


## PERSONAL INFORMATION

## Spartak KEREMIDCHIEV



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 keremidas@gmail.com

Sex Male | Date of birth 11 Jan 1961 | Nationality Bulgarian

## WORK EXPERIENCE

1987 – today

**Professor**

Institute of Economic Research, Bulgarian Academy of Sciences

Conducting research on corporate governance, privatisation, restructuring of companies, intangible assets and competitiveness, employee participation, assessment of public intervention, business climate, financial performance, strategic analysis and elaboration of strategic programmes

**Business or sector** Public sector – Academic Research Institute

## EDUCATION AND TRAINING

2000 – 2001

**PhD in Economics**

Institute of Economic Research, Bulgarian Academy of Sciences

1981– 1986

**MSc in Industrial Economics**

University of National and World Economy, Sofia, Bulgaria

11/2001 – 04/2002

**Postdoctoral Fellowship in Corporate governance**

Queen Mary University of London

2002 – 2003

**Certified Trainer in Project management and Infrastructure Project management**

Regional Infrastructure Programme of the USAID

1997 - 2006

**Certified Trainer of trainers and Trainer of public administration**

LGI program of the USAID

09/2000 – 10/2000

**Certified Trainer in Management**

Partners Foundation for Local Development, Romania

10/1997 – 11/1997

**Certified Trainer in Public Administration**

Department of Agriculture, Washington DC, USA

PERSONAL SKILLS

Mother tongue(s) Bulgarian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Russian	C2	C2	C2	C2	C1
French	C2	C2	C2	C2	C1

Computer Skills

- Operating Systems: Windows, Mac
- Office suites: MS Office
- Software related to project & team management: Teams, MS Project
- Software & models related to statistical analysis: SPSS, Eviews

Driving License

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ADDITIONAL INFORMATION

Role in international organisations/initiatives

Member of the World Economics Association (2021 – today).  
 Member of the European Association for Comparative Economic Studies (1991 – today).  
 Member of the European Association for Evolutionary Political Economy (1995 – today).

Professional experience in countries other than Bulgaria

Country	Dates
<b>Belgium</b>	07-08/2005 Assessment of Project Proposals for Appui pour l'évaluation des trois appels à propositions lancés en 2004 (Co-financement avec les ONG) 06/2004 Assessment of project proposals for Institutional Building and Partnership Program-TACIS'2004 (contract with Edburgh consultants, the Netherlands).
<b>Croatia</b>	04/2003 Training local NGOs in HR Management (financed by AED-USAID)
<b>Croatia, Romania, Hungary</b>	06/2001-2002 Training in Project Management and Capacity Building under RIP (financed by BAH-USAID)
<b>Romania</b>	11/2001-10/2002 Preparation of Regional Cross-Border Cooperation Plan between Bulgaria and Romania. Financed by the PHARE Program of EU (member of the team)
<b>Turkey</b>	06/2017-01/2018 Technical Assistance on Economic Analyses within River Basin Management Plans and Water Efficiency Aspects in 3 Pilot River Basins in Turkey
<b>Kosovo*</b>	02-10/2010 Training in Corporate governance issues in the water sector (Financed by the World Bank)
<b>North Macedonia</b>	11/2000-12/2001 Preparation and delivery of Training of Trainers; Seminars for local NGOs and Ministry of Interior (Financed by UNHCR).
<b>Algeria</b>	01/2005 Training of officials from UGTA in privatisation and enterprise restructuring (financed by UGTA, Algeria)

Publications of monographs  
(selected)

Keremidchiev, S., Nedelchev, M. (2021). Corporate governance of state-owned enterprises, Sofia, ed. M. Drinov.

Keremidchiev, Sp. Strategic planning, In: Staykova-Mileva Ev. and Hadjichoneva Yul. (ed.) (2021). Sustainable urban development - lessons for Sofia, NBU.

Keremidchiev Sp., Naidenova M. (2020). Mitarbeiterkapitalbeteiligung in Bulgarien, pp. 185-188. In: Jens Lowitzsch (Hrsg.) Studie im Auftrag des Bundesministeriums für Wirtschaft und Energie: „Verbreitung der Mitarbeiterkapitalbeteiligung in Deutschland und Europa – Entwicklungsperspektiven“, Frankfurt (Oder).

Keremidchiev, Sp. (2016). Employee financial participation in Bulgaria. In: Fietze, S. & Matiaske, W. (eds.). Dimensions and Perspectives on Financial Participation in Europe, Nomos Publishing, 2016, pp. 389-424.

Keremidchiev, Sp. (2016). Experience of South Korea and Management of State Owned Enterprises in Bulgaria, pp. 333-349, in: Richet, X., M. Özer, Z. Grubišić, I. Domazet (eds). Europe and Asia: Economic Integration Prospects, Cemafi International, Nice.

Policy Studies for Bulgaria's Sustainable Growth: Enhancing Innovation and Accountability (2016). 2015/16 Knowledge Sharing Program with Bulgaria, Korea Development Institute. pp. 19-74 (contributor on Governance Innovation for SOEs in Bulgaria: Based on the Korean Experience in 31 Questions).

2012 Annual Report: Economic Development and policy in Bulgaria - Assessments and Expectations (2012). Institute of Economic Research, Bulgarian Academy of Sciences. pp. 90-102 (contributor on Institutional environment and business).

Bulgaria: Ex-Post Impact Assessment of the Act on Limiting Administrative Regulation and Administrative Control on Economic Activity (2010). Better Regulation Series, Vol. III. The World Bank, Europe and Central Asia Region Private and Financial Sector Development Department, Report No. 55728-BG (contributor).

Corporate Governance country assessment: Bulgaria (2008). The World Bank. 78 p. (contributor).

Guide for business planning for water and sewerage companies (2002). 76 p. (co-author; in Bulgarian).

Privatization and Economic Performance in Central and Eastern Europe: Lessons to be Learnt from Western Europe (1999). EACES, Major, Iv. (Ed.), pp. 59-101 (contributor on Company Adjustment and Restructuring in the Bulgarian Transition)

The strategy for economic recovery and development of Smolyan region, (1999). FLGR. 109 p. (co-author; in Bulgarian).

Corporate Governance of Privatised Enterprises (1999). 120 p. (co-author; in Bulgarian).

The Competitiveness of Countries in Transition during Their Economic Depression and Recovery (1998). pp. 125 - 143 (contributor on Shocks and Restructuring in the Bulgarian Transition)

Comparative Analysis of Structural Reforms in Transition Economies (1996). 308 p. (co-author; in Bulgarian).

Publications in journals  
(selected)

Keremidchiev S., Nedelchev M. (2022). The State As A Driver For Good Corporate Governance Of State-Owned Enterprises. *Studies in Business and Economics*. 17(3), pp. 113-131. ISSN 23445416, 18424120.

Keremidchiev, Sp. & Nedelchev, M. (2022). Corporate Governance Assessment of State-Owned Hospitals. *Bulgarian Journal of Public Health*, 14(1), 3-14.

Keremidchiev S., (2021). Theoretical Foundations of Stakeholder Theory, *Economic Studies journal*, 30(1):70-88.

Keremidchiev, S., Nedelchev, M. (2020). Corporate Governance of State-Owned Enterprises: National Practices of the Board, *Entrepreneurship*, Volume VII, Issue: 2, pp. 16-26.

Keremidchiev, S., Nedelchev, M. (2020). Practices on Accountability and Transparency of State-Owned Enterprises, *Social-economic analyses*, vol. 2, pp. 241-247.

Keremidchiev, S., Nedelchev, M. (2020). Foreign models and policies for state-owned enterprises, *Economic Thought*, Issue 6, pp. 3-14.

Keremidchiev Sp. (2019). The Forth Industrial Revolution and CSR. *Economic Alternatives*, 2, pp. 169-183.

Gradev, T., Dimitrov, L., Keremidchiev, Sp. (2015). Investment in Intangible Assets in Bulgaria. *Economic Studies*, 4, pp. 25-42. ISSN 0205-3292.

Keremidchiev Sp. (2015). Exploitation du gaz de schiste en Bulgarie: risques et avantages, *Gestion des Ressources et Gouvernance*, 1, pp. 38-44.

Keremidchiev Sp. (2013). Genesis and initial development of consulting market in Bulgaria, in: *Economic Thought*, vol. 1, p. 45-61.

Keremidchiev, Sp. et al. (2009). Local production network and governance: a comparative study of the footwear industry in Bulgaria and Poland, *Problems of Geography*, 1, p. 72-88.

Keremidchiev, Sp. (1997). Privatisation and Enterprise Restructuring in Bulgaria, *Economic Thought*, 10 (in Bulgarian).

Publications in conferences &  
conference proceedings

Keremidchiev S. (2022). Why are private hospitals more successful than public hospitals?, in: *Economic Development and Policies: Realities and Prospects. Challenges and risks in the conditions of overlapping crises*, ERI-BAS, pp. 538-546. ISBN 978-619-245-327-5.

Keremidchiev S. (2021). Politique de promotion des relations commerciales entre la Bulgarie et l'Afrique, In: Guerraoui Dr. (Ed.) *Repenser l'Afrique au XXIème siècle*. Casablanca:Centre Culturel du Livre, pp. 343-350. ISBN 9789920877189.

Keremidchiev Sp. (2017). L'entreprise du futur. En: Clerc, Ph., X. Richet et Dr. Guerraoui (eds). *Les nouveaux territoires économiques. Acteurs et facteurs de l'émergence. Expériences internationales comparées*, L'Harmattan, Paris, pp. 639-656.

Keremidchiev, Sp. (2016). Experience of South Korea and Management of State Owned Enterprises in Bulgaria, pp. 333-349, in: Richet, X., M. Özer, Z. Grubišić, I. Domazet (eds). *Europe and Asia: Economic Integration Prospects*, Cemafi International, Nice.

Keremidchiev Sp. (2014). La participation des entreprises bulgares dans les chaînes de valeur mondiales. En: Clerc, Ph., X. Richet et Dr. Guerraoui (eds). *Intégrations régionales et prospective des territoires, Comparaisons internationales*, L'Harmattan, Paris, pp. 199-210.

Keremidchiev Sp. (1999). Model of Ownership and Corporate Governance after the Mass Privatisation in Bulgaria, in: *Proceedings of the International Conference: Recent Development and Problems in the Transition Economies*, University St. Cyril and Methodius, Skopje.

Keremidchiev Sp. (1995). Les privatisations en Bulgarie: mecanismes et interets (Bulgarian Privatization: Methods and Interests, *Revue française d'administration publique*. 74, pp. 211-215

Participation in Projects

Duration	Position	Title & description
03/2022-12/2022	Team leader	<p><b>Water in the Circular Economy</b></p> <p><b>Main responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Coordination of research team from Bulgaria, Hungary, Romania and Slovenia</li> <li>• Preparation of project methodology</li> <li>• Gap analysis</li> <li>• Preparation of stocktaking study on gaps of water management in relation to the circular economy principles in these countries</li> <li>• Development of policy recommendations.</li> </ul>

Duration	Position	Title & description
02/2021-07/2022	Team leader	<b>Ex-post evaluation of the updated Strategy for Continuing the Reform of the Judicial System 2014-2020</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Coordination of the project team and organization of all deliveries</li> <li>• Preparation of project methodology on evaluation</li> <li>• Communication with the Supreme Judicial Council, ministries, NGOs and other stakeholders</li> <li>• Preparation of evaluation reports</li> </ul>
04/2021-12/2021	Team member	<b>State-Owned Enterprises in Bulgaria. Systematic Country Diagnostic and Integrated State-Owned Enterprises Framework Assessment</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Collection and processing data and information about SOEs</li> <li>• Gap analysis</li> <li>• Financial analyses of Bulgarian SOEs</li> <li>• Drafting and editing a policy paper</li> <li>• Participation in discussions with stakeholders.</li> </ul>
06/2020-11/2020	National expert for Bulgaria	<b>Assessing the Potential to Use Financial Instruments to Finance Rural Infrastructure in EU Countries</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Coordination of Bulgarian team, responsible for carrying our research about potential use of FIs in five sectors of rural infrastructure: water, sewage, renewable energy, energy efficiency and waste.</li> <li>• Communication with TL and other 4 teams from EU countries</li> <li>• Preparation of reports</li> </ul>
02/2017 – 05/2018	Member of the project management team and key financial expert	<b>Elaboration of National Energy Strategy</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Leading a team dealt with preparation of financial model and financial analyses of new nuclear power plan "Belene"</li> <li>• Drafting a report and communication with high level stakeholders - Ministry of Energy, Parliament, BEH EAD</li> <li>• Drafting national strategy for energy sector development.</li> </ul>
06/2017 – 02/2018	Key environmental expert	<b>Technical Assistance on Economic Analyses within River Basin Management Plans and Water Efficiency Aspects in 3 Pilot River Basins in Turkey</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Preparation of methodology and data base for economic analysis as per WFD, cost recovery of water tariffs, cost effectiveness of PoM in 3 RBDs.</li> </ul>
11/2015 – 04/2017	Key expert	<b>FEMA: Mapping and assessment of freshwater and maritime ecosystem state and services</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Collection and analyses of data and information</li> <li>• Preparation of reports, editor of the first book on ecosystem services in Bulgaria</li> <li>• Stakeholders communications</li> <li>• Presentations and participations in seminars, conferences and discussions on project results.</li> </ul>
09/2015 – 12/2015	Financial expert	<b>Elaboration of Black Sea River Basin Directorate Plan for Flood Protection</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Collection of information</li> <li>• Preparation of methodology for CBA</li> <li>• Preparation of CBA and selection of measures</li> <li>• Preparation of reports</li> <li>• Stakeholders' communications</li> <li>• Presentations and participation in discussions.</li> </ul>
02/2014 – 04/2015	Team Leader	<b>Elaboration of National Catalogue and National Priorities for Flood Protection</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Management of project teams</li> <li>• Preparation of reports and studies</li> <li>• Preparation of national catalogue and priorities for flood protection</li> <li>• Stakeholders communications</li> <li>• Presentations and participation in discussions about project results</li> <li>• Quality control of project implementation</li> </ul>
10/2014 – 04/2015	Financial Expert	<b>Avoidance of Excessive Costs through the Definition of Agglomerations and Guidance on Individual and other Appropriate Solutions for Wastewater Treatment in Bulgaria</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Preparation of affordability studies for rural municipalities</li> <li>• Elaboration and implementation of methodology for comparing full cost of different Individual or other appropriate solutions for wastewater collection and treatment.</li> <li>• Participation in preparation of new methodology for identification of agglomerations avoiding excessive cost.</li> </ul>
07/2013 – 09/2015	Project Manager	<b>CIVILWATER: Conservation and quality assurance of municipal water in the cross-border area</b> Main responsibilities: <ul style="list-style-type: none"> <li>• Participation in project management of the overall project</li> <li>• Participation in the meetings of the Scientific Committee of the project</li> <li>• Organization of tender procedures about preparation of ecological footprint report in Blagoevgrad</li> <li>• Organization and delivery of training and project publicity.</li> </ul>
05/2014 – 07/2014	Financial Expert	<b>Technical Assistance to the Water Supply and Sanitation Sector in Albania</b> Main responsibilities:

Duration	Position	Title & description
		<ul style="list-style-type: none"> <li>Support the aggregation process in Albanian water sector, focusing on measuring the potential effects on aggregation through preparation of economic analysis and financial model for the aggregation of the Berat-Kucove Water Supply and Sewerage Company with the Polican Water Supply Company and the Ura Vajgurore Water Supply Company.</li> <li>Preparation of policy recommendations for further institutional development and management of the respective aggregation process in the country.</li> </ul>
10/2013 – 11/2016	Team Leader	<b>TA for the PMU of the Integrated Water Cycle Project in Radnevo, Bulgaria</b> <i>Main responsibilities:</i> Management of project teams, preparation of risk mitigation strategy, day-to-day consultancy, preparation of reports, quality control of project implementation, delivery of training courses.
08/2011 – 08/2015	Manager of the project consortium	<b>TA for the PMU of the Integrated Water Cycle Project in Vratza, Bulgaria</b> <i>Main responsibilities:</i> Management of project consortium and project teams, quality control of project implementation, delivery of training courses.
12/2011 – 12/2012	Key Financial Expert	<b>Preparation of Master Plans for the Western region of Bulgaria</b> <i>Main responsibilities:</i> Preparation of financial, economic and institutional analysis of water companies and municipalities, identification of key issues in the water sector, preparation of financial and operational improvement plans, drafting social, economic and financial forecast, investment programmes and master plans for the Western region of Bulgaria.
03/2011 – 04/2013	Financial expert	<b>Preparation of a National Strategy and Action Plan for Water Sector Management and Development and the Required Legislative Changes</b> <i>Main responsibilities:</i> Institutional and financial analyses of all water operators in Bulgaria. Drafting and selection of development scenarios. Calculation of long-term financial needs and identification of sources for their collection. Preparation of an action plan.
09/2010 – 06/2011	Team Leader	<b>EBRD Financial and Operational Improvement Plan (FOPIP) of Stara Zagora Water Utility Company</b> <i>Main responsibilities:</i> Organisation and management of German/Bulgarian team and provision of consultancy services on financial and corporate development issues. Participation of internal restructuring of the company; elaboration and provision of tools for financial and corporate development and improvement of financial performance of the Client.
02 – 10/2010	Trainer	<b>Training in Corporate governance issues in the water sector of Kosovo</b> <i>Main responsibilities:</i> <ul style="list-style-type: none"> <li>Preparation of training materials</li> <li>Delivery of 3-day training seminar and 1-day consultancy to local stakeholders in Kosovo.</li> </ul>
06/2008 – 01/2009	Institutional expert and manager of the project consortium	<b>Consulting services for supporting the administration of the Fund for Local Authorities and Governments (FLAG)</b> <i>Main responsibilities:</i> preparation of internal architecture, strategy and documents for establishment and smooth functioning of FLAG.
09-11/ 2008	Evaluator - Quality control expert	<b>Creating project pipeline for SF applications – Quality Control of ERDF and ESF project proposals</b> <i>Main responsibilities:</i> quality control expert and assessment of infrastructure project proposals with regards to requirements of Bulgarian Regional Development Operational Programme and ERDF
03-05/2007	Evaluator	<b>Assessment of concept notes and project proposals for “Appui pour l’évaluation des deux appels à propositions lancés en novembre/décembre 2006 sur la ligne budgétaire 21.02.03 - Cofinancement avec les ONG Européennes de Développement”</b> <i>Main responsibilities:</i> Evaluation of 55 concept notes.
11/ 2007 – 05/2009	Financial expert	<b>Integrated water management of Struma/Strimon River Basin</b> (Phare Program BG 2005/017-454.03.02; Component 2: Technical assistance for feasibility study for sustainable long-term use of thermal mineral water from the hydrothermal systems in the basin of Struma/Strimon River)  <i>Main responsibilities:</i> project management; financial and economic analysis in the development of the Strategy for management of the thermal mineral waters in the Struma River Basin and Plan for sustainable long-term management of the mineral waters in the Struma River Basin.
10/2006 – 10/2007	Expert on finance, corporate development and training	<b>EBRD Financial and Operational Improvement Plan (FOPIP). Corporate Development Plan of Burgas Water Utility Company</b> <i>Main responsibilities:</i> participation of internal restructuring of the company; elaboration and provision of tools for corporate development and improvement of financial performance, training of the staff.
10/2006 – 08/2008	Financial expert	<b>Preparation of investment projects for drinking water and sewerage network improvements for the towns of Bourgas – Meden Rudnik, Targovishte and Popovo, Bulgaria</b>  <i>Main responsibilities:</i> preparation of application forms to Cohesion Funds for the three cities, preparation of economic and financial analysis: cost-benefit analysis, present and future value, cash-flow analysis and discounting, cost-effectiveness analysis, analysis of average incremental costs, sensitivity analysis, funding sources, analysis of costs and revenues; drafting economic and financial part of master plans for project areas, etc.
11/2005 – 04/2007	Team member and member of the National Working Group for drafting the NAP	<b>Development of a National Allocation Plan (NAP) for the EU Emissions Trading Scheme in Bulgaria</b> <i>Main responsibilities:</i> performing interviews with stakeholders to discuss process and approach of allocation; gap analysis on EU directives and guidelines and the current BG situation on EU ETS; review quality of submitted company data with regard to growth figures; drafting economic projections per sectors; elaboration of draft allocation methodology, etc.
12/2005 – 12/2006	Team Member	<b>Planning of the Local Socio-Economic Development in Municipality of Rudozem (Smolyan District)</b>

Duration	Position	Title & description
		<i>Main responsibilities:</i> Provision of active labour market services – consultancy, training, drafting a Strategy for increasing of employment and business development in this rural municipality.
07 – 10/2005	Consultant	<b>Identification of Project Investment Opportunities with Environmental Benefits, funded by IFC</b> <i>Main responsibilities:</i> Promotion of Environmental Opportunity Facility of IFC in Bulgaria; consultancy of SME project ideas, i.e. in water sector; project selection; project preparation support, and promotion.
03/2004 – 11/2005	Team member	<b>Development of economic analysis for water uses according to the Water Framework Directive</b> <i>Main responsibilities:</i> analysis of the economic situation in the four river basin districts and forecasting the economic development for the period 2004-2015 (business as usual, realistic, pessimistic and optimistic scenarios).
05 – 06/2005	Trainer	<b>Training in project management and strategic documents preparation</b> <i>Main responsibilities:</i> Preparation and delivery of training to high level civil servants.
03 – 10/2005	Consultant	<b>Survey of Public Opinion and Social Impact of the “Wetlands Restoration and Pollution Reduction Project”</b> <i>Main responsibilities:</i> Organisation of sociological study, data analysis and drafting evaluation report.
03/ 2003 – 03/2005	Team Leader	<b>Policy for restructuring of the state-owned enterprises from water and wastewater sector in Bulgaria</b> <i>Main responsibilities:</i> Carrying out research study on restructuring of the state-owned enterprises from water and waste water sector.
11/2004 – 05/2005	Team leader – Rudozem, Team member – Chirpan and Mezdra	<b>Drafting Municipal Development Plans for the 2007-2013 Period for the Municipalities of Rudozem, Chirpan and Mezdra</b> <i>Main responsibilities:</i> Overall project management – Rudozem; analysis of the existing situation – economic development and technical infrastructure; SWOT analysis; formulation of vision, mission, goal, objectives, strategic priorities and measures; indicative allocation of the necessary financial resources; design of a system of indicators for monitoring and evaluation of the plan implementation. The draft development plans have been approved by the Municipal Councils of these rural municipalities.
02/2004 – 11/2005	Deputy Team Leader	<b>Development of a National strategy for market-based concessioning of use of mineral waters – exclusive state property and priorities in meeting the demands of the commercial bodies for concessioning</b> <i>Main responsibilities:</i> analysis of the administration of the process of concessioning and control of the contracts, mineral water market in Bulgaria and forecast for its development; SWOT analysis; developing of strategic goal and specific strategic objectives, indicating the required development of the process for the next 10 years; preparation of action plan; preparation of a system for control of the Strategy implementation; development of a complex indicator of criteria for classification of the mineral water deposits.
01/2004 – 06/2004	Team Leader	<b>Bulgaria: Workshop on the Financing of the Water and Wastewater Sector</b>  Workshop was held in the period May 31-June 1, 2004. It was organized by the World Bank with the financial support of the USAID, logistical assistance provided by Booz-Allen-Hamilton (USA) and Club “Economika 2000”. The Workshop was attended by 115 participants – representatives of the World Bank, the European Commission, the International Finance Corporation, the EU Delegation in Bulgaria, the Bulgarian Government, water companies, various international and local private companies, etc.  <i>Main responsibilities:</i> Workshop logistical assistance; stakeholder consultations;
01 – 10/2004	Consultant	<b>Proposals for market-based or alternative economic instruments for limiting nutrient emissions and establish private-public sector partnerships for environmental protection in the Black Sea</b> <i>Main responsibilities:</i> strategic analysis of the application of economic instruments for protecting the Black Sea from pollution (with a special emphasis on nutrient control); examination of the opportunities for national and international public-private sector partnership in measures to limit nutrients; evaluation of the potential of national financial intermediaries as a means of channelling funding to small/medium sized bankable projects related to nutrient limitation and habitat restoration.
03 – 08/2003	Team Member	<b>Drafting of business plans for seven regional water and sewerage companies - Vratsa, Montana, Plovdiv, Yambol, Kurdjali, Haskovo and Kiustendil</b> <i>Main responsibilities:</i> analysis of the company organizational structure; analysis of the company financial situation – vertical and horizontal analysis of profit and loss accounts, balance sheets, financial ratios, cost centers, etc.; involvement in the design of a strategy for company development and corporate restructuring – formulation of vision, mission, objective tree, strategic development programs.
05/2001 – 05/2005	Team Member	<b>Balkan Regional Infrastructure Program</b> <i>Main responsibilities:</i> involvement in the following tasks: (1) training of representatives of water companies, of municipal, district and national public administrations to enhance the capacity of water sector key figures to elaborate bankable projects; (2) drafting a model guide on business planning for water utility companies and institutional strengthening and elaboration of a business plan for the Smolyan water utility company (3) Drafting Investment Strategy for the Smolyan District with analysis of the funding sources (with a separate chapter for each municipality); (4) Drafting and promotion of Infrastructure Project Management Toolkit; (5) Establishment of Balkans infrastructure project management network - SEERIMNET.
2000 – 2003	Team Member	<b>Strengthening public administration capacity for environmental projects development</b> <i>Main responsibilities:</i> participation in the following activities: training needs assessment, preparation and delivery of general training for representatives of all municipalities in Bulgaria (263) through two cycles of seminars – Introductory (Development of municipal environment investment projects) and Foundation (Funding of municipal environment investment projects); raining needs assessment, preparation and delivery of specialized training for national-level officials (160) and consultants through 4 courses – Contracting and Procurement, Economic and Financial Assessment, Environmental Impact Assessment, Sustainability and Social Assessment of Environmental Projects

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10 – 11/2002	Evaluator	<p><b>Final Evaluation of the UNDP Project on Vidin Business Incubator and Applied Leasing Scheme</b></p> <p><i>Main responsibilities:</i> Preparation of evaluation study and report; Drafting proposal for the development of business incubators in other Bulgarian regions.</p>
1998 – 2001	<p>Team leader – Pleven and Lovech, Team member – Smolyan</p>	<p><b>Strategy for Socio-Economic Development of the Smolyan, Pleven and Lovech Regions</b></p> <p><i>Main responsibilities:</i> Overall project management – Pleven; analysis of the existing situation – structure and dynamic of the regional economy, technical infrastructure; SWOT analysis; formulation of vision, mission, goal, objectives, strategic priorities and measures; development of an Action Plan; Indicative allocation of the necessary financial resources; design of a system of indicators for monitoring and evaluation of the plan implementation.</p>