

# Anteja ECG CVs



## List of Experts

CV Mateja DERMASTIA, MSc.	3
CV Dr. Gerd MEIER ZU KÖCKER	7
CV Fernando QUEZADA, M.P.A.	12
CV Darja RADIĆ. M.SC.	15
CV FADLI FADLI, MSc.	21
CV Meta ARH, MSc	24
CV dr. Maja BERDEN ZRIMEC	31
CV Amira Hallaby	39

## CV Mateja DERMASTIA, MSc.

1. **Name of the staff:** DERMASTIA Mateja
2. **Employer:** Anteja ECG
3. **Date of birth:** 4 July 1968
4. **Education:**

**Nationality:** Slovenian

Institution (date from – date to)	Degree(s) or diploma(s) obtained
Harvard University, John F. Kennedy School of Government, USA, (2003)	Science, Technology and Innovation Policy, Senior Executive Program, certificate
University of Ljubljana, Faculty of Economy, (2000)	Master of Economic Science; final thesis: Models for Searching and Selecting Strategic Partners
University of Ljubljana, Faculty of Chemistry, (1992)	Bachelor of Science (Biochemistry); final thesis: ELISA model for identification of Rh factors

### 5. Professional Certification or Membership in Professional Associations:

Leading Circular Bio Economy Brain Trust, Member of AlpineSpace circular bio-economy high level policy group, Member of Danube Bio Based Value Chain Leadership Group, Member of EC high level policy expert group for BioBased Materials, Member of Int'l advisory panel of Agricultural Innovation in Africa - Harvard Kennedy School, Member of Advisory Board Ex Post Evaluation Support to SMEs – increasing research and innovation in SMEs, EC Member of expert group for Innovation supply and demand side policies, EC member of Expert Group for synergies between European Structural and Investment Funds and Horizon 2020, EC Member of High level policy Expert group for Financial Mechanisms

### 6. Other Relevant Training: ESCA Evaluation / Auditor, 2015, Smart Specialization Course, 2016

### 7. Countries of Work Experience:

Country	Date	Country	Date
Sierra Leone	02/2021 – 06/2022, 03/2023	Kosovo	12/2021 – 09/2022
Mauretania	12/2021 -	Jordan	11/2022 - ongoing
Cote d'Ivoire	04/2019 – 12/2019	Bangladesh	02/2015 – 2017
Vietnam	02/2014 – 06/2016	Uganda	02/2020 – 02/2021 09/2021-
Rwanda	04/2020 – 09/2020 11/2022 – 05/2022	Kenya	09/2012 – 10/2013 10/2018 – 02/2020
Tanzania	05/2018 -10/2018	Ethiopia	08/2018 – 01/2019
Egypt	02/2016 – 09/2016, 11/2022	Tunisia	03/2017 – 11/2017
Armenia	08/2017-11/2017	Germany	2016-2022
Caribbean	06/ 07 2017, 04/2012-12/2012	Albania	04/2017 – 10/2017
Estonia	05/2017 – 06/2017	COMESA – East Africa	2010-2013
Tajikistan	09/2016 –07/2017	Mexico	04/2016 – 05/2016
		USA	2017, 2016, 2015
Lithuania	01/04/2015-30/09/2015	Mauritius	2013-2014
Mauritius	07/2014-10/2014	Russia	2010 – 2011
Ukraine	04/2009, 10/2011	Serbia	2005 – 2009,
Hungary	09/2005 – 06/2006, 2008	BiH	2012, 2009 – 2010
Croatia	2005 – 2011	Turkey	2006 – 2009,
Slovenia	1992 – 2015 based in SLO	Austria	03/2007 – 05/2008

### 8. Language skills: Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
Slovenian	1	1	1
English	1	1	1
Croatian	1	1	1
Serbian	1	1	1
German	2	3	3

### 9. Key qualifications:

Circular bioeconomy Strategy, ++ Macroregional Strategic approaches, ++ Value Chain analysis and development, Industrial and Innovation Policy ++ Private Sector Development and capacity building ++ SME support ++ Smart Specialization Strategy development ++ Industrial transformation towards sustainable growth / models ++ Evaluation of industrial Policies and innovation programs ++ Long term professional experience in the area of policy analysis - Formulation, evaluation, VCs, cluster development, innovation and entrepreneurship; ++ Long-term managerial

experience at key public and private institutions; ++ Long term experience as Project / Team Leader of multi-annual consulting assignments ++ Public private dialogue and private sector engagement, ++ Hands on experience in design and management technology centers, technology parks, incubators, to support innovation and technology transfer and regional eco systems; ++ Extensive experience in capacity building and training; ++ Excellent analytical, communication and presentation skills.

#### **10. Employment Record [Starting with present position, list in reverse order every employment held]:**

**From: 2005 To: ongoing**

**Employer: Anteja ECG Slovenia**

**Positions held:** CEO

Overall responsibility for consulting assignments for public and private institutions. Leading long and term projects and managing several consulting assignments in the field of innovation, value chains, clusters, technology, regional development, capacity building and training, design and implementation of evaluation and monitoring tools for development policies and programs and advice leaders on growth strategies through various TA projects (See list of relevant assignments)

**From May 2014 to November 2014**

**Employer: Ministry of Economy and technology, Slovenia**

Position Held: Member of Minister's Cabinet responsible for innovation policy

**From October 2010 to March 2014**

**Employer: CE PoliMaT, Slovenia**

**Position Held: Team Leader and Managing Director**

Overall responsibility for strategic development of the Center of Excellence, management, promotion and international cooperation, Center service development (plastic and polymers)

**From 2002 To: 2005**

**Employer: Ministry of Economy of the Republic of Slovenia**

**Position Held:** State-undersecretary, Head of Department of Competitiveness, and Innovation

**From 2000 To 2002**

**Employer: CIC Center for International Competitiveness, Slovenia**

**Position Held:** Head of Consultancy Department

**From 1996 To 2000**

**Employer: ITEO, Slovenia**

**Position Held:** Project Manager, Senior Consultant

**From 1992 To 1995**

**Employer: DERU, Slovenia**

**Position Held:** Quality Control & Financial Analyst

#### **11. Recent Professional experience**

Date	Location	Company & ref. person	Position	Description
03/2023	Sierra Leone	<a href="mailto:ltwiningward@worldbank.org">ltwiningward@worldbank.org</a>	Team Leader	The project finance by PROBLUE, present phase 2 with the focus on Green Taxonomy, development of circular value chains and program for reduction of single use plastics in Tourism
01/2021 - 10/2022	Sierra Leone	<a href="mailto:ltwiningward@worldbank.org">ltwiningward@worldbank.org</a> <a href="mailto:dquaranta@worldbank.org">dquaranta@worldbank.org</a>	Team Leader	PFRBLUE phase 1: The project is part of the joint efforts of the Government of Sierra Leone, through the Ministry of Finance and the World Bank within the Initiative "Sierra Leone Economic Diversification Project (SLEDP)". Its objectives are to facilitate investment, SME growth, and entrepreneurship in non-mining productive sectors in Sierra Leone such as tourism.
12/2022 - 6/2023	Mauretania	<a href="mailto:mlabradordabovil@worldbank.org">mlabradordabovil@worldbank.org</a>	Team Leader	<b>Market Study of the European and North American market for desert date oil:</b> An analysis of the marketing channels for vegetable oils and date oil, The profiles and preferences of the different types of customers and buyers, Analysis of the competition, Trends in terms of innovation on packaging for vegetable oils. Stockading and analysis of the main regulations for the export and marketing of cosmetic vegetable oils on the European and North American markets.
04/2020-02/2021	Uganda	IFC, <a href="mailto:mislam5@ifc.org">mislam5@ifc.org</a>	Team leader	<b>Establishment of efficient mechanisms for the commercial collection of moringa, mango, pineapple and passion fruit from refugee-hosting districts in Uganda,</b> Studies undertaken as part of "The Partnership for Improved Prospects" Initiative funded by the Netherlands AND brings together, IFC, World Bank, UNHCR, ILO and UNICEF. Studies

					designed to test the viability of commercially sourcing fruits and moringa from refugee hosting areas AND the establishment of measures that can assure a sustainable, predictable, and conflict-sensitive operation.
04/2020 09/2020	– Rwanda	GIZ Kahnert, Lars GIZ <lars.kahnert@giz.de>	Team leader	<b>Development of blockchain based solution for coffee supply chain traceability and transparency.</b> VC mapping, materiality assessment, design of prototype, inclusion of sustainability aspect in the technology solution: fairness, quality / organic and origin.	
11/2019 ongoing	– Slovenia, Germany, Austria, Italy	Dr. Ralf Kindervater, Project leader, BIOPRO, +49 0711218185-18	Work Package Leader	<b>Ardia Net</b> focus on policy design and funding program addressing circular economy. It identifies business opportunities with highest potential for innovative products and services related to circular economy and contribute to sustainable development of Alpine Region. Responsible for stakeholder engagement in policy design, road map development and definition of governance structure.	
04/2018 06/2020	– Italy, France, Switzerland, Austria, SloveniaGermany	Jacques.Bersier, Project Leader, HES-SO//HEIA-FR, +41792188978	Work Package Leader	<b>AlpLinkBioEco</b> –Responsible for cluster value chain mapping and policy instruments. Design the PPD on policy option for bio based digital value chains, drafting the policy input document for strategy and master plan for transition from a linear fossil-fuel based to a circular bio-based economy.	
04/2019 12/2019	– Côte d'Ivoire	IFC, Aref Adamali aadamali@ifc.org	Team leader	<b>Plastic Sectors Competitiveness Strategy and Action plan</b> addresses the fundamental challenge of CDI manufacturing sector by facilitating the implementation of competitiveness initiatives and promoting investment in higher value-added project, and integration to GVC. The main objective is to develop Plastic Sectors competitiveness strategy and action plan with embedding circular thinking into the definition of plastics sectors competitiveness.	
01/2017 01/2018	– EU and West Balkan Regions	Dr. Ralf Kindervater, Project leader, BIOPRO, +49 0711218185-18	Work Package Leader	<b>DanuBioValNet</b> , The objective is to support the private sector to unleash the potentials for increased green plastic application, starting from new recycling approaches over bio-based plastics until new industrial applications. Responsible for value chain mapping, competitiveness benchmarking, identification of key drivers and barriers were addressed with appropriate policy interventions.	
03/2019 12/2019	Uganda, Rwanda, Kenya, Burundi, Tanzania	Ricarda Meissner, GiZ, 65555 Eschborn, Germany	Team Leader	<b>Food Supply Chain Optimization for Eastern African Businesses.</b> Eastern African Agroprocessing were supported in optimization of its supply chain and management processes to assure long-term market position in Eastern Africa (macadamia, shea, honey, tea, MAPS, soya-based food ingredients.) This included value chain analysis, identification of digital entry points, customer relationship management and customer need assessment. Optimization of cooperation with farmers and collectors as well as traceability / transparency of the entire supply chain were the core objective of this assignment. Such optimization was reached by developing taylor-made digital tool as a first step towards digitalization of value chain.	
05/17-03/2018	Tanzania Ethiopia	WBG, Xiaoyan Liang xliang@worldbank.org	Project Director Team Leader	<b>Technical Support to Tanzanian Regional TVET Centers and East Africa Skills for Transformation Technical Support to Ethiopian Regional TVET Centers.</b> The project's development objective is to increase the access and improve the quality of TVET programs in selected Regional TVET Centers of Excellence and to support regional integration. Review of the current status of Strategic investment plan, Engagement of center management and staff in activities Industrial needs assessment (questionnaire, interviews focus groups), Centers needs and capacity assessment, Capacity / training agenda for centers	
04/18-12/18	Bangladesh	GFA Lukas.Kudlimay@gfa-group.de	STE	<b>Capacity Building of relevant public institutions involved in the area of SME/SMCI development, with particular focus on BSCIC</b> . Through the study on the "Development of MSME cluster-based Products 'branding strategy'" is to assist the MSME clusters on branding of MSME products in order to aim at fostering cluster-based MSME development since such development will be conducive to reducing poverty and income equality and crucial for inclusive growth. The Beekeeping / Honey cluster strategy was launched at the Consultative forum held on 26, Nov 2018 under umbrella of Ministry of industry.	
03/17-11/17	Tunisia	WBG, Sonia Sanchez, ssanchezquintela@worldbank.org	Team leader	<b>Olive oil and PAMs Value Chain Survey – Tunisia.</b> The value chains and jobs study enabled a thorough understanding of the targeted value chains while also quantifying the nature of jobs and skills requirements along the targeted value chains, as well as the network of relationships across the chain, the opportunities and challenges firms are facing, as well as their strategic responses. The project generated a full mapping of all critical components of the Olive oil and PAMs value chain; provided a sampling strategy that ensures relevant, robust, and representative data collection. Qualitative and quantitative survey was conducted	
04/2017-10/2017	Albania	WBG, Jieun Choi jieunchoi@worldbank.org	Team Leader	<b>Competitiveness Assessment of Competitive Products in Fruits and Vegetables Value Chain in Albania.</b> The project identifies and prioritizes where Albania's latent comparative advantage can be turned into a manifest competitive advantage with a focus on prioritization of competitive fruits and vegetable first tier products. Second, it analyzes performance gaps and barriers to competitiveness in three high-potential selected product value chains, identifies key barriers and the binding constraints to competitiveness. Led a Int'l team of 5 experts from Albania, Georgia and US	
09/2016 08/2017	– Tajikistan	WBG, Victoria Strokova vstrokova@worldbank.org	Team Leader	<b>JOBS IN VALUE CHAINS Construction Materials and Tourism in Tajikistan, WBG.</b> The project aims to assess the enterprise-level dynamics of value chain interactions, labor use, and the drivers or constraints to firm growth, investment, and job creation via both a firm-level survey and complementary semi-structured interviews with main stakeholders. In	

					addition, project stimulate systematic policy dialogue on the business environment and to help shape the agenda for reform.
06/17-10/2017	Africa, Caribbean Asia	WBG, Kamal Siblini ksiblini@worldbank.org	Team Leader		<b>Mid Term Review of Competitive Industries and Innovation Program (CIIP)</b> , CIIP projects are carried out in more than 25 in selected regions of the developing world. The MTR is to take stock of the program's implementation to date: its design and structure, progress on implementation and achievements. Providing specific inputs on clusters, value chains, economic zones and conducted case study in Jamaica.
08/2018 - 12/2018	- Germany	Dr. Susanne Ast. MW BWL +49 711 123-2332	Senior Expert		<b>Bioeconomy „Master Plan“</b> of AG 2 of the EUSALP: provide analysis of Smart specialization strategies for Alpine space regions and to identify potential for transnational cooperation with the highest benefit. Also, develop a synchronized call - Bioeconomy „Master Plan for uptake biobased economy.
11/2016 - 01/2018	- Italy, France, Switzerland, Austria, Slovenia, German	Jacques.Bersier, Project Leader , HES-SO//HEIA-FR, +41792188978	WP Leader		<b>S3-4AlpClusters.</b> Lead a Assessment of Smart specialization Strategies of project partners regionals and identification of cross sectorial and cross regional Value chains. Design online survey tool and questioners for stress test/peer review and cross regional synergies identification, lead analysis and report and design tools for value chain assessment and identification of high potentials and capacity to deliver. Develop synchronized scheme to support development of cross regional value chains.
31/01/2015 - 30/10/2016	Bangladesh	Ali Sabat, team leader, Phone:+88(0) 177 826 63 8 sbet.inspired.prject@gmail.com	STE lead Cluster and VC		<b>SMEs development and Capacity Building, EuropeAid/130016/C/SER/BD INSPIRED</b> Seminars and workshops on cluster development for public and private stakeholders, Strengthening the capacity of SME to implement better the future National SME Development Strategy. Assignment included: ++delivery a course on Cluster Development and developing of national cluster policy, ++ Designing training curriculum for senior policymaker officials and SME Foundation and implementing followed by cluster benchmarking, interviews and workshops with clusters and senior officials from Ministry of Industry and SME Foundation to conduct needs assessment analysis. ++Numerous person interviews, group discussions, cluster meetings were conducted with policy makers, SMEs, entrepreneurs, service providers and statistical data were collected and verified. ++Needs assessment for training, infrastructure for specific cluster were implemented, followed and supported by benchmarking with peers. Key deliverables: SMEF Cluster Strategy and Policy Recommendations <a href="http://euinspired.org.bd/index.php/2016/10/27/seminar-sme-cluster-development-and-financing-promoting-local-economies-for-pro-poor-growth/">http://euinspired.org.bd/index.php/2016/10/27/seminar-sme-cluster-development-and-financing-promoting-local-economies-for-pro-poor-growth/</a>
02/2013 / 06/2013	Vietnam	Derk Bienen BKP, +49-89-1787 6047	STE S&T incubators		<b>Formulation of the programme support To the innovation and development Of business incubators policy project,</b> The formulation project formulate a comprehensive intervention strategy and mechanism for intervention which shall support the Ministry of Science and technology in developing an enabling environment for SMEs based on an improved legal framework and a set of coherent mechanisms for starting and operating S&T incubators. Main responsibilities: provide a conceptual input for science and technology incubators (identification of main stakeholders and resource centers, needs assessment and training needs of MoST and main stakeholders, assessment of incubators locations).
10/2010-04/2014	Slovenia, EU, USA Kenya	Miro Huskic, director, miro.huskic@polimat.si	Team Leader / CEO		<b>Center of Excellence (CE) of polymer material &amp; technology – PoliMaT (10 mio EUR, ERDF).</b> Responsible for strategic development of the center, overall management, national and international network and cooperation with clusters, Development of mechanisms to support collaboration of industry and academia, development of strategy and investment plan (equipment, capacity) in consultation with universities and industry, governance structure, intellectual property rights management, evaluation and monitoring and mechanism to support incubation system
10/2012 - 02/2013	- Kenya	Mabel Imbuga, JKUAT	Team leader		<b>Setting up Center of Excellence: JKUAT plan</b> to establish a Biopolymer Centre in JKUAT to serve as a resource hub in Africa to tap into the emerging multimillion industry that has promised to open numerous industrial opportunities to advance Africa's economic development. Facilities a strategy and investment plan, facilitate needs assessment and planning workshop with together over 50 participants drawn from various countries of Africa, Europe and North America.
01/2010-09/2010	Sub Saharan Africa	Harvard Kennedy School, Calestous Juma (died December 2017)	Member of the IAP		<b>Agricultural Innovation in Africa Project based at Harvard Kennedy School's Science and Technology and Globalization program.</b> The AIA project positions the agriculture at the center of efforts to spur economic development in Africa. It outlines the policies and institutional changes needed to promote agricultural innovation. The project is implemented by Harvard Kennedy School, sponsored by Melinda and Gates foundation. Responsible for clusters in agriculture. Member of the International Advisory Panel and Contributing Author »The New harvest, Agricultural Innovation in Africa

## CV Dr. Gerd MEIER ZU KÖCKER

1. Name: Gerd Meier zu Köcker, Dr  
 2 Proposed position: Senior Plastic Circular Economy Expert  
 3. Employer: VDI/VDE-IT  
 4. Date of birth: 19 March 1966      Nationality: German  
 5. Education:

School, College and / or University attended	Degree / Certificate or other specialized education obtained	Date obtained
Business School St. Gallen, Switzerland	Leadership / Management	2001
Technical University of Berlin / Federal Institute for Material Research and Testing	PhD Material Science	1995
Technical University of Berlin	Diploma Mechanical Engineering (Master Degree)	1990
Technical University of Berlin	BSc Material Science	1988

### 6. Professional Certification or Membership of Professional Associations:

Lecturer at St. Gallen Business School for Management (since 2022)  
 Member of the International Brain Trust Group on Circular Bioeconomy in the Alpine Region (since 2021)  
 Member of the Scientific Expert Panel for Austrian Research Program "Circular Economy" (since 2020)  
 Member of the Scientific Expert Panel for Austrian Excellence Program "COMET CENTERS" (since 2016)  
 Head of international Working Group "Clusters and Circular Bioeconomy" for the Alpine Region (since 2015)  
 Associated professor at University of Kehl (since 2015)  
 Director ClusterAgentur Baden-Württemberg (since 2014)  
 Member of the OECD Steering Group on System Innovation for Transformation (since 2012)  
 Member of the Jury Renewable Energy Award, Energy Cluster Hamburg (since 2012)

Former member of the Scientific Expert Panel of Innovation Norway (2014 – 2016)  
 Former Member European Cluster Policy Expert Group, Head of German Delegation (2009 – 2012)  
 Former Member of Norwegian Cluster Expert Panel (2009 – 2014)  
 Former Member of the Evaluation Panel of German Cutting Edge Competition (2012)  
 Former Director of European Cluster Observatory (2013 – 2016)  
 Former Director of European Secretariat for Cluster Analysis – ESCA (2012 – 2018)

### 7. Geographical Experience (outside EU27):

Country	Date	Country	Date
Sierra Leone	01/2021 – 08/2022, 03/2023	Uganda	02/2020 - ongoing
Singapore	7/2012 – 9/2012	Kenya	09/2012 – 10/2013 10/2018 – 10/2022
Indonesia	01/2007 – 12/2011	Ethiopia	08/2018 – 08/2020
Philippines	02/2017 – 6/2017	Tanzania	03/2018 -12/2021
Vietnam	02/2012 – 06/2012	Mauritius	07/2014-10/2014
Sierra Leone	01/2021 – 08/2022, 03/2023	Mexico	04/2016 – 05/2016
Rwanda	03/2020 – 08/2020, 6/2021 – 8/2021	Honduras	03/2009 – 8/2009
Libya	03/2008 – 12/2011	Nicaragua	03/2009 – 8/2009
Morocco	2/2021 – 08/2012	Serbia	04/2006 – 07/2006
Egypt	03/2010 – 4/2012, 9/2016 – 9/2016, 4/2022 - ongoing	Turkey	04/2016 – 09/2017
Tunisia	01/2006 – 11/2016, 3/2019 - ongoing	Kosovo	04/2019 - ongoing
Kazakhstan	03/1998 – 08/1999	India	06/2016 – 10/2016
Armenia	08/2017-11/2017		
Kyrgyzstan	03/1998 – 08/1999		
Uzbekistan	04/2022 - ongoing		
Syria	02/2010 – 05/2010		

## 8. Languages

**Language skills:** (1 - fluent; 5 - basic)

Language	Reading	Speaking	Writing
German	native	native	native
English	1	1	1
French	3	3	3

## 9. Key qualifications:

EPR implementation approaches ++ Green Taxonomy ++ Alternative packaging materials ++ Regional development strategies ++ Circular economy policy development ++ Design and implementation of circular economy grant schemes ++ Manufacturing of plastic and alternative packaging materials ++ > 200 assessment of R&D proposals in the field of circular economy technologies ++ Cluster development ++ Management of grant and green investment schemes (up to EUR 300 mio funds under management) ++ Value Chain analysis and development ++ Private sector engagement ++ SME support ++ Industrial transformation towards sustainable growth / models ++ Evaluation of industrial Policies and innovation programs ++ Long-term managerial experience at key public and private institutions; ++ Long term experience as Team Leader of multi-annual consulting assignments ++ Public private dialog and private sector engagement, ++ Extensive experience in capacity building and training; ++ Excellent analytical, communication and presentation skills.

## 10. Work Experience and Relevant Qualifications:

**From:** 01/12/1999

**To:** Present

**Employer:** VDI/VDE Innovation + Technik GmbH, Berlin (Germany)

**Positions held:** Head of Section

**Main activities:** Leading a team of 20 experts with overall responsibility for various consulting assignments for public and private institutions as well as for private sector development. Management of different Investment Funds (EUR 350 mio funding p. a.). Technical and market due diligences for public and private investors, leading various projects in the field of circular bioeconomy, cluster development, strategy development and implementation, innovation support, firm-level strategy consultancy, value chain development, clusters, assessments of technologies and R&D projects, regional development / smart specialization, capacity building and training (see list of relevant assignments)

**From:** 01/12/1999

**To:** Present

**Employer:** VDI/VDE Innovation + Technik GmbH, Berlin (Germany)

**Positions held:** Director Industrial Transformation and regional development

**Main activities:** Involvement in more than 75 Private Sector Development projects in 25 countries outside of Europe since 1998. Upstream analysis, rapid competitiveness analyses, business and technology development in the field of green and flexible plastic manufacturing. Plastic circularity and regional development strategies, need assessments, action planning, training concept development and implementation. Value Chain mapping; competitiveness strategy development, footprint and life cycle assessment, and investment plans. Firm-level support in supporting improvements in plastic manufacturing, green plastic product design and innovation. Focus on Africa, Germany and Western Balkans. Cooperation with various donors (WBG, EU, GIZ, BMZ, OECD, IADB, SECO, etc.); Core expert in Plastic and Solid Waste Management Strategies and related Action Plans.

**From:** 01/06/1990

**To:** 1/03/1999

**Employer:** Federal Institute for Material Research and Testing (BAM)

**Positions held:** Deputy Head of R&D laboratory

**Main activities** **Research and analytical work in the field of friction and wear testing; material analysis**

- 1) Damage Analysis
- 2) Micro analytics of Surfaces
- 3) Material Testing

#### 4) Friction and wear testing

#### **12. Recent Professional experience**

Date	Location	Company & ref. person	Position	Description
02/2023 – ongoing	Sierra Leone	World Bank, Louise Twining, twiningward@worldbank.org	Short Term Expert	The project finance by PROBLUE, present phase 2 with the focus on Green Taxonomy, development of circular value chains and program for reduction of single use plastics in Tourism
10/2022 - ongoing	Egypt	GIZ, Ahmed Gabr, Gabr, Ahmed, ahmed.gabr@giz.de	Team Leader	Development of the Innovation Action Plan of the Innovation Strategy of Egypt. Together with the national Innovation Task Force under the leadership of the Egyptian Ministry for Trade and Industry various programme and support measures are to be identified. The Innovation Action Plan serves as roadmap for the implementation of the support measures identified. Focus is given on the manufacturing sectors, incl. sustainable packaging
10/2022 - ongoing	Kosovo	GIZ, Mustafa Kastrati, Kastrati, mustafe.kastrati@giz.de	Team Leader	Development of the national Law on Innovation and Entrepreneurship and the national Law on Innovation Fund. Both laws are developed in close cooperation with the Ministry for Innovation and Entrepreneurship of the Government of Kosovo.
12/2022 – 6/2023	Mauretania	mlabradordabovil@worldbank.org	Team Leader	Study of the European and North American market for desert date oil: An analysis of the marketing channels for vegetable oils and date oil, The profiles and preferences of the different types of customers and buyers, Analysis of the competition, Trends in terms of innovation on packaging for vegetable oils. Stockading and analysis of the main regulations for the export and marketing of cosmetic vegetable oils on the European and North American markets.
6/2022 – 10/2022	Tunisia	GIZ, Felix Sarrazin, felix.sarrazin@giz.de	Team Leader	The assignment contains the support of the Tunisian Automotiva Association (TAA) in developing a new strategy, organigramme and service portfolio to better meet the demand of the members. Based on a detailed analysis and members' needs new services as well as an entire new strategy was jointly developed with the TAA Board Members.
3 /2022 - ongoing	Uzbekistan	GIZ, Avaz Pazilov, <a href="mailto:avaz.pazilov@giz.de">avaz.pazilov@giz.de</a>	Team Leader	Development of two territorial development strategies in Kashkadaria region. These strategies are developed based on different field missions and a strong engagement of the local private and public sectors. Sustainable agriculture as well as sustainable tourism are two transformative areas both strategies focus at. Furthermore, a curricula and train-the-trainer is implemented as part of capacity building measures for the Academy of the President of Uzbekistan.
4/2022 – 8/2022	Croatia	World Bank, Anitha Arumugam, a.arumugam@worldbank.org	Short Term Expert	Development of a Cluster Support Grant Scheme that aims to provide financial support for up to 10 cluster initiatives in Croatia. Regional focus was given on the Pannonian Croatia Region. The Grant Scheme was part of the operationalization of the Regional Smart Specialisation Strategy 2021 – 2027.
4/2022 – 9/2022	Kosovo	GIZ, Mustafa Kastrati, Kastrati, mustafe.kastrati@giz.de	Short Term Expert	Analysis and mapping of four value chains. Value chain mapping exercises were conducted in four Kosovar key sectors like metal manufacturing, food & beverage, chemical processing as well as ICT. Key barriers and constraints were identified and recommendations given, how to best address these sector specific weaknesses.
01/2021 – 8/2022	Sierra Leone	World Bank, Dario Quaranta, dquaranta@worldbank.org	Short Term Expert	The project is part of the joint efforts of the Government of Sierra Leone, through the Ministry of Finance and the World Bank within the Initiative "Sierra Leone Economic Diversification Project (SLEDP)". Its objectives are to facilitate investment, SME growth, and entrepreneurship in non-mining productive sectors in Sierra Leone such as tourism.
10/2021 – 12/2021	ASEAN	GIZ, Ricarda Meissner; Ricarda.meissner@giz.de	Team Leader	The task was to engage urban and municipality stakeholders from politics and administration, industry, science and civil society to get networked with one another at expert level. Focus was given on implementation of exchange experience and good practices with regard to sustainable urban development, learn together and develop ideas for urban projects. Solid waste management and new ways to cope against plastic pollution played an important part of this common undertaking.
7/2021 – 3/2022	Adriatic Sea Region	Regio Piermont, Sasa Karalic, sasa.karalic.rp.it	Short Term Expert	Contribution to the macro-regional strategy of ADRION region, especially to the work programme 2021 – 2027. Special attention was given to implement sustainability aspects in this macro-regional programme to contribute to the transition to a circular and energy efficient society.
08/2020 - ongoing	Germany	Ministry for Economy BW, Dr. Peter Mendler, Peter.mendler@wm.bwl.de	Fund Manager	Management of the regional Green Innovation Fund "InvestBW". Invest BW is a EUR 300 mio. fund that supports collaboration between academia and industry. This kind of matching fund aims to generate green innovations that can be commercialized within Baden-Württemberg and beyond. The assignment contain the design of relevant calls, the assessment of proposals and the financial management of the fund.
04/2020-02/2021	Uganda	IFC, Taif Muhammad UI Islam, mislam5@ifc.org	Short Term Expert	Establishment of efficient mechanisms for the commercial collection of moringa, mango, pineapple and passion fruits from refugee-hosting districts in Uganda. the work was undertaken as part of "The Partnership for Improved Prospects" Initiative funded by the Netherlands AND brings together, IFC, World Bank, UNHCR, ILO and UNICEF. The studies were designed to test the viability of commercially sourcing fruits and moringa from refugee hosting areas AND the establishment of measures that can assure a sustainable, predictable, and conflict-sensitive operation.

3/2020 – 11/2020	Rwanda	GIZ, Martin Weidner, martin.weidner@giz.de	Short term expert	Identification of five Rwanda firms for investment in new circular business opportunities with high job creation potential. Long list development of candidates, selection criteria development, due diligences, investment recommendation
03/2019 - ongoing	Ethiopia, Rwanda, Ghana, Senegal, Ivory Coast, Morocco, Tunisia, Egypt	Cluster Observatory Africa, GIZ, Laura Nieweler, laura.nieweler@giz.de	Team Leader	Design and implementation of 17 cluster baseline studies intended to measure the effect of cluster development on job creation in 8 African countries. First round of cluster analyses was implemented in 2020/2021. The next round is intended for 2023. More than 300 firm-level interviews were conducted.
11/2019 – 12/2019	Kosovo	Kosovo Chamber of Commerce, Berisha, Rrona, rrona.berisha@rks-gov.net	Short Term Expert	Analysis of the level of digitalisation of Kosovar SMEs. The survey covered around 500 Kosovar SMEs and investigated the status of firm-level digitalisation, key bottlenecks and successful digitalization strategies with dedicated focus on the manufacturing sector.
6/2019 – 3/2020	Germany	Ministry for Economy Lower Saxony,	Team Leader	Development of Smart Specialisation Strategy for Lower Saxony. Based on a detailed regional socio-economic analysis areas with high potential for industrial transformation were identified. Based on several Entrepreneurial discovery workshops the S3 was developed in closed cooperation with regional actors.
4/2019 – 9/2019	Egypt	GIZ Mohamed Ezzat, mohamed.ezzat@giz.de	Short Term Expert	Development of the National Industrial Innovation Strategy (IIS) as part of the Sustainable Development Strategy Egypt 2020. Focus of the IIS is to support sustainable manufacturing in Egypt. The IIS aims to stimulate and facilitate cooperation among private sector actors as well as industry-academia cooperation in Egypt.
04/2019 – 12/2019	Côte d'Ivoire	IFC, Aref Adamali, adamali@ifc.org	Short Term Expert	Plastic Sectors Competitiveness Strategy and Action Plan addressed the fundamental challenge of the Ivorian manufacturing sector by facilitating the implementation of competitiveness initiatives and promoting investment in higher value-added project, and integration into global value chains. The main objective of the sector strategy was to develop an action plan that promoted circular thinking of domestic industry and the transition towards a circular plastic economy.
2/2018 – 6/2018	Egypt	GIZ, Mustafa Kastrati, Kastrati, mustafe.kastrati@giz.de	Short Term Expert	Development of the National Innovation Strategy for the Republic of Kosovo. Focus of the NIS was to promote innovation in the private sector with dedicated focus on manufacturing and process technologies. The NIS was part of Smart Specialisation Efforts of the country.
01/2017 – 01/2018	EU and West Balkan Regions	Dr. Ralf Kindervater, BIOPRO, kindervater@bio-pro.de;	Work Package Leader	DanuBioValNet, the objective is to support the private sector to unleash the potentials for increased green plastic application, starting from new recycling approaches over bio-based plastics until new industrial applications. Responsible for value chain mapping, competitiveness benchmarking, identification of key drivers and barriers were addressed with appropriate policy interventions.
08/2018 - 12/2018	Germany	Ministry for Economy BW, Dr. Susanne Ast, Susanne.ast@wm.bwl.de	Senior Expert	Bioeconomy „Master Plan“ of AG 2 of the EUSALP: Aim of the project was to provide an analysis of Smart specialization strategies for Alpine Space regions and to identify potential for transnational cooperation potential with the highest benefit. Also, the develop a synchronized call - Bioeconomy „Master Plan for uptake biobased economy.
05/2017-03/2018	Tanzania Ethiopia	WBG, Xiaoyan Liang xliang@worldbank.org	Short Term Expert	Technical Support to Tanzanian Regional TVET Centers and East Africa Skills for Transformation Technical Support to Ethiopian Regional TVET Centers. The project's development objective was to increase the access and improve the quality of TVET programs in selected Regional TVET Centers of Excellence and to support regional integration. Review of the current status of Strategic investment plan, Engagement of center management and staff in activities Industrial needs assessment (questionnaire, interviews focus groups), Centers needs and capacity assessment, Capacity / training agenda for centers
11/2016 – 01/2018	Alpine Region	Jacques.Bersier, Project Leader , HES-SO//HEIA-FR, +41792188978	WP Leader	S3-4AlpClusters. Lead a Assessment of Smart specialization Strategies of project partners regionals and identification of cross sectorial and cross regional Value chains. Design online survey tool and questioners for stress test/peer review and cross regional synergies identification, lead analysis and report and design tools for value chain assessment and identification of high potentials and capacity to deliver. Develop synchronized scheme to support development of cross regional value chains.
10/2014 - ongoing	Germany	Ministry for Economy BW, Frank Fleischmann, frank.fleischmann@wm.bwl.de	Head of Agency	The ClusterAgentur BW supports more than 100 clusters and regional networks of Baden-Württemberg. ClusterAgentur supported cluster management in the fields on cluster management excellence, internationalization, skills development, innovation management and strategy development. Furthermore, the Agentur represents the operational arm of the Ministry of Economy in the field of cluster and regional economic policy development.
5/2012 – 9/2012	North Africa	GIZ, several project officers in charge	Short Term Expert	Business Plan Development of SWEEP-Net. SWEEP was a regional network across the MENA region that aimed to improve solid waste management in related countries. The business plan contain the SWEEP-Net services, mandatory investment and a market analysis for solid waste management in the MENA region.
3/2009 – 6/2012	Egypt	GIZ, several project officers in charge	Short Term Expert	Analysis of the Egyptian National Innovation System and the Role of the Technology Transfer. Analysis of the national innovation assessment system, incl selected

				Technology Transfer Centres. SWOT analyses of the Technology Transfer Centres, implementation of various trainings and workshops on how to better link the Technology T. the assignment included policy recommendations on how to improve the national innovation system.
2006 - 2012	Libya	National Investment Bank of Libya, Mohamed Al Aswad	Team Leader	<p><b>CLUSLIB:</b> Development of cluster strategies, which included cluster mapping and diagnostics, mentoring and training of Libyan Cluster Managers, setting up survey schemes for identifying innovative SMEs. Assistance of local policy makers in designing and implementation of SME competitiveness strategies. Capacity strengthening regional and national SME innovation and competitiveness policies to various Libyan authorities.</p> <p><b>ELITE –</b> Development of Libyan Incubator for High Tech Start-up, 2005 – 2007: Strategy development of national incubators. Development and delivery of trainer-training on incubation and innovation management. Business planning with high-tech SMEs and entrepreneurs, Monitoring and project management setting up incubators.</p> <p><b>Capacity Building National Conformity Assessment System:</b> Analysis of the national conformity assessment system. Capacity strengthening of National Standardisation Office Libya, Design and implementation of National Accreditation Body, Assessment of testing laboratories and certification Bodies, Capacity building, training ISO 9000, DIN EN ISO/IEC 17011, Review of quality handbooks according to DIN EN ISO/IEC 17011</p>

## CV Fernando QUEZADA, M.P.A.

1. Name of the staff: FERNANDO QUEZADA
2. Proposed position: Senior Specialist
3. Employer: Anteja ECG
4. Date of birth: 25 December, 1945
5. Nationality: US
6. Education: Fellow, Special Program for Urban and Regional Studies in Developing Areas, Massachusetts Institute of Technology (MIT); Master of Public Administration, University of California Los Angeles (UCLA); Bachelor of Arts, Political Science, California State University, Northridge, California

**Languages:** Fluent English, Spanish, Portuguese. Working knowledge of French

**Executive Director**, Biotechnology Center of Excellence Corporation (BCEC), Waltham, MA. (1991 – present) BCEC is a private, non-profit organization dedicated to fostering university-industry-government collaboration for technology policy development. Projects include program evaluation for technological innovation in industrial and agricultural extension and rural development in selected science and technology areas. Ongoing collaboration with public and private developmental entities in Europe in connection with EU funded projects in that region and with World Bank Group funded projects in selected countries in Sub-Saharan Africa (TVET Centers Tanzania, Ethiopia, Circular Economy Ivory Coast, Sierra Leone, Value chains Uganda). Policy assistance to public and private entities in the U.S., Canada, Mexico, Thailand, Malaysia, Chile, Andean Community, Northern Ireland, Italy, Spain, Israel, Australia, Japan, and others. Served on National Commission for Biotechnology Development, Republic of Chile. Consultant to the UN Economic Commission for Latin America and the Caribbean (CEPAL), the United Nations Industrial Development Organization (UNIDO), and the Andean Development Corporation (CAF) in the area of natural resource management and biodiversity. Consultant to the Fundación para la Innovación Agraria (FIA) in Chile; the Puerto Rico Science Technology and Research Trust; and the US-Mexico Foundation for Science and Technology (FUMEC).

**Advisory and Board Activities:** Board of Trustees, LASPAU, affiliated with Harvard University, Framingham State University, Framingham, Massachusetts, 2009-present; Institutional Animal Care and Use Committee, AstraZeneca 2014 –present; Consultant, Intermune, Inc. (Roche) 2014. In 2015, received Japan Foreign Minister's Commendation for service in promotion of science and technology development between Massachusetts and Japan. Previous: Advisory Council, International Association of Science Parks, (IASP) Malaga, Spain; Development Committee, Quebec Biotechnology Innovation Center in Laval, Quebec; Business Advisory Board, Progenika BioPharma Group, Bilbao, Spain; Science Advisory Committee, City of Cambridge, MA; Steering Committee, Policy Center for Marine Bio-sciences and Technology, UMASS Boston and Marine Biological Laboratory, Woods Hole, MA.; International Advisory Board, University of Ulster Science Research Park, Coleraine, Northern Ireland; Queensland/North America Biotechnology Business Advisory Group, Government of Queensland Australia; Board of the Corporation for Technological Development of Tropical Resources, Puerto Rico; Regional Liaison Expert, National Academy of Sciences, Bureau of Science and Technology for International Development; Consultant, United Nations Industrial Development Organization, UNIDO, Vienna, Austria.

**Project Director** for Biotechnology, Commonwealth of Massachusetts, Executive Office of Economic Affairs, Massachusetts Centers of Excellence Corporation, Boston, MA. Development, monitoring and evaluation of grants for university research and agri-business development in Massachusetts involving university-industry collaborations in selected regions of the state. Primary focus on smart specialization strategies and policy development in support of biotechnology sector and major research park in central Massachusetts. 1985-91

**Senior Lecturer** Cross-Cultural Technology Transfer, Lesley University, Cambridge, MA Courses addressed comparative issues relating to cultural attitudes toward adoption of new technologies. Part-time appointment 1984-98

**Associate Professor**, Department of Management, Monterrey Institute of Technology (ITESM) in Monterrey, Mexico. Taught courses in management, business policy and technology transfer. 1980-83

**Director of Development, ACCION** International, a private, non-profit development agency based in Cambridge, MA. dedicated to micro-financing in the informal sector in the US and Latin America for job creation and economic development. 1984-85

**Representative for Brazil**, Latin American Teaching Fellows Program, Tufts University Fletcher School of Law and Diplomacy (Assignment based in São Paulo, Brazil). Managed program for exchange of international scholars in the biological sciences and related fields. 1973-76. During this period, also served as Assistant Professor, University of São Paulo, Faculty of Economics and Administration, São Paulo, Brazil.

**Technical Advisor**, Núcleo de Altos Estudios Amazónicos, Federal University of Para in Belem, Brazil. Under sponsorship of the Ford Foundation, participated in the launching of programs for the promotion of training for public officials engaged in sustainable development of the Amazon region including mitigation of adverse effects of logging and mining activities. 1971-73.

**Selected Publications:**

- Stezano, F. y F. Quezada, "[Convergencia tecnológica y científica en torno al sector biotecnológico](#)"
- El paradigma de la convergencia del conocimiento, FLACSO, 2017
- Quezada, F., Sommer, P., et. al., Economía del Conocimiento en Centroamérica, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, 2013.
- Valdés, M. and F. Quezada, "Commercial Biotechnology in Mexico", Journal of Commercial Biotechnology, Vol. 19, No. 2 (2013) Palgrave Macmillan, UK
- Huete-Pérez, J.A., Roberts, R.J. and Quezada, F., "Marine genome resource sustainability in Central America". Electronic Journal of Biotechnology 15:e14. 2012
- Huete-Perez, J., P. Sommer, F. Quezada, "Building Knowledge Economies in Central America" ReVista: Harvard Review of Latin America, Fall 2012.
- Halvorson, H., F. Quezada, et. al., "Políticas Públicas para la Biotecnología Marina", Chapter in Paniagua, J., Biotecnología Marina, AGT Editor, S.A., Mexico, 2009.
- Quezada, F. "Uso Sostenible de los Recursos de la Biodiversidad en México", Book Chapter in J.L. Solleiro,(ed.) Biotecnología Agrícola en México: Oportunidades, Retos y Perspectivas, AgroBIO México, 2007.
- Quezada, F. "Bioprospección Comercial en América Latina", Book Chapter in M. Adonis and L. Gil, (eds.) Gestión, Innovación y Comercialización en Biotecnología, Editorial Universidad de Chile, 2007.
- Quezada, F. Status and Potential of Commercial Bioprospecting Activities in Latin America and the Caribbean, Publication Series on Environment and Development, United Nations Economic Commission for Latin America and the Caribbean, (CEPAL) Division for Sustainable Development and Human Settlements, 2007
- Quezada, F., "Commercial Biotechnology in Latin America", Journal of Commercial Biotechnology, Vol. 12. no 3. April 2006, Palgrave Macmillan, UK
- Halvorson, H. and Quezada, F. "Marine Bioprospecting", Journal of BioLaw and Business, April 2006.
- Quezada F., W.Roca, M.T. Szauer, R.Torres, J.J. Gómez, R.López (eds) Biotecnología para el Uso Sostenible de la Biodiversidad Andina: Capacidades locales y mercados potenciales, United Nations Economic Commission for Latin America and the Caribbean, CAF/UN-CEPAL, 2005
- Quezada, F. "Biotechnology Advances in Latin America" in Ernst & Young, Resurgence: The Americas Perspective– Global Biotechnology Report, 2004
- Halvorson, H., Quezada, F. and Johnson, R., "Current drivers for setting national agendas for marine biotechnology in Latin America and the Caribbean: A view to 2010" International Marine Biotechnology Conference, Special Issue Proceedings, 2003
- Halvorson, H., Chavez-Crooker, P., Diaz, P., Quezada, F. "Marine Biotechnology Opportunities for Latin America", Electronic Journal of Biotechnology, 2002
- Halvorson, H. and F. Quezada, "Increasing public involvement in enriching our fish stocks through genetic enhancement", Genetic Analysis and Biomedical Engineering, 1999, 15: 75-84
- Quezada, F., "Regional Strategies for Bioindustry Development", in Ismail, G., Bioresource Utilization, Pelanduk Publications, Malaysia, 1997
- Quezada, F. and J. Boyce, "Latin America", in Nath, R., Comparative Management, Cambridge, Ballinger, 1988.
- Watson, G. and F. Quezada, "Massachusetts's Policy Environment", Biopharm, September 1987.

**International Presentations:**

- Keynote Speaker, VI Encuentro Internacional sobre Biotecnología, "Desarrollo de la Biotecnología en Latinoamerica: Un enfoque Comercial", Universidad Autonoma de Tlaxcala, Mexico, 1-4 de diciembre de 2019
- Keynote Speaker, Primer Congreso Científico Internacional Amazonía Sostenible. "Universidades y Ecosistemas de Innovación para la Amazonía Sostenible" Tarapoto, Perú 20-22 de noviembre 2019
- Keynote Speaker, "Internacionalización de la Educación Superior", Encuentro del Comité Internacional, Universidad Autonoma de Nuevo León, November 25, 2019, Monterrey, N.L. México
- Speaker, "Biotechnology in Mexico", Sixth High Level Innovation Forum for Mexican Policymakers, Woodrow Wilson Center, January 25, 2019, Washington, D.C.
- Speaker, VIII Nicaraguan Conference on Biotechnology and Biodiversity, Centro de Biología Molecular, Universidad Centroamericana, Granada, Nicaragua, June 2016.
- Keynote Speaker, IX Encuentro de la Red de Biotecnología, Instituto Politécnico Nacional, Oaxaca, México, November 2015

- Speaker, Workshop on Convergence of Nanotechnology and Biotechnology, sponsored by Mexico's National Council on Science and Technology (CONACYT), Cuernavaca, Mexico January 2015.
- Panel Moderator, Public-Private Collaboration for Biotechnology in Mexico, Panel focused on government incentives for government-industry incentives for commercial biotechnology. BIO International Convention, San Diego, June 2014
- Session Leader/Moderator, VII Nicaraguan Biotechnology Conference on Central American Marine Biodiversity and Genomics, Montelimar, Nicaragua, May 2014.
- Panel Moderator, "Expanding Biotechnology Markets in Mexico", Panel focused on regulatory changes in Mexico affecting commercial biotechnology. BIO International Convention, Chicago, April 2013
- Panel Moderator, Biopolymer Workshop, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya, January 2013.
- Speaker, VI Nicaraguan Biotechnology Conference: Genomic Archiving and Coastal Marine Biodiversity Exploration, Conservation and Sustainable Development, Montelimar, Nicaragua, April 2012.
- Invited Lecturer, Kennedy School of Government Executive Education program, "Innovation for Economic Development", Harvard University, June 2012.
- Plenary Speaker, National Innovation Forum, Confederación Patronal de la República Mexicana (COPARMEX), Mexico, D.F. November 2012.
- Panel Moderator, "Society and Innovation: Knowledge Cities and Poles", Science and Innovation Week, Institute for Science and Technology of Mexico City (ICyTDF), Mexico City, September 2012
- Plenary Speaker, "Vanguardia Tecnológica: 2º Feria de Innovación Tecnológica de la Ciudad de México", Mexico City, March 2012.
- Lecturer, "Program on Innovation, Science, and Technology: Developing a Road Map for Mexico City", LASPAU (Harvard U. affiliated), Cambridge, MA, September 2011
- Speaker and Moderator, "Baltic Dynamics 2011: Cross-Regional Initiatives for Business Innovation" Tallinn, Estonia, September 2011.
- Guest Lecturer, "Innovation for Economic Development", Kennedy School of Government, Harvard University, Cambridge, Massachusetts, June 2011
- Speaker, "Balancing Public and Private Involvement", International Conference on "Agricultural Biotechnology in Africa: Fostering Innovation", University of Addis Ababa, Addis Ababa, Ethiopia, May 2011
- Panelist, "Knowledge Camp", International Association of Science Parks, Annual Convention, Copenhagen, Denmark, June 2011
- Moderator, "Commercialization of Biotechnology Research in Mexico", Panel included Director General of COFEPRIS, Mexico's regulatory agency for biologics. Biotechnology Industry Organization International Convention, Washington, D.C. June 2011.
- Speaker, "Creativity and Innovation in Periods of Crisis", Eurobask, Guggenheim Museum, Bilbao, Spain, February, 2009
- Speaker, "First Congress on the Biotechnology Sector", University of Salamanca Science Park, Salamanca, Spain, February, 2009.
- Speaker, "II National Conference of University Researchers", Vice-Presidency of the Republic of Nicaragua, National Council of Science and Technology, Managua, Nicaragua, January 2009.
- Keynote Speaker, "Public Support for Business Incubation", 3rd Annual Conference, Canadian Association of Business Incubation, Laval, Quebec, September 2008.
- Session Chair, "Drug Development for Neglected Diseases and Orphan Drugs", DIA Conference on Drug Discovery and Clinical Development in India, Mumbai, India, Nov. 2007.
- Session Chair, "Mexico: Regional Leadership and Cross-Border Collaborations", Biotechnology Industry Organization International Convention, Boston, May 2007.

## CV Darja RADIĆ. M.SC.

1. DATE OF BIRTH: 07.12.1965
2. NATIONALITY: Slovene
3. LANGUAGES: Slovenian, English, Serbian, Croatian, German
4. EDUCATION:

INSTITUTION [DATE FROM - DATE TO]	DEGREE (S) OR DIPLOMA (S):
University of Ljubljana, Faculty of Economy (1984-1989)	Bachelor of Economic Science
BABSON COLLEGE, Wellesley, Massachusetts, USA, 1992	Babson International Colloquium for Entrepreneurship Educators, certificate
University of Ljubljana, Faculty of Economy (1993 – 2001)	Master of Economic Science

### 5. MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS:

2008-2011: Member Slovenian and EU committees for strategic development, competitiveness, economic development, research and innovation: Member of the Economic and Social Council of the Republic of Slovenia, Member of the Strategic Council for better legislation and administration environment of the Republic of Slovenia, Vice president of the Committee for Economy and Sustainable development of the Government of the Republic of Slovenia, President of the Business Excellence Committee of the Republic of Slovenia as well as of all bodies within the EU Commission, covering economy and energy sector. 2008-2010: Vice president and in 2010 president of the Board of Directors of the Slovene Enterprise Fund. 2010-2011: Member of the Governmental Committee for International Development Cooperation of the Republic of Slovenia 2011-2011: Vice president of the Strategic Council for Tourism of the Republic of Slovenia.

### 6. OTHER TRAINING:

National training program for counseling and advisory for SME's, Gea College Ljubljana and Ministry of the SME of the Republic of Slovenia (1992)  
Seminary and workshop on project management; University of Ljubljana, Faculty of Economy (2005)

### 7. COUNTRIES OF WORK EXPERIENCE:

In the last ten years she has been employed in Slovenia. She has worked on EU projects in Austria, Italy, Estonia, Finland, Germany and Croatia as a project team member. In the most recent years she worked on international projects in Azerbaijan and in Western Balkan Countries as Albania, FYR Macedonia, Serbia, Bosnia and Herzegovina, Croatia, Montenegro, Kosovo, mainly as a project leader.

### 8. EMPLOYMENT RECORD:

**General manager and owner**  
**PROVOBIS, Business consulting, d.o.o.**  
**TITOVA 1, JESENICE SI-4270**

**From: 2012 To: 2017**

**Employer: Anteja ECG**

**Position Held:** Tourism Senior specialist

As a Vice president of Anteja ECG act as team leader, key expert or Short term expert of Anteja ECG projects. Main implemented or on-going projects are: (i) Internet of wood project, which aims at digitalization of Slovenian wood value chain in order to improve the competitiveness of the wood value chain in Slovenia; (ii) Polymers for emerging industries (Poly4Eml); project addresses the challenges of Slovenia's innovation policy through developing a new policy model for a more systemic approach to stimulating the transformation of the industrial structure towards the emerging bioeconomy using the clustering approach, (iii) Clustrat- Boosting innovation through new cluster concepts in support of emerging issues and cross-sectoral themes, CENTRAL EUROPE Programme co-financed by the ERDF, (iv) Value Chain analysis in Horticulture in Azerbaijan, IFC World bank project; (v) Competitiveness Assessment of the three Agribusiness Value Chains, IFC World Bank project in Bosnia and Herzegovina, (vi) Cluster organization of Wine Industry in Croatia (vii) Improving cooperation in SEE by Actions for Strengthening the Regional Cooperation Council (RCC), (viii) iCON "Competitiveness through Collaborative Entrepreneurship" (Interreg Slovenia - Italy 2007 - 2013), (ix) Developing and implementing the training and educational modules in the field of biopolymer materials and technologies, using global

biopolymer network (workshops, coaching station, tailor made training programs for different users, universities, research institutes, industry) on international market.

**From: 2008 To: present**

**Employer:** Vocational College for Catering and Tourism Bled, Slovenia

**Positions held:** Lecturer of the courses Introduction to tourism and destination management. Besides lecturing working as a head of practical training of the students, international project cooperation and trainings.

**From: 04/2013 To: 03/2014**

**Employer:** CENTER OF EXCELLENCE POLIMAT, Ljubljana, Slovenia

**Positions held:** Head of PoliMat Academy

Developing and implementing the training and educational modules in the field of polymer materials and technologies, using global biopolymer network (workshops, coaching station, tailor made training programs for different users, universities, research institutes, industry) on international market. Supporting the commercialization of innovation developed in the center on the international markets.

**From: 2011 To: 06/ 2012**

**Employer:** Ministry of the Economy of the Republic of Slovenia

**Positions held:** Former minister of the economy.

**From: 2010 To: 2011**

**Employer:** Ministry of the Economy of the Republic of Slovenia

**Positions held:** Minister of the economy

Managing the Ministry of the Economy, covering five areas as follows: Entrepreneurship and competitiveness, Internal market, Internationalization of Slovenian economy, Tourism, Energy sector. The main projects: (i) Program for development of the Slovenian business centers, where 17 projects from the main economic branches and in all Slovenian regions have been supported in amount of 179 mio EUR; (ii) National Program for Stimulating the Internationalization of Slovenian Companies for the period 2010-2014, which encompass the measures and activities of the ministry to promote and stimulate the internationalization of Slovenian companies, (iii) leading member of the project team for preparation of Research and Innovation Strategy of Slovenia for the period 2011 – 2020, created by Ministry of the Higher Education, Science and Technology, iv) Managing the preparation of Tourism Strategy for the period 2012 – 2016 and Tourism policy 2011-2012.

**From: 2008 To: 2010**

**Employer:** Ministry of the Economy of the Republic of Slovenia

**Positions held:** State Secretary (vice minister)

Assisting to the minister by managing the ministry, especially in the areas of entrepreneurship, competitiveness, internationalization of Slovenian companies and tourism. Managing the main projects of the ministry in the above mentioned areas of work, among them: (i) Improving the implementation of the Program for Promoting the Entrepreneurship and Competitiveness 2007 – 2013, which is directed towards four key areas of activities: promoting entrepreneurship and entrepreneur-friendly environment, knowledge for business, R&D and innovations in companies and promoting SME with equity and debt instruments; (ii) Introducing of a new Program of financial engineering model for SME, which besides the grant line for SME includes new financial instruments for SME like bank loan guarantee line and equity financing line for SME (venture and mezzanine investment capital); (iii) Preparing and implementing of Action plan for Small Business Act EU, where the main obstacles for SME's are detected and presented the measures and activities for the improvement of business environment for SME in Slovenia.

**From: 2007 To: 2009**

**Employer:** PROVOBIS DARJA RADIĆ s.p.

**Positions held:** Business consultant; owner of the company

Main Projects on the position of key expert and project manager: (i) 9 Business plans for tourist infrastructure investment, including the preparation of the application for public tender of the Ministry of the Economy for co-financing the investments into private tourism infrastructure; 100% success. (ii) 3 Programs for managing the certain cultural heritage in Slovenia (Bled Castle, Kostel Castle, Idria's Mercury Mining heritage (the basis to register in the UNESCO Heritage List). (iii) Mentor for young entrepreneurs by developing their business ideas within the Technology Park of Ljubljana. (iv) Developing the management of tourist destination "Dežela Celjskih knezov" (The Land of Counts of Celje). (v) Program for development of Regional Destination Management Organization of Gorenjska Region, Regional Organization for Development, Kranj 2007.

**From: 2005 To: 2008**

**Employer:** University of Primorska, Turistica, Faculty of Tourism Studies Portorož, Slovenia

**Positions held:** Head of project management department; Project manager of the research and development projects, responsible also for networking with local, regional and national institutions and private companies in Slovenia and in international environment.

As a project manager and author or co-author carried out many national and international strategies and research programs, mostly in the field of tourism and catering, like Slovenian Tourism Strategy for the period 2007-2011, National Program for Development of Quality in the Slovenian hotels, National Program for Development of Human Resources in Slovenian Tourism, National Program for promotion the professions in the tourism and catering industry, Research: "Key factors for the successful development of tourist destination – identification of tourist destinations, integral tourist products with the analysis of the destination management". The methodology for assessment of destination management development has been one of the main results of this research.

**From: 2001 To: 2005**

**Employer:** Ministry of the Economy of the Republic of Slovenia

**Positions held:** State Undersecretary, Head of Tourism development department

Working in the field of legislation in tourism, strategic planning, tourism policy, promotion of tourism at the national level, integral tourist product development, human resources development in tourism, quality of tourist services, tourist destination management development as well as in the field of promotion of entrepreneurship and competitiveness at the national level. Main project besides conducting the Slovenian Tourism Strategy and Tourism Policy papers for the years 2003, 2004 and 2005 are: (i) Elaboration of Single Programming Document for the period 2004-2006, the basis for funding from EU Structural Funds and within preparing the specific instruments for promotion the tourism development. On the basis of those instruments the public tender for investment in tourist infrastructure has been prepared. The instruments for tourism have been recognized as the instruments with the best results within the programing document for this period. (ii) Preparing the Law on Tourism, as the legislative grounding for the implementation of tourism strategy at the national level. (iii) Elaboration of the project: Integral Tourist Information System of the Republic of Slovenia. (iv) Establishment of two tourism clusters in Slovenia (MICE cluster, and Cluster of small hotels of Slovenia).

**From: 1999 To: 2001**

**Employer:** Destination Management Organization of Kranjska Gora, Slovenia

**Positions held:** General Manager; Management of the DMO, Development of cooperation and networking among the stakeholders in the destination.

The DMO of Kranjska Gora was one of the first destination management organizations in Slovenia. The business model of Kranjska Gora's DMO has become the best practice, implemented in many tourist destinations in Slovenia.

**From: 1996 To: 1998**

**Employer:** Municipality of Kranjska Gora, Slovenia

**Positions held:** Advisor for tourism and public investment

Main tasks were elaboration and implementation of tourism policies, managing the projects in the field of tourism in the destination. The main projects, carried out: (i) Business Plan for the establishment of Destination Management Organization of Kranjska Gora, (ii) Elaboration of the Investment program for Convention Centre in Kranjska Gora, (iii) Project leader of the Project for Development of Cycling routs in Zgornjesavska Valley, (iv) Manager of the project to build the thermal water well in Kranjska Gora.

**From: 1994 To: 1996**

**Employer:** GPG, d.d., Construction Company, Ljubljana, Slovenia

**Positions held:** Head of Project controlling and monitoring department

The main tasks: Controlling and monitoring of the construction projects (over 30 construction projects) and Controlling and monitoring of the daughter companies (12 daughter companies).

**From: 1989 To: 1994**

**Employer:** Municipality of Jesenice, Slovenia

**Positions held:** Advisor for tourism to October 1990; Planner of economic development in the municipality

Working mostly on elaboration of developmental programs and strategies like, Program for development of tourism in Jesenice Municipality, Program for Restructuring and development of the industry in Jesenice Municipality, Elaboration of the Program for promotion and development of the entrepreneurship in the Municipality of Jesenice, Establishment of the Business information and advisory center for SME's in the Municipality of Jesenice, Establishment of Business incubator within the Iron and Steel Company of Jesenice.

## 9. SPECIFIC MOST RECENT EXPERIENCES / REFERENCES RELEVANT FOR THE PROJECT

Date	Location	Company & ref. person	Position	Description
01/2021 – 06/2023	Sierra Leone	<a href="mailto:ltwiningward@worldbank.org">ltwiningward@worldbank.org</a>	Eco Tourism lead	The project is part of the joint efforts of the Government of Sierra Leone, through the Ministry of Finance and the World Bank within the Initiative "Sierra Leone Economic Diversification Project (SLEDP)". Its objectives are to facilitate investment, SME growth, and entrepreneurship in non-mining productive sectors in Sierra Leone in particular tourism. Mapping of tourism actors and <b>provide plan for reduction of single use plastics from operations. Provide plan for development sustainable value chains for plastics alternatives</b>
8/2020 – on going	Bosnia and Herzegovina	(GIZ) GmbH Mr. Nils Wetzel e-mail: nils.wetzel@giz.de	Project Manager	<b>Tour Study Tourism in Bosnia and Herzegovina.</b> The main purpose of the Assignment is to provide a sound theoretical basis for programming of policy measures which will support the economic development of the tourism sector in BiH. According to this the main objectives of the assignment are to provide a comprehensive understanding of the structure of the tourism sector in BiH, an assessment of the performance and competitiveness of the tourism sector, a list of identified main challenges and opportunities for future development, and recommendations for strategic interventions with a set of concrete measures, presented by priority order for their implementation, having in mind the COVID-19 situation. Mrs. Radić is a project manager, leading also drafting competitiveness assessment <b>and recommendations for strategic actions that will include also specific measures for promotion of sustainable tourism development in the country.</b> Green Scheme of Slovenian Tourism as a model, will be tested and pilot actions implemented within the parallel project that also started in September 2020.
6/2020 – on going	Slovenia	Regional Development Agency of Gorenjska region BSC Kranj Mrs. Mateja Korošec e-mail: mateja.korošec@bsc-kranj.si	Author	<b>Policy measures for promotion of culture and creative industries in Gorenjska region.</b> The main objective is to provide a policy paper that will support policy makers in the region to promote and increase the value of cultural and creative industries in Gorenjska region as a unique opportunity for the successful development of a highly <b>competitive economy and ensuring a high quality of living.</b> Policy paper builds on wide discussion with the representatives of culture and creative industry in the region, and provide a set of proposed policy measures to efficiently address the needs of culture and creative sector in the region. In the second stage an action plan with pilot actions will be prepared. Mrs. Radić is an author of this paper.
1/2020 – on going	Western Balkan	Ms. Marzena Kisielewska, Head of the South East Europe Division OECD e-mail: marzena.kisielewska@oecd.org	External Expert	<b>Competitiveness Outlook for SEE 2021, Tourism Policy Chapter.</b> Ms. Radić is engaged as an external consultant for drafting the Tourism Policy Chapter of the Competitiveness Outlook in SEE 2021. The project entails detailed qualitative and quantitative analysis of the tourism policies in the Western Balkan countries, focused on 5 dimensions of the tourism policies, namely: Governance & Regulation, Destination accessibility and tourism infrastructure, Availability of qualified workforce, Sustainable and Competitive tourism and Tourism branding & marketing. Detailed questionnaires have been prepared in the first stage of the project, which will be followed by the workshops with the tourism stakeholders in the region, and drafting report, including recommendations for the governments for future actions, having in mind new circumstances in the tourism market due to the COVID-19.
1/2020 – on going	Slovenia	Mr. Franc Čebulj Major of the Municipality of Cerknje na Gorenjskem e-mail: franc.cebulj@cerknje.si	Project Manager	<b>Strategy for sustainable development of the Municipality of Cerknje na Gorenjskem for the period 2020-2030. Focus on Tourism development.</b> The main objective of the project is to prepare a new comprehensive development strategy for the municipality, with the focus on sustainable tourism development, which will be in line with the Slovenian sustainable tourism development strategy 2017 – 2021 and will create basic conditions for successful sustainable development of tourism in the destination. The state of play analysis of tourism has been prepared. The tourism potential of the destination has been identified and the main tourist products, which will create unique experience for tourists have been identified so far. The next step is preparing an Action plan with clear measures, timeframe and budget for the implementation of strategy's vision and strategic goals. The strategy is prepared in a close collaboration with tourism stakeholders in the destination. Mrs. Radić is a project manager.
5/2020	Western Balkan 6	Ms. Marzena Kisielewska, marzena.kisielewska@oecd.org	Co-author	<b>Location: The COVID-19 Crisis in the Western Balkans, Economic impact, policy responses, and short-term sustainable solutions. Impact on tourism in the Western Balkans.</b> Mr. Radić contribute some recommendations for short term measures to mitigate the impact of the pandemic and accelerate the recovery of tourism in the region.

11/2019 – 05/2020	Bosnia & Herzegovina	Mr. Nils Wetzel, project manager EU4Business – GIZ Bosnia & Herzegovina e-mail: nils.wetzel@giz.de	High Level Advisor	<b>Business Tourism Project. Knowledge transfer.</b> Purpose of this assignment is to support the capacity building measures provided by GIZ to partner institutions concerning the effective operationalisation of economic support measures in the tourism sector (especially effective operationalisation of grant schemes). In the first stage the study tour to Slovenia has been organized to introduce the concept of sustainable tourism using the example of Slovenian approach to the high level officials in the field of tourism in Bosnia and Herzegovina. The advisory services to officials on knowledge transfer gained during the study visit into their own concepts and approaches followed. <b>The best practice case of Slovenian approach to Sustainable Tourism Development – so called: Green Scheme of Slovenian Tourism was proposed as approach to sustainable tourism development in Bosnia and Herzegovina, and the implementation of this project started in September 2020.</b>
12.06/2020	Western Balkan 6	Ms Marzena Kisielewska, Head of the South East Europe Division OECD e-mail: marzena.kisielewska@oecd.org	Moderator of the seminar	<b>REGIONAL POLICY DIALOGUE. SUPPORTING THE TOURISM SECTOR IN THE COVID-19 CONTEXT.</b> The aim of this seminar was to discuss the policy measures to support the tourism sector and to facilitate the sector's progressive resumption in the Western Balkans. The seminar comprised two sessions. First, various policy options to support the survival of tourism businesses during COVID-19 were discussed by selected OECD member states and Western Balkans economies. The second session focused on the tourism sector's resumption in the summer 2020 and beyond, and the various health and safety protocols introduced in that regard. The regional policy dialogue concluded by having an open discussion on the way forward and potential joint solutions that can be developed on the regional level. Ms. Radić moderated the seminar.
06/2019 – 12/2019	Western Balkan	Mrs. Milena Filipović, project manager of the Triple P Tourism; RCC Sarajevo Tel: + 382 69 492 694 e-mail: milena.filipovic@rcc.int	Short term expert; Team Leader	<b>"Western Balkans – Crossroads of Civilisations" umbrella cultural routes identity.</b> The project represents the second phase of the Triple P project aimed at the development of the common regional brand for cultural tourism routes in the Western Balkan, encompassing Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia. The project includes development of Branding Strategy, Brand labelling system, Governance and management structure and Business model, and Marketing strategy with two years Marketing Action Plan. <u>Position:</u> Team leader. <u>Client:</u> Regional Cooperation Council (RCC Secretariat, Sarajevo, Bosnia and Herzegovina).
05/2018 – 07/2018	Western Balkan	Mrs. Milena Filipović, project manager of the Triple P Tourism; RCC Sarajevo Tel: + 382 69 492 694 e-mail: milena.filipovic@rcc.int	Short term expert	<b>Cultural Tourism Industry Assessment in the Western Balkans Six.</b> The main objective of this assignment was to assist the Triple P Tourism Team and the RCC Secretariat Programme Department (competitiveness) in carrying out an assessment of the cultural tourism industry in the WB6 economies, which will provide a baseline for defining the Triple P Tourism project intervention planning and delivery. This work entails assessing the state of play in the industry in WB6 economies, identifying key constraints and gaps, which hinder the development of regional cultural tourism products, and provides recommendations for their elimination. The main purpose of the assignment is to get an overview, needs assessment and recommendations for the necessary improvements within the industry, which will form the basis for concrete actions to be performed in the three years period. Mrs. Radić is the author of the assessment.
09/2018 – 12/2018	Western Balkan	Mrs. Milena Filipović, project manager of the Triple P Tourism; RCC Sarajevo Tel: + 382 69 492 694 e-mail: milena.filipovic@rcc.int	Short term expert; Team Leader	<b>Concept of the Western Balkans: Crossroads of civilisations regional umbrella identity development.</b> This paper provides the conceptual document for the development of the common regional umbrella identity of the WB6 economies under the Triple P project, that will integrate the rich cultural and natural heritage of the region under shared, overarching regional identity and thus provide a comprehensive framework for the development and marketing of regional cultural tourism products / itineraries. Mrs. Radić was a team leader.
08/2016 – 07/2017	Tajikistan	Mrs. Mateja Dermastia, Anteja-ECG d.o.o.	Tourism Expert	<b>Value Chain Analysis of construction materials and tourism sectors in Tajikistan;</b> (The World Bank Group project) working as an associate of the Anteja-ECG consulting company. Main tasks: (1) preparing initial value chains mapping for tourism (2) preparing semi structured interviews/focus groups for tourism sector (3) drafting reports – value chain analysis for tourism sector (4) preparing recommendation for the improvements in Tajik tourism VC.

11/2017 – 7/2019	Slovenia	Mr. Marko Matjašič, General Manager, GG Bled, Forest Management Company Tel: + 386 51 362 595 e-mail: marko.matjasic@gg-bled.si	Author	GG Bled company decided to expand its main business (forest management) to tourism. Company bought two hotels in Bohinj tourist destination, which both need complete renovation. In addition, the company owned several forest cottages in the Triglav National Park, which they want to renovate to tourism forest cottages. As tourism is a new activity for the company, they invited me to prepare a comprehensive product and marketing strategy which will position the company on the global tourist market. A Comprehensive product and marketing Concept and strategy has been developed already, with the company's tourism brand and tourism product portfolio. Further on, the product and marketing concept and strategy for Heritage Hotel Bellevue in Bohinj and for the forest cottages have been prepared so far. Ms. Radić is the author of all strategic concepts and strategies. She will be further engaged by the investor as consultant by renovation of the hotel and forest cottages.
04/2018 – 09/2018	Slovenia	Mrs. Ksenja Kragl, CPT Krško, Center for Entrepreneurship and Tourism Krško Tel: +386 41 353 505 E-mail: ksenja.kragl@cptkrsko.si	Team Leader	<b>Sustainable tourism strategy of tourist destination Krško, Slovenia.</b> The main objective of the project is to prepare a new comprehensive tourism strategy for destination, which will be in line with the Slovenian sustainable tourism development strategy 2017 – 2021 and will create basic conditions for successful sustainable development of tourism in the destination. The state of play analysis of tourism has been prepared already. The tourism potential of the destination has been identified and the main tourist products, which will create unique experience for tourists have been identified so far. Due to the rich cultural heritage of the destination, one of the main product segments will be cultural tourism products. Cultural tourism products like the Valley of Castles in Posavje and the Trappists monks route (where we expect to establish cooperation with the Mariastern Trappist Abbey, in Bosnia and Herzegovina, situated near the city Banja Luka) will be proposed in the strategy for their development and launch on the global market. The strategy is prepared in a close collaboration with tourism stakeholders in the destination. Three workshops on identification of most prospective and competitive tourism products have been implemented.
10/2019 – 11/2018	Bucharest, Romania (Danube Region)	Mrs. Laura Ligazzolo, Routes4U project e-mail: laura.LIGAZZOL@coe.int	Author	"Sustainable development through cultural tourism: building prosperity in the Danube Region". Workshop Report. First Conference for the Danube region. Mrs. Radić moderated one of the workshops on the First Conference for the Danube region. The main objective of the workshop was to exchange experiences and to discuss the main challenges of the Danube Region regarding cultural tourism as a driver for growth, jobs and sustainable economic development. In this context, the participants discussed how cultural tourism based on the Cultural Routes of the Council of Europe could (i) foster regional development by improving accessibility of cultural heritage in remote areas, and bridging the gaps among the developed and less-developed parts of the Region; (ii) enhance the connectivity in the Danube Region through the establishment of regional networks and fostering cooperation among stakeholders in the Region; (iii) ensure sustainability by introducing a common comprehensive regional strategic approach to cultural tourism development and creating efficient business models for development and marketing of cultural tourism of the Region; (iv) foster entrepreneurship through awareness raising and capacity building of stakeholders and promotion of links between tourism and creative industries as new drivers of economic development in the Region. Report including also the recommendation, which are the part of Roadmap for the implementation of the Danube Region Strategy was prepared by Mrs. Radić (Link: <a href="file:///C:/Users/Daria/Downloads/Roadmap-for-the-Danube-Region.pdf">file:///C:/Users/Daria/Downloads/Roadmap-for-the-Danube-Region.pdf</a> ).
10/2018 – 01/2019	Slovenia	Mrs. Helena Cvenkel, Agency helena.cvenkel@bsc-kranj.si	Author	<b>Strategy for Development of New Industrial Culture in Gorenjska Region.</b> The main strategic goal is to promote and increase the value of the new industrial culture in Gorenjska as an opportunity for regional development and promote it as a unique identification element and characteristic of regional identity, according to which Gorenjska will be different from other regions and will be recognizable in the world.
09/2012 – 07/2013	Western Balkan Countries	Mr. Ugo Poli, CEI, Central European Initiative, Trieste, Italy <a href="mailto:poli@cei.int">poli@cei.int</a>	Short term expert	<b>Records of a country-based consultation for boosting the growth of local economies by leveraging on their cultural heritage assets,</b> prepared within the project Improving cooperation in SEE by Actions for Strengthening the Regional Cooperation Council (RCC); project activity – Decentralized consultation for bottom-up assessment of the regional priorities in the field of Cultural Heritage. Main tasks: (1) organizing the Stakeholders' Meetings in all WBCs in order to: identify from bottom-up the national cultural heritage sector needs, priorities and expectations, which could be harmonized and integrated into regional strategies and consistent cooperation initiatives and further finalized under aegis of the RCC; (2) drafting records and report; (3) presenting the main findings with an emphasis on identification of new regional networks in the field of cultural tourism in the region on organizing the Stakeholders' Conference.

# CV FADLI FADLI, MSc.

## PROFESSIONAL EXPERIENCE

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<b>Circular Bio-economy Research Fellow, SDW e.V. – Hamburg, Germany</b>	<b>March 2022 – Present</b>
▪ Developed a circular bio-economy business plan for a new social venture, “Proterra,” that produce alternative animal protein from insect. Cut production costs of fish and chicken farmers by 40% and increase the recycling ratio of organic waste to 85%.	
▪ Designed and implemented a program to raise awareness of the economic and environmental impact of the animal protein from insect; reached 80 farmers and counting.	
<b>Program Manager, Wanua Panrita – Makassar, Indonesia</b>	<b>September 2020 – September 2022</b>
▪ Planned and implemented four rural community empowerment programs in Indonesia for two years effectively and efficiently. Two programs were recognized and selected to join the NGO Accelerator Program (out of 25 NGOs) by UNDP and Islamic Development Bank. Preferred assignments include: <ul style="list-style-type: none"> <li>- Delivered electricity for 200 households in a remote area through a micro-hydro power plant in the “Renewable Electricity for Resilient” program.</li> <li>- Transformed practice of 150 smallholder farmer families into climate-smart agriculture on around 500 hectares of farmland through soil management, water management, chemical input management, and farm diversification in the “Climate Smart Coffee Farming” program framework.</li> </ul>	
<b>Waste Management and WASH Adviser, WASTE NL – The Netherlands &amp; Indonesia</b>	<b>April 2020 - December 2021</b>
▪ Conceptualized and coordinated the implementation of "FINISH Mondial Sanitation Technology Hackathon 2020 and 2021," sourced 80 innovations in cost-effective toilet design and climate adaptative sanitation technology from 20 countries.	
▪ Co-authored a cost-effective and climate-friendly toilet construction manual with international sanitation experts from four countries; 450 toilets were constructed in Ethiopia and Kenya using the manuals, resulting in a 50% saving in construction time.	
▪ Analyzed and introduced a cost-cutting strategy for toilet construction to six partner countries. Four partner countries to successfully adopt the strategy (i.e., Ethiopia, Kenya, Tanzania, and Uganda).	
<b>Waste Management Consultant, Mantra – Bali, Indonesia</b>	<b>February 2020 - August 2020</b>
▪ Reduced waste to landfills to 80% through a data-driven waste management strategy. Then, oversight of its implementation.	
▪ Achieved zero work accidents and reduced 50% composting time (from 60 days to 30 days) through a standardized composting guideline for waste management facilities at the community level with max. 10.000 people.	
▪ Optimized tools to measure and analyze waste generation and greenhouse emissions; cut 40 hours of processing time per client.	
▪ Achieved a climate neutral for a client by accounting, reporting greenhouse gas emissions, and providing neutral carbon strategies. Managed to apply for the 2021 UN Global Climate Action Award for Climate Neutral category.	
<b>Sustainability Analyst, 4C Services GmbH – Cologne, Germany</b>	<b>December 2017 – May 2019</b>
▪ Conducted training for auditors and system users with “outstanding” ratings by 95% of participants regarding event logistics, communication, and materials.	
▪ Improved assessment tools for monitoring certification tools, resulting in 8 hours of saving process time per document.	
▪ Systematized outreach methods to engage with coffee producers from 23 countries in Sub-Saharan Africa, South America, South, and Southeast Asia; issued 80% certificate on time.	
<b>Waste Management Consultant at Kakis – Koper, Slovenia</b>	<b>August 2018 - October 2018</b>
▪ Shortened composting time by 50% (from 60 days to 30 days) through a climate-friendly and data-driven waste management system in a composting toilet.	
▪ Cut 30% (from 30€ to 21€ per unit toilet) of waste management costs by using locally available materials and implementing environmentally sustainable design.	

**Circular Economy Consultant at Provadis – Frankfurt, Germany** May 2018 - July 2018

- Developed a material flow mapping of by-products and raw materials through business reports analysis of 35 companies in Frankfurt Industrial Park and ten expert interviews on the circular economy, waste management, and innovation.
- Reduced waste to landfill by 15%, increased organic waste collection by 80% at the Frankfurt Industrial Park by reclaimed recyclable materials and generated raw materials for resale through an industrial symbiosis strategy.

**Observer Organization Liaison Assistant, UNFCCC – Bonn, Germany** September 2017 – November 2017

- Streamlined database management to liaise observer organization with inquiries during COP23. Managed ca. 30 inquiries on time per day, achieving a 50% savings in process time.
- Maintained the administrative and logistics of 544 side events and ca. 200 exhibitions during COP23.

**Research Assistant, International Water Management Institute – Bochum, Germany** January 2017 – August 2017

- Conducted research on nutrient recovery from faecal sludge into agriculture resources in the “Resources Recovery & Reuse” project funded by Bill and Melinda Gates Foundation. Resulting in a master’s thesis publication with an excellent grade.

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## EDUCATION

**University of Bonn, Germany** | MSc, Agriculture Science and Sustainable Resources Management in the Tropics & Subtropics.

Hasanuddin University, Makassar, Indonesia | BSc, Agronomy

Ehime University, Ehime, Japan | International Exchange Program, Sustainable Forest, and Agriculture Management

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## OTHER EDUCATION & TRAINING

**International Sustainability Academy sponsored by the Federal Ministry for Economic Cooperation and Development, Hamburg, Germany, 2022 – March - October 2022**

Key learning: Theory of changes, log Frame Analysis, impact - <https://www.isa-germany.com/en/homepage/>

**Incubits Incubation Program sponsored by UNICEF Indonesia – January-August 2022**

Led the innovation project life cycle for "Loocoal; Upcycling faecal sludge into Briquette as alternative and renewable energy."

Key learning: Solution incubation, start-up lifecycle, sustainable business modeling - <https://incubits.org/>

**Tadamon Crowdfunding Academy by Islamic Development Bank and UNDP Indonesia – April-June 2021**

Led the innovative financing activity, i.e., crowdfunding for Electricity for Resilient project. Achieved a 100% goal within three months campaign.

Key learning: Innovative financing models, storytelling, communication strategy, crowdfunding visual - <https://tadamon.community/cfa>

**Pioneer into Practice by EIT Climate-KIC, Germany & Slovenia – May-October 2018**

Key learning: System innovation thinking, circular economy, net-zero cities, project management - <https://pioneers.climate-kic.org/>

**Climate-KIC Journey by EIT Climate-KIC, The Netherlands, Norway, United Kingdom – July-August 2016**

Key learning: Climate change adaptation and mitigation, design thinking, business model innovations, lean start-up - <https://journey.climate-kic.org/>

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## AWARDS

**Talent for UNLEASH Innovation Lab 2022 – India, December 2022**

Selected as one of 1000 from a pool of over 7,000 top international talents by 400 evaluators to be among the very best based on knowledge, passion, and commitment to solving global challenges. <https://unleash.org/>

**First Winner**, Codegreen Artificial Intelligent Hackathon – Remote, 2022

Placed first out of seven finalist teams from three countries; presented new venture using artificial intelligent computer vision for sustainable agriculture and forestry in Indonesia. Project: "Robusta" connecting small farmers directly to retail investors using smart contracts over a decentralized blockchain-Cardano. <https://www.instagram.com/p/CWpwuuWAk5i/>

**Finalist, GIST Tech-I Competition – Manama, Bahrain, 2019**

Selected as one of 24 science and technology entrepreneurs from 21 emerging economies to receive an all-expense paid trip to the Global Entrepreneurship Congress in Bahrain to showcase my venture and to receive intensive training. Project: Poopook, upcycling human waste and organic waste into organic fertilizer. <https://www.gistnetwork.org/tech-i>

**Semi-finalist, GIST Catalyst Pitch Competition – The Hague, The Netherlands, 2019**

Project: Poopook, upcycling human waste and organic waste into organic fertilizer. <https://www.gistnetwork.org/top-innovators-advance-gist-catalyst-semifinals-2019-ges>

**First Winner, Falling Walls Lab, FAU Erlangen – Erlangen, Germany, 2018**

Selected as one of the 100 Young Innovators of the Year from 57 countries by Falling Walls Foundation; represented Indonesia & Germany in the Falling Walls Lab Global Finale in Berlin. Project: Breaking the Wall of Sanitation, nutrient recovery of faecal sludge and organic waste into fertilizer. <https://youtu.be/LhyPN5jBfas>

**ADDITIONAL COMPETENCES**

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**Languages:** Indonesia (Mother tongue), English (Fluent), German (Professional), Japanese (Basic).

**Technical:** OpenLCA, Canva, Citavi, WordPress, Stata, Trello, Microsoft Office.

**Certification** I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal. I understand that any willful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

# CV Meta ARH, MSc

**NAME OF STAFF:** Mrs. Meta ARH, Anteja Associate

**1. DATE OF BIRTH:** July 24, 1968

**2. NATIONALITY:** Slovene

**3. EDUCATION:**

University of Ljubljana, Faculty of Economics, Slovenia, MSc in Economics (2009)

University of Ljubljana, Faculty of Economics, Slovenia, BS in Economics (1992)

Indiana University, Bloomington, USA, student exchange (1991)

## 4. MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS:

Slovene Marketing Association

Mystery Shopping Professionals Association

## 5. OTHER TRAINING:

Trescon Train The Trainer - moderation and facilitation skills workshop (2013)

Ingrid Bens The Facilitation Core Skills e-Learning Program (2011)

GfK seminars on new product development, customer satisfaction, target positioning, new research methodologies (2001-2007)

Professional sales training, Mercuri International (2007)

New Product Development Course (Blodwen Tarter, PhD, guest lecturer at Faculty of Economics, Slovenia, 2006)

## 6. COUNTRIES OF WORK EXPERIENCE:

Slovenia, Croatia, Czech Republic, Belgium, Austria, Bosnia and Herzegovina, Azerbaijan

## 7. LANGUAGES:

Language	Reading	Speaking	Writing
Slovene	Native		
English	Excellent	Excellent	Excellent
Croatian	Good	Fair	Fair
German	Fair	Poor	Poor

## 8. EMPLOYMENT:

### From: 2007 to: present

**Employer:** Arhea Solutio d.o.o., market research consultancy

**Positions held:** co-founder and co-owner

Overall responsibility for market research consulting assignments for public and private institutions. Design, management and execution of a number of research and consulting assignment for agricultural, food and beverages producers (i.e. Fractal), and leading retailers (i.e. Spar, Petrol), conducting various strategic analysis of retail sector and FMCG (Fast Moving Consumer Goods), capacity building and training, monitoring and evaluation of marketing research tools, competitiveness projects, feasibility studies and strategy development assignment in the field of FMCG, agriculture, wood processing and furniture industry, and construction.

### From: 2000 to: 2007

**Employer:** (GfK) Gral-Iteo d.o.o. (now GfK Slovenia), market research

**Positions held:** Business Development and Research Director

Overall responsibility for strategy, business development, customer relationships (among them Automobiles Peugeot, Coca-Cola, Danone, Ferrero, Jeruzalem Ormož (Puklavec & Friends), Ljubljanske mlekarne, L'Oréal, Pekarna Grosuplje (Mercator Group), Petrol, Red Bull, Tobačna Ljubljana (Imperial Tobacco Group), Unilever, Wrigley), network of managers and researchers, as well as for implementation of most advanced market research tools and methodologies (local GfK Knowledge Exchange Solution Ambassador).

Research work included competitiveness studies, feasibility studies (in the geographical area of Slovenia, Croatia, Serbia) and strategy development assignment primarily in the field of FMCG (dairy, meat, bread, beverages etc.) for domestic and international companies and institutions (i. e. Agricultural institute of Slovenia).

**From: 1992 to: 1999****Employer:** Gral Marketing d.o.o., market research**Positions held:** Project Manager, Researcher

She was responsible for designing and managing (FMCG) market research projects, maintaining relationships with clients and coordination of projects.

**From: 1992 to: 1992****Employer:** Merkur d.d., technical retailer and wholesale**Positions held:** Marketing Assistant

She was involved in different tasks in marketing, including internal market research projects.

**9. SPECIFIC EXPERIENCES / REFERENCES RELEVANT FOR THE PROJECT****Project:** Insight into changed traveling habits of German tourists and future opportunities**Year:** 2021**Location:** Slovenia, Germany**Client:** Camp Zlatorog

**Main project features:** The Covid-19 significantly affected tourism and traveling habits. Germany, taking into account its size and previous traveling patterns, represents a vital source of inbound tourists for Slovenia. Therefore, the main objective was to gain a detailed insight into the changed traveling habits of German tourists and assess the opportunities and threats for Slovenia in 2021.

**Position held:** Senior Market Research Expert, Project Leader

**Activities performed:** An intensive desk research was conducted to identify relevant sources of information and obtain the latest available information to predict the 2021 behavior of German tourists. The collected data on changed target destinations were presented graphically on maps. In addition, the main opportunities and threats for Slovene tourism were outlined, and specific recommendations for the client were prepared based on collected data.

**Project:** Edison Vinci – Eco-Driving Innovative Solutions and Networking – Wireless Induction Charging Infrastructure**Year:** 2021**Location:** Slovenia, Europe**Client:** Abelium for the Project consortium (Hidria, Abelium, GoOpti, Iskra, Nela, Pošta Slovenije)

**Main project features:** The Edison Vinci project (Eco-Driving Innovative Solutions and Networking – Wireless Induction Charging Infrastructure) successfully won the Public Tender for "Demo Pilogi II 2018", announced by the Ministry of Economic Development and Technology. It aims to pilot the development and demonstration of a multimodal IT/digital platform for electric vehicles and consists of developing infrastructure, competencies, and building blocks of business models of logistics systems for electric cars with contactless charging. The project is co-financed by the Republic of Slovenia and the European Union from the European Regional Development Fund - EU ERDF.

**Position held:** Senior Market Research Expert, Project Leader

**Activities performed:** A strategic market screening was performed to identify the best practices and cases and obtain insight and a better understanding of the market and key players. User stories were mapped, and an initial product/Minimum Viable Product (MVP) was designed and drafted. A high-resolution landing page presenting the main product features was created, too.

**Project:** Analysis of the Environmental Labelling on the market of construction products in the Republic of Slovenia**Year:** 2020**Location:** Slovenia, Europe**Client:** Ministry of the Environment and Spatial Planning

**Main project features:** The Analysis aimed to obtain an overview of the situation and to determine the development of the market regarding Type I or Type III environmental labels. The finding will be used to determine future policy actions to stimulate usage and promotion of environmental labels, also thru green public procurement. The development of a digital database of construction products with environmental labels is considered, too.

**Position held:** Senior Market Research Expert, Project Leader

**Activities performed:** A strategic market screening and analysis were performed to prepare a review of selected construction products with extensive desk research. In-depth interviews with different stakeholders were conducted to understand the main barriers and opportunities behind them. A SWOT analysis including the pros and cons of different solutions to incentivize the use of eco-labeling in Slovenia was prepared, too.

**Project:** Analysis of the German Construction Market**Year:** 2020

**Location:** Germany

**Client:** REM, TEM Čatež, M Sora

**Main project features:** The partnership between REM, TEM Čatež, and M Sora was formed to upgrade cooperation and expand operations in foreign markets. They developed a modern modular construction unit, and plan to improve their position on the German market.

**Position held:** Senior Market Research Expert, Project Leader

**Activities performed:** The main objective of the study was to obtain a more in-depth insight into the German construction market. International trade data and indicators were analyzed to assess how important is Slovenia as a supplier for Germany. Countries that are the most important current suppliers, and the ones having the highest growth rates, and representing potentially important suppliers in the future were identified. Besides, the export potential of individual countries was assessed. Other markets, representing the future export potential for Slovenian companies were revealed, too. Besides, current technological, consumer, and business environment trends were analyzed, and the impact of Covid-19 on the growth of the market was assessed.

**Name of assignment or project:** Market study for climate smart technologies

**Year:** 2019

**Location:** Eastern Africa

**Client:** Anteja ECG

**Main project features:** Phy2app is a traceability digital solution for agriculture (D4Ag) and contributes to a value chain transparency. A data-sharing system is based on block chain and provides temper proof traceability for organic production (in East Africa). In order to support further development and market positioning of the solution, competitive environment assessment was needed.

**Position held:** Senior Market Research Expert

**Activities performed:** The analyses covered several areas, and was focused on (East) Africa. An extensive overview of current digitalization of African agriculture – status and presence of (active) D4Ag solutions – was prepared based on secondary data sources, including total addressable market (TAM) estimations. In the next stage, special emphasis was put on overview of different types of digital solutions according to their primary use cases. The most interesting use cases, and main players were analyzed more in detail. The expected future market development and trends were estimated, and potential opportunities assessed.

**Project:** AlpLinkBioEco - Strategic analysis of digital tools for bio-based value chains

**Year:** 2019

**Location:** Europe

**Client:** Anteja ECG

**Main project features:** AlpLinkBioEco will develop a cross-regional circular bio-based economic strategy to connect diverse bio-feed-stock producers with intermediate product developers and end-users of high-value applications addressing critical societal needs. The study aimed to provide insight into the digital tools/solutions in the area of bio-based value chains.

**Position held:** Senior Market Research Expert

**Activities performed:** The analyses provided insights in digital/tools/solutions for bio-based value chains, First, competitive environment initial screening was performed to identify different types of digital solutions for bio-based value chains. In the second stage, detailed screening of the most interesting solutions was conducted.

**Project:** Business environment scanning

**Year:** 2019

**Location:** Slovenia, Croatia

**Client:** Conrad Electronics

**Main project features:** To prepare Conrad's plans for 2020 and onwards, a quick analysis of the business environment and trends in Slovenia and Croatia was performed.

**Position held:** Senior Market Research Expert, Project leader

**Activities performed:** Trends and business environment scanning was performed with a help of desk research. A summary of the main opportunities and threats was prepared as the final output.

**Name of assignment or project:** Bioplastic market, flexible packaging market and the main players

**Year:** 2019

**Location:** Slovenia

**Client:** Avantpack

**Main project features:** Avantpack, is a young dynamic and fast growing Slovenian company producing biodegradable and compostable bags. The management of the company wants to continue this growth, and is aware that growth will not be possible without new product and appropriate marketing / communication activities. In order to define the direction and stages of further business development, and prepare suitable business, marketing and communication strategy, a strategic market analysis was performed.

**Position held:** Senior Market Research Expert

**Activities performed:** Strategic analyses included assessment of the current status of bioplastic/plastic market, with special attention devoted to plastic flexible packaging - expected market development, identification and assessment of main types of players, analyses of their business models. This part of the project based on extensive desk research approach. Analyses of the main trends, shaping the plastic flexible packaging industry was performed, too.

#### Project: End Market Strategic Analysis Framework for Phyto Pharma Sector

**Year:** 2018

**Location:** Slovenia

**Client:** VDI/VDE Innovation

**Main project features:** The main objective of the study was the identification of Medicinal and Aromatic Plants (MAPs) that should be cultivated in the analyzed area (Slovenia, Baden-Württemberg, Switzerland, Northern Italy), and conditions that are needed to support their cultivation.

**Position held:** Senior Market Research Expert, Arhea's team member

**Activities performed:** Based on initial desk research, the ideal approach to performing a strategic analysis in the area of Phyto pharma was designed and outlined.

#### Name of assignment or project: Expert study - starting points for the preparation of strategic orientations for the development of forest-wood chain in Slovenia

**Year:** 2017

**Location:** Slovenia

**Client:** Ministry of Economic Development and Industry

**Main project features:** Ministry of Economic Development and Industry has been working on preparing and adopting measures for encouraging domestic and foreign investments and the creation and integration of forestry enterprises with knowledge institutions. The main objective of the study was to asses the current status of the forest-wood chain, and identify wood products with future potential on domestic and international markets.

**Position held:** Senior Market Research Expert, Arhea's team member

**Activities performed:** Ministry of Economic Development and Industry has been working on preparing and adopting measures for encouraging domestic and foreign investments, as well as creation and integration of forestry enterprises with knowledge institutions. The main objective of the study was to asses the current status of the forest-wood chain, and identify wood products with future potential on domestic and international markets. Extensive data collection from various sources and analyses of the collected secondary data was performed to identify the products with highest potential.

#### Name of assignment or project: Internet of Wood

**Year:** 2016-2017

**Location:** Slovenia

**Client:** Ministry of Economic Development and Industry

**Main project features:** Forests in Slovenia cover as much as 58% of the national territory, and Slovenia is the third in the European Union, after Finland and Sweden in terms of relative forest cover. In order to improve competitiveness of Slovenian wooden products, the government encourages market cooperation not only among forest owners, but also with other links of wood products value chain. The project internet wood - the conceptualization of the digital transformation of the forest-wood chain, is aimed at establishing the basis for digital transformation as a perspective transition to a knowledge-based industry that will exploit renewable forest resources for the production and sale of high value added products, place them on international networks and link the principle of a circular economy.

**Position held:** Senior Market Research Expert, Arhea's team member

**Activities performed:** Strategic analyses included identification and assessment of current forms of wood trading on-line and on platforms, identification of good practices of stated owned wood management in other European countries, as well as all other relevant issues in the wood value chain business environment, including regulation, certification, classification of products etc. The analyses based on secondary data obtained from different data sources.

#### Name of assignment or project: Assessment of market opportunities for GoOpti's expansion to Poland

**Year:** 2015

**Location:** Slovenia, Poland

**Client:** GoOPTi

**Main project features:** GoOPTi is a successful Slovenian start-up, offering the first profitable smart and professional demand responsive transportation over long distances in Slovenia. Its success is proven by more than 300,000 satisfied passengers (mostly traveling for tourism purposes), international awards for smart solutions, SME grant and VC investment. GoOPTi's ambition is to build a EU-wide long-distance DRT involving the development of a multi-local digital marketplace. This is extremely challenging due to the fragmented and diverse social, political and regulatory environments, and requires also extensive market research to reduce the risk. Therefore, multi-stage research approach has been developed in order to get insight into the Polish market and assess strengths and opportunities for GoOPTi.

**Positions held:** Designing multi-stage methodological approach, fieldwork commissioning and monitoring of data collection in with the objective to get insight into traveling habits, for business and tourism purposes, and to identify opportunities and threats for GoOPTi's expansion to new markets. First, initial screening of Polish market was conducted from July to September 2015 with the help of a desk research. Analyses focused on customer base (population, migrations, purchasing power, etc.), inbound/outbound tourism (number of people, countries of origin, destinations etc.), airports (Polish and in neighboring countries), transport alternatives. Next, a qualitative study was conducted in October 2015 in order to upgrade the collected secondary data, and to better understand customer 'pains' when travelling to 'distant' airports and transport providers 'pains' when providing transport to airports. The main objectives were to confirm opportunities and barriers, assess suitability of the current GoOPTi's offer for the Polish market and identify / confirm the best sales channels.

**Activities performed:** general responsibility for research assignments in all phases of the project

**Name of assignment or project:** Value Chain Analysis in Horticulture in Azerbaijan

**Year:** 2013 - 2014

**Location:** Azerbaijan

**Client:** World Bank IFC

**Main project features:** The Study aimed to contribute to the overall objective of the Azerbaijan Investment Climate Project (AZIC II), which broadly aims at supporting the diversification of the Azerbaijan economy and improvement of the regulatory framework, focusing on areas of strategic importance for both the government and the private sector. The overall objective of the study is to contribute to improvement of business and investment environment in Azerbaijan's high potential agribusiness sub-sectors in a manner that enhances development, competitiveness, employment and business opportunities in these sub-sectors by assessing present performance and revealing key binding constraints present along the value chain that prevent growth and further development of these sub-sectors. Analysis included: (1) Analysis of the Horticultural Sector, (2) Value chain analysis of selected products, (3) Identification of Key Binding Constraints, ranking the constraints and in-depth analysis of the binding constraints, (4) Policy recommendations for specific actions.

**Positions held:** Senior Market Research Expert of the Anteja ECG project team

**Activities performed:** General responsibility for research assignments in all phases of the project; research work in conducting initial assessment (rapid analysis) and in-depth assessment of selected horticulture VCs (pomegranate, tomato and hazelnuts), research work in conducting gap and constraints analysis; design organization and implementation of interviews and focus groups with stakeholders. The first part of the project based on the secondary data obtained from different data sources and the second on qualitative research approaches.

**Name of assignment or project:** Competitiveness Assessment of the three Agribusiness Value Chains"

**Year:** 2012 - 2012

**Location:** Bosnia and Herzegovina

**Client:** World Bank IFC

**Main project features:** The Study was an IFC –funded project that seeks to contribute to the overall objective of the Bosnia Investment Climate Project, implemented by the IFC, which is to increase the competitiveness of BH by assisting the authorities at all four levels in the country to reduce the administrative burden for business, increase exports in key export sectors in BH, attract more FDI, and finally, to achieve investment climate reform and assure BH the successful process of joining EU. The overall objective was to contribute to the competitiveness improvement of the three most promising agribusiness value chains (fruits & vegetables, meat and dairy) in BH and entities by assessing their present competitiveness and determining the main barriers and constraints which prevent those agribusiness sectors from being more competitive in the international market. Within this context the main objectives of the study was to validate the selection of the three priority agribusiness value chains (VCs) - fruits & vegetables, meat and dairy as the most competitive agribusiness sectors, assess the performance gaps and potential throughout the VC for each of the priority sectors, identify the constraints determining the performance gaps and preventing each VC from reaching its full potential in

terms of productivity increases, exports, investments and job creation, rank the constraints within VCs and identify the VCs with strongest competitiveness potential in both entities and in BH as a whole.

**Positions held:** Senior Market Research Expert of the Anteja ECG project team

**Activities performed:** research work in conducting rapid and in-depth analysis of agriculture, market analysis, mapping of VCs, research work in conducting gap and constraints analysis; design, organization and implementation of interviews and focus groups with stakeholders. The first part of the project based on the secondary data obtained from different data sources and the second on qualitative research approaches.

**Name of assignment or project:** Internationalization Strategy of Wines of Croatia

**Year:** 2011-2012

**Location:** Croatia

**Client:** Croatian Chamber of Commerce

**Main project features:** The overall objective of the project was to propose the organizational model and intuitional setting for Croatian wine sector in order to increase its competitiveness and increase exports of quality Croatian wines.

**Positions held:** Senior Market Research Expert of the Anteja ECG project team

**Activities performed:** Responsible for analytical phase devoted to (1) making an initial assessment of the potential export markets (2) identifying and benchmarking current organizational practices in the wine sector of the traditional wine countries (i.e. Italy, France) and the 'new' wine countries (i.e. Chile, New Zealand), including the role, level and formats of governmental support. Methodology included desk research, case studies, expert interviews and benchmarking.

**Name of assignment or project:** Identification of Strategic Opportunities for Polymers

**Year:** 2011

**Location:** Slovenia

**Client:** Centre of Excellence for polymer materials and technology

**Main project features:** Center of Excellence brings together industry, universities and R&D institutes. The Center is connecting industry and top-level science in order to promote innovation, technology transfer and act as incubator. Center ensures scientific excellence and technological breakthroughs, develop innovative and commercially successful products for the sustainable development and low-carbon society of the future and act as incubator for firm in the field of new materials and polymer technologies.

**Positions held:** Senior Market Research Expert

**Activities performed:** In order to establish fact based foundations for 2012+ strategy preparation, the following analytical support was provided: (a) assessment of the trends in the field of new polymer material, bio and nano technology in Europe to identify opportunities for existing and new firms in the field of polymers (b) assessment of world trends in the area of identified most perspective polymer materials (c) analysis of the latest developments in in the area of polymeric materials and technologies (countries, types of institutions / companies, and the type of publications). Desk research was the main methodological approach used.

**Name of assignment or project:** Strategy and business plan of Wood – Furniture sector 2010 – 2015

**Year:** 2011

**Location:** Slovenia

**Client:** Wood Industry Cluster Slovenia and Craft Chamber Slovenia

**Main project features:** The project is two-folded: 1) part devoted to testing craft and SMEs development potential and 2) part in which craft and SMEs were brought together with largest firms in order to promote collaboration and linkage along value chains and development of intentional markets. Competitiveness assessment SMEs and large firms sector were conducted, needs and opportunities identified. Most innovative SMEs with some key buyers, designers, large scale producers and coatings and adhesives suppliers joined forces for the development of the Development Centre of Slovenian Creative Wood Furniture industry. The project has been awarded 10 million euro grant (EU structural funds).

**Positions held:** Senior Market Research Expert

**Activities performed:** Analysis of SMEs and craft wood furniture sector, analysis of support infrastructure of wood processing and furniture industry, identification of needs and opportunities, gaps and constrains of the sector, identification of potential export markets, setting up key action initiatives and development of Business plan for Development Centre of Slovenian Creative Wood Furniture. Desk research, interviews and workshops were the most important methods in data-collection stages of the project.

**Name of assignment or project:** Analytical support to explore potential for entry into Slovene market

**Year:** 2005

**Location:** Slovenia

**Client:** Fidelinka

**Main project features:** The overall objective of the project was to make an initial assessment of the Slovene market in 3 food product categories in order to find out the main opportunities and threats for a new entrant on the market.

**Positions held:** Senior Market Research Expert

**Activities performed:** Analytical support included desk research and expert interviews. Basic information on the macro and competitive environment were collected, including production, import and export as well as consumption trends, main producers and brands identification, distribution channels and pricing characteristics. In addition, the basic advantages and disadvantages of a Serbian food producer were assessed from a Slovene perspective. Based on study finding recommendations were prepared on how to successfully enter the Slovene market.

**Name of assignment or project:** Analytical support for the development of the strategy of development of the Slovenian dairy industry

**Year:** 2001

**Location:** Slovenia

**Client:** Ljubljanske mlekarne / GIZ Mlekarstva – Chamber of Commerce and Industry of Slovenia – Chamber of Agricultural and Food Enterprises (CCIS – CAFE)

**Main project features:** The overall objective of the project was to prepare the development strategy of the Slovene dairy industry, taking into consideration situation in Slovenia at that time as well as its development potential, advantages and disadvantages, and identification of potential new markets to exploit the perceived advantages of the Slovenian dairy industry.

**Positions held:** Senior Market Research Expert

**Activities performed:** Analytical phase of this project was devoted to making an initial assessment of the potential export markets (i.e. France, Germany) in order to identify the main opportunities and barriers for each of the potential markets and prepare the basis for selection of the most relevant ones. Methodology included desk research, and expert interviews. Basic information on the macro and competitive environment were collected, including regulation review, production and consumption trends, main producers and brands identification, distribution channels characteristics.

**Name of assignment or project:** Various market research projects in the area of FMCG (fast moving consumer goods)

**Year:** 2000-2007

**Location:** Slovenia, Croatia

**Client:** Various MNC, including Coca-Cola, Danone, Ferrero, L’Oreal (Vichy), Red Bull, Unilever, Wrigley (direct co-operation or through GfK network)

**Main project features:** The main objectives of the projects were to assess end market characteristics, identify key product segments, market size, key competitors, and distribution patterns, obtain insight into consumption habits, and explore feasibility of launching new products and/or market / new category entry.

**Positions held:** Senior Market Research Expert

**Activities performed:** (1) Designing methodological approach, including defining the most relevant data collection technique (2) Data collection and quality control procedures (3) Data analysis (4) Reporting (5) Presentation of results and recommendations for future actions. Methodology included desk research, qualitative (in-depth and expert interviews, focus groups) and quantitative (face-to-face, telephone, web) methodologies.

#### **CERTIFICATION**

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal. I understand that any willful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.



Date: July 14, 2022

# CV dr. Maja Berden Zrimec

## PERSONAL INFORMATION

 Anteja ECG, Lambergerjeva 8, Ljubljana, Slovenia

Maja will contribute to the taxonomy (TASK 1) and in identification and assessment of circular cases (Task2).. She will be engaged in creation of partnerships in TASK 6.

Maja Berden Zrimec (female), has PhD in Biology (2001, Biotechnical faculty, University of Ljubljana, Slovenia). She works in the field of circular economy, bioeconomy, and biology in Algen, LLC and Anteja ECG, where she is the Head of research group. She is a senior expert, project manager and content provider in the EU and national projects in the field of circular economy, bioresources and the Green deal: Interreg - GoDanuBio, Ardia-Net, AlpLinkBioEco, and Danubiovalnet; Horizon 2020 - Water2Return & Saltgae, Horizon Europe – CEE2ACT, Ris4Danu, BioRural, Cronus, Locality and FuelPhoria; COST ParAqua (WG3 co-leader), and LIFE AlgaeCan. She is the editor of Frontiers scientific journals topic “Boosting the Potential of Algae for Biomass Production, Valorisation, and Bioremediation”. She has a certificate on Ecosystem Services: A Method for Sustainable Development from the University of Geneva through Coursera.

## PERSONAL STATEMENT

Maja has an extensive experience in coordinating, managing research and innovation projects. In 2003, she co-founded and worked at the Institute of Physical Biology where she was the Head of Research group and focused on cooperation among companies and research groups. She also worked on innovations and start-ups using lean start-up and customer development. In 2012-2014, at Center of Excellence for Polymer Materials and Technologies (CE PoliMaT), she led international cooperation with American Chemical Society (ACS), Biobased Industries Consortium (<http://biconsortium.eu>), local companies, science institutions (Slovenia, Kenya, Mauritius, U.S.A., Brazil, Austria, Germany). In addition, she led various actions such as Biopolymer Workshops, Talent Camps, Training Courses, and relations with experts from the Global Biopolymer Network. She closely worked with American Chemical Society as a content provider and coordinator of experts' inputs on ACS educational programme Sci-Mind™ on biopolymers. Between 2014 and 2017, she was the Head of biology department at Harpha Sea, where she's coordinating and managing research and development teams, projects, service development, dissemination of knowledge and customer communication.

## WORK EXPERIENCE

02/2019 – current

**Head of research group, content writer**

Anteja ECG, Ljubljana, Slovenia

*Head of the Research group*

*Circular economy, bioeconomy, bioresources, biolinks, value chains, technologies, green taxonomy, carbon credits, etc.*

*Expert studies of biologicals and their role in sustainable agriculture and circular bioeconomy*

*Expert studies of resources of natural products and their bioactive and nutritional compounds*

*Researching current knowledge and value/supply-chain opportunities, especially with products from Africa and bio-based materials in Alpine and Danube region*

*Expert content provider*

*CEE2ACT - Empowering the Central and Eastern European Countries to Develop Circular Bioeconomy Strategies and Action Plans, Horizon Europe 2022-2025*

*Ris4Danu - Sustainable Smart Specialisation for the re-opening of Industrial sites in the Danube Region, Horizon Europe 2022-2024*

05/2017 – current

**Senior researcher, project manager**

Algen, algal technology centre, llc, Ljubljana, Slovenia

International projects' management at the company level, cooperation, coordination, research & development, stakeholder engagements, workshop organiser, social media  
 Algal cultivation and bioremediation, algal bank, optimising algal growth and performance, pilot, and demo systems, screening tests, algal physiology  
 Circular economy, bioeconomy  
 CRONUS »Capture and Reuse of Biogenic Gases for Negative-Emission – Sustainable biofuels«, Partner, Horizon Europe 2022-2026  
 Locality »Nature-positive algae-based food, agriculture, aquaculture and textile products made in North and Baltic Sea ecosystems«, Horizon Europe 2023-2026  
 BioRural "Accelerating circular bio-based solutions integration in European rural areas", HORIZON-CL6-2021-CIRCBIO-01 (2022-2025)  
 FuelPhoria »Accelerating the sustainable production of advanced biofuels and RFNBOs - from feedstock to end-use«, Horizon Europe 2023-2026  
 EIP BlueGreen: Spirulina, superfood from Slovenian farms.  
 Producing algal biomass for valorisation to agricultural biostimulants, biopesticides and fertilizers (Water2Return.eu, LIFE AlgaeCan)  
 Demonstrating the feasibility of applying solar-powered algal treatment to the effluents generated by the fruit and vegetables processing industry, LIFE+ AlgaeCan, <https://www.lifealgaecon.eu/en/>;  
 Demonstrating full-scale process for integrated nutrients recovery from wastewater in Water2Return - Recovery and Recycling the nutrients - Turning wastewater into valuable products, <https://www.linkedin.com/company/27220179/>, <https://water2return.eu>  
 Content writing, scientific papers, social media

**Business or sector:** Research & Development, Project management, Stakeholder engagement

11/2014 – 03/2018

Senior researcher, development, and project leader

Harpa Sea, Koper, Slovenia

Leading international research and development projects

Leading the research and development of remote sensing, photogrammetry, seabed habitats classification in underwater environment

Coordinating international consortium for remote sensing / Earth Observation in coastal waters and their project proposals

Coordinating RO's project proposals

Coordinating work with national and international institutions

Coordinating contract work in biology field

Remote sensing of olive fly population in orchards

Smart cities, environmental strategy for City communities

**Business or sector:** Research & Development, Project management, Stakeholder engagement

04/2012 – 03/2014

Commercialization, start-ups, innovations

CE PoliMaT, Center of Excellence for Polymer Materials & Technologies, Ljubljana, Slovenia

Coordinating project PLASTiCE - Innovative value chain development for sustainable plastics in Central Europe (<http://www.plastice.org>) within the company

Coordinating communication with Biobased Industry Consortium (<http://biconsortium.eu/news/>)

Coordinating work with local companies interested in bio-based industry

Coordinating work of local Subject Matter Experts for American Chemical Society educational programme Sci-Mind on biopolymers

Developing and executing international Biopolymer Workshops

Harnessing the power of Biopolymers for Human Well-Being: joining experts, policy, government, industry, and other stakeholders in local environment to identify needs and roadmaps to their solution

Developing and executing Talent Camps: students working with science and industrial mentors

working on specific industrial problems to identify solutions using polymers as well as best talents

Developing international Training courses on polymers together with experts from PCCL, Austria

Commercialization of above products in cooperation with Biotechnology Center of Excellence Corporation, Boston, USA

Customer relationship management

Working on Global Biopolymer Network

Editing brochures and proceedings

Lean development, evidence-based entrepreneurship, intrapreneurship

**Business or sector:** Education and content development, Coordination of international teams and programmes

04/2012 – 04/2013

**Commercialization, research, start-ups, technology transfer**

Zaria iM

Working with established companies and start-ups using lean development, evidence based entrepreneurship and intrapreneurship tools

**Business or sector: Commercialisation of start-ups**

01/2003 – 03/2012

**Research & development, innovations & commercialization manager**

Institute of Physical Biology, Ljubljana, Slovenia

Leading research in the field of biology

Head of institute's research group 2003 - 2008

Establishing and leading institute's laboratories

Researching, developing, and performing toxicity tests based on non-invasive measurements

Researching, developing, and performing rapid and cost-effective monitoring techniques for evaluating state of environment

Researching, developing, and performing non-invasive monitoring techniques for physiology and taxonomy of algal population (marine and freshwater)

Researching algal and plant physiology

Fluorescence and delayed fluorescence research (algae, plants)

Monitoring and screening of environmental health of waters (including sea) and soil

Leading services for customers: monitoring and screening of environmental toxicity in large areas, toxicology tests of wastewaters, landfill toxicity, monitoring performance of constructed wetlands (Limnos, Slovenia), monitoring of drinking water and bottled water, toxicity of specific chemicals

Communication with international research teams around the world

Customer relationship management

Project proposals

Project execution and management

Organizing workshops and editing proceedings

Writing scientific papers

Developing and testing techniques, procedures and tools for customer/market fit

Developing of marketing applications

Leading research and development for customers

**Business or sector: Co-founder, Research & Development, Project manager**

04/1994 – 03/2003

**Young researcher**

Institute Bion, Ljubljana, Slovenia

Research work with bioluminescence. Using bioluminescence as non-invasive tool for measuring changes in organisms, like influence of low concentrations of chemicals and weak magnetic fields.

Using bioluminescence toxicity tests to monitor water (including sea), soil and wastewater effluents toxicity to organisms.

Organizing international scientific workshops.

Editing international proceedings.

Writing scientific papers.

**Business or sector: Environmental monitoring, Scientific research****EDUCATION AND TRAINING**

1998 – 2001

**PhD**

University of Ljubljana, Faculty for Biotechnology

PhD work »Gonyaulax sp. (Dinophyta) response to externally applied magnetic field« focused on the developing biological detection system for low-frequency magnetic fields based on marine bioluminescent alga as well as developing and testing non-invasive monitoring of algal physiology

1995 – 1998

**Bachelor of Science**

University of Ljubljana, Faculty for Biotechnology

The study was extensive biology topics and exams (including microbiology and genetics) complemented by chemistry, biochemistry, mathematics, and physics topics.

The thesis was dealing with the extensive knowledge about seagrasses and successful transplantation of almost extinct seagrass in the Northern Adriatic, titled »Transplantation of the sea grass Posidonia oceanica (L.) Delile in the Slovene coastal area«.

**2017– 2017** Certificate on “Ecosystem Services: a Method for Sustainable Development” - Coursera Course Certificate

Coursera - Universite de Geneve

The course “Ecosystem Services: a Method for Sustainable Development” was held by a Geneva University (Switzerland) on the e-learning platform Coursera: <https://www.coursera.org/learn/ecosystem-services>? <https://www.coursera.org/account/accomplishments/verify/2TTCPLXG7KJ>

**2016– 2016** edX Verified Certificate for Tropical coastal ecosystems

EdX - University of Queensland

The course “Tropical coastal ecosystems” was held by a University of Queensland (Australia) on the e-learning platform EdX: <https://www.edx.org/course/tropical-coastal-ecosystems> <https://courses.edx.org/certificates/103ca5012a8b4d9da5dc23a0685afb77>

**2020– 2021** Certificates for courses on algae

European Algae Biomass Association (EABA), EABA webinars

2020: Seaweed valorisation: From production to applications; Fucoxanthin from micro- and macroalgae; Fermentation for algae production; Algae Biofertilisers and Biostimulants

2021: Novel Proteins and applications from algae biomass; Seaweed valorisation in Europe: Learning from Asia; The use of algae for cosmetic products; Producing technologies for algae, including harvesting; Toxic Algae Blooms

2023: Biostimulants & circular economy

**PERSONAL SKILLS**

**Mother tongue(s)**

Greek, Hungarian

**Other language(s)**

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Croatian	C2	C2	B2	B2	B2
German	A2	A2	A1	A1	A1
Italian	A2	A2	A1	A1	A1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user

Common European Framework of Reference for Languages

**Scientific papers and contributions**

BERDEN ZRIMEC, Maja, MALTA, Erik-Jan, FICARA, Elena, LLEWELLYN, Carole A. (2023): Editorial: boosting the potential of algae for biomass production, valorisation, and bioremediation. Frontiers in marine science. 13. Apr. 2023, vol. 10, [article no.] 1182423, str. 1-3, ilustr. ISSN 2296-7745. DOI: 10.3389/fmars.2023.1182423.

Visigalli S, Barberis MG, Turolla A, Canziani R, Berden Zrimec M, Reinhardt R, Ficara E. Electrocoagulation–flotation (ECF) for microalgae harvesting – A review. Separation and Purification Technology 271 (2021) 118684. <https://doi.org/10.1016/j.seppur.2021.118684>

Serena Rasconi; Hans-Peter Grossart; Alena Gsell; Bastiaan Willem Ibelings; Dedmer van de Waal; Ramsy Agha; Ariola Bacu; Maija Balode; Meryem Beklioglu; Maja Berden Zrimec et al. (2022): Applications for zoosporic parasites in aquatic systems (ParAqua). Annoeullin: ARPHA, 2023. <https://doi.org/10.3897/aphapreprints.e94590>

Maja Berden Zrimec (2021): Microalgal Technology for Turning Wastewater into the Added-value Agricultural Products. 5th IWA Specialized International Conference 'Ecotechnologies for Wastewater Treatment (ecoSTP) 2020', Milano, Italy.

Monti-Birkenmeier M., Berden Zrimec M., et al. (2019). Influence of salinity on growth and cell volume in three strains of *Prorocentrum cordatum* (Dinophyceae). *Aquatic biology* 28: 1-12. <https://doi.org/10.3354/ab00704>

DRINOVEC, Luka, FLANDER-PUTRLE, Vesna, KNEZ, Mitja, BERAN, Alfred, BERDEN ZRIMEC, Maja. Discrimination of marine algal taxonomic groups using delayed fluorescence spectroscopy. *Environmental and Experimental Botany*. [Print ed.]. 2011, vol. 73, p. 42-48. ISSN 0098-8472. DOI: [10.1016/j.envexpbot.2010.10.010](https://doi.org/10.1016/j.envexpbot.2010.10.010)

BERDEN ZRIMEC, Maja, KOŽAR LOGAR, Jasmina, ZRIMEC, Alexis, DRINOVEC, Luka, FRANKO, Mladen, MALEJ, Alenka. New approach in studies of microalgal cell lysis. *Central European journal of biology*. 2009, issue 3, vol. 4, p. 313-320. ISSN 1895-104X. <http://dx.doi.org/10.2478/s11535-009-0018-0>.

BERDEN ZRIMEC, Maja, FLANDER-PUTRLE, Vesna, DRINOVEC, Luka, ZRIMEC, Alexis, MONTI, Marina. Growth, delayed fluorescence and pigment composition of four *Prorocentrum minimum* strains growing at two salinities. *Biological research*. 2008, vol. 41, no. 1, p. 11-23. ISSN 0716-9760.

BERDEN ZRIMEC, Maja, DRINOVEC, Luka, MOLINARI, Ilaria, ZRIMEC, Alexis, FONDA UMANI, Serena, MONTI, Marina. Delayed fluorescence as a measure of nutrient limitation in *Dunaliella tertiolecta*. *Journal of photochemistry and photobiology. B, Biology*. 2008, vol. 92, issue 1, p. 13-18. ISSN 1011-1344. DOI: [10.1016/j.jphotobiol.2008.03.007](https://doi.org/10.1016/j.jphotobiol.2008.03.007)

BERDEN ZRIMEC, Maja, DRINOVEC, Luka, ZRIMEC, Alexis, TIŠLER, Tatjana. Delayed fluorescence in algal growth inhibition tests. *Central European journal of biology*. 2007, vol. 2, no. 2, p. 169-181. ISSN 1895-104X.

ZRIMEC, Alexis, DRINOVEC, Luka, BERDEN ZRIMEC, Maja. Influence of chemical and physical factors on long-term delayed fluorescence in *Dunaliella tertiolecta*. *Electromagnetic biology and medicine*. [Print ed.]. 2005, letn. 24, p. 309-318. ISSN 1536-8378

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#### Book chapters

Berden Zrimec M., Reinhardt R., Cerar A. et al.: Wastewater cultivated macroalgae as a bio-resource in agriculture. In: Sustainable global resources of seaweeds: Industrial perspectives-Vol-I, Ambati Ranga Rao and Gokare A. Ravishankar (Eds.), Vol I: Bioresources, Cultivation, Trade, and Multifarious Applications. Springer - Nature (in preparation for publication).

BERDEN ZRIMEC, Maja, MONTI, Marina, ZRIMEC, Alexis. Photosynthesis in microalgae as measured with delayed fluorescence technique. V: NAJAFPOUR, Mohammad Mahdi (ur.). Advanced in photosynthesis - fundamental aspects. First publ. Rijeka: InTech, 2012. P. 109-128. ISBN 978-953-307-928-8.

BERDEN ZRIMEC, Maja, DRINOVEC, Luka, ZRIMEC, Alexis. Delayed fluorescence. V: SUGGETT, David J. (ur.), PRÁŠIL, Ondrej (ur.), BOROWITZKA, Michael A. (ur.). Chlorophyll a fluorescence in aquatic sciences : methods and applications. Dordrecht; New York: Springer, cop. 2011. P. 293-309. Developments in applied phycology, 4. ISBN 978-90-481-9267-0.

#### Digital skills

Microsoft Word, Microsoft Excel, Microsoft Powerpoint, Microsoft Office, Google Drive, Google Docs  
Zoom, Skype  
Social Media, LinkedIn, Twitter, Facebook  
Internet user

#### Driving licence

Driving licence: AM, B1, B, G

#### Organisational skills

Good organisational and planning skills – research & development, project proposals, reports, publications, events.

#### Management and leadership skills

Good management and leadership – research & development leading and management, project management, management & leadership on preparing reports, publications, events.

Communication and interpersonal skills	Good communication and interpersonal skills – reflecting in good cooperation and network
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## SELECTED PROJECTS

### ARDIA-Net - Developing an Alpine Space Research, Development and Innovation Area by lowering barriers for cross-regional cooperation

Role:	Support to project manager, analysis of strategies, policy documents, reports, stakeholders
Project Description:	<p>The Alpen Region are home to several innovation hotspots, but cross-sectoral and cross border cooperation is still limited. As this is becoming a key to creating new value chains and exploiting economic trends in circular bioeconomy and health economy, the ARDIA-NET partners created an Alpine Research and Development Area, whose transregional funding framework stimulates cooperation. In addition, the partners carried out demonstration projects to showcase the benefits of cross-border smart specialisation strategies.</p> <p><i>Ardia-Net developed a multilevel, multinational, and coherent Alpine RDI Area for cross-regional and interdisciplinary cooperation. This includes strategy for multilevel governance to enable cross-regional cooperation of policy makers, public authorities and funding authorities for executing a common funding scheme.</i></p> <p><i>Ardia Net developed and implemented Innovation Express new cross regional funding mechanisms targeted circular bioeconomy. This includes a blueprint for a synchronized RDI funding scheme providing administrative and thematic scope of the funding framework.</i></p> <p><i>Designed and execute training on cross-sectoral and -regional S3 cooperation opportunities for policy makers/regional public authorities / funding.</i></p> <p><i>Launched and execute a call, evaluation and contracting cross regional partners / projects.</i></p> <p><i>Strategy for the establishment of a durable and upgradeable ARDIA network of relevant actors beyond the lifetime of the project.</i></p> <p>Innovation Express is recognized as good practice at EU level and is currently in roll out in Alpine Space, with participation of Scandinavian and Danube stakeholders.</p> <p><a href="https://www.alpine-space.eu/project/ardia-net/">https://www.alpine-space.eu/project/ardia-net/</a></p> <p>Period: 10/2019 - 06/2022</p>

### AlpLinkBioEco - Linking BioBased Industry Value Chains Across the Alpine Region

Role:	Overview of potential value chains, development of specific value chains
Project Description:	<p>Despite the potential of circular economy in the Alpine Space, the relevant clusters, companies, and researchers often work separately at national or regional levels, which prevents the production of innovative and high value products or services. To tap into this competitiveness potential, AlpLinkBioEco analysed and developed four circular value chains, in the wood, agriculture, food/pharma and chemistry sectors. These examples contributed to the development of a cross-regional and circular economic strategy including a roadmap and advice to assess, select and create innovative value chains for the Alpine Space. The Value Chain Generator was devised by the project to identify, evaluate, and match hundreds of potential new value chains for business opportunities. Project identified previously untapped growth opportunities with demonstrators for each selected sector to produce bio-based high added-value applications and products. Masterplan on circular bio-based economy – strategy was delivered for establishing common framework and data driven policy dialogues within the Alpine Space. The project targeted policy makers, clusters, sectoral agencies, research centres, SMEs, firms who could benefit from the specific tools and engagement in the circular economy.</p> <p><a href="https://www.alpine-space.eu/project/alplinkbioeco/">https://www.alpine-space.eu/project/alplinkbioeco/</a></p> <p>Period: 04/2018 - 04/2021</p>

### BioRural - Accelerating circular bio-based solutions integration in European rural areas

Role:	Project management on company level, stakeholder engagement, business blueprints development
Project Description:	<p>BioRural will first assess the existing situation of European rural bioeconomy and investigate the possible opportunities for the regional development through the expansion of bio-based solutions integration in rural Europe. Project has already pinpointed eight success stories that will be evaluated and promoted as possible bio-based solutions. After a thorough research of existing experience of the solutions' providers and users, rural development blueprints will be created for the regional and business scale-up by connecting the available novel high-end bio-based solutions and the everyday European rural life. The combination of biogas plants and algal cultivation is one of the bio-based solutions for the rural areas.</p> <p>To reach out, educate and connect the stakeholders, BioRural will establish four regional Rural Bioeconomy Platforms (RBPs) that will form a European Rural Bioeconomy Network, under which</p>

related stakeholders will cooperate to promote the currently available small-scale bio-based solutions in rural areas. Project will also develop and continuously optimise an online open stakeholders' tool – "BioRural Toolkit".

<https://biorural.eu>

Period: 09/2022 – 08/2025

#### DANUBIOVALNET - Cross-clustering partnership for boosting eco-innovation by developing a joint bio-based value-added network for the Danube Region

Role: Development of new bio-based value chains

Project Description: The DanuBioValNet enhanced transformation from fossil-based economy towards bio-based one. Project develop new methods, strategies and tools to connect Danube actors (SMEs, farmers, universities, research institutes, etc.) in a new circular value chains and bio-based industry. Specific attention was given to the use of bio resources for advanced packaging (bio plastic, biodegradable), natural cosmetics and pharmacy, and wood applications (construction): the value chain was mapped, existing and mission actors were identified, and roadmap developed. Products and applications were defined, and pilot value chain implemented. Based on systematic market analyses and competitiveness benchmarking, key drivers and barriers were addressed with appropriate policy interventions. The public-private dialogue process involved more than 150 stakeholders from all levels. The partners developed a long-term, industry driven roadmap for such collaboration, a Joint Bio-Based Industry Cluster Policy Strategy, and created new bio-based value chains in the Danube Region and eco-innovations for supporting regional development.

<https://www.interreg-danube.eu/approved-projects/danubiovalnet>

Period: 01/2017 - 06/2019

#### GODANUBIO - Participative Ecosystems for fostering the revitalization of rural-urban cooperation through governing Danube Circular Bioeconomy

Role: Expert studies of circular (bio)economy

Project Description: GoDanuBio supported the set-up of policy frameworks and participative governance schemes in the participating regions. The main topics were circular bioeconomy, sustainable rural development and rural-urban interactions.

Main achievements of the project:

*Advancing on the deployment of policy frameworks & infrastructures towards the circular bioeconomy. Making the bioeconomisation of the Danube Region more effective*

The mobilisation of bioeconomy-related actors through the value chain was refined and speeded up. An Integration plan -that can serve as a guideline to empower rural-urban interactions from the policy-making side- was published. The preparation of a "Best Practice Brochure on the mobilization of actors for the Circular Bioeconomy", collecting 26 best practices from different participating regions was a well-rated exercise for mutual learning between partners.

*Increasing the culture of participative governance*

The partnership organised 12 trainings on capacity-building and 32 co-creation workshops with the "bioeconomy" and "cooperation and networking" as the main themes addressed. Around 500 single organisations and 800 participants were reached through the co-creation workshops in ten countries. Knowing that Austria, Croatia, Germany, Hungary and Slovenia had already participative governance experiences in the past, the project contributed to enhance new forms of democratic policy-making in some of the other participating regions, or at least to initiate steps toward them.

*The Brain Trust Roadmap*

The Brain Trust was one of the ideas inherited from the DanuBioValNet project and through GoDanuBio this idea was further explored. The Trust is a board of experts covering expertise on circular bioeconomy, cluster development and innovation in the value chain.

<https://www.interreg-danube.eu/approved-projects/godanubio>

Period: 07/2020 - 12/2022

#### CEE2ACT - Empowering the Central and Eastern European Countries and beyond to Develop Bioeconomy Strategies and Action Plans

Role: Circular economy & value chain studies, social media, and cooperation

Project Description: CEE2ACT is empowering countries in Central Eastern Europe and beyond (Bulgaria, Croatia, Czech Republic, Greece, Hungary, Poland, Romania, Serbia, Slovakia, and Slovenia) to develop circular bioeconomy strategies and action plans through innovative governance models. The objective is to achieve better informed decision-making processes, societal engagement, and innovation, building on the practice of partners from contributing countries (Austria, Germany, The Netherlands, Belgium, Spain, Finland, Sweden), and addressing relevant economic, social, and environmental aspects.

A bottom-up approach will be deployed to increase support in each CEE2ACT target country for national bioeconomy strategies and create a diverse coalition of engaged and motivated

stakeholders, industry players, ministries, and decision makers committed to achieve national bioeconomy goals.

The engines of the project are the CEE2ACT National Bioeconomy Hubs (NBHs) that will be established in 10 countries: Bulgaria, Croatia, Czech Republic, Greece, Hungary, Poland, Romania, Serbia, Slovakia, and Slovenia.

CEE2ACT will enable knowledge exchange and interaction on know-how and best practices, building the capacities of the stakeholders to develop bioeconomy strategies and action plans.

Digital solutions for a green transition will be designed as important instruments to enable CEE2ACT National Bioeconomy Hubs to access relevant information and build their capacities on bioeconomy.

<https://www.cee2act.eu/>

Period: 09/2022 - 09/2025

#### Water2Return - Recovery and recycling of nutrients turning wastewater into added-value products for a circular economy in agriculture

Role:	Project management on company level, stakeholder engagement, business blueprints development
Project Description:	<p>Water2Return project focused on resource-oriented solutions for wastewater treatment. A real technological breakthrough was based on the circular economy approach.</p> <p>In a world in which resources are being used up, there is rising demand for alternative and sustainable solutions to cope with foreseen shortages. Focusing on two relevant economic sectors, slaughtering and the manufacture of agronomic products, both important for human nourishment, Water2REturn proposed to use a Circular Economy approach to turn wastewater treatment facilities in slaughterhouses into "bio-refineries".</p> <p>Water2REturn was an Innovation Action co-funded by the European Commission under its Horizon 2020 (H2020) programme. It focused on the recovery and recycling of nutrients from slaughterhouse wastewater in the framework of a Circular Economy model. Nutrients recovered were turned into value added products for the agro-chemical industry and, consequently, for the agricultural sector.</p> <p><a href="https://water2return.eu">https://water2return.eu</a></p> <p>Period: 07/2017 – 03/2022</p>



**Employer:** Studiozue

**Positions held:** Technical Local Coordinator for Supporting Sustainable Solid Waste Management in Jurd al-Kaytee, Akkar" Project

**Main activities:**

- Coordinate field activities and facilitate participative assessment and planning exercises for the elaboration of the Participatory Sustainable Solid Waste Management Masterplan
- Support in writing the masterplan and all deliverables related to the planning process

**Studioazue - Azraq, Jordan**

*June 2018 – August 2018*

**Short Term Consultant – Consultancy for Sustainable Food Security for Refugees through environmentally responsible SWM" in Azraq Camp Jordan**

- Conducting stakeholder training and meetings.
- Conducting economic, cost benefit, business modelling and analysis and technical solution for SWM in Azraq.
- Supporting in identifying corrective measure for SWM in Azraq camp.

**GIZ (Qudra Programme) - Tripoli, Lebanon**

*April 2018 – September 2018*

**Short Term Consultant – Outreach for Skills and Short-Term Vocational Training to Vulnerable Lebanese Youth and Syrian refugees to Enhance their Educational and Economic Opportunities**

- Identifying areas and stakeholders in proximity to the technical institutes to conduct outreach for Syrian refugees and marginalized Lebanese youth.
- Raising awareness about and organizing an informational event about the competency-based training program with stakeholders and at technical schools.
- Acting as a focal point for interested youth registering in the training program in identified areas, distributing questionnaires to interested youth and handling outreach assessment forms.
- Analyzing data from outreach assessments.
- Identifying and handling all training-related logistics.
- Developing monitoring and evaluation tools to follow up with trainees and vocational programs.

**Mercy Corps (INTAJ Programme) - Tripoli, Lebanon, Feb 2016 – Mar 2018**

**Project Coordinator - Solid Waste Management and Recycling Value Chain (SWMR)**

- Planned and coordinated the outreach and implementation strategies of the program's SWMR component, a two year value-chain programme across Lebanon.
- Created links between the private sector, the public sector, local NGOs, and communities to transfer knowledge and best practices in order to enrich the Lebanese SWMR value chain.
- Liaised sorting and recycling initiatives across multiple stakeholder levels to strengthen the local SWMR value chain (including local officials, municipalities, chambers of commerce, local and international NGOs, project partners, key community leaders, and small and medium enterprises).
- Coordinated with business owners in the sector on implementing updated organizational structures and ways of working with the project's technical consultants.
- Conducted TOT sessions for volunteers on the best practices of SWMR and ways to conduct awareness campaigns for local communities, and advised municipalities in vulnerable areas on improved solid waste management practices and their environmental and economic impact.
- Provided day-to-day support to and coordinated with different partners to ensure efficient project implementation and monitoring and evaluation activities.
- Provided capacity building to local partner NGOs, mainly in financial and narrative reporting, proposal writing, and on methods of conducting SWMR awareness campaigns in vulnerable communities.

**Green Line Association - Beirut, Lebanon, March 2014- Jan 2016**

**Project Officer and Campaigner**

- Supported with the implementation of advocacy projects in SWMR, public transport, and coastal preservation.
- Advocated environmental practices to ministers, parliament members, and other stakeholders.
- Was responsible for the environmental committee of the National Campaign of the Dalieh of Roaucheh.
- Managed 20 Volunteers who supported in campaigning, in university NGO fairs, and in environmental events
- Developed communication material and supervised research on the informal SWMR sector in Lebanon.
- Co-wrote and won an EU Erasmus project on climate change knowledge transfer from Denmark to Lebanon.

- **Centre for Lebanese Studies - Beirut, Lebanon, Apr 2013 – July 2013**

#### **Research Consultant**

- Conducted research on citizenship education to support the Lebanese education reform programme through key informant interviews and focus group discussions with various stakeholders in the education field, including but not limited to students, teachers, school principals, and parent committees.
- **Issam Fares Institute (American University of Beirut) - Beirut, Lebanon July 2011 – Sept 2011**
- **Research Assistant**
- Worked on the policy paper for the Lebanese National Strategy of Forest Fires (wrote the literature review, conducted interviews and analysed data). The purpose of the policy paper was to assess and analyze the different phases of the policy making process, the implementation, and the impact.

#### **VOLUNTEER POSITION**

**Mayor's Delivery Unit – Freetown, Sierra Leone September 2020 – Present**

#### **Volunteer – Sanitation and Environment Department**

- Supporting on the waste management and recycling component at the Mayor Delivery Unit
- Leading on the implementation of donor funded projects
- Business development and design of new waste management and recycling projects

#### **PUBLICATIONS**

Savain. R.A., Elhalabi. A, Scheinberg. A., de Nardo. F. (2019). Using Participatory Rural Appraisal (PRA) in Regional Solid Waste Planning in Rural Areas in Emerging Economies: Case Study of the Akkar Region in Lebanon. International Solid Waste Association Conference. Bilbao: Spain

Chami, J., Yamak. F. & Halabi. A. (2011). Waste consumption and management: Changing consumption behavior to preserve the environment. Beirut: Lebanon.

#### **TRAINING AND WORKSHOPS**

**November 2019 (Nepal)- Mercy Corps – US Government Regulations Training**

**May 2018 (Italy) – Spring School\_ How to Design Solutions for Solid Waste Management \_ISWA & Instituto Cattaneo**

**September 2017 (Netherlands) - Study Tour Collection, Sorting and Recycling 2017**

International Solid Waste Association \_ISWA

**March 2015 (Lebanon) - Issam Fares Institute for Public policy and International Affairs**

Training on Water Integrity for Lebanese Civil Society

**November 2014 to present (Lebanon) - The Ministry of Environment**

Workshops on “Stocktaking and Assessment” in the context of Updating the National Biodiversity Strategy and Action Plan (NBSAP)

**April 2014- March 2015 (Lebanon) - Mercy Corps**

Advocacy Training

**June 2014- October 2014 (Lebanon) - MENA Natural Resource Governance Hub**

Fundamentals of Oil and Gas Governance

**October 2012 (Ireland) - National University of Ireland, Galway (Ireland)**

Student Training Workshops on Service-Learning and Civic Engagement.

**October 2011- July 2012 (Lebanon) - Green Leadership Academy (AFDC)**

Leadership and Project Management Training Workshop: Installation of rainwater harvesting system for a school in the North (Batroun) and Rehabilitation of the playground.

Member of: International Solid Waste Association (ISWA)

#### **Other skills and competencies:**

- Proficient in use of Microsoft Office (PowerPoint, Word, Excel)
- Confident, articulate, and professional speaking abilities
- Excellent presentation, training and campaigning skills

# Contact

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## MATEJA DERMASTIA CEO

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