

## CURRICULUM VITAE

1. **Family name: Pavičić Kaselj**
2. **First names: Ana**
3. **Date of birth: 02.06.1979.**
4. **Nationality: Croatian**
5. **Civil status: Married**
6. **Education:**

<i>Institution</i>	Faculty of Economics, University of Zagreb, Croatia
<i>Date: from (month / year): to (month / year):</i>	09/2009 – ongoing
<i>Degree(s) or Diploma(s) obtained:</i>	Ph.D. Candidate

<i>Institution</i>	Europa-Kolleg Hamburg, University of Hamburg, Germany
<i>Date: from (month / year): to (month / year):</i>	09/2003 – 09/2004
<i>Degree(s) or Diploma(s) obtained:</i>	M.E.S. Master of European Studies

<i>Institution</i>	Faculty of Economics, University J.J. Strossmayer, Osijek, Croatia
<i>Date: from (month / year): to (month / year):</i>	09/1997 – 05/2003
<i>Degree(s) or Diploma(s) obtained:</i>	B.Sc. in Economics

7. **Language skills:** (Mark 1 to 5 for competence, 5 being the highest)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Croatian	5	5	5
English	5	5	5
German	5	5	5

8. **Membership of professional bodies:**

European Regional Science Association (ERSA)  
European Society for Ecological Economics  
Institut for Public Administration - Croatia

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

Computer literacy: MS Windows, MS Word, MS Excel, MS PowerPoint, Linux, Adobe Acrobat, Adobe Photoshop

10. **Present position:**

Senior research economist

11. **Years within the firm: previous 9**

11/2013 – to date, Centre for urban and territorial development, President of management board, Zagreb, Croatia

01/2012 – 01/2014, Ministry of Construction and Physical Planning, Assistant Minister for Energy Efficiency, Zagreb, Croatia

01/2005 – to date, Institute for Development and International Relations (IRMO), Resource economics, environmental protection and regional development Department, Senior research economist, Zagreb, Croatia

09/2004 – 12/2004, European Commission, DG Employment and social affairs, Researcher, Brussels, Belgium

01/2004 – 07/2004, Hamburg Institute of International Economics, HWWA, Researcher, Hamburg, Germany

09/1997 – 09/2003, Groteks Ltd, Osijek, Croatia

## **12. Key qualifications:**

11 years of professional experience as a scientist and consultant in economics, environmental economics, energy economics and energy efficiency, public sector economics, regional/local development, public participation, public administration and strategic planning.

Work experience on the international projects financed from EU, UNDP/UNOPS, WB/GEF, GTZ, bilateral international cooperation, etc.

### Fields of expertise:

- Program and policy analysis
- Design and management of development programs
- Strategic development and public budgeting
- Evaluation/Assessment of project proposals under EU-funded grant schemes
- Cost-Benefit analysis - Feasibility studies
- Socio-economic and financial analysis
- Public participation

### Specific experience:

- Initiator and person responsible for development of ESCO market, Energy Performance Contracting and national legislation amendments in Croatia in way to remove barriers that restrict the use of financial instruments for energy savings in the market for energy services or other energy efficiency improvement measures for the public sector - from 2008 onwards.

Since 2012 EPC is recognised in legislation and local budgeting as a contracting model for energy efficiency investment projects in construction and related industry, purchasers of energy services and other energy efficiency improvement measures in the public and private sector. It simplifies requirements of public building owners and of local banks, has acceptable project economics (Risk Profile), adequate return to lender and is in compliance with Construction and Environmental Regulations and International Performance Measurement and Verification Protocol "IPMVP". ESCO (energy service company) must manage risks of development, construction, technology, cost overruns and performance (savings). Public building owners current operating costs will be reduced by an amount at least equal to the debt service required to repay the turn-key construction price for ESCO to implement energy efficiency projects.

- Drafted several laws and bylaws on energy efficiency and renewable energy sources during 2012 related to the transposition of Directive 2010/31/EU on the energy performance of buildings (EPBD) and Directive 2006/32/EC on energy end-use efficiency and energy services and repealing Council Directive 93/76/EEC (ESD) into the national law.
- Croatian representative in Energy Demand Management Committee ("Energy Services" Formation - Directive 2006/32/EC and "Energy Performance of Buildings Directive" Formation - Cost Optimal support) and Committee on Cogeneration (Directive

2004/8/EC), EUROPEAN COMMISSION, DIRECTORATE-GENERAL FOR ENERGY, Directorate C - Renewables, Research and Innovation, Energy Efficiency

- Creation and management of National Retrofitting program of public sector buildings in Croatia – development of ESCO market and ESCO model of financing, development of energy performance contract, development of RFP in procurement rules, defining criteria for assessment of building for energy refurbishment, development of loan program for ESCOs and other energy efficiency projects;
- Team leader for Financial and Contractual Management of more than 400 energy building audits (public central buildings and self-government units buildings)
- Creation of National Program for co-financing of energy efficiency improvement measures in public, private and commercial sector buildings in Croatia that has been published in December 2012 by the Croatian National Fund for environmental protection and energy-efficiency
- Invited key not speaker on national and EU energy efficiency policy, ESCO model and Energy performance contracting for companies, public officials, local self-government, engineering chambers etc (on over 20 conferences during 2012)
- Advanced knowledge of Renewable Energy Sources and Energy Efficiency matters
- Consulting on Green Urban City Development policies in several cities in Croatia
- Advanced experience in business and market model analysis, cost-benefit analysis and feasibility studies for business-related infrastructural projects

### 13. Specific Eastern European and CIS experience:

<i>Country</i>	<i>Date: from (month / year) to (month / year)</i>
Croatia	2003 - ongoing
Macedonia	03/2005 – 08/2006, 02/2013-ongoing
Bosnia and Herzegovina (BIH=	01/2005 – 01/2006; 01/2009 – 06/2009; 01/2011 – 12/2/11, 02/2013-ongoing
Montenegro	01/2010 – 06/2010, 02/2013-ongoing
Serbia	01/2010 – 06/2010; 08/2011 – 09/2011, 02/2013-ongoing
Albania	02/2013-06/2013
Bulgaria	02/2013-06/2013
Kosovo	02/2013-06/2013
Moldova	02/2013-06/2013
Romania	02/2013-06/2013
Slovenia	02/2013-06/2013
Turkey	02/2013-06/2013

### 14. Professional Experience Record:

<i>Date: from (month / year) to (month / year)</i>	12/2013 – 01/2014
<i>Location:</i>	Croatia
<i>Company:</i>	City of Osijek
<i>Position:</i>	Team Leader – CBA expert
<i>Description:</i>	Development of Project application, Feasibility study

	and Cost-benefit analysis for Development of business-related infrastructure in Eco-Industrial zone Nemetin – City of Osijek. Prepared under the framework of Business Related Infrastructure Grand Scheme Call for proposals 2013.
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<i>Date: from (month / year) to (month / year)</i>	11/2013 – 01/2014
<i>Location:</i>	Croatia
<i>Company:</i>	City of Biograd
<i>Position:</i>	Team Leader – CBA expert
<i>Description:</i>	Development of Project application, Feasibility study and Cost-benefit analysis for the reconstruction of old school in to Museum and Multimedia cultural centre in City of Biograd. Prepared under the framework of Business Related Infrastructure Grand Scheme Call for proposals 2013.

<i>Date: from (month / year) to (month / year)</i>	06/2013 – 12/2013
<i>Location:</i>	Croatia
<i>Company:</i>	Environmental protection and energy efficiency Fund, Association of building managers
<i>Position:</i>	Team Leader - Energy-efficiency expert
<i>Description:</i>	Development and drafting of the National Retrofitting program for private sector buildings – private households. Setting up the Program and drafting the tender documentation.

<i>Date: from (month / year) to (month / year)</i>	06/2013 – 10/2013
<i>Location:</i>	Brussels
<i>Company:</i>	European Commission, Executive Agency for Competitiveness and Innovation (EACI), Brussels, Belgium
<i>Position:</i>	Independent Assessor – Evaluator, Expert in energy efficiency
<i>Description:</i>	Evaluation of proposals submitted under the Intelligent Energy - Europe Programme, Call for proposals CIP-IEE 2013. Evaluation of proposals submitted under the Intelligent Energy - Europe Programme, Energy Efficiency Services and Obligation Priority - ESCOs

<i>Date: from (month / year) to (month / year)</i>	02/2013 – 06/2013
<i>Location:</i>	Croatia, Macedonia, Serbia, Kosovo, Bosnia and Herzegovina, Moldova, Slovenia, Romania, Bulgaria, Turkey, Albania
<i>Company:</i>	NALAS / Development Consulting Group Ltd. Belgrade, Serbia and ESCO Grupa Ltd. Rijeka, Croatia
<i>Position:</i>	Team leader - Key expert
<i>Description:</i>	"Needs Assessment Study of the municipalities and the private sector in 12 NALAS countries as a base for

development of the Matchmaking Platform for NEXPO 2013 with special focus on Energy Efficiency and Renewable Energy". NALAS countries include: Croatia, Macedonia, Serbia, Kosovo, Bosnia and Herzegovina, Moldova, Slovenia, Romania, Bulgaria, Turkey, Albania

The Needs Assessment will reveal the needs of the municipalities and the potential stakeholders from the private sector, but also of what they have to offer to each other through such Matchmaking Platform, to be implemented during NEXPO and beyond. It will include identification and assessment of the:

- demand and supply of municipalities for investment/partnership projects with private sector aiming to improve service delivery as well as increase the levels of local economic development and create new value, in all municipal services areas, with a special focus on Energy Efficiency and Renewable Energies;
- upcoming municipal projects in the area of Energy Efficiency and Renewable Energies in the next 5 years;
- demand and supply of the private companies for investment/partnership projects with local governments aiming to improve service delivery and create new value, in all areas, with a special focus on Energy Efficiency and Renewable Energies;
- companies investment strategies and projects in the area of Energy Efficiency and Renewable Energies in the next 5 years;
- value drivers, market opportunities as well as obstacles for partnerships projects between the two sectors;
- matchmaking tools and mechanisms that work for both the local governments and the business sector;
- interest to use NEXPO 2013 as a matchmaking platform.

The Needs Assessment will consist of the following elements:

1. Survey of municipalities in all 12 NALAS LGA member countries. The survey should provide response from at least 10% of all municipalities in each country, representing variety of municipal sizes and characteristics;
2. In-depth analysis of municipalities in 3 NALAS LGA member countries (Croatia, Bulgaria, Serbia);
3. Survey and in-depth analysis of the business sector in 6 countries (Croatia, Bulgaria, Serbia, Slovenia, Germany and Turkey), focusing on the leading companies in the Energy sector.

<i>Date: from (month / year) to (month / year)</i>	10/2012 – ongoing
<i>Location:</i>	Croatia

<i>Company:</i>	Government of the Republic of Croatia
<i>Position:</i>	Team leader and project manager
<i>Description:</i>	<p>“ELENA Technical Assistance for public sector buildings in Croatia”</p> <p>In charge for development, management and coordination of National EIB-ELENA technical assistance application for public sector buildings in Croatia.</p> <p>The overall project aim is to reduce energy and water consumption and increase internal quality conditions in public sector buildings in Croatia by energy efficiency improvement measures. The considered measures include thermal insulation of the building envelope, renovation of heating, cooling, ventilation, air-conditioning, lighting, hot water and water supply systems and installation of renewable energy systems.</p> <p>In total more than 450 buildings in North region of Croatia have been preliminary identified. Calculations were done on the basis of current energy and water consumption of analyzed buildings, building characteristics and type of fuel that is used. The analysis of energy savings potential for more than 800 public buildings was performed. In total more than 450 buildings in North region of Croatia have been preliminary identified. Upon identification of buildings with high energy savings potential the estimation of needed investments was calculated. The total cost of preparation of technical project implementation documentation is estimated with the value of € 13 million, with the total investment potential in approx. amount of € 260 million in identified and preselected public buildings.</p>

<i>Date: from (month / year) to (month / year)</i>	01/2013 – ongoing
<i>Location:</i>	Croatia
<i>Company:</i>	Government of the Republic of Croatia
<i>Position:</i>	Energy efficiency and local/regional policy expert
<i>Description:</i>	<p>“Green Urban City Development”</p> <p>Development of Green Urban City Development policy in several cities within Croatia. Drafted Green Urban City development position paper and Green Urban City operational action plan with focus on the development of green business zones and eco-industrial zones.</p>

<i>Date: from (month / year) to (month / year)</i>	01/2013 – 02/2013
<i>Location:</i>	Croatia
<i>Company:</i>	The Association of Cities in Croatia
<i>Position:</i>	Energy efficiency and local/regional policy expert
<i>Description:</i>	<p>PROGRAM INPULS - Innovation and best practices in local government</p> <p>Assessment and evaluation of project proposals related to energy efficiency best practices under Inpuls</p>

	Program.
<i>Date: from (month / year) to (month / year)</i>	01/2012 - 01/2013
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Construction and Physical Planning, Croatia
<i>Position:</i>	Assistant Minister for Energy Efficiency
<i>Description:</i>	<p>Member of the Government Steering Committee for the preparation of programming documents for the EU financial period 2014-2020; Coordinator of the priority objectives of the Ministry of Physical Planning and Construction for the EU financial period 2014-2020; Member of the Government Subcommittee for transport, environment, energy and regional development.</p> <p>Responsible for establishing a new Directorate for energy efficiency in the building sector, strategic planning and international cooperation within the Ministry of Construction and Physical planning, which is in charge for coordination of activities in the building sector in implementing the EPBD Directive.</p> <p>Responsible for the transposition of Directive 2010/31/EU on the energy performance of buildings (EPBD) and Directive 2006/32/EC on energy end-use efficiency and energy services and repealing Council Directive 93/76/EEC (ESD) into the national law. For the full implementation of EPBD Directive it has been launched the development of national methodology for calculation of energy performance of buildings and primary energy.</p> <p>Chairperson of the committee for drafting following laws and bylaws:</p> <ul style="list-style-type: none"> <li>- Act on Energy End-use Efficiency (OG 152/08 and 55/12)</li> <li>- Regulation on contracting and implementation of energy services in the public sector (OG 69/12). Regulation amends national legislation in way to remove barriers that restrict the use of financial instruments for energy savings in the market for energy services or other energy efficiency improvement measures for the public sector. It also presents the contracting model for energy performance contracting for purchasers of energy services and other energy efficiency improvement measures in the public and private sector. Based on this Regulation, we have changed the Budget Act (OG 87/08, 136/12).</li> <li>- Ordinance on conditions and criteria for persons who perform energy audits of constructions and energy certification of buildings (OG 81/12),</li> <li>- Ordinance on energy audits of constructions and energy certification of buildings (OG 81/12). Within the Ordinance new Methodology on conducting energy audits of buildings and constructions has been issued.</li> </ul>

	<p>- Ordinance on revision of energy certification of buildings and energy audit of construction reports (OG 81/12).</p> <p>Member of the committee for drafting following energy laws and bylaws, such as:</p> <ul style="list-style-type: none"> <li>- Electricity Market Act (OG 59/12)</li> <li>- Energy Act (OG 120/12)</li> <li>- New Gas Market Act (OG 114/11)</li> <li>- Tariff System for the Production of Electricity from Renewable Energy Sources and Cogeneration (OG 144/12)</li> </ul> <p>Drafted the 2nd National Action Plan of Energy Efficiency (NEEAP).</p> <p>Responsible for the development and implementation of following National development Programs:</p> <p>1. Retrofitting program of public sector buildings in Croatia – in charge for drafting and implementation of the Program</p> <p>Overall objective of the program is implementation of economically feasible, energy efficient technologies and measures in public sectors building in Croatia by creating local expert capacities, implementing continuous and systematic energy management, introducing strategic energy planning and sustainable energy and other resource management at the national, regional and local level throughout Croatia.</p> <p>2. Program of financing energy efficiency improvement measures for public, private and commercial sector buildings in Croatia – in charge for development of the Program which is implemented by the Fund for environmental protection and energy efficiency.</p> <p>Funds are granted to the owners of public, private and commercial buildings for the:</p> <ul style="list-style-type: none"> <li>- implementation of energy audits</li> <li>- replacement of existing and installation of new energy-efficient exterior doors and windows</li> <li>- reconstruction of thermal envelope of the buildings</li> <li>- installation of new energy-efficient heating system – condensing boiler installation</li> <li>- installation of thermal energy dividers and thermostatic radiator valves in buildings connected to district heating system</li> <li>- installation of solar thermal collectors, biomass boilers and heat pumps</li> <li>- installation of photovoltaic panels and wind turbines</li> </ul>
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<i>Date: from (month / year) to (month / year)</i>	12/2011 – 09/2012
<i>Location:</i>	Croatia
<i>Company:</i>	IMO in cooperation with the German political foundation Hanns-Seidel and the Association for the Study of Croatian Political History "Neda Prpić-



	Gamiršek"
<i>Position:</i>	National energy efficiency policy expert
<i>Description:</i>	<p>“Renewable Energy Sources and Energy Efficiency in the Cities and Municipalities” project aims to raise awareness about the causes and consequences of climate change, possible options of energy saving, and the use of renewable energy sources.</p> <p>Key note speaker at the seminars held for governmental officials coming from different cities and municipalities. Reviewer of the manual that provide an overview of renewable energy sources and typical energy efficiency measures, with possibilities of using them. It also outlines the obligations of local and regional authorities, and the opportunities that might arise from them.</p>

<i>Date: from (month / year) to (month / year)</i>	08/2011 – 09/2011
<i>Location:</i>	BIH and Serbia
<i>Company:</i>	Heinrich Böll Stiftung Derneği Turkey Representation (HBSD), Center for Ecology and Energy in BiH, Center for Monitoring and Evaluation in Serbia, IMO in Croatia
<i>Position:</i>	Energy efficiency and local/regional policy expert
<i>Description:</i>	<p>“Strengthening Energy Efficiency Capacities and Networks of Civil Society Organizations and Municipalities – BIH, Czech, Serbia and Turkey”</p> <p>Lecturer at the capacity building workshops in Tuzla and Belgrade with topic:</p> <p>“In-depth cash-flow analysis for Energy Efficiency projects with the special emphasize on local policy development”</p>

<i>Date: from (month / year) to (month / year)</i>	02/2011 – 02/2012
<i>Location:</i>	Croatia
<i>Company:</i>	IMO, DOOR
<i>Position:</i>	Energy efficiency and local/regional policy expert
<i>Description:</i>	<p>“Citizen participation in energy efficiency action planning - CENEP”, IPA Transition Assistance and Institution Building Component 2008.</p> <p>Reference: EuropeAid/128948/M/ACT/HR</p> <p>Overview of current practice in financing energy efficiency and identification of most successful EU practices; Final proposal of energy efficiency measures and their sources of financing – on the local/regional level.</p>

<i>Date: from (month / year) to (month / year)</i>	12/2010 – 02/2011
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Finance
<i>Position:</i>	Energy economic and policy expert (energy efficiency)

<i>Description:</i>	“Ordinance on Treatment of Investments in Energy Efficiency Improvements for Budget and Budgetary Users” by-law defined in the Act on Efficient End-use of Energy
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<i>Date: from (month / year) to (month / year)</i>	05/2010 – 07/2010
<i>Location:</i>	Croatia
<i>Company:</i>	HEP ESCO, IMO
<i>Position:</i>	Energy efficiency policy expert for budgetary issues
<i>Description:</i>	Study for drafting Ordinance on Treatment of Investments in Energy Efficiency Improvements for Budgetary Users, IBRD, HEP ESCO.

<i>Date: from (month / year) to (month / year)</i>	05/2009 – 11/2009
<i>Location:</i>	Croatia
<i>Company:</i>	IMO, UNDP
<i>Position:</i>	Energy efficiency and local/regional development expert
<i>Description:</i>	Removal of barriers for energy efficiency in Croatia - Handbook for favourable treatment of energy efficiency projects in local administration budget (2009), UNDP

<i>Date: from (month / year) to (month / year)</i>	01/2011 – 12/2014
<i>Location:</i>	Croatia, BIH (Trebinje)
<i>Company:</i>	UNESCO, IMO
<i>Position:</i>	Key National Public Participation expert
<i>Description:</i>	Protection and Sustainable use of the Dinaric Karst Aquifer System - DIKTAS, GEF/UNDP/UNESCO 2011/2014

<i>Date: from (month / year) to (month / year)</i>	05/2011 – 05/2012
<i>Location:</i>	Croatia
<i>Company:</i>	Plan Bleu
<i>Position:</i>	Key environmental economics expert
<i>Description:</i>	«Water demand management in Mediterranean countries: Thinking outside the water box! Croatian case study» Plan Bleu 2011/2012

<i>Date: from (month / year) to (month / year)</i>	01/2010 – 05/2010
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Culture
<i>Position:</i>	Coordinator
<i>Description:</i>	Coordinator of public participation process for the Regional Park Mura-Drava Management Plan

<i>Date: from (month / year) to (month / year)</i>	12/2010 – 02/2011
<i>Location:</i>	Croatia
<i>Company:</i>	Faculty of Economics at the University of Josip Juraj Strossmayer, Osijek
<i>Position:</i>	Key CBA and Feasibility study expert
<i>Description:</i>	Development of feasibility study/cost-benefit analysis for the first Eco industrial zone Nemetin – City of Osijek

<i>Date: from (month / year) to (month / year)</i>	07/2010 – 12/2012
<i>Location:</i>	Croatia
<i>Company:</i>	CeSPI, Rome, Italy
<i>Position:</i>	Researcher
<i>Description:</i>	SEENET Programme: A trans-local network for the cooperation between Italy and South East Europe – Research on democratic local governance 2010-2012 and Research on democratic local governance in the area cultural and environmental heritage

<i>Date: from (month / year) to (month / year)</i>	05/2010 – 11/2010
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Regional Development, Forestry and Water management and HCL Consultants Limited/Cyprus
<i>Position:</i>	CBA and Feasibility study expert
<i>Description:</i>	Technical assistance (TA) for IPA IIIC to support effective implementation of the Grant Scheme related to Business-related infrastructure under Regional Competitiveness OP, EuropeAid/127737/D/SER/HR/4 Development of three (3) CBA and Feasibility study: - “Bijelo Brdo Business zone” Općina Erdut – CBA/FS - BIOS – Business Incubator “Construction of modular construction facilities" Osijek - CBA/FS - “Winetour Osječko-baranjska county” - CBA/FS

<i>Date: from (month / year) to (month / year)</i>	05/2010 - 06/2010
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Regional Development, Forestry and Water Management
<i>Position:</i>	Assessor of project proposals from 1 <sup>st</sup> CfP within IPA CBP HR-MNE 2007–2013
<i>Description:</i>	Technical Assistance (TA) for Managing the „Cross-border Programme Croatia-Montenegro, 2007-2013“ Assessment and evaluation of project proposals from the First Call for Proposals of the IPA Cross-border Cooperation Programme Croatia-Montenegro  The assessors carried out an evaluation of the quality of the full application form, including the proposed budget, logframe and indicators and of the capacity of

	the applicant and its partners. Assessors had to pay special attention to cost effectiveness of the project in terms of getting the best value for the money requested from the EU and for the one confirmed as available from other sources of funding.
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<i>Date: from (month / year) to (month / year)</i>	03/2010 - 04/2010
<i>Location:</i>	Croatia
<i>Company:</i>	Ministry of Regional Development, Forestry and Water Management
<i>Position:</i>	Assessor of project proposals from 1 <sup>st</sup> CfP within IPA CBP HR-SER 2007–2013
<i>Description:</i>	<p>Technical Assistance (TA) for Managing the „Cross-border Programme Croatia-Serbia, 2007-2013“ Assessment and evaluation of project proposals from the First Call for Proposals of the IPA Cross-border Cooperation Programme Croatia-Serbia</p> <p>The assessors carried out an evaluation of the quality of the full application form, including the proposed budget, logframe and indicators and of the capacity of the applicant and its partners. Assessors had to pay special attention to cost effectiveness of the project in terms of getting the best value for the money requested from the EU and for the one confirmed as available from other sources of funding.</p>

<i>Date: from (month / year) to (month / year)</i>	10/2009 – 07/2010
<i>Location:</i>	Croatia
<i>Company:</i>	World Bank, Ministry of Culture
<i>Position:</i>	Key expert for socio - economic assessment and public participation
<i>Description:</i>	<p>Nature protection investment project, Republic of Croatia, Project Preparation Advance IBRD No. P4500-HR</p> <p>The goal of the Project was to analyse and prepare the investment plan to the amount of 20 million Euros in the Nature Protection Sector of the Republic of Croatia during the next 5 years to help expand and support Croatia's preparation for European Union (EU) accession. 17 reports and proposals of activities has been prepared which should be funded from the NPIP project with estimated costs of planned investments. The findings and recommendations of all the components that are implemented through the project were discussed and updated at 13 round tables in the protected areas in Croatia, with about 300 participants. Furthermore, two presentations of project results were organized for the general public. Based on the results of research 4 project proposals for financing from EU funds were prepared.</p>

<i>Date: from (month / year) to (month / year)</i>	06/2009 – 12/2009
<i>Location:</i>	Croatia
<i>Company:</i>	IMO, Ministry of environmental protection, physical planning and construction, Ramboll Denmark A/S
<i>Position:</i>	Expert in cost –benefit analysis (CBA) and feasibility studies
<i>Description:</i>	<p>Development of Hazardous Waste Management System including the Identification and Management of “Hot Spot Sites” in Croatia</p> <p><i>Type of services provided:</i></p> <ol style="list-style-type: none"> <li>1. Describe the economical perspectives, constrains and strengthening of the selected sites and reflect the socio economic situation</li> <li>2. Baseline the current operation costs of disposal of wastes and cross environmental impact costs</li> <li>3. Support the project team in financial analytical approaches during the feasibility phase</li> <li>4. Dynamic prime unit cost calculation and Internal return of invest calculation</li> <li>5. Carry out a cost benefit analyse (including cross benefits)</li> <li>6. Support to the project team in identification of the implementation costs</li> <li>7. Evaluate the current investment (funding) possibilities</li> <li>8. Summarizing and description of the cost structure in combination with required human resources and time scheduling (Cash Flow description)</li> </ol>

<i>Date: from (month / year) to (month / year)</i>	05/2009 – 10/2009
<i>Location:</i>	Croatia
<i>Company:</i>	IMO, Ministry of Administration
<i>Position:</i>	Expert in public administration and human resource management
<i>Description:</i>	Civil service human resources development strategy 2009 – 2012; Ministry of Foreign Affairs of Denmark Neighbourhood Programme “Support to Development of a Civil Service Human Resources Development Strategy”

<i>Date: from (month / year) to (month / year)</i>	11/2007 – 11/2008
<i>Location:</i>	Croatia
<i>Company:</i>	World Bank, IMO, Swedish International Development Agency, Central State Office for Administration of the Republic of Croatia
<i>Position:</i>	Expert in public administration reform, strategic planning and economic related issues
<i>Description:</i>	“Functional Reviews and Assistance in the Restructuring of State Administration Bodies and their Subordinate Agencies in Croatia, Government of the

	<p>Republic of Croatia and Central State Office for Administration, Zagreb, Croatia”</p> <p><i>Type of Services Provided:</i></p> <ul style="list-style-type: none"> <li>•Analysis of data on agencies and other legal persons (public institutions attached to ministries) so as to develop a typology of the existing institutions based on their functions, lines of accountability, legal status, financing and other variables;</li> <li>•Application of the methodology for functional reviews to ten selected central state administration bodies and five state administration offices in counties;</li> <li>•Analysis and review of organizational structures and functions in selected state administration bodies and subordinate agencies in order to clearly delegate authorities and avoid overlapping of functions;</li> <li>•Conduct of a vertical functional review in two selected sectors - environmental protection, and physical planning and construction.</li> <li>•Providing recommendations related to functions and activities that are to be performed in the state administration, as well as functions and activities considered as unnecessary, but which may be rationalized and performed by independent agencies on the basis of market principles;</li> <li>•Producing a proposal for a rationalization program on the basis of functional review results in cooperation with state administration bodies, in which functional reviews have been carried out.</li> </ul>
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<i>Date: from (month / year) to (month / year)</i>	01/2007 – 01/2011
<i>Location:</i>	Croatia
<i>Company:</i>	IMO, Ministry of science
<i>Position:</i>	Expert in resource and environmental economics
<i>Description:</i>	Integrated management of natural and human resources – regional development and environmental protection; Ministry of Science, Education and Sports, Republic of Croatia

<i>Date: from (month / year) to (month / year)</i>	11/2006 – 06/2009
<i>Location:</i>	Croatia
<i>Company:</i>	IMO/AMECO, The Netherlands
<i>Position:</i>	Expert for social, economic and financial analysis (according to the WFD)
<i>Description:</i>	Development of the Mirna River Basin Management Plan, Croatian Waters

<i>Date: from (month / year) to (month / year)</i>	01/2006 – 12/2007
<i>Location:</i>	Croatia
<i>Company:</i>	IMO/AMECO, The Netherlands
<i>Position:</i>	Expert in environmental protection, public involvement

	and public participation process
<i>Description:</i>	Implementation of Environmental Acquis requirements in respect of access to environmental information and public participation in environmental approval procedures; EVD Agency for International Business and Cooperation Department for International Public Cooperation, 2500 EC The Hague, The Netherlands, Beneficiary: The Ministry of Environment Protection, Physical planning and Construction, Croatia

<i>Date: from (month / year) to (month / year)</i>	10/2005 – 10/2006
<i>Location:</i>	Croatia
<i>Company:</i>	IMO
<i>Position:</i>	Expert in social assessment and resource economics
<i>Description:</i>	Regional operational plan (ROP) for the County of Varaždin <i>Description of Project - Overall Objective:</i> To conceptualize, for the first time in these counties, by way of a participatory approach, an integral and overall development plan for each of the mentioned counties which was first widely discussed, followed by the determining of the county development vision, strategic objectives, priorities and measures, on the basis of which a long-term and acceptable framework for specific development projects was created.

<i>Date: from (month / year) to (month / year)</i>	06/2005 – 06/2006
<i>Location:</i>	Croatia
<i>Company:</i>	IMO/COWI, Denmark
<i>Position:</i>	Expert in environmental economics, Cost –benefit analysis (CBA)
<i>Description:</i>	Two regional Waste Management Plans for the Counties of Šibenik-Knin and Zadar, Municipal Environmental Management Capacity Project (MEMCI), Croatia; UNDP/UNOPS, Zagreb, Croatia

<i>Date: from (month / year) to (month / year)</i>	02/2005 – 01/2006
<i>Location:</i>	Croatia
<i>Company:</i>	IMO/COWI, Denmark
<i>Position:</i>	Expert in Cost – benefit analysis (CBA)
<i>Description:</i>	Master Plan for Closure and Remediation of Landfills in the Counties of Šibenik-Knin and Zadar, Municipal Environmental Management Capacity Project (MEMCI), Croatia; UNDP/UNOPS, Zagreb, Croatia

<i>Date: from (month / year) to (month / year)</i>	01/2005 – 01/2006
<i>Location:</i>	Croatia
<i>Company:</i>	Bosnia and Herzegovina

<i>Position:</i>	Expert in socio-economic assessment and economic analysis (CBA)
<i>Description:</i>	Rapid Economic Assessment of the Competing Uses of water resources in the Neretva and Trebišnjica River Basin (NTRB) for Ministry of spatial planning, civil engineering and ecology, Bosnia and Herzegovina( WB TF 052845 GE-P084608 )

<i>Date: from (month / year) to (month / year)</i>	09/1997 – 09/2003
<i>Location:</i>	Osijek, Croatia
<i>Company:</i>	Groteks Ltd Osijek, Croatia
<i>Position:</i>	Financial manager
<i>Description:</i>	Financial manager in private firm, the role that involves operating accounts as well as strategic analysis and strategic planning. Duties and responsibilities included: - Advising and supporting on budgetary planning and on financial implications of the business decisions - Monitoring cash flows and estimation of future financial trends - Defining strategies for the long-term financial planning - Researching the different factors that influence business performances - Managing the firm's budgets, accounting and monitoring systems for the firm's finances - Developing management mechanism in the finances department for purposes of minimizing the financial risks - Reviewing and evaluating cost reduction opportunities

### 15. Teaching experience:

Lecturer at "Experta" Business School Zagreb, Project manager EU funds – subject "Evaluation of project proposals"

Professor at the College for Social Sciences, Faculty of Law, University of Zagreb, Subject "Economics of the public sector"

### 16. Publications:

Pavičić-Kaselj, A., Energy Discussion Paper, Heinrich Boell Stieftung, Croatia, 2014.

Pavičić-Kaselj, A., Retrofitting of multi-story buildings - building manager legal issues and possibilities, Proceeding from Consultation of building managers, Croatia, 2013.

Pavičić Kaselj, A., Tišma, S, Boromisa, A. // Book: Environmental Finance and Development, Routledge, UK, 2012.

Pavicic Kaselj, A., Cohesion and coherence of strategic development plans in Istria County, Centro Studi di Politica Internazionale (CeSPI), Italy, January 2012.

Pavicic Kaselj, A., Decentralisation, power of local self-government and multi-level dynamics in Istria Region, Centro Studi di Politica Internazionale (CeSPI), Italy, May 2011.

Pavicic Kaselj, A., Local democratic governance in Istria County, Centro Studi di Politica Internazionale (CeSPI), Italy, November 2010.



- Pavlicic Kaselj, A., Boromisa A., Tisma, S.: Meeting 20-20-20 targets: Role of Energy efficiency, International Congress "ENERGY AND THE ENVIRONMENT 2010", October 18 - 22, 2010, Opatija, Croatia
- Puljiz, J., Tisma, S., Pavičić Kaselj, A.: Measuring sustainable development – The case of Croatia, 5th International Conference "An Enterprise Odyssey: From Crisis to Prosperity – Challenges for Government and Business", Faculty of Economics and Business, University of Zagreb, May 26-29 2010, Opatija, Croatia.
- Pavičić Kaselj, A., Tišma, S.: Environmental policy and development of environmental indicators in Croatia, International Conference „Croatia and the EU: Integration Strategies and Creating Public Policies“, Faculty of Political Science, University of Zagreb, March 26-27, 2010, Zagreb, Croatia.
- Boromisa, Puljiz, Pavičić Kaselj, Tišma: Handbook for favourable treatment of energy efficiency projects in local administration budget, UNDP, Zagreb, 2009, pp 1-28.
- Tišma, S., Pavičić Kaselj, A., Funduk, M. Environmental protection in the Republic of Croatia // Book: Environmental protection and regional development – experiences and perspectives / Tišma, Sanja; Maleković, Sanja (ur.).Zagreb: Institute for international relations, Zagreb, 2009. Str. 5-35.
- Tišma, S., Pavičić Kaselj, A., Boromisa, A, Analysis of environmental financing through various development strategies – recommendations for environmental protection financing system,2009.
- Tišma, S., Demonja, D., Pavičić Kaselj, A. Instruments of Environmental Protection in the Republic of Croatia - Strategic Environmental Impact Assessment of Plans and Programs. // Croatian International Relations Review. XIV (2008), 52/53; 99-108.
- Pavičić Kaselj, A. Environmental financing in the Republic of Croatia: what are the options?, Croatian International Relations Review, Zagreb, 2007. ISSN 1331/1182.13, 46/47 (2007), str. 19-28.
- Tišma, Sanja; Cigdem Arslançan; Petra Gracin; Michael Jacobsen; Andrik Mols; Ana Pavlicic-Kaselj; Daiva, Semenienė. Developing the Capacity of Environmental Authorities, through Transfer of Best Practice and Training to Support Effective Use of Financial Resources, Environmental Investment and Financing Strategy – Croatia, PHARE 2005, European Commission, DG Environment, IGH, IMO, COWI, Zagreb, 2008.; str. 146