

**ZLATAN MUSIĆ**

BERBEROVIĆA 8  
 BRČKO DISTRICT BIH  
 00387 62 344 145  
 MZLATAN@TEOL.NET

**PROFESSIONAL EXPERIENCE****SOS Children Villages International*****Director of CV Gračanica*****May 2012 - Present**

- Ensure the overall development of the SOS children's village
- Ensure that the needs of children and youth are identified, respected and protected,
- Coordinates the planning and budgeting, monitoring and evaluation processes for the SOS children's villages
- Accounts for the implementation of the organisation's policies, manuals, standards and guidelines and implements administrative systems promoting the efficient and responsible use of financial resources and property.
- Presides over the village committee and the child admission committee and cooperates closely with representative / coordinative functions (e.g. SOS mother coordinator),
- Leads and supports all SOS Children's Village's staff in a strategic way according to SOS Children's Villages' policies and values and acknowledged and contextualised guidelines of leadership, management and human resource development,
- Creates an open working environment where village co-workers learn and question with confidence and strive for participation,
- Promotes strong links (communication, team work and the sharing of knowledge) between SOS families, youth care co-workers and other village co-workers,
- Coordinate the professional recruitment and careful orientation for all village and youth facility/youth programme co-workers, provides ongoing feedback, carries out performance appraisal discussions with every village co-worker, encourages co-workers to take responsibility for their own learning and development (according to the HR Manual's principles and guidelines) and ensures that they receive the support they need to fulfil their tasks,
- Manage routine personnel administration tasks, including management of personnel files and leave administration,
- Consult the national director/national association on key staff issues (such as recruitment, salaries etc.),
- Ensure that framework conditions for a high quality of child care within the SOS families are given,
- Supports the development of strong and long term family ties and ensures a secure environment for children and SOS mothers,
- Builds positive relationships with children through day-to-day interactions and regular meetings and maintains an overview of and interest in the needs and development of all children,
- Ensure the required support and monitoring services for SOS mothers and coordinates their professional development,
- Ensure that framework conditions for a high quality of youth care within youth facilities/youth care programmes are given,

- Ensure that youth programmes offer career, learning and development opportunities for youths and maintains an overview of and interest in the needs and development of youths,
- Coordinate the professional development of youth care co-workers and ensures the required support and monitoring services for youth care co-workers,
- Promote and facilitate strong relationships and partnerships between SOS families, youths in youth facilities/youth care programmes, youth care co-workers and the community,
- Forge strong links with like-minded and complementary organisations and represents the organisation in local NGO networks and advocacy initiatives,
- Assure effective co-operation with the local media (so that the organisation's aims and objectives are continuously promoted) and represents the organisation's interests as well as child and youth care expertise (integrated approach) to the local authorities,
- Participate actively in national planning and evaluation processes and actively contributes to the further development of the organisation's policies,
- Contribute to local and national child and youth care initiatives and national advocacy efforts where appropriate,
- Help fundraising staff understand how the SOS Children's Village assists children and families and provides background information, text and photo material, supports them to realise fundraising plans and familiarises village co-workers on the importance of fundraising.

### **USAID and Sida Governance Accountability Project, Phase II**

#### ***Gender and Youth Strategy Advisor***

**March 2011– May 2012**

- Developed criteria for selection of the municipalities for the technical assistance to implement the state Law on Gender Equality (LGE) and/or Gender Action Plan and Municipal Youth Strategies;
- Responsible for mapping of progress against the implementation of the Law on Gender Equality (LGE) and/or Gender Action Plan in each of the selected municipalities (20 municipalities),
- Developed municipal staff capacity to partner with civil society and citizens in gender equality and youth issues;
- Developed a detailed Gender Action Plan and Local Gender Strategy outlining the steps necessary to fulfill of all the law's requirements at each of the selected municipality;
- Provided input for development of Scopes of Work to be signed between GAP and the partner municipalities depicting details and timelines of direct assistance;
- Supported implementation of Municipal Gender Action Plans by developing Gender Policy Advocacy Plans;
- Worked on development and implementation of the Municipal Youth Leadership and Management Program (MYLMP);
- Implemented on-site technical assistance on increasing municipal capacity for preparation project proposal for IPA funds that includes coaching selected partner municipalities of all steps of Project Cycle Management;
- Worked on development of the Youth Action Plans (including Advocacy Plan) for implementing existing youth engagement strategies and execute action plans for implementing existing youth engagement strategies;
- Develop and implemented technical assistance in preparation of Local Environmental Action Plans, Municipal Location Marketing Plans, and Establishment of Units for Integrated Municipal Development and preparing reports for Improving Urban Planning through Departments Reorganization in selected partner municipalities;
- Liaised with other donors, donor funded projects, and local organizations that focus on gender and youth and seek opportunities for the pilot municipalities to leverage their work.

**USAID and Sida Governance Accountability Project, Phase II****Sarajevo, BiH****Local Governance Reform Coordinator****April 2008 – March 2011**

- Lead implementation of Local Environmental Action Plans, Human Resources Development Plans, Functional Reorganization of the Municipal Departments and Development of Local Economic Development Plans such as Plan for Promotion of Investments, including gender-sensitive strategic planning;
- Co-leading creation and implementation of Municipal Action Plans for 10 Sarajevo office partner municipalities (Breza, Vogosca, Novo Sarajevo, Rogatica, Gorazde, Fojnica, Kakanj, Travnik, Rudo and Foca) that is directed at two complementary goals: to improve the quality of local services through targeted demand-driven assistance to municipalities, ultimately leading to advances in democratic accountable governance; and to build capacity among municipal staff to develop and direct these projects and, beyond, in general project management, with the latter designed to both improve governance and help develop skills needed to access EU pre-accession funding.
- Co-leading establishment of *Citizen Service Centers* in Sarajevo region partner municipalities (including construction and architectural recommendations, supervision of construction works, distribution of equipment, counters, services offered, etc);
- Train and participate in training of a municipal staff in process mapping and reengineering, zoning principles, creation of database for GIS based software, EU pre-accession assistance, EU Project Cycle Management and strategic planning;
- Assist mayors in the creation of mechanisms for dialogue and accountability with municipal councils/assemblies and citizens;
- Provide technical advices to municipal officials related to public finance and budgeting systems, public procurement procedures, process re-engineering, customer interface reform, complaints procedures, public relations structuring, capital investment planning, urbanism re-engineering and revenue maximization;
- Co-leading implementation of the Document Tracking Software System, Integrated Finance and Budgeting Software, Info Desk module and Register Software in 18 partner municipalities;
- Co-facilitate and monitor the implementation of technical assistance projects;
- Collect Municipal Capacity Performance Index and other data for the performance and capacity monitoring;
- Engage local officials and community leaders to foster awareness and support for policy reform initiatives;
- Assist with the development and implementation of technical assistance modules in areas such as urbanism, business registration, process mapping and reengineering, local economic development, financial management, etc;
- Assess the municipalities' needs and create a customized program of assistance for each municipality, integrating as many optional technical assistance packages as appropriate.

**North-East Regional Development Agency (NERDA)****Brčko, BiH****Head of Brčko District Office****July 2007 – April 2008**

- Participated in the development of Local Economic Development Plan for Brcko District; including gender-sensitive data collection and inclusion of the data into the final document;
- Responsible for management of office and preparation of the reports for Brcko District Government, European Delegation and Sida (Competitive Regional Economic Development project-CREDO);

- Responsible for collection and processing of qualitative and quantitative data for labor market survey, revision of labor law and tax collection in the District;
- Co-led promotion and implementation of regional development strategy for Brcko District of Bosnia and Herzegovina;
- Co-led implementation of “Sida” (Swedish International Development Agency) funded CREDO project (Competitive Regional Economic Development) in Brcko District area;
- Co-led promotion activities for SMEs from Brcko District of BiH;
- Co-led development and promotion of EU standardization processes on Brcko district area;
- Co-led technical assistance for foreign investors in the Brcko District BiH;
- Co-led organization of visits from foreign companies related to potential investments in the Brcko District BiH;
- Participated in the establishment of Guarantee-Loan Fund for North-East BiH;
- Offering expert and technical assistance to potential investors.

#### **USAID & SIDA Governance Accountability Project, Phase I**

**Sarajevo, BiH**

##### ***Municipal Coordinator***

**September 2005 – July 2007**

- Monitored disbursement of grants aimed at improvement of Capital Investments in the Municipalities with special focus on gender sensitive distribution of the funds;
- Co-leading activities related to streamlining processes; re-engineering of administrative services offered to the citizens in order to reduce processing time in working hours/days, reduce variation of processing cases in particular period of time and reduce number of working days for cases that are sitting dormant waiting to be processed;
- Co-leading establishment of One-Stop-Shops (Citizen Service Centers) in 10 Sarajevo region partner municipalities including construction and architectural recommendations, supervision of construction works, distribution of equipment, counters, services offered, etc;
- Provided training and advices to municipal officials related to public finance and budgeting systems, public procurement procedures, process re-engineering, customer interface reform, complaints procedures, public relations structuring, capital investment planning and urbanism re-engineering;
- Co-leading implementation of the Document Tracking Software System, Integrated Finance and Budgeting Software, Info Desk module and Register Software in 9 partner municipalities;
- Leading training and monitoring work of Municipal Community Development Planning Committees (CDPC) and Municipal Capital Investment Planning (CIP) bodies to plan and administer financial resources, maintain bookkeeping systems and progress and financial reporting, and overseeing that procurements are conducted according to the BiH Procurement Law, USAID and SIDA guidelines;
- Co-leading monitoring of Local Economic Development plans to ensure that the municipalities are performing in line with the action plans and on proposals made by the Mayors to take necessary actions;
- Assisting partner municipalities to set up sustainable institutional mechanisms and functional group to plan, implement, manage or monitor development activities/projects at the community level;
- Facilitate and monitor the implementation of technical assistance grants to beneficiaries;
- Engage local officials and community leaders to foster awareness and support for policy reform initiatives;
- Assess the municipalities’ needs and create a customized program of assistance for each municipality, integrating as many optional technical assistance packages as appropriate.

**PADCO – AECOM USAID Local Government Support Activity****Brčko, BiH****Team Leader for Process Reengineering and Management  
2005****January – September**

- Led activity for streamlining/reengineering and implementing changes for the 24 permits, approvals, and inspections administrative processes in seven Bosnian municipalities (Republika Srpska and Federation of Bosnia and Herzegovina), including reviewing/recommending legislative changes (at Republic level, Entity level, and Municipal level) with the assistance of government lawyers. This included delivering detailed training and technical assistance to Mayors and Department Heads in methodology of process improvement, including specific research techniques, legal analyses, risk analyses and final generation of improvement ideas that are being implemented successfully. Furthermore, trained and delivered technical assistance to 6 municipal officials in other LGSA municipalities;
- Led sharing and recording differences of permits, approvals, and inspections processes analyses in five other LGSA municipalities as well as action plans, recommendations and improvement possibilities;
- Co-led the development and implementation of process management, register and financial software for 9 municipal governments in Bosnia and Herzegovina (both Republika Srpska and Federation of BiH) to better measure and manage time spent processing all permits, approvals, and inspections. This includes working closely with the software vendor to improve the product and municipal system administrators to change the culture of both the managers and the staff so that they use the software properly, thus allowing the Mayors and Department Heads to better manage and improve the processes for permits, approvals, and inspections. Worked with local software provider and municipal officials to define an add-on module to the process management software that would act as an inspection management system, specifically allowing the computer program to automatically generate the schedule of business inspections. This would reduce opportunities for favoritism and corruption in the inspection planning process;
- Assisting the implementation of Citizens Interface Reforms related to the One-Stop-Shops, Public Awareness Campaigns, Complaints Reception Processes, One-Stop-Shop services, all of the new roles/policies/processes associated with those reforms as well as other technical tasks, as needed, such as the computer networking linking 2 levels of governments, i.e. village offices and municipal offices, using phone lines (both digital and analog) and internet technology;
- Led M&E statistics gathering and processed streamlining baseline measurements with special emphasis on gender sensitive data collection.

**Counterpart International (Reconciliation and Conflict Resolution Project)****Brčko, BiH****Project Coordinator****April 2001 – December 2004**

- Led collaboration with local non-governmental associations; primarily Women Associations that received several donations through the project life;
- Led internal M&E the program during program life with special emphasis on gender sensitive data collection;
- Led liaising activities with local government, international donor agencies, local women associations and other non-governmental organizations;
- Led implementation of projects relative to agriculture training and technical support, reforestation activities and grant scheme program aimed to assist returnees and internally displaced persons (primarily focus on the rural women and Roma) in the area of Brcko District;

- Co-led budgeting and financial management of the office;
- Assisted Program Manager in managing activities and staff;
- CPI spokesman for the programmatic activities.

*Prior to above mentioned positions, also worked as Peace/Crisis Corps Assistant (August 2000 – April 2001), Language Assistant and Watchman at OSCE (July 2001 – October 2001) and Property and Cargo Insurance Regional Agent in the Sarajevo-Insurance Ltd. (September 2001 – September 2002).*

## **RELATED SHORT-TERM CONSULTANCY EXPERIENCE**

### **- IPA Adriatic Cross-border Cooperation Programme 2007–2013**

*December 2012-present*

*Assessor for First step Evaluation of the IPA Adriatic Cross-border Cooperation Programme 2012*

### **- UNDP ILDP (United Nations Development Programme – Integrated Local Development Planning)**

*December 2012-present*

*UNDP ILDP Moderator for Partnership Groups in 10 North – East BiH municipalities*

- EURELSMED (Support to Institutional Capacity Building for Regional and Local Economic and SME Development, Bosnia and Herzegovina) September 2012

*Development of a Project Proposal for Kozarska Dubica and Samac Municipalities*

- World Bank Country Office in Bosnia and Herzegovina Jan.-June 2012

*Implementing Activation and Graduation Measures for Social Assistance Beneficiaries in Selected Western Balkan Countries: A Review of National Experiences*

- Assessor for EU IPA CBC Program Jan.-June 2012

*Authorized assessor for European Union Instrument for Pre-Accession Cross-Border Cooperation Program – Evaluation of Project Proposals within IPA 2010-2011*

- EU Directorate for Enlargement and OECD

Trento Local Economic Development Sept. 2011-March 2012

*Labor Market Reform Project/Employment and Skills Local Capacity Project*

- World Bank, Department for Human Resources Development March 2010

*Research on informal labor force in B&H with special emphasize of women and vulnerable groups*

- World Bank, Department for Human Resources Development September 2009

*Creation of the report on Labor Market, Tax and Benefit System in BiH for OECD*

- Counterpart International August 2006

## *Monitoring and Evaluation of the Program*

### **FORMAL EDUCATION**

Postgraduate studies in Public Administration *ongoing*  
 Faculty for Public Administration in Sarajevo  
 University of Sarajevo

Bachelor of Science in Public Administration (VSS, *VII stepen*) *completed*  
 Faculty for Public Administration in Sarajevo

### **RELATED PROFESSIONAL SKILLS**

- Fully proficient with Windows Operating Systems (XP and Vista) and Microsoft package (Word, Excel, PowerPoint, Outlook, FrontPage), Adobe PageMaker, Photoshop, Lotus Notes;
- Good understanding of LAN/MAN;
- Expert in Human Resources Management Software;
- Expert in Administrative Process Improvement/Tracking and Management Software;
- Experts in Register Office Software;
- Excellent troubleshooting skills for software/hardware malfunctions and installation of hardware and operating Microsoft systems;
- Excellent understanding of Microsoft Visio as tool for process reengineering and improvement;
- Solid understanding of Microsoft Project;
- Excellent with Macro-Economic Database (MED) as tool for strategic planning;

### **LANGUAGES**

- Local language (Bosnian/Serb/Croatian language) – Native Fluency;
- English language – Excellent reading, writing, and speaking;
- German language - Solid understanding.

### **INFORMAL EDUCATION (COURSES & SEMINARS) – DELIVERED AND PARTICIPATED**

- IPA CBC Training for Evaluation of the CBC programmes with Croatia, Monte Negro and Serbia, November 2011
- Local Government and Public Service Reform Fellowship Program, LGI and Open Society Institute, Jan-Dec. 2012
- Youth Advocacy Training Programme, LGI and Open Society Institute, November 2011
- Local Government and Public Service Reform Fellowship Program, Training on Youth Policy Analysis, November 2010, Budapest
- Local Government and Public Service Reform Fellowship Program, Training on Youth Policy Development, March 2011, Budapest
- Trainer in Gender Mainstreaming at 10 partner GAP municipalities, *ongoing*
- Trainer in Development of Local Gender Action Plans at 10 partner GAP municipalities, *ongoing*

- Trainer in Strategic management and Development of Action Plans, GAP partner municipalities, 2008-2011, Trainer
- Development of Local Environmental Action Plans, GAP partner municipalities, 2010-2011, Trainer
- Development of Strategic Plans for Attracting Investments, GAP partner municipalities, 2010-2011, Trainer
- Project Cycle Management, GAP partner municipalities, 2007-2011, Trainer
- Log Frame Methodology, GAP partner municipalities, 2007-2011, Trainer
- Development of Project Fishe, GAP partner municipalities, 2007-2011, Trainer
- Project Monitoring and Evaluation, GAP partner municipalities, 2008-2010, Trainer
- Process Mapping, GAP and LGSA partner municipalities, 2005-2010, Trainer
- Process Reengineering Action Plans development (LEAN and Six Sigma techniques), GAP and LGSA partner municipalities, 2005-2010, Trainer
- Communicational Skills, Municipality of Fojnica, 2010, Trainer
- Conflict Management, Municipality of Fojnica, 2010, Trainer
- Customer Interface, Municipality of Fojnica, 2010, Trainer
- Complaints Procedure Establishment, GAP and LGSA partner municipalities, 2005-2010, Trainer
- Local Government and Public Service Reform Fellowship Program, LGI and Open Society Institute, *ongoing*
- Industrial Sector Analysis, Swedish Development Advisors and Economic Faculty Tuzla, February 2008, participant
- Labor Market Analysis, Economics Faculty Belgrade, January 2008, participant
- Vision and Mission Creation, Swedish Development Advisors, January 2008, participant
- Pro-Poor Growth and Labor Market Analysis, Sida, Stockholm, December 2007, participant
- Socio Economic Analysis, EU RED II, November 2007, participant
- SWOT analysis, EU RED II, October 2007, participant
- Lobbying, Chamber of Commerce Slovenia, October 2007, participant
- Mediation and Negotiation, EU RED II, September 2007, participant
- Time Management, EU RED II, August 2007, participant
- EU Integration and Policy, University of Bologna, Italy, July 2007, participant
- Project Cycle Management, Delegation of European Commission, July 2007, participant
- Strategic Planning, EURED II, July 2007, participant
- Monitoring and Evaluation Methods, PADCO Inc., January 2006, participant
- Customer Service Reform Training, PADCO Inc, February 2005, participant
- Customer Service IT Solution, Itineris, January 2005, participant
- Conflict Resolution Training, Graceland University, January 2005, participant
- Process Engineering Techniques, PADCO Inc, March 2004
- Mine Action Mechanisms, Graceland University, January 2004, participant
- Household Surveying Techniques, University of Belgrade, December 2003, participant
- Project Cycle Management, EURED I (EU Regional Economic Development project), December 2003, participant
- Forestry & Environment Protection, Counterpart Int., January 2003, participant
- Agricultural Training Program, Counterpart Int., December 2002, participant
- Cochran Fellowship International Program, Kansas State University, November 2001, Participant



## PROFESSIONAL MEMBERSHIP

- President of Alumni Association Faculty for Public Administration in Sarajevo, elected on May 2011

## PUBLISHED ARTICLES, DOCUMENTS

- “Process reengineering in public administration of Bosnia and Herzegovina”, magazine Government, Faculty for Public Administration Sarajevo, #1, May 2010
- „Development of Local Environmental Action Plans in Municipal Administrations“, Manual, Governance Accountability Project, Sarajevo, July 2011
- „Youth Participation in Traditional Political Institutions“, magazine Government, Faculty for Public Administration Sarajevo, #4, March 2012

## REFERENCES

- Mrs. Tatjana Muhic, former Regional Coordinator, USAID&Sida&EKN Governance Accountability Project, [Tatjana\\_muhic@yahoo.com](mailto:Tatjana_muhic@yahoo.com)
- Miss Lissa Crusado, former Counterpart International Inc Backstopping Officer, [lissa\\_cruzado@yahoo.com](mailto:lissa_cruzado@yahoo.com)
- Ph.D. Sasa Leskovic, former supervisor at GAP project, [leskovacsasa@yahoo.com](mailto:leskovacsasa@yahoo.com)

*Other references available upon request.*