

CURRICULUM VITAE

Family name: Kacarska

First names: Simonida

Date of birth: 12/05/1982

Passport holder: Macedonian/Citizen of North Macedonia

Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
University of Leeds, UK 10/2009 – 10/2013	PhD in Politics and International Studies. <i>Dissertation: National Minority policies in the EU accession process - the cases of Croatia and Macedonia</i>
University of Sussex, UK 10/2004 – 10/2005	Master of Arts in European Politics (with Distinction). <i>Dissertation: Political Parties and Democratic Consolidation: the Case of the Republic of Macedonia</i>
American University in Bulgaria, 08/2000 – 04/2004	Bachelor of Arts (Magna Cum Laude) in: 1. Political Science - International Relations; 2. European studies (with honours).
Other trainings / Courses	
UN Migration Network Hub, Geneva; 02-03/2023	UN System Strengthening Workstream: Training of Trainers; Trainer for mainstreaming migration in the UN system
University of Oxford, 01 – 04/2008	Research fellow on Coordinating European Accession Negotiations, experience of the 2004 and 2007 EU enlargement
InWent/Macedonian Centre for European Training 01-12/2006	Certified trainer of EU affairs

Language skills: Indicate competence on a scale of A1 to C2¹

Language	Reading	Speaking	Writing
Macedonian	C2	C2	C2
English	C2	C2	C2
German	B2	B1	B1
Serbian/Croatian/Montenegrin	C1	C1	B2

Membership of professional bodies: University Association of Contemporary European Studies since 2009, Association for the study of nationalities since 2012, International Public Policy Association, 2015

Other skills: Strong presentation and negotiation skills; high level computer literacy (Word, Excel, Access, Power Point, Visio, Internet); preparation of Guidelines for drafting Roadmaps including development of selected indicators for performance framework; trainer and development of curricula for trainings; project visibility, strong reporting skills

Present position: EU integration Expert

Key qualifications:

- Researcher and analyst with 20 years of experience in political analysis and research, policy development (including civil service), teaching and training, research, including supervision, developing, monitoring and evaluating projects, as well as government/civil society relations.
- Areas and regions of expertise: EU integration, democratic institutions, human rights, judiciary and fundamental rights, anti-corruption policies, justice sector, fight against organized crime and public administration reform, institutional reforms, democratisation, Western Balkans, EU enlargement, EU accession process, rule of law, fundamental rights, national minority rights, anti-discrimination.

Specific experience in the region:

Country	Date from - Date to
North Macedonia	11/2005 - current
Montenegro	07/2018
Bosnia and Herzegovina	04/2016; 10/11/2025
Serbia	06/2024

¹ at least C1 level for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages available at <https://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>, as demonstrated by a certificate or by past relevant experience.

Professional experience

Date from - Date to	Location	Company & reference person	Position	Description
05/2013 - present	North Macedonia	European Policy Institute Malinka.jordanova@epi.org.mk	Director (since 02/2017) Research Coordinator (05/2013 – 02/2017)	- Supervised and ensured research quality in all of the Institute's programmes. Research and analysis on EU related matters, specifically political criteria for EU accession, EU enlargement and conditionality, EU institutions and policies, judiciary and human rights, including public administration reform. - Advocacy and outreach on issues democratic governance, rule of law, justice, fundamental rights also through regular national, European and international media contribution. - Regular publishing of policy and academic work in peer-reviewed journals (see below). - Project director of regional and national EU funded projects supporting civil society participation in policy and decision making. Senior lead researcher for the Fundamental Rights Agency for FRANET for North Macedonia Project director/team leader of the regional civil society facility Western Balkans EU funded project Reform and Growth Monitor. - Member of the Steering Committee of the Project "Western Balkans Enabling Project for Civil Society Monitoring of Public Administration Reform – WeBER 3.0 (2023-2026); WeBER 2.0" (2019-2022), responsible for review and quality control of the monitoring of public administration, including anti-corruption reform in North Macedonia in view of in house established methodology with performance indicators. - Team leader for the implementation of the deliberative polling exercise in cooperation with the University of Stanford in North Macedonia 2015-present. - Lead author of regular analysis of the EC report for the country 2011-2025 as well regional reports on EU accession and rule of law benchmarking, including the accession negotiations process. Relevant publications prepared: Judiciary and fundamental rights 2025 Shadow Report, European Policy Institute (editor) Judiciary and fundamental rights 2021, 2018, 2019, 2020 Shadow Report, European Policy Institute (editor) European Integration of the Western Balkans: Making a realistic perspective out of a shifting target (co-authored), Albanian Institute for International Studies, 2020 - Effective benchmarking for concrete rule of law reforms in the Western Balkans, (co-authored), Think for Europe Network, 2019 - Analysis of the implementation of the Urgent Reform Priorities in the Macedonian judiciary (co-authored), Institute of Human Rights, 2018 - Regulatory Impact Assessment of the Law on Courts, (editor), European Policy Institute, 2018 Guaranteeing Fundamental Rights in the Western Balkans, Berlin: Aspen Institute, 2018 - Freeing the captured state in Macedonia: What role for EU accession? Nations in Transit Brief, December 2017 - De-focusing the focus: Ticking the boxes" or democratisation via the June/July Agreement? European Policy Institute (lead author), 2016 - Analysis on the use of IPA funds in North Macedonia, European Policy Institute (lead author), 2014
12/2018 – present	North Macedonia	European Policy Institute, The European	Senior Fundamen	Data collection and research services on fundamental rights issues for the European Union Fundamental Rights Agency – FRANET national contract for North Macedonia

Date from - Date to	Location	Company & reference person	Position	Description
		Union Agency for Fundamental Rights franet@fra.europa.eu	tal Rights Expert	- Review and quality assurance of the national expert input for the Fundamental Rights Agency, including, but not limited to anti-discrimination, migration, rights of the child, Roma rights, rights of persons with disabilities and personal data protection as part of the EU Charter. - Collaboration and coordination with various stakeholders, including national liaison officers at the Ministry of Justice and the Ministry of Foreign affairs, as well as the Ombudsman. - Prepared the publications: National fundamental rights report – North Macedonia (co-authored), Fundamental Rights Agency of the EU, 2020, National fundamental rights report – North Macedonia (co-authored), Fundamental Rights Agency of the EU, 2021-2025
06-12/2025	North Macedonia	European University institute, Florence Jelena.dzankic@eui.eu	External collaborator	- Conduct primary research and mapping of geopolitical actors in North Macedonia for 2025 - Prepare an analysis and report for publication of the geopolitics of democracy in North Macedonia for 2025
10-12/2024	Home based	Transparency International, Bosnia ekanlic@ti-bih.org	Expert on EU integration	- Prepare an in-depth regional analysis of the structure of the National Plans for adoption of the EU acquis in three Western Balkans countries - Prepare an in-depth regional analysis of the mechanisms for EU policy coordination in three countries in the Western Balkans and map modes of participation of civil society actors - Analyse the draft Plan for Accession of Bosnia and Herzegovina and provide recommendations for improvement of the structure and content.
06-12/2024	North Macedonia	European University institute, Florence Jelena.dzankic@eui.eu	External collaborator	- Conduct primary research and mapping of geopolitical actors in North Macedonia - Prepare an analysis of the geopolitics of democracy in North Macedonia
06-07/2024	Serbia	Regional School of Public Administration Jelisaveta.tasev@respa.eu	EU integration expert	- Prepare and deliver sessions for civil servants from the Western Balkans on the following topic: The Revised 2020 Enlargement Methodology and what it means for Cluster 1 negotiations - Prepared the presentations, exercises/scenarios and other relevant materials that utilized during the capacity-building sessions;
05-12/2023	North Macedonia / Albania	Open Society Foundation, Western Balkans, andi.dobrushki@osf.al	Working group team leader	- Leading the work of the regional civil society group for policy recommendations for deeper economic integration of the WB to the EU within the Berlin Process; - Review and quality control of a regional paper on trade and economic policies in the EU-WB relations - Media outreach on the prospect of economic cooperation and integration between the WB and the EU
06-07/2023	Florence, Italy	European University Institute, jelena.dzankic@eui.eu	Lecturer	- Co-teaching of sessions on EU Accession Negotiations: key sectoral issues for the ReSPA Summer School on EU Integration, 4-7 July 2023". - Preparation of materials and work group and other relevant materials for sectoral/gradual integration of the Western Balkans in view of EU accession.
01-03/2023	North Macedonia	Regional School for Public Administration , Danilovgrad,	Field expert evaluation	Evaluating the RESPA grant 2019-2022 - Primary and secondary review of project documentation; - Conducting focus groups and case studies for purposes of preparing of an evaluation report for RESPA grant 2019-2021 in 5 countries of the Western Balkans.
10-12/2021	North Macedonia	Technical Assistance to Civil Society Organisations (TACSO 3) in the Western Balkans and Turkey Office@tacso.eu	Non-Key on EU Accession Process"	Expert for developing content, analysis, presentation and facilitation of P2P Core Western Balkans regional event (two-day exchange discussion) on the topic "The Role of the Civil Society in the EU accession process" - Preparation of content for the event (agenda, speakers) and brief analysis of the current trends of EU accession of the enlargement region - Preparation of sessions introductory points, guiding question

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				- Facilitation of the entire event and acting as resource person during the sessions, including conclusions and recommendation - Preparation of Conclusion report and recommendations
05-09/2021	North Macedonia	Technical Assistance to Civil Society Organisations (TACSO 3) in the Western Balkans and Turkey Office@tacso.eu	Non-key expert on evidence-based EU advocacy	Strategic mentoring for EU advocacy for CSOs - Preparation and delivery of five half-day on-line mentoring sessions for development of Advocacy Strategy and Action Plan - Preparing the Advocacy Strategy and Action Plan - Preparation and delivery of two half-day on-line events for consultation of the Advocacy Strategy and Action Plan with member CSOs - Mentoring support for developing two policy papers
03 – 06/2021	North Macedonia	United Nations Development Programme lazar.popivanov@undp.org	Team Leader/ Strategic Public Policy Planning Expert	Mapping of Strategic Planning Documents for the preparation of the National Development Strategy (NDS): - Developed the selection criteria for identification of relevant strategic planning documents and agree on their relevance and contribution to the National Development Strategy. - Prepared a methodological framework and an inventory of relevant strategic planning documents and visualisations for the NDS. - Led a team of three experts and prepared the inventory of strategic planning documents in the field of good governance and rule of law, including their relationship with the EU accession process, NATO membership and provided recommendations for improvement of national planning in view of preparations of action plans and roadmaps. - Co-produced the proposed national institutional structure for the preparation and monitoring of the National Development Strategy.
04-06/2021	North Macedonia	World Bank/European Policy Institute Skopje Luan.aliu@worldbank.org	Expert for capacity assessment	Part II Europe 2020 Programmatic Single-Donor Trust Fund Capacity Building Assessments - Supporting the development of capacity building plans for central level institutions to effectively manage the reintegration portfolio in North Macedonia in view of responsibilities under the readmission agreement with the European Union - Identify the relevant capacity needs of North Macedonia by reviewing the status of existing reintegration strategies and actions plans, relevant skills audits and staffing needs in key selected line ministries, including Ministry of Labour and Social Policy, Ministry of Interior and Secretariat of European affairs to implement such strategies and action plans, assessing reporting mechanisms and channels, inter-ministerial coordination mechanisms, intra-governmental communication mechanisms, inclusive of platforms for vertical and horizontal coordination, capacities of government institutions to implement effective public awareness, etc for the purposes of preparing a capacity assessment.
09/2020 – 10/2022	North Macedonia	European Policy Institute biljana.kotevska@epi.org.mk	Director Lead expert for judiciary and EU accession	Project "Mediate, do not hesitate": The objective of the project is to contribute to increasing the overall usage rate of the mediation as an alternative dispute resolution in North Macedonia, as an element of the Judicial Reform Strategy and in view of EU accession. - Coordinated research to provide evidence-based input in mediation as a tool for alternative dispute resolution by businesses and state administration bodies and in view of alignment with EU standards on mediation. Strengthening the capacities of mediators, judges and the Chamber of Mediators through organisation of trainings, curricula preparation and transfer of EU experiences in mediation.

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				Creation of a mechanism for dialogue and cooperation in the area of mediation with key state institutions, including the Ministry of Justice, the Academy for training of judges and prosecutors, the judicial sector as well as civil society.
11-12/2020	North Macedonia	OSCE Mission to Skopje Dimitar.spasenoski@osce.org	Policy Expert, Trainer	<u>Project Strong Representation for a Strong Parliament</u> - Preparation of a manual for Parliamentary policy research assistants dealing with guidelines for conducting policy research and analysis. - Prepared a capacity building online training and video training material.
12-2020	North Macedonia	Macedonian Helsinki Committee uranija.pirovska@mhc.org.mk	Expert, Trainer	<u>EU project Fundamentals first – Active engagement in rule of law</u> - Preparation of curriculum and training materials on the new methodology for EU accession, the draft-negotiating framework for North Macedonia with a focus on the fundamentals cluster. - Delivery of two-day training on EU accession negotiations and the role of the fundamentals cluster to 25 participants, preparation of accompanying report and reference materials.
09 – 11/2020	North Macedonia	Technical Assistance to Civil Society Organisations (TACSO 3) in the Western Balkans and Turkey Office@tacso.eu	Non-key expert/trainer on research and evidence-based advocacy	<u>Research and evidence based advocacy for CSOs in North Macedonia</u> Prepare, deliver and report on two training modules of two-day on-line sessions in research and evidence-based advocacy and preparation of an electronic toolkit. - Topics covered on trainings included utilising research data and evidence in advocacy, including: possibilities within the Negotiation Framework for the Republic of North Macedonia; best EU practices; advocacy at EU level, writing effective policy documents and effective communication and advocacy.
08 – 10/2020	North Macedonia	European Policy Institute biljana.kotevska@epi.org.mk	EU integration Expert	<u>EU project "IRIS NETWORKing- CSOs for protection sensitive migration management"</u> Research and analysis in relation to legal and institutional frameworks for EU accession Drafted a shadow report (reforms assessment report) on Chapter 19 (Social policy and employment) for EU accession for 2019
03/2019 - 11/2019	North Macedonia	Foundation Open Society Institute slavica.indjevska@fosm.mk	Lead Expert in Strategic Planning and Human Rights	<u>Support of the preparation of the National Strategy for Interculturalism "One Society For All" 2020 – 2024 and accompanying action plans:</u> - Supported seven working groups for the preparation of the national Strategy for Interculturalism Research and analysis in relation to the legal and institutional frameworks on national and international standards for human rights protection. - Drafting guidelines for preparation of the planning document and accompanying action plans - Review of working group inputs and facilitated workshops for drafting and finalisation of the national strategy and accompanying action plans, including through the development of outcome indicators. - Ensuring overall consistency and quality of national strategy, action plans and institutional responsibilities with key documents and coordinating system for EU integration. - Led and participated in public debates with key stakeholders, including international human rights and minorities' experts, government officials and civil society representatives.
12/2018 - 10/2019	North Macedonia	EU, Ministry of Justice of North Macedonia Frosina.tasevska@mjustice.gov.mk	Project manager, Trainer	<u>EU funded Instrument for Pre-Accession Assistance Civil Society Facility project "Partnership Iustitia":</u> - Elaborated methodologies and ensured quality of and regular monitoring of judicial performance and progress in accordance with the Judicial Reform Strategy 2018-2022. - Ensured a consistent methodological approach for monitoring performance and outcomes in selected areas of the Judicial Reform Strategy.

Date from - Date to	Location	Company & reference person	Position	Description
				• Prepared reports on progress of reforms, action plans and reform objectives in the area of judicial performance. • Ensured consistency and coherence of the Action between partners and cooperation with key stakeholders, including the Ministry of Justice, the judiciary, the Academy for training of judges and prosecutors, the Association of judges as well as the Secretariat for European Affairs. • Coordinated the overall implementation of the project, reporting on logical frameworks, including Communication strategy and participated in communication activities. • Responsible of curriculum development, including expert support for study visits and transfer of regional know how. • Edited regular reforms assessment reports with performance indicators on the implementation of the Judicial Reform Strategy in 2020 and 2021.
01/2018 – 03/2019	North Macedonia	Foundation Open Society Institute Fani.karanfilovska@fosm.mk	Mentor and trainer	<u>USAID Civic Participation project</u> • Provided mentorship to selected NGOs for developing their internal management documents and supporting policy research and advocacy, including at EU level. • Prepared training materials and delivered trainings on policy research and European integration to civil society organisations and coalitions.
01 – 05/2018	North Macedonia	World Bank/European Policy Institute Skopje Luan.aliu@worldbank.org	Senior Expert in human rights	• <u>World Bank project Creation of a Strategic Plan in support of the effective reintegration of returnees to North Macedonia in line with the European Union readmission agreement</u> • Assisted the Macedonian government in providing support to the Ministry of Labour and Social Policy in the development of key elements for a Reintegration Strategy for returnees in accordance with the European Union readmission agreement. • Consultation and coordination with key government and EU stakeholders, including the Ministry of Labour and Social Policy, Ministry of Interior, Secretariat for European affairs and EU delegation in the country. • Preparation of a strategic document with policy recommendations and proposed action plan for effective reintegration of returnees to North Macedonia
01 – 06/2018	Italy	School of Transnational Governance, European University Institute Marianna.Torok@eui.eu	Policy Leader Fellow	• Research and analysis in relation to legal and institutional frameworks for EU accession. • Participation in a workshop on developing benchmarking for rule of law in the EU. • Prepared a comparative analysis on regional experience of the EU accession process. • Prepared of a policy document on the new Enlargement Strategy of the EU with a focus on the rule of law, democratic institutions and fundamental rights. • Policy advocacy in Brussels and key EU member states.
07/2018	Montenegro	Regional School for Public Administration v.nikolic@respaweb.eu	Expert in European integration – Accession negotiations	<u>Summer School on EU accession negotiations for chapters 23 and 24</u> • Prepared training materials on rule of law and accession negotiations, including preparations of action plans and roadmaps for chapters 23 and 24 in the Western Balkans • Prepared a report with policy recommendations for follow up activities on capacity building for 30 civil servants for accession negotiations for chapters 23 and 24
02/2017 – 06/2018	North Macedonia	European Policy Institute biljana.kotevska@epi.org.mk	Director, EU Integration trainer	<u>Instrument for Pre-Accession Assistance (IPA) Civil Society Facility project Network 23+:</u> • Ensured overall guidance and quality control of project implementation and monitoring • Prepared training materials and delivered project workshops on judiciary and fundamental rights from the perspective of EU accession • Facilitated the participation of CSOs in the coordination of the EU accession process at the national level.

Date from - Date to	Location	Company & reference person	Position	Description
				- Edited the Shadow report on Chapter 23: judiciary and fundamental rights for 2018 and policy briefs with recommendations - Key contact for cooperation with national and EU stakeholders. - Facilitated high level policy dialogues with key stakeholders on chapter 23, including government, judiciary and independent human rights bodies
01/2017 – 06/2018	North Macedonia	European Policy Institute biljana.kotevska@epi.org.mk	Director of project /Lead expert	<u>Project Fostering Sustainable Return of Roma Asylum Seekers (Think Tank Fund of the Open Society Foundations and the Roma Information Office)</u> - Supervised research and analysis of the legal and institutional framework for returnees based on the readmission agreements with the European Union - Wrote a detailed evidence-based policy analysis on fostering reintegration of returnees based on stakeholders' inputs with policy recommendations. - Responsible of advocacy at EU and national level with key policy and decision makers.
12/2015 – 12/2018	North Macedonia	EU, European Policy Institute & Think for Europe Network Milena.lazarevic@europeanpolicy.org	Senior researcher	<u>Regional IPA Civil Society Facility project Western Balkans Enabling Environment for Monitoring Public Administration reform:</u> - Developed a methodology with indicators for monitoring of public administration reform by civil society in six countries of the Western Balkans in line with SIGMA principles. Research and analysis of the institutional and policy frameworks for public administration reform, assessment of reform progress and realisation of performance frameworks in North Macedonia. - Outreach to stakeholders, including national (Ministry of Information Society and Administration, Secretariat for European Affairs) and EU decision makers (European Commission, EU delegation in North Macedonia, SIGMA/OECD), and civil society organisations. Prepared the publications: National Public Administration Reform Monitor for the Republic of Macedonia (co-authored), Skopje: European Policy Institute, 2019; Preparing for accession negotiations in the Republic of Macedonia: What can we learn from WeBER monitoring, Think for Europe Network 2019.
12/2018 – 12/2019	North Macedonia	EU, Council of Europe romacted@coe.int	Trainer	<u>Promoting good governance and Roma empowerment at local level:</u> Prepared training materials and delivered of three-day training for 30 participants as part of Summer School on Political Participation and Empowerment for Roma Women. Topics covered: Local, national and international (including EU) obligations/mechanisms for ensuring minority (Roma) women participation as well as instruments at disposal for public participation at the local/national level.
09/2017 – 06/2018	North Macedonia	GIZ natalija.spasovska@giz.de	Senior researcher	<u>Social Rights for Vulnerable Groups Project:</u> Research and analysis on the current situation (legal framework) of various vulnerable groups (including: returnees, Roma, human trafficking victims, etc.) and the official support. - Provided overviews on social policies and strategies, including an assessment of their alignment with the EU accession process. - Drafted reports on progress of reforms in given areas, with an annual update.
08/2017	North Macedonia	OSCE Mission to Skopje Katarina.Zhivkovikj@osce.org	Trainer	<u>Summer School on Promotion of Diversity and Human Rights</u> Prepared and delivered 3 interactive training sessions on the policies and legislation for advancing the rights of communities in Macedonia, introduction to the Framework Convention for Protection of National Minorities, monitoring mechanisms and monitoring of rights of national minorities in the EU accession.

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05/2017	North Macedonia	European Policy Centre Milena.lazarevic@europeanpolicy.org	EU integration expert	Centre of Expertise on Policymaking Systems in the Western Balkans - CEPS WeB • Moderation and follow up of final event of project dealing with improving policy making systems in the Western Balkans. • Preparation of report with recommendations on improvement of policymaking systems in the Western Balkans, with a focus on the fundamentals.
11 – 12/2016	North Macedonia	OSCE Mission to Skopje Katarina.Zhivkovikj@osce.org	Human rights expert	Project Education Rights Realization in Diverse Societies. • Prepared and delivered a presentation on the participation of national minorities in decision making at central and local level. • Drafted a consolidated reforms assessment report and conference proceedings from regional conference on Education Rights Realization in Diverse Societies.
04/2016	Bosnia and Herzegovina	Analitika think tank Mirna.Sehagic@analitika.ba	Trainer for Regional Research Academy	Research Academy Sarajevo: Introduction to Social Science Research Methods for Junior Researchers in the Western Balkans”. • Prepared a regional workshop on research methods, selection of participants, program design and provision of the readings, Lectures and individual tutoring during the training for 35 participants. • Assessed future training needs of participants.
04 – 10/2016	Switzerland	University of Fribourg, Jasmine.opardija@unifr.ch	Lecturer	Swiss Development Cooperation Regional Research Promotion Programme • Prepared and delivered an intensive course on Democratisation and Europeanisation of the Western Balkans for university students, including through individual mentoring • Prepared reports from course with recommendations for further engagement.
05/2015 – 04/2016	North Macedonia	British Embassy/European Policy Institute Irena.stevcevska@fco.gov.uk	Project manager	Project Dialogues for vision: • Developed a project methodology, including through logical frameworks and monitoring tools. • Organised 2 trainings on policy making processes with 30 civil society participants. • Supported the process of providing structured evidence-based input by civil society in key areas of development by engaging with more than 30 key organisations. • Ensured research quality through managing anonymous review processes and outreach to key government and non-government stakeholders. • Organised and supported high level discussions on policy recommendations on checks and balances in the country, economic reforms and social cohesion. • Organised advocacy and outreach with the key stakeholders, including the Ministry of Justice, Assembly, the Secretariat for European Affairs.
10 - 11/2015	North Macedonia	OSCE Mission to Skopje Katarina.Zhivkovikj@osce.org	Expert on human rights and international standards	Project Effective Minority Rights Realization • Developed a methodology and conducted primary research with key human and minority rights organisations, including through focus groups. • Collected relevant data and conduct research on the implementation of the Council of Europe’s Framework Convention on the Protection of National Minorities – FCNM (national policies, legal and institutional framework and practices); • Drafted a report with recommendations on the implementation of the Council of Europe Framework Convention on the Protection of National Minorities in North Macedonia, in line with EU accession priorities. • Held stakeholder consultations and incorporated stakeholders' input in shadow report.
01/2015 – 04/2016	North Macedonia	EU, College of Europe katherine.miccinilli@coleurope.eu	Human Rights Expert	European Union/Council of Europe Project Promoting Human and Minority Rights • Prepared and implemented baseline and action research in Macedonia to assess the level of awareness and information of undertaken international obligations on national minority rights.

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10/2014 – 09/2016	North Macedonia	EU, Council of Europe Aleksandra.VUJIC@coe.int	Human Rights Expert	• Prepared a comparative analysis of change over time in attitudes towards national minorities. • European Union/Council of Europe Project Promoting Human and Minority Rights: • Provided analysis for local projects for promoting national minority rights. • Monitored and advised taskforces in five municipalities in preparing and implementing projects promoting national minority rights in line with Council of Europe Instruments, including through logical frameworks, as well as corresponding monitoring instruments. • Guided five municipalities in application of best practices of the Framework Convention for the Protection of National Minorities and EU accession at the local level. • Prepared and delivered presentations for trainings the international standards, including EU integration for local authorities. • Organised and supported consultations with stakeholders, including state institutions and local authorities responsible for human and minority rights policies.
09/2014-12/2015	North Macedonia	Regional Research Promotion Programme/ European Policy Centre Milena.lazarevic@europeanpolicy.org	Senior researcher for policy making	Project Performance audit and Policy evaluation: on the same or parallel tracks? • Research and analysis in relation to legal and institutional frameworks for policy evaluation and performance audit for North Macedonia • Assessment of reform processes in policy making and public administration reform Prepared the publication: Performance audit and policy evaluation, on the same or parallel tracks? (co-authored), European Policy Centre, Belgrade, 2015
09 – 11/2014	North Macedonia	Open Regional Funds for South East Europe, European Policy Centre Milena.lazarevic@europeanpolicy.org	Researcher, EU integration Expert	Conference “Building Human Capacities for EU Accession in the SEE Countries”. • Research and analysis in relation to legal and institutional frameworks for EU accession. • Prepared a background paper and conference presentation on measures and policies implemented in the process of building human capacities for EU accession process in South East Europe countries with recommendations in view of accession negotiations. Co-authored the publication: Human Resources for EU Membership: What Policies in the Western Balkans? Open Regional Funds for South East Europe, 2014
01 – 06/2013	Bulgaria	American University in Bulgaria Bobby@aubg.edu	Instructor of European Studies	• Complete organisation and delivery of lectures and accompanying instruction for two undergraduate courses over one university semester: EU Politics and Europeanization. Student evaluations available at request. • Assessed training needs and supported students’ development for the European studies major.
05/2012 – 12/2012	UK	University of Leeds C.dannreuther@leeds.ac.uk	Research fellow, Instructor	• Research and preparation of conference presentation and journal article on political conditionality and US and EU aid sanctions. • Prepared tutorials and occasional lectures on course Debating Europe for first year undergraduate students. • Prepared the publication: Aid and political conditionality: continuity and change, with Crawford, G. Journal of International Relations and Development, 2017
11/2011-05/2012	UK	University of Edinburgh Jo.shaw@ed.ac.uk	Research fellow	The Europeanisation of Citizenship in the Successor States of the Former Yugoslavia (CITSEE) Project: • Research and analysis on citizenship issues in the EU visa liberalisation dialogue with the Western Balkans countries. • Prepared a detailed study on the citizenship issues in the EU visa liberalisation process in the Western Balkans with research stays in Albania, Bosnia, Serbia and Montenegro. • Prepared the publication: Europeanisation through mobility: visa liberalisation and citizenship regimes in the Western Balkans, CITSEE Working Papers, University of Edinburgh, 2012.

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11/2007 – 07/2008	North Macedonia	Central European University, Hungary Reicha@ceu.hu	Research fellow	“Integration Perspectives and Synergic Effects of European Transformation in the Countries Targeted by EU Enlargement” Project: • Research and analysis on the political transformation and EU integration processes of North Macedonia between 1990-2007, including institutional and legal (policy developments). • Assessed the reform processes triggered by the EU and its norms and forecast development. • Prepared the publication: Macedonia - Integration Perspectives and Synergic Effects of European Transformation, co-authored paper, Central European University, July 2008.
11/2005 – 02/2011 (on leave for doctoral studies between October 2009 – December 2010)	North Macedonia	Secretariat for European Affairs, Government of the Republic of Macedonia, Cabinet@sep.gov.mk	Junior associate in the Unit for Justice, Freedom and Security, Sector for Integration	• Drafted and monitored key strategic documents for European integration focusing on the Political Criteria (judiciary, human rights and protection of minorities and public administration reform) and Chapter 23: Judiciary and fundamental rights, including the National Plan for Adoption of the Acquis, national assessments on reform processes and national contributions to the progress reports on an annual basis. • Organised and participated in the meetings of the Stabilisation and Association Agreement bodies on political criteria and justice and home affairs. • Organised, supported and participated in meetings of peer-missions in the judiciary, public administration reform as well as fundamental rights. • Member of the national working groups for the preparation of the National Programme for the Adoption of the Acquis on political criteria and chapter 23. • Coordinated the work of the intersectoral working group for the reform progress on the Visa liberalisation Roadmaps on block 4: fundamental rights and drafted reports on performance and reports progress in relation to fundamental rights. • Assisted the harmonisation of the legislation with the acquis and EU best practices in judiciary and human rights, including through review of tables of correspondence. • Drafted reforms assessment reports for judiciary, anti-corruption policies and fundamental rights, including for input for reporting for United Nations and Council of Europe instruments. • Participated in working groups for preparation and harmonisation of legislation on judicial reform and fundamental rights, • Prepared and developed performance frameworks for judiciary and fundamental rights, with reference to EU and international standards. • Prepared comparative research for the drafting of the Institutional Platform for EU accession negotiations. • Participated in the programming and monitoring of EU and other foreign assistance aid in relation to rule of law and good governance. • Cooperated with civil society organisations in relation to judiciary and fundamental rights issues. • Member of the National body for human rights, national coordination body of the Roma Strategy and Roma Decade Action Plans.

Other relevant information (e.g., Publications)

Selected peer-reviewed publications

- Three Decades of Using EU Funds: The Case of North Macedonia, in Cunha, Alice (ed) The Palgrave Handbook of European Union enlargement and pre-accession assistance, Palgrave Macmillan, upcoming March 2026
- The (geo) politics of democracy in North Macedonia. Working Paper Florence: European University Institute, 2025.
- "The EU as an External Actor in North Macedonia: A Democratising Role Constrained by Bilateral Disputes." in The (geo) politics of democracy in North Macedonia in

Dzankic, Jelena, Kotevska, Biljana, Mokra, Lucia (eds), *The (geo)politics of democracy in wider Europe*, Florence : European University Institute, 2025, EUI, RSC, Global Governance Programme, [Southeastern Europe]

- Taking the new momentum of enlargement with a grain of salt, *Idees: Revista de temas contemporanis* 63 (2025): 12.
- Reinforcing or conflicting? EU conditionality and political socialization during the 2015- 2017 political crisis in the Republic of Macedonia, in Milica Uvalic (eds) *Integrating the Western Balkans in the EU: Overcoming mutual misperceptions*, Palgrave Macmillan, September 2023
- A Year Later: War in Ukraine and Western Balkan (Geo) Politics with Jelena Dzankic and Soeren Keil (eds), *European University Institutes*, 2023
- The Opening of Accession Negotiations with North Macedonia–Glass Half Full or Half Empty?. *Südosteuropa Mitteilungen*, 62(5-6), pp.7-19, December 2022
- North Macedonia, with Milevska, N in *Health Politics in Europe - A Handbook*, edited by Ellen M. Immergut, Karen M. Anderson, Camilla Devitt, and Tamara Popic, Oxford: Oxford University Press, June 2021
- National minority policies in the EU accession process, in Dzankic J, Soeren K and Kmezic, M. (ed) *The Europeanisation of the Western Balkans: A Failure of EU Conditionality?*, Palgrave, 2019
- Aid and political conditionality: continuity and change, with Crawford, G. *Journal of International Relations and Development*, 2017
- The art of survival: intersecting inequalities in social protection in Macedonia: results of an empirical study (co-authored), Skopje: European Policy Institute, 2016
- Introduction: the Governance of Citizenship Practices in the Post-Yugoslav States: The Impact of Europeanisation. with Dzankic, Pantic and Shaw, *European Politics and Society*, vol 16, no. 3, pp. 337-346, published as edited volume by Routledge ISBN: 978-1-13-818506-7
- Losing the Rights along the Way: The EU–Western Balkans Visa Liberalisation, *European Politics and Society*, Vol.16, Issue 3, 2015, ISBN: 978-1-13-818506-7
- The EU in Macedonia: from inter to intra-ethnic political mediator in an accession deadlock in Keil, Soeren and Arkan, Zeynep (Eds.): *The EU and Statebuilding: European Foreign Policy in the Western Balkans*, Basingstoke: Routledge, 2014
- The EU in Macedonian party politics - Consolidating and dividing in Stratulat, C (ed) *EU Integration and Party Politics in the Western Balkans*, European Policy Centre, Brussels, 2014
- The EU and the Republic of Macedonia: an active player, a framework for integration or both? in Radeljic, B (ed) *Europe and the Post-Yugoslav Space*, Ashgate, 2013
- The Representation of Minorities in the Public Sector in the EU Accession Process: The Case of Croatia" in Agarin T, Cordell, K and Osipov A (eds) *Institutional Legacies of Communism Change and Continuities in Minority Protection*, Routledge, 2013.
- The Framework Convention for Protection of National Minorities in the EU accession process – the case of the Republic of Macedonia, *Interdisciplinary Studies on Central and Eastern Europe*, 2013.
- Equitable representation in the EU accession process – the case of the Republic of Macedonia, policy study No.31/2011 One decade after the Ohrid framework agreement, Skopje: CRPM, 2011.
- Fostering Democratization - Evaluating external approaches in Civil Society Building: the case of the Republic of Macedonia, *Political Science Journal*, Vol.4 No.1/2009.
- Macedonia - Integration Perspectives and Synergic Effects of European Transformation, co-authored paper, Central European University, July 2008.

Selected policy outputs:

- National fundamental rights report – North Macedonia (co-authored), Fundamental Rights Agency of the EU, 2023
- Democracy and the state of emergency: Functioning of institutions in times of crisis, with Filip Milacic, Friedrich Ebert Stiftung, 2021
- National fundamental rights report – North Macedonia (co-authored), Fundamental Rights Agency of the EU, 2020
- European Integration of the Western Balkans: Making a realistic perspective out of a shifting target (co-authored), Albanian Institute for International Studies, 2020
- 2019 Report on the results of the implementation of the 2017-2022 Strategy for reform of the judicial sector, Skopje: European Policy Institute, 2020
- Effective benchmarking for concrete rule of law reforms in the Western Balkans, (co-authored), Think for Europe Network, 2019
- Conflicting policies of EU conditionality uncovered: Roma policy in North Macedonia, Brussels: Centre for European Policy Studies, Brussels 2019
- National Public Administration Reform Monitor for the Republic of Macedonia (co-authored), Skopje: European Policy Institute, 2019
- Shadow report on judiciary and fundamental rights (editor), Skopje: Macedonian Helsinki Committee, 2018
- Guaranteeing Fundamental Rights in the Western Balkans, Berlin: Aspen Institute Germany, Conference reader April 2018
- Freeing the captured state in Macedonia: What role for EU accession? *Nations in Transit Brief*, December 2017
- Macedonia's EU accession: what would a restart entail?, BIEPAG blog, November 2017

- Combatting barriers at exit: Macedonian Roma at the borders, Policy brief, European Policy Institute, Skopje, 2017
- Flying on the spot or free fall, Analysis of the 2016 EU Report on Macedonia (co-authored), European Policy Institute, Skopje, 2016
- Shadow Report on the realization of the rights of smaller communities according to the FCNM by the Participatory Forum, Skopje, 2015
- Performance audit and policy evaluation, on the same or parallel tracks? (co-authored), European Policy Centre, Belgrade, 2015
- And where do we go from here? Macedonia and the EU, Open Democracy, March 2015
- Analysis of the use of IPA funds (co-authored), European Policy Institute, Skopje, 2014
- Europeanisation through mobility: visa liberalisation and citizenship regimes in the Western Balkans, CITSEE Working Papers, University of Edinburgh, 2012.
- Living across the border – EU accession and minority policies, Idee Magazine: The rule of law: fundamental rights & shared values in SEE, Volume 32, No.6, Dec 2011.

Selected Conference presentations

- EU conditionality on national minority policies, paper presentation at Workshop External differentiation and EU enlargement in Western Balkans, EU3D Project Differentiation, Dominance Democracy, Athens June 2022
- Reinforcing or conflicting: EU Conditionality and Political Socialisation in the Republic of Macedonia during the 2015-2017 political crisis, Association for the Study of Nationalities Annual Convention, Columbia University, New York, May 2021 (online)Macedonian Roma and Europeanisation:(un)intended consequences at play, Association for Study of Nationalities Annual Convention, Columbia University, May 2018
- Opportunities and Challenges of think tanks in polarizing contexts – lessons from Macedonia, On Think Tanks Annual Conference 2018, London
- Invited speaker at High Level Policy Dialogue at EU-Western Balkans Trieste Summit, 12 July 2017
- Reinforcing or conflicting: EU Conditionality and Political Socialisation in the Republic of Macedonia, Association for the Study of Nationalities Annual Convention, Columbia University, New York, May 2017
- Invited speaker at conference Assessing the future of EU Enlargement in the Western Balkans, 28 November 2016, organised by DG NEAR and Europeum, Prague
- (Un)intended Consequences of Europeanisation: Limiting Freedom of Movement of Roma in Macedonia, Annual Conference of the University Association for Contemporary European Studies at Queen Mary, University of London, September 2016
- National minority policies in the EU accession process: what role for new instruments?, Young Researchers Workshop, Sabanci University Istanbul, April 2015, organized by the MAXCAP project
- Europeanisation through mobility, Conference of Europeanists organized by the Council of European Studies, Columbia University in Amsterdam, June 2013
- Minority policies and the EU accession process - do new instruments work? The cases of Croatia and Macedonia, Annual Conference of the University Association for Contemporary European Studies at the University of Passau, September 2012
- Visa liberalisation as a tool of Europeanisation, World Conference of the Association for the Study of Nationalities, Harriman Institute, Columbia University, April 2012
- Invited speaker at the panel From Yugoslavia to the European Union: 20 Years after 1991 - The Tale of Two Generations, Robert Bosch Stiftung, Berlin, March 2012
- Minority protection as EU conditionality - the case of Macedonia, Conference Democratization and Europeanization in the Balkans, University of Vienna and University of Graz, November 2010.
- Political Conditionality in the Western Balkans – current trends and challenges, PhD symposium on South Eastern Europe at London School of Economics, June 2010.
- Extension of EU conditionality - the case of Republic of Macedonia, Symposium "Macedonia and the Western Balkans" at the University of Limerick, Ireland, March 2008.
- The Political Criteria for EU Accession – a Possible Way Forward for the Western Balkans, Conference "Greece, the Western Balkans and the European Union", organized by the Woodrow Wilson International Center for Scholars, Greece, December 2007