

## CURRICULUM VITAE

1. **Family name:** Miovcic
2. **First names:** Zdravko
3. **Date of birth:** June 29, 1958
4. **Nationality:** BiH
5. **Civil status:** Married
6. **Education:**

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
UN University for Peace - European Centre for Peace and Development Belgrade; University of Zagreb: Postgraduate study "Technology of Solving Development Problems" Zagreb-Sarajevo (1987-1991)	Master's degree in Management/Solving Development Problems
University of Sarajevo – Faculty of Philosophy (1981-1982)	Professor of Philosophy and Sociology, BA
University of Sarajevo – Faculty of Philosophy (1977-1981)	Graduate Philosopher and Comparatist, BA
The World Bank Institute (1998)	Project Manager
Local Government and Public Service Reform Initiative, Open Society Institute – Budapest (2005-2007)	Policy Analyst
Mesopartner, Duisburg Summer Academy on Local Economic development (2008)	LED specialist

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

Language	Reading	Speaking	Writing
Serbian / Bosnian	Mother Tonque		
English	1	1	1
Russian	2	3	4
Croatian	1	1	1

8. **Membership of Professional Bodies:** 1999- 2002  
Member of the Management Board of Sinergija, (microfinance), Banja Luka  
2001-2007  
Member of the Management Board of RS Banking Agency

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9. **Other Skills:**

- ✓ Social skills and competencies: excellent communication skills and wide experience in working with international and local consultants, representatives of local governments, as well as high government officials, private entrepreneurs, business agencies and associations, NGOs etc; excellent facilitation and moderation skills acquired through training and consultancy work; well-developed team work skills through leadership of plenty of different teams
- ✓ Organisational skills and competencies: well-developed management skills through more than ten years of practical experience in managing organisation, people and budgets (EDA Banjaluka is the first sustainable provider of business development services and policy development centre in Bosnia and Herzegovina); powerful project management skills developed through practical experience of managing more than twenty development related projects
- ✓ Technical skills: Excellent command of Microsoft Office Tools (Word, Excel and PowerPoint), MS project, training and presentation tools.

10. **Present Position:** Director of EDA – Enterprise Development Agency, Banjaluka

11. **Years within the Firm:** 10 Years

12. **Key Qualifications relevant to the programme:**

- ✓ Policy Research, Analysis and Advocacy related to Local/Regional Development and SME Development
- ✓ Training and Consultancy for SME Development
- ✓ Training and Consultancy for Strategic Planning of Local and Regional Development
- ✓ Experience in the development and implementation of economic and social development projects (in pre accession countries and countries which are in receipt of E.U. assistance)
- ✓ Excellent Project cycle management skills
- ✓ Management of complex projects
- ✓ Moderation of Local and Regional Development Partnerships

REFERENCES RELEVANT FOR THIS ASSIGNMENT

Relevant experience in providing technical assistance

- Providing technical assistance to municipal development teams and other stakeholders involved in strategic planning process in strategic local development planning for municipalities Dobož, Dobož Istok, Usora, and Petrovo (2005 - 2006), Laktasi (2007), Mrkonjić Grad (2007), Modrica (2005), Trebinje (2008), Sipovo (2009) which included delivery or facilitation of at least 3 coaching sessions per municipality, such as meetings, workshops, and advisory sessions on topics that include strategic local development planning, strategic sectoral development planning (i.e. economic, social, environmental, labour market, and infrastructure).
- Participation in drafting local development strategies in municipalities Dobož, Dobož Istok, Usora, and Petrovo (2005 - 2006), Laktasi (2007), Mrkonjić Grad (2007), Modrica (2005), Trebinje (2008), Sipovo (2009).
- Providing advisory in preparation of regional development strategies (2004).
- Participation in development of methodological framework for integrated and inclusive local development planning in BiH (2008-2009).



- Experience in leading teams and groups of experts in projects related to local self-governance, local socio-economic development (more details on projects can be found under *Relevant managerial experience*).

#### Relevant experience in providing training assistance

- Delivery of practical training events for municipal development teams and other stakeholders involved in strategic planning process in municipalities Dobož, Dobož Istok, Usora, and Petrovo (2005 - 2006), Laktasi (2007), Mrkonjić Grad (2007), Modrica (2005), Trebinje (2008), Sipovo (2009) which included at least 3 one-day training courses for each municipality on topics including: strategic local development and strategic sectoral development (i.e. economic, social, environmental, labour market, and infrastructure, which all were important aspects covered in preparation of development strategies in these municipalities).
- Providing training for municipal development teams in the frame of establishing local offices for managing development in municipalities Dobož, Dobož Istok, Usora, Petrovo, and Laktasi (2007) which included 3 one-day training courses for each municipality on topics including planning of implementation of development strategy including economic, social, environmental, labour market, and infrastructure aspects.
- Preparation and implementation of the training course on the standardised local development planning methodology for Bosnia and Herzegovina for municipalities in 4 ILDP clusters, local and regional development agencies, non-governmental organizations and training providers engaged in local development, representatives of relevant Standing Boards of entity Associations of Municipalities and Cities and ILDP team, representatives of public institutions/agencies at state, entity, and cantonal levels engaged in local development and local self-government, and representatives of donor organizations directly involved and applying local development planning interventions/programmes – 7 training courses (2009).

#### Relevant managerial experience

- Design and delivery of a training course on the standardised local development planning methodology for Bosnia and Herzegovina (BiH) – Team leader (project value 20.260 KM)/ lead advisor (2009)
- Development of methodological framework for integrated and inclusive local development planning in BiH – Team leader (project value 29.800 KM)/ lead advisor (2008 - 2009)
- Design of local economic development strategies – Team leader / lead advisor (Petrovo, Dobož Istok, Dobož and Usora- 2005-2006, project value 157.000 KM)
- Increase of Export related potential of SMEs from Northwest Region of B&H – Team leader / lead consultant (project value 241.850 KM, 2004 - November 2006)
- Creation of the local self-governance development strategy in B&H by key domestic players – Team leader / lead consultant (2005 – 2006, project value 179.871 KM)

Developed ability to provide facilitation and coaching support to small groups and groups of up to 25 participants and workshops, to support individual and group practical work and offer advice and guidance relevant to all phases of strategic planning, including Strategic Platform (Situation Analysis, Formulation and development of the vision and strategic objectives and setting the grounds for sectoral planning and programming), Elaboration of the sectoral plans, i.e. local economic, social, and environmental development plan, and Operational Phase, i.e. operationalisation of local development strategy (implementation, financial and organizational plans), project development: step-by-step, as well as the ability to draft parts of local strategic planning documents, with competency and experience in strategic focusing, SWOT analysis and derivation of local objectives and priorities. Ability to work in participatory and team manner, to assume role of lead trainer ensuring smooth delivery of practical, inter-active training in

corresponding topic, to facilitate practical exercises, offer useful advice and guidance in an appropriate manner within the area of local development strategic planning.

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

<b>Country</b>	<b>Date from - Date to</b>
Serbia	June 1991 - March 1992 November 2002 – October 2003
Bosnia and Herzegovina	1997 - 2008

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14. Professional experience

Date from - Date to	Location	Company	Position	Description
June 1998 - Present	Banjaluka	EDA - Enterprise Development Agency (Training and Consultancy for governments and SME, Think Tank)	Director	<ul style="list-style-type: none"> <li>• overall management of the EDA business operations and development</li> <li>• development and implementation of projects and studies related to key policy issues, SME development, local/regional economy development, human resources development, business environment improvement, introducing good governance principles, business development,</li> <li>• business training and consulting - design and implementation,</li> <li>• providing training and advisory services to local and other relevant authorities</li> </ul>
April 2001 - April 2007	Banjaluka	RS Banking Agency (Banking Supervision)	Member of Management Board	<ul style="list-style-type: none"> <li>• supervision of the agency management and operations</li> <li>• strategic decision making</li> </ul>
December 2007 - Present	Banjaluka	EDA, OSF B&H, LGI	Team Leader of the Project "FIELD - Framework for Innovative and Effective Local Development in B&H"	<ul style="list-style-type: none"> <li>• creation of Project Team and Regional Expert Group (common understanding, commitment, rules of engagement);</li> <li>• development of a detailed Project Logical Framework and assignment of tasks;</li> <li>• promotion of a Project with stakeholders (municipalities, respective entity and state ministers, BiH parliamentary committees for LG, BiH coordinator for PA reform, two BiH entity associations of cities and towns, 5 BiH regional development agencies, GAP 2);</li> <li>• project phase completion reporting.</li> </ul>
April - September 2007; July-October 2006	Sarajevo	EURED II Project (Regional Development and SME support)	Short-Term Senior Expert	<ul style="list-style-type: none"> <li>• advice RDA's strategy/project departments in preparation for the strategy updating process (developing framework methodology for strategy updating) and provision of TA to municipalities in creation of local/municipal development teams</li> <li>• facilitate the work of SWGs in identification of sectorial needs and challenges, provision of sectorial analysis and ranking of Project Fiches, draft full text of operational part of North-West Regional Development Strategy and present it to the Partners</li> </ul>

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Date from - Date to	Location	Company	Position	Description
December 2004 – December 2006	Banjaluca	EDA, Open Society Fund, MDP	Team Leader of the Project: "Design of Local Self-Government Development Strategy in BiH"	<ul style="list-style-type: none"> <li>project design</li> <li>selection and coordination of the project core team, sub-teams and consultants</li> <li>defining methodology and tasks for the sub-teams and consultants, resolving key problems related to the project implementation</li> <li>decision making regarding project implementation and project funds</li> <li>design and management of advocacy activities</li> </ul>
November 2004 – February 2006	Banjaluca	EDA	Project Manager Project: "Increase of Export related potential of SMEs from Northwest Region of BiH" (funded by EU)	<ul style="list-style-type: none"> <li>project design</li> <li>overall project management</li> <li>selection and coordination of the project core team, sub-teams and consultants</li> <li>defining tasks for the sub-teams and consultants, resolving key problems related to the project implementation</li> <li>decision making regarding project implementation and project funds</li> <li>reporting to the European Commission Delegation</li> </ul>
June 2003 – August 2005	Northeast Bosnia	LGI Development ltd, PADCO Inc	Lead Consultant for Strategic Planning of Local Economic Development– Project: Northeast Bosnia Local Government Support Activity (LGSA) (funded by USAID)	<ul style="list-style-type: none"> <li>design and moderation of workshops for municipal development teams following key phases of LED strategic planning</li> <li>complete technical assistance to municipalities for preparation of LED strategic plans for LED</li> <li>assistance in preparing stakeholder/public meetings</li> <li>technical assistance to municipalities for preparation of Capital Investment Program</li> </ul>
April – September 2004	Sarajevo	EURED I Project (Regional Economic Development)	Strategy Formulation Expert	<ul style="list-style-type: none"> <li>preparation of a regional SWOT analysis for North West BiH (with active participation of the Regional Partnership)</li> <li>writing NW Regional Strategy Document (Programs and Projects)</li> </ul>
November 2002 – October 2003	Kragujevac (Serbia)	EURECNA Ltd – CNA Veneto International Services	Short Term International Expert	<ul style="list-style-type: none"> <li>preparation of a part o Inception report (industrial structure of Sumadija District) and establishment of links with key local and international stakeholders</li> <li>advise on the formalisation of the Human Resource Development Partnership Group (as key decision making body responsible for management of newly created HRD fund)</li> <li>capacity building of the Human Resource Development Partnership Group</li> <li>technical assistance to set-up the Employers' network</li> </ul>

Date from - Date to	Location	Company	Position	Description
March 1997 - September 1998	Banjaluka	RS Employment and Training Foundation, World Bank	Project Manager (Demobilisation and Reintegration Project)	<ul style="list-style-type: none"> <li>• Promotion of project activities, co-ordination and supervision of the staff;</li> <li>• Managing activities aimed to creation of job opportunities for specific target groups;</li> <li>• Initiation and development of local counselling and training services and evaluation of contractors' performance;</li> <li>• Examination and analysis of budget needs, development of timely and comprehensive plans and monthly programme reports regarding the objectives and activities of the project;</li> <li>• Responsible for funds disbursement and fulfilling reporting obligations towards the World Bank, the donors, Managing board and government bodies</li> </ul>
June 1991 - Oct 1991	Belgrade	JAT (Yugoslav Air Transport)	Chief Adviser	<ul style="list-style-type: none"> <li>• Development and implementation of methodology and instruments for the labor reduction measures</li> </ul>
July 1989 - April 1992	Sarajevo	FAMOS Enterprise	Adviser to the General Director	<ul style="list-style-type: none"> <li>• Human Resources Development strategy of the Enterprise employing about 5,000 workers</li> <li>• Human Resources Performance Appraisal</li> <li>• Management and Human Resources Restructuring</li> <li>• Special projects related to synergy effects in business activities</li> </ul>
June 1984 - July 1989	Sarajevo	FAMOS Enterprise	Management and HRD Training Fellow	<p>Design and organization of management training programs:</p> <ul style="list-style-type: none"> <li>• Modules for top management - Business Strategy, Enterprise Restructuring, Management Information System, Quality Management, Foreign Languages (English and German)</li> <li>• Modules for middle management - Business administration and organization, Human resources management, Management information system, Quality Management, Foreign Languages (English and German)</li> <li>• Modules for foreman level - CNC Technology, Production organization and productivity improvements, Quality Management, Safety and environmental issues</li> <li>• Modules for specialists (engineers, economists, lawyers, IT specialists...)</li> </ul>

## 15. Other relevant information (e.g., Publications)

### Publications and Papers:



#### Books (author):

- ✎ "Quick Decision Making", Svjetlost, Sarajevo 1990 (coauthor)
- ✎ "Challenges of Reconstruction and Transition in the Industrial Sector in Republika Srpska", UNDP Sarajevo, 1997 (coauthor)
- ✎ "How to get to Good Governance - Guide for Municipal Administrations in BiH", EDA, Banja Luka 2004
- ✎ "How to plan Local Development – Practical Advises to Municipal Administrations and Development Agencies in BiH", Banja Luka 2005
- ✎ Book "The Art of Human Resources Management", EU TAC, EDA, Banja Luka 2007
- ✎ "Developing Development Infrastructure: Lessons (not) Learned from BH Local Economic Development Cases", Case Study published by OSI/LGI Budapest, 2007, as a part of the book "Talk Is Cheap: Turning Local Economic Development Strategies into Reality in Transition Countries (editor: Gwen Swinburn)

#### Books (editor):

- ✎ Publication "Promotion and implementation of international standards, rules and procedures in Public Procurement", EDA, Banja Luka 2001 (chief editor)
- ✎ Publication "Local Governance Development", EDA, Banja Luka, 2002

#### Studies and other papers:

- ✎ Articles related to the Management, Decision Making and HRM (magazines Director - Belgrade and Privreda - Banja Luka)
  - ✎ Survey of the Food Processing Industry in BiH – EC-Industrial Development Programme, 1999 (methodology design, author)
  - ✎ Survey of the Chemical Industry in BiH - EC-Industrial Development Programme, 1999 (methodology design, author)
  - ✎ Needs Assessment of selected municipalities, funded by DFID, 1999 (methodology design, key author)
  - ✎ Study "Qualified Human Resources of the RS Ministry for refugees and displaced persons – Possibilities for more efficient work, EDA, Banja Luka 2000 (chief editor and co-author)
  - ✎ UNDP report on Millennium Development Goals for Bosnia and Herzegovina, author of the section "Good Governance", 2003
  - ✎ "Case study Laktasi: Good Governance as a pillar of Local Economic Development", published in: Economic Development on the Local and Regional level: Initiatives in South-East Europe - Friedrich Ebert Stiftung, Zagreb Office, 2003
  - ✎ "Public Administration Reform in Bosnia and Herzegovina by Extensive International Assistance – Lessons (not) Learned", published in: Reforming Local Public Administration (Efforts and Perspectives in South-East European Countries), Friedrich Ebert Stiftung, Office Zagreb, 2004
  - ✎ "Case study Prijedor: Labour Market information and actors at the local level", published by PPERP (Post Privatization Enterprise Restructuring Project), Sarajevo, 2004
  - ✎ "Use of Good Governance Principles and Mechanisms at the local level in BiH", published in: Analysis of local governance and self-governance in BiH, EDA Banja Luka, 2005
  - ✎ "Decentralisation in B&H", published in: Democracy Assessment in Bosnia and Herzegovina, Open Society Fund B&H, 2006
  - ✎ "Bosnia and Herzegovina between Centralisation and Decentralisation", a paper presented on the Conference "Decentralisation between Regionalism and Federalism in the Stability Pact Countries of the Western Balkans" (Tirana 9 and 10 June 2006)
  - ✎ "Developing productive mutual cooperation of local self-government units in BiH and the region", a paper presented on the Meeting of the Task Force on Local Democracy and Cross - Border Cooperation, Stability Pact for South East Europe (Thessaloniki 08 December 2006)
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### Other Projects:

- "Development of proactive and responsible local leadership in West Balkan area", OSF BiH/EDA, 2007-2008 (Project Design, Lead Consultant)
- Design of Local Development Strategies for municipalities Laktasi, Istocna Ilidza and Mrkonjic Grad, EDA, 2006-2007 (Team Leader)
- Strategic Planning of Local Economic Development for municipalities Doboj, Doboj Istok, Petrovo and Usora, MDP/EDA, 2005-2006 (Team Leader)
- Project "Introduction of unique European standards and methodology in evaluation of local administrations in B&H according to the CAF (Common Assessment Framework) Model", OSF BiH/EDA, 2004-2006 (Lead consultant)
- EMIS – Education Management Information System in BiH, WB/GOPA Consultants, 2003-2004 (Evaluation Expert)
- Project "Best local governance practices in Bosnia and Herzegovina", OSF BiH; 2003-2006 (Key Expert)
- "Post Privatisation Enterprise Restructuring Project", DFID/IMC, 2003-2004, Consultant for PPERP Socio-Economic Regeneration Component in Prijedor Pilot Project
- Project "TV Broadcast – Citizens deserve good local administration" OSF BiH/EDA/ATV, 2003-2004 (Project design, Lead consultant)
- EUPER – European Program for Enterprise Revitalisation in BiH – European Commission Delegation/Eurecna Veneto, 2002-2003 (Accredited Local Consultant - Project Manager level)
- EDA MSC (Multi Service Centre for resolving social mitigation problems) – Coordinator, 2003
- Project "How to provide user oriented local government in Bosnia and Herzegovina", OSF BiH/EDA, 2003-2004 (Project Design, Lead consultant)
- Project "Introducing Quality Management System and Public-Private Partnership Concept in municipalities in Bosnia and Herzegovina, OSF BiH/EDA, 2002-2003 (Project Manager)
- Municipal Development Project in Doboj region, SDC-Intercooperation, 2002-2004, Lead Trainer and Consultant
- Project "Introducing Principles and Mechanisms of Transparent, Efficient and User oriented local governance in B&H" funded by the Open Society Fund B&H / Soros Foundation, 2001 (Project design and management, Chief Trainer)
- Preliminary Diagnosing of local governments in B&H - Study funded by the Open Society Fund, 2001 (Project design and methodology development, Team leader, Key author)
- Project design and implementation of the Income generation and Job Creation Component as a part of OBNOVA project for Central Bosnia (subcontracted by the UNDP) funded by the European Commission, 2000-2001
- Socio-economic audits of the municipalities in Central Bosnia, with employment and business opportunities surveys, for UNDP and European Commission, 2000-2001 (methodology design, survey management, supervision)
- Providing Training and Employment/Self-Employment Consulting Services to the National UN Volunteers, funded by UNDP-UNV, 2000-2001 (Project and methodology design, Team leader)
- Improving Business Environment and Local Economy Development (subcontracted by QIF-Care International), funded by the European Commission, 2000-2001 (Project design and management, Chief trainer and consultant)
- Socio-economic audits of the municipalities in West part of RS with strategic and action plans of local economy development, for the European Commission, 2000-2001 (Team leader, chief moderator and author).

