CURRICULUM VITAE

1. **Family name:**   **Apostolova**
2. **First name(s):**   **Mirjana**
3. **Date of birth:**   1952
4. **Nationality:**   Macedonian
5. **Civil status:**   Married
6. **Education:**

Institution [Date from – Date to]	Degree(s) or Diploma(s) obtained:
Faculty of Law, University of Skopje, Macedonia 1970-1974	Bachelor of Law

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

Language	Reading	Speaking	Writing
Macedonian	5	5	5
English	5	4	4
Serbian / Croatian	5	5	5
Bulgarian	4	4	4

8. **Membership of professional bodies:**
   - MCA 2000 - Management Consulting Association – member of CMC Committee
   - National Entrepreneurship and Competitiveness Council - President
   - MASIT (Macedonian Association of IT firms) IT Experts Committee - member

9. **Other skills:** (e.g. computer literacy):
   Advance Computer literate (Word, Excel, Power Point, Internet, MS Project, Visio, Data architect, Process architect...)

10. **Present position:**
    Deputy Head of department for international collaboration and collaboration and support NGO and foundations in City of Skopje

11. **Years within the firm:** 35

12. **Key qualifications:**
    Senior lawyer with over 20 years' professional experience in local and state government in:
    - ✓ EU funded project management
    - ✓ EU funded project dissemination management
    - ✓ Certificated Management Consultant - CMC
    - ✓ Public private partnership models consultant
    - ✓ WB and PHARE procurement procedure consultant
    - ✓ Implementing process improvements in Organization and procedures
    - ✓ Creation of city's lows and regulations, its harmonization with state lows and international accepted rules and standards
    - ✓ Roll out of new methods, procedures and prototyping in implementation of new state and local low
    - ✓ Project management and monitoring
    - ✓ Implementing of Standardization and Quality system (ISO 9001)
    - ✓ Education and training for professionals (manager and staff Definition of local government business strategy)
    - ✓ IT concept, Strategy and application design

- ✓ Facilitating / coaching for a project identification and project design
- ✓ Facilitator for strategy planning session
- ✓ Lecturer on Group dynamic, team building and participatory behavior
- ✓ Consulting / coaching for basing managerial skills
- ✓ Advance Computer literate
- ✓ Business system re-engineering
- ✓ Business system modeling
- ✓ Team management
- ✓ Excellent communications, facilitation, motivation and training skills
- ✓ Multidisciplinary Team leadership, building, communication, motivation, conflict management, decision-making and problem solving
- ✓ International Co-operation and Partnerships
- ✓ Reach professional contact network

13. **Specific experience in the region** (in last 6 years):

Country	Date from -Date to
EU IPA - LOCAL INFRASTRUCTURE 2007- Reconstruction of MKC-project designer and coordinator	2009
EU-IST W7 program – RENEISSANCE – New urban concepts in public transport – local dissemination manager and financial and administrative manager	2008-2010
EU-IST W7 program – NICHE+ , new mobility concepts in urban areas, financial and administrative manager	2009-2011
EU-ISTFW6 program – SWEB project, mobile services in cross border processes- national project coordinator, local project manager	2006-2010
EU-IST W6 program – TRANSPOWER – New concepts in urban transport- national project coordinator, local project manager	2006-2010
EU-MED PACT project – Mediterranean partnership in territorial marketing – national coordinator, project manager	2006-2009
USAID – e-Public procurement project, pilot installation and testing in Skopje City, project coordinator	2005
UN - Electronic document Management against corruption – National winner in e-government group and WSA 2005 candidate- project developer	2005
GTZ - LEAP for Skopje – **L**ocal **E**nvironmental **A**ction **P**lan for Skopje – president of Working group for ICT	2003-2004
EU – IST FW5 Program – E-MunIS **Electronic **Mun**icipal **I**nformation **S**ervice - best practice transfer and improvement project – EDMS Team Manager	2001-2003
EU – IST FW5 program – GISEE **Geographic information systems in SEE – assessment of market value of spatial data in SEE countries, National Project Manager	
USAID - World Learning Technical assistance for establishing certificate project team for LOTUS NOTES & Project Management - team member	2000 - 2001
SEED-South East Europe Digital Economy- EU IST founded project- Taskforce for Assessment and Defining the Legal Framework for e-Commerce enabling environment in SEE	2000 - 2002
UNDP / Yale University & International University Sofia - World-wide Distance learning project for Public Private Partnerships in Urban development projects – team member	2001
Greece, SESMA - DAC , Skopje advance consultancy training - team member	2001
World Bank Institute - Corporate Governance & Strategy Distance Learning Core Course, team member	2000
UNDP project "Transfer of International Procurement Procedures for Macedonian companies " - training for creation of proposals , leading consultant/ trainer	2000
Germany- SEEmunIS - South East Europe municipalities Information Infrastructure Project – team member	1999-2000

| **UNICEF & Ministry of labour in RM** - management training project for Social care support canters in R. Macedonia - member of consultant / trainer team | 1999 |

14. **Professional experience record:**

Date	2008 -
Location	Skopje, R.Macedonia
Company	City of Skopje
Position	Deputy Head of Department for international collaboration and collaboration and supporting NGOs and foundations
Description	Managing EU funded project, managing EU integration process of the City of Skopje, Coordination of IPA funded schemes, international collaboration and communication, initiating and managing national and international project and programs, implementing and affirmation of new working concepts in administration, project management of EU funded projects

Date	2005 – 2008
Location	Skopje, R.Macedonia
Company	City of Skopje
Position	Head of Unit for collaboration and supporting NGOs and foundations
Description	Managing international collaboration and communication, initiating and managing national and international project and programs, supporting and collaboration between City of Skopje and NGO, donors and foundations, implementing and affirmation of City strategy for collaboration with MGOs, project management of EU funded projects

Date	1982 - 2005
Location	Skopje, R.Macedonia
Company	City of Skopje
Position	Deputy Manager in Institute for Information System Development
Description	Implementation of "e - City Strategy" and evaluation of opportunities to Re-engineering the process of City administration operations, ICT concepts definition, Definition of terms of references and technical definitions for procurement of ICT technology, evaluate the bidders in ICT procurements, Systems Analysis and Design of IT based administrative systems, Implementing MIS–Management Information System in City of Skopje Local Government, promotion of partnership relation between local government and environment (provide new strategy and relations between City and public enterprise, other municipalities, state government and citizen), implementing GIS technology as a part of City decision making and management, Organizing Document management System and Office Systems Administration, Implementing of Internet and Intranet philosophy and technology in local government , Education and training for organizational and management skills, Information system Concept for local government, Framework for IT standards in city government projects, Planning and Implementation of Quality system based on ISO 9000 standards, modernization of city low and regulations.

Date	1975 – 1982
Location	Skopje, R.Macedonia
Company	City Assembly of Skopje
Position	Law advisor
Description	Advisory in law, regulation and organisation

Date	1990 – until now
Location	Skopje, .Macedonia

Company	Freelancer
Position	External expert, senior consultant and project manager
Description	**Project manager** in a few consortium and projects, manager of IT & Management Training Delivery for special interest groups managers IT professionals, IT users, expert for ISO 9000, BSI 17799,OHSAS 18001 standard implementation and assessment , author of National methodology for planning, design and implementing ICT projects , trainer for Project management skills. **Senior consultant in strategic projects in state government (among others):** • Strategy for sustainable urban development of the City of Skopje - member of project team, supported by SIDA, 2008 -2009 • GTZ - LEAP of City of Skopje- leader of working group for communication and information (2004-2006) • GTZ –LEAP of the City of Skopje, moderator of planning session for preparing of Action plan, 2006 • Process re-engineering, Standardization, IT design, Working group concept implementation, Internal and external communications, Information and Document management for some state institution, ministers and offices.(1999-2005) • Macedonian's Parliament Strategy plan and Organization Structure through re-engineering of working procedures and processes (1999-2002) • IT modernization of Ministry of Social Care - Concept of IS and realization of IS for Labour inspection (1998-1999) **External consultant** in some business development projects (among others): • SNV Local Consultant - **Design and implementation of training for Public Private Partnership for municipalities** • GTZ Local **Consultant / trainer in Training session about Commercialization of Public sector through Public Private Partnership Concept for municipalities and public enterprises** • GTZ / Technology transfer project in Macedonia in Technology transfer and capacity building, consultant**, lecturer and trainer about EU funds, EU projects management, intellectual property rights protection, PPP contracts and licensing**, Consulting services in the performance of the Workshop on management in TTC , Consulting services and active participation in the conduction of the Workshop on **preparation of project proposals within the EU Framework program**, Consulting services in GTZ Technology Transfer Project Evaluation, Consulting services and active participation in the conduction of the Workshop on GTZ Technology Transfer Project second Phase planning • INOTECH Consulting – Skopje, **Evaluation of USAID e – Biz project**, evaluator and consultant • Consortia Challenge, as **Consultant in Feasibility study for Business improvement and ISO Quality management certification (ISO 9000, BS 17799 and OHSAS 18001**) Leading responsible for OHSAS 18001 • UNDP Global compact activities, **Lecturer and mentor for 10 firm for Corporate social responsibilities and preparing Code of conduct and Ethical Code for business and industry** • T&P Consortium as Consultant in Business improvement and ISO Quality management certification of some IT companies, Consultant in MCA USAID about **Cluster development** and quality improvement especially about products origin registration and protection, Consultant in preparing **Survey and market analyze** about Lottery market in RM, , trainer in Training session for Contact Center operators in AD Makedonski Telekomunikacii, , Consultant trainer in Training session for management skills for managers of Social Care centers. • GTZ PSP private sector promotion project in organizing 1st, 2nd and 3rd MASIT Open days and 1st, 2nd, 3rd and 4thSEE Conference of IT association • USAID/LGRP Local Government Reform Project in conduction of the Planning Workshops on establishing one stop permitting center and about definition of future organization of urban planning sector in pilot municipalities • USAID/CG&CM project in promoting and training about Corporate Social Responsibility and

	preparing the Manuel for preparing Code of conduct and Ethical Code for business and industry

15.   Other relevant information:

Professional education:

Date	Name	Institution & location
2009	IPA funded schemas	Open society institute
2008	FP7 program – possibilities	SCORE project,
2005	IT Security Management System – Implementing BSI 17799-2:2002,	British Standard Institute-BSI, Skopje, R.Macedonia
2005	Certification of Management Consulting – CMC	ICMCI / BAMKO, Sofia, Bulgaria,
2005	Using Public - Private Collaboration to Improve the delivery of Urban Services in Developing Countries	Yale University & International University Sofia, Bulgaria
2003	Managing Procurement process under International (World bank and EU) Procurement procedures	UNDP Skopje, R.Macedonia
2003	Management of urban Environmental Projects	UNDP Skopje, R.Macedonia
2000	Corporate Governance & Strategy, World-wide Distance Learning Project	World Bank Institute, Skopje, R.Macedonia
1999 - 2000	Managing Consulting Business and Processes	SESMA - DAC Athens, Greece
1998	Implementing Human Resource Management in Macedonian Central and Local Government	USAID & KPMG Barents, Skopje, R.Macedonia
1998	Internal quality auditing- Qualified internal quality assurance consultant	SIQ, Slovenian Institute of Quality - Ljubljana, Slovenia