

## CURRICULUM VITAE

- 1. Family name:** HAHN  
**2. First name:** Lothar, Martin  
**3. Date of birth:** January 26<sup>th</sup>, 1954  
**4. Nationality:** Austrian  
**5. Civil status:** Married  
**6. Education:**

<i>Institution</i>	University of Vienna, Business Informatics University of Belford, Marketing & Business Admin.
<i>Date: from (month/year): to (month/year)</i>	1974 – 1977
<i>Degree(s) or Diploma(s) Obtained:</i>	MBA – 1990

### 7. Language skills: (Mark 1 to 5 for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	5	5	5
English	5	5	5
Polish	2	3	1
Slovak	3	3	2
Macedonian	1	2	0

### 8. Membership of professional bodies:

- Industrie- & Handelskammer Germany (IHK)
- Centre for Public Reform (CPR), at the Institute f. Public Law, Financial Law, and Political Science, UNI Innsbruck (Chairman)

### 9. Other skills:

- (EU) Program & Project Management
- Procurement / EC /DIS/PRAG/GAPP...- Standards
- Computer Literacy (comprehensive)
- Accounting / Controlling

### 10. Present position:

- IT & Business Consulting / Munich / MD
- Orga-Trade Bratislava / board director
- Lector at the University of Innsbruck

### 11. Years within the firm:

13

### 12. Key qualifications:

General- / Project Management / PCM  
 EU Accession Strategies incl. Legal Approximation  
 Public Administration Reform  
 Public Finance, Procurement and Treasury systems  
 Institution building, Reorganisation and Restructuring  
 LAN/WAN Solutions, Software Design / MIS Systems  
 SME and Corporate Finance / General Management  
 IT Product Marketing and (international) Software Publishing

### 13. Specific Eastern Countries experiences:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
Azerbaijan	2005 – present
Bulgaria	1996 – 1999
Croatia	2000 – present
Czech Republic	1999 – 2001
FYRo Macedonia	2001 – present
Lithuania	1998 – 2000
Monte Negro	2000
Poland	1990 – present
Romania	2000 – 2001
Slovak Republic	1994 – present
Slovenia	1998 – 2001

#### 14. Professional experience record:

<i>Date: from (month/year) to</i>	1993 – ongoing
<i>Location</i>	Munich
<i>Company</i>	IT & Business Consulting
<i>Position</i>	Owner / MD
<i>Description</i>	International Project- and Management Consulting, Marketing and Market (CE) Development for IT Business, T.A. to CEECs

<i>Date: from (month/year) to</i>	1994 – ongoing
<i>Location</i>	Bratislava
<i>Company</i>	OrgaTrade a.s.
<i>Position</i>	Director of the Board
<i>Description</i>	Corporate Communication and Networking Solution Provider; Product Marketing, Supplier Relations

<i>Date: from (month/year) to (month/year)</i>	2003 – ongoing <a href="http://www.CPR.uibk.org/">http://www.CPR.uibk.org/</a>
<i>Location</i>	Innsbruck
<i>Company</i>	CPR – Centre for Public Reform at the Institute for Public Law, Finance Law and Political Science of the University Innsbruck
<i>Position</i>	Chairman
<i>Description</i>	Lector at the University on PCM in public reform context, Acquisition and implementation of T.A. & Twinning projects; backstopping and contract management;

<i>Date: from (month/year) to</i>	10/2006 – ongoing
<i>Location</i>	Azerbaijan / Baku
<i>Company</i>	Ars Progeti for National Coordination Unit
<i>Position</i>	Team Leader
<i>Description</i>	T.A. to the NCU for Establishment of a Twinning Project Admin. Office (PAO), initial project identification & development of annual work plans, administrative procedures and training of focal points in ministries.

<i>Date: from (month/year) to</i>	6/2006 – ongoing
<i>Location</i>	Georgia / Tbilisi
<i>Company</i>	Ministry of Education & Science
<i>Position</i>	Consortium Rep. for CPR, project management and procurement
<i>Description</i>	Establishment of a 'Centre for European Studies' at the state university (TSU) and 5 regional universities, sustainable ToT approach, creation of post graduate degree(s) in line with Bologna performance criteria;

<i>Date: from (month/year) to</i>	12/2005 – 6/2006
<i>Location</i>	Georgia / Tbilisi
<i>Company</i>	CPR subcontracted to ARS Progeti for Ministry of Justice
<i>Position</i>	Key Expert Public Finance & IB
<i>Description</i>	Action Plan for implementation of Criminal Justice Reform, Ministry of Justice; Budgeting the overall Reform for 9 institutions 2006-2010;

<i>Date: from (month/year) to (month/year)</i>	01/2005 – ongoing <a href="http://www.uhj.com/rubrique.php?ID=1005159&amp;lq=fr">http://www.uhj.com/rubrique.php?ID=1005159&amp;lq=fr</a>
<i>Location</i>	Azerbaijan / Baku
<i>Company</i>	CPR subcontracted to Int'l Union of Bailiffs for Ministry of Justice
<i>Position</i>	Key Expert IB, Organisation & IT
<i>Description</i>	Support to the Bailiffs and Ushers Services (Execution of Courts Decisions) Ministry of Justice; IB & Training Program, Internal procedures & budgets, IT Development component & Procurement;

<i>Date: from (month/year) to (month/year)</i>	08/2004 – 8/2006 <a href="http://www.train.org.mk/index.html">http://www.train.org.mk/index.html</a>
<i>Location</i>	FYR of Macedonia
<i>Company</i>	CPR for Ministry of Local Self-Government
<i>Position</i>	Consort. Representative, M/T Expert – IB & IT
<i>Description</i>	Training Program for Establishment of LSG: Internal procedures, IT components, local and international Procurement (PRAG/900K€), Project and Contract management component.

<i>Date: from (month/year) to (month/year)</i>	05/2004 – 06/2004
<i>Location</i>	Poland
<i>Company</i>	LRDP for Ministry of Labour
<i>Position</i>	S/T Expert – Procurement
<i>Description</i>	Human Resource Development - Promotion of Employment and HRD Podkarpackie Region - Poland Development of specifications and Tender Dossier in line with GGAPP standards for 35 schools (680K €)

<i>Date: from (month/year) to (month/year)</i>	02/2004 – ongoing <a href="http://www.pak.hr/default.asp?ru=113&amp;sid=&amp;jezik=3">http://www.pak.hr/default.asp?ru=113&amp;sid=&amp;jezik=3</a>
<i>Location</i>	Croatia
<i>Company</i>	CPR/ICON for Ministry of Justice / Judicial Academy
<i>Position</i>	Key Expert – IB, Organisation & Management, IT
<i>Description</i>	Installation of a Judiciary Academy, Organisational & Legal set-up, Information- & Workflow, H/R & Financial Management, Budgeting, Specification and Procurement of equipment & library (300K€)

<i>Date: from (month/year) to (month/year)</i>	04/2003 – 05/2004
<i>Location</i>	FYR of Macedonia - <a href="http://www.libertas-institut.com/de/MK/Team/Team.htm">http://www.libertas-institut.com/de/MK/Team/Team.htm</a>
<i>Company</i>	Thales/CPR for Ministry of Economy
<i>Position</i>	S/T Expert – Organisation, Management, Aid Coordination
<i>Description</i>	T.A. to the MoE on drafting of Trade Laws and related market regulations: Implementation oriented tasks with regulatory and inspection bodies as well as on SME competitiveness.

<i>Date: from (month/year) to (month/year)</i>	03/2002 – 03/2003
<i>Location</i>	FYR of Macedonia- <a href="http://www.gov.mk/NPAL200302/Index.htm">http://www.gov.mk/NPAL200302/Index.htm</a> (contact)
<i>Company</i>	Office of Government – Sector for European Integration (SEI)
<i>Position</i>	Team Leader – Organisation, Management incl. IT assistance
<i>Description</i>	T.A. to the SEI: Implementation of NPAL, legal support to line ministries in SAA priority transposition areas; development of a National Strategy f. EU Integration; support to AIDCO and CoP; TAIEX compatible monitoring system for the implementation of the SAA/NPAL, H/R & Management Development, local Procurement of IT and services;

<i>Date: from (month/year) to</i>	06/2001 – 02/2002
<i>Location</i>	FYR of Macedonia (see above)
<i>Company</i>	Office of Government – Sector for European Integration
<i>Position</i>	Team Leader – Organisation and IT assistance, local Procurement;
<i>Description</i>	T.A. to the Legal Approximation Unit; Analysing requirements and preparation of a management and monitoring system for the implementation of the NPAL.

<i>Date: from (month/year) to</i>	05/2000 – 05/2001
<i>Location</i>	Czech Republic
<i>Company</i>	FAA for Ministry of Justice
<i>Position</i>	Project Director – Strengthening the Independence and Functioning of the Judiciary – Support to the Reform & Development of the Criminal, Commercial and Civil Courts System.
<i>Description</i>	T.A. to MoJ for general Reorganisation of Commercial- and Civil Courts, Legal Framework, organisation, IT and Workflow analysis;

<i>Date: from (month/year) to</i>	September and October 2000
<i>Location</i>	Lithuania
<i>Company</i>	Senter NL for Ministry of Environment
<i>Position</i>	Short term Expert for MATRA / NL bilateral project.
<i>Description</i>	Specification / ToR for Legal Approximation Project – Energy Efficiency in the Housing / Construction Sector

<i>Date: from (month/year) to</i>	2000
<i>Location</i>	Monte Negro
<i>Company</i>	FAA for Ministry of Finance
<i>Position</i>	Project Director & Short term Expert – T.A. to MoF for general Reorganisation, Mid Term (tax & budget) Strategy and Ad Hoc Measures
<i>Description</i>	Project Co-ordination and Technical Assistance, Review of IT System, Procurement; Proj.Director for 3 parallel projects in MoF and Central Bank

<i>Date: from (month/year) to</i>	2000
<i>Location</i>	Romania
<i>Company</i>	FAA for Ministry of Finance
<i>Position</i>	Short term Expert – T.A. to the MoF for implementation of a Reorganisation Program and Monitoring of parallel projects
<i>Description</i>	General Technical Assistance, Workflow Analysis and Distribution of Responsibilities, Compliance with international (EC, IMF...) Standards, Assessment of IT Systems;

<i>Date: from (month/year) to</i>	1997 – 2000
<i>Location</i>	Vienna / Munich
<i>Company</i>	FAA Holding (Finanzakademie Austria)
<i>Position</i>	Partner
<i>Description</i>	Head of International / EU Project Business - Project Management, General Management, Marketing and Acquisition;

<i>Date: from (month/year) to</i>	1999 – 2001
<i>Location</i>	Lithuania
<i>Company</i>	FAA for Ministry of Social Security and Labour
<i>Position</i>	Short term Expert – Installation of a Monitoring Unit to oversee the Development of an Integrated IT System
<i>Description</i>	Project Director and Technical Assistance

<i>Date: from (month/year) to</i>	4/1999 – 9/2000
<i>Location</i>	Lithuania
<i>Company</i>	FAA for Ministry of Economy
<i>Position</i>	Short term Expert – Approximation of Legislation and Support of Acquis in Energy Sector (Electricity- and Gas Law accepted by Parliament <b>before</b> end of project!)
<i>Description</i>	Team Leader, Technical Assistance, local Procurement

<i>Date: from (month/year) to</i>	1997 – 2000
<i>Location</i>	Slovenia
<i>Company</i>	FAA for Ministry of Interior – set of <b>3 projects</b>
<i>Position</i>	Project Director – Technical Assistance to the Organisation of the Academy for Public Administration (short term expert, BPR-IT systems, Budgeting, Procurement), - Training in the Public Administration and - Support to the EU Affairs Units in the Line Ministries cum Training Program
<i>Description</i>	Project Co-ordination, Organisational Set-up, int'l. Procurement of Library, Hard- and Software Systems

<i>Date: from (month/year) to</i>	1998 – 1999
<i>Location</i>	Slovenia
<i>Company</i>	FAA for Ministry of Finance
<i>Position</i>	Technical assistance to the MoF - mid term IB expert
<i>Description</i>	Public Debt Management Department: Formalisation of Management and Organisation <ul style="list-style-type: none"> <li>• Work Flow Analysis</li> <li>• Human Resource Allocation and Job Descriptions</li> <li>• Data &amp; Management Information Systems</li> <li>• Filing Systems</li> <li>• Organisation Procedures</li> </ul>

<i>Date: from (month/year) to</i>	1998
<i>Location</i>	Czech Republic, Slovak Republic and Poland
<i>Company</i>	Attach Mate (communication & network systems)
<i>Position</i>	Project co-ordination
<i>Description</i>	Market evaluation and screening of distribution partners

<i>Date: from (month/year) to (month/year)</i>	1998 – 1999
<i>Location</i>	Bulgaria
<i>Company</i>	FAA for Ministry of Finance – <b>3 Projects</b> :
<i>Position</i>	Technical assistance to the MoF - Project Director & short term expert
<i>Description</i>	<ul style="list-style-type: none"> <li>• Public finance – definition of single accounting system according to IMF</li> <li>• Fraud prevention – improvement of monitoring systems,</li> <li>• Tax collection – automation and MIS requirements,</li> <li>• Project management and co-ordination, procurement;</li> </ul>

<i>Date: from (month/year) to (month/year)</i>	1997 –1998
<i>Location</i>	Bulgaria
<i>Company</i>	Ministry of Finance
<i>Position</i>	Technical assistance to the MoF / special assistance to EU Delegation
<i>Description</i>	MIS Systems specification for MoF and Tax Offices, development of ToR for tender, procurement, Specifications for State Treasury IT project

<i>Date: from (month/year) to</i>	1997
<i>Location</i>	Bulgaria
<i>Company</i>	FAA for Ministry of Finance, Sofia
<i>Position</i>	Technical assistance to the MoF
<i>Description</i>	Implementation of Large Taxpayers Offices (LTOs) according to IMF requirements, assessment of technical requirements and applicability of existing IT and MIS systems, project management

<i>Date: from (month/year) to</i>	1997 – 1998
<i>Location</i>	Slovak Republic
<i>Company</i>	FAA for Slovak Chamber of Auditors
<i>Position</i>	Project Co-ordination for Technical assistance to the chamber
<i>Description</i>	Assimilation of auditing procedures to EU standards, implementation of 8 <sup>th</sup> EU directive, creation of training materials, train the trainers of the chamber

<i>Date: from (month/year) to</i>	1997 – 1998
<i>Location</i>	Slovak Republic
<i>Company</i>	FAA for Slovak Chamber of tax advisors
<i>Position</i>	Team Leader for Technical assistance to the chamber
<i>Description</i>	Introduction to EU (double) Taxation Standards, International Accounting Standards (IAS), Organisation of ‘Train the Trainer’ seminars, praxis oriented coaching and training activities; setting up the Academy of the Chamber of Tax Advisors incl. Procurement of equipment;

<i>Date: from (month/year) to</i>	1997
<i>Location</i>	Slovak Republic
<i>Company</i>	FAA for Slovak Central Customs Administration
<i>Position</i>	Project Manager
<i>Description</i>	Design of Financial Information System incl. interfaces to state treasury

<i>Date: from (month/year) to</i>	1996 – 1997
<i>Location</i>	Slovenia, Croatia and Slovak Republic
<i>Company</i>	Siemens Nixdorf (SNI)
<i>Position</i>	Project Manager
<i>Description</i>	Analysis of the 3 markets for establishment of indirect SNI sales channels. Screening of IT resellers incl. market position, organisational and financial assessment, SWOT analysis, development of a partner database, training and advice to SNI local sales force

<i>Date: from (month/year) to</i>	1996
<i>Location</i>	Slovak Republic
<i>Company</i>	Siemens AG / PN
<i>Position</i>	Project Manager
<i>Description</i>	Establishment of indirect sales channel for telecom / PABX products, selection of distribution partners, contracting and fulfilment of sales targets

<i>Date: from (month/year) to</i>	1995 – 1996
<i>Location</i>	Slovak Republic
<i>Company</i>	FAA for Slovak Central Customs Administration
<i>Position</i>	Project Manager
<i>Description</i>	Assessment of existing EDP/MIS system implementation, Interviews with staff regarding technical and language educational level, Design of training strategy, Public Relations

<i>Date: from (month/year) to</i>	1994
<i>Location</i>	Vienna
<i>Company</i>	W.I.N. Computer Vienna for Slovak Central Customs Administration
<i>Position</i>	Project Manager
<i>Description</i>	Consultant for Slovak Customs Administration, development of the management information system

<i>Date: from (month/year) to</i>	1993 – 1994
<i>Location</i>	Vienna
<i>Company</i>	SPP Vienna
<i>Position</i>	Managing Director for SW distribution and SW solutions
<i>Description</i>	Marketing and management tasks

<i>Date: from (month/year) to</i>	1991 – 1992
<i>Location</i>	Munich
<i>Company</i>	SPC Computer Training International (Holding)
<i>Position</i>	CEO
<i>Description</i>	General- / Turn around Management, Design of Transaction to Ziff Davis Group, US

<i>Date: from (month/year) to</i>	1990 – 1991
<i>Location</i>	Munich
<i>Company</i>	Matuschka Group (now Nomura Germany)
<i>Position</i>	Corporate Finance
<i>Description</i>	Financial Analyst for high tech business, Mergers & Acquisitions

<i>Date: from (month/year) to</i>	1985 – 1990
<i>Location</i>	Munich
<i>Company</i>	Software Products International (SPI) Deutschland GmbH
<i>Position</i>	Managing Director / VP Europe 1986-90 Product Marketing Manager Europe -1985
<i>Description</i>	General management tasks, budget-responsibility for Europe & GUS

<i>Date: from (month/year) to</i>	1983 – 1985
<i>Location</i>	Apeldoorn and Vienna
<i>Company</i>	Philips Data Systems
<i>Position</i>	International Product Manager for PC's
<i>Description</i>	Management tasks, system design according to market requirements, budget-responsibility for development, manufacturing and purchasing of components and operating systems

<i>Date: from (month/year) to</i>	1981 – 1983
<i>Location</i>	Zürich
<i>Company</i>	Philips Data Systems
<i>Position</i>	Product Manager of all 3 CH language regions
<i>Description</i>	Marketing and Management tasks

<i>Date: from (month/year) to</i>	1976 – 1981
<i>Location</i>	Vienna
<i>Company</i>	Philips Data Systems
<i>Position</i>	Specialist for Tax Accountants and Construction I.o.b. Software solutions
<i>Description</i>	Management and Software Development tasks

**15.Others:**

**Publications:**

various Organisation- and Office Automation and IT press articles 1988 -1992