

Marjan Nikolov	December 2005
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## CURRICULUM VITAE

1. **Surname:** Nikolov
2. **First name:** Marjan
3. **Date of birth:** 16 April 1968
4. **Nationality:** Macedonian
5. **Civil status:** Married

**6. Education:**

	Institution / Degree(s) or Diploma(s)
1998-2000	<b>Master of Science in International Economics and Finance</b> , Reykjavik, Faculty of Economics and BA, Iceland, Full-time programme MSc thesis: "The many facets of electricity: The case of the Republic of Macedonia" A microeconomic analyses of productivity and efficiency in the generation and distribution sector of electricity market in Macedonia. Methodology used: Econometrics, DEA and SF.
1996-1998	<b>Master of Business Administration</b> , Skopje, Faculty of Economics, Macedonia, some exams need to be taken.
1988-1996	<b>Bachelor of Science</b> , Skopje, Faculty of Mechanical Engineering, Macedonia BSc thesis: "Programing NC/CNC machining and usage of Mazatrol programming language".

**7. Language skills:** (Mark 1 to 5 for competence)

Language	Reading	Speaking	Writing
English	5	5	5
German	2	1	2
Serbian/Croatian	5	4	5
Bulgarian	2	1	1
Macedonian	Native language		

8. **Other skills:** Computer literate (MS Office, E-Views, Data Envelopment Analyses, Stochastic Frontier)

9. **Present position:** Freelance consultant

10. **Years of professional experience:** 6 years

**11. Key qualifications:**

- Strong analytical capabilities.
- Macroeconomy and negotiation with IMF. Building forecasting models and economic macromodels.
- Good knowledge of the macroeconomic stance of Macedonia.

- Microeconomy. Efficiency and productivity studies.
- Experience in environmental economics policy work.
- Understanding of energy policy issues.
- Good knowledge of the electricity economics and energy sector in Macedonia.
- Good knowledge of Econometrics and Statistics.
- Fiscal decentralisation; Design of inter-governmental finance systems and procedures; Calculation of costs of decentralised tasks.
- Good knowledge of the decentralization issues in Macedonia and in South-Eastern Europe, Good knowledge of the local communal services and companies.
- Local government/municipal finance; financial management; local government statistics; performance measurement (minimum service standards); MTBF.
- Central-local relations; Budgetary negotiations and co-operation systems.
- NGO work and functioning; Organisational development; Leadership and NGO-donor partnerships.
- NGO activities involvement - President of Assembly of the Centre for Economic Analysis – economic research think tank.
- Design and drafting of technical and financial proposals for national and international funding agencies, incl. USAID, World Bank, OSCE.
- International network with other experts within the areas of decentralisation and macroeconomy.

## 12. Specific foreign countries experiences:

Country	Year	Description
Iceland	1999/2000	<b>Part time assistant at the Economic Institute of Iceland.</b> Efficiency and productivity of Icelandic construction business.
B&H - Sarajevo	October 2004	<b>Decentralization expert.</b> Responsibilities: moderation of conference and presentation of a working paper at international conference in Sarajevo about fiscal decentralization issues in Macedonia. World Bank Institute contract.

## 13. Professional Experience Record:

Year	Organisation	Position / Job Description
2003 To present	Centre for Economic Analyses – CEA	<b>President</b> and <b>Economic Analyst</b> of this NGO. Managing, team leader, proposal development, writing reports, economic analyses and research, NGO activities.
2005-2008	Centre for Economic Analyses – CEA and the partner USAID ”Toward sustainable think tank”- project	<b>Chief of Party.</b> After successful negotiation awarded unsolicited USAID grant for sustainability support for three years up to 2008.
February 2005 - to present	OSI-Skopje	<b>Team Member-Economist.</b> OSI contract in estimating transaction costs for doing business in Macedonia
September 2005 – to present	Sector for EU integration; Government of Macedonia; GTZ Grant	<b>Team Member-Economist.</b> Developing regional development indicators for Macedonia and comparison with the EU regions.

December 2005 to present	Project Management Group-PM under Technical Assistance Environmental Management Strengthening to the Ministry of Environment and Spatial Planning. An EU funded project managed by the European Agency for Reconstruction;	<b>Short-Term Local Economic Instrument/Project Preparation Expert</b>
August 2005 - December 2005	Human Dynamics – CIPFA under Technical Assistance to the Ministry of Finance for Fiscal Decentralisation; EuropeAid/119724/D/SV/MK.	<b>Short-Term Local Expert – Fiscal Planning and Budgeting, Financial Reporting, Capacity Development.</b> <ul style="list-style-type: none"> <li>• Promote the value-for-money approach for public service delivery and give advice on program- and outcome-based budgeting techniques</li> <li>• Performance management system developing and pilot-tested in selected municipalities</li> <li>• Development of the inter-governmental fiscal transfer mechanism</li> <li>• Calculation of cost for transferred tasks</li> <li>• Development of MTBF for the LGU</li> <li>• Organizing, monitoring, process data and undertaking analysis based on the need to establish proper information flows between all entities, incl. administrative control measures</li> <li>• Technical training on fiscal planning and budgeting, calculation of costs, financial reporting and control</li> <li>• Leadership development seminars, Cross-sectoral training seminars</li> </ul>
May 2005 - June 2005	LDK Consultants under EAR's TA for the Implementation and Co-ordination of the Decentralization Process.	<b>Short term consultant</b> and presentation to the government officials. Developing paper for illustrating the Risk Management Guidelines for the Decentralization Working Group of the Government of Macedonia.
March 2005 - July 2005	Transparency International-TI Macedonia	<b>Consultant.</b> TI was organizing tribunals in relation to the forthcoming electricity market privatization in Macedonia.
January 2005 - April 2005	Ministry of Economy	<b>Economist.</b> Analyses of the industrial policies and trade policies of Macedonia.
January 2005 - April 2005	Ministry of Labour and Social Policy	<b>Economist and advisor to the Minister.</b> Quantitative analyses of the labour market.
February 2005	Consultant to the Andrew Young School (AYSPS) at Georgia State University (GSU) under contract by UNDP/Bratislava Resource Centre (BRC)	<b>Decentralization Expert,</b> preparation of a country report for Macedonia (purpose: round table discussion with IMF in Washington, scheduled for 31 of March, 2005). Paper published and available from the UNDP office – Bratislava.
February 2005	OSI and CEA	<b>Team Leader.</b> Organization and coordination. Decentralization expert in measuring fiscal capacity of the LSG. Coaching and presentation.
October 2004 – April 2005	VNG International/OSCE	<b>Chief editor.</b> “Handbook for the newly elected councillors and mayors”
February 2002 – October 2004	Bearing Point Consulting USAID Fiscal Reform Project	<b>Senior Economist and Managing the macro unit of the project.</b> A Fiscal Reform Project in building capacity of the Macroeconomic Analyses Department within the Macedonian Ministry of Finance. <ul style="list-style-type: none"> <li>▪ Participating IMF negotiations,</li> <li>▪ Building economic models,</li> <li>▪ Teaching econometric courses (theory and practice in E-Views) to the ministry of finance staff. Developing</li> </ul>

		<p>curricula and on job training.</p> <ul style="list-style-type: none"> <li>▪ Member of the decentralization working group within the ministry of finance,</li> <li>▪ Modelling financial equalization models for the LSG unit,</li> <li>▪ Organizing roundtables,</li> <li>▪ Supervising interns and internship programs.</li> <li>▪ Assisting Ministry of Finance personnel to develop macroeconomic forecasting models, conduct economic policy analysis, develop new approaches to budget revenue forecasting, and conduct analysis of the labour market,</li> <li>▪ Facilitating the analysis of monetary and exchange rate issues by personnel of the Research Department of the National Bank,</li> <li>▪ Facilitating the construction of a general-equilibrium trade policy model to be used by the Ministry of Finance and Ministry of Economy,</li> <li>▪ Organizing roundtable policy discussions that brought together Government organizations and the donor community,</li> <li>▪ Founder of the first politically-independent economics think-tank in Macedonia, the Centre for Economic Analyses, and serving as President of the Board of this institution,</li> <li>▪ Preparing articles and publishing them in the MoF monthly bulletin,</li> <li>▪ Conceptualizing and implementing a study tour for Macedonian officials on quantitative analysis to the Netherlands and Poland.</li> </ul>
October 2004	World Bank Institute	<b>Decentralization expert.</b> Responsibilities: moderation of conference and presentation of a working paper at international conference in Sarajevo about fiscal decentralization issues in Macedonia
June 2004 – December 2004	USAID and World Learning small grant project	<b>Decentralization expert.</b> Building and hosting www.lsg-data.org.mk data base and building indicators related to LSG in the Republic of Macedonia
October 2004 – July 2005	Ministry of Agriculture and Economic Institute	<b>Senior economic analyst.</b> Price competitiveness research for selected agriculture goods
October 2004 – December 2004	Ministry of Economy and UNDP	<b>Team Leader.</b> UNDP contract for preparation of FDI conference on behalf of Ministry of Economy and a presentation.
August 2004 – December 2004	Ministry of Economy and the sector for EU integration	<b>Team Leader</b> in engagement for preparation of EU questionnaire for Macedonia (chapter 15).
July 2004 – August 2004	Ministry of Economy	<b>Team Leader.</b> Analysis of industrial production decline in 2004.
May 2004 – July 2004	GOPA Consultants – EAR project	<b>Senior Economist</b> in local economic criteria development, IPPC licenses and charges and environmental charges. Strengthening the capacity of the Ministry of Environment and Physical Planning
January 2004 – August 2004	CDP World Bank sponsored	<b>Team Leader.</b> Design, development, and implementation of the regional and municipal profiling
February 2004 - April 2004	Ministry of Economy	<b>Senior Economic Researcher.</b> Analysis of the macro and micro effects from tariff liberalization on a list of raw materials and intermediate materials in the Republic of

		Macedonia
October 2003 – April 2004	GTZ	<b>Senior economic researcher.</b> Establishment of a sustainable monitoring system on production costs for municipal services. On job training in pilot LSG in Macedonia. Development of Cost-Volume Profit Analyses Model.
2003 to present	CEA, USAID, OSCE, World Learning and Bearing Point supported	<b>Chief Editor.</b> Preparation, editing and publishing newsletter: “Decentralization – our goal”
2003	GOPA Consultants – EAR project	<b>Economic expert.</b> Economic impact assessment of effectiveness of environmental policy and administrative costs assessment.
2003	UNDP	<b>Economic expert.</b> Managerial Economics and Managerial Finance at local government units’ level. Publication available from the UNDP Skopje.
February 2001 - July 2001	Ernst & Young	<b>Junior Auditor</b> within Corporate Finance Department. Initializing the reference book of banks in Macedonia, preparation of business plans, bankruptcy plans, audit activities, market research, and acquisitions.
November 2000 – March 2002	Fadata	<b>Managing Director</b> in the software branch office in Macedonia (a part from the international Fadata Systems Company - Bulgaria)
March 2000 – October 2000	IMF – Skopje	<b>Assistant to resident VAT advisor.</b> Implementation of the VAT in Macedonia and institution building of the Public Revenue Office. Interpretation, data preparation and analyses, contacting high officials, organization of meetings.
February 1998 – August 1998	Secondary Mechanical School: Nikola Tesla - Skopje	<b>Teacher</b> in hydraulics and pneumatics.

#### 14. Others:

Member of association of energy experts of Macedonia (ZEMAK), Deputy Editor to the Monthly ZEMAK’s Magazine “Energy”, member of organizational boards of ZEMAK in preparation of international energy conferences in Macedonia, External expert to the Economic Institute in Skopje – Macedonia, Member of Skopje Astronomy Association, Columnist in the daily Vreme, Columnist in the weekly Kapital. Participating in many conferences, forums, roundtables as presenter, moderator.

	Trainings
2005	”Local Self Government Credit Rating”, Skopje, USAID and FSVC, Macedonia
2005	”Public Debt Management Training”, Skopje, Pittsburgh University, Macedonia
2004 and 2005	1. “Macroeconomic management and financial sector issues” 2. “Monetary and exchange rate policies”, Ljubljana, IMF Institute and the Centre of Excellence in Finance, Slovenia,
2005	1. “How to be a better policy advisor” and the special workshop: 2. “Experience of Slovak Schools and institutions in advising the Slovak Government in public administration reforms” Bratislava, NISPACEE/Slovak Aid/UNDP-Slovak Republic
2004	”Decentralization and local governance in SEE: Urban Finance Course”, Vienna, Joint Vienna Institute-JVI, Austria
2003	”Macroeconomic modelling and think tank sustainability”, Warsaw, CASE, Poland

2003	<b>"FPM, Macroeconomic and quantitative techniques in economic modelling"</b> , Den Haag, Micro Macro Consultants-MMC, Holland
2003	<b>"Fiscal Decentralization and Local Governance"</b> , Atlanta, Georgia State University-GSU, USA
2001	<b>"Branch management, IT and collateral in banking"</b> , Skopje, Stability pact for SEE & Bank Akademie Frankfurt, Macedonia
2000	<b>"Training course for export managers"</b> , Skopje, Italian Ministry of Foreign Affairs (ICE), Macedonia
1996-1997	<b>"Teaching courses in Pedagogy, Methodology in teaching and Psychology"</b> , Skopje- Faculty of Philosophy, Macedonia

## 15. Publications:

1. **"Mechanisms to preventing macroeconomic destabilization"** – Article for the CEA Bulletin: Decentralization our goal 2005.
2. **"Fiscal Decentralization in Transition Economies: Case Studies from the Balkans and Caucasus"** – (Macedonia country report); UNDP-Bratislava paper 2005.
3. **"Measuring capital openness in Macedonia"** – Working paper presentation; International conference organized by the Economic Faculty in Prilep, October 2005.
4. **"Fighting moderate chronic inflation"** – Presentation for the Centre of Excellence in Finance Ljubljana; June 2005.
5. **"Risk assessment for the process of decentralization from the central government point of view"** – working paper and a presentation for the government officials members of the decentralization working group; Ohrid, May 2005.
6. **"Fiscal capacity, equalization and budget process with the new law on financing LSG in Macedonia"** - article prepared for the NISPAcee Occasional Papers, summer 2005.
7. **"Economic implications of corruption in the case of Macedonia"**- article prepared for the FIOOM OSI roundtable about corruption, 2004.
8. **"About the energy sector in Macedonia"** – a study published in 5 issues in the review "Energy" – October 2004.
9. **"Fiscal decentralization in Macedonia: Recent developments and challenges"** – paper under contract with the World Bank Institute; presentation in Sarajevo 21-23 October 2004.
10. **"Fiscal policy issues and sustainability"** – presentation for the Centre of Excellence in finance Ljubljana; September 2004.
11. **"The industry in the Republic of Macedonia: one different approach"** - article for the Ministry of Economy Bulletin 2004.
12. **"Fiscal policy issues and sustainability"** – presentation for the Centre of Excellence in Finance Ljubljana 2004.
13. **"Macedonia has a stable market economy?"** - article published in the weekly Kapital 2004.
14. **"Current analysis of the Macedonian GDP"** – paper for the Journal of Economic Development, Economic Institute in Skopje; No. 1, 2, 3; page 221-234, 2004.
15. **"FDI and the Macedonian case"** - paper for the Ministry of finance Bulletin, December 2003.
16. **"Estimation of the Macedonian power district's production function"** – First energy fair in Macedonia 2003
17. **"A model for defining expenditure needs in an explicit horizontal equalization equation for Macedonia"** – model for the Ministry of Finance fiscal decentralization working group 2003.
18. **"Labour market flexibility: empirical evidence for Macedonia"** – paper for the Ministry of finance Bulletin, May 2003.
19. **"Transitional highlights on the labour market in Macedonia"** - analyses for the Ministry of Finance, 2002.
20. **"Tax revenues forecasting with intervention time series modelling"** – paper for the Ministry of finance Bulletin, October 2002.
21. **"Electricity facets in the light of liberalization"** - published in the review "Energy" – 2002.

22. **“DEA in estimating Macedonian Power District’s Productivity and Efficiency for the period 1993-1998”** - , for the “International symposium on energy, efficiency, economy, environment”. Ohrid September 2002.
23. **“The ambient air temperature and electricity expenditure in Macedonia”**, International conference on energy efficiency Ohrid 2000.
24. **“The many facets of electricity: The case of the Republic of Macedonia”**, MSc thesis Reykjavik 2000.
25. **“Techno-economic analyses of a wind power plant in Macedonia”**, article for the ZEMAK’s Energy (also, a research done for the MBA studies at the faculty of economics in Skopje).

## 16. References

1. **Mr. Kevin Ross**, Resident representative from the IMF; e-mail: [kross@imf.org](mailto:kross@imf.org)
2. **Mr. Serdar Yilmaz**, Public Sector Specialist from the World Bank Institute; e-mail: [syilmaz@worldbank.org](mailto:syilmaz@worldbank.org)
3. **Mr. Geoff Minott**, Private Sector Advisor from the USAID; e-mail: [GMinott@usaid.gov](mailto:GMinott@usaid.gov)
4. **Mr. Bryan Roberts**, Economist Homeland Security USA Government; e-mail: [bwrobertsjr2@yahoo.com](mailto:bwrobertsjr2@yahoo.com)
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13. **Mr. Konstantin Dimitrov**, President of MACEF (association of energy efficiency experts) and Prof. at the faculty of mechanical engineering in Skopje: [kokan@ukim.edu.mk](mailto:kokan@ukim.edu.mk)