

ELIZABETA MARKOVSKA SPASENOSKA

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EDUCATION

- 11/2012 – ongoing **Ph.D. Candidate in Public Administration**, University St. Kliment Ohridski, Bitola, Faculty for Public Administration and Management Information Systems; Focus field: Intellectual Capital
- 09/2003- 06/2007 **M S in Human Resources Management**, University of St. Cyril and Methodius Skopje, Institute for Sociological, Political and Judicial Research, Focus field: The social capital influence on the sustainability of the NGO Networks in Macedonia
- 1995- 1999 **B A in Customs and Freight Forwarding Management**, University “St. Kliment Ohridski”- Bitola, Faculty of Management and Tourism

WORK EXPERIENCE

- 10/2014- 03/2017 **Deputy Chief of Party, DETRA Center, USAID Organizational Performance Improvement Program**
- Manages a portfolio of performance improvement interventions for four public institutions in Macedonia (Secretariat for European Affairs, Inspection Council, Ministry of Information Society and Administration, Court Budget Council – administrative office) and two CSOs (Rural Development Network and Step by Step)
 - Plans and manages performance assessment activities and budget, develops tools and instruments and prepares final assessment reports
 - Develops intervention packages and budgets, identifies and hire service providers and consultants and coordinates consultants input in delivering interventions
 - Works with COP on developing quarterly and final reports to USAID
 - Manages OPIP M&E activities for all partner organizations
 - Supervises and coordinates the work of OPIP Senior Program Manager and Program Coordinator
- 08/2007 – 06/2010 **Grant Coordinator, Institute for Sustainable Communities (ISC), Civil Society Strengthening Project (CSSP) funded by USAID**
- Managed a portfolio of 11 grants (awarded to local NGOs from Skopje, Tetovo, Strumica, Veles) including supervision, support and mentoring to grantee organizations;
 - Worked with ISC CSSP staff on preparing quarterly and annual work/project plans and budgets, financial and narrative reporting to USAID, developing working procedures and ToR’s for the CSSP as well for grantees’ project;
 - Participated in developing CSSP work plans M&E plans and reports;
 - Worked with CSSP DCOP on developing Grant Management Mechanism and Grants Manual;
 - Managed communication with grant applicants on developing final project applications and negotiating program and financial issues;
 - Prepared talking points and events scenarios for the project, USAID and US Embassy officials;
 - Prepared success stories, snap shots, press releases for the project as well for the NGO grantees;
 - Supervised and assisted grantees with project implementation, maintaining public relations, financial management and grants administration issues according to the USAID financial and administrative requirements;
 - With support from ISC staff and partners, developed and implemented individualized capacity building plans for each grantee organization;

04/2005 – 03/2007

Capacity Building and Organizational Development Coordinator, Danish Refugee Council

- Managed the Capacity building/Organizational development of the Youth Coalition “SEGA” and Turkish Association MATUSITEB;
- Facilitated comprehensive organizational capacity needs assessments;
- Designed and coordinated the implementation of the organizations’ development plans;
- Facilitated preparation of the Strategic Plans for both networks SEGA and MATUSITEB ;
- On the job support and mentoring in preparation and implementation of Projects;
- On the job support and mentoring in developing advocacy activities and maintaining public relations
- Provided mentorship and consultation to the Youth Coalition “SEGA” and Turkish Association MATUSITEB in implementation of their Strategic plans;
- Delivered trainings on identified topics to the Coalition /Association membership;
- Developed training methodology and curricula, training materials, handouts and manuals for the organizations;

07/2003- 07/2005

Program Manager, European Center for Minority Issues- Skopje

- Designed and developed country program for Macedonia office in cooperation with ECMI HQ
- Worked with Regional Representative on donor’s narrative and financial reporting and preparation of program extensions
- Supported ECMI web content manager in developing web articles, stories and project related info
- Supervised preparation and implementation of Annual work plans of six Regional Centers and three Sector based Networks of organizations (project ECMI NGO Network for improvement of interethnic relations in Macedonia)
- Reference point and consultant in creating sustainable strategies for nine units (six Regional Centers and three Sector based Networks) of the ECMI project
- Managed the project cycle of the ECMI NGO Network for improvement of interethnic relations in Macedonia
- Monitoring and evaluation of the projects; making recommendations to the project teams
- Assisted local NGO staff in developing and maintaining relations with Local Government, Institutions and other local authorities in six cities in Macedonia (Skopje, Tetovo, Gostivar, Bitola, Kumanovo and Shtip)
- Managed and facilitated the events of Coordinative Body within the ECMI NGO Network for improvement of interethnic relations in Macedonia
- Provided direct assistance in organizing annual conferences and coordinative meetings

09/2001- 05/2003

Program Manager, Youth Cultural Center (YCC), Bitola

- Coordinated Projects preparation and implementation
- Managed human resources development and networking program of YCC
- Prepared and implemented program and organizational budgets
- Responsible for fundraising, grant administration and donor relations
- Co-author of the strategic planning of YCC and lead the development of operational plans

CONSULTANCY WORK

06/2016 – 12/2016

Consultant - developing M&E Framework for the National Youth Strategy, OSCE and Agency for Youth and Sport

- Methodology development
- Facilitating input from the public institutions and NGOs
- Developing final list of indicators
- Developing data collection and analysis model

- 03/2016 – 05/2016 ***Consultant – preparation of National Action Plan for implementation of the NYS, Agency for Youth and Sport***
- Methodology development
 - Conducting interviews and focus groups with public institutions in the field of education, employment and culture
 - Drafted the text of the National Action plan for education, culture and employment
- 03/2015 – 12/2015 ***Consultant – preparation of the National Youth Strategy in Macedonia (NYS), UNDP and Agency for Youth and Sport***
- Methodology development
 - Facilitated group discussions among youth CSOs and public institutions on education and culture
 - Drafted the strategy text in cooperation with group of facilitators
- 05/2014 – 10/2014 ***Lead consultant in organizational assessment, USAID Civil Society Sustainability Project, Bosnia and Hercegovina***
- Developing assessment methodology and toolkit for self- assessment of 22 CSOs
 - Conducting orientation workshop for 22 CSOs
 - Conducting field workshops with 22 CSOs for organizational assessment and review of the self - assessment results
 - Preparation of summative assessment report and individual reports for 22 CSOs
- 10/2012- 01/2013 ***Short term expert in strategic planning, organizational structuring and governance, TACSO EU funded project***
- Developing training and consultancy methodology for advanced group of Macedonian NGOs
 - Training delivery
 - Delivering consultancy cycles in strategic planning, organizational structuring and governance for 11 NGOs
- 06/2012 – 08/2012 ***Short term expert for implementing organizational self-assessment methodology, TACSO EU funded project***
- Providing orientation workshops for the selected organizations
 - Support in self- assessment process
 - Mentor for 17 selected NGOs in implementation of self – assessment methodology
- 05/2012 ***Senior expert for preparation and piloting self-assessment methodology for CSOs, TACSO EU funded project***
- Developing self –assessment methodology
 - Piloting methodology
 - Mentoring selected group of organizations in applying the self - assessment methodology with other CSOs
- 09/2011 – 12/2011 ***Organizational management specialist, Federation of Farmers in Macedonia (FFRM)***
- Developing, discussing and refining the organizational strategy and structure of FFRM
 - Developing and refining the organizational statute and related policy documents
 - Developing organizational procedures
- 10/2010 – 01/2012 ***Organizational Development Consultant, NGO HOPS***
- Conducting organizational assessment and strategic planning process
 - Developing HR plan for the organization, job descriptions and HR development plan
 - Providing direct support to the employees to adapt to the new organizational structure
 - Developing plan for organizational strengthening on long term
 - Providing trainings in strategic planning, advocacy and developing HR structure

- 01/2009 – 12/2009 ***Organizational Development Consultant, Youth Educational Forum (MOF)***
- Conducted organizational assessment and provided directions for further organizational changes
 - Conducted program assessment with MOF staff and membership
 - Recommended revision of program scheme and organizational structure for MOF
 - Provided mentorship in implementing organizational changes in the structure and the program

- 01/2009 – 12/2009 ***Organizational Development Consultant, Foundation Open Society Institute (FOSIM)/Romaversitas***
- Prepared a model for strategic transformation of Romaversitas youth program to sustainable organization
 - Implemented self assessment process with Romaversitas staff
 - Facilitated preparation of Strategic Plan for Romaversitas
 - Facilitated the development of Transitional plan for Romaversitas

- 01/2008 – 12/2009 ***Organizational Development Consultant, Foundation Open Society Institute***
- Prepared a model for organizational development of three Roma NGOs
 - Conducted organizational self assessments with the NGOs
 - Facilitated preparation of NGOs Strategic Plans
 - Support and mentorship to the NGOs in implementation of their organizational structure
 - Provided training in Fundraising and Organizational administration
 - Facilitated the process of preparation of their Annual Programs

RESEARCH, EVALUATIONS AND PUBLICATIONS

- 05/2010 – 12/2013 ***External expert - Monitoring and Evaluation System for Implementation of the Convention for the Rights of the Child in Macedonia, Youth Coalition SEGA***
- Participation in the preparation and upgrading the M& E system
 - Preparation of the quarterly and annual Monitoring reports

- 08/2010 – 12/2010 ***Team leader – Research: Rights of child on participation in schools and instruments for protecting the rights, Youth Coalition SEGA***
- Developed research design and guidelines for conducting local interviews with stakeholders
 - Lead the preparation of research instruments
 - Developing analysis of school practices for inclusion of the children in decision making
 - Developing analysis about protecting the rights of children in the schools
 - Providing recommendations for implementing support program that will secure youth participation in decision making processes in the schools
 - Recommendations for establishing a model of child ombudsman in the schools
 - Prepared integrated research report: **Right of Participation of Children in the Decision Making Processes in the Schools and Instruments for Protection of the Rights**, Author: Elziabeta Markovska Spasenoska M.S, December 2010, Coalition of Youth Organizations SEGA

- 04/2010 – 11/2010 ***Team Leader – National Research on Youth Trends in Macedonia, Youth Coalition SEGA***
- Developed research design for researching the youth needs and the needs of youth organizations
 - Lead preparation of research instruments
 - Prepared analysis of the situation with youth organizing and supported the development of the analysis of youth needs
 - Compiled and drafted the complete research finding and recommendations
 - Prepared integrated research report: **Youth Trends and Youth Organizing in the Republic of Macedonia**, Authors: Elizabeta Markovska Spasenoska M.S and Marija Nasokovska; M. A, November 2010, Coalition of Youth Organizations SEGA

- 02/2010 – 06/2010 **Team Leader – Research on Local Youth Needs in 10 Municipalities, Youth Coalition SEGA**
- Developed research design and guidelines for selection of the local youth priorities to be examined
 - Lead the preparation of the research instruments
 - Coordinated development of ten local analysis for youth needs
 - Prepared integrated research report: **Research on Youth Needs in Ten Municipalities in Macedonia**, Authors: Elizabeta Markovska Spasenoska M.S and Marija Nasokovska; M. A, June 2010, Coalition of Youth Organizations SEGA
- 01/2009 – 12/2009 **Team Leader –Preparation of Alternative Report for Implementation of the Convention of the Rights of Child , Youth Coalition SEGA**
- Developed research design on the right of child of participation in decision making processes
 - Lead the preparation of research instruments
 - Coordinated data analysis process and development of a written analysis
 - Drafted the Alternative report on implementation of the Convention of the rights of child focused on right to participation: **Alternative Report on the Convention of the Rights of the Child in the Republic of Macedonia**, Authors: Elizabeta Markovska Spasenoska M.S and Marija Nasokovska; M. A, January 2010, Coalition of Youth Organizations SEGA
- 07 – 10/2016 **Evaluator, Implementation of the Convention of the Rights of Child in Macedonia, Pestalozzi Children Foundation**
- 11/2013 - 02/2014 **Evaluator, A Good Start Project II, Slovak Governance Institute and Roma Education Fund**
- 05/2013 **Evaluator, Toy Library project, Slovak Governance Institute and Roma Education Fund**
- 08/2011 – 12/2011 **Evaluator, Strengthening the pre-service teacher training system in a multi-ethnic society, OSCE Macedonia**
- 12/2010 – 01/2011 **Evaluator – Evaluating Training Curricula under the Strategy for Civil Servants in Macedonia, CSA Technical Assistance Project**
- 08/2009 – 09/2009 **Evaluator - Inclusion of Roma Children in Kindergartens Project , Ministry of Labor and Social Policy and Roma Education Fond**
- 04/2009 -05/2009 **Evaluator – Youth Volunteer Service Project, Youth Cultural Center Bitola**
- 10/2007 – 11/2007 **Evaluator – CEDAW for Roma Women Project, Roma Center Skopje**
- 11/2006 – 12/2006 **Evaluator – Municipalities Fit for Youth Project, Youth Council Prilep**

SKILLS AND LANGUAGES

- Native Macedonian speaker, fluent in English, Serbian and Croatian, passive knowledge of German
- Work on PC applications (Microsoft Office, Internet, SPSS, Visio)
- Diver License
- Contacts for the references can be provided on request