

CURRICULUM VITAE

1. **Family name:** **DANILOV**
2. **First names:** **Vlatko**
3. **Date of birth:** 29.06.1960
4. **Nationality:** Macedonian and Croatian
5. **Civil status:** Married
6. **Education:** MSc in Financial Management

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
Economic faculty in Skopje - Macedonia 1989	BS Degree in Economics - Business administration
“Intrados” - Washington: March 1996	Diploma - Promotion of Small Scale Enterprises
(CEEPN) October 1996	Diploma - Capital Market Development
CEFE International July – August 1997	(Competency-based Economies through Formation of Enterprise) - CEFE Trainer Certificate – Special methodology of adults training for entrepreneurs related to business planning
National Security Commission May 1999	National Stockbroker License
Economical Faculty in Skopje June 1999	Company Evaluation License
Security Institute - London June 2000	International Capital Market Qualification; International Equity Markets and International Fixed Interest & Bond Markets
ILTIS - Germany 1999 to 2002	Certified Master of business training and consulting. Diploma for completed 2 years training programme for business development, business training and consulting of companies
Bank Academy – Germany Jan 2000 - April 2002	Certified bank trainer. Certificate for two years training programme sponsored by InWEnt for bank lending, loans to companies, business analysis, loan performance monitoring and evaluation
Interkai Mondiale Ltd. London – UK March 2007	Training for LRIC (Long Run Incremental Cost) methodology for calculation interconnection cost in telecommunication networks
Grenoble Graduate School of Business, France and Europhoenix Financial Advisors Ltd from Budapest 2009 - 2010	Mergers and Acquisitions Certified Consultant Certificate was granted after substantial training and issues about mergers and acquisitions, from theoretical knowledge to practical exercises and case studies.
MCA 2000 - May 2010	CMC - Certified Management Consultant – Certificate from ICMCI https://www.cmc-global.org/
EBRD October 2014	Project management for consulting – Diploma Training in project management provided in depth knowledge of project management specialized for the needs of consultant.
Institute of economy Skopje 2013-2015	Master degree in financial management – master case in public finance : “Program budgeting vs. Performance budgeting”
IPDET - International Program for Development Evaluation Training April 2015	Training in monitoring and development evaluation – Certificate. Theoretical and practical training for evaluation which provided in deep insight of M&E of projects, programs and strategies.

7. **Language skills:** 1 – 5 (1 is excellent, 5 is basic)

Language	Reading	Speaking	Writing
Macedonian	1	1	1
English	1	1	1
Serbian	1	1	1
Croatian	1	1	1

8. **Membership of professional bodies:**

- President of the Supervisory Board of MCA-2000 – Management Consulting Association, <http://mca-2000.org.mk>

- Head of MEN (Macedonian Evaluation Network)
- Head of WBEN (Western Balkan Evaluation Network)
- Coordinator of NESE Network of Evaluation Societies of Europe 2018-2020
<https://europeanevaluation.org/partnerships/network-european-evaluation-societies-nese>
- President of IRIPE - Inter-Regional Initiative for Professionalization of Evaluation,
<https://www.asiapacificeval.org/iripe>
- Founder of Macedonian Management Association <https://amm.com.mk/>

9. Other skills:

- Computer literate, MS Office software, Word, Excel, Power Point, Internet
- Driving license B and C category
- Communication and reporting skills
- Common sense
- Presentation and training skills
- Organization and Management of Study Tours, Conferences, Seminars & Training Courses

10. Present position: Principal consultant and co-owner of BASME CT www.basme.com.mk

11. Years within the firm: since 1st of July 2003

12. Key qualifications:

- Expertise in public administration – public administration reforms, decentralization, institutional building and organizational development;
- Team Leader, project director, expert in number of projects,
- Comprehensive Monitoring and evaluation expertise
- Financial expertise – public finance and budgeting, PFM, financial and management accounting (public and corporate), project budgeting and financial management and monitoring;
- Budget planning and execution
- Licenced accountant
- Professional trainer (TNA, development of training curricula, trainer of Trainers)
- SME development – policy development, training, assessment, research, institutional building
- Experience with EU, USAID, WB, UNDP, GIZ, EBRD, REF and other donor funded projects

13. Specific experience in the region:

Country	Date from - Date to
Macedonia	Permanently
Croatia	January - March 2010
Montenegro	January - February 2006
Montenegro	February – Jun 2009
Montenegro	Jun - July 2012
Kosovo	Jun- September 2013
Kosovo	December – April 2022

Conferences:

- First Balkan evaluation Conference in Sarajevo BiH, 2015
- Global Evaluation Forum in Kathmandu, Nepal – November, 2015
- Second Balkan Evaluation Conference in Zagreb Croatia, 2017
- Eval Colombo, Sri Lanka 2018: Responsible Parliaments – Embracing Evaluation for Agenda 2030
- 13th European Evaluation Society Biennial Conference – Evaluation for more resilient societies, October 2018, Thessaloniki, Greece
- Regional Parliamentary Meeting, Monitoring and Evaluation for greater Effectiveness of Parliamentarians, June 2019, Bishkek, Kyrgyz Republic
- Professionalization of evaluation 2021 September 2nd. IRIPE Inter-Regional Initiative for Professionalization of Evaluation - global consultation event
- Fifth Balkan evaluation Conference in Ljubljana 2023

14. Professional experience

Date from – Date to	Location	Company & reference person (name & contact details)	Position	Description
July 1st 2003 - to date	Macedonia	BASME CT Ltd	Partner and principal consultant	BASME CT Ltd Managing director of the company. Mr Danilov was responsible for : <ul style="list-style-type: none"> • Negotiation for projects, • Project management of different projects, • Financial management, • Recruitment, • Networking.
May 2023 August 2023	Macedonia	Integra LLC, Washington, DC TL Brenda Pearson bpearson@integrallc.com	Evaluator	Mid-term evaluation of USAID – EDGE project. https://www.usaid.gov/work-usaid/private-sector-engagement/edge-fund It is regional project covering 12 countries in South East Europe funded with 20 Mill USD. I was one of the three senior evaluators who performed the evaluation.
May 2023 – December 2023	Macedonia	Pinto Consulting GmbH Dr Ricardo Pinto r.pinto@rpinto.biz	PPD expert	GIZ funded project named Public Private Dialogue (PPD) on eCommerce in the CEFTA region. This is regional project and my role is proposing an eCommerce PPD model which could be used for PPD with both MECA (Macedonian Association of eCommerce) and other eCommerce associations and stakeholders.
March 2023 April 2023	Macedonia	Evaluation of grant proposals for SMART Balkans – Civil society for shared society in the Western Balkans https://smartbalkansproject.org/	Evaluator	Evaluation of 27 proposals submitted by grant applicants within the SMART Balkans project. The task was to analyse and evaluate the proposals and provide report for the evaluated applications.
October 2022 December 2022	Macedonia	UNOPS Mr Dejan STOJANOV Communication Associate dejans@unops.org Mob: +389 (0)70 457 965	Evaluator	Final Evaluation of the Support to Government Reform Agenda in the EU Accession Process - the Nordic Support for Progress of North Macedonia Project (UNOPS-SIDAPRO-2022-S-015). One of two evaluators who are assessing the implementation and impact of the Norwegian and Swedish assistance for the Macedonian government in the light of EU accession process.
December 2021 March 2022	Kosovo	CIVITTA Mikalai Koniukh mikalai.koniukh@civitta.com	International evaluator and TL	Austrian Development Agency support the SIREN project implemented by CARITAS in Kosovo. The project was about support of agriculture in Kosovo based on MSD approach. As TL and international expert my duty was to prepare evaluation design, plan for evaluation, in collaboration with PIU arrange the meetings and field visits and draft the Final evaluation report for ADA.
July 2021	Macedonia	Epicentar International Ltd Mr Ljubomir Dimovski ldimovski@epicentar.com.mk https://www.epicentar.mk/index.php/en/	Training expert	Project funded by CARE International Balkans for delivery of six days Training of Trainers for Business Plan Development for National Extension Agency staff (two sessions, three days each).

October – December 2021	Macedonia	WI-HER - Women Influencing Health, Education, and Rule of Law - http://www.wi-her.org/ President: Taroub Faramand tfaramand@wi-her.org	Evaluation expert	USAID project - evaluation of the Civic Engagement Project (CEP). Role in the project – as national expert and part of the international team, I was responsible for evaluation of one segment of the project – anticorruption and rule of law. The activities included planning of evaluation, field visits or online meetings, drafting reports.
November 2021 June 2022	Macedonia	UNDP Macedonia Dragan Ristovski dragan.ristovski@undp.org	Strategic planning expert	Development of LED - Local economic development plans for three municipalities and design of the mechanism for collaboration of institutions within the municipality.
January - Jun 2021	Macedonia	IDEAS DEPO Director: Mr. Shahov Aleksandar e-mail: aleksandarsahov@ideasdepo.mk https://ideasdepo.mk/new/	Risk management and monitoring expert	EBRD funded project phase 2: “Support to Improve the Effectiveness of Inspections in North Macedonia”. Expert’s role was to continue with previous project activities and cover rest of 13 inspections. The role of the expert is to apply a model for risk assessment for inspections and support them in development of their own methodologies for risk assessment and also to propose Monitoring and evaluation system that will follow indicators developed during the project.
2015-2023	North Macedonia	ARNO www.arno.org.mk President – Ms Irina Janevska irina@arno.org.mk	Project assessor	From 2015 The Rockefeller Brothers Fund (USA) fund annual competition project in the field of green ideas where each year about 30 applications were submitted. I have been involved every year, in the period of 2015 until 2023 in the projects of assessment of project proposals as part of the assessment Comity. In total reviewed more than 150 project applications.
October – December 2020	Macedonia	PREDAPlus Bitola Ms Marijana Milevska marijana.milevska@predaplus.eu http://predaplus.eu/	Strategic planning expert	Regional Development strategy of Vardar plan region 2020-2024. Project for identification of development priorities of the Vardar region, setting the goals for the period 2020-2024 and preparation of the Action plan for strategy implementation based on the Market System Development Approach (MSD).
October – December 2020	Macedonia	Epicentar International Ltd Mr Ljubomir Dimovski ldimovski@epicentar.com.mk https://www.epicentar.mk/index.php/en/	Researcher	USAID “Partnership for Better Business Regulation” Project Partnership for Better Business Regulation is a four-year, \$1.9 million project to support small-and-medium-sized enterprises (SMEs) in North Macedonia by helping improve their ability to comply with legal requirements and participate in economic policy making. Specific task of the project was to analyse the data collected by survey and produce the study, presenting the results and discuss the conclusion of the statistics and findings. Output of the project was study where survey results were analysed and conclusions and recommendations proposed.

Jun – December 2020	Macedonia	IDEAS DEPO Director: Mr Shahov Aleksandar e-mail: aleksandarsahov@ideasdepo.mk https://ideasdepo.mk/new/	Risk assessment expert	EBRD funded project “Support to Improve the Effectiveness of Inspections in North Macedonia”. My concrete role was to develop a model for risk assessment to be adopted by inspections as their own methodology. After risk assessment model development I have mentored 15 inspections to develop own risk assessment methodologies according their specific fields of operations. Additionally I have delivered a training to all inspections about risk assessment and how the inspections should measure the risk and use this measurement for better planning of their activities.
February - May 2020	Macedonia	PwC PricewaterhouseCoopers North Macedonia, Ms. Elena Gotovska e-mail: elena.gotovska@pwc.com https://www.pwc.com/mk/en.html	Functional Analysis expert	EU IPA funded project named Promoting Transparency and Accountability in Public Administration in North Macedonia, implemented by PWC Macedonia. Activities: perform Functional analysis of Agency for Protection of the Rights to Free Access to Public Information (APRFAPI); and based on the findings develop two documents: Rulebook for internal organization of the Agency and Rulebook for systematization of the working positions within the Agency.
Jan – June 2020	Macedonia	CEFE Macedonia Jovan Stalevski j.stalevski@gmail.com https://cefe.mk/	Certified CEFE trainer	USAID funded project. 7 days Training of trainers in CEFE methodology and mentoring of the participants. CEFE is interactive methodology for business training on experience based learning methodology.
March – December 2020	Macedonia	IOCE - International Organization for Cooperation in Evaluation Lynn Burgess lynn@ioce.net https://www.ioce.net/	Evaluation expert Pro bono	IOCE project for Enhancing SDG’s implementation in national sustainable development. The project is aiming to promote the idea of integrated, comprehensive approach in providing continuous sustainable development of the whole society by enhancing monitoring and evaluation of development documents at national and local level.
July – October 2019	Macedonia	ILO – International Labour Organization Ms. Natasha Mechkaroska Simjanoska Project Coordinator Strengthening Social Dialogue simjanoska@ilo.org	Researcher	ILO Project: Service needs assessment for the Business Confederation of Macedonia within the Strengthening Social Dialogue Project. The assignment was to identify the range of services members of the Confederation would genuinely need and be willing to pay for. The activities conducted were drafting the questionnaire for personal guided semi-structured interviews with stakeholders, performance on the on-line survey and analysis of the competitor organizations as similar service offer, pricing strategy, marketing, and sales/distribution strategy.
May – June 2019	Bosnia and Herzegovina	CARDNO Emerging Markets USA, Ltd. Kristen Blandford Contracts Manager kristen.blandford@cardno.com	External Evaluation Consultant	USAID project for Small Grants Evaluation. Within the USAID project PHARMA II implemented in BiH, the expert worked on impartial evaluation of 28 grant application in the field of fruits and vegetables using the criteria of relevance, efficiency, sustainability and impact and make judgment if the applications are in line with PHARMA II objectives. The work was home based doing evaluation of applications using desk research methodology.

December 2018 January 2019	Macedonia	Epicentar International Ltd Mr. Ljubomir Dimovski ldimovski@epicentar.com.mk	Researcher	USAID “Partnership for Better Business Regulation” Project Partnership for Better Business Regulation is a four-year, \$1.9 million project to support small-and-medium-sized enterprises (SMEs) in North Macedonia by helping improve their ability to comply with legal requirements and participate in economic policy making. Specific task of the project was to analyse the data collected by survey and produce the study. Output of the project was study where survey results were analysed and conclusions and recommendations proposed.
May 2018	Macedonia	GAUSS Institute – Foundation for New Technologies, Innovations and Knowledge Transfer igor.nedelkovski@gmail.com	SME expert	EU project: E-Business Pages project was Transnational Cooperation Program of the European Union “Balkan-Mediterranean 2014-2020” Specific task within the project: Creation of a database of the export oriented small, medium and large enterprises, clusters, associations and other business organizations from the Republic of Macedonia as part of the joint web platform (database) of export-oriented entities. Activities: <ul style="list-style-type: none"> • Selecting a representative sample for the research, i.e. organizations that will be interviewed with a given (prepared) survey questionnaire. • Collecting and translating into English data according to a given survey questionnaire. • Enter the collected data into a given electronic database. • Preparation of a report from the conducted research.
April 2018 December 2018	Europe	IOCE – EvalPartners Mr. Asela Kalugampitiya aselakalugampitiya@yahoo.ie https://www.ioce.net/	Project manager Pro bono	IOCE Project for DRG evaluation. Coordination and management of 7 countries partnership for organization of national events regarding DRG (democracy, human rights and governance) evaluation. Organization of international meeting with 7 partner countries from Europe in Thessaloniki-Greece and development of Thessaloniki Statement about DRG evaluation. Final output was a document about DRG evaluation in 7 countries which was disseminated to all active evaluation societies in Europe.
February 2018 August 2018	Macedonia	Ministry of Labour and Social Protection of the Republic of Macedonia Ms. Jasmina Ivanova CCT Director mtsp@mtsp.gov.mk	Operational Evaluation Expert	World Bank Project: Operational and financial audit of the CCT (Conditional Cash Transfers) program for secondary education and the CCT program for subsidized employment for 2017 and 2018 This is a part of Conditional Cash Transfer Project Loan. The main objective of this consultancy is to detect if the two CCT Programs, i.e. the CCT educational program and the CCT program for subsidized employment are following the guidelines specified in the: Manual for Educational Program operations (MEPO) and the Manual on Operations of the CCT Subsidized employment program (MSEPO), evaluate the effectiveness of defined processes and provide recommendations for adjustments/modifications to be made in the process and/or MEPO/MSEPO.

September 2017 December 2019	Macedonia	Macedonian partner in the project Management Consulting Association MCA 2000 mca2000info@gmail.com	Social entrepreneur ship expert	<p>EU project: INNOVENTER project was Transnational Cooperation Program of the European Union “Balkan-Mediterranean 2014-2020”</p> <p>Overall objective of the project is to establish vocationally oriented social entrepreneurship training for small and medium enterprises so that they innovate themselves, while at the same time also engaging disadvantaged people as employees.</p> <p>Specific tasks</p> <ul style="list-style-type: none"> • Design and training delivery in social entrepreneurship • Joint local employment events incl. public authority and representatives of organizations of small and medium enterprises. • Mentoring program with entrepreneurs across the Balkan-Mediterranean area • Analysis and ways of accreditation of new profession “Social entrepreneur” in compliance with national regulations in vocational education • Supporting knowledge database with case studies, incl. good, bad and best practices, testimonies, videos, etc. • Develop training curricula and materials for training in social entrepreneurship (15 modules ECWET) • Designed a web learning platform https://innoventer.eu/ as a repository of the knowledge
December 2107 - April 2018	Macedonia	EpiCentar International; Mr Ljubomir Dimovski TL; ldimovski@epicentar.com.mk	Researcher	USAID funded project to draft the concept for law on internship and present it to Ministry of labour and social policy. To discuss the draft law with various stakeholders and prepare final draft of the Law.
November 2017 January 2018	Macedonia	UNDP Macedonia Valentina Nushkova valentina.nushkova@undp.org	SME development expert	<p>UNDP Project: Business diagnostic of the grant applicants for a call of Employment agency. The project was about company diagnostics of selected companies and check feasibility of their investments.</p> <p>Activities: Creating methodology for company diagnostics and assessment of the companies in order to make a ranking of new 20 most viable companies where UNDP will make co-founding of their investments.</p>
July 2017 December 2017	Macedonia	IPA project with Employment Agency of the Republic of Macedonia Mr Goran Petkovski Goran.Petkovski@avrm.gov.mk	Employment expert	<p><u>EU IPA project</u>. “Support Employment of Young People” “Component - Training in job search and preparedness skills”.</p> <p>The project was about training of 1.400 young unemployed people and improves their employability.</p> <p>Activities: training organization, supervising and quality control</p>

May 2017 June 2018	Macedonia	Pinto Consulting GmbH Mr. Ricardo Pinto r.pinto@pintoconsulting.de	Evaluation expert	EU - IPA funded project - Revision of the Industrial Policy 2009-2020. The project was about evaluation of current industrial policy and design and establishment of result oriented system for monitoring and evaluation, design of database for relevant data and indicators for tracking the industry progress. The new M&E system was established as an informative decision making system within the Ministry of economy responsible for Industrial policy. Specific tasks <ul style="list-style-type: none"> • Support the evaluation of current Industrial Policy and • Preparation of detailed Action Plan with corresponding budget; • Design and establishment of result oriented system for monitoring and evaluation • Organizational set up for the M&E function and creation of internal staff operating procedures, and • Setup of data bases for each area of intervention defined by the policy
September 2016 March 2017	Macedonia	UNDP Macedonia Ms. Valentina Nushkova valentina.nushkova@undp.org	Business diagnostics expert.	UNDP funded Project: Business diagnostic of the grant applicants for a call of Employment agency. The project was to make feasibility check of selected companies and define their investment capacities. My role was to create methodology for company diagnostics and interview the companies in order to make a ranking of 10 most viable companies where UNDP will make co-founding of their investments.
September 2016 – September 2018	Macedonia	Macedonian Enterprise Development Fund Director Tetjana Lazarevska tlz@mrfp.mk	Microfinance expert	USAID “Microfinance Inclusion and Innovation” Project The overall objective of \$1.4 million project was to create new jobs, galvanize economic growth, and reducing poverty to help North Macedonia converge with EU accession criteria. Activities: <ul style="list-style-type: none"> • Develop training program for start-ups and introduce them to different sources of finance, train them in financial management, explain financial instruments. • Budget planning, • Strengthening capacities to plan and execute annual budgets, procedures for the budgeting/spending/reporting of financial resources within the public sector
July 2015	Macedonia	UNDP Macedonia Urim Kasapi urim.kasapi@undp.org	Policy development expert	<u>Sectors:</u> Labour market, employment Facilitator for development of a National Employment Strategy 2016-2020 with Ministry of labour and social policy and relevant stakeholders
September 2014	Macedonia	SME development Agency Republic of Macedonia	Consulting expert	<u>Sectors:</u> business consultancy Delivery of training for local management consultants in various professional consulting tools, as CANVAS business model, case study development, business diagnostics

April - July 2104	Macedonia	USAID – Tetra Tech, Judicial support project; Nevenka Ivanovska nivanovska@judicialsupport.org	Evaluation expert	USAID project: Preparation and training delivery to all 31 courts in the country. Training topic was court management practice with special focus on strategic planning and design of monitoring and evaluation systems.
June – September 2013	Kosovo	UNICEF Kosovo Dren Rexha drexha@unicef.org	Public finance expert	<u>Sectors:</u> Social policy, Public finance, education WB and UNICEF Project for improvement of pre-primary education in Kosovo. The assignment focus was to analyse the pre-primary education system in Kosovo and review the formula for financing pre-primary activities used by the Ministry of education in Kosovo.
March 2013 – June 2013	Macedonia	National Centre for development of innovations and entrepreneurial learning Dr Radmil Polenakovic radmil.polenakovic@mf.edu.mk	SME expert	<u>Sectors:</u> Labour market, SME “Building Capacity for Better Employability” Project financed by the British Embassy Skopje. Preparation of study and analysis for SME training needs assessment and survey with 200 enterprises. The purpose of the study was to be included in the respective regions development programs. <ul style="list-style-type: none"> • Creating the methodology and questionnaires for the training needs analysis, • Organizing a survey and preparing a final report for the training needs of companies in Macedonia. Conducting an analysis and preparing a stocktaking report regarding the previous training needs initiatives implemented in the country.
March 2013 – December 2014	Macedonia	Ministry of labour and social policy of RM, Program of World Bank Jasmina Ivanova CCT Director mtsp@mtsp.gov.mk	Monitoring and financial expert	<u>World Bank project</u> <u>Sectors:</u> Social policy, M&E, public finance, procurement, costing Title of Consulting Services: Functional Analysis of the Social Welfare Centres. The whole project is about assessment of the organizational structure of the 34 centres in the regions and proposal of new improved organizational structure according the strategic priorities of the Ministry. Activities: Set up of monitoring and evaluation system, financial management system, budget planning, reporting, and calculation of prices of services provided by centres. Creation of centralized procurement system with detailed guide for activities and processes involved.
October 2012 – May 2013	Macedonia	UNICEF Macedonia Nora Sabani nsabani@yahoo.com	Functional analysis expert	<u>UNICEF project.</u> <u>Sectors:</u> PAR, Social policy, public finance, M&E, The project was about ex-post impact assessment in the area of reform of the social system by doing functional analysis of the Ministry of social policy in the part of ECD (Early Child Development), Special focus was on the execution of management functions as planning, budgeting and monitoring and evaluation system. Second part of the project was estimation of funding formula that is currently applied by the Ministry and proposing its improvement in order to ensure efficient use of funds allocated for ECD.

June – August 2012	Montenegro	Mr Peter Milford -TL peterm@42consultancy.com	SME development expert	<u>Sectors:</u> Labour market, SME, capacity building EU BESRE project. The assignment was to scan present situation of SME and regional development information system in Montenegro under the responsibility of Small and Medium Enterprises Development Directorate, within the Ministry of economy of MNE, and to draft proposal for new improved system for information of SMEs in Montenegro and improvement of the labour market accessibility for entrepreneurs. The assignment also included training of Directorate staff in implementation of Log frame, PRAG rules and project management basics.
November 2011 – December 2013	Macedonia	Ministry of labour and social policy, Program of World Bank Jasmina Ivanova CCT Director mtsp@mtsp.gov.mk	Evaluation expert	World Bank funded project. The 3 years project was about operational audit of CCT (conditional cash transfer) program performance, its compliance to the regulation, effectiveness, efficiency and sustainability on the long run.
May – September 2011	Macedonia	Austrian Development Cooperation Mr Igor Nikoloski nikoloski@europe.com	Evaluation expert	<u>Sectors:</u> Labour market, business creation, M&E Mid-term evaluation of the project “Capacity building towards knowledge based economy”. The assignment was to design methodology for evaluation, prepare questionnaires and interview SME stakeholders. As result of findings the evaluation report with conclusions and recommendations for improvement of labour market was prepared.
Jan 2011 - April 2012	Macedonia	Judicial Budget Council of the Republic of Macedonia Ms Silvija Kamceva silvijakam@yahoo.com	Functional analysis expert	World Bank funded project “Judicial and Legal Implementation and Institutional Support”. The project was about performing Functional analysis providing advice for improving the organizational set up of the Courts in the Republic of Macedonia. The project was about identification of routs for courts inefficiency, suggestions for organizational improvement, improvement of financial management system, and development of KPI together with design of a MEL system in courts.
Jun 2011 – Jun 2012	Macedonia	Ministry of Economy – Ms Maja Kurcieva Project Director Maja.Kurcieva@economy.gov.mk	Policy expert, Trainer	<u>EU project. Sectors:</u> Policy development, CSR, training “National Agenda on Corporate Social Responsibility for the Republic of Macedonia”. The overall objective of the project was reaching sustainability of an organisation must be financially secure, minimise its negative environmental impacts and act in conformity with societal expectations. EU funded Project “Mainstreaming of the National Agenda on CSR – Support to the National CSR Platform Project implemented by the Macedonian Chamber of Commerce” financed by EC. My role was to participate in the CSR policy development, provide training in promotion of the CSR concept, training of major stakeholders and improvement of CSE environment. In the part of project management my assignment was to work closely with partners in implementation of the project, advice partners in preparation of reports and procedures according to PRAG.

May 2010 – October 2013	Macedonia	Carana Corporation Mirjana Makedonska mmakedonska@carana.com	Financial expert	<u>Sectors:</u> SME, corporate finance USAID regional development project implemented by Carana Corporation. Activities: periodical engagements aiming to identify portfolio of companies in different regions with potential for funding and to elaborate growth strategy and investment plans.
May 2010 - September 2010	Macedonia	National Roma centre NRC Kumanovo Mr Ashmet Elezovski elezovski@nationalromacentrum.org	Evaluation expert	<u>Sectors:</u> M&E, education, labour market Performance evaluation of “Roma educational campaign” dealing with education and preparation of Roma students for labour market needs. Project was sponsored by REF and implemented by NRC (local NGO). The main task was to do evaluation of the programme performance and prepare conclusions and recommendations for improvement.
March - July 2010	Macedonia	Ministry for Education and Science of the Republic of Macedonia	Project manager	World bank project for modernization of education <u>Sectors:</u> Education, labour market, training Teachers training for strategies and techniques for teaching. Activities: Project management, reporting, coordination of activities, pool of trainers supervision, monitoring of performance, contracting.
January - March 2010	Croatia	World Bank REF Budapest Mr. Semsai Sainov Sainov@romaeducationfund.org	Social and education expert	World Bank project <u>Sectors:</u> PAR, education, labour market Ex post impact assessment in the area of education within Croatian national program for Roma education. Activities: assessment of the program suitability, implementation, institutional set up, effectiveness of the measures and result achieved with the program in term of improvement of Roma education, in secondary and higher education, broader social impact and their inclusion in the labour market.
October 2009 – June 2010	Macedonia	World Bank – Project for Modernization of Education	Capacity building and training expert	World Bank Project for Modernization of Education. Project for improving the capacities of the teachers in the primary schools in Macedonia. Activities: Project manager
September 2009 February 2010	Bitola Macedonia	SPARK Bitola Rozita Hristovska r.hristovska@bscbitola.org	Lead researcher	<u>Sectors:</u> Labour market, research Regional development project sponsored by SPARK including research about conditions of labour force in Pelagonia region and needs of local companies. The research was about review of statistics about the employment situation, number and structure of unemployed workers, links between education system and business needs in the region, estimation of quality of education performance and possibilities for prequalification of laid off workers. The project recommendations were used by local government for development of regional development strategy.

September 2009 November 2011	Macedonia	GIZ Germany Dering, Reimut GIZ reimut.dering@giz.de	Country coordinator	<u>Sectors:</u> Corporate managers development, labour market, Training of 200 top managers was a Government's project with aim to improve management capacity of local managers. My role was coordination and preparation of local SME managers for internship abroad. This role was connected with organization of large number of events and trainings with local managers and coordination with foreign partners, GIZ Germany, Iltis GmbH and CPU Slovenia.
April-December 2009	Macedonia	ACS – Agency for Civil Servants Dusica Boskovska d.boskovska@ads.gov.mk	Project cycle management Trainer	Training of mid-level civil servants was a project sponsored by Agency for civil servants and DFID. The target group was staff in the ministries and governmental agencies and training was about budgeting and project cycle management. Financial officers were trained for planning, executing, monitoring and evaluation of the performance budgeting. During the implementation phase, financial officers were mentored by the consultant through all phases of the budget process, and their case was evaluated and graded. The same process of training, implementation, monitoring and evaluation was used for the other module – Project cycle management. Department managers, financial officers and other involved civil servants were trained about project cycle management, and project budgeting, including fund raising and incorporation of the project budget in the general budget of the organization.
February – Jun 2009	Montenegro	REF Budapest Semi Sainov Sainov@romaeducationfund.org	Evaluation expert	The objective of the assignment was to perform external project evaluation to assess the implemented project goals and activities as well the project efficiency. The team of two consultants, I was a leader, provided to REF objective progress report, finding and recommendations for future activities of the client.
June 2008 - September 2009	Macedonia	World Bank – Project for Modernization of Education Antonie Onosimovski aonosim@emp.gov.mk	Functional analysis expert	World Bank Project: Improvement of the efficiency of the Ministry of education and science. Activities: functional analysis of the Ministry and recommendations for improvement of the organizational effectiveness with special focus on strategic planning and budgeting process. The design and set up of MEL plan with defined KPI. The MEL plan have been implemented by the ministry and relevant staff trained how to use monitoring and evaluation methodology and its results.
November 2008 February 2009	Macedonia	Ministry of economy of Republic of Macedonia Nikolina Trajkovska tell: +389 2 3093512	Strategic planning expert	<u>Sectors:</u> Sector analysis, employment, labour market, strategy development Preparation of program for revitalization of textile sector in the Republic of Macedonia as most labour intensive sector and development of action plan based on the country strategy for textile development. Assessment of the textile sector to the labour market development and recommendations for improvement of employment.

Jun 2008- April 2009	Macedonia	SIPU International Sweden; Ms. Ilse Schuster TL ilse.schuster@eunet.at	Municipal Budgeting Expert	EU Project for PFM (Public Finance Management) support to the municipalities was a project oriented to support the decentralization process. Implementation of TNA and preparation and delivery of training program in financial and budgeting issues; coach the staff from selected municipalities; on the job training to develop municipal budgets, improve financial management, debt management, and develop programs for funding by IPA funds.
March -December 2008	Macedonia	Secretariat for EU Integration / Government of the RM, Malinka Jordanova Malinka.Jordanova@sep.gov.mk	Trainer in Communication and presentation skills	Serial of workshops for communication and presentation skills training for civil servants, members of the Sub Committees in the process of EU integration. There were organized 5 days workshops for 8 different groups of participants. As a trainer may task was to design and deliver serial of workshops.
November 2007 - September 2008	Macedonia	USAID Macedonia Deputy Chief of Party Jeton Starova jstarova@agbiz.com.mk	SME development and innovation expert	<u>Sectors:</u> Corporate finance, business planning USAID "AgBiz Programme Overall objective of the programme was supporting and developing Agribusiness in Macedonia by building linkages between markets and producers, providing technical assistance, providing access to financing and advocating reform of agricultural policy in Macedonia. <u>Activities:</u> <ul style="list-style-type: none"> • Providing details on the range of financing alternatives available to Macedonian agribusinesses. • Educating businesses on what types of finance may be appropriate for their businesses. • Improving the likelihood of receiving financing and better terms and conditions. • Working with companies and preparing financial viability assessment report • Drafting business plan for investments.
June 2007 - 2011	SEE region	Centre for CSR Project Director Thomas Helle Thomas.Helle@iltis.de	CSR expert	<u>Sectors:</u> CSR, capacity building "Corporate Social Responsibility Practices in the Western Balkans" Project The overall objective of the project is offering a framework for managing organizations according to set of financial, environmental and social principles. <ul style="list-style-type: none"> • Organizing CSR annual Award for companies that implement CSR. • Creating rules, procedures and criteria for the selection of companies for Award.
September, 2007	Macedonia,	BASME CT Beti Delovska beti@basme.com.mk	SME and training expert	<u>Sectors:</u> SME, training ToT, USAID - World learning project, training of trainers for entrepreneurial skills development - for mixture of participants from the university professors and professional consultants. During the 7 days ToT the trainers used CEFE methodology (Competency-based Economies through Formation of Enterprise)

July - December 2007	Macedonia	BASME CT Beti Delovska beti@basme.com.mk	SME and training expert	<u>Sectors:</u> Labour market, social policy, SME, training Name of the project: Developing of Business Idea for unemployed people. UNDP project for training of unemployed people to develop business plans and take advantage of government labour market incentive measures and grant programme. It was a large training program for 800 trainees, unemployed people who after the training applied for government funds.
April - December 2007	Skopje Macedonia	Ecorys NL Julia Djarova Julia.Djarova@ecorys.com	SME and training expert	<u>Sectors:</u> SME, labour market EAR Project HRDF; Senior trainer for development of business strategies with local companies, support of new enterprises, employment
March – April 2007	Skopje Macedonia	GFA Germany	Small Business expert	<u>Sectors:</u> SME, employment EAR Project for support of SMEs; Local consultant for business development, HR, employment
March – June 2007	Skopje Macedonia	AAM Hungary Agency Director Kosta Trpkovski k.trpkovski@hotmail.com	Financial expert	<u>Sectors:</u> Corporate finance expert Technical assistance to the Telecommunication Sector - EAR Project; Activities: as financial consultant to support the Agency for telecommunication in financial issues (LRIC - Long Run Incremental Cost) methodology implemented for interconnections payment among telecom companies in the country.
October- November 2006	Skopje Macedonia	Eurecna Italy Peter Milford milford@eurecna.it peterm@42consultancy.com	SME development expert	<u>Sectors:</u> SME, research Consultant in the OECD project - SME Policy Index, engaged by Eurecna Italy. The SME Policy Index is a benchmarking tool designed for emerging economies to assess SME policy frameworks and monitor progress in policy implementation over time. Specific task: Making a survey and complete filling of the all 10 chapters of SME Charter which involved creation of questionnaires, interviews with stakeholders, and preparation of the report.
Jun - August 2006	Skopje Macedonia	BASME CT Ltd Beti Delovska beti@basme.com.mk	Financial expert	<u>Sectors:</u> Corporate finance, business planning Team leader of team of consultants for MEPSO Project named: Due diligence - and financial viability analysis of SILMAK JSC. In-depth company analysis and determination it's financial and market position for the needs of major creditor and its supplier of electric power. Financial analysis.
May-June 2006	Skopje Macedonia	World bank - CDP Community Development Project Mrs. Biljana Lazarevska Director of the project blazarevska@gmail.com	Local government finance expert	<u>Sectors:</u> Capacity building, public finance, training World Bank capacity building project of communities and municipalities. Activities: work with municipal officers on creation strategies and Local Action Plan for social protection and budgets for their implementation.
January- March 2006	Macedonia	UNDP Macedonia Zlatka Popovska	Financial expert	Identification of companies interested in FDI and preparation of 60 company profiles - UNDP Project for capacity building of the FDI Agency and preparation of company profiles

January-February 2006	Montenegro	Agriconsulting Claudio Mazzetti - A.E.S.A. C.Mazzetti@aesagroup.eu	M&E expert	<u>Sectors:</u> M&E, VET, employment EAR project; - Evaluation of VET programme in Montenegro - part of AGRICONSULTING Team,
October - December 2005	Skopje Macedonia	BASME CT Ltd Beti Delovska beti@basme.com.mk	Strategic planning expert 30 days	<u>Sectors:</u> Capacity building, strategic management DFID - serial of trainings for various ministries in Strategic planning, log frame development, budgeting, development of input and output indicators
May - December 2005	Macedonia	World Bank - CDP Community Development Project Mrs. Biljana Lazarevska Director blazarevska@gmail.com	Local government finance expert	Training of municipalities in policy development, budgeting and financial management. The program covered all 84 municipalities (WB Project) Activities: training and coaching of municipal financial officers in preparation of the municipal development policies and budgets.
May - July 2005	Skopje Macedonia	BASME CT Ltd Beti Delovska beti@basme.com.mk	Financial expert	<u>Sectors:</u> Corporate finance, Macedonia Competitiveness Project (MCP) funded by USAID Feasibility study for textile industry in Macedonia as team leader of a group of experts including preparation of financial modelling and cost calculation, financial statements projections, calculation of financial indicators.
September – October 2004	Skopje Macedonia	Agriconsulting Europe Gabriella Sestini g.sestini@agriconsultingeurope.be	Evaluator	<u>Sectors:</u> SME, micro finance, M&E EAR Evaluation of Micro Credit Line project, as a part of AGRICONSULTING EUROPA Team (the project focus was to identify reasons for poor use of MCL and make the assessment of local lending conditions in the country and based on that to propose new efficient design of new principles and new participating financial intermediaries to improve the use of funds for the credit line.
May - August 2004	Skopje Macedonia	DFC S.A. Valeria Kaneva valeriak@bcn.thedfcgroup.com	Evaluator	<u>Sectors:</u> Micro finance, M&E, SME EAR project; Evaluation of Micro Credit Line sponsored by EAR - this project was focused on evaluation of the performance of the Fund management Unit and the participating banks involved in Micro credit line scheme.
June - October 2004	Skopje Macedonia	BASME CT Ltd Beti Delovska beti@basme.com.mk	SME and training expert	<u>Sectors:</u> Labour market, employment, SME, Project with the Ministry of economy – training for employment for entrepreneurs, use of policy instruments and incentives implemented by Ministry of economy,
January - March 2004	Skopje Macedonia	Copenhagen DC Julie Hübertz jhu@copenhagendc.com	SME business development expert	<u>Sectors:</u> SME, M&E, labour market Technical assistance to the European Agency for Reconstruction for preparation of thematic / cross-centre evaluation of EC support to Economic Development (SME) - research for Copenhagen DC Ltd. Research for impact on the labour market, competitiveness development, employment, HR development caused by the EC interventions in the region
July-September 2003	Skopje Macedonia	WME Ltd Lyn Dawes LynD@wm-enterprise.co.uk	SME business development expert	<u>Sectors:</u> SME, Policy support EAR funded project; Policy Support Project – (part of WME Ltd Team) - support of Ministry of Economy in preparation programs for SME development and drafting EU Charter for small firms

May - June 2003	Skopje Macedonia	BASME CT Ltd	Strategy development expert	<u>Sectors:</u> Regional development Project funded by GTZ PSP; Regional Development study
2002 20 June 2003 30 June	Skopje Macedonia	NLB Bank ad Skopje info@nlb.mk	Head of International depart	<u>Sectors:</u> Banking Organisation of the department, management of international transactions; FX market organisation, securities trade with non-residents
1999 24 August 2002 19 Jun	Skopje Macedonia	National Enterprise Promotion Agency (Closed – successor is Agency for promotion of entrepreneurship of Republic of Macedonia)	Credit Fund Manager & Head of Financial Instrument Dept.	<u>Sectors:</u> Micro Finance, SME, employment, labour market, business incubators Creation, design, set up and implementation the micro credit scheme, As a head of financial instruments department I was responsible for a 10MEuro fund provided by EU to be re-landed by local banks, blending with their own capital. My responsibility was to create the relending scheme and to negotiate with the local banks, design the regulation and criteria for lending and set up a guaranty scheme which will follow the credit scheme. As a head of financial instruments department of state SME agency I was working on development of various funding instruments as seed capital fund, support of business angel's network, cooperation with venture capital fund and other financial instruments in order to promote enterprises creation and create incentives for employment.
1995 10 January 1999 23 August	Macedonia Skopje	Privatisation Agency of the Republic of Macedonia (Closed - no successor)	Senior Associate	<u>Sectors:</u> Privatisation, acquisition of companies, restructuring of companies, Privatisation plans support and monitoring. My job description included advisory services to companies involved in the process of privatisation. This was especially related to prospective buyers to implement the privatisation process including company review, definition of best model for privatisation for each company, follow up of privatised companies. Local coordinator of the project for loss making companies, supported by EU. Company restructuring, laid of plans, prequalification of laid-off workers In parallel to previous I was Coordinator of the World Bank`s project for establishment of business incubators. In total 10 incubators have been founded during the project offering new entrepreneurs services as free buildings, grants, free or low cost advisory services, financial and accounting services.
1989 20 November 1993 31 July	Skopje Macedonia	"TRESKA" Ltd. Furniture production and trade	Sale manager	<u>Sectors:</u> sale, furniture Manager of sales department, coordination of number of retail shops and sale agents in the country and abroad.

15. Other relevant information

Contact:
Vlatko Danilov
vlatko@basme.com.mk
Cell: + 389 70 233 867