

# CURRICULUM VITAE

1. **Family name:** NIKOLOV
2. **First names:** Marjan
3. **Date of birth:** 16/04/1968
4. **Nationality:** Macedonian
5. **Civil status:** Married
6. **Education:**

| Institution [Date from - Date to]  | Degree(s) or Diploma(s) obtained                            |
|--|---|
| Ljubljana, Faculty of Economics, Slovenia, 2008-2013                                     | PhD in economics  |
| Reykjavik, Faculty of Economics & BA, Iceland, 1998-2000                                 | MSc in International Economics & Finance                    |
| Skopje, Faculty of Mechanical Engineering, Macedonia, 1988-1996                          | BSc in Mechanical Engineering                               |
| Distance learning 2007-2010, IP3 Washington and WEDC and Loughborough University from UK | Certified Global PPP Specialist                             |
| Skopje-Faculty of Philosophy, Macedonia, 1996-1997                                       | Courses in Pedagogy, Methodology in teaching and Psychology |

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

| Language         | Reading | Speaking | Writing |
|------------------|---------|----------|---------|
| English          | 1       | 1        | 1       |
| Macedonian       | 1       | 1        | 1       |
| Serbian/Croatian | 1       | 1        | 1       |
| Montenegrin      | 1       | 1        | 1       |
| Bulgarian        | 4       | 5        | 5       |

8. **Other skills:** Computer literate (MS Office, E-Views, Data Envelopment Analyses, Stochastic Frontier)
9. **Present position:** Freelance consultant, President of the Macedonian CEA research think tank, Docent at the International Slavic University

10. **Key qualifications:**

- **Transitional and development economics.** Negotiations with IMF experience, working with donors on economic development documents.
- **PFM, Macroeconomic modelling, Econometrics & Statistics;** Experience in building forecasting models & economic macromodels, efficiency & productivity studies
- **Fiscal decentralisation/municipal finance;** Design of inter-governmental finance systems & procedures; **Review of fiscal decentralization;** Calculation of costs of decentralised tasks, **Municipal borrowing and creditworthiness assessment, LED development, SME strategy development**
- **Public-Private Partnership (PPP) feasibility studies,** VfM, cost benefit analysis, financial modelling, project finance
- Deep practical knowledge in the **organisation of public administration in Macedonia** and experience in the **provision of capacity building to local government for public administration reform** including the quality, presentation and analysis of financial data; reviewing and reengineering local tax procedures; preparing LED strategy, fiscal capacity analysis, connection of financial part of the budget with the LED strategy, budgeting within LSG; developing capital budgeting, in line with strategic municipal planning; developing the municipal bonds market and borrowing pillar, developing PPP feasibility studies; and advising the government representatives and association of municipalities on the Intergovernmental Finance
- **NGO work & functioning;** Organisational development; Leadership & NGO-donor partnerships and NGO-media cooperation

11. **Specific experience in the region:**

| Country           | Date from - Date to        |  |
|-------------------|----------------------------|--|
| Iraq              | May and November 2013      | <b>PFM expert.</b> Developing training curricula and series of training delivery for public finance management and audit for the Iraqi Parliamentary members and Parliamentary administration and budget analysis training. <b>NDI contract.</b>   |
| Albania/Macedonia | November 2012-May 2013     | <b>Senior economist. AL-DRMAP World Bank project for the beneficiary Ministry of Interior of Albania.</b> Development of National Disaster Risk Reduction and Civil Protection Strategy, National Platform and Investment Program for Albania. Preparing a cost-benefit analysis   |
| Macedonia         | 2007-2011                  | <b>Member and President of the Supervisory Board of the Government owned electricity generation company-AD ELEM</b>  |
| Kosovo/Macedonia  | November 2011-January 2012 | <b>PFM and decentralization expert.</b> Preparing a review of policies and practices for funding social care services in Serbia, Macedonia, Slovenia, Croatia, Albania to enable Kosovo Government make informed decision in the area. <b>DFID donor Project</b> for strengthening financial and administrative system for the decentralization of social care services; <b>Coffey</b> |

|                |                           |  |
|----------------|---------------------------|--|
|                |                           | <b>International Development contract.</b> See: <a href="http://www.kpshsf-rks.net/web/sites/kpshsf-rks.net/files/120101_rregullimi_ qeverisjes_financimit_en.pdf">http://www.kpshsf-rks.net/web/sites/kpshsf-rks.net/files/120101_rregullimi_ qeverisjes_financimit_en.pdf</a> .                  |
| Iraq           | November-December 2011    | <b>PFM expert.</b> Developing training curricula and series of training delivery for public finance management for the Iraqi Parliamentary members and Parliamentary administration and budget analysis training. <b>NDI contract</b>  |
| Monte Negro    | January 2011              | <b>PFM expert.</b> Knowledge and experience transfer in developing training curricula for public finance management for the Parliamentary members and Parliamentary administration in Monte Negro. <b>Westminster foundation for democracy partner from UK, NAO from UK and CEA from Macedonia</b> |
| UK             | May 2009                  | <b>PFM expert.</b> Developing training curricula for public finance management for the Parliamentary members and Parliamentary administration in Macedonia. <b>Westminster foundation for democracy partner from UK, NAO from UK and CEA from Macedonia</b>  |
| Kosovo         | February - March 2008     | <b>Consultant on Municipal Finance and fiscal devolution.</b> Input in preparing the technical proposal for the <b>VNG International for an EAR tender</b> "Support to the fiscal devolution process in Kosovo".   |
| Kosovo         | September – December 2007 | <b>OSCE Legal Consultant on Municipal Finance.</b> Assess the legal framework regulating the financial relationships between the central and the local level with a view to addressing incompatibilities and bridging gaps.  |
| Romania        | June 2006                 | <b>Decentralization expert.</b> Assessment on the development of provincial/local government borrowing and local credit market in Romania to date. <b>CEA project supported by the LGI/OSI Budapest.</b>   |
| B&H - Sarajevo | October 2004              | <b>Decentralization expert.</b> Responsibilities: moderation of conference and presentation of a working paper at international conference in Sarajevo about fiscal decentralization issues in Macedonia. <b>World Bank Institute contract.</b>  |
| Iceland        | 1999/2000                 | <b>Part time assistant at the Economic Institute of Iceland.</b>   |

## 12. Professional experience

| No | Date                 | Location   | Company  | Position  | Description  |
|----|----------------------|--|--|---|--|
| 1  | 2004-date            | Macedonia  | Center for Economic Analyses – CEA (NGO)             | President & Economic Analyst<br>USAID's CoP in the period 2005-2011 | Management, economic analyses & research, drafting of technical & financial proposals for funding agencies<br>Member of editorial board for the CEA Journal of Economics; Chief Editor of newsletter: "Decentralization – our goal"<br>"Toward sustainable think tank" project: Awarded unsolicited USAID grant for sustainability support for six years. Coordinating EU IPA projects on performance measurement and CSO training and building CSO capacity about fiscal transparency |
| 2  | 9/2013-date          | Macedonia  | International Slavic University                      | Docent  | Teaching at the Faculty of economics and entrepreneurship.   |
| 3  | 12/2012-date         | Macedonia, Bosnia & Herzegovina, Croatia, Serbia | Crimson capital/EBRD                                 | PFM Expert  | Regional: Project Consultant - Assistance with the implementation of the Western Balkan Sustainable Energy Credit Line Facility or "WeBSEFF II"  |
| 4  | 12/2011-6/2013       | Macedonia  | World Bank Austria Urban Partnership Program         | Municipal finance expert  | Preparation of Municipal finance review and Municipal finance self-assessment tool development via Microsoft Excel model for some LSGs in Macedonia. Analysis within ESA 95 and COFOG framework. Developing a excel database for the NALAS. Preparation of the Urban Audit for Macedonian municipalities   |
| 5  | 2/2013-6/2013        | Macedonia  | Municipality of Gazi Baba                            | Team Leader   | Developing LED strategy, fiscal capacity analysis, creditworthiness analysis, communication strategy, conducting business environment survey. Facilitating the LED Team within the municipality.   |
| 6  | 3/2013-8/2013        | Macedonia  | Center for Development of the Skopje Planning Region | Team Leadet   | Developing a feasibility study for industrial zone in the region. Stakeholders analysis, Legal analysis, Environmental analysis, Poverty impact analysis, Analysis of the industrial zones in the region and Macedonian neighbouring countries, Fiscal capacity of the region analysis, economic and finance analyses  |
| 7  | 03/2012-6/2012       | Macedonia  | UNDP and the Ministry of finance                     | Municipal finance expert  | Preparation of information/report for the government about the progress in the process of fiscal decentralization and the intergovernmental transfer system. Analysis of local and central government budgets within ESA 95 and COFOG framework.   |
| 8  | 12/2011-5/2012       | Macedonia  | GIZ and Southeast region planning region             | Economist   | Preparation of SME strategy for the planning region in accordance with the EU's observatory for SME reports. Design of the process, design of the questionnaire, team leading the workshops and working groups, knowledge transfer, field work, questionnaire design and research  |
| 9  | 2011 (total 30 days) | Macedonia  | Center on budget and policy priorities and IBP       | Economist   | Completion and delivery of open budget survey for Macedonia.   |
| 10 | 9/2009-9/2010        | Macedonia  | Fac. Journalism and PR                               | Professor   | Professor in Global economy  |
| 11 | 8/2006-7/2011        | Macedonia  | Fac. for Business & Econ.                            | Professor   | Professor in Quantitative methods, Statistics & Econometrics and public finance at local level   |
| 12 | 1-2/2009             | Macedonia  | Staffordshire University-UK branch in Macedonia      | Professor   | Professor in Statistics. Postgraduate studies.   |
| 13 | 8/2007 to 9/2011     | Macedonia  | ELEM (State owned electricity generation company)    | Since 2010 November<br>President of the Supervisory Board           | Government appointed President of Supervisory Board.   |

| No | Date             | Location  | Company  | Position                  | Description   |
|----|------------------|-----------|--|---------------------------|---|
| 14 | 7/2011           | Macedonia | GIZ  | LED/RED expert            | Developing SME ToR  |
| 15 | 6/2011-8/2011    | Macedonia | USAID IDEAS project and Investment Agency of Macedonia | Economist                 | Evaluation of the government subsidies toward FDI in the technology and development zones. Cost benefit analysis and Microsoft excel tool development. On job training on how to use the tool.  |
| 16 | 3/2011-12/2011   | Macedonia | Municipality of Ilinden and UNDP                       | PPP team Leader           | Preparing PPP feasibility study for solid waste management in the municipality of Ilinden. Preparing ATP and WTP survey study, socio-economic study, environmental study.   |
| 17 | 12/2010-2/2011   | Macedonia | Public transportation company JSP Skopje               | PPP expert                | Preparing PPP feasibility study for the JSP Skopje for construction of bus stations and advertising   |
| 18 | 11/2010 – 2/2011 | Macedonia | Municipality of Gazi Baba                              | PPP expert                | Preparing PPP feasibility study and a survey for stakeholders analysis for the municipality of Gazi Baba for administrative building construction   |
| 19 | 11/2010 – 2/2011 | Macedonia | Municipality of Gorce Petrov                           | PPP expert                | Preparing PPP feasibility study and a survey for stakeholders analysis for the municipality of Gorce Petrov for administrative building construction  |
| 20 | 4/2011           | Macedonia | GIZ RED  | Project finance and PPP   | Training in Financial and Socio-economic aspects of project appraisal   |
| 21 | 11/2010 – 8/2011 | Macedonia | World Bank and USAID MLGA project                      | Project finance expert.   | Preparing Project Appraisal Document-PAD (cost-benefit analysis) to access municipality credit of the on-mending of the World Bank<br>1. Municipality of Veles for water project extension<br>2. Municipality of Kicevo for local road reconstruction<br>3. Municipality of Dolneni for local roads reconstruction<br>4. Municipality of Gazi Baba for elementary school construction (October-November 2012) |
| 22 | 10/2010-11/2010  | Macedonia | GTZ RED  | Project finance and PPP   | Training in preparation of feasibility studies  |
| 23 | 9-12/2010        | Macedonia | Westminster foundation for democracy                   | PFM expert                | Developing training curricula for budget management and internal audit for the Parliamentary administration in Macedonia. Analysis within ESA 95 and COFOG framework.   |
| 24 | 5-7/2010         | Macedonia | UNDP and Ministry of local self government             | Decentralization expert   | Development of a Draft By-law for more Specific Criteria for Stimulation and Support of Inter-municipal Cooperation in Macedonia  |
| 25 | 8-12/2009        | Macedonia | Rural development strategy of Gazi Baba Municipality   | Economist                 | Strategy for rural development for the municipality of Gazi Baba. LEADER methodology implementation. and conducting a survey for stakeholders analysis  |
| 26 | 10/2009-2/2010   | Macedonia | Energosystems (Ministry of transportation beneficiary) | Project finance/economist | Cost benefit analysis, NPV and life cycle cost analyses, assessing the financial options and making recommendations for construction of the project for the Gas transmission in Macedonia.  |
| 27 | 4-10/2009        | Macedonia | OSI Budapest   | National observer         | Monitoring, Analysing and Reporting, The Impact of the Economic Downturn on Local Government: What Can We do About It? Monitoring and surveying LSGs in Macedonia. Analysis within ESA 95 and COFOG framework of local government budgets   |

| No | Date           | Location     | Company  | Position  | Description   |
|----|----------------|--------------|--|---|---|
| 28 | 3-12/2009      | Macedonia/UK | Westminster foundation for democracy   | PFM expert  | Developing training curricula for public finance management for the Parliamentary members and Parliamentary administration in Macedonia. Analysis within ESA 95 and COFOG framework   |
| 29 | 2-7/2009       | Macedonia    | Centre for Economic Analyses – CEA, the partner USAID BEA and the LSG Gorce Petrov   | PPP expert  | Team leader in PPP feasibility study preparation for the municipality of Gorce Petrov, needs analysis, cost benefit analysis, VFM, PSC, Risk analysis etc.  |
| 30 | 12/2008-3/2009 | Macedonia    | OSI Skopje and CEA   | Public finance expert                                 | Review of the fiscal transparency, strategic planning and budget process in Macedonia in accordance with the IMF's Manual for fiscal transparency and GFOA recommended budget practices and survey field research. Analysis within ESA 95 and COFOG framework   |
| 31 | 1-5/2009       | Macedonia    | EAR Infrastructure project facility for Western Balkans: Pilot project wind park feasibility study WYG and IPF conducted                           | Project finance/economist                             | Cost benefit analysis, NPV and life cycle cost analyses, assessing the financial options and making recommendations for construction of the project.  |
| 32 | 4/2008 -4/2011 | Macedonia    | Ministry of economy and the SEI  | Economic expert                                       | Expert revision of the translation of acquis communautaire into Macedonian language (economic and industrial legislation).  |
| 33 | 9/2008-1/2009  | Macedonia    | Centre for Economic Analyses – CEA, Swiss SDC and Municipality of Gazi Baba  | Team Leader   | Developing LED strategy, fiscal capacity analysis, creditworthiness analysis, communication strategy, conducting business environment survey. Facilitating the LED Team within the municipality.  |
| 34 | 7/2008-1/2009  | Macedonia    | SEE University and UNDP  | National Expert                                       | Developing the national economic profile for the UNDP's People centred analysis.  |
| 35 | 7/2008-8/2009  | Macedonia    | NALAS and ZELS   | National Task Force Expert on Fiscal Decentralization | Measuring cost of services for the transferred competencies for the local self government in Macedonia. Analysis within ESA 95 and COFOG framework and survey analysis of municipalities  |
| 36 | 9-11/2008      | Macedonia    | ZELS and UK's DFID   | PPP expert  | Developing PPP manual for the local self government in Macedonia.   |
| 37 | 2-7/2008       | Macedonia    | EAR TA to the Ministry of Finance for the Estimation of the costs of the transferred competences to Local Self Government Units, 05MAC01/07/11/001 | Fiscal decentralization expert                        | Estimation of the cost of the competences transferred to LSGUs with a view to improving the transfer systems and formulas currently used to assign fiscal resources to LSGUs. Preparation of survey, analyses of survey data/information and budget data of LSGUs. Analysis within ESA 95 and COFOG framework |

| No | Date             | Location  | Company  | Position                      | Description   |
|----|------------------|-----------|--|-------------------------------|---|
| 38 | 2-9/2008         | Macedonia | Centre for Economic Analyses – CEA and the sponsor USAID's BEA. Beneficiary: Public Revenue Office and the Government of Macedonia | Team Leader                   | Tax policy assessment in Macedonia. Evaluation of the effects of undergoing tax reforms in Macedonia; Organizing a survey; Analyzing information from the State Statistical Office and Public Revenue Office. <b>Analysis within ESA 95 and COFOG framework</b>   |
| 39 | 7-10/2007        | Macedonia | Urban Rural Consulting – UNDP sponsored  | Financial management expert   | System reengineering of the local tax procedures in Macedonia.  |
| 40 | 01/2007          | Macedonia | LDK Consultants, EAR   | Local Decentralization Expert | Technical Assistance for the Implementation and Coordination of the Decentralisation Process, phase 2. Preparation of overview of strategic planning in the area of communal activities at the central & local level. <b>Analysis within ESA 95 and COFOG framework</b>   |
| 41 | 5-10/2007        | Macedonia | Urban Rural Consulting – OSCE sponsored  | Financial/Fiscal Expert       | <ul style="list-style-type: none"> <li>• Surveying municipalities</li> <li>• Review of the 3 year financial statements of the surveyed LGU in Macedonia</li> <li>• Setting a methodology for <b>evaluation of the process of decentralization</b></li> </ul>  |
| 42 | 3-5/2007         | Macedonia | Ministry of LSG  | Economic expert               | Preparation of methodology for calculation of development indicators for NUTS 3 level in Macedonia  |
| 43 | 3-5/2007         | Macedonia | Ministry of LSG  | Economic expert               | Development of methodology for distribution of earmarked environmental fees at LGU level  |
| 44 | 2-3/2007         | Macedonia | Centre for Economic Analyses – CEA and the sponsor USAID's MDW   | Local Decentralization Expert | <ul style="list-style-type: none"> <li>▪ Surveying Macedonian municipalities</li> <li>▪ Measuring fiscal capacity for selected LGU in Macedonia</li> <li>▪ Developing Training Material</li> <li>▪ <b>Analysis within ESA 95 and COFOG framework</b></li> </ul>   |
| 45 | 11/2006-11/2007  | Macedonia | CEA, Ministry of Transport & Communications MTC  | Economic Expert               | <ul style="list-style-type: none"> <li>▪ Development of methodology for evaluation, selection &amp; monitoring of LGU capital projects in communal areas</li> </ul>   |
| 46 | 11/ 2006         | Macedonia | CEA, National Council for Entrepren. & Competitiv.   | Economic Expert               | <ul style="list-style-type: none"> <li>▪ Preparation of the National Competitiveness Report under the GEF methodology</li> </ul>  |
| 47 | 10/2006- 11/2006 | Macedonia | CEA, Ministry of Local Self Government   | Econ. Expert, Member of WG    | <ul style="list-style-type: none"> <li>▪ Preparation of the draft Law on Balanced Regional Development in Macedonia</li> </ul>  |
| 48 | 4/2006-12/2006   | Macedonia | CEA & LGI/OSI Budapest   | Team Leader                   | <p>“LGU Borrowing in Romania &amp; Bulgaria &amp; Lessons learnt for Macedonia”- Unsolicited project supported by LGI/OSI Budapest</p> <ul style="list-style-type: none"> <li>▪ Assessment on the development of provincial/local government borrowing &amp; local credit market in Bulgaria &amp; Romania to date</li> <li>▪ Surveying and Estimation of local government demand for loans &amp; its borrowing capacity based on lessons learnt from Bulgaria &amp; Romania</li> <li>▪ Assessment of possible sources of future borrowed funds &amp; its implication for <b>debt management policies at the central/local</b></li> </ul> |

| No | Date             | Location  | Company   | Position                      | Description  |
|----|------------------|-----------|---|-------------------------------|--|
|    |                  |           |   |                               | level  |
| 49 | 07/2006- 09/2006 | Macedonia | LDK Consultants, EAR  | Local Decentralization Expert | TA for the Implementation & Co-ordination of the Decentralization Process, phase 2 <ul style="list-style-type: none"> <li>Preparation of overview of decentralization process to date; Survey of municipalities and Review of transferred competencies in the communal activities</li> </ul>   |
| 50 | 12/2004-05/2006  | Macedonia | Open Society Insitute-Skopje                                      | Team Member-Economist         | Estimation of costs for doing business in Macedonia <ul style="list-style-type: none"> <li>Identification of transaction costs in the Macedonia economy; Contacts with Ministry of economy/WB BERIS project officials</li> <li>Quantitative assessment of transaction costs for the businesses; Organization of forum, conference &amp; presentations</li> </ul>   |
| 51 | 07/2005-4/2006   | Macedonia | EAR   | ST Economic Instr. Expert     | TA: Environmental Management Strengthening to the Ministry of Environment & Spatial Planning, Project No: 04/MAC01/14/002 <ul style="list-style-type: none"> <li>Cost estimation of administering IPPC A &amp; IPPC B licenses; Economic charges; Project cycle management</li> </ul>  |
| 52 | 06/2006-09/2006  | Macedonia | Agriconsulting Europe, EAR; Ministry of Agriculture               | ST Senior Econom. Expert      | Project on Agriculture in Macedonia <ul style="list-style-type: none"> <li>Preparation of agriculture strategy for Macedonia-rural taxes</li> </ul>  |
| 53 | 06/2006          | Macedonia | LDK Consultants, EAR, Ministry of Environment & Physical Planning | Short term Consultant         | TA for the Implementation & Co-ordination of the Decentralization Process, Project No: 03MAC01/013/002 <ul style="list-style-type: none"> <li>Assistance towards the development of secondary legislation; Participation in working groups for decentralization operations</li> <li>Development of survey for LGU and analysis of results of cross cutting communal activities and decentralization progress</li> </ul>  |
| 54 | 11/2005- 07/2006 | Macedonia | ECORYS/CASE, EC, Dir. for Econ. & Fin. Affairs                    | Local Expert                  | Ex post evaluation of MFA operations in Macedonia, ECFIN-160-2005 contract <ul style="list-style-type: none"> <li>Macroeconomic policy in international context; Public Expenditure Management; Economic modelling</li> </ul>  |
| 55 | 09/2005- 02/2006 | Macedonia | Hulla & Human Dynamics – CIPFA, EAR, Ministry of Finance          | Short-Term Local Expert       | TA to the Ministry of Finance for Fiscal Decentralization, Project No. EuropeAid/119724/D/SV/MK <ul style="list-style-type: none"> <li>Fiscal Planning &amp; Budgeting, Financial Reporting, Capacity Development: Calculation of cost for transferred tasks</li> <li>Promotion of the value-for-money approach for public service delivery &amp; provision of advice on program &amp; outcome-based budgeting techniques; Performance management system development, pilot-tested in surveyed municipalities</li> <li>Development of the inter-governmental fiscal transfer mechanism; Development of MTBF for the LGU</li> <li>Establishment of proper information flows between all entities, incl. administrative control measures; Leadership development seminars, Cross-sectoral training seminars on fiscal planning &amp; budgeting, calculation of costs, financial reporting &amp; control</li> <li>Analysis within ESA 95 and COFOG framework</li> </ul> |
| 56 | 09/2005-02/2006  | Macedonia | CEA, GTZ  | Team Member-Economist         | Grant from the Sector for EU integration-Government of Macedonia; GTZ supported <ul style="list-style-type: none"> <li>Elaboration of regional development indicators for Macedonia &amp; comparison with EU regions</li> </ul>  |
| 57 | 9-12/2005        | Macedonia | CEA, Chamber of Commerce  | Team Member                   | <ul style="list-style-type: none"> <li>Measures to increase export in the Republic of Macedonia. Policy paper.</li> </ul>  |
| 58 | 5/2005-6/2005    | Macedonia | LDK Consultants, EAR  | Short term Consultant         | TA for the Implementation & Co-ordination of the Decentralization Process. Project No: 03MAC01/013/002 <ul style="list-style-type: none"> <li>Development of paper for illustrating Risk Management Guidelines for the Decentralization Working Group of the Government of Macedonia</li> </ul>  |

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|----|------------------|-----------|---|--------------------------------|---|
| 59 | 3-7/2005         | Macedonia | CEA, Transparency International                     | Consultant and editor in chief | TI was organizing tribunals in relation to the forthcoming electricity market privatization in Macedonia  |
| 60 | 1-4/2005         | Macedonia | CEA, Ministry of Economy                            | Economist                      | <ul style="list-style-type: none"> <li>Analyses of the industrial policies &amp; trade policies</li> </ul>  |
| 61 | 01-4/2005        | Macedonia | Ministry of Labour & Social Policies                | Advisor to the Minister        | <ul style="list-style-type: none"> <li>Economist responsible for quantitative analyses of the labour market</li> </ul>  |
| 62 | 02/2005          | Macedonia | CEA, Andrew Young School, Georgia State Univ., UNDP | Decentralization Expert        | <ul style="list-style-type: none"> <li>Preparation of a country report for (purpose: round table discussion with IMF in Washington). Paper published &amp; available from the UNDP office – Bratislava Resource Centre. Analysis within ESA 95 and COFOG framework</li> </ul> |
| 63 | 02/2005          | Macedonia | Open Society Institute, CEA                         | Team Leader                    | <ul style="list-style-type: none"> <li>Organization &amp; coordination. Decentralization expert in monitoring and evaluation of measuring fiscal capacity of the LSG. Coaching &amp; presentation.</li> </ul>   |
| 64 | 10/2004- 03/2005 | Macedonia | VNG International/ OSCE sponsored                   | Chief editor                   | <ul style="list-style-type: none"> <li>Handbook for the newly elected councillors - mayors</li> </ul>   |
| 65 | 10/2004          | B & H     | CEA, World Bank Institute                           | Decentr. Expert                | <ul style="list-style-type: none"> <li>Moderation of conferences and presentation of working paper at intern. conference in Sarajevo about fiscal decentralization issues</li> </ul>  |
| 66 | 6/2004- 12/2004  | Macedonia | CEA, USAID & World Learning small grant project     | Decentralization Expert        | <ul style="list-style-type: none"> <li>Building &amp; hosting www.lsg-data.org.mk data base &amp; building indicators related to LSG in the Republic of Macedonia &amp; benchmarking, surveying municipalities</li> </ul>   |
| 67 | 10/2004- 07/2005 | Macedonia | Ministry of Agriculture & Economic Institute        | Senior Econom. Analyst.        | <ul style="list-style-type: none"> <li>Price competitiveness research for selected agriculture goods</li> </ul>   |
| 68 | 10/2004- 12/2004 | Macedonia | CEA, Ministry of Economy & UNDP                     | Team Leader                    | <ul style="list-style-type: none"> <li>UNDP contract for preparation of FDI conference on behalf of Ministry of Economy &amp; presentation</li> </ul>   |
| 69 | 08/2004-12/2004  | Macedonia | CEA, Ministry of Economy, Sector for EU integration | Team Leader                    | <ul style="list-style-type: none"> <li>Preparation of EU questionnaire for the Government of Macedonia (chapter 15 and chapter 2)</li> </ul>  |
| 70 | 7-8/2004         | Macedonia | CEA, Ministry of Economy                            | Team Leader                    | <ul style="list-style-type: none"> <li>Analysis of industrial production decline in 2004 and preparation of IPI</li> </ul>  |
| 71 | 05/2004- 07/2004 | Macedonia | GOPA Consultants – EAR                              | Senior Economist               | <ul style="list-style-type: none"> <li>Local economic criteria development, IPPC licenses &amp; charges &amp; environmental charges; Strengthening the capacity of the Ministry of Environment &amp; Physical Planning.</li> </ul>  |
| 72 | 1-8/2004         | Macedonia | CDP, World Bank sponsored                           | Team Leader                    | <ul style="list-style-type: none"> <li>Design, development, &amp; implementation of the regional &amp; municipal profiling. Developing a survey.</li> </ul>   |
| 73 | 2-4/2004         | Macedonia | CEA, Ministry of Economy                            | Sen. Econ. Res/er              | <ul style="list-style-type: none"> <li>Analysis of the macro &amp; micro effects from tariff liberalization on a list of raw materials &amp; intermediate materials in the Macedonia</li> </ul>   |
| 74 | 10/2003-04/2004  | Macedonia | GTZ   | Senior Econom. Researcher      | <ul style="list-style-type: none"> <li>Establishment of a sustainable monitoring system on production costs for municipal services</li> <li>On job training in pilot LSG in Macedonia; Development of Cost-Volume Profit Analyses Model</li> </ul>                            |



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|----|-----------------|--------------------|---|---------------------------------------|--|
| 75 | 07/2003         | Macedonia          | CEA, Independent investors                            | Financial expert                      | <ul style="list-style-type: none"> <li>Preparation of business plan for investment: Combined heat &amp; power plant-CHPP</li> </ul>  |
| 76 | 04/2003-06/2003 | Macedonia          | Ministry of Finance                                   | Member of Working Group               | <ul style="list-style-type: none"> <li>Preparation of the Law on Decentralisation</li> </ul>   |
| 77 | 2003            | Macedonia          | GOPA Consultants, EAR                                 | Econom. Expert                        | <ul style="list-style-type: none"> <li>Economic impact assessment of effectiveness of environmental policy &amp; administrative costs assessment</li> </ul>  |
| 78 | 2003            | Macedonia          | UNDP, Ministry of LSG                                 | Econom. Expert.                       | <ul style="list-style-type: none"> <li>Managerial Economics &amp; Managerial Finance at local government units' level</li> </ul>   |
| 79 | 2/2002- 10/2004 | Macedonia          | Bearing Point Consulting, USAID Fiscal Reform Project | Senior Economist & Macro Unit Manager | <p>A Fiscal Reform Project for strengthening capacity of the Macroeconomic Analyses Department within the Ministry of Finance.</p> <ul style="list-style-type: none"> <li>Participation in IMF negotiations; Modelling financial equalization models for the LSG unit; Assistance to the MoF personnel to develop macroeconomic forecasting models; economic policy &amp; labour market analysis; development of new approaches to budget revenue forecasting; Organization of roundtable policy discussions for Government agencies &amp; donors</li> <li>Analysis within ESA 95 and COFOG framework</li> </ul> |
| 80 | 2-6/2001        | Macedonia          | Ernst & Young   | Junior Auditor                        | <ul style="list-style-type: none"> <li>Corporate finance. Preparation of reference book of banks in Macedonia, business &amp; bankruptcy plans, audit activities, market research, &amp; acquisitions</li> </ul>   |
| 81 | 2/2000-3/2002   | Macedonia/Bulgaria | FADATA-ICT company                                    | Country manager in MK                 | <ul style="list-style-type: none"> <li><b>Managing Director</b> in the software branch office in Macedonia (a part from the international Fadata Systems Company - Bulgaria)</li> </ul>  |
| 82 | 3/2000- 10/2000 | Macedonia          | IMF – Skopje  | Assist. to resident VAT advisor       | <ul style="list-style-type: none"> <li>Implementation of the VAT in Macedonia &amp; institution building of the Public Revenue Office at central and local level.</li> <li>Interpretation, data preparation &amp; analyses, meetings of high officials for the promotion of economic development</li> </ul>  |
| 83 | 9-12/1999       | Iceland            | Economic Inst. of Iceland                             | Part-time Assist.                     | <ul style="list-style-type: none"> <li>Efficiency and productivity of Icelandic construction business.</li> </ul>  |
| 84 | 2-8/1998        | Macedonia          | Second. Mechanical School                             | Teacher                               | <ul style="list-style-type: none"> <li>Course "hydraulics &amp; pneumatics" (Nikola Tesla – Skopje)</li> </ul>   |

### 13. Further Training Courses and fellowships

| Institution [ Date from - Date to ]                  | Degree(s) or Diploma(s) obtained:   |
|--|---|
| Washington DC, IMF and World Bank, 5-12.October 2013 | Fellow of the IMF for the "IMF Civil society program", Under invitation of the IMF. Attending the IMF and World Bank 2013 annual meeting.                                       |
| Distance learning, IP3 Washington., 3-4/2010         | "Fundamentals of utility tariffs"<br>IP3 from USA under CIPA training methodology. Earned 3 CEU within 6 weeks.   |
| Distance learning, IP3 Washington., 9-10/2009        | "Advanced project finance and financial modelling"<br>IP3 from USA under CIPA training methodology. Earned 3 CEU within 6 weeks. September-October Earned 3 CEU within 6 weeks. |

| Institution [ Date from - Date to ]   | Degree(s) or Diploma(s) obtained:   |
|---|---|
| Distance learning, IP3 Washington., 5-7/2009  | "Fundamentals of infrastructure project finance"<br>IP3 from USA under CIPA training methodology. Earned 3 CEU within 6 weeks.  |
| Budapest, OSI LGI/MMCP, 11/2008   | Introductory training for policy makers: "Ethnic diversity and public service delivery"   |
| Skopje Macedonia EBRD TAM-BAS/CHRONOS Info, 12/2008   | Certificate: "EU Funding and project proposal development"  |
| Salzburg, Salzburg Global Seminar, Austria, 4/2008  | A Fellow of Session 451 at Salzburg Global Seminar. Topic: "Innovation in Knowledge-based Economies: Accelerating the Benefits" |
| Distance learning, IP3 Washington., 10-12/2007  | "PPP skills and competency development"<br>IP3 from USA under CIPA training methodology. Earned 6 CEU within 6 weeks.           |
| Croatia, Study tour sponsored by the USAID BEA project, 2007  | "LGU Borrowing, PPP and PFI experience in Croatia"  |
| Barcelona Macroeconomics Summer School, Universitat Pompeu Fabra, Center De Recerca En Economia Internacional, 06-07/2006 | "Modern Perspectives on Monetary Policy (II): Advanced Topics", "Economic Growth and Development II"                            |
| Skopje, Pittsburgh University, Macedonia, 10-12/2005  | Public Debt Management Training   |
| Ljubljana, IMF Institute and the Center of Excellence in Finance, Slovenia, 08-09/2004 & 06/2005                          | "Macroeconomic management and financial sector issues"<br>"Monetary and exchange rate policies"                                 |
| Skopje, S&P Moscow & EGE Budapest (USAID, FSVC), 2005   | "Local Self Government Credit Rating"   |
| Bratislava, NISPAcee/Slovak Aid/UNDP-Slovak Republic, 04/2005   | "Experience of Slovak Schools & institutions in advising the Slovak Government in public administration reforms"                |
| Vienna, Joint Vienna Institute-JVI, Austria, 04/2004  | Decentralization and local governance in SEE: Urban Finance Course  |
| Warsaw, CASE, Poland, 09/10/2003  | "Macroeconomic modelling and think tank sustainability"   |
| Den Haag, Micro Macro Consultants-MMC, Holland, 09/2003   | Macro-economic model building and use in theory and practice  |
| Atlanta, Georgia State University-GSU, USA, 07-08/2003  | Fiscal Decentralization and Local Governance Course   |
| National Institute of Training, Italian Ministry of Foreign Trade, 10-1/2000  | Training course on Management and International Trade   |
| Stability pact for SEE & Bank Akademie Frankfurt, 11/2001   | Workshop of Branch Management & Loan Securities/Collateral  |
| Skopje-Faculty of Philosophy, Macedonia, 1996-1997  | Courses in Pedagogy, Methodology in teaching and Psychology   |

#### 14. Publications

- "Cost efficiency of municipalities: Does ethnic fragmentation matter?" Book: ISBN-13: 978-961-6842-16-7, DOI: 10.4335/978.961.6842.16.7(2013); <http://www.lex-localis.com/index.php/LexLocalisPress/catalog/book/1>.
- "Cost efficiency of Macedonian municipality", Lex Localis Journal of local self government Vol. 11 No. 3; pp 743-775, July 2013; <http://pub.lex-localis.info/index.php/LexLocalis/article/view/11.3.743-775%282013%29>.
- "The quality of life and regional development in Macedonia", together with Will Bartlett, Hristiina Cipunseva and Mirosljub Shukarov, Croatian economic survey Vol. 12 No. 1 April 2010: pp 121-162; ISSN 1330-4860
- "Public finance system of Macedonia", CEA report to USAID Macedonia November 2010: <http://www.cea.org.mk/Documents/Third%20USAID%20report%202010%20Public%20financial%20system%20in%20Macedonia.pdf>.
- "Budget process in Macedonia: Recent developments and challenges", SSRN, June 2009: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1443394](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1443394)
- "People centered analysis", chapter 2; UNDP – 2009.
- "Intergovernmental fiscal relations in Kosovo", Ohrid Institute Journal Global – 2008.
- "Costing approach for administering integrated environmental permits in Macedonia", Journal of sustainable development, Vol. 1/1 2007 [http://www.fbe.edu.mk/images/documents/Journal/Journal\\_1.pdf](http://www.fbe.edu.mk/images/documents/Journal/Journal_1.pdf).

- "Relations between central and local authorities in Kosovo", OSCE – Kosovo 2007 paper.
- "Debt vs. equity financing in Macedonia", CEA/USAID BEA project 2007
- "Manual for creditworthiness assessment of Macedonian LSG", CEA/USAID BEA project 2007
- "Methodology for review of the process of fiscal decentralization in Macedonia", For the URC/UNDP project 2007.
- "Measuring performance of kindergartens in Macedonia with Data Envelopment Analysis-DEA", CEA Journal of Economics, Vol. 1 Issue 2. 2006
- "Identification and measurement of transaction costs in the Macedonian economy", OSI/CEA Project and Publication 2006.
- "Challenges to IPPC B Permitting at LGU level in Macedonia", Paper for the international ZEMAK conference, Oct. 2006
- "Review of the fiscal decentralization process in Macedonia", TA paper to the EAR project for the Ministry of LSG: Contract No. 05/MAC01/07/002
- "Fiscal Decentralization in Transition Economies: Case Studies from the Balkans and Caucasus" – (Macedonia country report); UNDP-Bratislava study 2005.
- "Risk assessment for the process of decentralization from the central government point of view" – working paper and a presentation for the government officials members of the decentralization working group; Ohrid, 5 2005.
- "Fiscal capacity, equalization and budget process with the new law on financing LSG in Macedonia" - article prepared for the NISPAcee Occasional Papers, 2005.
- "Fiscal decentralization in Macedonia: Recent developments and challenges" – paper for the World Bank Institute, 10/2004
- "Fiscal policy issues and sustainability" – presentation for the Center of Excellence in Finance Ljubljana 2004.
- "A model for defining expenditure needs in an explicit horizontal equalization equation for Macedonia" – model for the Ministry of Finance fiscal decentralization working group 2003.

#### 15. Contact Details

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