

Oferta tehnică

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Servicii de consultanță

Elaborarea profilului investițional turistic național și identificarea zonelor prioritare de intervenție

Beneficiar:

I.P. Oficiul Național al Turismului (ONT)

Ofertant :

SC Business Intelligent Services SRL



Date de contact

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15 decembrie 2025

Către : Instituția Publică Oficiul Național al Turismului (ONT)

Republica Moldova, mun. Chișinău, MD-2005, str. A. Pușkin, 26

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Subiect: Prezentarea Ofertei Tehnice pentru prestarea serviciilor de **Elaborare a profilului investițional tursitic național și identificarea zonelor prioritare de intervenție.**

Stimate Doamne / Stimați Domni,

S.C. **Business Intelligent Services S.R.L. (BIS)** are onoarea de a vă prezenta **Oferta Tehnică**, în urma publicării Anunțului / Invitației de participare din **05 decembrie 2025**, privind achiziționarea serviciilor de **elaborare a profilului investițional turistic național și identificare a zonelor prioritare de intervenție**, prin procedura de achiziție publică.

În calitate de firmă de consultanță cu **peste 25 de ani de experiență** pe piața locală și regională, BIS a acumulat o expertiză solidă prin realizarea cu succes a numeroase **analize de piață și sectoriale, studii ale climatului investițional și documente de planificare strategică**, elaborate atât pentru instituții publice, cât și pentru asociații de afaceri și operatori economici relevanți din diverse sectoare — inclusiv **turism, vitivinicol, hotelier, imobiliar** și altele.

Această experiență poziționează BIS în mod optim pentru a furniza **Oficiului Național al Turismului** serviciile solicitate, în deplină conformitate cu cerințele caietului de sarcini (TOR), la cele mai înalte standarde de **calitate, rigoare analitică și diligență profesională**.

Echipa BIS, inclusiv **experții-cheie propuși pentru această misiune**, îmbină în mod coerent expertiza în **economie, politici investiționale, dezvoltare de afaceri și analiză sectorială bazată pe date**, cu experiență practică relevantă în domeniul **turismului**. Aceasta include o înțelegere aprofundată a **specificului sectorului turistic**, a

constrângerilor și oportunităților de dezvoltare, precum și a **potențialului investițional al Republicii Moldova**, corelat cu **bunele practici internaționale**.

Expertiza menționată a fost consolidată prin implementarea unor proiecte similare pentru **instituții publice centrale** (MDED, MAIA, Agenția de Investiții, ODA, ANSA ș.a.), **autorități publice locale** (CE UTAG, administrațiile ZEL Bălți, ZEL Ungheni-Business ș.a.), **asociații de afaceri** (EBA, FIA), precum și în cadrul colaborărilor cu **parteneri de dezvoltare internaționali** ai Republicii Moldova, inclusiv **Banca Mondială, GIZ, Uniunea Europeană, UNIDO, PNUD** și alții.

Suntem convinși că **expertiza echipei BIS**, metodologia propusă și **înțelegerea aprofundată a sectorului turistic**, atât la nivel național, cât și internațional, vor asigura **rezultate de înaltă calitate**, relevante pentru fundamentarea deciziilor de politici publice și pentru implementarea practică a acestora. Totodată, considerăm că rezultatele proiectului vor contribui semnificativ la **creșterea atractivității investiționale** și la **dezvoltarea durabilă și dinamică a sectorului turistic** al Republicii Moldova.

Așteptăm cu interes oportunitatea de a colabora cu **Oficiul Național al Turismului** în cadrul acestei misiuni de importanță strategică.

Cu deosebită considerație,

Valeriu LAZĂR,

CEO & Managing Partner

SC "Business Intelligent Services" SRL

conținut

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Profilul companiei

SC Business Intelligent Services SRL (BIS), cu sediul în Chișinău, Republica Moldova, activează cu succes pe piața locală și regională de consultanță economică (pentru dezvoltare) din anul 2000. Apreciată pentru abordarea sa focusată pe rezultate și orientată către client, BIS oferă suport informational & consultativ - la cel mai înalt nivel, într-o gamă largă de domenii de consultanță economică pentru dezvoltare, fiind specializată în **elaborarea, gestiunea și implementarea documentelor de planificare strategică** - pentru sectorul public, asociativ și privat (strategii & programe de dezvoltare, studii de fezabilitate și planuri de afaceri, profiluri investiționale ș.a.). Avem expertiza de bază în **dezvoltarea IMM-urilor, atragerea investițiilor și promovarea exporturilor, cercetarea sectorială și de piață (business intelligence)**. Serviciile noastre includ benchmarking, evaluări ale competitivității, dezvoltarea strategiilor de marketing și evaluările impactului — livrate prin metodologii personalizate, bazate pe date veridice și o înțelegere profundă a nevoilor clienților și a mediului de operare al acestora.

Cu peste **25 de ani de experiență practică**, BIS a implementat cu succes proiecte de consultanță pentru clienți locali și internaționali în diverse sectoare precum imobiliare, ospitalitate, turism, logistică, comerț și distribuție, agro-alimentație, vinificație, construcții, comunicații, finanțe, etc. Această implicare intersectorială ne-a ajutat să dezvoltăm **o expertiză cuprinzătoare și multidimensională**, permițându-ne să adaptăm soluții de politici și strategii pentru provocările complexe instituționale, regionale și private.

Portofoliul nostru include colaborări de lungă durată cu instituții-cheie din Republica Moldova, precum Ministerul Dezvoltării Economice și Digitalizării (MDED), Ministerul Agriculturii și Industriei Alimentare (MAIA), Agenția Invest Moldova (AIM), Organizația pentru Dezvoltarea Antreprenoriatului (ODA), Agenția Națională pentru Siguranța Alimentelor (ANSA), Comitetul executiv al UTAG, administrațiile zonelor economice libere Bălți și Ungheni-Business, precum și cu importante întreprinderi locale și din regiune, printre care Orange Moldova, Sudzucker Moldova, Cricova, Colliers România, Lafarge Ciment, Rompetrol Moldova, Western NIS Enterprise Fund, Transilvania Bank, TB Fruit, Tatrabis și multe altele.

BIS are în palmares, de asemenea, experiența colaborării active cu partenerii de dezvoltare ai RM și instituții financiare internaționale, precum UE, Grupul Băncii Mondiale, GIZ, UNIDO, BERD, USAID, PNUD, OCDE, IFAD ș.a. Suntem un furnizor de servicii acreditat sau recomandat în cadrul mai multor programe de dezvoltare și suntem mândri de a ne regăsi printre contribuitorii la implementarea celor mai importante programe de dezvoltare economică, precum Proiectul de Îmbunătățire a Competitivității (CEP) al Băncii Mondiale.

Investim continuu în capacitatea echipei noastre, adoptând cele mai noi practici și metodologii internaționale: BIS este membru certificat al Asociației Consultanților în Management din România (AMCOR - parte a Federației Europene a Consultanților în Management) și membru activ al Asociației Europene de Afaceri (EBA) din Moldova.

Echipa BIS livrează nu doar rapoarte — generăm și contribuim la implementarea soluțiilor care **consolidează instituțiile, sporesc competitivitatea întreprinderilor** și contribuie la **dezvoltarea inclusivă și sustenabilă** pe termen lung a Republicii Moldova.

Experiența (calificările) BIS pentru acest proiect

BIS deține o experiență profundă, direct relevantă, în realizarea cu succes a multiplelor analize sectoriale (de piață) – inclusiv în domeniul **turismului** și sectoarelor conexe (**hotelier, imobiliar, construcții, vitivinicol, agro-alimentar ș.a.**), implicit din perspectiva **evaluării fezabilității, elaborării documentelor de planificare strategică și promovării investițiilor** în aceste sectoare. Compania noastră combină organic **cercetarea cantitativă** (bazată pe date veridice, obținute din surse credibile, inclusiv publice, cu care colaborăm de mai mulți ani – BNS, BNM, SFS ș.a.) cu instrumente moderne de **cercetare calitativă** (interviuri directe, sondaje, focus-grupuri ș.a.) – din care rezultă livrabile cu relevanță și utilitate maximală – **aliniat la așteptările beneficiarilor, dar și orientate către investitorii potențiali**, asigurându-ne astfel că fiecare studiu realizat de BIS oferă perspective & beneficii tangibile.

Mai jos sunt prezentate calificările de bază ale BIS – relevante pentru misiunea de *Elaborare a profilului investițional turistic național și identificare a zonelor prioritare de intervenție*, fiecare dintre acestea fiind susținută de referințe reprezentative / proiecte concrete implementate.

EXPERTIZĂ ÎN SECTORULUI TURISTIC ȘI DOMENIUL OSPITALITĂȚII & CAPACITATE ANALITICĂ SPECIALIZATĂ ÎN FORMATELE EMERGENTE DE ACOMODARE (CAZARE)

Pe parcursul activității sale, BIS a realizat multiple studii sectoriale (de piață), unele din care au vizat nemijlocit sectorul turismului (la general și/ori diferite componente ale acestuia) – destinate autorităților publice sau operatorilor din sector, inclusiv orientate către investitori. Astfel, am acumulat **inteligență sectorială prețioasă**, contribuind atât la planificarea strategică pentru dezvoltarea turismului la nivel național, cât și la promovarea & atragerea investițiilor pentru valorificarea potențialului de dezvoltare a unor obiective turistice concrete.

Următoarele 3 referințe vizează cele mai recente studii de acest gen :

✓ **Segmentarea pieței turismului din Moldova și profilarea călătoriilor de marketing (2020–2021).**

Client : Unitatea de implementare a proiectului de îmbunătățire a competitivității (CEP II), Banca Mondială.

Beneficiar: Agenția de Investiții a Moldovei (AIM).

Misiunea BIS a presupus, printre altele: analiza ecosistemului turistic al RM și planurile strategice ale Guvernului pentru dezvoltarea turismului; analiza cadrului legislativ și celui instituțional, dar și așteptărilor operatorilor din sector pentru a identifica nevoile de intervenție; organizarea atelierelor de lucru pentru a valida concluziile și a formula recomandări strategice pentru intervenții prioritare, etc. BIS a cartografiat, de asemenea, infrastructura hotelieră și conexă, cazările turistice și facilitățile de servicii, dezvăluind lacunele cheie de pe piață și oportunitățile neexploatate de investiții în peisajul turistic național. Acest proiect a demonstrat **capacitatea BIS de a combina analiza sectorului turismului la nivel de politici cu inteligența sectorială la nivel operațional**, consolidând expertiza sa integrată atât în cercetarea pieței de

ospitalitate, cât și în dezvoltarea strategiei naționale de dezvoltare a turismului.

✓ **Prezentarea generală a pieței hoteliere din mun. Chișinău (2018)**

Client: Colliers Evaluation and Advisory SRL (Colliers România).

Studiul a oferit o prezentare analitică a pieței hoteliere din Chișinău, evaluând dinamica cererii, gradul de ocupare și alți coeficienți specifici sectorului, potențialul de dezvoltare pentru brandurile hoteliere internaționale (Radisson, Marriott, Hilton etc.). Studiul a oferit Colliers România și clienților săi investitori o imagine analitică validată a sectorului ospitalității din Moldova, consolidând **expertiza BIS în inteligența aferentă pieței hoteliere și analiza potențialului investițional** al acesteia.

✓ **Studiu de piață Aparthotels în Republica Moldova (2018)**

Client: Colliers Evaluation and Advisory SRL (Colliers România).

BIS a realizat unul dintre primele studii structurate ale segmentului aparthotelurilor din Moldova, oferind perspective asupra unei nișe în continuă evoluție a sectorului ospitalității. Am analizat contextul macroeconomic, am elaborat profilurile operatorii activi de aparthoteluri, am evaluat tiparele de ocupare și prețuri și am evaluat potențialul de piață pentru apartamentele cu ședere lungă cu servicii. Această misiune **a consolidat competențele BIS în cercetarea hotelieră orientată spre investiții** și segmentarea pieței spațiilor de cazare.

EXPERTIZĂ ÎN EVALUAREA FEZABILITĂȚII INVESTIȚIILOR ȘI PLANIFICAREA ZONELOR DE DEZVOLTARE ECONOMICĂ ÎN REGIUNI

BIS a condus evaluări de fezabilitate care integrează dimensiuni juridice, economice, spațiale și infrastructurale pentru proiecte majore de investiții, inclusiv rețeaua de ZEL a Moldovei, după cum urmează :

Studii de fezabilitate privind crearea de subzone ale zonelor economice libere (ZEL) în Ștefan-Vodă, Cimișlia, Nisporeni și Călărași (2018)

Clienți : Administrațiile ZEL "Bălți" și ZEL "Ungheni-Business"

Am pregătit patru studii cuprinzătoare de fezabilitate care evaluează fezabilitatea juridică, economică și infrastructurală pentru noile subzone, inclusiv analize cost-beneficiu și proiecții cu impact fiscal.

O componentă de bază a sarcinii a fost Analiza Caracteristicilor Zonale, care implică o evaluare detaliată a parametrilor geografici, infrastructurali și socio-economici pentru fiecare locație propusă, susținută de date GIS, cartografiere spațială și documente de planificare regională. Această abordare integrată spațial a permis o comparație obiectivă a opțiunilor de locație și a motivat/facilitat decizia finală de investiție.

Concluziile BIS au susținut extinderea oficială a ambelor rețele ZEL (aprobată de Parlament în anul 2018) și au demonstrat **capacitatea BIS de a realiza studii de fezabilitate a investițiilor**

și de planificare economică în profil regional, bazate pe dovezi geospațiale și economice – acumulate **în strânsă colaborare cu APL și alte părți interesate la nivel local.**

EXPERTIZĂ RECENTĂ, RELEVANTĂ PENTRU POLITICI, ÎN ANALIZA SECTOARELOR COMPLEXE ȘI INTERCONECTATE (CONSTRUCȚII ȘI EFICIENȚĂ ENERGETICĂ & ENERGIE REGENERABILĂ)

Printre cele mai recente studii realizate de BIS poate fi evidențiat un studiu național de amploare, bazat pe date, privind sectorul construcțiilor din Republica Moldova și regiunile limitrofe ale României – din perspectiva identificării capacităților acestui sector (economice, financiare, operaționale, umane, etc.) de a susține valorificarea potențialului RM în domeniul eficienței energetice și energiei regenerabile (EE&SER), confirmând capacitatea analitică solidă a companiei și expertiza actuală în cartografierea & evaluarea (cercetarea cantitativă și calitativă) a unor sectoare complexe și interdependente.

✓ Analiza sectorului construcțiilor prin optica corespunderii nevoilor de dezvoltare a domeniului eficienței energetice și energiei regenerabile (2024–2025)

Client : GIZ – Proiectul E4M

Beneficiar : CNED (Centrul Național pentru Energie Durabilă)

Am cartografiat peste 2.100 de companii și 1.500 de specialiști certificați activi în servicii EE&SER, combinând analizele de birou (inclusiv a statistici oficiale) cu un sondaj online cu 62 de răspunsuri validate. Studiul a analizat capacitățile operaționale, potențialul forței de muncă și perspectivele de dezvoltare a companiilor private și experților activi în domeniul EE & SER.

Realizarea acestei sarcini de către BIS a oferit instituțiilor interesate prima bază consolidată și actualizată de dovezi privind potențialul și nivelul de pregătire & implicare a sectorului privat pe piețele rezidențiale EE&SER din Moldova. Concluziile studului sunt folosite în prezent de GIZ și CNED pentru a contura măsuri de sprijin țintite, instrumente de finanțare și programe de dezvoltare a capacităților, în cadrul FEER (Fondul pentru Eficiența Energetică Rezidențială).

Proiectul evidențiază expertiza proaspătă și aliniată politicilor a BIS, **capacitățile sale avansate de colectare a datelor și analiză spațial-economică, precum și capacitatea sa de a produce informații strategice de piață care sprijină direct programele naționale de energie și de investiții.**

Împreună cu multe altele de acest gen, implementate de BIS, studiile sectoriale (de piață) menționate mai sus demonstrează continuitatea excelenței echipei noastre și capacitatea analitică modernă, făcând legătura între 25 ani de experiență — de la studii cu complexitate redusă până la studiile multi-sectoriale actuale, mult mai complexe și bazate pe corelarea datelor din multiple surse, cu relevanță și impact sporit atât pentru decidenții de politici publice, cât și pentru investitori.

Informații suplimentare detaliate despre experiența relevantă a BIS în implementarea proiectelor similare, ce **confirmă respectarea criteriilor de eligibilitate și altor cerințe din TOR** sunt oferite în **Anexa 1.**

Metodologia & Structura Studiului

Înțelegerea sarcinii

BIS înțelege că **obiectivul** acestei misiuni de consultanță este de a furniza Oficiului Național al Turismului al Republicii Moldova (ONT) - autoritatea publică națională responsabilă de implementarea politicilor în domeniul turismului, o analiză cuprinzătoare și cu aplicare practică, focalizată pe **identificarea potențialului investițional al sectorului turistic național** și bazată pe "maparea" și evaluarea multidimensională a (i) destinațiilor și (ii) zonelor turistice – din perspectiva identificării destinațiilor & zonelor cu potențial ridicat de dezvoltare, precum și a necesităților concrete de dezvoltare a acestora (în special a infrastructurii și serviciilor turistice).

Subordonat fiind obiectivului menționat mai sus, Studiul (analiza propriu-zisă și alte elemente de conținut, prevăzute de structura prezentată în caietul de sarcini / TOR), pe care ne angajăm să-l elaborăm prin această Ofertă, urmează să ofere o imagine cât mai clară asupra oportunităților de investiții fezabile & sustenabile în zonele cu potențial turistic ridicat, precum municipiul Chișinău, centrele regionale și zonele rurale cu potențial turistic și investițional sporit.

În acest scop, în calitate de **sarcini** specifice ale misiunii de consultanță, stabilite de ONT conform TOR, vom acumula, sistematiza și analiza informațiile cu referire la (i) cadrul de politici & de reglementare în domeniul turismului; (ii) situația concretă din destinațiile turistice (create, funcționale sau emergente) și din zonele turistice (regionale sau tematice) cu potențial de dezvoltare; (iii) schemele de ajutor de stat ale instituțiilor publice abilitate (ODA, AIPA, AIM ș.a.) și ale partenerilor de dezvoltare (UE, Banca Mondială, GIZ, PNUD ș.a.) și (iv) alte oportunități existente de acoperire a costurilor de dezvoltare a infrastructurii și serviciilor turistice existente.

În baza rezultatelor analizei multidimensionale, precum și inspirându-ne din cele mai bune practici regionale și internaționale, vom formula recomandări concrete pentru sporirea nivelului de implicare a autorităților publice centrale și locale în procesul de planificare, atragere și facilitare a investițiilor în turism (inclusiv prin co-finanțări pe bază de parteneriate public-private), dar și pentru creșterea eficienței acestor activități.

În linie cu așteptările ONT, aceste recomandări vor fi focusate pe dezvoltarea sustenabilă (în special din perspectiva impactului asupra mediului ambiant și asupra dezvoltării economice și sociale la nivel local, dar și al managementului sustenabil) și se vor axa pe îmbunătățirea (i) infrastructurii de acces & transport durabil către destinațiile turistice prioritare și a (ii) facilităților utilitare și digitale aferente activității acestora, dar și pe implementarea standardelor moderne de calitate în ospitalitate, stimularea investițiilor în centre de informare turistică, trasee tematice, facilități recreative ș.a. similare.

Structura Studiului

Vom lua la bază structura Studiului, propusă de ONT (conform TOR) – ce corespunde obiectivului și sarcinilor acestei misiuni de consultanță, respectiv înțelegerii noastre a acestora, dar și ne permite să punem în valoare metodologia propusă de BIS - prezentată în cele ce urmează.

În același timp, ne propunem să venim – la etapa de inițiere a proiectului, cu propuneri de îmbunătățire a acesteia, bazate atât pe rezultatele procesului de documentare aprofundată asupra domeniului vizat (detalii – în descrierea Etapei 1, mai jos), cât și inspirate din cele mai bune practici regionale și internaționale cu referire la abordări & modele de (i) documente de planificare strategică la nivel central și local pentru atragerea investițiilor în domeniul turismului, precum și de (ii) promovare a proiectelor investiționale concrete, etc.

Abordarea generală și principiile metodologice

Metodologia propusă se bazează pe o abordare integrată, aplicată și orientată spre investitori, combinând analiza statistică și geospațială (bazată pe date), evaluarea calitativă prin interviuri cu părțile interesate, analiza cadrului de reglementare, profilarea investițională pe destinații & zone, benchmarking regional și internațional, modelarea necesităților investiționale și formularea recomandărilor practice pentru APL/APC și mediul privat.

Rezumat: Analiza va utiliza toate sursele de date relevante și tehnici moderne pentru a fundamenta recomandări realiste și aplicabile.

Logica de intervenție

Consecutivitatea activităților va urma fluxul logic : colectarea datelor - evaluarea potențialului - analiza aprofundată a destinațiilor & zonelor - elaborarea profilurilor investiționale - recomandări diferențiate - propuneri de mecanisme și instrumente de facilitare.

Rezumat: Fiecare etapă va produce rezultate validate, contribuind la transformarea datelor în decizii.

Etapele metodologice

ETAPA 1 – Inițiere & Metodologie finală (Săptămânile 1–3)

- › Reuniune de kick-off cu ONT;
- › Studierea documentelor strategice și legislative (normative) relevante naționale;
- › Studierea documentelor relevante la nivelul UE;
- › Studierea practicilor regionale & internaționale din perspectiva îmbunătățirii structurii Studiului, stabilite în TOR;
- › Stabilirea criteriilor de *screening* al destinațiilor & zonelor;
- › Definirea setului de date necesare;
- › Elaborarea Metodologiei detaliate și a structurii finale a studiului.

Rezumat: Vom avea un tablou general asupra cadrului de politici & de reglementare în domeniul turismului – inclusiv în contextul procesului de integrare europeană, vom identifica sursele de informații (date) relevante și vom valida cu ONT metodologia și structura finală a studiului (pe baza celor mai bune practici internaționale) înainte de colectarea datelor.

ETAPA 2 – Colectarea datelor & interviuri (Săptămânile 2–5)

- › Colectarea datelor cantitative (ONT, BNS, BNM ș.a.);
- › Inventarierea infrastructurii turistice (ONT, ASP, Primăria Chișinău, etc.);
- › Cartografiere GIS preliminară;
- › Interviuri cu părțile interesate : autorități centrale și locale (MDED, MIDR, MAIA, AIM, ODA, AIPA, ADR-uri, Primăria Chișinău, Consilii raionale ș.a.), asociații de afaceri la nivel central (ANTRIM, ANAT, LEADER, AIM - Asociația Întreprinderilor Mici și Mijlocii, APIT, etc.) și local (GAL ș.a.), partenerii de dezvoltare ce susțin dezvoltarea domeniului turismului (Delegația UE, UMAEF, UNDP, Solidarity Fund, etc.), sectorul privat – operatori din sectorul turistic & investitori în infrastructura turistică, experți în turism și dezvoltare regională, alte inițiative regionale și locale precum clusterelor turistice, OMD-urile locale, ș.a.;
- › Crearea / completarea bazei de date.

Se vor aplica următoarele măsuri de protecție a datelor, aferente procesului de interviu :

- ✓ Consimțământul informat al persoanelor intervievate;
- ✓ Anonimizarea răspunsurilor & comentariilor;
- ✓ Raportarea agregată (depersonalizată) a datelor colectate;
- ✓ Stocarea securizată a datelor & nimicirea datelor brute la finalul analizei.

Rezumat: Complexitatea (diversitatea) & veridicitatea datelor colectate vor oferi relevanță și consistență rezultatelor analizei, iar interviurile cu entitățile & persoanele interesate (protejând confidențialitatea participanților) vor adăuga context calitativ esențial.

ETAPA 3 – Benchmarking internațional (Săptămânile 2-5)

- › Studierea practicilor internaționale în promovarea investițiilor pentru dezvoltarea turismului, inclusiv în țările UE și din Europa de Sud-Est;
- › Studierea standardelor de referință (modelelor de operare recomandate, etc.) relevante ale organizațiilor de profil (UNWTO, OECD ș.a.).

Rezumat: Cele mai bune practici internaționale vor fi valorificate în procesul de screening al zonelor turistice, dar și vor fi reflectate în recomandările Studiului – contribuind astfel la creșterea atractivității investiționale.

ETAPA 4 – Identificarea destinațiilor turistice prioritare & zonelor turistice cu potențial ridicat (Săptămânile 4–7)

Criterii de evaluare & clasificare (prioritizare):

- A. Atractivitate turistică;
- B. Accesibilitate și conectivitate;
- C. Infrastructură turistică ;
- D. Potențial investițional ;
- E. Impact socio-economic ;
- F. Fezabilitate.

Rezumat : Vom obține lista (harta) destinațiilor turistice prioritare (proapse pentru dezvoltare) & zonelor turistice cu potențial ridicat de dezvoltare – identificate & clasificate (după potențial) printr-un exercițiu de evaluare comparativă, bazat pe criterii obiective & măsurabile.

ETAPA 5 – Analiza detaliată a destinațiilor propuse pentru dezvoltare și a zonelor turistice cu potențial ; Elaborarea fișelor individuale / profilurilor investiționale. (Săptămânile 7–10). Va include :

- A. Descrierea generală;
- B. Situația actuală a infrastructurii și serviciilor turistice;
- C. Probleme și bariere / constrângeri pentru dezvoltare;
- D. Nevoi investiționale (publice și private);
- E. Oportunități & Mecanisme de finanțare;
- F. Recomandări concrete (proponeri de intervenție pe termen scurt, mediu și lung).

Rezumat : Fiecare destinație & zonă turistică va primi un profil investițional complet și aplicabil, dar și propuneri concrete & fezabile de dezvoltare (valorificare a potențialului existent), planificate în timp și sub aspect instituțional.

ETAPA 6 – Elaborarea recomandărilor strategice (Săptămânile 7–11)

- › Recomandări pentru ONT;
- › Recomandări pentru APL/APC;
- › Recomandări pentru investitori;
- › Mecanisme de monitorizare.

Rezumat : Recomandările vor ghida acțiunile concrete ale părților interesate pentru implementarea proiectelor investiționale în domeniul turismului.

ETAPA 7 – Finalizarea studiului (Săptămânile 10–14)

Livrabile (intermediare & finale) :

- › Proiectul Studiului integrat (conform structurii finale, validate de ONT), ce va conține inclusiv:
 - Rezumatul executiv (adecvat pentru prezentări către factorii de decizie și alte părți interesate);
 - Zonele cu potențial turistic ridicat și profilurile investiționale pentru dezvoltarea infrastructurii turistice a acestora (utilizabile pentru difuzarea/promovarea către investitori și alte părți interesate);
 - Materiale vizuale (grafice, hărți, infografice), utilizabile pentru activități de promovare;
- › Studiul final, definitivat conform feedback-ului ONT;
- › Prezentare PPT.

Integrarea aspectelor de sustenabilitate, conform Consiliului Global de Turism Sustenabil (GSTC, www.gstc.org)

- A. Economică : lanțuri scurte, IMM-uri, producție locală ;
- B. Socială : implicarea comunităților, locuri de muncă, tradiții ;
- C. De mediu: impact redus, ecoturism, infrastructură verde;
- D. De management sustenabil.

Rezumat : Fiecare analiză și recomandare va ține cont de criteriile ESG și GSTC.

Managementul calității

- › Validarea metodologiei de către ONT la etapa de inițiere;
- › Validarea intermediară & preliminară (inclusiv feedback de la ONT la rapoartele lunare de progres și comunicare/informare permanentă);
- › Controlul intern al calității (asigurarea respectării acurateței metodologice și conținutului livrabilelor – conform cerințelor ONT, stabilite în TOR);
- › Verificarea coerenței între recomandări și date.

Rezumat : Un sistem robust de management al calității va asigura rigoarea și consistența tuturor livrabilelor.

Metode specifice & instrumente de lucru

- › Analiză geospațială (GIS);
- › Analiză statistică multidimensională;
- › Interviu cu părțile interesate;
- › Benchmarking internațional;
- › Modelare investițională.

Planul de implementare și livrabilele

Durata estimată totală : 14 săptămâni

Etape	Durată/Termen	Livrabile
Etapa 1 – Inițierea, Definitivarea Metodologiei & Structurii	Săptămânile 1-3	Metodologia & Structura Studiului
Etapa 2 – Colectarea datelor & Interviu	Săptămânile 2-5	
Etapa 3 - Benchmarking internațional	Săptămânile 2-5	Raport lunar de progres / Constatări & concluzii preliminare
Etapa 4 – Analiza datelor & Identificarea destinațiilor prioritare & zonelor cu potențial ridicat	Săptămânile 4-7	Raport lunar de progres / Constatări & concluzii preliminare
Etapa 5 – Analiza detaliată & Profilurile investiționale	Săptămânile 7-10	Raport lunar de progres / Constatări & concluzii preliminare
Etapa 6 – Recomandări strategice	Săptămânile 7-11	
Etapa 7 – Finalizarea Studiului / Raport final	Săptămânile 10-14	Studiu preliminar (proiect) Studiu final

Avantajele metodologiei propuse de BIS

- › Integrează date veridice (inclusiv statistice), GIS, interviuri și analize economice;
- › Produce profiluri investiționale orientate către investitori;
- › Permite prioritizarea realistă a intervențiilor;
- › Oferă un instrument strategic replicabil;
- › Este complet aliniată cu cerințele TOR.

Rezumat: *Abordarea metodologică propusă va asigura un Studiu riguros analitic și util operațional pentru Oficiul Național al Turismului, respectiv maximizează impactul strategic al Studiului, dar și relevanța sa practică: va genera rezultate utilizabile în activitatea operațională a ONT, cum ar fi rezumate executive, profiluri investiționale, etc. (pentru materiale de promovare a oportunităților de investiții), precum și seturi de date bazate pe Excel (pentru activități analitice).*

Managementul, asigurarea calității și echipa de proiect

Prezentare generală

Misiunea de consultanță va fi implementată de **Echipa de bază BIS**, care reunește expertize complementare în **politici economice, promovarea investițiilor, analiză sectorială, modelare economico-financiară, managementul proiectelor**, dar și **experiența practică (operațională)** pe piața serviciilor turistice.

Echipa de bază a BIS este formată din **profesioniști seniori cu decenii de experiență** în politici, finanțe, investiții și analiză de piață, prestarea serviciilor turistice, care au implementat cu succes numeroase proiecte naționale și internaționale finanțate de Banca Mondială, GIZ, UNIDO, UE, BERD ș.a.

Abordarea noastră pentru acest proiect va fi aliniată la cele mai bune practici interne în materie de management al echipelor de proiect, acumulate pe parcursul implementării cu succes a multimplelor misiuni de consultanță din palmaresul BIS, implicit vor fi asigurate toate condițiile (de ordin organizatoric, logistic, de comunicare, etc.) necesare pentru realizarea Studiului la **cele mai înalte standarde de calitate** - în strictă conformitate cu TOR și Metodologia propusă, respectiv cu cerințele și așteptările ONT.

Managementul proiectului & asigurarea calității. Componenta Echipei de bază și profilurile profesionale.

Proiectul va fi gestionat direct de **dl Valeriu Lazăr** – atât în calitate de **Manager de Proiect & Expert Senior**, cât și din postura de Administrator (CEO & Managing Partner) BIS : această dublă ipostază va permite coordonarea & mobilizarea la cel mai înalt nivel posibil a Echipei de bază BIS, propusă pentru acest proiect, dar și cooptarea – la necesitate, a expertizei suplimentare specializate din partea personalului BIS Group (backstopping) sau din rândul altor experți specializați din afară, cu care BIS a colaborat pe alte proiecte similare. Expertiza profesională de cel mai înalt nivel a dlui V. Lazăr – atât în sectorul public, cât și în domeniul consultanței (de afaceri & dezvoltare), reprezintă o premisă importantă pentru reușita proiectului (atingerea obiectivelor și așteptărilor ONT) din perspectiva indicatorilor de performanță (de calitate și de timp) stabiliți de TOR.

Responsabilitățile stabilite de TOR pentru **Expertul în turism** vor reveni dnei **Tatiana Lazăr**, vice-director BIS (prin cumul), dumneaei activând de peste 20 ani și în calitate de vice-director al agenției de turism **Tatrabis SRL** – unul din liderii recunoscuți (inclusiv la nivel oficial) ai pieței locale pe segmentul de **turism receptor & intern**. Cunoașterea profundă de către dna T. Lazăr a sectorului turistic național, a potențialului și constrângerilor de dezvoltare a acestuia (inclusiv a destinațiilor & zonelor turistice, a părților interesate ce formează **ecosistemul** sectorului și așteptărilor acestora – operatorii economici, autoritățile centrale și locale, instituțiile educaționale, furnizorii de servicii conexe, etc.), precum și a bunelor practici

internaționale din domeniu, cumulată cu experiența sa de participare (în componența echipei BIS) la realizarea mai multor misiuni de consultanță (studii & cercetări tematice), ce au presupus analiza situației & generarea recomandărilor de politici, cu certitudine vor asigura Studiului **relevanța** necesară – un element indispensabil din perspectiva respectării cerințelor ONT / TOR.

DL. Vlad Furdui, propus pentru postura de **Expert-cheie în analiza datelor statistice și investiționale**, va contribui la atingerea obiectivelor Studiului, stabilite în TOR, cu expertiza sa de cel mai înalt nivel, acumulată în procesul de implementare a multiplelor studii & cercetări similare (sectoriale, de piață, de fezabilitate ș.a.) – ce au presupus studierea și aplicarea practică a celor mai moderne abordări & instrumente de cercetare, analiză și evaluare (cantitativă și calitativă).

Aprecierile pozitive ale beneficiarilor serviciilor de consultanță (livrabilelor) BIS - unele din ele regăsindu-se în **Anexa 2** la această Ofertă, la care experții menționați mai sus au contribuit plenar, constituie cea mai bună validare a calității serviciilor prestate de BIS și o garanție în plus din perspectiva realizării calitative și la termen a Studiului.

Suplimentar celor 3 poziții de experți-cheie (numărul minim solicitat conform TOR), din Echipa de bază BIS, propusă pentru acest proiect, vor face parte și alți doi experți seniori din cadrul personalului BIS Group – dnii Sergiu Sahanovschi și Liviu Gumovschi.

În tabelul de mai jos este prezentată componența deplină a Echipei de bază, însoțită de descrierea succintă a profilurilor profesionale ale acestora și rolul lor în proiect.

Nume	Rol în proiect	Expertiză cheie
Valeriu LAZĂR	Manager de proiect & Expert senior (Conform TOR)	Politici economice ; planificare strategică ; promovarea investițiilor ; IMM-uri ; dezvoltare regională. Fost Vice-Prim Ministru, ministru al Economiei și președinte al Camerei de Comerț și Industrie. Managementul proiectelor de consultanță ; studii (cercetări) sectoriale & de piață ; studii de fezabilitate ; strategii de dezvoltare & planuri de afaceri ; elaborare profiluri & prezentări investiționale. 30+ ani de experiență profesională.
Tatiana LAZĂR	Expert-cheie în turism (Conform TOR)	Studii de piață în domeniul turismului ; Programe de marketing & comunicare ; Managementul operațional în domeniul turismului ; Elaborarea & promovarea produselor turistice ; Comunicare strategică & operațională cu părțile interesate din

		ecosistemul turismului la nivel central și local. 30 + ani de experiență profesională.
Vlad FURDUI	Expert-cheie în analiza datelor statistice și investiții (Conform TOR)	Analize (cercetări) sectoriale & de piață; Analize economice multiaspectuale; Procesarea datelor statistice; Competitivitatea și dezvoltarea IMM-urilor; Investiții & Finanțe (studii de fezabilitate, planuri de afaceri, modelări financiare, profiluri & prezentări investiționale, dosare spre finanțare). 15+ ani de experiență în consultanță economică & de afaceri.
Sergiu SAHANOVSKI	Expert senior în finanțe & investiții, scheme de ajutor de stat & programe de suport	Dezvoltarea & competitivitatea sectorului privat ; IMM-uri ; finanțe corporative & gestiune financiară ; investiții ; studii de fezabilitate ; diagnostică financiară ; management de proiect ; programe de suport ale donatorilor ; scheme de ajutor de stat ; fuziuni & achiziții. 25 + ani de experiență profesională. MBA.
Liviu GUMOVSKI	Expert senior în dezvoltare rurală & sustenabilitate, managementul proiectelor, programe de suport	Studii de impact ; Studii de fezabilitate & analize de investiții ; Management de proiecte ; Dosare spre finanțare. 30+ ani de experiență profesională, inclusiv 20 + cu programe finanțate de Banca Mondială în domeniul agro-alimentar & dezvoltării rurale. MBA.

Informațiile detaliate, ce confirmă calificările membrilor Echipei de bază, propuși de BIS pentru acest proiect, respectiv conformitatea cu cerințele ONT (TOR), sunt prezentate în CV-urile acestora (**Anexa 3**).

Anexe

Anexa 1: Experiența relevantă BIS

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
Impactul investițiilor directe străine asupra economiei Republicii Moldova (The Impact of Foreign Direct Investments on the economy of the Republic of Moldova) Ediția: 3.0	Agenția de Investiții din Moldova (AIM) Contact: Natalia Bejan, Director ✉ natalia.bejan@invest.gov.md & Asociația Investitorilor Străini (FIA) Contact: Ana Groza, Director Executiv ☎ (+373 22) 240-372 ✉ ana.groza@fia.md	Oct 2024- Dec 2024	• Evaluarea exhaustivă a impactului pozitiv al investițiilor străine directe (ISD) asupra economiei Moldovei și asupra companiilor locale. • Prezentarea evoluției Investițiilor Directe Străine (ISD) în Republica Moldova și reperelor (benchmarking) internaționale față de țări cu profil economic similar; • Analiza comparativă a performanței companiilor cu ISD față de cele cu capital local privat și de stat.
Elaborarea Foilor de parcurs sectoriale și a planurilor de acțiune pentru produsele lactate, păsări și carne în Republica Moldova (Development of Sectoral Roadmaps and Action Plans for Milk and Dairy, Poultry and Meat products in the Republic of Moldova)	Organizația Națiunilor Unite pentru Dezvoltare Industrială (UNIDO) Contact: Giorgi TODUA Administrator de proiect, Unitatea de Dezvoltare a IMM-urilor și Crearea de Locuri de Muncă (TCS/SME/SDJ) ☎ +43 1 26026-3345 ✉ g.todua@unido.org	Iulie 2024 – Feb 2025	• Formularea unei viziuni de transformare sectorială, aliniată cu aderarea Moldovei la UE și cu Agenda ODD (SDG). • Revizuirea și propuneri de îmbunătățire a cadrului de politici pentru a sprijini transformarea sectorială. • Crearea unei platforme multilaterale a părților interesate (agenții guvernamentale, sectorul privat, donatorii, instituțiile financiare, societatea civilă, mediul academic) pentru dezvoltarea comună a viziunii și a foii de parcurs. • Elaborarea planurilor aplicabile și măsurabile care să transforme viziunea și prioritățile în pași concreți (pentru MAIA și ANSA). Valoarea contractului: 365 000 lei.
Analiza capacităților instituțiilor Sistemului Național de Infrastructură a Calității și cererii pentru serviciile lor din partea lanțurilor valorice legate de produsele din carne, carne de pui și lactatelor din	Organizația Națiunilor Unite pentru Dezvoltare Industrială (UNIDO) Contact: Giorgi TODUA Administrator de proiect, Unitatea de Dezvoltare a IMM-urilor și Crearea de locuri de	Iulie 2023 – Dec 2023	• Colectarea datelor statistice cheie despre animalele vii și produsele de origine animală, cu o concentrare pe lanțurile valorice ale produselor din carne, carne de pui și lactatelor. • Identificarea standardelor și reglementărilor aplicabile, cu accent pe cerințele pieței UE. • Analiza punctelor critice de intervenție și oferea de recomandări țintite. Valoarea contractului: 760 000 lei.

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
Republica Moldova (Analysis of the capacities of NQIS institutions and the demand for their services from the meat, poultry and dairy value chains in the Republic of Moldova)	muncă ☎ +43 1 26026-3345 ✉ g.todua@unido.org		
Elaborarea CONCEPTULUI Programului Strategic de Dezvoltare a Uniunii Micilor Producători de Vin "DIONYSOS" (UMPV)	ONG-ul "Uniunea Micilor Producători de Vin DIONYSOS" (UMPV) Contact: Elena Tomescu, Director ☎ (+373) 68294484 ✉ office@vindeautor.md	Mai – Iunie 2023	• Evaluarea performanței Asociației, structura organizațională și alinierea cu obiectivele statutare, politicile sectoriale naționale și cele mai bune practici (locale și internaționale). • Ajustarea misiunii și viziunii Asociației. • Stabilirea obiectivelor de dezvoltare, aliniate cu așteptările membrilor, prioritățile sectoriale și provocările cheie. • Conturarea domeniilor prioritare de intervenție, agenda activităților, responsabilitățile și cadrul pentru monitorizare și evaluare, inclusiv indicatori de progres și de impact.
Impactul investițiilor directe străine asupra economiei Republicii Moldova. Edițiile 2.0 & 1.0. (The Impact of Foreign Direct Investments on the economy of the Republic of Moldova)	Asociația Investitorilor Străini (FIA) Contact: Ana Groza, Director Executiv ☎ (+373 22) 240-372 ✉ ana.groza@fia.md	Sept-Oct 2023 (Ed. 2.0) & Mai-Sept 2021 (Ed. 1.0)	• Evaluarea impactului pozitiv al ISD asupra economiei naționale și companiilor locale, concentrându-se pe integrarea lanțului valoric. Prima ediție a inclus, de asemenea: • Axarea pe integrarea întreprinderilor cu ISD atât în lanțurile valorice locale, cât și internaționale și • Prezentarea propunerilor de politici publice și recomandări concrete pentru a atrage investiții străine și a îmbunătăți mediul de afaceri din Moldova.
Sprijin de politici pentru IMM-uri din zonele rurale – Moldova (Rural SMEs policy support window – Moldova)	Consortiul Vakakis și Asociații Contact: Panagiotis Patras, Șef de echipă ✉ ppatras@vakakis.gr & ODA	Mar – Mai 2023	• Realizarea unei campanii de conștientizare și a unui program de instruire combinat pentru asociațiile de suport afaceri și IMM-uri din zonele rurale în opt regiuni, pentru a le spori capacitatea de acces la programele ODA. • Oferirea de instruire la locul de muncă pentru 21 de participanți, sprijinindu-le cererile pentru 5–6 programe ODA, inclusiv programele Turism Rural, Retehnologizare și Eficiență Energetică, Transformare

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
(Nr. de referință a proiectului: Europe Aid/138868/DH/SER/MD-Relaunch, finanțat de UE)	Contact: Isae Spinu - Șef departament operațiuni ✉ isae.spinu@oda.md		Digitală, Start pentru Tineri, Extinderea/Internationalizarea afacerii și ECO IMM. Valoarea contractului: 300 000 lei.
Servicii de consultanță pentru planificare strategică	CV "Cricova" SA & Chemonics International Inc. Contact: Sorin Maslo, CEO, CV "Cricova" SA ✉ general@cricova.md	Iulie 2022 – Feb 2023	• Realizarea unui diagnostic și unei analize economico-financiare aprofundate a CV "Cricova" SA; • Analiza sectorului vitivinicol național și studierea tendințelor de pe piețele regionale și internaționale – din perspectiva identificării și preluării celor mai bune practici (modele) de organizare a afacerilor în domeniul vitivinicol și turismului oeno-gastronomic; • Organizarea și petrecerea unui atelier de lucru pentru managementul Cricova despre metodologie, analiza performanțelor financiare și supraveghere pentru o monitorizare și procese eficiente de management; • Elaborarea strategiei de dezvoltare și a planului de afaceri (business plan) al întreprinderii pentru perioada 2022–2027.
Elaborarea politicilor de dezvoltare a sectorului IMM-urilor și programelor instituționale de dezvoltare ale ODA și MIA	Unitatea de Implementare a Proiectului de Ameliorare a Competitivității (UIPAC) (PIU) Contact: Aureliu Casian, Director Executiv ☎ (+373 22) 296-724 ✉ piu@mei.gov.md	Sept 2020 – Noiembrie 2021	• Dezvoltarea politicilor de dezvoltare a sectorului IMM-urilor ca o contribuție la Strategia Națională pentru dezvoltare economică incluzivă, durabilă și digitală 2030 (SISDE); • Actualizarea programelor instituționale ale ODA și MIA, inclusiv structuri organizaționale și de guvernare, bugete și planuri de personal pentru a asigura o execuție eficientă a mandatelor.
Segmentarea pieței de turism și elucidarea profilului de marketing al turiștilor străini în cadrul celui de-al Doilea Proiect de Ameliorare a Competitivității (CEP II)	Unitatea de Implementare a Proiectului de Ameliorare a Competitivității /UIPAC (PIU) Contact: Aureliu Casian, Director Executiv ☎ (+373 22) 296-724 ✉ piu@mei.gov.md	Oct 2020 – Noiembrie 2021	• Efectuarea unei cercetări de birou (cantitative - în baza datelor statistice) și calitative – prin comunicarea cu părțile interesate, în domeniul turismului din Moldova; • Analiza planurilor strategice ale Guvernului pentru dezvoltarea turismului; • Analiza cadrului legislativ și instituțional pentru a identifica necesitățile de intervenție;

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
BIS a fost parte a consorțiului în frunte cu SOLIMAR International (SUA) – una din cele mai renumite la nivel global firme specializate de planificare strategică în domeniul turismului.			• Organizarea de ateliere de lucru cu părțile interesate pentru a colecta feedback și a oferi recomandări strategice pentru intervenții prioritare.
Elaborarea proiectului Strategiei pentru o economie incluzivă, durabilă și digitală (2030), inclusiv dezvoltarea capitolului legate de investiții și promovarea exporturilor	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) din Moldova Contact: Ina Cretu, Consilier pentru Politici Economice  (+373 22) 250 585  ina.cretu@giz.de	Februarie 2020 – Februarie 2021	• Elaborarea propunerilor de abordări și priorități pentru Strategia pentru Economie Incluzivă, Durabilă și Digitală 2030; • Elaborarea capitolului din Strategie (inclusiv analiza multiaspectuală situației și a prognozei principalilor indicatori macro-economici și macro-financiari pe termen lung) și a unui plan de operaționalizare, axat pe investiții și promovarea exporturilor; • Evaluarea riscurilor de implementare și propunerilor de mitigare a acestora; • Elaborarea sistemului de raportare, monitorizare și evaluare a indicatorilor de proces și de impact.
Evaluarea sectorului vinicol din Moldova Proiectul WINET: Comerț și Inovație în Industria Vinului	Agenția de Investiții din Moldova (AIM) Contact: Elena Oleinic-Slivinski, Coordonator de Proiect  elena.oleinic-slivinski@invest.gov.md	Aug 2019 – Martie 2020	• Evidențierea principalelor tendințe din industria vinului, prin analiza unui spectru larg de surse de date. • Elaborarea unui set structurat de date a cel puțin 100 de actori relevanți din sectorul vinului, cu date de contact, activitățile principale și o scurtă descriere a lor (profiluri).
Servicii de consultanță în cadrul Programului Local de Dezvoltare a Furnizorilor (PDFL)	Zona Economică Liberă (ZEL) Bălți Contact: Marin Ciobanu, Manager	Sept 2020 – Noiembrie 2020	• Efectuarea auditului la sediul furnizorilor selectați (30 de companii); Pregătirea unui raport de audit. • Elaborarea planurilor de acțiune pe termen scurt (6-8 luni) pentru furnizorii care participă la Program, pe baza constatărilor din evaluări.

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
	☎ 0231 88 880 ✉ administration@zelb.md		
Identificarea percepției Climatului de Afaceri în Republica Moldova	Agenția de Investiții din Moldova (MIA) Contact: Rodica Verbeniuc, Director General ☎ (+373 22) 273-654 ✉ rodica.verbeniuc@invest.gov.md	Iulie 2019 – Aug 2019	• Realizarea un sondaj cu 100 de companii cu investiții directe străine (ISD) pentru a identifica principalele bariere și constrângeri pentru investitori. • Elaborarea recomandărilor de măsuri pentru îmbunătățirea climatului investițional al Moldovei și a atractivității pe termen lung pentru investitori. • Evidențierea avantajelor competitive ale Moldovei pentru activitățile de promovare a investițiilor. • Prezentarea unei analize statistice a peisajului ISD din Moldova folosind indicatori cheie.
Studii de fezabilitate privind crearea subzonelor ale Zonelor Economice Libere (ZEL) în Ștefan-Voda și Cîmîșlia și Nisporeni și Călărași	FEZ "Bălți" Contact: Marin Ciobanu, Administrator Șef ✉ administration@zelb.md FEZ "Ungheni-Business" Contact: Natalia Iepuras, Administrator ✉ Șef nataliaiepuras@freezone-ungheni.md	Ianuarie– Mai 2018 Februarie– Mai 2018	• Analiza caracteristicilor regionale folosind metode diverse de cercetare, inclusiv documente juridice, economice, geografice și de planificare, precum și interviuri cu părțile interesate. • Efectuarea analizei SWOT și planificare (modelare) de scenarii pentru dezvoltarea ZEL, încorporând modele de parteneriat public-privat. • Prezentarea viitoarelor locații ale ZEL pe baza criteriilor derivate din caracteristici regionale.
Monitorizarea indicatorilor Programului "Dezvoltare Economică Durabilă" – prin interviuri și sondaje. ("Sustainable Economic Development" Program)	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) din Moldova Contact: Diana Durnescu, Consilier pentru Politici	Sept – Noiembrie 2017 Sept – Noiembrie	• Realizarea de sondaje (Ro/Eng/Ru) pentru Asociații de Afaceri/Angajatori și investitori străini. • Colaborarea cu 5–7 asociații cheie de Afaceri/Angajatori pentru interviuri bazate pe relevanță, reprezentativitate și activism. • Sondarea a 30 de companii cu capital străin, concentrându-se pe cele șapte sectoare prioritare ale Strategiei pentru Atragerea Investițiilor și Promovarea Exporturilor 2016-2020.

Nume Proiect & Țara de implementare	Nume Client & Date Contacte de referință	Perioada	Activități desfășurate, relevante pentru misiunea actuală
	Economice 📞 (+373 69) 059-090	2018	• Livrarea de rezultate și recomandări prin prezentări, inclusiv concluzii cheie și soluții pentru îmbunătățiri viitoare ale programelor.

Anexa 2 : Scrisori de apreciere & recomandare

FOREIGN INVESTORS ASSOCIATION OF MOLDOVA (FIA)

Chişinău, Republic of Moldova

To whom it may concern,

This is to confirm that **Business Intelligent Services SRL (BIS)** successfully carried out the consultancy assignments *“The Impact of Foreign Direct Investments (FDI) on the Economy of the Republic of Moldova”*, editions **1.0 (2021)**, **2.0 (2023)**, and **3.0 (2024)**.

The first two editions were developed at the initiative and for the benefit of FIA, while the third edition (*FDI Impact 3.0 – 2024*) was elaborated **by BIS for FIA and the Invest Moldova Agency**, as part of a **joint institutional collaboration between the two organizations**.

All three editions of the study provided a comprehensive, data-driven, and insightful analysis of FDI trends, their contribution to the national economy, and the performance of foreign-invested enterprises compared to domestic companies. The study has become a key analytical tool for FIA, public authorities, and the business community, supporting evidence-based dialogue on improving Moldova’s investment climate.

Throughout the collaboration, the BIS team demonstrated **professionalism, analytical rigor, and a deep understanding of Moldova’s economic and institutional environment**. All deliverables were completed on time, to a high standard of quality, and in full alignment with partners’ expectations.

Based on this excellent cooperation, **FIA confidently recommends Business Intelligent Services SRL** for similar analytical, economic, and policy-oriented consulting projects.

With kind regards,

Ana Groza

Executive Director

Foreign Investors Association of Moldova (FIA)





Zona Economică Liberă

MD-3100, Republica Moldova,
mun. Bălți, str. Industrială, 4

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Tel./Fax: (+373) 231 88 880

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administration@zelb.md

August 15, 2018

To whom it may concern:

Reference: Recommendation letter

Hereby, the Administration of FEZ "Balti", represented by the Chief Administrator, Mr. Marin CIOBANU, confirms that the Consulting Company "Business Intelligent Services" (BIS) has provided consultancy services under the "Elaboration of feasibility studies on the creation of free economic sub-zones in Stefan-Voda and Cimislia cities (as part of the extension of the Free Economic Zone (FEZ) "Balti")".

The reports on the feasibility of the projects for the establishment of the free economic sub-zones in Stefan-Voda and Cimislia cities included various aspects: legal, organizational, regional, economic, social and environmental that were analyzed in several sections. The feasibility studies played an important role in the Parliament decision, from July 26, 2018, to adopt the extension of the Free Economic Zone (FEZ) "Balti" by means of creating in Stefan Voda and Cimislia of new subzones.

During the project implementation, Business Intelligent Services (BIS) has performed the Services at best level, with all due diligence, efficiency and economy.

"Business Intelligent Services" team has solid experience in business development, support of private businesses in the fields of agriculture, food processing, trade, business management, marketing, and finance.

With well-earned respect, the Administration of FEZ "Balti" confidently recommend the Consulting Company "Business Intelligent Services" (BIS) for future consulting projects.

Sincerely,

Marin CIOBANU
Chief Administrator





Free Economic Zone

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Tel.: (+373) 231 88 881
Tel./Fax: (+373) 231 88 880
office@zelb.md
administration@zelb.md

Chisinau, Republic of Moldova
December 14, 2020

To whom it may concern

Subject: Certification of the implementation of the project “Consulting services in the frame of the Local Supplier Development Program (LSDP)”

Dear Sir or Madam,

Herewith we confirm that **SC Business Intelligent Services SRL**, as the Local Consultant, subcontracted by the International Consultant IPOL GmbH (Contractor), has successfully assisted and supported the Contractor in implementation of the following project:

Name of the project: Consulting services in the frame of the Local Supplier Development Program (LSDP)

Period of implementation: 09/2020 – 11/2020

Country: Republic of Moldova

Client: Free Economic Zone (FEZ) Balti

Overall project value / Value of the services provided by SC Business Intelligent Services SRL: EUR 147,000 / EUR 37,800

Main project features: In an attempt to foster linkages between MNCs inward-investors in the automotive sector and local suppliers, the Ministry of Economy approved the Local supplier development Program (LSDP), meant to build on the experience of other east and central European countries in linking local suppliers to major foreign investors. For the majority of countries the basic argument for engaging in supplier development programmes is the economic multiplier, which implies that the revenue from sub contractor's activities supplying to foreign investors may have a bigger impact on the local economy than the activity of the foreign investor as such. The use of local suppliers/contractors increases local employment and skills, technology transfer and capital provision for local small and medium sized enterprises (SMEs).

The general objective of the Local Supplier Development Program (LSDP) is to increase the competitiveness of the suppliers in the Republic of Moldova to a level that would make them attractive as suppliers for the multinational companies (MNCs) investing in the automotive sector of the Republic of Moldova.

**Type of
services
provided:**

To achieve the assignment's objectives the local Consultant assisted the International Consultant in performing the following tasks and responsibilities:

1. Business review of selected suppliers (30 companies):
 - Preparation of the audit. The assessor gathered the information and set the focus and agenda of the review. The agenda was sent to the company to ensure to have the necessary staff available on the day of the review.
 - Execution of the audit at the premises of the company. The audit was carried out in one day at the premises of the company by one IPOL-assessor together with a local consultant. The review was done according to the individual agenda, which contained in-depth inspection at the shop floor and several interviews with company workers.
 - Preparation of a report of the audit. After the visit at the company the report was developed by the assessor, containing photos from the shop floor inspection, the individual short-term action plan, and the rating according to the methodology of work package.
2. Elaboration of short-term action plans (6-8 months) for suppliers participating in the Programme, based on findings from the assessments.

Yours sincerely,

Marin CIOBANU,
Chief Administrator FEZ "Balti"





14 October 2025

LETTER OF REFERENCE

To whom it may concern

We hereby confirm that the United Nations Industrial Development Organization (UNIDO) awarded Contract No. 3000130805 on 26 July 2024 for a total amount of EUR 19,000.00 to SC BUSINESS INTELLIGENT SERVICES SRL located at 53, ap. 4, Alesandro Bernardazzi Street Chisinau, MD-2012, Republic of Moldova.

The main objective of the contract was to provide services related to the development of sectoral roadmaps and action plans for milk and dairy, poultry and meat products in the Republic of Moldova.

The Contract was executed between 26 July 2024 and 28 May 2025 to the full satisfaction of UNIDO.

Yours sincerely,

Mr Giorgi Todua
Industrial Development Expert

Directorate of Technical Cooperation and Sustainable Industrial Development (TCS)
Division of MSME Competitiveness, Quality and Job Creation (TCS/SME)
MSME Development and Job Creation Unit (TCS/SME/MDJ)
Tel: +43 1 26026-3345
Email: g.todua@unido.org
www.unido.org



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



13 October 2025

LETTER OF REFERENCE

To whom it may concern

We hereby confirm that the United Nations Industrial Development Organization (UNIDO) awarded Contract No. 3000116554 on 12 July 2023 for a total amount of EUR 49,525.00 to SC BUSINESS INTELLIGENT SERVICES SRL located at 53, ap. 4, Alesandro Bernardazzi Street Chisinau, MD-2012, Republic of Moldova.

The main objective of the contract was to provide services related to the analysis of the capacities of NQIS institutions and the demand for their services from the meat, poultry and dairy value chains in the Republic of Moldova.

The Contract was executed between 12 July 2023 and 06 March 2024 to the full satisfaction of UNIDO.

Yours sincerely,

Ms. Natalie Maabdi
Contracts Officer / Responsable de Contrats
Procurement Services /Service des Achats
COR/PRO
United Nations Industrial Development Organization
Tel: +43 1 260 26 4814
E-Mail: N.Maabdi@unido.org



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

giz 1, Piața Marii Adunări Naționale, • Government building, off. 450 • MD-2033
Chisinau • Republic of Moldova

To whom it may concern

**German Development Cooperation
GIZ Office Chisinau, Moldova**

Thomas Förch
1, Piața Marii Adunări Naționale, off. 450

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T +373 22 250 586
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Your reference
Our reference MEPA15/21

15/11/2021

CONFIRMATION LETTER

Hereby, the "Economic Policy Advice to the Moldovan Government" project, implemented by GIZ Moldova, confirms collaboration with the Business Intelligent Services SRL (hereinafter - *BIS*).

The collaboration started in 2020 and continued in 2021 within the GIZ contract on elaborating the draft Strategy on inclusive, sustainable and digital economy until 2030, the main public policy document related to the economic development of the Republic of Moldova.

BIS, in consortium with the National Institute of Economic Research (INCE), fulfilled all provisions as per the contract and ToR, and has offered an expertise and support in developing the Concept of the Strategy on inclusive, sustainable and digital economy until 2030 and the draft strategy itself, to be promoted and approved by the Moldovan Government.

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

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Registration no. HRB 12394

Chairman of the Supervisory Board
Martin Jäger

Management Board
Tanja Gönner (Chair)
Ingrid-Gabriela Hoven
Thorsten Schäfer-Gümbel

Best regards,


Thomas Förch

Project manager


Ina Cretu

Policy Advisor

**Unitatea de Implementare a
Proiectului Băncii Mondiale
de Ameliorare a
Competitivității**

UIPAC

**Project Implementation Unit
of the World Bank
Competitiveness
Enhancement Project**

Ministerul Economiei
al Republicii Moldova

Ministry of Economy
of the Republic of Moldova

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E-mail: piu@me.gov.md

Chisinau, Republic of Moldova
November 12, 2021

To whom it may concern

Subject: Certification of the implementation of the project “Developing the SME sector development policy and updating institutional development programs of the Moldovan Small and Medium Enterprise Development Organization (ODIMM) and Moldovan Investment Agency (MIA)” / World Bank Competitiveness Enhancement Project (CEP II)

Dear Sir or Madam,

Herewith we confirm that **SC Business Intelligent Services SRL**, as the Leader of the Consortium formed between SC Business Intelligent Services SRL and National Institute for Economic Research (the Consortium Partner), has successfully implemented the following project:

Name of the project:	Developing the SME sector development policy and updating institutional development programs of the Moldovan Small and Medium Enterprise Development Organization (ODIMM) and Moldovan Investment Agency (MIA) / World Bank Competitiveness Enhancement Project
Period of implementation:	09/2020 – 11/2021
Country:	Republic of Moldova
Client:	Project Implementation Unit of the Competitiveness Enhancement Project (PIU) / World Bank Group
Overall project value / Value of the services provided by SC Business Intelligent Services SRL:	USD 74,180 / USD 64,200
Main project features:	The primary objective of the Consultant was to support the Government of Moldova in developing (i) the SME sector development policy as contribution to the National Strategy for inclusive, sustainable, and digital economic development 2030 (SEIDD) and updating (ii) the institutional development programs of ODIMM and MIA to allow them continue perform their mandates effectively, through inter alia updating the organizational and governance structures with appropriate budgets and staff positions that would be required to sustain their activity.

Type of services provided:

- Assess the degree of implementation of the SME Development Strategy. Evaluate the results achieved vs. objectives and main benchmarks.
- Propose an approach and priorities to be considered in the new SME development policy, considering previous relevant strategies, analysis of current economic and policy priorities and discussions with the main stakeholders.
- Developing the policy proposal.
- Assess the degree of implementation of ODIMM and MIA institutional programs. Evaluate the results achieved vs. objectives and main benchmarks.
- In consultation, with MoE and other stakeholders, discuss and set the conceptual parameters for ODIMM's and MIA's institutional strategies: premises of the strategies, redefining, as needed, of the goals, vision and development objectives/directions.
- Assess international good practices in SME development and export promotion agencies that would be relevant to ODIMM and MIA in Moldova.
- Based on the conducted assessment, produce an updated institutional strategy for ODIMM and MIA, including: identification of key client segments; design of programs and services to serve its key client segments; delivery mechanisms for the programs and services; governance structures to ensure effective oversight and strategic management of the agency; organization structure to ensure effective delivery of these programs and services, including position descriptions and qualifications; description of interactions with other relevant institutions in Moldova; short-term and medium-term budgets that will allow MIA to implement the strategy and the programs contained therein; an action plan for implementing the strategy, with milestones, indicators, and monitoring mechanisms; training needs for MIA to have the capacity to implement the strategy and programs contained therein.
- Develop Action Plans for the period 2022-2024 to support the implementation of the agencies' institutional programs.
- Assist MoE in coordination and clearance of the revised programs by participating at all stages of the consultation process with business / civil society, public authorities, as needed.
- Develop the final draft of the institutional development programs, including all elements described above, and a short note with lessons learned and advice to MoE for consideration during implementation of the strategies.
- Provide expert support during the presentation/discussions of the draft Papers prior to approval by the Ministry of Economy or/and by the Government.

Yours sincerely,

Aureliu CASIAN,
Executive Director

MOLDOVAN SMALL WINE PRODUCERS ASSOCIATION

Chisinau, Republic of Moldova

To whom it may concern,

This is to confirm that **Business Intelligent Services SRL (BIS)** successfully carried out the consultancy assignment ***“Development of the Concept of the Strategic Development Program of the Moldovan Small Wine Producers Association”***, implemented during **June – August 2023**.

The assignment aimed to formulate the strategic development concept of the Association by defining its institutional development directions, sectoral priorities, and medium-term vision.

The BIS team demonstrated professionalism, analytical rigor, and a sound understanding of the wine sector and the challenges faced by small producers. The final deliverable was submitted on time and fully met the Association’s requirements and expectations.

On behalf of the Association, we express our appreciation for the effective cooperation and **confidently recommend Business Intelligent Services SRL** for similar strategic and sectoral consulting assignments.

With kind regards,

Elena Tomescu

Administrator
Moldovan Small Wine Producers Association

Anexa 3 : CV-urile experților propuși pentru proiect

CV: Valeriu LAZAR

Name of Personnel	Valeriu LAZAR
Contact information	Cell: +37369012345; email: valeriu.lazar@bis.md
Position for this assignment	Project Manager, Senior Expert in Public Policy, Business Development & Investment Attraction
Nationality	Moldovan
Language proficiency	Romanian – mother tongue; English – intermediate written and verbal working knowledge; Italian – intermediate written and full verbal working knowledge; French – full written and verbal working knowledge; Russian – full written and verbal working knowledge.
Education/Qualifications	State Agrarian University of Moldova (Chisinau) September, 1985 – June, 1992 Degree in Mechanical Engineering
Internships	International Institute of Public Administration , Paris (France), 1997 European Institute of Public Administration , Bruges (Belgium), 1995
Employment Record	November 2016 - present Business Intelligent Services Ltd CEO/Managing partner 53/4, Al. Bernardazzi St, Chisinau, MD-2012, Moldova Tel.: (+373 22) 278 701 Key qualifications: 1. Elaboration of development concepts. Document elaboration of strategic planning, such as national and sectoral strategies, regional development strategies and programs. 2. Development, promotion and implementation of policy documents and various programs of business support promoting FDI and exports. 3. Assessment, planning, delivery, and evaluation of various capacity strengthening programs for Republic of Moldova, including those related to Economic Diplomacy Development. 4. Economic diplomacy vast expertise - being part of MOLDOVA TEAM in numerous such activities – both as the member of the Government and as the president of the Chamber of Commerce and Industry of the Republic of Moldova 5. In his mandate at the Ministry of Economy, he has also been in charge of the field of policies & MSTQ (Metrology, Standardization, Testing and Quality Assurance) system development. His mission was ensuring the development and application of the legislative framework in the field of standardization, technical regulation and conformity assessment. Mr. Lazar was responsible for promoting the uniformity and

	<i>accuracy of the measurements in the Republic of Moldova by elaborating and promoting the state policy in the field of metrology, improving the legislative framework to ensure the traceability of the measurement results at the International System of units of measurement.</i> 6. He also was responsible and the focal point in DCFTA negotiation & implementation process. 7. Sectorial and competitiveness studies; 8. Best practices studies, Regulation Impact Evaluations, Impact studies on the state strategies and policies; 9. Organizing of workshops and trainings, Facilitating of discussions and debates; 10. Foreign Investments promotion activities. 11. Identification, management and implementation of development projects.
Experience/Assignments	Name of Assignment: “Market analysis of energy efficiency and renewable energy services in the construction sector”, within the project Energy Efficiency and Renewable Energies in the Republic of Moldova (E4M). (support for Residential Energy Efficiency Fund REEF implementation). Year: October 2024 – May 2025 Location: Republic of Moldova, Chisinau Client: Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH, represented by German Development Cooperation, GIZ Office Chisinau. Project Description: The objective of the required services is to develop an analysis of the current situation within the construction market related to energy efficiency (EE) and renewable energies (RE) in Moldova (excluding Transnistrian region) and the border region of Romania is available. Position Held: Project Manager Activities Performed: (i) Conduct meetings with relevant stakeholders from the CNED and the client (GIZ, E4M) to present the Operational Plan to deliver the service, specifies the methodology and how deliverables will be achieved, as well as clarification of open questions; to present recommendations for the operation manual of the REEF; to present the results of the cost estimation aspects etc. Name of Assignment: “Development of Sectoral Roadmaps and Action Plans for Milk and Dairy, Poultry and Meat products in the Republic of Moldova”. Year: August 2024 – February 2025 Location: Republic of Moldova, Chisinau Client: United Nations Industrial Development Organization (UNIDO) Project Description: The objective of the required services is to develop

three sectoral roadmaps and action plans for poultry (poultry meat and eggs), milk and dairy, and meat products (beef and veal, pig meat, sheep and goat meat) in the Republic of Moldova.

Position Held: **Project Manager**. Key expert in value chains (meat, poultry and dairy products value chains)

Activities Performed: Developing sector-tailored roadmaps which covers the following structure: (i) provide an analytical overview and findings of the NQIS and value chain analysis; (ii) formulate a vision of sectoral transformation, key principles, main priorities and horizontal and vertical alignment with broader strategic and global national priorities (Accession of Moldova to the EU, SDG Agenda, etc.); (iii) identify barriers as well as opportunities for sectoral transformation;

Name of Assignment: **“Analysis of the capacities of NQIS institutions and the demand for their services from the meat, poultry and dairy value chains in the Republic of Moldova”.**

Year: Jul – Dec 2023

Location: Republic of Moldova, Chisinau

Client: **United Nations Industrial Development Organization (UNIDO)**

Project Description: The objective of the required services is to carry out an in-depth analysis of the capacities of the institutions forming NQIS in the Republic of Moldova (supply side study). At the same time assessing the need and the demand for those services from the meat, poultry and dairy value chains with a focus on quality, food safety, environmental, social, sustainable and organic requirements and its compliance infrastructure.

Position Held: **Project Manager** & Key Expert

Activities Performed: Identify leverage points for the actors in the value chains of meat, poultry and dairy with a particular focus on FBOs and the conformity assessment bodies, ANSA, the Ministry of Agriculture and the Food Industry. Based on the analysis, identify root causes that inhibit the growth of the industry as well as opportunities for product/process upgrading and/or product diversification, particularly conformity with export requirements.

Name of Assignment: **Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV)**

Year: May – June 2023

Location: Republic of Moldova, Chisinau

Client: NGO “Union of Small Wine Producers DIONYSOS” (UMPV)

Project Description: Elaboration of the Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV), aligned with national wide documents.

Position Held: **Project Manager**. Key Expert

Activities Performed: As part of this larger scope, an “initiating”

document have been created – the Concept. The Concept was based on the provisions of the National Strategy for Agricultural and Rural Development 2022-2027, the Program for the development of the wine sector, the implementation of sustainability and inclusion practices throughout the production chain, national and international good practices, but also, necessarily, the objectives of UMPV established for the period 2021-2025:

- Institutional development and increasing the sustainability of small producers;
- Promote and increase sales in the local and export market;
- Lobbying and advocacy;

Developing the capacities of the UMPV and its members

Name of Assignment: **Strategic Documents Elaboration**

Year: July – Feb 2023

Location: Republic of Moldova, Cricova city

Client: CV CRICOVA SA (winery, notorious local producer of sparkling wines)

Project Description: Consulting Services for Strategic Planning

Position Held: **Project manager** / Senior Expert

Activities Performed:

During the assignment a number of documents have been produced:

- Diagnosis / economic and financial analysis of CV „Cricova” SA (last 5 years)
- Workshop (training) for Cricova management on the methodology, analysis and supervision of the financial performances of the enterprise according to the conclusions of the deliverable for the projection of efficient monitoring and management processes
- Analysis, study and elucidation of the best business models, practices related to the organization, operations and internal processes of a wine company
- Comparative analysis: „Cricova” vs. „Best practices”
- Highlighting internal development reserves, describing issues requiring intervention and elucidating development opportunities
- Establishing priority directions of development
- Identification (mapping) of technical assistance programs, financing offers existing on the market, including those financed by donors, to come with Grant / technical support components and/or other incentives.
- Elaboration of the development strategy of JSC "Cricova" for 2022-2027
- Elaboration of the business plan for Cricova SA, for the years 2022-2027

The business plan was elaborated so that it served as a guideline for the management and as an instrument for obtaining financing according to the Investment Plan of the Client for the envisaged period.

Name of Assignment: [Elaboration of development policies for the SME sector and updating of institutional development programs of the Organization for the Development of Small and Medium-sized Enterprises of Moldova \(ODIMM\) and the Moldovan Investment Agency](#)

Year: September 2020 to November 2021

Client: World Bank – Competitiveness Enhancing Project in Moldova (PAC / CEP II)

Project Description: To support the Government of Moldova in developing the SME sector development policy as contribution to the National Strategy for inclusive, sustainable, and digital economic development 2030 (SEIDD) and updating the institutional development programs of ODIMM and MIA to allow them continue perform their mandates effectively, through inter alia updating the organizational and governance structures with appropriate budgets and staff positions that would be required to sustain their activity to ensure comprehensive coverage of MIA and ODIMM functions, show how they will interact and coordinate the activities targeting their clients and have a common view of the agencies' roles. Moreover, the aspects of coordination and how ODIMM and MIA will work with the same enterprises on different issues is very important and should be considered in order to avoid duplication and overlapping.

Position Held: [Project Manager](#) / [Senior expert](#)

Activities Performed:

- 1.Coordination of project team members and activities;
- 2.Detailed consultations with MEI, ODIMM and IA and other relevant ministries and public institutions, as well as with sectoral associations, business development organizations, incubators, business parks, etc.;
- 3.Examining and identifying clients' views on existing ODIMM and MIA mandates, strategies, structures and programs/services;
- 4.Identifying the main strengths/weaknesses of organizations;
- 5.Identifying key strategic issues for ODIMM and MIA;
- 6.Reviewing the current capabilities of both organizations;
- 7.Examination of the business environment for investors, exporters and SMEs, existing SME development policies and programs;
- 8.Reviewing the legislative context for investors/exporters/SMEs;
- 9.Evaluation of the degree of implementation of the institutional programs of ODIMM and MIA: actions taken, actions failed or not taken and respective causes;
- 10.Assessment of current financial allocations and the need to implement strategies and programs; Designing short- and medium-term budgets;
- 11.Elaboration of the M&E plan for SME policies;
- 12.Review the existing methods used by MIA and ODIMMs for M&E and their effectiveness;
- 13.Outlining effective M&E practices and how they can be adopted by local institutions;

14. Elaboration of the final draft of the institutional strategies.

Name of Assignment: **Tourism Market Segmentation and Marketing Journey profiling**

Year: October 2020 to November 2021

Client: World Bank – Competitiveness Enhancing Project in Moldova (PAC / CEP II)

Position held: Team leader of local experts/Senior expert

Activities Performed:

1. Coordination of local project team members and activities;
2. Rapid Assessment and Key Stakeholder Interviews;
3. Determination of three target markets and hypothesized criteria for segmentation;
4. Drafting of Survey Instruments;
5. Source Market Demand Analysis of Findings;
6. Value Chain Analysis of three priority segments;
7. Conduct Customer Journey Analysis;
8. Develop an action plan to accompany the priority interventions;
9. Compiling feedback and refining strategic interventions based on final market profiles.

Name of Assignment: **Foreign Direct Investments. The impact on the economy of the Republic of Moldova**

Year: May to September 2021

Client: Foreign Investors Association (FIA Moldova)

Project Description: Elaboration of a Research on the impact of foreign direct investment (FDI) on the economy of the Republic of Moldova, meant to identify the effects with positive impact of FDI companies on the national economy as a whole, as well as on local companies, including from the perspective of their integration in local and international production and services value chain. At the same time, its purpose is to identify measures and proposals for public policies to attract foreign direct investment.

Position Held: Project manager/Senior expert

Activities Performed:

1. Coordination of project team members and activities;
2. Adjustment of the Methodology and approval of the Work Plan;
3. Requesting statistical data from relevant institutions;
4. Meetings & discussions with stakeholders (FIA, INCE);
5. Proposing public policies that will increase the added value of the Moldovan economy;
6. Proposals for action to support and promote companies with foreign direct investment.

Name of Assignment: Development of the Strategy for an inclusive, sustainable and digital economy by 2030 (SNAIPE/SEIDD 2030)

Year: February-December 2020

Client: The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in Moldova

Project Description: The strategy is aiming to bridge the competitive gap of the country, to boost productivity potential and to change the structure of the economy by reducing the role of unproductive sectors and technologies. An important feature of this strategy is the fact that it targets a small number of industrial sectors, which are the most promising in terms of their FDI attraction, jobs creation and export promotion potential for the next 4- 5 years. There have been identified several priority sectors for policies on investment attraction and export promotion.

Position held: Project manager/Senior expert

Activities Performed:

1. Coordination of project team members and activities;
2. Analysis of the current situation (demography, labor market, innovation and technological development, infrastructure, institutional environment, environment, productivity and investments);
3. Identifying priority objectives and directions for inclusive and sustainable economic development (extensive and diversified economic opportunities for small and medium-sized enterprises, more jobs, low green growth, physical infrastructure, increased institutional capacity, increased resilience to critical vulnerabilities);
4. Elaboration of the mechanisms for transmitting the impact of the Strategy;
5. Development of monitoring and evaluation indicators;
6. Identifying the risks of implementing SEIDD 2030 and the tools for their management;
7. Description of reporting procedures and responsibilities for implementing the Strategy;
8. Proposal of policy documents and budgetary programs to ensure the implementation of SEIDD 2030;
9. Develop the Strategy for an inclusive, sustainable and digital economy by 2030.

Name of Assignment: Study on the wine sector in the Republic of Moldova

Year: September 2019 – March 2020

Client: The Moldovan Investment Agency (WINET Project)

Position held: Project manager/Senior expert

Activities Performed:

1. Coordination of project team members and activities;
2. Adjustment of the Methodology and approval of the Work Plan;
3. Requesting statistical data from relevant institutions;

- 4.Meetings & discussions with stakeholders (wineries, MIA, ANTRIM etc.);
- 5.Studying the policy documents and the normative-institutional framework related to the wine sector;
- 6.Collection and processing of statistical data related to the evolution of the wine sector (plantations, production, stocks, sales, exports, etc.);
- 7.Systematization of data in Excel on 100 stakeholders in the wine sector;
- 8.Writing the analytical text and generating the Study on the wine sector;
- 9.Study on the situation of the wine sector in the Republic of Moldova, including:
 - Inventory of official statistical data, websites and portals relevant to the network of wine actors;
 - Data set structured in Excel format with at least 100 relevant actors in the wine sector;
- 10.Elaboration of the White Paper on the wine sector based on the 3 studies: Moldova, Romania, Bulgaria.

Name of Assignment: **Market research services (Identifying the perception of the business climate in the Republic of Moldova through direct survey of companies with foreign capital)**

Year: June-September 2019

Client: The Moldovan Investment Agency

Position held: Project manager/Senior expert

- 1.Coordination of project team members and activities;
- 2.Studying foreign investment policy documents and IA priorities in attracting investment;
- 3.Collection of statistical data related to the evolution & structure of foreign investments in the Republic of Moldova;
- 4.Elaboration of the Questionnaire for interview;
- 5.Sampling and elaboration of the tentative list of companies proposed for interview;
- 6.Conducting interviews with foreign capital companies / foreign investors from Moldova;
- 7.Analysis of statistical data related to foreign investments;
- 8.Processing & systematization of Questionnaire results;
- 9.Elaboration of the Report on the research results and its approval by the MIA.

November 2017 - present

The Investment House BIS-Capital Ltd.

Project Manager

53/4, Al. Bernardazzi St, Chisinau, MD-2012, Moldova

Tel.: (+373 22) 278 701

Key qualifications:

1. *Corporate finance (loan, funding);*
2. *Mergers & Acquisitions;*

3. *Public – Private Partnerships;*
4. *Intermediation and representation for International Investors*

July 2014 to March 2016

**Chamber of Commerce and Industry of the Republic of Moldova
President**

151, Stefan cel Mare Street, Chisinau, Moldova Republic of, MD-2012

Key qualifications:

1. *Promoting trade and industry internally and externally and support economic agents of Moldova in their relations with public authorities in the country and specialized foreign organizations;*
2. *Promoting the development of different types of entrepreneurial activity, considering the interests of all economic agents, branches of national economy and specific territories of the country;*
3. *Participation in drafting of laws that address the interests of entrepreneurs or aimed at removing barriers and restrictions in the functioning of the market economy, which are not determined by the rules of public law;*
4. *Contributing to the establishment of relations between subjects of entrepreneurial activity and organization of their cooperation with the public sector at the central and local level;*
5. *Organizing professional training and improve skills of its members;*
6. *Providing entrepreneurs with information and consultations;*
7. *Promote the development of foreign trade and export of goods, works and services;*
8. *Setting ethical standards, for the bargain's reliability and irreproachable conduct of its members on the market and eliminate disloyal competition and partnership in business;*
9. *Create favorable image of the Republic of Moldova on the international arena.*

September 2009 to July 2014

Government of the Republic of Moldova

**Deputy Prime Minister, Minister of Economy, Governor of Moldova to
EBRD and MIGA**

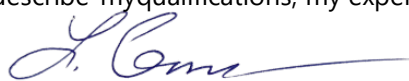
1 Piata Marii Adunari Nationale, Chisinau, Moldova Republic of, MD-2012

Key qualifications:

1. *Determine priority directions, develop socio- economic development strategies and programs of the country;*
2. *Monitor, analyze and assess socio-economic development trends, which reflect the structural and economic changes in the country;*
3. *Collaboration with international organization (WB, EBRD, IMF, DFID, SIDA, JIKA, SDC, etc.).*
4. *Establish a climate favorable for the development of economic relations;*
5. *Contribute to the creation of a favorable investment climate in Moldova in order to attract domestic and foreign investments;*

	6. <i>Develop state policies on investment activities, free economic zones and management of public patrimony;</i> 7. <i>Identify and approve national priorities for regional development, determine the ways of allocation of financial resources from the National Fund for Regional Development, approves the programs and projects in the field of regional development, review, update and / or coordinate development planning documents for regional development.</i> 8. <i>Analysis of economic development of the country related to implementing single budgetary and fiscal policies;</i> 9. <i>Develop economic tools enabling promotion of the reform process in the social area and therefore increase the quality of social services provided and social protection of population;</i> 10. <i>Coordinate the activities of central and local public administration authorities in the process of promoting new mechanisms of socio-economic policy and control its application;</i> 11. <i>Establish and monitor state regulation mechanisms over business activities;</i> 12. <i>Contribute to the development and regulation of business activities, develop a state policy and coordinate SMEs support actions;</i> 13. <i>European integration and harmonization of legislation with EU regulations and WTO provisions;</i> 14. <i>Administration of state property, including state owned companies;</i> 15. <i>Key-promoter of the energy sector enterprises restructuring and reorganization;</i> 16. <i>Coordination of donors' technical assistance.</i>
References	Ana GROZA, Executive Director, Foreign Investors Association (FIA) Tel.: 060 608 801 www.fia.md ana.groza@fia.md Ina Cretu, Policy Advisor / Economic Policy Advice to the Moldovan Government / giz Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH 1, Piata Marii Adunari Nationale, Government building, off. 506 MD-2033, Chisinau, Republic of Moldova T +373 22 250 585, M +373 69 659 330 ina.cretu@giz.de

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.



Signature of Personnel

15/12/2025

Date (Day/Month/Year)

CV: Tatiana LAZAR

Name of Personnel	Tatiana LAZAR
Contact information	Cell: +37369198177; email: tlazar@tatrabis.md
Position for this assignment	Key-expert in tourism
Nationality	Moldovan
Language proficiency	Romanian – mother tongue; English – intermediate written and verbal working knowledge; Italian – full written and verbal working knowledge; French – full written and verbal working knowledge; Russian – full written and verbal working knowledge.
Education/Qualifications	Moldova State University (Chisinau) September, 1987 – June, 1992 Degree in Journalism and Communication Sciences
Trainings	Incoming tourism, UNI Cairo (Egypt), 2007 Sommelier school of Moldova, 2017 Certificate of European Sommelier, 2017 Specialist in Wine Olfactory Analysis, 2019
Employment Record	2005 - present Business Intelligent Services Ltd Deputy CEO 53/4, Al. Bernardazzi St, Chisinau, MD-2012, Moldova Tel.: (+373 22) 278 701 Key qualifications: 1. <i>Marketing & Public Relations;</i> 2. <i>Sectorial and competitiveness studies;</i> 3. <i>Best practices studies;</i> 4. <i>Organizing of workshops and trainings, Facilitating of discussions and debates;</i> 5. <i>Foreign Investments promotion activities;</i> 6. <i>Identification, management and implementation of development projects.</i>
Experience/Assignments	Name of Assignment: Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV) Year: May – June 2023 Location: Republic of Moldova, Chisinau Client: NGO "Union of Small Wine Producers DIONYSOS" (UMPV) Project Description: Elaboration of the Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV), aligned with national wide documents. Position Held: Expert in Marketing & PR

Name of Assignment: Strategic Documents Elaboration

Year: July – Feb 2023

Location: Republic of Moldova, Cricova city

Client: CV CRICOVA SA (winery, notorious local producer of sparkling wines)

Project Description: Consulting Services for Strategic Planning

Position Held: Expert in Marketing & PR.

Name of Assignment: Tourism Market Segmentation and Marketing Journey profiling

Year: October 2020 to November 2021

Client: World Bank – Competitiveness Enhancing Project in Moldova (PAC / CEP II)

Position held: Local expert in tourism market

Activities Performed:

Rapid Assessment and Key Stakeholder Interviews;
Determination of three target markets and hypothesized criteria for segmentation;
Drafting of Survey Instruments;
Source Market Demand Analysis of Findings;
Value Chain Analysis of three priority segments;
Customer Journey Analysis;
Develop an action plan to accompany the priority interventions;
Compiling feedback and refining strategic interventions based on final market profiles.

2005 - present

Tatrabis Ltd, incoming tour operator in Moldova

Deputy CEO

59/3, Al. Bernardazzi St, Chisinau, MD-2012, Moldova

+37376755544

www.tatrabis.md

Key responsibilities:

Management of inbound tourism dpt., search for new source markets, product and services development, promotion and sales;
Presentation of the company among national tourism authorities, sponsors, partners, national & international tourism events (exhibitions, forums);
Participation in ANTRIM activities (Association of inbound tourism in Moldova).

2000-2003

Voxtel SA (Orange Moldova)

Sales Support Manager.

	1997-1999 Green Hills supermarket. Marketing Manager.
References	Aurel Casian Executive Director of PIU Competitiveness Enhancement Project (WB) Tel.: (+373 22) 296724 ✉️ piu@mei.gov.md

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel	15/12/2025 Date (Day/Month/Year)
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CV: Vlad FURDUI

Name of Personnel	Vlad FURDUI
Contact information	Cell: +37368683328; email: vlad.furdui@bis.md
Position for this assignment	Key-expert in data & investments analyses
Nationality	Moldovan; Romanian
Language proficiency	Romanian – mother tongue; English – full written and verbal working knowledge; Russian – full written and verbal working knowledge.
Education/ Qualifications	Academy of Economic Studies, Moldova September, 2002 – June, 2006 Degree in Economics, Finance Department, Finance and Insurance chair Financier-Banking College, Moldova September, 1998 – June, 2002 Degree in Accounting, Accounting and Audit chair
Employment Record	November 2011 – present Head of Business Development and Planning Department Business Intelligent Services LTD (BIS) 53/4, Al. Bernardazzi St, Chisinau, MD-2012, Moldova Key qualifications: <i>Private Sector Development and SME support; Elaboration of development concepts; Document elaboration of strategic planning, such as national and sectoral strategies, regional development strategies and programs; Strategy planning; Project evaluation; Sectorial and competitiveness studies; Financial analysis and diagnostics; Feasibility studies and business plans development; Corporate finance consulting; Funds and financing projects attraction; Project planning, management, monitoring and evaluation; Market researches and sector analyses; FDI Expert, Monitoring and Evaluation Expert.</i> October 2010 – November 2011 Business Advisory Consultant Business Intelligent Services LTD (BIS) 53/4, Al. Bernardazzi St., Chisinau, Moldova Key qualifications: <i>Private Sector Development and SME support; Elaboration of development concepts; Strategy planning; Financial analysis and diagnostics; Feasibility studies and business plans development; Corporate finance consulting; Funds and financing projects attraction; Project evaluation; Project planning, management, monitoring and evaluation; Market research and sector analyses.</i>

**Experience/Assignments
that Best Illustrates
Capability to Handle the
Assigned Tasks**

Name of Assignment: “**Market analysis of energy efficiency and renewable energy services in the construction sector**”, within the project Energy Efficiency and Renewable Energies in the Republic of Moldova (E4M). (support for Residential Energy Efficiency Fund REEF implementation).

Year: October 2024 – May 2025

Location: Republic of Moldova, Chisinau

Client: **Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH, represented by German Development Cooperation, GIZ Office Chisinau.**

Project Description: The objective of the required services is to develop an analysis of the current situation within the construction market related to energy efficiency (EE) and renewable energies (RE) in Moldova (excluding Transnistrian region) and the border region of Romania is available.

Position Held: Team Leader (Economic specialist)

Activities Performed:

- (i) Conduct a kick-off workshop and a few interim meetings with relevant stakeholders from the CNED and the client (GIZ, E4M) to present the Operational Plan to deliver the service, specifies the methodology and how deliverables will be achieved, as well as clarification of open questions; to presents the results of the market desk analysis and the recommendations for the operation manual of the REEF; to presents the results of the survey, of the short data research and cost estimation aspects etc.
- (ii) Conduct a desk analysis of the current active private companies/individuals working in Energy Efficiency in buildings and residential Renewable Energy applications (NOTE: separate chapters for apartment buildings and individual houses).
- (iii) Conduct an easily accessible (online) survey (i.e. Google forms, etc.) among at least 50 of the identified companies/individuals.

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Name of Assignment: “**Development of Sectoral Roadmaps and Action Plans for Milk and Dairy, Poultry and Meat products in the Republic of Moldova**”.

Year: August 2024 – February 2025

Location: Republic of Moldova, Chisinau

Client: **United Nations Industrial Development Organization (UNIDO)**

Project Description: The objective of the required services is to develop three sectoral roadmaps and action plans for poultry (poultry meat and eggs), milk and dairy, and meat products (beef and veal, pig meat, sheep and goat meat) in the Republic of Moldova.

Position Held: Key expert in value chains (meat, poultry and dairy products value chains)

Activities Performed: Developing sector-tailored roadmaps which covers the following structure: (i) provide an analytical overview and findings of the NQIS and value chain analysis; (ii) formulate a vision of sectoral transformation, key principles, main priorities and horizontal and vertical alignment with broader strategic and global national priorities (Accession of Moldova to the EU, SDG Agenda, etc.); (iii) identify barriers as well as opportunities for sectoral transformation;

Name of Assignment: “Analysis of the capacities of NQIS institutions and the demand for their services from the meat, poultry and dairy value chains in the Republic of Moldova”.

Year: Jul – Dec 2023

Location: Republic of Moldova, Chisinau

Client: United Nations Industrial Development Organization (UNIDO)

Project Description: The objective of the required services is to carry out an in-depth analysis of the capacities of the institutions forming NQIS in the Republic of Moldova (supply side study). At the same time assessing the need and the demand for those services from the meat, poultry and dairy value chains with a focus on quality, food safety, environmental, social, sustainable and organic requirements and its compliance infrastructure.

Position Held: Key expert in value chains (meat, poultry and dairy products value chains)

Activities Performed:

Assessment of national capacities of meat, poultry and dairy production in the Republic of Moldova. Collect the fundamental statistics on live animals and products of animal origin with a focus on meat, poultry and dairy products value chains, including key sector indicators, contribution to GDP, employment, trade, analysis of production, processing, etc.

Analysis of the global and EU market trends for the meat, poultry and dairy products.

Name of Assignment: Rural SMEs policy support window

Year: March – May 2023

Location: Republic of Moldova, Chisinau

Client: Vakakis & Associates Consortium

Project Description: The project task was to support the implementation of the Capacity Building Program in the form of an awareness campaign/formal theoretical training seminar and of an on-job training course for BDS and M-SME representatives.

Position Held: Non-key Expert

Activities Performed:

- Preparation of the Training course, including a clear description of the training topics to be covered, the training methodology, its length, and other details & delivery of the formal training course;

- Support & assist of the on-job training course;
- Draft the Seminar/training Evaluation report;
- Final Mission Report elaboration and delivery.

Name of Assignment: **Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV)**

Year: May – June 2023

Location: Republic of Moldova, Chisinau

Client: NGO "Union of Small Wine Producers DIONYSOS" (UMPV)

Project Description: Elaboration of the Strategic Development Program (PDS) of the NGO Union of Small Wine Producers of Moldova (UMPV), aligned with national wide documents.

Position Held: Expert

Activities Performed: As part of this larger scope, an "initiating" document have been created – the Concept. The Concept was based on the provisions of the National Strategy for Agricultural and Rural Development 2022-2027, the Program for the development of the wine sector, the implementation of sustainability and inclusion practices throughout the production chain, national and international good practices, but also, necessarily, the objectives of UMPV established for the period 2021-2025:

- Institutional development and increasing the sustainability of small producers;
- Promote and increase sales in the local and export market;
- Lobbying and advocacy;
- Developing the capacities of the UMPV and its members.

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Name of Assignment: **Strategic Documents Elaboration**

Year: July – Feb 2023

Location: Republic of Moldova, Cricova city

Client: **CV CRICOVA SA** (winery, notorious local producer of sparkling wines)

Project Description: Consulting Services for Strategic Planning

Position Held: Expert

Activities Performed:

- Collecting input data
- Documents development

During the assignment a number of documents have been produced:

- Diagnosis / economic and financial analysis of CV „Cricova" SA (last 5 years)
- Workshop (training) for Cricova management on the methodology, analysis and supervision of the financial performances of the enterprise according to the conclusions of the deliverable for the projection of efficient monitoring and management processes
- Analysis, study and elucidation of the best business models, practices related to the organization, operations and internal processes of a wine company

- Comparative analysis: „Cricova” vs. „Best practices”
- Highlighting internal development reserves, describing issues requiring intervention and elucidating development opportunities
- Establishing priority directions of development
- Identification (mapping) of technical assistance programs, financing offers existing on the market, including those financed by donors, to come with Grant / technical support components and/or other incentives.
- Elaboration of the development strategy of JSC "Cricova" for 2022-2027
- Elaboration of the business plan for Cricova SA, for the years 2022-2027

The business plan was elaborated so that it served as a guideline for the management and as an instrument for obtaining financing according to the Investment Plan of the Client for the envisaged period.

Name of Assignment: **Developing the SME sector development policy and updating institutional development programs of the Moldovan Small and Medium Enterprise Development Organization (ODIMM) and Moldovan Investment Agency (MIA)**

Year: Sep 2020 – Nov 2021

Location: Republic of Moldova, Chisinau

Client: The Second Competitiveness Enhancement Project (CEP II)

Project Description: **Developing the SME sector development policy and updating the institutional development programs of ODIMM and MIA**

Position Held: Local Expert

Activities Performed:

- Assess the degree of implementation of ODIMM and MIA institutional programs.
- Assess the current situation of MIA.
- Identify medium-term policy priorities, directly related to the activity of both organizations.

Name of Assignment: **Update of the National Tourism Development Program” TOURISM 2026” & Elaboration of the "Analysis of statistical data" Chapter related to Chisinau City Tourism Development Strategy Document for the years 2022 - 2027 &**

Year: Dec 2021 – Feb 2022

Location: Republic of Moldova, Chisinau

Client: ANTRIM (National Inbound and Domestic Tourism Association of Moldova)

Position Held: Tourism Sector Data Analyst Expert

Activities Performed:

- Elaboration of the "Analysis of statistical data" Chapter related to Chisinau City Tourism Development Strategy Document for the years 2022 - 2027 &
- Update of the National Tourism Development Program” TOURISM 2026”

Name of Assignment: **Tourism Market Segmentation and Marketing Journey profiling**

Year: October 2020– November 2021

Location: Republic of Moldova, Chisinau

Client: The Second Competitiveness Enhancement Project (CEP II)

Project Description: The objective was to fill a knowledge gap around the nature of tourist demand, including current demand, forecasted demand for existing source-markets, and untapped demand from markets that are not currently visiting the country and the interventions that would be needed to tap into these demands.

Position Held: Local Expert

Activities Performed:

- Conduct desk research to include an understanding of the tourism context of Moldova.
- Analysis of the current status of infrastructure and communication networks within Moldova.
- Determine priority markets for detailed investigation through a rapid assessment and key stakeholder interviews.
- Develop an action plan to accompany the priority interventions;
- Compiling feedback and refining strategic interventions based on final market profiles.

Name of Assignment: **Development of the Strategy for an inclusive, sustainable and digital economy by 2030 (SNAIPE/SEIDD 2030)**

Year: February-December 2020

Client: The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in Moldova

Project Description: The strategy is aiming to bridge the competitive gap of the country, to boost productivity potential and to change the structure of the economy by reducing the role of unproductive sectors and technologies. An important feature of this strategy is the fact that it targets a small number of industrial sectors, which are the most promising in terms of their FDI attraction, jobs creation and export promotion potential for the next 4- 5 years. There have been identified several priority sectors for policies on investment attraction and export promotion.

Position held: Senior expert

Activities Performed:

1. Analysis of the current situation (demography, labor market, innovation and technological development, infrastructure, institutional environment, environment, productivity and investments);
2. Identifying priority objectives and directions for inclusive and sustainable economic development (extensive and diversified economic opportunities for small and medium-sized enterprises, more jobs, low green growth, physical infrastructure, increased institutional capacity, increased resilience

to critical vulnerabilities);

3. Development of monitoring and evaluation indicators;

4. Description of reporting procedures and responsibilities for implementing the Strategy;

5. Proposal of policy documents and budgetary programs to ensure the implementation of SEIDD 2030;

Name of Assignment: **The impact of Foreign Direct Investments on the economy of the Republic of Moldova**

Year: May – Sep 2021 **follow-up in 2023 and 2024**

Location: Republic of Moldova, Chisinau

Client: Foreign Investors Association (FIA)

Project Description: The objectives of the Study were (i) to identify the positive impact effects of FDI enterprises on the national economy, including from the perspective of their integration into the local and international production and services value chain and (ii) to develop public policy measures and proposals to attract FDI.

Position Held: FDI Expert

Activities Performed:

- Presentation of case studies (profiles) of 6 foreign investors present in the Republic of Moldova, FIA members.
- Evolution of FDI in Moldova and international benchmarking (vs. comparative countries).
- Surveying the perception regarding the integration of domestic companies in the global and local value chain by FDI companies: presentation of the survey results.
- Meetings & discussions with stakeholders (FIA, INCE);
- Proposing public policies that will increase the added value of the Moldovan economy;
- Proposals for action to support and promote companies with foreign direct investment.

Name of Assignment: **Identifying the perception of the business climate in the Republic of Moldova through direct questioning of foreign capital companies**

Year: Jul – Aug 2019

Location: Republic of Moldova, Chisinau

Client: Moldovan Investment Agency (MIA)

Project Description: To identify the perception of foreign investors, regarding the situation of the business climate in the Republic of Moldova.

Position Held: FDI Expert

Activities Performed: Questionnaire elaboration; Interviewer training; Monitoring the development of questionnaires; Identifying the most important barriers / constraints of the foreign investors present in Moldova and Elaboration of Final Report

Name of Assignment: **Assessment of the Moldovan wine sector.**

WINET Project: Trade and Innovation in Wine Industry.

Year: Sep 2019 – Nov 2019

Location: Republic of Moldova, Chisinau

Client: Moldovan Investment Agency (MIA)

Project Description: To outline the main trends in the wine industry.

Position Held: Agribusiness & Statistics Expert

Activities Performed:

- To identifying a series of wineries that are representative in the sector.
- To develop profiles for large export-oriented companies, emerging medium-sized businesses, and for small producers that produce high value-added wines on a small scale.
- To also identify a number of wineries that combine winemaking with the tourist activity.

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Name of Assignment: **Consulting services in the frame of the Local Supplier Development Program (LSDP)**

Year: Sep – Nov 2020

Location: Republic of Moldova, Chisinau

Client: Free Economic Zone (FEZ) Balti

Project Description: Business review of selected suppliers (30 companies) & Elaboration of short-term action plans (6-8 months) for suppliers participating in the Programme, based on findings from the assessments

Position Held: Local Team Leader

Activities Performed: To manage the linkage between the international and local team. To coordinate the Project activities with the Client (FEZ Balti). To coordinate and lead the local team. To validate 30 business review for the selected supplier.

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Name of Assignment: **Strategic Planning / Business Plan Development Consulting Assignments**

Year: last 5 years

Location: Republic of Moldova and regions: Edinet, Hâncești, Giurgiulesti Free International Port, Chisinau, Telenesti

Clients: **TB Fruit SRL** (concentrated juices) - 2 business plans

Lapmol SRL (Diary Industry)

Prograin Organic (organic cereals)

SC Agriatica-N SRL (agri-business, cereals & fruits)

Molpan-Invest SRL (sheep farming business)

Eca Agro SRL (cereals & logistics)

Project Description: Business Plan Development & Strategic Planning

Position Held: Business Development Expert

Activities Performed:

- Collecting input data;
- Business plan development;
- Assistance in the elaboration of the loan/grant application packages.

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Name of Assignment: **Drafting the analytical brief Chisinau Hotel & Apart-hotels Market Overview**

Year: March 2017 and September 2019

Location: Republic of Moldova, Chisinau

Client: Colliers International (Romania)

Project Description: To draft a brief Chisinau Hotel & Apart-hotels Market Overview.

Position Held: Marketing and Survey Expert

Activities Performed: Analyzing the current status of Hotel & Apart-hotels market in Chisinau, including the aspects of economic feasibility of running a business in this segment.

Name of Assignment: **Assessment of the soya value chain in Moldova**

Year: March 2019 – June 2019

Location: Republic of Moldova, Chisinau

Client: Austrian Development Agency (ADA), Project: "Increasing the competitiveness of the agri-food sector through integration to domestic and global value chains in particular in the soya sector"

Project Description: To carry out a comprehensive and detailed assessment (mapping) of soya value chain

Position Held: Key Marketing and Survey Expert (Data processing expert)

Activities Performed:

- Assessment of the market situation including strengths, challenges, obstacles, barriers and potentials and distribution of information;
- Examine the underlying factors (bottlenecks) preventing the soya value chain from achieving increased productivity and certification
- Identify the gross margin potential along the various stages of production along the value chain;
- Identify the point of interventions that would support the further development of soya market in Moldova.

Name of Assignment: **Study on the evolution and trends in the Agribusiness market in the Republic of Moldova**

Year: Dec 2018 – Feb 2019

Location: Republic of Moldova, Chisinau

Client: Transilvania Bank (TB) (the main shareholder at Victoriabank)

Project Description: A comprehensive study on the evolution and trends in the agribusiness market in the Republic of Moldova

Position Held: Agribusiness Expert & Financial Analyst

Activities Performed:

- Analysis and value chains mapping for the 4 major sub-sectors (cereals and technical crops, fruit sector, wine and vine sector, and livestock) and definition of key players; (ii) value chains mapping for the 4 sub-sectors;
- Mapping of the Top 20 players both farmers and main players in the supply and marketing chain (i) Top fruits producers; (ii) Top vine and wine producers; (iii) Top cereals and technical crop producers; (iv) Top input providers etc.;

Name of Assignment: 4 feasibility studies on the analysis of the opportunity to create 4 sub-areas of the free economic zones Balti and Ungheni, greenfield investments, in the towns of Cimislia, Stefan Voda, Nisporeni and Ungheni

Year: January 2018 – May 2018

Location: Republic of Moldova, Chisinau

Client: FEZ "Balti" Administration & FEZ "Ungheni-Business" Administration

Project Description: The studies identified the feasibility of these 4 areas for becoming new economic sub-zones and attracting FDI companies

Position Held: Team Leader & Economic Expert

Activities Performed:

- Analysis of the 4 regions (e.g., economic potential, human and educational potential, regional infrastructure);
- Assessment of the opportunity to set up FEZ in these areas;
- Project feasibility assessment (estimated value of investments required, financial forecast of the activity of the managing company etc.);
- Impact assessment of FEZ on the targeted localities and adjacent regions (fiscal, economic, social, administrative, environmental, indirect)

Name of Assignment: Monitoring of the indicators of the "Sustainable Economic Development" Program

Year: Sep 2018 – Nov 2018 & Sep 2017 – Nov 2017

Location: Republic of Moldova, Chisinau

Client: German Agency for International Cooperation (GIZ)

Project Description: The goal of the program was to ensure the monitoring of two of the three program indicators.

Position Held: Monitoring & Evaluation Expert

Activities Performed:

- Questionnaire developing for interviews with business association management and foreign entrepreneurs/investors.
- Identifying the sample of 7 Business / Employer Associations and 30 companies with foreign capital to be interviewed (surveyed).
- Interviewing the companies/ associations (some of them).
- Drafting the analytical report and final presentation.

Name of Assignment: Focus groups with exporters for developing the tailored training program for exporters and implementation of training of trainers concept for the Organization for Small and Medium Enterprise Sector Development' (ODIMM) staff

Year: Dec 2017 – Mar 2018

Location: Republic of Moldova, Chisinau

Client: The Second Competitiveness Enhancement Project (CEP II)

Project Description: The objective of the assignment was to identify and analyze the main difficulties encountered by export-oriented SMEs in the process of: i) exporting from Moldova, and ii) finding and entering new markets by conducting a series of focus groups with exporters.

	Position Held: Local Expert Strategic consultant on focus group implementation Activities Performed: - Developing the methodology for conducting focus-groups with exporting companies focusing on issues exporting companies face when exporting from Moldova - Drafting the questionnaire and methodological instructions for participants to be applied during the focus-groups; - Conducting focus-groups with exporters, including participants from regions anchored to the selected BIs and two to ODIMM central office; - Based on focus groups conducted, develop the analytical report on the results, presenting main findings and conclusions to ODIMM.
References	Aušra IŠARIENĒ, Team Leader of the Project "Analysis of the capacities of NQIS institutions and the demand for their services from the meat, poultry and dairy value chains in the Republic of Moldova" International Expert in 25 years of general professional experience as Food Safety Expert. Tel.: (+370) 687 38309 E-mail: isarieneausra@gmail.com Ana GROZA, Executive Director, Foreign Investors Association (FIA) Tel.: 060 608 801 www.fia.md ana.groza@fia.md

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.



 Signature of Personnel

15/12/2025

 Date (Day/Month/Year)

CV: Sergiu SAHANOVSKI

Name of Personnel	Sergiu SAHANOVSKI
Contact information	Cell: +37360608887; email: sergiu.sahanovski@bis.md
Position for this Assignment	Senior expert in Finance & Investments
Nationality	Moldovan; Romanian
Language proficiency	Romanian – mother tongue; English – full written and verbal working knowledge; Russian – full written and verbal working knowledge; French – intermediate written and verbal working knowledge.
Education/ Qualifications	
Academy of Economic Studies, Moldova September, 1990 – June, 1995 International Economic Relations. Diploma in Economics University of Leeds, Leeds, UK February – March, 1998 Induction Course within Chancellor's Financial Sector Scheme (British Council) for 6 months. Internship with Barclays Bank plc., Leeds, UK Grenoble Graduate School of Business (GGSB) MBA Diploma. Specialization: Global Management <i>Project Management for Consulting</i> October 2017 <i>Grow Your Consulting Business Training Series (EBRD)</i> Certificate	
Employment Record	
October 2017 – present Managing Partner. CI BIS-Capital SRL (Subsidiary of Business Intelligent Services SRL (BIS)) 53/4, Al. Bernardazzi St, Chisinau, MD-2012, Moldova Tel.: (+373 22) 278 701 Key responsibilities: <i>Responsible for planning activities within the Company (including budgeting, finance and administrative activities). Projects development: sponsoring, planning, managing, executing and controlling activities. Dealing and collaborating with local authorities and financial institutions. Private Sector Development and SME support. Elaboration of development concepts. Strategy planning; Project evaluation. Financial analysis and diagnostics. Feasibility studies and business plans development. Corporate finance consulting. Funds and financing projects attraction.</i> June 2016 – October 2017 Head of Analysis and Product Monitoring / Head of Clicom & Clipri Sales, Branch #1, CB „Comertbank” SA 1/1, Independentei St., Chisinau, Moldova Tel.: (+373 22) 839 839 Key responsibilities: <i>Responsible for managing, coordinating, guiding, controlling and evaluating of the activities of the division (6 people staff); Ensuring an efficient loans and deposits portfolio monitoring; Ensuring filing and opinion issuing for decision making bodies (Credit Committee, Board of Directors, Council of the Bank); Ensuring Loan and Deposits (for Corporate clients) Agreements issuing and signing; Risks identification and mitigation both at bank's portfolio and individual client levels; Ensuring clients compliance with the signed agreements; Ensuring periodic clients' financial analysis; Managing Credit</i>	

Bureau relations with the bank; Implementing the relevant business plans and set targets; Negotiating and structuring loans in local and foreign currency, including IFI's credit lines; Risk evaluation, quality monitoring of assigned portfolio; Ensuring compliance with the bank's lending criteria.

August 2014 – January 2016

Vice-president, „Banca de Economii of Moldova” SA

23, Mircea cel Batrin Bd., Chisinau, MD-2075, Moldova

Tel.: (+373 22) 067 218 008

Key responsibilities:

Branch network optimization; Managing, coordinating, guiding, controlling and evaluating of the activities of the branch network (more than 500 units and 2.500 people staff) and General Administration Department; Elaborating and implementing development strategies for network, in particular, and the bank in general; Developing new business opportunities.

June 2009 – September 2013

Executive Director Corporate Banking / Head of Corporate Banking Department; CB „Banca Comerciala Romana Chisinau” SA

60/2, Puskin St., Chisinau, MD-2005, Moldova

Tel.: (+373 22) 265 555 | 0800 22227

Key responsibilities:

Responsible for activities of Corporate Banking and Treasury Department; Negotiating and implementing IFIs projects (EBRD, EIB, IFC) and DC projects (MoSEEFF); Member of ALCO, Credit Committee and Executive Committee; Negotiating and participating in the syndicated loans; Obtaining of membership in Factors Chain International; Actively participating in EBA (European Business Association) creation; Participating in real estate loans designing and launching: Prima Casa program and Residential / Residential Extra BCR; Contributing to the implementation of an appropriate framework for banking risk management according to Group standards, adapted to the local market.

June 2006 – October 2008

General Manager; „IM si Compania Consulting Grup” SA (IMC Leasing)

20, Moscova Bd., Chisinau, MD-2045, Moldova

Tel.: (+373 22) 801 801

Key responsibilities:

Responsible for planning activities within the Company; Leading 32 people staff; Keeping strong relationships with suppliers and VIP clients; Organizing, supervising and implementing internal operational procedures; Dealing and collaborating with local authorities and financial institutions; Negotiating and signing loan agreements with local banks; Negotiation and signing of first financing agreement with EBRD; Developing relationships and negotiating financing agreements with international financial institutions (EFSE, DEG, IFC); Initiating, negotiating and implementing competitiveness improvement project with USAID (CEED).

August 1995 – June 2006

Deputy Head of the Business Center / Relationship manager / Branch Manager / Head of Lending Department / Loan Officer

CB “Moldova-Agroindbank” SA (maib)

9/1, Constantin Tanase St., Chisinau, MD-2005, Moldova

Tel.: (+373 22) 45 06 03

Key responsibilities:

Responsible for managing and developing a loan portfolio for VIP clients (24 VIP clients); Participating in, supervising and successfully implementing the relevant business plans and set targets; Negotiating and structuring loans in local and foreign currency, including EBRD and World bank credit lines; Risk evaluation, quality monitoring of assigned portfolio; Developing sustainable relationships with Local Public Authorities.

Experience/Assignments that Best Illustrates Capability to Handle the Assigned Tasks

Name of the Assignment: Facilitating the development of loan products for apartment owners, house owners and house builders in the context of the Moldovan Residential Energy Efficiency Fund (MREEF)

Year: April 2025 – ongoing

Location: Republic of Moldova, Chisinau

Client: National Center for Sustainable Energy (NCSE/CNED) (financed by GIZ Moldova)

Project description: The primary objective of this service is the significant increase of banking products (loans) available in Moldova for HoAs, apartment owners, house owners and house builders aiming to invest in sustainable energy solutions but not being able to provide sufficient cash (upfront investment) for covering the own contribution necessary to launch the construction works.

Position Held: Team leader / Key expert (financial / banking expert)

Activities performed: Stakeholder mapping, facilitating stakeholder dialogue and legal framework analysis. Analysis of the current status of the financial sector in Moldova in the context of energy measures in the residential sector. Technical advice and inputs for an improved legal and regulatory framework. Provide insights in international experience and best practices in sustainable energy financing. Development of clear recommendations, design of an action plan and drafting related legal documents and proposals.

Name of the Assignment: Market analysis of energy efficiency and renewable energy services in the construction sector

Year: October 2024 – May 2025

Location: Republic of Moldova, Chisinau

Client: National Center for Sustainable Energy (NCSE/CNED) (financed by GIZ Moldova)

Project description: The main activities consist in conducting Market analysis of EE & RE services in construction sector; analysis of the current active private companies/individuals working in EE & RE; analysis of the Operational manual and financial products of the REEF; research on existing apartments & existing single houses; cost estimation report, that includes recommendations for cap values (cost estimation for each type of building related to EE measures).

Position Held: expert / banking specialist

Activities performed: Analysis of the Operational Manual and financing products of the REEF; Elaboration of recommendations for improving.

Name of Assignment: Rural SMEs policy support window

Year: March – May 2023

Location: Republic of Moldova, Chisinau

Client: Vakakis & Associates Consortium

Project Description: The project task was to support the implementation of the Capacity Building Program in the form of an awareness campaign/formal theoretical training seminar and of an on-job training course for BDS and M-SME representatives.

Position Held: Non-key Expert

Activities Performed:

Preparation of the Training course, including a clear description of the training topics to be covered, the training methodology, its length, and other details; Delivery of the formal training course; Support & assist of the on-job training course; Draft the Seminar/training Evaluation report; Final Mission Report elaboration and delivery.

Name of Assignment: Local Civil Society Contributes to Inclusive and Sustainable Economic Development in Moldova (East Europe Foundation) Local Expertise and coaching on service delivery and business support services (Sub-project)

Year: Nov – Dec 2022

Location: Republic of Moldova

Client: European Business Association of Moldova (EBA)

Project Description: The main objective of East Europe Foundation's project "Local Civil Society

Contributes to Inclusive and Sustainable Economic Development in Moldova” was to enable Moldovan CSOs to play an effective role in policy advocacy, private sector development and sustainable economic growth. Specifically, with project support CSOs were to empower vulnerable men and women (returned migrants, youth, persons with disabilities) and SMEs (i) to explore sustainable economic opportunities along with benefits provided by the AA/DCFTA and (ii) to manage emerging economic risks such as COVID-19 pandemic.

Position Held: Financial Expert / Trainer

Activities Performed:

- Elaboration of training (practical) course “Financial management, Budget planning and Cash flow management (monitoring)”
- Delivery of the training course in the regions (Comrat, Tiraspol, Balti and Orhei).

Name of Assignment: **Financial Market Analysis**

Year: Aug 2019 – March 2020

Location: Republic of Moldova

Client: Executive Committee of Gagauzia

Project Description: Part of a larger project - Development of proposals to attract additional (non-tax) financial resources at the level of the Gagauzia, including from various sources of financing and using modern financial debt instruments to ensure the implementation of strategic planning documents.

Position Held: Team Leader

Activities Performed:

- Analysis of the financial market of the Republic of Moldova regarding the possibility of financing the public sector for the implementation of capital infrastructure projects;
- Analysis of the possibility of attracting financial resources of international financial organizations and development institutions (EBRD, EIB, CEB, etc.);
- Analysis of the RM capital market and identification of relevant financial instruments used to finance capital investments of administrative-territorial units of the first and second level;

Name of Assignment: **Acquiring Strategic Investor**

Year: Sep 2017 – June 2019

Location: Republic of Moldova

Client: CB „Energbank” SA

Project Description: Following the amendments in banking legislation, the necessity for qualitative change in ownership for several banks appeared and, as consequence, support in acquiring strategic investors (M&A).

Position Held: Project Manager

Activities Performed:

- Development of the initial study of the Bank’s activity
- Participation in elaboration of all required documents: Vendor’s Due Diligence (both, financial and legal), Valuation Report, Teaser and Investment Memorandum
- Ensuring informing and good communication with selected potential investors
- Debating NBOs (non-binding offers) obtained from interested potential clients.

References

Mariana Rufa

Executive Director, European Business Association (EBA Moldova)
Tel.: (+373 22) 90 70 25 | www.eba.md | mariana.rufa@eba.md

Natalia Codreanu

CEO Fincombank SA (Former Executive Director, BCR Chisinau SA)
Tel.: (+373 22) 265 555 | E-mail: natalia.codreanu@bcr.md

CURRICULUM VITAE

Position for this assignment: **Senior expert in rural development & sustainability**

1. **Family name:** **Gumovschi**
2. **First names:** **Liviu**
3. **Date of birth:** 05-10-1970
4. **Citizenship:** Moldova, Romania
5. **Civil status:** Married, one son
6. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
State Agricultural University of Moldova, Marketing Department, 1987 – 1992	B Sc. (Econ) Specialisation in Economy, Organisation and Management in Agriculture
Newport University, USA, 1998 – 2000	Master of Business Administration

Additional Education and Training:

Institution	Courses / Training Followed
Joint Vienna Institute, Vienna, Austria 1993	European Integration Seminar
Geneva, Switzerland, GATT Secretariat 1994	Special Trade Policies Course for GATT/WTO Accession
Rotterdam, Netherlands, CBI Institute 1995	Promotion of Imports from Developing Countries
Ljubljana, Slovenia, CEEP Academy 1995	Special topics in enterprise restructuring
Tuscany, Italy 1994	Internship at industrial and agricultural enterprises
Agricultural State University of Hungary, Eger 2003	16th European Seminar on Extension Education
Czech University of Agriculture Prague, Department of Education, Czech Republic 2003	Change in Information Systems in Czech Agriculture. Practical Course
World Bank, Ukraine Country Office 2008	Seminar “Procurement under the World Bank financed projects”
World Bank, Ukraine Country Office 2008	Seminar “Monitoring and evaluation for Results”
Vena, Austria 2016	International Contracting Training Course, FIDIC
Ukraine, Kiev 2018	The World Bank Environmental and Social Framework

7. Language skills - Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic):

Language	Reading	Speaking	Writing
Romanian	native	native	native
English	1	1	1
Russian	1	1	1

8. Membership of professional bodies: none

9. **Other skills:** PC literacy as advanced user in Microsoft environment, driving license category B and C, ability to work under pressure and to achieve goals in a very limited timeframe

10. **Present position:** Consultant, Business Intelligent Services Ltd.

11. Key qualifications:

- Project Management (implementation portfolio of over \$350M)
- Agriculture and Rural Development;
- Strategy development on sustainable growth including exports promotion;
- 4 years expertise in public administration;
- Expertise in business valuation, financial projections and modelling;

12. Specific experience in the region:

Country	Date from - Date to
Tajikistan	2018
Lithuania	2005
Ukraine	2005
Czech Republic	2003, 2009
Romania	2001, 2002, 2003, 2004, 2009
Hungary	2003
Poland	2004
Azerbaijan	2004
Bulgaria	1998

Date	Location	Company	Position	More extensive Description
Full time employment				
06/2006 – 06/2025	Chisinau, Moldova	Consolidated Agricultural Projects' Management Unit	Executive Director	Agricultural Pollution Control Project – GEF Grant \$5M; Youth Inclusion Project – IDA Credit \$3M, TF Grant \$1M; Rural Investment and Services Project phase II - IDA Credit/Grant \$15M, SIDA Grant \$6M; Avian Influenza Control and Human Pandemic Preparedness and Response (AIHP) Project - IDA Credit/Grant \$8M, PHRD Grant \$0.6M, AHI Facility Grant \$1M; Biomass Project – GEF Grant \$1M; Total Government contribution over \$10M; Moldova Emergency Agriculture Support Project – IDA Credit \$10M; Moldova Agricultural Competitiveness Project IDA Credit \$50M, GEF TF Grant \$7.4M, SIDA TF Grant \$3M. Overall implementation and management, monitoring and evaluation process, contract management, coordination of procurement activity with the WB, GoM, and Steering Committee. Participation in elaboration of projects' documents – projects' appraisal documents, financing agreements, operational manuals, project's negotiations etc.; Establishment of national level Animal By Products collection and processing system incl. administration of ABP processing plant, call center and legislation harmonization (\$15M); Moldova Agriculture Governance, Growth and Resilience Investment Project (AGGRI) IBRD financing \$55M.
08/2002 – 06/2006	Chisinau, Moldova	Consolidated Agricultural Projects' Management Unit	Project Manager	Rural Investment and Services Project – TF Grant \$1M, PPF \$1.5M, IDA Credit \$15M. Institutional building, establishment and development of rural advisory network, rural businesses and SME development, investment lending and microfinance in rural areas, strengthening of Moldovan Credit Union (Savings and Credit Associations) movement); Coordination of activities with relevant ministries and other government institutions, local intermediary banks, nongovernmental institutions and other partners. Preparation of projects' concept documents and negotiation with different donors' organizations for co-financing purposes, management and implementation of projects.
02/2000-08/2002	Chisinau, Moldova	Business Intelligent Services Ltd	Deputy Director	Establishment and administration of consulting department of the private company “Business Intelligent Service” LTD. Reorganizations, mergers and acquisitions, financial and institutional restructuring, business planning, market and social surveys.
08/1999 – 02/ 2000	Chisinau, Moldova	Rezon Ltd	Manager on investments and development	Leading Research & Development department of Moldovan-American joint venture REZON LTD. Research & Development, Strategy and Investment Projects Coordination and Business Planning.
02/1998 – 08/1999	Chisinau, Moldova	Agency for Enterprises' Restructuring and Assistance	Deputy Director	Responsible for Research & Development, Strategy and Projects Coordination, Investment Projects and Business Planning, Business Valuation
11/1997 – 02/1998	Chisinau, Moldova	Citizens Network for Foreign Affairs Inc	Agribusiness specialist	“Agricultural Partnership Project” of USAID. Investment Projects Evaluation, Search for potential partners to establish agricultural partnerships
09/1995 – 11/1997	Chisinau, Moldova	Agency for Enterprises' Restructuring and Assistance	Senior Consultant	Turnaround Management, Human Resources Development, Negotiations on Debt Conciliation, Business Planning, Financial Analysis, Negotiations with potential Donor Organizations.

Date	Location	Company	Position	More extensive Description
02/1993 – 09/1995	Chisinau, Moldova	Ministry of Economy	Advisor, Deputy Chief of division	Department for Foreign Economic Relations, Division of External Trade Regulation. Negotiation for GATT/WTO accession, Elaboration of Memorandum of GATT/WTO accession, Cooperation with BSEC Council, EU Commission, World Bank and EBRD, Interstate Trade Agreements, Trade policy
05/1992 – 02/1993	Chisinau, Moldova	State Agricultural University	University lecturer	Market Economy, Agricultural Marketing, Agribusiness
Consulting activity				
06/2018 – 07/2018	Dushanbe, Tajikistan	WB PIU under the Ministry of Finance	Management consultant	The World Bank Tajikistan Agricultural Commercialization Project – elaboration of Project's design and Operational Manual for Rural Business Development Component.
12/2008 – 06/2009	Chisinau, Moldova	Competitiveness Enhancement Project, the World Bank	SME development consultant	Regulatory Reform Secretariat. Review laws and regulations submitted to the Parliament of Moldova having significant regulatory impact on SME sector.
06/2005 – 07/2005	Lviv, Ukraine	TACIS Programme	Management consultant	The European Union TACIS Programme for Ukraine, Project for Support to SMEs in the Rural Sector. Preparation of the Operations Manual for the United Credit Union in Lviv oblast.
04/2005 – 05/2005	Poltava, Lviv, Zaporijjje, Ukraine	TACIS Programme	Management consultant	The European Union TACIS Programme for Ukraine, Project for Support to SMEs in the Rural Sector. Conducting of a feasibility analysis to establish United Credit Unions in three regions of Ukraine.
12/2004 – 01/2005	Baku, Azerbaijan	World Bank Group	Management consultant	Development of a Guide on Institutional Model of a Credit Cooperative (based on analysis of the 12 credit cooperative movements in Central & Eastern Europe, Caucasus and Central Asia, including description of their 4 evolution stages, products and lending technologies used).
05/2004 – 06/2004	Baku, Azerbaijan	World Bank Group	Management consultant	The World Bank Group. Baku, Republic of Azerbaijan. Rural Environment Project. Preparation of Sustainable Rural Livelihoods Development Component of the Project.
10/2000 – 07/2002	Chisinau, Moldova	Deloitte&Touche, Bucharest, Romania	Management Consultant	Financial and institutional restructuring of "Incon Group" three canning factories and creation of "Natur Bravo" consortium. "Natur Bravo" sold to a strategic investor (Western NIS Fund USA) in 2005.
04/1998 – 06/1998	Sofia, Bulgaria	SARA (PHARE) Project	Business valuation consultant	Privatization of 5 state owned enterprises. Preparation of financial projections and Discounted Cash Flow valuation of the businesses.

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experience, and me.

December, 2025

