

## **Svetlana Aleksandrova – Zlatanska**

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### **PROFILE HIGHLIGHTS**

- Robust experience in Environmental and resource economics, development economics, and public economics.
- Proven track record in conducting studies and research, providing evaluation and impact assessment as well as developing regional policy and planning using qualitative, quantitative research methods, financial and cost benefit analysis.

### **RELEVANT PROFESSIONAL EXPERIENCE**

#### ***Freelance Consultant***

2019

Providing consulting services for financial and administrative procedures, strengthening the capacities of the public administration; public finance, public-private partnership, cost-benefit analysis, monitoring and evaluation of the implementation of national, regional and sector policy programs, rural development, project management administrative capacity and development, training delivery to public sector experts, etc.

#### ***Consultant***

2018-present

##### ***Ministry of Economy, Bulgaria***

Assisting Managing Authority to develop procedure Regional Innovation Centers (partnership between science institutions, universities and business) and Innovation clusters. (Both procedures are part of Operational Program for Innovation and Competitiveness financed by European Structural Fund for Regional Development).

Developing simplified procedures and costs for project assessment. Both procedures are part of Operational Program for Innovation and Competitiveness financed by European Structural Fund for Regional Development.

Assisting Managing Authority to develop financial instruments and operational program for next programming period.

#### ***Researcher***

2015-present

##### ***Institute of Agricultural Institute, Bulgaria***

Leading Research Project titled "Impact of investment and public support on the economic viability of farms".

Preparing an analysis on financing agriculture and SMEs in rural areas financial infrastructure, impact assessment of the guarantee schemes and financial instrument (EU financial mechanism) on agriculture sector.

Executing Research project RD-07-48/ 2017 "Sustainability of the Bulgarian Agriculture"

Developing indicators for financial sustainability and study the financial stability of the agricultural sector within the project.

#### ***Local Expert***

##### ***The World Bank, Bulgaria***

2017-2018

Assessed the impact of climate change on agriculture and on macroeconomic development within Project number P160511/ Advisory Services on a National Climate Change Adaptation Strategy and Action Plan.

Assisted with the drafting of the national report on adaptation to climate change in the agriculture sector in Bulgaria.

Defined climate change adaptation actions; developed cost benefit analysis of climate change adaptation options in the following sectors: human health, tourism, energy, water, urban, agriculture, transport, forestry, biodiversity; carried out research to identify best practices across other EU countries.

- Consultant** 2016-2017  
**Sofinllex, Bulgaria**  
 Assisted with the development and preparation of strategy for local development and economic and territorial analysis for municipalities Muglish, Pavlikeni and Byala within Project number PД50-204/ 07.12.2015 (Municipality Myglis); Project number 183/21.11.2016 (Municipality Byala-Russe); Project number PД50-106/ 17.08.2015 (Municipality Pavlikeni).  
 Organized public debate with the main stakeholders.
- Consultant** June-August 2016  
**Ministry of Youth and Sports, Bulgaria**  
 Conducted a review of the legal framework on the financing of activities regulated by the draft law on Physical Education and Sport.  
 Administered comparison with European legislation and ensuring its compliance with State aid regime.
- Team Leader** January-May 2016  
**Agront company / "National Health Insurance Fund**  
 Coordinated a team of experts for Project Number PД-14-2/13.01.2016 "Development of a Functional Analysis of the National Health Insurance Fund".  
 Conducted preliminary studies.  
 Prepared a final report for evaluation of the relevance of the functions, efficiency and effectiveness of the administrative structure.
- Key Expert** March-May 2016  
**Double D Company/Agency for Geodesy, Cartography and Cadastre, Bulgaria**  
 Analyzed and evaluated the efficiency and effectiveness of the administration, functional dependencies and cost effectiveness of administrative activities.
- Director of Directorate** 2013- 2014  
**Ministry of Agriculture and Food, Bulgaria**  
 Organized the activities in Directorate and ensured effective financial management of the Rural Development Program.  
 Supervised the process of implementation of the measures and actions under the Program.  
 Coordinated the planning and preparation of the Program's documents and procedures.  
 Organized and supervised the process of monitoring, evaluation and reporting of the progress of program implementation; control the process of implementation of the delegated functions to the State Fund "Agriculture" - the Paying Agency.
- Local Expert** May-September 2016  
**The World Bank, Bulgaria**  
 Drafted a report on the insurance sector in Bulgaria titled "Analysis of Contribution of the Insurance Sector and Financial Instruments to climate change related risks prevention, loss and damage management in Bulgaria".
- Team Leader- Key Expert** 2012-2013  
**Consortium Beft-Pi es Invent, Bulgaria**  
 Provided project support for Integrated Plan for Urban Regeneration and Development of the City of Pernik.  
 Coordinated the work of experts.  
 Developed economic and social analysis.  
 Identified the areas of impact and developed integrated plan.  
 Identified the future projects in the urban areas.

**Key Expert** March-August 2012  
**Double Consortium KPMG Bulgaria, Sofia Consulting and New -I LTD Contracting Authority: the Council of Ministers of Bulgaria**

Provided consultancy services for strengthening capacity and institutional optimization of the National Security Institute.

Assessed the efficiency of activities and administrative capacity of NSI; prepared analytical assessment report for the project titled "Implementation of optimization in public institutions", funded by the Operational Programme "Administrative Capacity".

**Key Expert** February-November 2012  
**Business and Strategies in Europe, Belgium**

Provided analytical support for preparation of National Development Programme and strategic assessment relating to project N 0036-CCU-3.2. "Supporting the Overall Process of Development of New Strategic Programming of the Republic of Bulgaria".

Administrated definition of priorities and indicators.

Assessed the compliance with EU strategic documents and priorities.

Prepared the final assessment report for completed strategic and pre-accession programs.

Prepared the national guide for monitoring, control and reporting of the Execution Board of the NDP.

**Team Leader** March-December 2011  
**Eco-vico Sofia, str, Pozitano 10 Contracting Authority: Ministry of the Transport, Bulgaria**

Coordinated work of experts for the Evaluation of the Operational Program "Transport" project.

Designed the evaluation methodology.

Prepared the final evaluation report of the capacity of the beneficiaries.

**Financial Expert** 2010- 2013  
**Ministry of Environment and Water, Bulgaria**

Served as a member of the expert group to Directorate European Union Funds for Environment.

Evaluated the water management projects within Environment program 2007-2013, particularly evaluation of the budget.

Evaluated the project in accordance with Cost-benefit analysis and EU rules.

**Training Expert** 2010- 2012  
**Dikon Group, Council of Ministers, Bulgaria**

Developed training program on Financing public projects and Public-Private Partnership.

Provided training to regional and local administrations on Public Private Partnership.

**Key Expert** January-July 2011  
**Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas, FIIAPP - Spain**

Prepared analysis and final evaluation report for 4 out of the 6 schemes in the area of education and labor market for the Project contract BG051PO001-8.1.04; Mid-term evaluation of 6 schemes of the Operation Programme Human Resource Development / ESF

**Key Expert** 2009-2010  
**Bulgarian Consultant Organization and SiciDominus(Spain)**

Prepared the practical financial model for evaluation of analysis of public costs, cost-benefit analysis, public-private partnership projects within Project "Strengthening the Effectiveness of the Central Coordination Unit" in Bulgaria.

Assessed the methodological guidelines for financial impact of the National Strategic framework, guidelines for risk assessment of the operational programs and their compliance with the ESF regulations and other EC documents.

**Key Expert** February-September 2009  
**Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas, FIIAPP - Spain**

Participated in the development of a manual for Public-Private Partnership practice in Project № 93-00-315 /2009 r “Creation mechanism for Public-Private Partnership in the municipality of Bourgas” funded by ESF.

Developed a handbook for internal administrative control and anti-corruption practice in Project “Improving the Internal Administrative Control on Activities of the Civil Servants,” funded by ESF.

**Expert** August-November 2008  
**Office for Economic Policy and Regional Development Ltd. (“EPRD”) Szkolna 36A Street, 25-604 Kielce, Poland; www.eprd.pl**

Provided administrative and technical assessment and checking of the quality and relevance of the project: ESF component: STE 1: Expert on EU Grant Schemes in Bulgaria, project checks “quality and relevance of the projects to the program conditions and priorities”.

Provided technical assistance in Phare Component ERDF 4: Economics, Business Administration, Public Administration, Jurist and related fields (for administrative and formal checking) for the project “Creating project pipeline for SF applications – Quality Control of ERDF and ESF project proposals”.

**Project Manager** January-November 2008  
**Ministry of State Administration and Administrative Reform**

Assisted in management, coordination and monitoring, organizing team work, preparation of technical reports for project development; monitoring and review of documentation concerning Quality management standards for the Project “Promoting Implementation of Systems, Instruments and Good Practice for Quality Management of the Public Administration “, funded by ESF, BG051PO002/07/3.1-01

**Key Expert** May-November 2007  
**Ministry of State Administration and Administrative Reform**

Contributed as a member of the expert group for elaboration of the OP Administrative capacity (ESF) adhering to the National Program for Better Regulation and Ease of the Administrative Burden.

**Expert** January-November 2007  
**ECORYS-Netherlands B.V. Watermanweg 44;3067 GG Rotterdam,www.ecorys.com**

Assessed compliance of the technical implementation of the projects with the grant contract provisions and grant scheme rules for Project Phare/2006/130-005 Service Contract for “Monitoring of FM 2003 and 2004 Grant Schemes in Bulgaria”.

Analyzed all relevant documents, visited national and regional bodies and project beneficiaries and conducted interviews, write monitoring reports.

**Trainer, Academic Association for Training State Administration** January-November 2007  
**New Bulgarian University, Sofia, Bulgaria**

Provided training for civil servants on Public Project Management and Financing Public Project.

**Expert** February-December 2006  
**ECORYS-Netherlands B.V. Watermanweg 44;3067 GG Rotterdam,www.ecorys.com**

Developed training needs assessment, training evaluation system for Project Phare BG 2003/004-937.10.01, Strengthening the Capacity of the Bulgarian Public Administration Implementing the Strategy for Modernization of the Public Administration in view of the Improved Service Delivery to the Public at Bulgaria.

Organized training.

Prepared training materials.

Trained civil servants on project cycle management and financing of public projects and Public Private Partnership (PPP).

**Chief Expert** 2004-2009  
**Bulgarian Economic and Social Council**  
Prepared analyses and statements on economic and social policy, sectoral developments and labor market policies and strategies on behalf of the Government, Parliament and President.

**Expert** 2003-2005  
**Ministry of Regional Development**  
Defined criteria and indicators for special regions included in the law for regional development; Developed criteria used for evaluation and selection under Phare Economic and Cohesion Policy program within the project: "Technical Assistance for developing "Economic and social quantitative indicators for the lagged behind regions in Bulgaria".

**Expert** 2001-2003  
**Foundation Entrepreneurship Development**  
Evaluated the Ministry of Social Policy and Labor, Phare 9915.01 (ESF Type of interventions) project for support of local initiatives for employment creation in 62 predominantly rural municipalities in Bulgaria.  
Conducted an assessment of vulnerable groups for the purposes of implementing the Phare 2001. Prepared report on the assessment of the vulnerable groups in Bulgarian rural communities

**Project Manager** 1999-2002  
**Foundation for local government development**  
Developed a training program and organized training on Project Cycle Management, EU structural funds rules and procedures for the "Strengthening of the Local Governments' Capacity through Training" project.

**Chief Economist** 1995-2000  
**Institute for Market Economics**  
Conducted applicable research and analyses on macroeconomics, public finance, economic restructuring of USAID, World Bank and other international projects.  
Organized research activities, coordinated and developed projects.

## **EDUCATION**

PhD, Macroeconomics, Economic Institute Bulgarian Academic of Science 1998  
MA, Economics, University of National and World Economy 1981

## **TEACHING EXPERIENCE**

*Full-time Professor*, International Financial Management, International Financial Markets, Projects Finance (Bachelor Program), Project Management and Cost-Benefit Analysis (Master's Program), University of National and World Economy (UNSS), Sofia, Bulgaria 2019  
*Part-time Lecturer*, Project Financing, Department of Public Administration, New Bulgarian University, Sofia, Bulgaria 2019

**LANGUAGES:** Bulgarian (Native), English (Fluent), Polish (Proficient), Russian (Proficient).