

CURRICULUM VITAE

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|-------------------------|--|
| 1. Surname | Trajkovski |
| 2. First Name | Ljubomir |
| 3. Date of Birth | 04.10.1945 |
| 4. Nationality | Macedonian |
| 5. Civil status | Married |
| 6. Telephone | 02 3123601; 075 279 025 |
| 7. E-mail | ljubomir.trajkovski@tpconsulting.com.mk |
| 8. Education | |



<i>Institution</i>	University of Ljubljana, Slovenia
<i>From – To</i>	1978
<i>Degree/diploma obtained</i>	M.Sc. Information Engineering
<i>Institution</i>	University of Ljubljana, Slovenia
<i>From – To</i>	1978
<i>Degree/diploma obtained</i>	B.Sc. Computer Engineering
<i>Institution</i>	IBM European System Research Institute, la Hulpe Belgium
<i>From – To</i>	1978-1980
<i>Degree/diploma obtained</i>	Qualified IBM System Engineer
<i>Institution</i>	International Council of Management Consultants Institutes
<i>From – To</i>	2003
<i>Degree/diploma obtained</i>	Certified Management Consultant
<i>Institution</i>	Planungs-Engineering-Management GmbH
<i>From – To</i>	1997
<i>Degree/diploma obtained</i>	Qualified Consultant - trainer
<i>Institution</i>	Information Systems Audit and Control Association
<i>From – To</i>	2009
<i>Degree/diploma obtained</i>	Certified for Governance of Enterprise IT

9. Language skills (marked 1 to 5 for competence)

Language	Reading	Speaking	Writing
Macedonian	Mother Tongue		
English	5	4	4
Slovenian	5	4	4
Serbian	5	5	5
Croatian	5	5	5
Bulgarian	4	4	4

6. Membership of Professional Bodies:

- Information Systems Audit and Control Association – ISACA, USA
- Institute of Management Consultants- ICMCI Macedonia
- IT Service Management Foundation Macedonia – ITSMF Macedonia

- Management Consulting Association - MCA2000, MK
- Macedonian Trainers Network – MTN
- European Evaluation Society, Sweden
- American Management Association, USA
- American Society for Training and Development ,USA
- International Association of Facilitators, US
- Performance Improvement Association US
- MASIT's IT Expert Council Member, MK

7. Other Skills:

High level of Computer literacy, International collaboration and partnership, Strategy development, Project Management, Certified Lotus Professional for Design of Applications, Management Systems Implementation: Quality, Information Security and Integrated, Training Skills – design and delivery, Technical, Administrative, Financial and legal Aspects of IST Project Preparation and Completion.

8. Present Position

Managing Director / Management Consultant - Information Security Expert
in *TRAJKOVSKI & PARTNERS CONSULTING*, Skopje, Macedonia

9. Years with Firm: 18

10. Key qualifications:

- **CGEIT Certified in the Governance of Enterprise IT(ww.ISACA.org)**
- **IT Governance Frameworks: COBIT, VALIT, ISO 38500, ISO 27001,ISO 20000**
- **Qualified Information Security Implementation Consultant**
- **Qualified Information Security Management System Lead Auditor**
- **Qualified Quality Management System (ISO 9000) Consultant**
- **Experienced in Evaluation of projects and project proposals**
- **International Certified Management Consultant (www.icmci.org)**
- EU FP6 IST National Contact Point
- WSIS/WSA Macedonia Partner
- Experience mentoring/coaching team members and executives/managers
- Effective in management and end-user training, training needs assessment, course development
- Well grounded in techniques of improving clients relationships, communications and conflict management
- GAP Analysis for Business Process Re-engineering and Information System Improvements projects
- “Consulting-the-Consultants” mentoring/coaching independents consultants
- Qualified Project Requirements Specialist and Facilitator on Strategy Planning sessions
- Qualified and experienced in set-up project organization, management , implementation, budget management (Project Cycle Management, ZOPP, Logical Framework, Participative Design, TeamUP)
- Project identification and Business Case
- Project Management, Implementation and Evaluation
- IT Management and Strategy Development
- Skilled in Organizational Development Interventions into Office Administration procedures
- Executive and Managerial Information System based on group ware approach (teamwork, business work flow, records management) based on Lotus Notes
- Design and Implementation of Company Business Intelligence Systems
- Experienced in Business Analysis and Business Self-assessment (Common Assessment Framework, European Quality Award Assessment, Malcolm Baldrige Award Assessment)

- Qualified and experienced in tender preparation for International procurements Procedures (WB, EU-Phare) – lecturer and consultant
- Public Private Partnerships

11. Realized Projects

Country	Date: from to months/yr	Name and brief description of project
Macedonia	March 2009 – June 2009	<p>Strengthening of Institutional Capacity at the Agency for Real Estate Cadastre in Republic of Macedonia</p> <p><u>Activities included:</u> Assessment of the realization of the project e-Cadastre with recommendations for future activities in the project based on the existing project documentation and interviews with the stakeholders. Development of report for realization of the project with recommendations for successful project closure.</p>
Macedonia	January 2009 – April 2009	<p>Establishment of IT Service Management System based on ISO20000:2005 in CaSys</p> <p><u>Activities included:</u> training for project team, readiness assessment, framework development, documentation of policies, plans, processes, procedures, records for IT service management, Service Improvement, Planning of new services, Service delivery, Resolution Management, Release Management, Control Management, Relationship Management.</p>
Kosovo	January 2009 – August 2009	<p>Implementation of integrated management system inclusive of QMS and ISMS in Cactus</p> <p><u>Activities included:</u> training for project team, readiness assessment, framework development, documentation of quality and information security management systems, business process modeling, risk assessment.</p>
Macedonia	September – on going	<p>Preparation for application of Regulatory impact assessment (RIA)</p> <p><u>Activities included:</u> facilitation of two pilot projects for RIA, proposal for revision and update of the Methodology, Forms for implementing RIA and Rules for procedures for work of the Government, finalization of the Manual for RIA, workshops for preparation for application RIA.</p>
Macedonia	September 2008 – December 2008	<p>Desk Review of existing legislation and relevant planning documents concerning Crisis Management System</p> <p><u>Activities included:</u> prepared textual and graphical – matrix and network diagrams of the existing legal framework and relevant planning documents to determine the closed loop of activities; prepared network diagram with channels of information amongst the involved stakeholders with their responsibilities, dependencies and competencies.</p>
Macedonia	May 2008 – July 2008	<p>Improvement of project-oriented processes thru IT skills mapping in IT directorate of Makedonski Telekom</p> <p><u>Activities included:</u> development of IT skills framework, assessment of IT skills among employees, process description, process mapping to eTOM, skills mapping to eTOM, developing staff continuity plans, developing procedure for implementation of matrix organization</p>

Country	Date: from to months/yr	Name and brief description of project
Macedonia	December 2007 – March 2008	Legal regulation of impact assessment and e-government session Concrete objective of the assignment is to adopt new Rules for procedures for work of the Government, i.e. to change existing Rules for procedures for work of the Government, in a way that it will predict obligatory previous analysis of the conditions and impact assessment before adoption of the policies (laws and sub regulations) and will allow compliance of this procedures with EU Acquis compliance procedures, all supported through e-Government system.
Macedonia	December 2007 – March 2008	Training for policy analysis with preparation of briefing note Concrete objective of the assignment is to be held workshop for civil servants in the General Secretariat in order to act as a quality check point on policies and proposals submitted to Government and preparation of briefing notes for the materials and acts submitted to the Government for further consideration.
Macedonia	December 2007 – March 2008	Revision and update of the existing Methodology for strategic planning and preparing of annual program for the work of the Government Analysis of usage of the methodology for strategy planning by the ministries, preparation of presentation modules, update of existing methodology, quality assurance of results and overall project management.
Macedonia	April 2007	IT Strategy for State Authority for Geodetic Works of RM
Macedonia	2007	Atos Origin and Government of RM – Sector for Implementation of the Ohrid Framework Agreement Managerial skills for middle managers
Macedonia	August 2007 – August 2008	N-Vis Project Technical Assistance to the Establishment of a National Visa Management System. Team leader and Key expert
Macedonia	June – July 2007	IFC PEPSE project Business Case and Pre-assessment for implementation of Information Security Management System based on ISO27001:2005 in Hi-Tech Corp.
Western Balkan (Serbia, Macedonia, Albania), Germany, Greece, Italy	2007 - 2009	EC FP6 project – SWEB: secure, interoperable cross border m-services contributing towards a trustful European Cooperation with the non-EU member Western Balkan countries.
Kosovo	September 2006 – May 2007	CMIS – Assistance to the extension of Case Management Information System for Kosovo Judicial Council. Key Expert and Project Manager
Macedonia	March – November 2006	EAR project: Development capacity – supplies against money laundering Consortium partner in charge of Security procedures based on ISO27001 and Operations Management based on ITIL.
Macedonia	December 2005	Telesales training for Macedonian Telecom. Development of training material and delivery.
Macedonia	Feb 2005 – July 2005	Business Process Improvement, Process description and preparation for ISO 9000:2000 certification in EuroNetCom.
Macedonia	Jan – Nov 2004	Consulting for Business Process Improvement, Process description and preparation for ISO 9000:2000 certification for

Country	Date: from to months/yr	Name and brief description of project
		Macedonian Business Systems - MBS.
Macedonia	Feb – April 2004	Macedonian Telecommunication – Contact Center Training of CC Agents
Macedonia	2003-2004	DFID – Managing quality
Macedonia	2002	World Bank project - IT Strategy Development for Pension and Disability Found of Republic of Macedonia
CEE, Germany, Italy, Spain, Greece	Nov 2001 – Nov 2003	EmunIS – City Mayor Information Network
Macedonia	2002 - 2003	Public Private Partnership (PPP) workshops for GTZ Commercialization of Communal Enterprises
Macedonia	2004-	MCA USAID – Cluster Standards and Improvement Project.
Macedonia	Dec 2002 - April 2003	GTZ Commercialization of Communal Enterprises – Organizational Assessment for two Municipalities in Macedonia with EU CAF-Common Assessment Framework -
Macedonia	May 2002-May 2003	GTZ Technology Transfer – FP6 Info Days and Preparatory workshops

11. Employment History

<i>From – to</i>	1991 – Present
<i>Location</i>	Skopje, Macedonia
<i>Organization</i>	T&P Consulting
<i>Position</i>	Managing director, Principal consultant and Founder
<i>Description</i>	Proposal preparation and delivery of consulting engagements; Development and Implementation of Integrated Quality and Information Security management Systems; Business Process Improvement and Strategic Planning. Development and delivery of tailor based training modules.

<i>From – to</i>	1969 – 1991
<i>Location</i>	Ljubljana, Slovenia and Viena, Austria
<i>Organization</i>	IBM Intertrade - International Business Machines Regional Office for Eastern and Central Europe
<i>Position</i>	Senior Project Director/Customer Business Development Consultant
<i>Description</i>	New Business Development, Client Manager