

Curriculum Vitae

Personal information

First name(s) / Surname(s) **Marina Naumovska-Milevska**
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Date of birth 29.07.1968

Work experience

From the most recent backwards

Dates	May 2018 – Present
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	International Society for Fair Elections and Democracy (ISFED) and the Institute for Development of Freedom of Information (IDFI) through the support of USAID-funded East West Management Institute's Promoting Rule of Law in Georgia implement jointly the project "Analyzing Judges Professional Education System in Georgia". Both ISFED and IDFI are members of the steering committee of the Coalition for an Independent and Transparent Judiciary. The overall purpose of the project is to deliver a comprehensive assessment of the HSoJ and its function within the judiciary system of Georgia. Tasks among other included: - Comprehensive analysis of the current legislation and identifying gaps; - Comprehensive analysis of training programs and curricula; - Assessment of HSoJ's training system, compulsory internships, and their relevance; - Presentation of the project findings, recommendations and relevant advocacy.
Place of implementation	Tbilisi, Georgia
Employer/Sector	USAID/International/Judiciary
Dates	September 2017 – Present
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	Project "Efficiency and Quality of Justice in Albania" EU & CoE Joint Programme" Conducting comprehensive needs assessment for the Albanian judiciary - Implementing survey through questionnaires, face to face interviews, focus group discussions and analysis of the existing legislation and documents for all the target groups within the justice sector. - Developing training module and training materials and delivering trainings on Time Management and Timeframe Targets for the MoJ, Judicial Council, chancellors, chairpersons, judges and judicial staff. The same training provided in for the same target group in Kosovo.
Place of implementation	Albania Tirana&Durrës and Pristina, Kosovo
Employer/Sector	CoE/International/Judiciary
Dates	November 2017 – November 2018
Occupation or position held	Consultant–Judicial Policy Advisor
Main activities and responsibilities	Project "Accountability of the Judicial System" EU/CoE Horizontal Facility for Western Balkans and Turkey Policy advises to institutional strengthening and capacity building within Montenegrin Judiciary; - Conducting assessment using SWOT and Stakeholder analysis; - Reviewing the existing legal framework; - Delivering 2-days training on strategic planning process; - Organizing and facilitating strategic workshop; - Guiding and advising the WG drafting the Judicial Training Strategy. Key stakeholders: MoJ, Judicial Council and Judicial Training Centre.
Place of implementation	Montenegro, Podgorica&Budva
Employer/Sector	CoE/International/Judiciary

Dates	December 2017 – October 2018
Occupation or position held	Consultant – Institutional Strengthening
Main activities and responsibilities	Ministry of Justice, World Bank Judicial Services and Smart Infrastructure Project: Individual Consultancy Assignment: Justice Academy: Institutional and Training Needs Analysis - Conducting comprehensive needs assessment based on quantitative and qualitative methods: questionnaires, face to face interviews, focus group discussions and analysis of the existing legislation and documents, - analysis and identification of the best international training practice used in European and other countries; Preparing Recommendations Package and Action Plan for the target groups of the Justice Academy.
Place of implementation	Azerbaijan, Baku
Employer/Sector	World Bank/International/Judiciary
Dates	September 2017 – Present
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	Project “Efficiency and Quality of Justice in Albania” EU & CoE Joint Programme” Conducting comprehensive needs assessment for the Albanian judiciary - Implementing survey through questionnaires, face to face interviews, focus group discussions and analysis of the existing legislation and documents for all the target groups within the justice sector. - Developing training module and training materials and delivering trainings on Time Management and Timeframe Targets for the MoJ, Judicial Council, chancellors, chairpersons, judges and judicial staff. The same training provided in for the same target group in Kosovo.
Place of implementation	Albania Tirana & Durrës and Pristina, Kosovo
Employer/Sector	CoE/International/Judiciary
Dates	August – December 2017
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	“Improving the quality of judicial decisions in economic and commercial disputes” World Bank Judicial Services and Smart Infrastructure Project - Assessment of the training curricula to determine if there are shortcomings in the judgment process caused by an insufficient training aimed to enhance the capacity of judges in commercial disputes. The evaluation of the present training activities with special emphasis on the peculiarities of cases in commercial court from aspects of duration, content, the quality of the training including the competence and skills of the current trainers. - Conducting assessment using questionnaire and personal interviews with predefined target group to analyze the status of the competence and skills of judges dealing with commercial cases. - Recommendations for improvements included in the final recommendation package to enhance the knowledge and professional skills of the judges on business environment and economic and commercial law.
Place of implementation	Azerbaijan, Baku
Employer/Sector	World Bank/International/Judiciary
Dates	February - August 2017
Occupation or position held	Consultant – Institutional Strengthening
Main activities and responsibilities	EU/CoE Joint Project “Strengthening the capacity of the High School of Justice of Georgia” Policy advice for the HSoJ management to improve quality of training programmes to meet the needs of the reforming judiciary - Conducting Needs Assessment for the HSoJ; - Based on the TNA, prepare and deliver training for the HSoJ; - Prepare Training Cycle Management Manual for the HSoJ.
Place of implementation	Georgia, Tbilisi
Employer/Sector	CoE/International/Judiciary

Dates	April - December 2016
Occupation or position held	Consultant – Institutional Strengthening
Main activities and responsibilities	EU/CoE Joint Project“Support to Increased Efficiency of Courts, Improved Training of Judges and Judicial Self-governance in Azerbaijan.” -Development of a concept paper on training cycle, and training of Justice Academy; -Development of model training needs assessment tools and methods; -Development of training evaluation tools.
Place of implementation	Azerbaijan, Baku
Employer/Sector	CoE/International/Judiciary
Dates	June 2015 – January 2016
Occupation or position held	Consultant - Judicial Policy Advisor
Main activities and responsibilities	Project on “Strengthening the efficiency of justice and support to lawyers’ profession in the Republic of Moldova”. -Assessment of the legal and regulatory framework and related practices on training of lawyers and recommendations for improvements; -Conducting SWOT and Stakeholder Analysis; - Conducting strategic planning workshop; -Recommendations on the development and implementation of training strategy; -Comments on the Draft Law on Advocacy
Place of implementation	Moldova, Chisinau
Employer/Sector	CoE/International/Judiciary
Dates	July 2016
Occupation or position held	Consultant – Judicial Capacity Building
Main activities and responsibilities	Project: Increased Efficiency, Accountability and Transparency of Courts Project in Moldova -Delivering training on Judicial Ethics&Discipline to the Supreme Council of Magistrates (SCM); -Recommendations on methodology for evaluation and promotion of judges; -Drafting Recommendations on practical implementation of the Code of Ethics; -Work with the Working Group on designing regulations for the Ethics Commission; -Organizing workshop on “Judicial Ethics&Discipline, - Organizing workshop on evaluation and promotion EU practices for the WG within SCM; -Providing guidelines and advises to the WG on development of regulation for the functioning of the Ethics Commission.
Place of implementation	Moldova, Chisinau
Employer/Sector	Justice Cooperation Internationale/International/Judiciary
Dates	October 2015 - March 2016
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	EU/CoEproject “Support to the Georgian Bar Association (GBA)” -Preparation of a detailed assessment of the current needs and gaps in the skills and knowledge of practicing lawyers; -Conducting SWOT and Stakeholder Analysis; -Provision of expertise on the Training Strategy and Programme and the continuous training curriculum; -Workshop on efficient training strategy; -Recommendations for a sustainable and effective continuous training programme.
Place of implementation	Georgia, Tbilisi
Employer/Sector	CoE/International/Judiciary
Dates	November 2015 – February 2016
Occupation or position held	Consultant – Judicial Policy Advisor & Capacity Building

Main activities and responsibilities	Project: Increased Efficiency, Accountability and Transparency of Courts Project in Moldova (ATRECO Project) -Training sessions for all collegiums of Supreme Court of Moldova (SCM); -Analysis of the legal framework governing judicial training; -Comments on the draft Law on National Training Institute; -Recommendations for improvements of internal acts of the National Institute for Justice (NIJ); -Prepare and deliver ToTon training methodology; -Recommendations for the roles and responsibilities of the new Ethics Committee; -Provide training in Judicial ethics and develop curricula on Judicial Ethics.
Place of implementation	Moldova, Chisinau
Employer/Sector	GIZ/International/Judiciary
Dates	June-July 2015
Occupation or position held	Consultant – Capacity Building
Main activities and responsibilities	1. EU and CoE Project: Support to the Implementation of European Human Rights standards and the reform of the Ombudsperson Institution in Kosovo” -Assessment of the Human Rights Curriculum for initial and continuous training of judges and prosecutors. Review of the level of incorporation of the ECHR into different thematic courses. Recommendations and update the Human Rights Training curricula in the new revised Framework Training Programme 2016-2017. -The work included conducting comprehensive TNA through questionnaire, face to face interviews and training needs assessment sessions. The results of the TNA were presented in the “Assessment Report on the Quality of the Human Rights Curriculum of the Kosovo Judicial Institute”. The Assessment served as the base for the development of the Annual Training Program. 2. EU and CoE Project: “Human Rights Friendly Judiciary” – Belgrade, Serbia - Advising and guiding national experts within Judicial Academy in development of the “reasonable time” training curriculum for judges in Serbia based on the SATURN Time Management tools. -Identification of the course outline structure, desirable content and scope together with local experts. Compiling training materials from the literature already available in Serbian language and identifying further materials for translation.
Place of implementation	Kosovo, Pristina
Employer/Sector	CoE/International/Judiciary
Dates	May – December 2015
Occupation or position held	Team Leader – Judicial Policy Advisor
Main activities and responsibilities	Leading a team of international and local experts for the preparation of the Assessment “Barriers to Expanding Alternative Dispute Resolution (ADR): Needs Analysis, Review of Policy Options and Technical Support for Improving Policy and Institutional Framework and Capacity”. Main tasks related to project management: planning, coordinating, monitoring and quality control, reporting and evaluation of project inputs and outputs. Tasks related to experts’ input: analysis of the current status of ADR in Azerbaijan, effectiveness of the courts, type of cases backlogs, policy and legislative framework and analyzing barriers to expanding ADR in the country. Quality control of all expert’s input and compiling the Assessment Report. Based on the findings drafting the Recommendation Package and Action Plan. Also responsible for liaising with Azerbaijani and World Bank representatives in Baku.
Place of implementation	Azerbaijan, Baku
Employer/Sector	World Bank/ Law Firm Schmidt&Mahnke, Osterfeldstr. 26, 58300 Wetter (Ruhr), Germany/Judiciary
Dates	March – October 2014
Occupation or position held	Consultant- Judicial Policy Advisor

Main activities and responsibilities	EU and CoEProject "Strengthening of the application of the European Convention of Human Rights and the case law of the European Court of Human Rights in Armenia". Conducting Needs Assessment of the Armenian judiciary; - development of questionnaire; - conducting interviews, - review of legislation and strategic documents, - data analysis and field work.
Place of implementation	Armenia, Yerevan
Employer/Sector	CoE/International/Judiciary
Dates	February – March 2014
Occupation or position held	Consultant – Judicial Policy Advisor
Main activities and responsibilities	EU and CoE Project" Developing the Capacity of the High School of Justice of Georgia" Conducting Assessmentbased on legal and functional analysis: -Review of all relevant legislation for judicial training in Georgia; -Development of questionnaires for the needs assessment; -Conducting SWOT and Stakeholders Analysis; -Face -to- face interviews and assessment sessions with a predefined target group; -Analysis of data collected during the field works; -Experts appraisal; -Organizing Strategic Planning Workshop; - Advising on the Strategy and Action plan.
Place of implementation	Georgia, Tbilisi
Employer/Sector	CoE/International/Judiciary
Dates	February 2009 – February 2013
Occupation or position held	President of the Centre for Development of Local Democracy
Main activities and responsibilities	As a President of the association responsible for identifying activities and presenting projects in the area of different services to be provided at local level. Presenting projects to different parties at national and regional level. Following the political developments, identifyingpossibilities for intervention and representing the association at different events and occasions. The project of direct expert involvement -ADR, "Mediation as a tool to improve judicial efficiency". Project financed by the Norwegian Government. -Restorative Justice aimed at victim-offender mediation in juvenile cases, was taken as a pilot project in cooperation with the courts, Judicial Council, Mediation Chamber and Ministry of Justice. The project was implemented in cooperation with the Norwegian Mediation Centre. Design the training, develop training curricula and provide training for 1st instance judges (juvenile) and 40 future mediators.
Place of implementation	Macedonia, Skopje
Employer/Sector	Centre for Development of Local Democracy, Skopje
Dates	October 2012 – March 2013
Occupation or position held	Consultant
Main activities and responsibilities	Fact Finding Mission for a new GIZ project supporting EU Accession process. -Part of ateam for preparation of Assessment Report for the Status of Implementation of Chapter 23 -Judiciary and Fundamental Rights and Chapter 24 - Justice, Freedom and Security. -The assessment included analysis of the level of harmonization of the national legislation with the EU legislation and practices, face to face interviews, review of progress reports and High Level Accession Dialogue (HLAD) reports as well as review of the Government strategic documents.
Place of implementation	Macedonia, Skopje
Employer/Sector	GIZ/International/Judiciary and Fundamental Rights
Dates	May –December 2012

Occupation or position held Consultant

Main activities and responsibilities Mid - term consultant, Training Coordinator in the EU financed project "Support to the Government of Moldova in the field of anti-corruption, reform of Ministry of Internal Affairs (MIA), including police and personal data protection".
 -advising on setting up a mechanism for training needs assessment within the Centre for Combating Economic Crimes and Corruption and Ministry of Internal Affairs and Police Academy;
 -designing a Concept and Questionnaires for different professions;
 -drafting the legal document Concept Paper for pre and post training evaluation;
 -drafting the Methodology for TNA;
 -Giving policy advises, preparing briefs and legal analysis, contributing to the project's reports.
 Working as a part of project team and responsible for coordinating all training related activities.

Place of implementation Moldova, Chisinau

Employer/Sector GIZ/International/Anti-corruption

Dates June 2011 – September 2012

Occupation or position held Short Term Expert – Judicial Policy & Institutional Strengthening

Main activities and responsibilities **1.CoE/ EU joint programme "Enhancing Judicial Reform in Eastern Partnership Countries"**
 Involved in the Working Group "Professionalism in the Judiciary" sub groups: "Training of Judges" and "Training of Lawyers"
 Six countries included in the project: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.
 Activities:
 - drafting reports (three) based on analysis of the current situation in the 6 countries.
 The process:
 - reviewing if legislation of respective countries meets CoE and EU standards and practices,
 - identifying obstacles in meeting these standards and
 - making recommendations for improvements.
2. CoE/EU Joint Programme "Support for Access to Justice in Armenia"
 - Delivering training to local experts in training methodology;
 - Developing templates, contributing to the content of the courses, coaching and giving guidance to local expert when drafting the course outlines;
 -Drafting curricula for judges-candidates for the initial training programme.
3. HELP Programme
 Contribution to the improvement of the HELP web page, promotion of the web page and training judges and lawyers the usage of the web page and its content and participation to meetings/workshops to enhance the impact of ECHR capacity building activities.
 Participating on the HELP Annual Conferences 2012/2013/2014 presenting different aspects of training within judiciary.

Place of implementation Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine, Turkey and France (Sxb).

Employer/Sector CoE/International/Judiciary

Dates September 2010 – December 2011

Occupation or position held Key Long Term Expert – Judicial Policy & Institutional Strengthening

Main activities and responsibilities	CoE/EU Joint Programme “Support for Access to Justice in Armenia” - Conducting assessments using SWOT and Stakeholder analysis, survey through questionnaires, face to face interviews; focus group discussion. -Drafting legal acts for the establishment and functioning of the School of Judges and newly established School of Advocates; - Development of training curricula and training materials of the School of Judges and newly established School of Advocates; Drafting detailed courses outlines and training materials; Conducting TNA through TNA targeted sessions; Developing Manual for training methodology and Manual for court practice; -In cooperation with international and local experts 5 curricula were developed: curricula for initial training for judges-candidate; in-service training curricula for judges; initial training curricula for candidate-advocates, continuous training curricula for practicing advocates and curricula for court personnel were developed; -Training delivered: ToT in human rights training methodology for future judges-trainers and ToT in court practice for judges –mentors, ToT in human rights training methodology for future lawyers-trainers. -Specialized ToT's: Deontology& Ethics, Judicial Efficiency in the Fight Against Corruption, Case Management, Fair Trial , Court Practice... Contributing to the Steering Committee meetings as well as to the reports on the implementation of the project activities and a qualitative assessment of their results. Coordinating, organizing, and overseeing the participation and work of the short-term training consultants selected for individual assignments. Establishment of a roster of HR trainers within the schools, drafting training manuals, compiling human rights training materials and creation of library for HR training.
Place of implementation	Armenia, Yerevan
Name and address of employer	CoE/International/Judiciary
Dates	December 2009 – May 2010
Occupation or position held	Consultant – Judicial Project Management
Main activities and responsibilities	Preparing the start-up of the comprehensive project ‘Supporting the transfer of knowledge and materials of war crimes cases from the International Criminal Tribunal for Yugoslavia (ICTY) to national jurisdictions’ financed by the EC – RELEX. Drafting and negotiating an implementing partner agreement with the ICTY and UNICRI; Developing milestones and indicators for the monitoring purposes during project implementation; Drafting and negotiating other sub-contracts for various parts of the project (training curriculum, case matrix, training logistics, etc.) as required, including researching sub-contracting options; Developing models for financial and narrative reporting according EU requirements; Establishing a good line of communication between all stakeholders in the project: Tribunal, UNICRI, OSCE field offices, regional project offices, national jurisdictions and EU- RELEX as the project donor. Developing administrative guidelines for the coordination of all project activities. Designing internal procedures for communication and reporting; Providing legal opinions and interpretations of EU rules and regulations for Grants vis-à-vis OSCE regulations.
Place of implementation	Poland, Warsaw
Name and address of employer	OSCE/ODIHR/International/War Crimes
Dates	March-September 2009
Occupation or position held	Consultant
Main activities and responsibilities	1. Preparation of a Study “Performance Management system in Macedonian Public Sector”, delivering training to Inter-ministerial Working Group and giving recommendation for further steps.Developing performance management concept and guide for public authorities. 2. Council of Europe (CoE) expert in Kosovo –advising the Association of Municipalities in Kosovo (AMK) in the implementation of the project ‘If I were a mayor” (developing plan of activities for the project, criteria for evaluation, ToR for the selection committee, training local experts in the project implementation and Project Cycle Management, monitoring the implementation of the project and reporting the impact made). Pristina 3. Council of Europe (CoE) expert in Chechnya - strengthening local self government on the bases of best practice programme. Training local and federal authorities in the benefits of best practice programme as a training vehicle for local authorities. Pyatigorsk, Russian Federation 4. Turkey – Training the Union of municipalities in the benefits of the Best Practice Programme.

Place of implementation	Macedonia, Kosovo, Russia and Turkey
Name and address of employer	Council of Europe, Centre of expertise for local government reform/International/Democracy
Dates	May 2009 – October 2009
Occupation or position held	Consultant – Strategy Development
Main activities and responsibilities	Team Leader of the UNDP financed project for preparation of a Strategy for development of North East Region in the Republic of Macedonia. The assignment included facilitation of a dialogue among different stakeholders from North East Planning region, preparation of the Draft Programme for Development of North East Planning Region using participatory approach. Three workshops were organized with all six focus groups using SWOT, Stakeholder and PESTLE analysis as strategic planning tools.
Place of implementation	Macedonia, North East Region
Name and address of employer	UNDP, Skopje/International/Democracy
Dates	July 2007 - February 2009
Occupation or position held	Programme Manager
Main activities and responsibilities	CoE/EU Joint Programme “Leadership Benchmark and Best Practice Programme” Responsible for the overall programme management in a joint project of the Council of Europe and European Union. The Programme focused on increasing transparency and accountability of elected local self government officials and strengthening capacities within Association of the units of local self-government. The Programme had three sub programmes Leadership Benchmark, Best Practice and Public Ethics. Key responsibilities among others included: Developing, planning, coordinating, implementing and evaluating programme’s activities; monitor and review implementation of the three sub-programmes, organisation and charring of the programme Steering Committees’ meetings; designing trainings and training modules, identifying experts and target group; giving advices and guidance to Association’s project coordinators and project staff; political contacts and relations with key domestic and international local government stakeholders. Also providing guidance to international and local experts involved in the implementation of projects capacity building activities; assessing the impact made through the programme and preparing evaluation reports for the CoE and EU Delegation in Skopje assist in CoE policy development, follow up trends in the region; preparing evaluations reports, project proposals and other research documents and background paper. Conducting training needs assessment for the three programmes. Establishing pool of 20 local trainers for each project component. In the course of the Programme Training curricula developed and implemented: public service efficiency, peer review; performance management, ethical behavior of public servants, role of local leaders and developing skills for strategic planning. Trained in: leadership benchmark, leadership in place, best practice tool, public ethics standards and peer review techniques
Name and address of employer	Council of Europe/International/Democracy
Dates	December 2000 - July 2007
Occupation or position held	Project Coordinator, senior expert

Main activities and responsibilities	"Improvement of economic efficiency of public service delivery "(2000-2007); several phases; financed by the EU Stability Pact and German Ministry for Economic Cooperation Two main assignments: 1. Project Manager: In charge of overall project co-ordination and management: Project's day-to-day activities and its overall implementation process, including planning and monitoring towards optimal use of resources, in an effort to ensure successful achievement of the projects' objectives; 2. Senior Legal Advisor Providing legal advises for necessary improvements of the legislation for the implementation of the initiatives targeted at introducing business thinking in the traditional public service management. Initiatives implemented: - Business Plan and Market Strategy; - Free Legal Advice Municipal Office; - SOS line; - One Shop Stop; - Benchmarking and performance indicators as a self-improvement tool; - Common Assessment Framework (CAF) – self assessment tool for public service providers; - PPP models in provision of public services; - Best Practice in public service delivery. Execution of surveys, opinion polls, legal analysis, developing questionnaires and preparing survey's analytical reports. Developing indicators to measure the performance of public services. Monitoring the implementation of more than 50 pilot projects realized in the municipalities in the area of environment, infrastructure and institutional development. Leading coordination activities within GTZ project activities. Developing and institutionalizing mechanism for coordination of all projects activities of GTZ national office, with an aim to minimize the possibilities for overlapping activities and increase synergy effects. Member of Donor Working Group (DWG) (comprised of representatives from EU, USAID, OSCE, UNDP, WB, KfW, EBRD, GTZ, SDC ..etc). Co-chair of the donor sub-group for communal services with an aim of coordinating activities and sharing information in order to avoid duplication and overlapping activities of donors active in this field of intervention.
Place of Implementation	Macedonia/Skopje+10 pilot municipalities
Name and address of employer	German Development Cooperation- GIZ, Eschborn, Germany/International/democracy
Dates	May 1996 - December 2000
Occupation or position held	State Civil Service
Main activities and responsibilities	1. Ministry of Justice, Deputy Minister, Head of Sector 1996-1998, 1999-2000 Team Leader of the Working Group on Judiciary Reform; General Secretary of the Inter-Ministerial Commission for Public Administration Reform; Chairman of the Secretariat of the Public Administration Reform; Team Leader for the Group responsible for the new legislation in the Judiciary and Public Administration; Head of the Public Administration Reform Unit (cross-ministerial) Coordination of all government activities in the area of justice reform. Responsible and directly involved in preparation the strategy for reform of the judiciary system in cooperation with all stakeholders (Courts, Prosecutor's offices, Ombudsman, Ministry of Interior, Bar Association and CSO). Coordinating the work of different working groups in charge for different pillars of the Strategy. Preparing the Annual Action Plan and implementing the scheme for the monitoring of the implementation of the Strategy within judicial structure. Preparing monitoring progress reports. Introducing organizational changes for reducing delays in the courts' procedures and establishing independent court budget. Responsible for drafting the legislation for the Judiciary reform (Law on Courts, Law on Judicial Council, Law on independent Court Budget). Leading targeted projects (IT court Management System, Functional Analysis-Outsourcing and Privatisation, etc...). 2. Ministry of Local Self Government, Minister's advisor - European Integration Public Administration Reform. Member of the Steering Committee;Co-ordinator responsible for local self-government component of the Phare EU financed Project;Coordinator for the Council of Europe activities on local self-government level.

Fully involved in the establishment of the new Ministry as one of the first Government actions after decentralisation started. Establishment of a line of communication and good co-operation with all 124 municipalities and their association.

Organizing and leading working groups for developing strategy for local government reform process, preparing a new Law on local Self Government and a new Law on Territorial Division. Preparing comparative studies for municipal tasks and responsibilities in the EU member states versus Macedonian municipalities. Leading the research team for development of a decentralization model in the country.

3. State Statistical Office and MoJ, Legal Advisor

Involved in the preparation of laws and secondary legislation concerning presidential, parliamentary and local elections. Responsible of collecting opinions from the political parties and NGO sector regarding electoral legislations. Conducting surveys and opinion polls about citizen satisfaction with the electoral processes. Preparation of analytical reports, reviews, and legal opinions in the area of election process (voter turnout, irregularities in voting process, irregularities in the electoral list, etc...)

Responsible for the organization of the field activities of the regional departments during the Parliamentary election in 1998.

Place of Implementation Macedonia, Skopje

Name and address of employer Ministry of Justice, Ministry of Local Self Government, State Statistical Office

Education and training

Dates 2014 - current

Occupational skills covered Human Resources Management – Master

Name and type of organisation Institute for Sociological, Political and Legal Studies, Skopje

Dates 1989-1996

Occupational skills covered Legal Studies of Law and Judiciary – equal to Master according Bologna Educational Framework

Name and type of organisation University St. Cyril and Methodius

Dates 1986-1987

Occupational skills covered English as a second language

Name and type of organisation University of British Columbia, Vancouver, Canada

Social skills and other competences Other skills: Excellent analytical skills; strong abilities in strategic planning and drafting policy documents; first-rate oral presentation skills; well organized; computer literate and fully independent in research and analysis of information and data.

Personality characteristics: Friendly, communicative; flexible and open minded, fitting well with different people and personalities and adjustable to the variety of working environments; enthusiastic and focused on objectives; team player as well as professionally independent.

Other language(s)

Self-assessment From 1-5 (where 5 is the highest)	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
Language	5	English	5	English	5	English	5	English	5	English
Language	5	Serbian/Croatian	5	Serbian/Croatian	4	Serbian/Croatian	4	Serbian/Croatian	4	Serbian/Croatian
Language	3	Russian	3	Russian	1	Russian	1	Russian	1	Russian
Language	3	German	3	German	1	German	1	German	2	German