

Paula Calamatta, MBA
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Ms Carina Mayer
Secretary General
European Equestrian Federation
Brussels, Belgium

18 June 2022

Dear Ms Mayer,

Please find my CV for your consideration.

I hold a BA in Equine Science and Management from Midway University in Kentucky USA. As a student I was a member of the University Equestrian Team competing in show jumping and dressage events in the region. For 5 years I worked with horses on campus and on horse farms. Since then, I went on to get an MBA and have 27 years of post-MBA international and national work experience, with animal welfare/horses somehow always featuring.

The last 2 years I have worked as Consultant to the Minister for Agriculture, Fisheries, Food and Animal Rights. In this role, not only did I work on policy and political advisory responsibilities related to animal welfare and veterinary related legislation, I also work in communications where, apart from other projects, I developed the concept for an *Animal Honours Awards* from vision to fruition. This was welcomed by public and Politicians and has been taken on as an annual event.

During these 2 years I have also volunteered on the Malta Equestrian Federation Committee and since October hold the post of Secretary General. This new committee found a sport that was dying out with little to no activity and in just two years we have managed to organize events and training and last competition we welcomed 80 entries. We have drafted a 5 year strategy that was voted in by the members last October and we will have a 'train the trainers' programme starting in September. All this while organizing dressage and show jumping clinics and competitions. We are a small but very enthusiastic team.

Preceding this, for 13 years I was Brussels based, as a Diplomat. I worked as a Technical Attaché at the Permanent Representation of Malta to the European Union (PREU), in this role I focused on animal health and welfare and veterinary related legislation.

As Head of Unit at the PREU, I was responsible for training of all new personnel as well as developing and implementing a vision and strategy for the Maltese Presidency of the European Council, in my Unit as well as the Malta based team. As a Presidency team we accomplished our goal of concluding a "Common Way Forward of Emergency Preparedness" for animal health and an "Awareness Raising Strategy for Plant Health in the European Union". Both documents are official Council documents which subsequent Presidencies have used to build on. In addition, the European Commission had taken on our recommendation for an expert working group for *plant health awareness raising*.

As a Consultant, Attaché and Head of Unit I have worked extensively with stakeholders, Institutions, agencies and NGOs through meetings and information sessions throughout the course of the 13 years as well as events organised during our Presidency. I Chaired Attaché level Working Parties and was deputy Chair for the Chief Veterinary Officer Working Party.

Throughout my employment in Brussels, I worked in constant contact with high level Maltese Politicians, even more so during the Presidency in preparing for European Parliament 'grilling', briefing for European Union Council of Ministers; while working with Commissioner Cabinet members and even launching the European Commission Animal Welfare Platform with European Commissioner Andriukaitis, as our Minister could not attend on the day.

Having dealt with politically sensitive issues such as Animal Welfare, GMOs and pesticides has meant that I have had to work on press issues as well as proactively advise and propose recommendations on policy at a political level. I have prepared and given presentations at European Commission, European Council and NGO events as well as in the private sector, even stepping in for our Minister when necessary.

Allow me to highlight that during my 27 years of work experience, in Valletta, Brussels and Washington DC, I have garnered the ability to train, lead and motivate multidisciplinary and multicultural teams in complex environments; across geographical distances; lead and negotiate during meetings, define, and adjust priorities and objectives as needed.

I thank you for your kind consideration of my career thus far and look forward to discussing with you how I could be of assistance to EquestriMalta to ensure that all equine sports in Malta will flourish and be available to all those interested regardless of their socio-economic background.

Regards

A handwritten signature in black ink, appearing to read 'Paula Calamatta', with a long horizontal line extending to the right.



Paula Calamatta MBA

PERSONAL INFORMATION

Paula Calamatta



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Sex Female | Date of birth 6/07/1970 | Nationality Maltese

Over 27 years of post-MBA experience, in communications, policy advisory and management positions at international, EU, and national level. Thirteen years as a diplomat based in Brussels, four years as a diplomat in Washington DC and 10 years based in Malta.

RESUME

Holding a BA in Equine Science and Management from Midway University in Kentucky USA, I have worked on horse farms for 5 years while being a part of the University Equestrian Team competing in horse jumping and dressage.

For 13 years in Brussels I worked on animal welfare and animal health issues and for the last two years, in Malta, I have consulted on animal welfare while volunteering on the Malta Equestrian Federation Committee.

WORK EXPERIENCE

01/03/2020 - Present

**Consultant to Minister of Agriculture, Fisheries, Food and Animal Rights
Ministry for Agriculture, Fisheries, Food and Animal Rights, Valletta (Malta)**

- **Strategy and Policy:** Advice and counsel Minister on legislation and policy; Manage, monitor and follow-up on political and legislative developments. Identify and pursue opportunities for outreach, engagement, policy influence and working synergies at EU and national level; gather, analyse, and assess data in order to advise the Minister on policy matters in relation to Animal Welfare and Veterinary Issues; evaluate resources within the Ministry and advise on additional resources; present cost-benefit analysis on new and existing programs as well as make alternative recommendations; review current developments in animal welfare and veterinary sector and develop market-differentiating advice, insights, and solutions; assist in the definition of policy alternatives;
- **Communication and Management:** Develop the concept, from vision to fruition, for an annual *Animal Honours Awards* where animals that their carers are celebrated; this idea was welcomed by public and Politicians to the extent that it has become an annual event. Led video projects for promotion of animal adoptions and proper care, wrote scripts, overviewed filming and final editing. Similarly, I have led social media led promotional campaigns. Draft speeches and press release; reply to questions from the press. Represent the Ministry on relevant television programmes. Chair Committees to bring to fruition infrastructural projects. Advise in the definition of project objectives, scope, organisation, timelines, and overall approach. Meet with stakeholders to assist in sectoral issues and to formulate approaches to operational compliance; assist in the development of top calibre intellectual capital on highly complex new legislation regulations, court cases, customised plan design, compliance, and governance consulting services related to animal welfare and veterinary issues. Advise online to take on political and policy issues.
- **Diplomatic Representation:** help identify and solve complex legal and technical issues on specific projects and services related to EU legislation; liaise with other Member States and third countries to explore joint projects.

01/02/2007 – 31/12/2019

**Head of Unit & Technical Attaché for Agriculture
Permanent Representation of Malta to the European Union, Brussels (Belgium)**

Head of Unit of a team of four for 6 years. Head of Unit of a team of eleven in Brussels and eleven in Malta pre and during Presidency, 3 years.

- **Strategy and Policy:** Advice and counsel Minister and the Permanent Representative on legislation and policy; Manage, monitor and follow-up on political and legislative developments. Identify and pursue opportunities for outreach, engagement, policy influence and working

synergies at EU level.

- **Communication and Management:** Author speeches for Ministers; Coordinate input from Permanent Representation to relevant policy strategy document. Draft press releases on sensitive issues. Coordinate and represent the unit in internal meetings while ensuring efficient overall operation of the unit. Communicate Malta's position in EU fora through speeches and interventions as necessary. Head of Unit for 6 years, Unit of 4 persons.
- **Diplomatic Representation:** Establish effective institutional network, partnerships and collaborations with EU Institutions (Council, Commission and European Parliament), national governments, civil society, NGOs and international organisations (e.g. UN, FAO, etc.); Advocate national strategies and policy positions.
- **Policy and legislation development process:** Represent and negotiate on behalf of Malta at EU level; Provide political and technical input for the preparation, formulation and development of the national position; draft meeting reports, briefing notes, speaking points, progress reports, etc.
- **International regulatory activities:** Participate in meetings for the preparation, formulation and coordination of the EU position prior to meetings at multilateral level (e.g., FAO, WTO, OIE, etc.) and at bilateral level (e.g., EU-third countries FTAs negotiations).
- **Maltese Presidency of the Council of the EU (2017):** Over the course of two years, designed, developed and implemented a training program for a team of 11 in Brussels and a team of 11 in Malta for the Presidency; Motivated and encouraged the team in high stress situations; Forged working relationships with Members States, Council, European Parliament and NGOs; Orchestrated and drafted the definition, development and execution of the Work Programme for the Presidency with the team; Chaired and ensured efficient overall operation of the Council meetings and relevant Conferences in Brussels and Malta; Managed the drafting and negotiations of comprehensive briefing documents as well as pre briefing sessions to counsel the Minister for the presentation of the priorities of the Maltese Presidency at the European Parliament and Council; Developed policy and successfully negotiated and concluded strategies for the EU, (e.g.: Strategy on Plant Health Awareness Raising for the European Union and A Common Way Forward on Emergency Preparedness for Animal Health with our respective Presidency teams).

01/01/2014 – Present

Board of Directors, Director

Trade Malta – Public Private Partnership, Valletta (Malta)

Management, Strategy and Consultancy: Oversee management, administrative budget and goals to be achieved by Trade Malta to ensure access to new trading export markets for Malta based companies.

01/06/2005 – 30/12/2006

Executive for Strategy and Knowledge Management

Malta Enterprise - Trade and Investment Promotion, Valletta (Malta)

- **Research & Analysis:** Prepared economic reports for the Minister of Foreign Affairs on the economic activities Malta has with countries of visiting dignitaries; for the Minister of Investment for company visits and Ministerial strategy documents; Compiled a report to be presented to Foreign Affairs for opening of negotiations with the US on a double taxation agreement. Researched and developed an updated strategy for new niche target markets and competitiveness analysis for the overall Malta Enterprise investment promotion strategy. Specific reports on the Film Industry and Warehousing/Logistics; Research and promotion of Malta as a back-office centre for the Maritime sector.
- **Project Management:** Project leader within Business Development Organised Seminar for the EUROMED Programme "Towards a Sustainable Service Industry in the Mediterranean"; Managed Human Resources (external consultants involved in the investment promotion activities; supervised interns).

01/05/2001 – 30/04/2005

Director of Overseas Operations for Trade and Economic Development

Malta Development Corporation, Washington DC (United States)

01/06/1996 – 30/05/2001

Executive, Investment Promotion and Economic Development

Malta Development Corporation, Valletta (Malta)

- **Research and Analysis:** Analysed business proposals; Coordinated and performed research studies for target markets; Drafted research reports for overseas offices in Italy and the UK concerning investments, companies and projects.
- **Communication and management:** Prepared detailed programmes of visits and

accompanied potential investors during visits to Malta; Represented Malta on investment promotion missions to the Netherlands, UK and the USA.

EDUCATION AND TRAINING

- 01/08/1994 – 30/12/1995

Master’s in Business Administration

Morehead State University, Morehead, Kentucky (United States)

 - Management, Accounting and Economics

MQF level 7
- 01/08/1989 – 31/05/1993

Bachelor’s in Equine Management

Midway University, Midway, Kentucky (United States)

 - Administration, Business, Insurance, Equine Science and Management, Accounts and Economics.

MQF level 6

PERSONAL SKILLS

Mother tongue(s) Maltese

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C
French	B2	A2	B1	A1	A1
Italian	C1	C1	B2	B1	B2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user

Communication skills

I have proven my ability to communicate and negotiate in European fora when Chairing meetings during the Maltese Presidency of the European Union and during the negotiations of legislative files over 13 years; through speeches, interventions and press statements as necessary. I have represented Malta’s positions in various trade and investment events around the US and Europe to communicate key messages and initiatives to stakeholders, NGOs and government agencies. I have drafted speeches, presentations and briefs for Ministers and senior diplomats. I have initiated in Malta an annual event, the *Animal Honours Awards* from vision to fruition. Have worked on various video promotional material to promote proper animal care and adoptions, from script to overview of videography to final edit. Similarly, I have led social media led campaigns.

Organisational / managerial skills

Throughout my career I have held diplomatic posts in Brussels and Washington DC. In preparation for the Maltese Presidency of the Council of the European Union, and as Head of Unit, I designed, developed, and implemented a training program for a team in Brussels and a team in Malta. I motivated and encouraged the team during high stress situations. As a Director of Malta Enterprise in Washington DC I set up the office and ran it for 4 years. In recognition of my professionalism, I was nominated by the Government as a Director to TradeMalta, a private public partnership which assists Malta based companies to access new export markets.

Job-related skills

I have dedicated my career to Communications, Strategy and Policy advisory roles, through diplomatic representation and partnership building and through international regulatory activities. I have participated actively in the Policy and Legislative development process for over 13 years at the Council of the European Union, the European Commission, and the European Parliament, while also working with other Member States, NGO’s and stakeholders, at EU, international and national level.