2005	Austria (CZ,SK,HU,SL O)	Midterm and on-going Evaluation of the Austrian Interreg IIIA external border Programmes (AT-CZ, AT-SK, AT-HU, AT-SLO) <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"> • Assessment of indicators, monitoring and financial control system, programme structures and procedures • Assessment of project selection, check of programme implementation • reflection and joint learning circles with Programme relevant authorities

28	X / 2003 – X / 2005	Croatia	Strategy and Capacity Building for Regional Development in Croatia <i>Ecorys (NL), ÖAR</i>	Deputy Project Director, Senior expert	<ul style="list-style-type: none"> • Project management • Development of the National Strategy for Regional Development • Consultancy in regional development and cross-border cooperation issues
27	IX / 2002 – I / 2004	Hungary	Development of Human Resources of SMEs in Hungary <i>ÖAR, Vienna / AT</i>	Senior Expert and Trainer	Development of Human Resources of SMEs in Hungary and Training of Trainers in the tourism industry <ul style="list-style-type: none"> • 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 • Preparation of study tours to examples of best practice • Mentoring / coaching of tourism businesses
26	V / 2003 – III / 2004	Slovenia	Preparation of the Interreg III Community Initiative Slovenia with Croatia and Hungary <i>GOPA (DE), ÖAR</i>	Team Leader	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 <ul style="list-style-type: none"> • Preparation of the required Programme documents • Co-ordination with relevant SLO, HR and HU institutions • Assistance to improve the co-operation and communication among the relevant regional stakeholders and Programme authorities • Design of appropriate Programme implementation structures and procedures (programme management, monitoring) • Ex-ante evaluation
25	II / 2003 – X / 2003	Austria (DE, IT, CZ, HU, SI, CH)	Systemic Analysis of the Austrian participation in the transnational Interreg IIC and IIIB Programmes (CADSES, Alpine Space) <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> • Survey and evaluation of the Austrian Interreg II-c and Interreg III-b Projects concerning their spatial impact and quality of transnational co-operation • Evaluation of the steering, monitoring and assistance of the relevant national and transnational Interreg Programme structures • Political advice
24	V / 2003 – VI / 2003	Romania	Implementation of the multi-annual CBC strategy agreed between Romania and Bulgaria <i>ÖAR, Vienna / AT</i>	Senior Expert	T.A. for the Romanian Ministry of Development and Prognosis for the Implementation of the multi-annual CBC strategy agreed between Romania and Bulgaria <ul style="list-style-type: none"> • Preparation of Project Fiches (large scale investments, grant schemes) and supporting documents for the annual CBC-Programme • Mobilisation, information and training for potential applicants on national and regional level to prepare CBC projects
23	I / 2003 – I / 2004	Austria, Czech Republic, Slovakia, Hungary	Strategic Regional Analysis of DIANE Region (Direct Investment Agency Net) and Process Assistance <i>ÖAR, Vienna / AT</i>	Senior Expert	Strategic Regional Analysis of DIANE Region (Direct Investment Agency Net) and Process Assistance 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"> • Comparative Regional Analysis of all sub-regions • USP development and positioning for the DIANE-region in the international inward investment market • Conducting of international co-operation workshops of all DIANE-partner
22	X/2002-X/2008	Austria	LEADER+ Austrian Network Unit <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> • 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

21	VI / 2001 – XI / 2002	Bulgaria	Preparation of the Phare CBC Programme for the Bulgarian - Greek border region ÖAR, Vienna / AT	Team Leader	<ul style="list-style-type: none"> • Overall co-ordination of the programming process and the expert team • Moderation of working groups • Design (documents, structures,) and implementation (publication, project evaluation, monitoring, reporting) of an EU grant scheme (SPF) • Implementation of structures and procedures on regional, national and cross-border level • Training of management and staff at the PIU and Regional Authorities on EU and Phare CBC procedures, requirements, etc. • T.A. to project proponents and development of a pipeline of projects for funding under this Programme • Preparation of Project Fiches (large scale investments, grant schemes) and supporting documents for the annual CBC-Programme • Co-ordination assistance for the bilateral BG-GR programming and implementation process of the CBC Programme
20	VII / 2002	Latvia	Evaluation of Project Applications for the Latvian Phare SPF 2000 ÖAR, Vienna / AT	Senior Expert	<p>Independent Assessor for the CFCU Latvia, Evaluation of Project Applications for the Latvian Phare SPF 2000</p> <ul style="list-style-type: none"> • Evaluation of project applications in accordance with EU-requirements (PRAG) and Programme Guidelines • TA to the CFCU and the Evaluation Committee
19	III-IX/2001	Czech Republic, Slovakia, Hungary	T.A and coaching of Regional Development Agencies (RDAs) in CZ, SK and HU ÖAR, Vienna / AT	Senior Expert	Technical assistance and coaching of Regional Development Agencies (RDAs) in the Czech Republic, Slovakia and Hungary in the fields of support services for local authorities, regional integration, communication, networking and integrated tourism development
18	X/2000 – III/2001	Austria	Preparation of the EU LEADER+ Programme Lower Austria Alpin ÖAR, Vienna / AT	Team Leader	<ul style="list-style-type: none"> • Overall co-ordination of the programme planning process • Moderation of working groups with local authorities, Civil Society Organisations and individual stakeholders • Preparation of Programme Strategy, Measures, Programme Documents
17	IX/1999 – VIII/2000	Czech Republic	Preparation of the Phare CBC Programme for the Czech Republic - Austrian border Region ÖAR, Vienna / AT	Team Leader	<ul style="list-style-type: none"> • Overall co-ordination of the planning process • Co-ordination of the national and international expert team • Moderation of working groups • Preparation of Programme strategy, measures, indicator system, implementation provisions, Programme documents and Terms of Reference for key projects
16	X/1999 – IX/2001	CZ, SK, HU, SLO, ITA, AUT	RDA network CEDA ÖAR, Vienna / AT	Senior Expert	<ul style="list-style-type: none"> • 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 • Conducting of workshops with RDA staff (on support services for local authorities and CSOs, sustainable regional tourism development, regional networking and communication) • Project co-ordination, Marketing
15	IV-VI/2000	Central America	Tourism Co-operation Central America ÖAR, Vienna / AT	Senior Expert	<ul style="list-style-type: none"> • Workshop series with the tourism Ministers and tourism industry of Central American countries on behalf of the German Development Cooperation • Moderation of working groups, Coaching of the co-operation process
14	III-XI/2001	Austria	Concept and feasibility study for the Celtic Village Schwarzenbach ÖAR, Vienna / AT	Team Leader	<ul style="list-style-type: none"> • Overall co-ordination of the planning process • Concept for the tourism orientated presentation of the historic reconstruction • Marketing plan, Feasibility study

13	VIII-X/2000	EU, Central America	Study of the Tourism Market in Europe for Central America <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> 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) Presentations and workshops with the tourism industry of CA
12	VII/1999 – VI/2000	Austria	Concept and feasibility study for the Visitor Centre National park Thayatal <i>ÖAR, Vienna / AT</i>	Team Leader	<ul style="list-style-type: none"> Overall co-ordination of the planning process Development of the Concept for the touristic orientated presentation of the National park Marketing plan, Staff-planning, Feasibility study for a visitor center
11	IV-XI/1999	Austria, Hungary, Slovakia	Programing Phare CBC Hungary 2000 – 2006 <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"> Facilitation of working groups, preparation of Programme strategy, measures, implementation provisions, Programme documents and Terms of Reference for key projects
10	X/1998 – IV/1999	Austria	Programme Planning for the EU-Objective 2 Progr. Lower Austria 2000-2006 <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> Assistance with the preparation of Programme Strategy, Measures and Programme Documents
9	X/1999 – VII/2000	Portugal	IQADE II: Training and Organisation Development of Portuguese Regional Development Agencies <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	Programme Planning for the Interreg III Programme Lower Austria 2000-2006 <i>ÖAR, Vienna / AT</i>	Senior Expert	<ul style="list-style-type: none"> Assistance with the preparation of Programme Strategy, Measures and Programme Documents
7	IX/1997 – VI/1998	Portugal	IQADE: Setting-up and Organisation Development of the Regional Development Agency Dao-Lafoes <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	Tourism development Programme High - Tatra Region <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"> Setting up of a tourism organisation for the whole Slovak Tatra Region Involvement and coordination of the local and regional stakeholders (municipalities, tourism industry, National Park, business support structures, CSOs) Organisational development and coaching of the regional tourism organisation Workshops and know-how transfer with local project groups in the fields of marketing, market research, hostelry & gastronomy, specialised leisure offers, visitor information
5	VI-XI/1995	Hungary	Tourism development programme Komarom-Esztergom County <i>ÖAR, Vienna / AT</i>	Expert	<ul style="list-style-type: none"> Coaching of Hungarian consultants Development of innovative tourism products for the region
4	VII-XI/1994	Hungary	Tourism Support in the Györ-Moson-Sopron County <i>ÖAR, Vienna / AT</i>	Expert	<ul style="list-style-type: none"> Coaching of Hungarian consultants Development of the tourism strategy and innovative tourism products for the region
3	II/1995 – XI/1997	Hungary	Training and coaching of Hungarian tourism consultants <i>ÖAR, Vienna / AT</i>	Coach	<ul style="list-style-type: none"> Co-moderation in Workshops Project Management Advice on tourism development issues

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