

CURRICULUM VITAE

1. **Family name:** MALEKOVIĆ
2. **First name:** SANJA
3. **Date of birth:** 22.6.1959.
4. **Nationality (passport holder):** Croatian
5. **Place of residence:** Zagreb, Kukuljevićeva 35
6. **Education:** Ph.D.

| Institution [Date from - Date to] | Degree(s) or Diploma(s) obtained: |
|---|---|
| Faculty of Economics, University of Zagreb, Croatia 1982 | B.Sc. in Economics |
| Faculty of Economics, University of Zagreb, Croatia 1986 | M.Sc. in Economics (Economic development policies and methods of macro-economic analysis) |
| Faculty of Economics, University of Zagreb, Croatia 1997 | PH.D. in Economics, title of thesis: "New Approach to Regional Development in Croatia" |

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

| Language | Reading | Speaking | Writing |
|----------|---------------|---------------|---------------|
| Croatian | Mother Tongue | Mother Tongue | Mother Tongue |
| English | 5 | 5 | 5 |
| Spanish | 5 | 5 | 5 |
| French | 4 | 3 | 3 |

8. **Membership of professional bodies:**

- European Regional Science Association (ERSA) , member from 1997 till today
- Croatian Section of the ERSA, from 1998 till today
- European Regional Studies Association (RSA), from 2010 till today
- Croatian representative in the EC programme INTERREG IIIC evaluation team (2003, 2004, 2005)
- Member of the Advisory Council for Regional Development which was established by the Minister of Finance in 2000
- Member of the expert team which established the Centre for Entrepreneurship in Čakovec (Medjimurje county, 2001
- Member of the expert group on regional development and clusters, established in the framework of the Croatian National Competitiveness Council, which had the task to elaborate the Croatian White book on Competitiveness, 2004-05
- Member of the Croatian Government's negotiating team with the EU in the Chapter of Regional Policy and Coordination of Structural Funds (engaged particularly on issues related to evaluation). 2008-09
- Member of the Government's working group on Decentralisation and Regional Territorial and Administrative Division of Croatia, established in fall 2010, Ministry of Public Administration - ongoing
- Member of the Experts' Working group on cluster development, established by the Ministry of Economy in April 2011-ongoing.

9. **Other skills: (e.g. Computer literacy, etc.)**

- Evaluation of project proposals and ex- ante evaluation of development projects: member of the INTERREG III C (JTS Vienna) evaluation team (gained experience on 3 seminars (2 in Vienna, 1 in Zagreb) on evaluation techniques and ex ante evaluation
- Certificate as trainer for the Preparation of Operation Programmes for Structural Funds, CODEF
- Project management (experience as project manager/coordinator on 15 Croatian and international projects
- Experience as professor at post-graduate course (5 years of engagement, University of Padua, Italy on Post-graduate course on European Studies (EU regional policy)
- Lecturer on the Post graduate Course: EU Economics at the Faculty of Economics, Zagreb, (subject: EU regional policy and project management (including ex-ante evaluation))
- Lecturer at the Business Academy Experta, Zagreb
- Visiting professor at International Graduate Business School (IGBS), Zagreb, subject: EU cohesion policy
- Fully computer literate.

10. Present position:

Senior Research Fellow at Institute for International relations, Zagreb (IMO), www.imo.hr. (Currently in process of applying for status of advisor in science).

11. Years within the firm: 28 (since 1983)

12. Key qualifications (relevant to the assignment):

- 10 years strong working experience on EU funded socio-economic development programmes, their methodology and procedures (OBNOVA, CARDS and IPA programmes);
- 15 years of experience with project coordination, management and implementation of projects supported by OECD, World Bank, ILO, UNDP, UN Economic Commission for Europe, ICEG (USA), CIPE (USA), INSTRAW (UN), bilateral cooperation programmes and national and regional funds;
- 6 years intense experience on evaluation projects (ex-ante, interim and ex-post);
- Team Leader of first Ex-ante evaluation implemented in Croatia;
- Team Leader of first Ex-ante evaluation on which Croatian experts were engaged abroad;
- Trainer of ex-ante evaluation policy for stakeholders on national and regional level;
- Implemented 3 ex-ante evaluations of Croatian regional development strategies;
- Lecturer of Cohesion and evaluation policy on 3 post-graduate study courses in Croatia;
- As researcher and expert in evaluation policy issues, contributed with several research articles on the topic of new approach and concepts of evaluation policy in Europe
- Regular experience with working with EC Delegation, national public institutions, regional and local governments in Croatia, National Competitiveness Council and other national bodies and institutions on all levels, and particularly with regional development agencies and county governments on the regional level;
- 15 years experience as project coordinator, trainer and skilled in communicating and in drafting of reports, flexible, responsible and strongly committed to reaching effective projects' results;
- Expertise and trainer in project preparation and strategic planning.

13. Specific experience in the region:

| Country | Date from - Date to |
|------------------------|----------------------------|
| Croatia | 9/2010-12/2011 |
| Croatia | 9/2010-1/2011 |
| Croatia | 9/2010-3/2011 |
| Croatia | 3/2010 – ongoing |
| Croatia | 9/2010-2/2011 |
| Bosnia and Herzegovina | 5/2010 – 2/2010 |
| Croatia | 12/2007-12/2008 |
| Croatia | 2/2006-7/2007 |
| Croatia | 9/2005-10/2006 |
| Croatia | 9/2005-5/2006 |
| Croatia | 3/2005-5/2006 |
| Croatia | 2/2005-1/2006 |
| Croatia | 5/2004-10/2005 |
| Croatia | 2/2004-12/2004 |
| Croatia | 9/2003-1/2005 |
| Croatia | 9/2003-12/2004 |
| Croatia | 5/2003-12/2004 |
| Croatia | 9/2002-10/2003 |

| Country | Date from - Date to |
|----------------|----------------------------|
| Croatia | 9/2001-12/2002 |
| Croatia | 9/2001-12/2002 |
| Croatia | 3/2001-11/2002 |
| Croatia | 1/2000-10/2001 |
| Croatia | 2/1997-11/1997 |

14. Professional experience:

| Date from-to | Location | Company | Position | Description |
|------------------|-----------------------------------|--|---|---|
| 9/2010-12/2011 | Croatia (Zagreb) | Development Agency SIMORA, julije.katancevic@simora.hr | Evaluation specialist | Ex-ante evaluation of the County Development Strategy for the County of Sisak-Moslavina. Engaged as evaluator on the Ex-ante evaluation project of the County development strategy of the County of Sisak-Moslavina. |
| 9/2010-1/2011 | Croatia (Zagreb) | Zagorje Development Agency, Ivan Smid; ivan@zara.hr | Evaluation specialist | Ex-ante evaluation of the County Development Strategy for the County of Krapina-Zagorje. Engaged as evaluator on the Ex-ante evaluation project of the County development strategy of the County of Krapina Zagorje. |
| 9/2010-3/2011 | Croatia (Zagreb) | Development Agency Redea, Matija Derk; Matija.Derk@redea.hr | Evaluation specialist | Ex-ante evaluation of the County Development Strategy for the County of Medimurje. Engaged as evaluator on the Ex-ante evaluation project of the County development strategy for the County of Medimurje. |
| 3/2010 – ongoing | Croatia (Zagreb) | COWI, Bettina Rafaelson, bera@cowi.dk | short term expert on the project | Interim Evaluation of Cross-Border Programmes between Candidate/Potential Candidate Countries under the Cross-Border Cooperation Component of IPA. Engaged as assistant to short term expert, and, in cooperation with foreign and Croatian evaluator, held interviews with all main representatives of bodies on the CBC programme (Operating structure, Joint Technical Secretariat, Contracting Authority, NIPAC, applicants, other) with the aim of obtaining all relevant in depth information necessary for the elaboration of the 1st Report on Interim Evaluation of the 3 CBC Programmes in which Croatia was involved. |
| 9/2010-2/2011 | Croatia (Zagreb) | Dietmar Aigner (Team Leader), Dconsulting (dietmar.aigner@dconsulting.eu) | Expert, evaluation | Country Programme Interim Evaluation (CPIE). Evaluator of Internal Market and Economy Sector and Regional Development and Cohesion Policy sector of IPA TAIB projects in Croatia (covering IPA 2007, 2008 and 2009 as well as projects financed through Phare 2005 and 2006 assistance) |
| 5/2010 – 2/2010 | Bosnia and Herzegovina (Sarajevo) | DFID, Gerry McAlinden, gerry.mcalinden@ireland.com | Team Leader of ex-ante evaluation team (Croatian and Slovenian experts) and | Ex ante Evaluation of the Country National Development Strategy and Social Inclusion Strategy. Ex-ante evaluation of Country Development Strategy and Social Inclusion Strategy with key recommendations for implementation. Implementation of policy design training based on findings and recommendations of ex-ante evaluation for key policy makers at the state and entity level. Project financed by DFID (UK) and Coffey International |

| Date from-to | Location | Company | Position | Description |
|-----------------|------------------|---|--|--|
| 12/2007-12/2008 | Croatia (Zagreb) | World bank office in Zagreb: Sanja Madzarevic, smadzarevic@worldbank.org | expert engaged in the implementation of the ex-ante evaluation | Development. World bank project: “Functional Reviews and Assistance in the Restructuring of State Administration Bodies and Their Subordinate Agencies in Croatia”. In charge of elaborating the functional review in 2 state bodies at the national level (State Office for Public Administration and Ministry of Sea, Transport and Infrastructure) and 2 state offices at county level, with proposals given related to their more efficient organizations and linkages with subordinate agencies. |
| 2/2006-7/2007 | Croatia (Zagreb) | Simon Armstrong: team leader: simon.armstrong@yahoo.com ; Franka Vojnovic, Ministry for Regional Development, Forestry and Water Management : franka.vojnovic@mrrsvg.hr | Expert on the project | Technical Assistance for the Effective Implementation of Croatia’s National Strategy and Action Plan for Regional Development (follow up of EU CARDS project, 2003), local experts on the project, Zagreb, 2006. Engaged in follow- up activities stemming from the first elaborated draft of National Strategy for Regional Development. The engagement included the elaboration of a second proposal of the Strategy which was to be submitted to the Croatian government, as well as the proposal of the Action Plan of necessary steps related to its effective implementation. One of the most valuable inputs of the project was the elaborated discussion draft of the future management of regional development operational programmes in Croatia. |
| 9/2005-10/2006 | Croatia (Zagreb) | Darko Lorencin, Istrian Development Agency, darko.lorencin@ida.hr | Expert on the project | Regional Operational Programme for the County of Istria, (project elaborated for the county government in cooperation with the Istrian Regional Development Agency. Elaboration of background socio-economic analysis, specific inputs related to proposal of main development goals, priorities and measures for the related, as well as evaluation of the coherence between strategic objectives at county, national and EU level. |
| 9/2005-5/2006 | Croatia (Zagreb) | Tihana Kraljic (Director of Development agency) Now state secretary in Ministry of | Expert on the project | Regional Operational Programme for the County of Koprivnica, (project elaborated for the county government in cooperation with the Koprivnica Entrepreneurship Centre. Elaboration of background socio-economic |

| Date from-to | Location | Company | Position | Description |
|----------------|------------------|--|--|---|
| 3/2005-5/2006 | Croatia (Zagreb) | Economy: tihana.kraljic@mingo.rp | Expert on the project | analysis, specific inputs related to proposal of main development goals, priorities and measures for the related, as well as evaluation of the coherence between strategic objectives at county, national and EU level. |
| 2/2005-1/2006 | Croatia (Zagreb) | Marijan Novak, Director of Regional development agency, REDEA, Medjimurje | Expert on the project | Regional Operational Programme for the County of Medimurje, (project elaborated for the county government, IMO, Zagreb. Elaboration of background socio-economic analysis, specific inputs related to proposal of main development goals, priorities and measures for the related, as well as evaluation of the coherence between strategic objectives at county, national and EU level. |
| 5/2004-10/2005 | Croatia (Zagreb) | Director of Fund for Regional Development, Daniel Žamboki: Daniel.zamboki@frr.hr | Expert on the project | Ex-Post evaluation of socio-economic impacts of projects (project elaborated for the Regional Development Fund, IMO, Zagreb. Jointly with 2 IMO experts, involved in the preparation of the methodology for the evaluation of socio-economic impacts of projects financed by the Croatian Fund for Regional Development. |
| 2/2004-12/2004 | Croatia (Zagreb) | Gerry <i>McAlinden</i> , gerry.mcalinden@ireland.com (then engaged by <i>Ecorys</i> , now working for <i>DFID</i>) | Team Leader and senior expert on the project | Ex ante evaluation of the National Strategy for Regional Development (EU CARDS project 2003), Zagreb. Expert on the project and coordinator of a team of 7 Croatian experts from 3 Institutions which jointly evaluated the NSRD in line with the approach and main EU criteria for ex-ante evaluation, thus adding value to the final elaborated document. |
| 9/2003-1/2005 | Croatia (Zagreb) | Director of Fund for Regional Development, Daniel Žamboki: Daniel.zamboki@frr.hr | Expert on the project | Guide for preparing project proposals to be funded by the Fund for Regional Development, in line with approach and criteria used in EU member states and in the framework of EU development programmes. In cooperation with an IMO expert, prepared a guide for project applicants for projects funded by the Croatian Fund for Regional Development, based on the approach and criteria used for projects funded by EU funds in EU member states. |
| 9/2003-1/2005 | Croatia (Zagreb) | JTS office in Vienna (proposed for this task by Ministry for regional development /then different | Croatian representative (Evaluation specialist) in the JTS | Evaluation of project proposals from EU member states (with candidate countries participating as partners on the project) for projects to be funded through INTERREG IIIC programme. Prior to evaluation activities for each year, I attended training workshops as well as briefing meetings in Vienna, at which capacity was raised of all selected evaluators regarding |

| Date from-to | Location | Company | Position | Description |
|----------------|------------------|--|---|---|
| | | name/) | evaluation team | <p>main approach and assessment criteria to be applied. Evaluation of a number of project applications for projects which were to be funded by the EC INTERREG IIC programme. Prior to evaluation activities carried out each year, I had undergone training workshops as well as briefing meetings in Vienna, at which capacity was raised of all selected evaluators regarding main approach and assessment criteria to be applied.</p> |
| 9/2003-12/2004 | Croatia (Zagreb) | Milford Bateman and Will Bartlett (London school of Economics: w.j.bartlett@lse.ac.uk) | Expert on the project | <p>Economic and Social Recovery, World Bank project, elaborated in co-operation with a team of British experts, IMO, Zagreb. Jointly with 2 British and 2 Croatian experts, was engaged on elaborating inputs within the section of the project related to socio-economic analysis of Croatian areas of special state concern, with the aim of creating the necessary basis for starting new development projects and activities in these areas.</p> |
| 5/2003-12/2004 | Croatia (Zagreb) | Andrew Wilson, CIPE, USA (Andrew.wilson@cipe.org) | Local team project coordinator and expert on the project | <p>Development of the Croatian Business Associations, project elaborated for CIPE (Center for Private Enterprises, US.). As team leader and expert on the project «Business Associations development in Croatia» (with support of Centre for International Private Enterprise, Washington, USA), based on major carried out survey, S. Maleković was involved in the analysis and results of attitudes of companies towards business associations in Croatia as well as on proposing of necessary steps for raising more positive attitudes.</p> |
| 9/2002-10/2003 | Croatia (Zagreb) | Franka Vojnovic, Head of Department of Ministry of Regional Development, Forestry and Water management; Franka.Vojnovic@mrrsvg.hr and Director of Fund for Regional Development, Daniel Zamboki: Daniel.zamboki@frr.hr | Coordinator of local team of experts, expert on the project | <p>CARDS 2001- Technical assistance of the EC programme: Capacity Building for Regional Development Strategic Planning; Zagreb. Elaboration of 3 components related to institutional capacity building of Department for Regional Development in the Ministry and Fund for Regional development as first step in creating the basis for implementing and efficient and effective regional policy in line with EU practice.</p> |
| 9/2001- | Croatia | Franka Vojnovic, Head of Department of Ministry of | Project coordinator | <p>Criteria for elaborating a model for defining lagging regions in Croatia; Phases 1. and 2. ; the project was the basis for changes in the Law on areas</p> |

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|----------------|------------------|--|---|---|
| 12/2002 | (Zagreb) | Regional Forestry and Water management; Franka.Vojnovic@mrrsvg.hr | and expert on the project | of special state concern, elaborated for the Ministry of Public Works, Construction and Reconstruction. As team leader and member of the wider expert group jointly proposed a methodology for measuring the assessing the development of local units. The methodology has been later adopted by the Ministry of Public Works, Construction and Reconstruction to select eligible units for state support under the Law of Areas of Special State Concern. |
| 9/2001-12/2002 | Croatia (Zagreb) | Franka Vojnovic, Head of Department of Ministry of Regional Forestry and Water management; Franka.Vojnovic@mrrsvg.hr | Main local expert and coordinator of Croatian team of experts | Support to the Ministry of Public Works, Construction and Reconstruction in the Conceptualisation of the Croatian Regional Development policy, EC technical assistance project, OBNOVA programme, Zagreb 2002. Elaboration of the first concept for Croatia's new regional policy in line with approach and principles of Cohesion policy and EU best practice. |
| 3/2001-11/2002 | Croatia (Zagreb) | UNDP, Denis van Dam Dam@gmail.com | Expert on the project, study visit supervisor, trainer | Establishment of the first four Local economic development Agencies in Croatia, project elaborated in cooperation with ILO and UNDP/UNOPS. Expert engaged on working with local stakeholders with the aim of raising awareness and capacity related to importance of local development agencies, enabling them to establish them in 4 Croatian localities. |
| 1/2000-10/2001 | Croatia (Zagreb) | Drazen Kucan, BDO consultants, now in RFA Bank in Zagreb, Croatia | Consultant on the project | Croatian development framework: A Catalyst for SME Development PSO/CR/2/14, technical assistance project of the Government of the Netherlands to Croatia, Zagreb. Support to development of SMEs in Croatia and to matchmaking with SMEs from the Netherlands |
| 2/1997-11/1997 | Croatia (Zagreb) | Bruno Majer, Chamber of Crafts, Zagreb, Croatia | Project coordinator and expert on the project | Elements for the SME development policy, project elaborated for the Ministry of Economy, Government of the Republic of Croatia, Zagreb, 1997. Conceptualisation of the first Strategy for SME development in Croatia |

15. **Other relevant information** (e.g., publications):

Selected publications

Maleković S., S. Tišma (2011) "Pre-Accession Assistance – Rethinking its Effectiveness in Promoting Developmental Change", paper presented at the international conference: "What Future for Europe", BOI, 2011. pp. 27

Maleković S., Puljiz J., S. Tišma (2011) "New Opportunities for Regional and Local Actors in Croatia in Supporting Socio-Economic Development", Southeastern Europe (accepted paper, to be published in the journal before summer 2011) pp. 25.

Maleković S., Puljiz J., Bartlett, W.J. (2011) "Decentralisation and Regional Policy in Croatia: the Impact of EU Accession and the Prospect of Territorial Reorganisation", (paper to be published in LSE Occasional papers), pp. 27.

Maleković S., Puljiz J., "Izazovi novog pristupa upravljanju razvojem na lokalnoj i regionalnoj razini u Hrvatskoj", paper presented at the Conference: „Nova hrvatska lokalna i regionalna samouprava“, Croatian Academy of Arts and Sciences, March, 2010, pp. 34

Maleković S., Puljiz J., Froehlich Z., New role for regional actors in supporting development in Croatia, paper presented at the Regional Science Association Congress in Pecs, May 26-27. 2010, pp. 24

Maleković S., Tišma S., Farkaš, A., Development of Capacity for Managing Local Development in the Croatian Karst Areas, International conference on Sustainability of the Karst Environment . Dinaric Karst and Other Karst regions, Plitvice Lakes, September 2009, ISBN 978-953-7333-02-7, str 9.

Puljiz J., Maleković S., Challenges of the new regional policy for Croatia, August, 2009, u: Zaštita okoliša i regionalni razvoj – iskustva i perspektive (urednici: S. Tišma i S. Maleković), IMO, Zagreb, pp. 24, ISBN: 978-953-6095-51-0

Puljiz J., Maleković S., Impact of EU Cohesion policy on Croatian Regional policy, August 2009, in: Zaštita okoliša i regionalni razvoj – iskustva i perspektive (urednici: S. Tišma i S. Maleković), IMO, Zagreb, pp. 24, ISBN: 978-953-6095-51-0

Maleković, S., Puljiz, J., Polić, M., Introducing Evaluation of Development Programmes in Croatia – an Option, Obligation or Necessity. *7th International Conference on Enterprise in Transition, University of Split*, May 24-26, 2007, Bol, (CD-ROM), str. 25.

Puljiz J., Maleković S., Current Situation and Future Perspectives of Regional Policy in Croatia, *6th International Conference: Economic Integrations, Competition and Cooperation*, 2007, (CD-ROM), Opatija, str. 23.

Puljiz J., Maleković S., Regional Income and Unemployment Disparities in Croatia, Conference Proceedings, *7th International Conference Enterprise in Transition*. University of Split, May 24-26, 2007, (CD-ROM), Bol, str. 18.

Maleković Sanja; Zlatan Froehlich: Croatian Regional Policy for Achieving Competitiveness, *Transition Studies Review*, Venice, Springer, Wien New York, No. 39, April 2005

Maleković, Sanja. Oslonac na razvitak «odozdo» i lokalne razvojne institucije – moguća opcija za razvitak sela u Hrvatskoj. U: *Prostor iza: kako modernizacija mijenja hrvatsko selo* / uredili Maja Štambuk, Ivan Rogić, Anka Mišetić. Zagreb, Institut društvenih znanosti Ivo Pilar 2002., str. 305-332. – ISBN 953-6666-24-3 (Biblioteka Zbornici; knj. 17)

Maleković, Sanja. Lokalni akteri razvoja i neka iskustva s lokalnim razvojnim agencijama u Hrvatskoj. U: *Poduzetništvo, institucije i sociokulturni kapital* / uredili Drago Čengić i Maja Vehovec. Zagreb, Institut društvenih znanosti Ivo Pilar, 2002, str. 143-174. – ISBN 953-6666-25-1 (Biblioteka Zbornici; knj. 15)

Jurlin, Krešimir; Puljiz, Jakša; Maleković, Sanja. *Criteria for Establishing a Model for Defining Croatian Regions Lagging in Development*. Paper presented at the 41st European Congress of the Regional Science Association «European Regional Development Issues in the New Millennium and Their Impact on Economic Policy», Zagreb, Croatia, 29th August – 1st September 2001, 17 str..

Maleković, Sanja. Process of Adjustment of the Croatian Regional development policy to EU Regional Policy", in : *Kakav regionalni razvitak treba Hrvatskoj*, ur. Sundać, Dragomir. Zagreb, Ekonomski fakultet, 2001, str. 17-30 – 953-6148-20-X

Frohlich, Zlatan; Maleković, Sanja; Polić, Mario; Conceptual framework for Croatia's adjustment towards EU requirements in regional policy, u *European regional development issues in the new millenium and their impact on economic policy*, ERSA 2001 Abstracts, ur. Frohlich, Zlatan; Maleković, Sanja; Polić, Mario: The Croataian section of the European regional sience association, Zagreb, 2001.

Maleković, Sanja; Polić, Mario; Fröhlich, Zlatan. *Role of the Government in Promoting Development in the Weaker Regions*. Paper presented at the 40th European Congress of the Regional Science Association «European Monetary Union and Regional Policy», Barcelona, 30 August – 2 September 2000,

Maleković, Sanja; Polić, Mario. *Recent Local and Regional Development Initiatives in Croatia*. Paper presented at the conference: «Responding to the Challenges of Globalization: Local and Regional Initiatives to Promote Quality Employment through Social Cohesion», Bologna, Italy, 19-21 May 1999, 16 pp.