

## **Professional capacity of AR-Portfolio OÜ and the team of consultants.**

AR-Portfolio OÜ is actively operational nearly 30 years since 1997. The company's main areas of activity are consulting, training and corporate governance services. During this time, AR-Portfolio has provided services to the public sector, business organizations, as well as large international organizations such as the World Bank, the World Health Organization, the International Labor Organization, and others. In the public sector of the Republic of Estonia, the company has provided services to almost all ministries and subordinate agencies of the ministry and has been selected as a partner of the Government of the Republic for several years in the development of the next generation of top managers in the public sector.

Due to the education and main activity profile of the owner and manager of the company, AR-Portfolio has focused primarily on the development of the healthcare sector and the provision of consultations over the past 10 years. The company has extensive experience in managing and participating in international projects. The head of the company has considerable country experience in advising on the development of health insurance and public health in Moldova in previous periods.

The team for carrying out this work has been compiled with the principle of international experience and very good knowledge of local conditions in the form of local experts. The team has been formed on the principle that all the skills and competencies that are important and necessary for the field are represented. Below is a brief description based on the CVs of the team members, the connection to the role of the required team and their CV in full is attached to the project documentation.

### **Team Leader**

**Andres Rannamae, MD, MPH, MBA** has extensive experience more than 30 years in healthcare systems, strategic management and organizational development. His strengths include developing strategic plans, conducting strategic analyses, managing and implementing projects of international scope on health system development, management and corporate governance services. He has significant experience working with public and private sector institutions, including government offices and ministries, and has a strong background in quality management and business process re-engineering. His educational background provides necessary qualifications and competencies for above mentioned working areas.

### **Relevant Competencies for Leading a Hospital Planning Project:**

- **Strategic Planning and Development:** Proven ability to develop strategic plans for healthcare organizations.
- **Organizational Design and Restructuring:** Experience in restructuring organizations, defining functional scopes, and designing organizational structures.

- **Health System Management:** Deep understanding of health systems, including strategic purchasing, provider payment mechanisms, public health and the role of hospitals within networks.
- **Quality Management:** Expertise in implementing quality management systems (ISO 9001) and Lean management principles in healthcare settings.
- **Governance and Leadership:** Strong background in strengthening governance systems and developing leadership programs, including corporate governance and public sector accountability.
- **Stakeholder Management and Project Leadership:** Extensive experience leading and consulting on complex projects for national and international organizations like WHO, the World Bank, and GIZ, demonstrating the ability to manage diverse stakeholders and deliver results.

His experience in developing hospital development and master plans, such as the "Person-Centered Integrated Hospital Master Plan in Estonia 2040", improving hospital governance/management in Georgia, formation and merger of independent hospitals/clinics into Regional University Hospital and working with number of hospitals on their strategic development plans, directly aligns with the requirements of leading a hospital planning and regionalization project in Moldova.

### **Expert in Hospital Service Planning**

**Jaanus Pikani**, MD, has extensive experience in hospital service planning, hospital master planning, network optimization and organizational restructuring. His strengths include analyzing hospital service delivery arrangements, defining service configurations, assessing resource and infrastructure implications, and proposing feasible organizational models for hospital networks. He combines medical training and senior hospital management experience with international advisory work on hospital reforms in countries with similar transition and reform backgrounds. He has served as CEO of Tartu University Hospital and the Estonian Cancer Centre, Secretary General of the Estonian Ministry of Social Affairs, and consultant/team leader for assignments supported by the World Bank, KfW, WHO and the European Commission.

### **Relevant Competencies for the Hospital Service Planning Expert Role:**

- **Hospital Service Planning and Network Optimization:** Proven ability to analyze hospital service provision, capacity, utilization, patient needs and referral arrangements, and translate findings into practical network and service optimization proposals.
- **Organizational Model for Hospital Networks:** Direct experience proposing governance, management and organizational models for hospital systems, including service roles, hospital classifications and relationships between providers.
- **Hospital Master Planning and Regionalization:** Strong track record in hospital master planning, including the Hospital Master Plan 2015 and 20240 in Estonia, hospital master plan work in Ukraine and Kyrgyzstan, and hospital rationalization assignments in Serbia, Romania, Armenia, Bulgaria, Montenegro, Bosnia and Herzegovina, Tajikistan and Hungary.

- **Data-driven Analysis and Forecasting Inputs:** Experience defining data requirements, reviewing statistical indicators, mapping services and resources, and using analytical evidence to support future service, workforce, infrastructure and investment planning.
- **Hospital Management and Operational Restructuring:** Hands-on senior management experience in reorganizing hospitals, including the merger of 15 local state-owned hospitals into Tartu University Hospital, optimization of beds, reallocation of human resources and planning of new hospital infrastructure.
- **Feasibility, Implementation and Stakeholder Engagement:** Experience assessing feasibility and sustainability of hospital models, identifying restructuring and investment needs, sequencing implementation steps, and working with ministries, hospital managers and international partners.

His experience directly aligns with the Terms of Reference requirement for an expert in hospital service planning responsible for analyzing and proposing the organizational model for the network and services. Tartu University Hospital network and Estonia 2015 hospital master plan, where Dr Pikani had a leadership role, resulted with the World Bank recognition the Estonian health care system as the most cost-efficient and highest value for money health care system globally. The resilience of the system has been tested through two major global crises: global financial crisis in 2008-2009 and COVID-19 in 2020-2021.

#### **Health system financing expert**

**Alexandr Katsaga** is senior international consultant with **25+ years of experience** in health financing reform, provider payment systems, and strategic purchasing across transitional economies. Long-standing collaboration with **WHO, World Bank, USAID, and GIZ** in designing DRG and case-based payment systems, establishing national health insurance funds as single purchasers, developing cost-accounting methodologies, and building monitoring and evaluation frameworks.

Core areas of expertise include provider payment systems (DRG, capitation, case-based, global budget, pay-for-performance), strategic purchasing and benefit package design, health insurance reform, cost-accounting and tariff-setting, health information systems, and data analytics on modern BI platforms (Tableau Desktop Specialist). Extensive country experience across *Ukraine, Uzbekistan, Kyrgyzstan, Kazakhstan, Russia, Azerbaijan, Moldova, Armenia, Tajikistan, Turkmenistan, Belarus, Albania, Ghana, and Chile.*

Co-author of WHO and World Bank flagship publications on health financing reform in Ukraine, Kazakhstan, Uzbekistan, and Azerbaijan. Holds a degree in Electronic Engineering from the State Technical University, Karaganda (1991). Works bilingually in English and Russian.

#### **Expert in data analysis and modeling**

**Svetlana Lupu** possesses extensive and proven experience in healthcare systems, strategic management and organizational development. She is a strategic healthcare leader recognized for her ability to transform complex system data into actionable development plans. With extensive experience in designing and implementing

international programs, she specializes in strengthening health care system infrastructure, corporate governance and operational management.

Her background covers experience in coordinating programs with public and private area, the public area covering government structures as Ministry of Health and leading public hospitals in the country. This is complemented by a robust and ongoing experience in quality management. Her educational background provides with solid theoretical and practical foundation necessary for the given complex areas. The current PhD studies adds an advanced layer of research-based expertise to her profile, particularly in developing data-driven solutions for complex healthcare changes.

Relevant Competencies for Leading a Hospital Planning Project:

**Strategic Health Systems Design and Policy Integration:** Proven ability to translate national health policies and international standards into functional plans.

**Multi-Stakeholder Coordination and Interdisciplinary Leadership:** Expertise in facilitating collaboration between diverse groups such as government ministries, medical staff, technical experts and international organizations to ensure the project meets all functional and technical requirements.

**Regulatory Compliance and Accreditation Management:** Advanced knowledge in coordinating with external organizations and accrediting council to ensure the hospital physical and operational design meets the standards.

**Operational Governance and Risk Management:** The capacity to develop strong internal policies to manage quality-related risks during the transition from planning to implementation.

**Evidence-bases performance monitoring:** Competence in establishing reporting parameters to evaluate performance at every stage of the design and implementation of the project.

**Team-work:** Excellent ability to work in a team with people from different professional, social and cultural backgrounds. Brings unity and strength in the team. Proven skills of listening, sharing views and negotiation.

Her extensive background in designing hospital development strategies, highlighted by her success in enhancing hospital governance and guiding multiple facilities through strategic planning is perfectly suited to be part of the team for the hospital planning and regionalization project in Moldova.

### **Health Workforce Expert**

**Sergiu Otgon** is a highly experienced health workforce (HWF) expert with over 10 years of progressive leadership in data analysis, strategic planning and participation in national and regional projects. He combines strong technical skills in data analysis and system development with proven experience in analyzing national strategies, participation in international projects and multi-stakeholder initiatives.

**Relevant core expertise and key competencies:**

**Health workforce strategic management and reporting:** Part of the national development team of actions and strategies on healthcare workforce development, including the National Human Resources in Health Development Strategy 2016-2025 and the National Health Strategy 2030, appointed National Focal Point for the World Health Organization (WHO) regarding the Global Code of Practice on the International Recruitment of Health Personnel and National Health Workforce Accounts (NHWA).

**Health Research and Evaluation:** Part of the SIERUSS digital database (the human resources in health information system of the Republic of Moldova) management team, acknowledged participation in European projects such as OASES and AHEAD (which researched the "medical desertification" phenomenon), and part of the team that provided technical support to Ministry of Health in performing the assessment of human resources for health hospitals capacities in response to COVID-19 pandemic.

**Leadership, coordination and International Certifications:** Director of the Regional Health Development Center on Human Resources for Health (SEEHN), completed training in data-driven decision-making (by the U.S. CDC I-LEAD program, 2024) and WHO/Europe's Executive Course in HRH Leadership and management (WHO, 2025).

Sergiu Otgon will bring into the team direct in-country knowledge of HWF past and current challenges, as well as in-depth knowledge and data on health workforce current status and future projections at national and hospital levels.

### **Expert in data analysis and modeling**

**Oleg Hîncu** brings over 15 years of professional experience in the health sector, combining strong expertise in health system analysis, strategic planning, and data-driven decision-making, with extensive involvement in national-level reforms and international donor-funded projects. His background in medicine, health management, and law provides a multidisciplinary perspective essential for complex system transformation projects.

His experience is highly relevant to the requirements of the hospital regionalization project in Moldova, particularly in relation to analytical work, modelling, and integration of the national context. He has directly contributed to hospital sector planning, including participation in the development of hospital master planning frameworks, feasibility studies, and restructuring initiatives within projects funded by the World Bank and other international partners.

Relevant competencies include:

- **Health system analysis and planning:** Proven experience in conducting AS-IS analyses of healthcare systems, including hospital services, financing, human resources, and infrastructure, aligned with the requirements outlined in the Terms of Reference.
- **Data analysis and modelling:** Strong technical skills in developing analytical tools, dashboards, and forecasting models (Power BI-based modelling), supporting evidence-based decision-making and policy development.
- **Monitoring and evaluation (M&E):** Extensive experience in designing indicators, data collection systems, and performance monitoring frameworks for large-scale health programs.
- **Hospital sector expertise:** Direct involvement in hospital planning, DRG-based financing reforms, PPP initiatives, and development of strategic and operational documents for the Ministry of Health.
- **Stakeholder coordination:** Significant experience working with government institutions, including the Ministry of Health and national agencies, facilitating coordination, consultations, and policy dialogue.
- **Local context expertise:** In-depth knowledge of the Moldovan health system, institutional framework, and ongoing reform agenda, ensuring that proposed solutions are realistic and implementable.

In the context of this assignment, Oleg will contribute to the development of analytical and forecasting tools, support quantitative analysis of service needs and resource allocation, and ensure alignment of proposed scenarios with the national context. His combined role as data analysis expert and local expert ensures both technical rigor and practical feasibility of the regionalization plan.

### **National expert, responsible for integrating the national context**

**Dr. Mircea Buga** brings a highly relevant combination of senior policy leadership, institutional knowledge, and technical expertise for an expert position supporting a hospital regionalisation project in Moldova.

His professional background includes key leadership roles in the Moldovan health system, including Minister of Health, Deputy Minister of Health, Director General of the National Health Insurance Company, and Senior State Adviser to the Prime Minister on Health and Social Development. This experience gives him a strong understanding of Moldova's health system governance, hospital sector challenges, financing arrangements, institutional responsibilities, and decision-making processes.

#### *Relevant competencies*

His core added value lies in his ability to integrate technical recommendations into the national policy, legal, financial, and institutional context. For a hospital regionalisation project, this includes assessing how proposed service delivery changes align with Moldova's health financing system, provider payment mechanisms, insurance coverage arrangements, regulatory framework, and government reform priorities.

His combined background in medicine, law, health economics, business administration, and public management allows him to bridge clinical, financial, legal, and administrative perspectives in a practical and policy-relevant way.

He is also well positioned to facilitate institutional and technical dialogue among relevant stakeholders, including the Ministry of Health, National Health Insurance Company, hospitals, central and local public authorities, development partners, and professional communities. His previous senior roles in government, insurance administration, academia, and international consultancy provide both the credibility and communication capacity needed to support consensus-building, clarify reform options, and help translate complex technical proposals into feasible implementation pathways. Additionally, his fluency in Romanian, Russian, and English further strengthens his ability to work effectively across national and international stakeholder groups.

### **Expert in assessment of hospital network infrastructure**

**Valentina Spac**, has extensive experience overseeing medical infrastructure projects, particularly in her role as the **Head of the Asset Management Department** at the **State University of Medicine and Pharmacy "Nicolae Testemițanu"** since 2010. Prior to this, she served as the **Head of the Capital Construction Department** at the **Ministry of Health of the Republic of Moldova** from 2000 to 2010.

Her competencies in these roles include assessment and coordinating national programs for the construction and rehabilitation medical institutions, monitoring and supervision of medical infrastructure projects, participation in development of

healthcare infrastructure policies, financial assessment of infrastructure development costs.

Valentina is proficient in Romanian (native) and Russian (C1 level). She is also skilled in Microsoft Office and possesses strong abilities in technical documentation and project management, making her well-equipped for roles requiring expertise in medical infrastructure development.

**Expert in assessment of hospital network infrastructure**

**Mihail Gheorghe TCACIUC** is an expert/consultant in the field of medical infrastructure and hospital renovation projects. He holds extensive experience as a construction engineer, with both a bachelor's and a master's degree in construction.

In his recent positions, Mihail has served as the **Department Head of Capital Construction and Current Repairs** at the **State Medical and Pharmaceutical University "Nicolae Testemițanu"** in Chișinău since May 2020, where he is responsible for overseeing construction and renovation. Prior to this, from October 2017 to May 2020, he worked as a **Construction Engineer** and **Deputy Head of the Administration Department** at the **State Emergency Medical Assistance Center** in Chișinău, coordinating various engineering projects.

Mihail has strong technical skills, including proficiency in AutoCAD and Microsoft Office, as well as experience in analyzing construction projects, pricing, and conducting technical inspections.

Andres Rannamäe  
Member of the Management Board  
AR-Portfolio OÜ

e-Signature

Oleg Hincu, representative

**Name:** RANNAMÄE Andres  
**Date of Birth:** 30 January 1964  
**Country of Citizenship/Residence:** Estonia / Estonia  
**Education:**

Institution (Dates: beginning – end)	Degrees/Diplomas
Henley Business School, Reading University, UK (2007-2012)	Master of Business Administration, Executive Program
London Business School, UK (2005)	Certificate - Developing Value for Strategy Creation, Executive Education Program
Bureau Veritas Quality International (2000)	Quality System Management. Certificate: LA/00/EN/045 (IATCA QMS Auditor/Senior Auditor; IRCA QMS Auditor/Lead Auditor and Internal Auditor)
Kings Fund College, London / Bocconi University, Milan / EADA, Barcelona / Consultus, Stockholm (1994-1995)	Certificate - European Health Leadership Program, health systems and health care organization management and governance.
The Nordic School of Public Health, Göteborg, Sweden (1993-1998)	Master of Public Health Management (Diploma program finished, dissertation not finished)
St Petersburg State Medical Academy, Russia (1982-1988)	Diploma in medicine, public health. MD, epidemiologist.

**Employment record:**

Period	Employing organization, title/position <i>Contact information</i>	Country	Summary of activities performed relevant to the Assignment
1997-present	AR-Portfolio LLC <b>Owner/CEO</b> <i>andres.rannamae@arportfolio.eu</i>	Estonia	<p>Management of training and consultation projects in public and private sector organizations. Provision of management and corporate governance services. The profile of training and consulting projects:</p> <ul style="list-style-type: none"> <li>▪ Strategic management, strategic analyses and planning frameworks, reporting and accountability, M &amp; E frameworks,</li> <li>▪ Quality management, processes management and business process re-engineering,</li> <li>▪ HR management, competency management and team building,</li> <li>▪ Organization capacity building, re-structuring,</li> <li>▪ Mentoring projects,</li> <li>▪ Strengthening of Governance systems.</li> <li>▪ <b>Extensive experience working on strategic development with high-level public sector institutions in Estonia</b>, such as Government Office, Ministry of Finance, Ministry of Economy, Ministry of Foreign Affairs, Ministry of Labor, Health and Social Affairs, Ministry of Education, Ministry of Agriculture, Departments of Health, Taxation, Migration, Rescue, Police, Pharmaceuticals, etc.</li> <li>▪ Experience over 20 years working with private sector organizations on strategy development, quality management and business re-engineering – companies from different industry sectors (manufacturing of electronics, food processing, commodities, start-up companies).</li> </ul>
01-06/2026	3 General Hospitals	Estonia	<p><b>Development of strategic plans for 3 general hospitals in Rapla, Lääne and Hiiu County.</b></p> <ul style="list-style-type: none"> <li>• Strategic analyses of hospital external and internal environment.</li> <li>• Assessment of changing health needs and the role of hospitals in North Estonia hospital network.</li> <li>• Developing strategy for hospitals to meet the changing needs and environment.</li> <li>• Assessment of the need to develop quality management system in hospitals following the MOH recent regulative initiative.</li> </ul>
07/2025 – 12/2026	GIZ, Consultant	Uzbekistan	<p><b>Institutional capacity development and technical support to the State Health Insurance Fund (SHIF)</b></p> <p>Support the strengthening of the institutional capacity to implement the principles of strategic purchasing in 2 major dimensions</p> <p><b>Institutional capacity development</b></p> <ul style="list-style-type: none"> <li>• Analyses and definition of SHIF holistic role and functions, alignment with other national and regulatory stakeholders</li> <li>• Design appropriate organisation structure at central and regional levels</li> </ul>

			<ul style="list-style-type: none"> <li>Analyses and definition of key business and support processes to implement strategic purchasing concept</li> <li>Define HR needs for SHIF organization and design competency model for key staff positions</li> <li>Developing good governance principles to oversee SHIF development and performance, governance structure and practical arrangements</li> <li>Knowledge transfer and sustainability planning</li> </ul> <p><b>Strategic purchasing mechanism development</b></p> <ul style="list-style-type: none"> <li>Defining a comprehensive framework for strategic purchasing</li> <li>Develop Provider Payment Mechanisms</li> <li>Support Contracting Processes, the toolbox and templates for implementation</li> <li>Develop Monitoring and Evaluation Tools of implementation and performance of key SHIF functions and outcomes</li> </ul>
01-12/2025	LMG Finland OY, Consultant	Finland	<p><b>Support the organization development and implementation of the quality management system according to ISO 9001:2015 aligned with</b></p> <ul style="list-style-type: none"> <li>Strategic management framework</li> <li>Processes management</li> <li>LEAN management principles</li> <li>Internal auditing</li> <li>HR and organization capacity building to implement the QMS</li> </ul>
08-12/2024	National Health Insurance Fund <b>Consultant</b> <i>Eva.paalma@tervisekassa.ee</i>	Estonia	<p><b>Support the development of patient pathways for 6 medical indications.</b></p> <ul style="list-style-type: none"> <li>LEAN management in health care.</li> <li>Process management, value delivery.</li> <li>Patient pathway design, AS-IS and SHOULD-BE.</li> <li>Efficiency gain in pathway design.</li> <li>Measuring the efficiency and quality of the patient pathway.</li> </ul>

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04-09/2024	WHO <b>Consultant</b> <i>pivenn@who.int</i>	Ukraine	<b>Mapping the delivery of public health functions and services related to health security in Ukraine.</b> <ul style="list-style-type: none"> <li>Developing a methodology for mapping the GHS related PH functions and services across the administrative levels of the relevant state institutions.</li> <li>Developing the format of database to allow accumulating and operating with the mapping results.</li> </ul> Review, comment, and analyse the results of the mapping results focusing on ways/options to optimize the implementation of GHS functions and services by the institutions engaged.
02-04/2024	WHO <b>Consultant</b> <i>habichtt@who.int</i>	Ukraine	<b>Supporting strategic purchasing of the National Health Service of Ukraine</b> <ul style="list-style-type: none"> <li>Develop proposal to define select PMG Program of Medical Guarantees) development and PMG budget formulation processes within NHSU - describing key processes, including the PMG review, review of benefits, handling of payment methods or tariffs, the processes by which NHSU obtains approval from MoH and MOF and the linkage to contracting. Draft document on PMG review and budget formulation was delivered, designed in the format of process cycle in flowchart and descriptive part of activities, responsible organizations and timeframe for the cycle.</li> <li>Conduct 2 country case studies on design and organization of the process of HBP review and governance (Estonia, Lithuania). Country cases were elaborated according to the same structure and format as main document delivered to the client.</li> </ul>
11/2022-06/2023	ILO, UN Consultant <i>hoehler@ilo.org</i>	Kenya	<b>Support the development of a strategy on extension of Social Health Protection and capacity building of NHIF.</b> <ul style="list-style-type: none"> <li>Development of a strategy for extending social health protection. The work included an assessment of NHIF key functions (financing, purchasing, provision), etc.) as well as management and operational processes (registration, contribution collection, claim management etc.), information system, network of health care providers and quality control. Identifying potential areas and strategic directions for improvement with NHIF and capacity building needs for NHIF key staff.</li> </ul>
10/2022-03/2023	IANPHI <b>Consultant</b> <i>annika.veimer@tai.ee</i>	Estonia	<ul style="list-style-type: none"> <li><b>Peer-to-Peer review of the National Institute for Health Development, functional scope and organizational design</b> of the organization, its role in the public health scale in the country, alignment with other key stakeholders, strategy of NHPD and its implementation. Member of the evaluation team, recommendations to strengthen the role, functional scope and organizational set-up of NHPD.</li> </ul>
02/2022-04/2023	ILO, UN <b>Consultant</b> <i>hoehler@ilo.org</i>	Sudan	<b>Institutional assessment of and strategic support to the National Health Insurance Fund in Sudan.</b> <ul style="list-style-type: none"> <li>An assessment of the organization and administration of the SHI, comprising two dimensions: <ul style="list-style-type: none"> <li>Framework (NHIF in the health system in Sudan, degree of separation of functions (financing, purchasing, provision), etc.).</li> <li>Management and operations (organizational structure, operational processes (registration, claim, etc.), information system, infrastructure and human resources, network of health care providers (evaluation of clinical practice;2 payment mechanisms and incentives for both cost control and quality service provision), quality control, governance and participation, main performance indicators and trends in operations). An overview of the perceived strength and weaknesses of the NHIF from the perspective of protected persons on the one hand and service providers on the other hand</li> </ul> </li> <li>An overview of the perceived strength and weaknesses of the NHIF from the perspective of protected persons on the one hand and service providers on the other hand.</li> <li>A financial assessment of the system (actuarial review) to provide information on the financial sustainability of the scheme(s) and highlight issues with the design that may impact financial sustainability</li> </ul>
02/2021-11/2022	The World Bank <b>Consultant</b> <i>mzineeddineidr@worldbank.org</i>	Azerbaijan	<ul style="list-style-type: none"> <li>Technical Assistance in <b>assessment and strengthening of the Claims Management System and Provider Payment System under the mandatory health insurance in Azerbaijan.</b></li> </ul>

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			<ul style="list-style-type: none"> <li>▪ In-depth analytical work on the provider payment mechanism and the claims management system to better understand critical issues and provide recommendations of solutions to the Government;</li> <li>▪ Knowledge-sharing workshops and information dissemination events to share synthesized knowledge, lessons learned, and key findings.</li> <li>▪ Reports on assessment with recommendations on PPS and claims management were delivered and approved by Government officials.</li> </ul>
02/2021-12/2021	<p style="text-align: center;">WHO <b>Consultant</b> <i>habichtt@who.int</i></p>	Uzbekistan	<ul style="list-style-type: none"> <li>▪ Technical assistance to the Government of Uzbekistan to <b>support the early functioning of the State Health Insurance Fund.</b></li> <li>▪ Facilitate discussion and development strategic scenario for SHIF as strategic purchasing organization.</li> <li>▪ Operationalize good governance principles of the SHIF and build organization capacity of the SHIF. Facilitating and finalizing “governance principles and governance manual”.</li> <li>▪ Build organizational capacity of the SHIF and supervisory board.</li> <li>▪ Review the structure of the central SHIF organization and define the functions to ensure functional scope of the structural units to support the implementation of the public health insurance.</li> <li>▪ Develop the structure and functional scope of the SHIF regional branch office, aligned to principle structure of the central organization, estimating staffing needs in functional areas for branch office.</li> <li>▪ Develop standard operational procedures (SOP) for the SHIF key functions in contracting, claims management and monitoring, based on quality management principles.</li> </ul>
12/2020-12/2023	<p style="text-align: center;">WHO <b>Consultant</b> <i>habichtt@who.int</i></p>	Ukraine	<p><b>Strengthening good governance practices and building capacity to implement the organizational strategy of the National Health Service of Ukraine.</b></p> <ul style="list-style-type: none"> <li>• Facilitating development and internal capacity of PCC (Public Control Committee) to oversee NHSU strategy execution.</li> <li>• Developing the reporting framework for the quarterly reporting to the PCC on strategy execution indicators (PMG, financial accounts, contracting,).</li> <li>• Support to operational PCC organization and performance.</li> </ul> <p><b>Support to development of strategic purchasing arrangements and design of the key management areas</b></p> <ul style="list-style-type: none"> <li>▪ Health needs assessment for strategic purchasing</li> <li>▪ Developing SOP for Contracting of service providers, claims management and monitoring of service provider performance</li> <li>▪ Support the staff competency development model and capacity building of NHSU organization</li> <li>▪ Development and update of NHSU organizational development strategy</li> </ul> <p>Recommendations on the role, scope of functions and staffing of inter-regional units of NHSU.</p> <ul style="list-style-type: none"> <li>• Defining the scope of functions of the inter-regional units.</li> <li>• Assessment of the HR need for inter-regional units based on functions.</li> </ul>
12/2019-09/2022	<p style="text-align: center;">Structural Reform Support Service (SRSS) of the European Commission <b>Consultant, Deputy Team Lead</b> <i>maris.jesse@sm.ee</i></p>	Estonia	<p><b>Person-Centered Integrated Hospital Master Plan in Estonia 2040</b>, to enable national authorities to make investment decisions to establish a sustainable hospital network that is integrated with outpatient specialist care, primary healthcare and social services, addressing therefore most of the problems highlighted in this section. Deliverables of the project:</p> <ul style="list-style-type: none"> <li>▪ A comprehensive map of the current hospital system to show the supply of healthcare in different specialties, the distribution of physical and human resources, the financial flows, and the mechanisms of governance and information sharing.</li> </ul>

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			<ul style="list-style-type: none"> <li>▪ A sound analytical prediction model to provide evidence-based estimates of the population health needs and the supply of health workforce and healthcare services and infrastructures.</li> <li>▪ A proposal for a hospital master plan to support Estonian authorities in defining and adopting sound reforms in the hospital sector in the mid-term.</li> </ul>
02-04/2020	WHO HQ Geneva <b>Consultant</b> <i>Matthew Jowett</i> <i>jowettm@who.int</i>	WHO Global	<b>Support in establishing processes and mechanisms for the governance of the Health Financing Progress Matrix Assessment.</b> <ul style="list-style-type: none"> <li>▪ Development / proposal of guiding principles for governance arrangements based on the goals of the HFPM</li> <li>▪ Proposal for the establishment of appropriate global governing bodies, including Terms of Reference, Standing Agenda, options for composition and different types of membership status.</li> <li>▪ Proposal for the overall process of governance for HFPM development and country implementation, to be overseen by the global governing bodies.</li> </ul>
03-08/2019	WHO Geneva Team Leader <i>Joseph Kutzin</i> <i>kutzinj@who.int</i>	Kenya	<b>Business Process Re-engineering of Kenya's National Hospital Insurance Fund</b> within the Framework of the Health Financing for UHC Strategy. <ul style="list-style-type: none"> <li>▪ Develop the draft organizational model for the NHIF as a national strategic purchasing agency serving the entire population and acting as a key “change agent” in the system to drive efficiency and equity gains to enable sustainable progress towards UHC.</li> <li>▪ Assess the NHIF organization in the light of the new vision, gap analyses and first ideas for development – strategic purchaser organization set-up, the scope of functions and business processes needed to implement the change.</li> <li>▪ Business process re-engineering, including the following areas:               <ul style="list-style-type: none"> <li>- Contracting of service providers and monitoring contract implementation.</li> <li>- Claims management.</li> <li>- Beneficiary enrolment.</li> <li>- Customer service, protecting beneficiary rights.</li> <li>- ICT assessment to support strategic purchasing.</li> <li>- Guidelines for development of a regular reporting system.</li> <li>- Identification of key competencies and estimated HR requirements for a reformed NHIF.</li> </ul> </li> <li>▪ Implementation plan for NHIF turnaround and design into strategic purchasing organization.</li> </ul>
03/2016-12/2019	WHO <b>Consultant</b> <i>Aigul Sydykova SYDYKOVAA@who.int</i>	Kyrgyzstan	<b>Institutional strengthening of the Mandatory Health Insurance Fund</b> under the Government of the Kyrgyz Republic. <ul style="list-style-type: none"> <li>▪ Development of the MHIF strategy and strategy execution framework, including strategic planning and reporting system.</li> <li>▪ Strengthening the Governance arrangements of the MHIF.</li> <li>▪ Introducing strategic purchasing principles, including:               <ul style="list-style-type: none"> <li>- Health needs assessment</li> <li>- Development of contracting and monitoring of service provider performance.</li> <li>- Claims management.</li> <li>- Development of payment methods (DRG, RBF)</li> </ul> </li> <li>▪ Organization capacity building of the MHIF, development and alignment of the organization structure to support strategy implementation and strategic purchasing. Linking strategic purchasing to Hospital Master planning initiative.</li> <li>▪ Developing capacity of regional branches of MHIF, on-site workshops and training sessions across the country.</li> </ul>

Period	Employing organization, title/position <i>Contact information</i>	Country	Summary of activities performed relevant to the Assignment
09/2017-12/2019	WHO <b>Consultant</b> <i>Ivanusa Marijan ivanusam@who.in</i>	Georgia	Universal Health Coverage partnership, <b>strengthening strategic purchasing of health services</b> , support the SSA capacity building, operationalizing the PHC strategy. <ul style="list-style-type: none"> <li>Development of strategic purchasing strategy, including strategic planning and reporting system.</li> <li>Development of key strategic purchasing areas: <ul style="list-style-type: none"> <li>Contracting principles of service providers.</li> <li>Claims management.</li> <li>Reimbursement of pharmaceuticals.</li> </ul> </li> <li>Organization development of SSA <ul style="list-style-type: none"> <li>Development of organization functional and structural set-up.</li> <li>HR needs assessment according to Activity Based Planning.</li> </ul> </li> <li>Key competencies development to support strategic purchasing.</li> </ul>
09/2018-05/2019	US CDC <b>Consultant</b> <i>Dennis F. Jarvis dfj1@cdc.gov</i>	Liberia	<b>Development of Activity Based Costing model for National Public Health Institute of Liberia:</b> <ul style="list-style-type: none"> <li>Linking organization strategy with resource planning.</li> <li>Assessment of HR resource need based on strategy and Activity Based Planning.</li> <li>Budgeting of NPHIL organization perspective for the next 5-year period.</li> </ul>
03/2018-12/2019	WHO <b>Consultant</b> <i>Angela Ciobanu ciobanua@who.int</i>	Moldova	<b>Development of the organization functional scope, structure and HR need of the National Public Health Agency. Development of the Governance structure and arrangements for NPHA.</b>
09/2017-09/2020	WHO <b>Consultant</b> <i>Matthew Jowett jowettm@who.int</i>	Sudan	<b>Capacity building support to strengthen the governance, the management system and capacity building of the NHIF of Sudan.</b> <ul style="list-style-type: none"> <li>Strengthening of the Governance structure and arrangements of the NHIF.</li> <li>Organization functional and structural re-design of the NHIF.</li> <li>Development of strategic reporting system.</li> <li>Support in implementation of the EFQM (European Foundation for Quality Management) quality management system.</li> <li>Strategic competencies development and capacity building.</li> <li>Support to assess and design of the evaluation of NHIF benefit package.</li> </ul>
06/2017-12/2017	WHO <b>Consultant, Team Leader</b> <i>Taavi Lai lait@who.int</i>	Ukraine	<b>Analyses and design of new public health organization and functions:</b> <ul style="list-style-type: none"> <li>Assessment of public health functions according to the WHO Essential Public Health Operations framework</li> <li>Design of the new organization structure,</li> <li>Planning the scope of functions and activities relevant to public health.</li> <li>Assessment and modelling the HR needs for the new organization according to Activity Based Costing methodology.</li> </ul>
11/2016-06/2017	Government Office Consultant <i>Heikki Loot, State Secretary</i>	Estonia	Developing "Result oriented management and measurement principles for higher civil servants" and "The competency model and the implementation plan for higher civil servants" of Estonia.
09/2016-04/2017	WHO Consultant <i>Angela Ciobanu ciobanua@who.int</i>	Moldova	<b>Support to the reform of the public health organization:</b> <ul style="list-style-type: none"> <li>Legislative base and the change need.</li> <li>Organization structure and functional layout of the new public health organization.</li> <li>Planning of management and governance principles, defining the human resource needs according to ABC principles for the new public health organization.</li> </ul>

Period	Employing organization, title/position <i>Contact information</i>	Country	Summary of activities performed relevant to the Assignment
08-11/2016	WHO <b>Consultant</b> <i>Matthew Jowett jowettm@who.int</i>	Sudan	<b>Review of the role and functional capacity of the National Health Insurance Fund, Sudan.</b> <ul style="list-style-type: none"> <li>▪ The past, current and proposed future mandate of the National Health Insurance Fund, relevant legal and policy background.</li> <li>▪ Assessment of Governance arrangements of the NHIF.</li> <li>▪ Assessment of the NHIF organization structure and key functions.</li> <li>▪ Assessment of organization capabilities – human resource and IT management.</li> <li>▪ Recommendations for comprehensive framework to strengthen strategic management, organization governance arrangements, organization structure development and functional development.</li> </ul>
02-05/2016	Ministry of Social Affairs Consultant <i>Maris Jesse, Maris.Jesse@sm.ee</i>	Estonia	<b>Functional analyses of Health Sector Organization under the Ministry of Social Affairs.</b> <ul style="list-style-type: none"> <li>▪ Functional analyses of central health care organizations under the MOSA (Department of Health, National Drug Agency, National Institute for Health Development, National Centre for Information Technology);</li> <li>▪ Assessment of the legal regulation and the need for change, developing potential re-structurization of functions and the organization.</li> </ul>
03/2015-06/2016	HAUS Finnish Institute of Public Management Consultant	Tanzania	<ul style="list-style-type: none"> <li>▪ Capacity building of Uongozi Institute, Institute of African Leadership for Sustainable Development under the President of Tanzania.</li> <li>▪ Development and introduction of Total Quality Management System according to EFQM, performance management and performance evaluation systems, strategic management system.</li> </ul>
02-07/2015	Ministry of Social Affairs Consultant	Estonia	<ul style="list-style-type: none"> <li>▪ Feasibility study for the development of business cooperation, management organization and evaluation methodology for personalized medicine pilot project.</li> </ul>
02-09/2014	The World Bank Consultant <i>Ramana Gandham, ramana@worldbank.org</i>	Kenya	<b>Improving Institutional and governance structures of the Kenya National Hospital Insurance Fund.</b> <ul style="list-style-type: none"> <li>▪ Analysis of existing governance arrangements of NHIF and how either their design or execution has contributed to performance shortcomings of the agency.</li> <li>▪ Identify factors contributing to the high administrative costs and relatively low efficiency in use of resources.</li> <li>▪ Analyze implications of planned health financing reforms for governance arrangements of a new NHIF.</li> <li>▪ Identify principles/objectives for the governance arrangements of a revised NHIF that can be used as objective criteria to assess various options.</li> <li>▪ Propose options for improving efficiency and reduce the administrative costs.</li> </ul>
02-07/2014	The World Bank Consultant <i>Ramana Gandham, ramana@worldbank.org</i>	Ethiopia	<b>Improving Institutional and governance structures of the Ethiopian Health Insurance Agency.</b> <ul style="list-style-type: none"> <li>▪ Review of existing governance, structural and operational arrangements of EHIA.</li> <li>▪ Identify key gaps in institutional arrangements and propose a roadmap for improving institutional capacity and enhancing operational implementation of insurance schemes, laying out short-, medium-, and long-term measures.</li> <li>▪ Suggest key principles and criteria for evaluating performance of EHIA.</li> </ul>
02/2012-12/2015	WHO Consultant <i>Jarno Habicht habichtj@who.int</i>	Moldova	<b>Development of the strategy of the National Health Insurance Company, developing the organizational capacity of the organization.</b> <ul style="list-style-type: none"> <li>▪ Reorganization of the structure and management system of the MHIF;</li> <li>▪ Implementation of processes and quality management principles (contracting, claims management, other key and support processes);</li> <li>▪ Competencies development and management;</li> <li>▪ Mentoring key management staff members,</li> <li>▪ Corporate governance and strategic performance review system.</li> </ul>

Period	Employing organization, title/position <i>Contact information</i>	Country	Summary of activities performed relevant to the Assignment
			<ul style="list-style-type: none"> <li>Providing support to the national stakeholders and key public health specialists in mapping/evaluation of public health service, management principles and tasks per level of public health administration.</li> </ul>
05/2014-03/2015	HAUS Finnish Institute of Public Management Consultant	Georgia	EU Twinning Project "Capacity Building of the Academy of the Ministry of Finance of Georgia". Developing Performance Assessment and Measurement system for the Academy of Ministry of Finance. Developing strategy measurement system and linking with Performance Measurement.
2008-2013	Vivoxid OY <b>Member of the Board of Directors</b>	Finland	Biotechnology company, corporate governance, strategic management and coordination of R&D projects, management of the exit process.
06-12/2005	The World Bank <b>Consultant</b> <i>Tamar Gotsadze, The World Bank</i>	Georgia	Project on Improving of Hospital Governance/Management and Strategic Planning. (Project aimed to support Georgian health care reforms, particularly strengthening the management and governance system of Georgian hospitals, improving the quality management and accreditation of hospitals, supporting the human resources development and IT and financial management systems to support the capacity building of Georgian hospitals.
01/2005-02/2005	GVG, Germany <b>Short term consultant</b>	Ukraine	Short term consultancy on health care management, <b>Health Insurance Legislation</b> and Health Care Reform advisory project for Government of Ukraine, EU TACIS program. Management training for MOH key staff, hospital managers and key academic staff.
2004-2009	Kalev Ltd <b>Director of Strategy and Organizational Development</b> <i>oliver.kruuda@kalev.ee</i>	Estonia	<p>Kalev Ltd is a leading candy and chocolate business company in Estonia. Management Board level responsibility for organization strategy and management system development, incl.:</p> <ul style="list-style-type: none"> <li>Strategy development and execution coordination</li> <li>Improvement of operational efficiency, planning and reporting systems</li> <li>Quality management according to ISO9001:2000 and HACCP systems</li> <li>Human resource management, competency system development and management</li> <li>Risk assessment and internal auditing</li> </ul>
2001-2004	Estonian Health Insurance Fund <b>Member of the Executive Management Board</b> <i>Rein Parelo rein.parelo@optime.eu EHIF Member of the Executive Management Board</i>	Estonia	<p>EHIF organization <b>re-structurization and turnaround, consolidation of 17 independent branch offices into single organization, developing full package of legislative base for new organization</b>. Achievements - through business re-engineering and IT solutions up to 40% efficiency achieved in most core functionality areas. EHIF has got several domestic awards like „Public Sector Accountability Flagship“ for 5 consecutive years 2003-2007, Public Sector Quality Awards in 2003 and 2008, and international recognitions from Balanced Scorecard Hall of Fame 2004 and European Public Sector Quality Management Award 2004.</p> <ul style="list-style-type: none"> <li>Supporting implementation of Hospital Masterplan, development of contracting and purchasing principles, selective contracting, development of payment mechanisms.</li> <li>Responsibility areas in the organization: <ul style="list-style-type: none"> <li>Strategy development and coordination</li> <li>Linking strategic and operational management, incl planning and reporting</li> <li>Structural turnaround, branch offices consolidation and management coordination</li> <li>Human resource development, competency system development and management</li> <li>Customer service development and management</li> </ul> </li> <li>Quality management and processes management, developing full scope of SOP to cover all functional areas. EHIF was successfully certified in 2009 according to ISO9000 standard, also successful results according to CAF (Common Assessment Framework) assessment for public sector organizations.</li> </ul>

Period	Employing organization, title/position <i>Contact information</i>	Country	Summary of activities performed relevant to the Assignment
2000	Estonian Oncology Center <b>Consultant</b> indrek.oro@regionaalhaigla.ee	Estonia	Development of a role and strategy for Estonian Oncology Center as tertiary referral hospital, organization design and structure, key development directions for clinical fields, governance structure and arrangements.
1998-2000	Tartu University Clinic, Consultant <i>Jaanus Pikani jaanus.pikani@ghrp.ee</i>	Estonia	Merger of 17 independent hospitals into one large organization, Tartu University Hospital. Development of the new organization structure, management and governance system, strategy development for the Hospital and specialised Clinics. Consolidation of key support units and business re-engineering of all support services.
1999-2002	Estonian Genome Foundation <b>Member of the Management Board, CEO</b> <i>andres.metspalu@ut.ee</i>	Estonia	Creation of Estonian genome heredity, country wide data bank of DNA samples and phenotype mapping. Introduction of unique legal base for collection of DNA samples and the use of DNA for research. Building up the organization and managing country wide project (up to 100 project team members and 20 organizations), developing processes and quality management system to meet high international standards. Fund raising and managing relations with stakeholders. Organizing annual International Biotechnology Conference in Estonia, setting up a foundation to support biotechnology education and studies, providing electronic newsletter of biotechnology news. Developing and introducing Quality Management System for the large data collection, data mining and search, for data delivery and organization management. QMS certified according to ISO 9001:2000 system.
08/1988	Swiss Hospital Association <b>Consultant</b>	Romania	Short term consultancy and training on "Training of Trainers" program for hospital managers.
1997	Tallinn Central Hospital <b>Consultant</b> <i>andrus.maesalu@itkh.ee</i>	Estonia	Development of strategy for referral hospital in the capital area, development of organization structure and capacity, clinical areas and key support areas, governance structure and framework.
1995-1998	Training Centre of Public Health <b>Director</b> <i>ahti.kallikorm@sm.ee</i>	Estonia	A World Bank project to create and develop a continuing education system in health care management and public health in Estonia. <ul style="list-style-type: none"> <li>Training needs assessment and curricula development, building a network of trainers and developing programs in continuing education, international collaboration with donor organizations and partnering universities/ training institutions. Managing and evaluating the training programs.</li> </ul>
1995-1998	TERE Ltd <b>Member of the Management Board</b> <i>oliver.kruuda@tere.ee</i>	Estonia	TERE is a leading food processing company in Estonia. After its privatization new organization strategy development and execution, organization turnaround, management system development, quality management introduction according to ISO 9001:1994, human resource management.
1993-1995	Ministry of Social Affairs <b>Director of Public Health Department</b> <i>jaanus.pikani@sm.ee</i>	Estonia	Public Health policy development and coordination, development of legislation for public health and health care organization, health needs assessment, planning of national health strategy and programs, public health services re-structurization. <ul style="list-style-type: none"> <li>Member of MoSA team in preparation of optimization of health service providers, closure and consolidation of small health service providers.</li> </ul>
1988-1993	Jõgeva County Public Health Services <b>Director</b> toomas.trei@rentokil.com	Estonia	Surveillance of environmental health, occupational and child health, food safety and epidemiology status in county. Networking with other administrative services in county.

**Membership in Professional Associations and Publications:**

- N/A

**Language Skills (indicate only languages in which you can work - 1 - excellent; 5 - basic)**

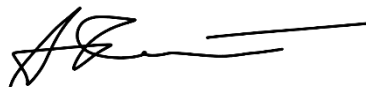
Language	Read	Written	Spoken
English	Excellent	Excellent	Excellent
Estonian	Excellent	Excellent	Excellent
Russian	Excellent	Good	Excellent
Finnish	Good	Fair	Good

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience.

**RANNAMÄE Andres.**

Signature:



Date: 30/04/2026

1. **Name:** Jaanus PIKANI  
 2. **Date of birth:** 29 December 1959 **Nationality:** Estonian  
 3. **Education:**

<i>Institution (Date from - Date to)</i>	<i>Degree(s) or Diploma(s) obtained</i>
■ Training in General Oncology, Cancer Institute of the Belarus Academy of Science, Belarus (1985)	■ Specialist doctor in Oncology
■ Tallinn Central Hospital - Tartu University, Estonia (1983 – 1984)	■ Specialist doctor in Oto-Rhino-Laryngology
■ Medical Faculty, Tartu University, Estonia (1977 – 1983)	■ Medical doctor

4. **Other training:**

- Health economics and management, Centre of Health Economics and Management, York University, United Kingdom, 01-03/1994
- Numerous courses on public service, public law, European Union issues, health economics and management, health care systems, management (quality management, ISO, negotiations strategies and techniques, balanced score card, marketing) etc.

5. **Countries of work experience:**

- Estonia, Romania, Georgia, Latvia, Russia, Czech Republic, Armenia, Tajikistan, Bulgaria, Hungary, Sweden, Belgium, Vietnam, Poland, Montenegro, Thailand, India, Bosnia Herzegovina, Mexico, Cambodia, Ukraine, Kyrgyzstan.

6. **Languages:**

<i>Languages</i>	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
Estonian	Mother tongue		
Russian	Good	Good	Fair
English	Good	Good	Good
Finnish	Good	Good	Fair
German	Poor	Poor	Poor

7. **Employment record:**

<i>From/To</i>	<i>Employer</i>	<i>Positions held</i>
6/2011 -	Global HR Partner	■ Founder and Board member
12/2001-	Tartu Biotechnology Park	■ Founder and Board member
7/2007- 1/2014	Scandinavian Care AB	■ Medical Director/project manager
02/2002–02/2004	EGeen International Inc	■ COO
04/2000–07/2002	Estonian Genome Project Foundation	■ Chairman of Management Board
07/1998–02/2002	Tartu University Hospital	■ CEO
06/1995-06/1998	Office of the President of Estonia	■ Director (Chief of Staff)
11/1994–05/1995	Ministry of Social Affairs of Estonia	■ Secretary General
06/1984–06/1998	Estonian Cancer Center	■ Head and Neck Cancer surgeon (1984-93), Chief doctor/CEO (1993-1994), Consultant (1994-1998)

## 8. Work undertaken that best illustrates capability to handle the tasks assigned:

<i>Name of project:</i>	■ <b>Clinical Artificial Intelligence-based Diagnostics (CAIDX)</b>
<i>Year:</i>	■ 01/2023– 12/2025
<i>Location:</i>	■ Europe
<i>Client:</i>	■ EU Interreg Baltic Sea Region
<i>Main project features:</i>	● CAIDX aims to facilitate the uptake of AI and data driven diagnostics tools for hospitals by focusing on co-development, contracting, acquisition and capacity building. By developing standard procedures for development, testing and implementation of such AI applications, our tools will support and accompany the cultural change necessary to unfold the potential of AI in the healthcare sector.
<i>Position held:</i>	■ Project partner team leader
<i>Number of subordinates</i>	■ 2

<i>Name of project:</i>	■ <b>Interconnecting innovation ecosystems for common European data space in Health, (EDAH)</b>
<i>Year:</i>	■ 09/2022– 08/2024
<i>Location:</i>	■ EU
<i>Client:</i>	■ EU/HORIZON-EIE-2022-CONNECT-01-01
<i>Main project features:</i>	● EDAH (Interconnecting innovation ecosystems for common European data space in Health) brings together 4 European clusters in Digital Health and Life Sciences that share the objective to foster the dialogue and development towards more inclusive, dynamic, (gender) diverse and interconnected innovation ecosystems in Europe to reach the European common data space in health. The joint action plan to be developed in the context of the project is oriented at overcoming the current deployment gap of digital health in Europe and to unlock the power of health data for innovative medicine and healthcare of the future, enabling new scientific discoveries, innovative commercial health products and services, all in all resulting in more efficient prevention and treatment of illnesses and ensuring a better quality of life in Europe and globally. The consortium includes four clusters/networks, all representing broad innovation ecosystems that have for many years been working to advance the secondary use of health data and creation of the common European Health Data Space. This includes Biocat, BioRegion of Catalonia (Biocat; coordinating country: Spain), Council of European BioRegions (CEBR; based in Belgium), Health Cluster Portugal (HCP, Portugal) and ScanBalt network (SB; Estonia). The consortium takes leadership in coordinating the project activities but a wide range of clusters, bioregions and wider ecosystem stakeholders will be engaged in the project based on the joint effort of the core partners.
<i>Position held:</i>	■ Project partner team leader
<i>Number of subordinates</i>	■ 2

<i>Name of project:</i>	■ <b>Turnkey delivery of 250-bed tertiary care hospital in Calabar, Nigeria</b>
<i>Year:</i>	■ 04/2022– 11/2022
<i>Location:</i>	■ Calabar, Cross River State, Nigeria
<i>Client:</i>	■ Donald & Onari Duke Foundation
<i>Main project features:</i>	● Feasibility study and functional planning of the hospital
<i>Position held:</i>	■ Chief medical consultant

<i>Name of project:</i>	■ <b>Development of a National Hospital Development Strategy for Uzbekistan</b>
<i>Year:</i>	■ 10/2020– 06/2021
<i>Location:</i>	■ Uzbekistan/virtual
<i>Client:</i>	■ The World Bank
<i>Main project features:</i>	● In collaboration with the rest of the team, propose a set of data to be requested from the Ministry of Health ● Provide Technical expertise to the design of the data collection and analysis strategy, including choice of indicators, data collection instruments, and data collection channels.
<i>Position held:</i>	■ Technical lead consultant
<i>Number of subordinates</i>	■ NA

<i>Name of project:</i>	■ <b>Person-centred integrated hospital master plan in Estonia 2040</b>
<i>Year:</i>	■ 12/2019– 06/2022

<i>Location:</i>	■ Rep of Estonia
<i>Client:</i>	■ European Commission's Structural Reform Support Service/Estonian Ministry of Social Affairs
<i>Main project features:</i>	<ul style="list-style-type: none"> <li>● Outcome 1: A comprehensive map of the current hospital system is prepared and shows the supply of healthcare in different specialties, the distribution of physical and human resources, the financial flows, and the mechanisms of governance and information sharing.</li> <li>● Outcome 2: A sound analytical prediction model is developed and provides evidence-based estimates of the population needs and the supply of health workforce and healthcare services and infrastructures.</li> <li>● Outcome 3: A proposal for a hospital master plan is delivered to Estonian authorities to support them in defining and adopting sound reforms in the hospital sector in the mid-term</li> </ul>
<i>Position held:</i>	■ Team leader
<i>Activities performed:</i>	Preparation of Estonian Hospital Masterplan vol 2 until 2040
<i>Number of subordinates</i>	■ 15

<i>Name of project:</i>	■ <b>Support to ministry for preparation ToR for Health Care Network Optimization tender under the Second World Bank Loan Project</b>
<i>Year:</i>	■ 05/2018– 07/2019
<i>Location:</i>	■ Rep of Serbia
<i>Client:</i>	■ The World Bank
<i>Position held:</i>	■ Short term consultant
<i>Activities performed:</i>	Preparation of materials and consulting MoH on hospital network optimization tender under WB loan to the government of Serbia

<i>Name of project:</i>	■ <b>Preparation of loan financing materials on national health care network optimization and national cancer strategy preparation for Rep of Serbia</b>
<i>Year:</i>	■ 12/2017– 03/2018, 07/2019- 06/2020
<i>Location:</i>	■ Rep of Serbia
<i>Client:</i>	■ The World Bank
<i>Position held:</i>	■ Short term consultant
<i>Activities performed:</i>	Preparation of materials on national cancer strategy development and hospital network optimization for additional loan financing from the WB to the government of Serbia

<i>Name of project:</i>	■ <b>Hospital Master Plans (HMP) for Lviv and Poltava Oblasts, Ukraine</b>
<i>Year:</i>	■ 10/2017– 06/2019
<i>Location:</i>	■ Ukraine
<i>Client:</i>	■ The World Bank
<i>Main project features:</i>	<ul style="list-style-type: none"> <li>■ Support to the WB team in conducting HMP exercise</li> </ul>
<i>Position held:</i>	■ Team leader/ Short Term Consultant

<i>Name of project:</i>	■ <b>Hospital reforms in Bosnia Herzegovina</b>
<i>Year:</i>	■ 05/2017– 11/2017
<i>Location:</i>	■ Banja Luka
<i>Client:</i>	■ The World Bank
<i>Main project features:</i>	<ul style="list-style-type: none"> <li>■ Support to the WB team</li> </ul>
<i>Position held:</i>	■ Short Term Consultant
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>■ Analysis of hospital arrears and proposing ways to overcome the problem.</li> </ul>

<i>Name of project:</i>	■ <b>Hospital Master Plan for the Kyrgyz Republic</b>
<i>Year:</i>	■ 04/2017– 10/2018
<i>Location:</i>	■ Bishkek, Kyrgyz Republic
<i>Client:</i>	■ Government of the Kyrgyz Republic, KfW

<i>Main project features:</i>	<ul style="list-style-type: none"> <li>■ To assist MoH to prepare terms of reference for a consultancy firm to develop a Hospital Master Plan of the hospital services, support the ministry in selecting short listed companies</li> </ul>
<i>Position held:</i>	<ul style="list-style-type: none"> <li>■ Consultant</li> </ul>
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>■ Analysis of various healthcare reports, health sector strategic plans, health financing strategies, individual hospital master plans in Kyrgyzstan.</li> <li>■ Visits to the country to discuss with stakeholders in the health sector to gain a deeper understanding of the needs for hospital restructuring and optimization.</li> <li>■ Need assessment of data requirements required to develop a Master Plan.</li> <li>■ Full-fledged ToR for a hospital master plan package to be procured.</li> <li>■ Evaluation of submitted applications.</li> <li>■ Preparation of tender RFP document.</li> <li>■ Support for valuation of full applications and negotiations with the selected candidate</li> </ul>
<i>Number of subordinates</i>	<ul style="list-style-type: none"> <li>■ 1</li> </ul>

<i>Name of project:</i>	<ul style="list-style-type: none"> <li>■ <b>Tyumen oblast health care system development</b></li> </ul>
<i>Year:</i>	<ul style="list-style-type: none"> <li>■ 5/2016– 11/2016</li> </ul>
<i>Location:</i>	<ul style="list-style-type: none"> <li>■ Tyumen, Russia</li> </ul>
<i>Client:</i>	<ul style="list-style-type: none"> <li>■ The World Bank (WB)</li> </ul>
<i>Main project features:</i>	Short-term temporary consultancy assignment to support the WB team in preparation of the concept note for potential loan project and to support the Regional Government to prepare a Regional Health Project. The project is supporting development of a comprehensive strategy for early cancer detection and treatment with the introduction of modern and advanced medical technologies.
<i>Position held:</i>	<ul style="list-style-type: none"> <li>■ Short term consultant to the WB team</li> </ul>
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Evaluating the regional health care provision and advising areas of change.</li> <li>● Advising activities from PHC to specialized care, oncology in particular, potentially to be supported by the WB to make care continuum more effective and cost-effective</li> </ul>

<i>Name of project:</i>	<ul style="list-style-type: none"> <li>■ <b>Health system governance evaluation</b></li> </ul>
<i>Year:</i>	<ul style="list-style-type: none"> <li>■ 2/2016– 5/2016</li> </ul>
<i>Location:</i>	<ul style="list-style-type: none"> <li>■ Estonia</li> </ul>
<i>Client:</i>	<ul style="list-style-type: none"> <li>■ Ministry of Finance/ Ministry of Social Affairs</li> </ul>
<i>Main project features:</i>	Proposals for optimization of the Estonian health system governance structures
<i>Position held:</i>	<ul style="list-style-type: none"> <li>■ Member of the project team</li> </ul>
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Mapping responsibilities and authorities of the departments and institutions directly linked to Ministry of Social Affairs.</li> <li>● Advising how management of health care system could be restructured to optimize governance and management model</li> </ul>

<i>Name of project:</i>	<ul style="list-style-type: none"> <li>■ <b>Feasibility study for the development of business cooperation, management organisation and evaluation methodology for personalised medicine pilot project (EPMPP)</b></li> </ul>
<i>Year:</i>	<ul style="list-style-type: none"> <li>■ 3/2015– 6/2015</li> </ul>
<i>Location:</i>	<ul style="list-style-type: none"> <li>■ Estonia</li> </ul>
<i>Client:</i>	<ul style="list-style-type: none"> <li>■ Ministry of Social Affairs</li> </ul>
<i>Main project features:</i>	To prepare the EPMPP feasibility study was procured by the Ministry of Social Affairs of Estonia addressing the study component on central governance structure of EPMPP, the business opportunities that EPMPP can create and how to evaluate the implementation process
<i>Position held:</i>	<ul style="list-style-type: none"> <li>■ Project coordinator and consultant</li> </ul>
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Mapping of the current landscape semi-structured interviews as input for a stakeholder analysis were performed, covering all relevant parties involved in PM field.</li> <li>● Overview of most often cited international PM initiatives and the global PM market.</li> <li>● Advising optimal governance and management model</li> </ul>

Number of subordinates ■ 6

**Name of project:** ■ **Technical Assistance to identify priority reforms in health service delivery in BiH**

**Year:** ■ 4/2014– 6/2014

**Location:** ■ Bosnia Herzegovina

**Client:** ■ The World Bank

**Main project features:** Technical assistance from an individual is sought to help the World Bank prepare a hospital policy note which: (i) provides a pointed analysis of the current organization of the hospital sector and its performance along various dimensions, (ii) critically analyses recent progress on reforms and (iii) outlines realistic options to improve the performance of service delivery, with a focus on secondary and tertiary care.

**Position held:** ■ Short term consultant

**Activities performed:**

- Preparation of the hospital policy note and take the lead in drafting large sections,
- Contribution to the policy dialogue in coordination with the team and/or independently,
- Lead a number of rapid case studies in the two entities, by proposing a methodology and undertaking and/or supervising the case studies in the two entities.

**Name of project:** ■ **Assessment and pre-feasibility Study of Satellite Hospitals in Vietnam**

**Year:** ■ 9/2012 – 02/2013

**Location:** ■ Vietnam

**Client:** ■ The World Bank

**Main project features:** Based on an assessment of satellite hospitals currently under implementation, prepare a prefeasibility study that would enable the World Bank to decide the feasibility, potential benefits, risks and estimated costs of a project (or component thereof) to support MOH's plans to expand the Satellite Hospital Program by a country loan program of 150 MUSD for the period 2013-2016.

**Position held:** ■ Short term consultant

**Activities performed:**

- Assess issues and provide information on and analysis of the relevance, feasibility and sustainability of the proposed expansion plan;
- Provide the World Bank with sufficient information to justify acceptance, modification or rejection of financing the proposed expansion plan (or part thereof);
- Specify any adjustments to the satellite model that the Bank should consider such as: (i) expanding the model to include a more comprehensive quality improvement program at beneficiary hospitals; (ii) including district hospitals as beneficiaries; and (iii) making better use of telemedicine/IT solutions;
- Prepare the way for a full-fledged feasibility study if the Bank decides to support said plan.

**Name of project:** ■ **Technical assistance for rationalization of secondary and tertiary health care**

**Year:** ■ 03/2012 – 12/2012

**Location:** ■ Montenegro

**Client:** ■ Ministry of Health (MoH) / The World Bank

**Main project features:** ■ Advising the implementation process of the strategy for optimization of secondary and tertiary health care; preparation of national health care human resource plan until 2020

**Position held:** ■ Short term consultant

**Activities performed:**

- Detailed analysis of the general health care situation with emphasis to secondary and tertiary health care
- Comprehensive review of relevant legislation, statistical indicators, existing literature.
- Field visits: to all county hospitals and most health centers;
- Interviews with key stakeholders: hospital managers and staff, key personnel in the MoH and in local municipalities, Health Insurance Fund etc.

<i>Name of project:</i>	■ <b>Early pre-feasibility study for oncology hospital projects and medical education in Vietnam</b>
<i>Year:</i>	■ 11/2009 – 12/2014
<i>Location:</i>	■ Vietnam
<i>Client:</i>	■ Scandinavian Care Projects AB
<i>Main project features:</i>	■ Evaluate the need and feasibility for private health care provision in Vietnam
<i>Position held:</i>	■ Project manager
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Detailed analysis of the general health care provision and financing situation with attention to private hospital care</li> </ul>

<i>Name of project:</i>	■ <b>Technical Assistance for Updating the Hospital Rationalization Strategy</b>
<i>Year:</i>	■ 05-06/2009
<i>Location:</i>	■ Romania
<i>Client:</i>	■ Ministry of Health (MoH) / The World Bank / International Finance Corporation
<i>Main project features:</i>	■ Update of the 2003 National Hospital Rationalization Strategy, taking into account the developments and changes in Romania's hospital sector and health system over the last six years
<i>Position held:</i>	■ Hospital rationalization specialist
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Detailed analysis of the general health care situation with particular attention to hospital rationalization</li> <li>● Provision of recommendations on other measures which could be implemented in parallel with reductions in hospital capacity, to bring hospital utilization rates to levels more compatible with recent international best practices and international benchmarks, and to shift care towards more primary and ambulatory services</li> </ul>

<i>Name of project:</i>	■ <b>Programmatic Development Policy Credit (PDPC)</b>
<i>Year:</i>	■ 02/2009
<i>Location:</i>	■ Georgia
<i>Client:</i>	■ The World Bank
<i>Main project features:</i>	■ Health care system financing reconfiguration
<i>Position held:</i>	■ Health care financing expert
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Identification of Health Care Financing Reforms: introduction of private health insurance system;</li> <li>● Review of existing documents and reports, planning parameters, statistical indicators used to monitor and evaluate the health care financing reform;</li> <li>● Interviews with main groups of various stakeholders: MoH staff and key personnel; Hospital managers, representative of the MoH in local municipalities. The interviews were led in the objective of understanding the main stakeholders' points of view on topics related to the health care financing reconfiguration;</li> <li>● Provision of report with recommendations.</li> </ul>

<i>Name of project:</i>	■ <b>Advising on Health Care Systems with Emphasis on Cancer Care in the Target Countries</b>
<i>Year:</i>	■ 2007-2008
<i>Location:</i>	■ Estonia, Latvia, Russia, Czech Republic, Georgia, Armenia
<i>Client:</i>	■ Global Health Partners AB / Scandinavian Cancer Care AB
<i>Main project features:</i>	■ Services on health care systems, financing and provision
<i>Position held:</i>	■ Project manager, Consultant on health care systems
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Overview on specific health care provision issues;</li> <li>● Input to the feasibility studies for different potential PPP health care service projects</li> </ul>

<i>Name of project:</i>	■ <b>Review of the regional master plans of the Armenian health care delivery system</b>
<i>Year:</i>	■ 04/2006-06/2006
<i>Location:</i>	■ Armenia
<i>Client:</i>	■ Health Project implementation Unit State Agency
<i>Main project features:</i>	■ Advice to improve the organization of the regional health care system towards more accessible, quality and sustainable health care services for the population.
<i>Position held:</i>	■ Health Management Expert
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Comprehensive economic and fiscal impact analysis of the proposed health care delivery system master plans of the 10 counties of Armenia for 2006-2008 to ensure economic and fiscal feasibility and stability;</li> <li>● Identification of economic and financial pitfalls and bottlenecks of the current master plan;</li> <li>● Assessment of investment and restructuring needs;</li> <li>● Recommendations on how to improve the current master plan to ensure the economic and financial feasibility and sustainability of the regional health systems;</li> <li>● Suggestions regarding detailed implementation strategies, on the sequencing and allocation of health sector resources and interventions, and on the priority issues to be addressed.</li> </ul>

<i>Name of project:</i>	■ <b>Assessment of Hospital Services and Strategy to Restructure and Optimize the Inpatient Activity in the Health Care System</b>
<i>Year:</i>	■ 02/2006-04/2006
<i>Location:</i>	■ Bulgaria
<i>Client:</i>	■ The World Bank
<i>Main project features:</i>	● Evaluate the hospital health care in all regions of Bulgaria (except the four pilot ones where such assessment is made helped by Bulgarian Health Project);
<i>Position held:</i>	■ Health Systems Expert
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Identification of the health needs of the population on a regional level and of the services provided by the respective hospital health care facilities;</li> <li>● Identification of the regions in which unsatisfied needs of the population exist in respect of medical and hospital services;</li> <li>● Identification of hospital facilities providing an excess of medical services in the context of the health needs of the population serviced;</li> <li>● Creation of a steady methodology to evaluate hospital services provided, to be used by the Government of the Republic of Bulgaria for a sustainable and long-term improvement of the activity of the hospital health care facilities;</li> <li>● Development of a priority action plan to reorganize and optimize the activity of the hospital health care facilities;</li> <li>● Situational analyses per regions of hospital care facilities and location, available resources (human, financial, material assets), relevance and commitment indexes of the hospitals, and utilization of resource.</li> </ul>

<i>Name of project:</i>	■ <b>Improvement of hospital governance/management and strategic planning</b>
<i>Year:</i>	■ 07/2005–01/2006
<i>Location:</i>	■ Georgia
<i>Client:</i>	■ Government of Georgia/ the World Bank
<i>Main project features:</i>	■ Review of the existing corporate governance and supervisory function, and of the corporate management system including the management information system
<i>Position held:</i>	■ Project leader
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Assessment and review of the current situation in regards to hospital governance and strategic planning;</li> <li>● Development of a feasible implementation strategic plan and guidelines, including cross-country comparisons and best international practices in the field;</li> <li>● Recommendations and guidelines for a feasible implementation of both a working governance and supervisory function and of modern corporate hospital management;</li> <li>● End of project workshop on hospital management, to convey the results of the mission and to bring educational elements on what should be done in the future to improve health care financing.</li> </ul>

<i>Name of project:</i>	■ <b>WHO experts' mission on the assessment of Tajikistan's hospital sector issues</b>
<i>Year:</i>	■ 11/2004
<i>Location:</i>	■ <b>Tajikistan</b>
<i>Client:</i>	■ WHO
<i>Main project features:</i>	■ Assessment of the hospital sector rationalization strategic plan
<i>Position held:</i>	■ Expert in hospital systems
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Assessment of the hospital reform status;</li> <li>● Field visits</li> <li>● Final report and contributions on the next steps to be taken in regard to the hospital reform, with particular attention to the importance of building donor coordination and on the locations where investments should be directed in priority</li> <li>● Advice to the national working group on the methodology to build a strategy for hospital restructuring</li> </ul>

<i>Name of project:</i>	■ <b>Hungarian Health Reform: Technical Assistance Mission</b>
<i>Year:</i>	■ 06/2003-07/2003
<i>Location:</i>	■ Hungary
<i>Client:</i>	■ World Bank
<i>Main project features:</i>	■ Hospital system restructuring in Hungary
<i>Position held:</i>	■ Short term consultant
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Series of seminars to key stakeholders on hospital system optimization, based on the Estonian example.</li> </ul>

<i>Name of project:</i>	■ <b>Estonian Health Reform</b>
<i>Year:</i>	■ 1999-2000
<i>Location:</i>	■ Estonia
<i>Client:</i>	■ Estonian Ministry of Social Affairs and Health Insurance Fund
<i>Main project features:</i>	■ Updating legislation on health service provision and health insurance
<i>Position held:</i>	■ Advisor
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Participated to the drafting of revisions of Estonian health service organization and health insurance legislation.</li> </ul>

<i>Name of project:</i>	■ <b>Tartu University Hospital Reorganization/ Estonian Hospital System Development</b>
<i>Year:</i>	■ 07/1998–02/2002
<i>Location:</i>	■ Tartu, Estonia
<i>Client:</i>	■ Tartu University Hospital
<i>Main project features:</i>	■ Merger of 15 loosely connected separate local state-owned hospitals to one non-profit organization acting under the private law
<i>Position held:</i>	■ CEO
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Master planning for the new hospital infrastructure: development of an extensive system for the hospital reorganization process, optimization of number of beds, reallocation of human resources, with the objective of increasing the number of treated patients</li> <li>● 1999-2000, member of the Estonian Hospital Master plan expert team</li> <li>● Participation to the drafting of a new legislation on primary healthcare.</li> </ul>

<i>Name of project:</i>	■ Public service
<i>Year:</i>	■ 11/1994-05/1995
<i>Location:</i>	■ Tallinn, Estonia
<i>Client:</i>	■ Ministry of Social Affairs
<i>Main project features:</i>	■ N/A
<i>Position held:</i>	■ Secretary General
<i>Activities performed:</i>	<ul style="list-style-type: none"> <li>● Coordination of the Ministry's activities in the fields of social security, health care financing, provision system care, labor issues, during a period of active reforms in the health care and social security systems.</li> </ul>

<i>Name of project:</i>	■ <b>Public service, hospital management</b>
<i>Year:</i>	■ 03/1993-10/1994
<i>Location:</i>	■ Tallinn, Estonia
<i>Client:</i>	■ Estonian Cancer Centre
<i>Position held:</i>	■ CEO
<i>Activities performed:</i>	● Reorganizing and managing national cancer center (400 bed comprehensive cancer care institution) as well as general cancer care system in Estonia

**9. Public activities:**

- 2001- ScanBalt ([www.scanbalt.org](http://www.scanbalt.org)) / Network of life science and health clusters in the Baltic Sea region  
Member of steering group 2001  
Vice-chairman 2004-2015, Chairman 2015-
  
- 1999- Estonian Genome Foundation ([www.genomics.ee](http://www.genomics.ee))  
Founder, Member of the Board, Chairman of the Board until 2008  
NGO to support public education and research in genomics. This organisation was the initiator of Estonian Genome Bank Project and leading partner to design the project and draft special law (Human Gene Research Act approved by the Estonian Parliament in December 2000) Organiser annual Gene Technology Forum in Tartu since 2000 ([www.geneforum.ee](http://www.geneforum.ee))

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience.

**PIKANI, Jaanus**

Signature:



Date: 30/04/2026

# ALEXANDR KATSAGA

## International Health Financing & Policy Consultant

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### PROFESSIONAL PROFILE

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Senior international consultant with 25+ years of experience in health financing, provider payment systems, strategic purchasing, and health information systems across transitional economies. Long-standing collaboration with the World Health Organization, World Bank, USAID, GIZ, and other development partners in designing and implementing DRG/case-based payment systems, health insurance reform, and monitoring and evaluation frameworks. Proven track record of policy advice at national level, capacity-building of health purchasers, and evidence-based analytical support using modern BI platforms (Tableau).

### CORE EXPERTISE

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- Provider payment systems (DRG, capitation, case-based, global budget, P4P)
- Strategic purchasing & benefit package design (SGBP, PMG, HBP)
- Health insurance reform (SHIF, NHIF, single-payer models)
- Health financing policy & PFM in the health sector
- Cost-accounting methodology & tariff-setting
- Health information systems (HIS) design & e-health
- Monitoring & evaluation frameworks, indicator passports
- Data analytics & BI dashboards (Tableau Desktop Specialist)

### KEY QUALIFICATIONS

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- Extensive expertise in healthcare policy and health financing consulting, with a primary geographic focus on transitional economies of the post-Soviet space.
- Designed and implemented health financing reforms in Uzbekistan, Ukraine, Kazakhstan, Kyrgyzstan, Azerbaijan, Chile, Albania, Russia, Ghana, Moldova, Tajikistan, Turkmenistan, Armenia, and Estonia, focusing on the three core functions of revenue collection, pooling, and strategic purchasing.
- Deep expertise in developing and operationalizing DRG-based and case-based provider payment systems, including system design, cost analysis, relative-weight calibration, risk adjustment, and impact monitoring.
- Experience in institutional strengthening of purchasing agencies (SHIF, NHIC, MHIF, NHSU, FONASA, FCHIF, SAMHI) and capacity-building of ministries of health and regional authorities.
- Skilled in drafting analytical reports and conducting database analysis using modern business intelligence platforms (Tableau); co-author of WHO and World Bank flagship publications on health financing reform.
- Languages: English (fluent, professional), Russian (native).

### PROFESSIONAL EXPERIENCE

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***Consultant on Health Financing Support for Uzbekistan | Sept 2018 – Dec 2025***

- Contributed to the design of the national health care reform aimed at establishing a state health insurance system and positioning the State Health Insurance Fund (SHIF) as a single payer of health services.
- Provided technical assistance for the design and implementation of provider payment methods and contracting arrangements for health care providers in the Syrdarya pilot and subsequent nationwide rollout.
- Supported institutional capacity development of SHIF and national counterparts (MoH, Project Office), including in governance, purchasing, and operational management.
- Provided inputs to the development of health information systems supporting implementation of the health financing reform.
- Contributed to the design and implementation of the monitoring and evaluation framework to track progress and impact of pilot projects.
- Delivered ad-hoc technical support and capacity-building through desk-based consultations, webinars, and presentations for SHIF, MoH, and other partners.
- Developed data-informed decision-making approaches using analytical dashboards built in Tableau BI.

***Consultant on Benefit Design and Strategic Purchasing in Ukraine | Sept 2018 – Present***

- Contributed to the design of strategic purchasing arrangements under the State Program of Medical Guarantees (PMG), including payment mechanisms for covered services, contracting procedures, and operating systems for monitoring provider performance.
- Provided analytical support for the Health Needs Assessment (HNA) project, including data model design, development of analytical dashboards, and forecasting.
- Participated in the development of new payment methods and tariff-setting for inpatient and outpatient specialized services.
- Provided inputs to health service delivery reforms, particularly the rationalization and optimization of hospital networks.
- Co-authored WHO and World Bank flagship publications and internal policy notes documenting the process, progress, and outputs of the health purchasing reform in Ukraine.

***Consultant on Health Financing Reform Support and Provider Payment Design — Kyrgyzstan | May 2016 – Dec 2023***

- Provided technical assistance to strengthen MHIF and MoH capacity in strategic purchasing and analytical work.
- Supported the design of the new Kyrgyzstan DRG model, including grouping logic and tariff structure.
- Conducted a cost analysis study of inpatient care services and contributed to the formation of tariffs within the national DRG system.
- Supported MHIF and MoH in designing a system to monitor the hospitalization structure of patients with selected conditions (including CVD) at national and regional levels.
- Conducted a rapid assessment of the MHIF discharged-patients database (classification systems, data quality controls, linkability and comparability with other HIS) to map data sources for TB-hospital and general-hospital monitoring indicators.
- Produced a user manual and trained MHIF technical staff and Den Sooluk coordinators in the use of the system.

***International Expert — Assessment of Purchasing of Health Services at NHIC, Moldova | Jan 2015 – Dec 2015***

- Assessed purchasing practices of the National Health Insurance Company and provided improvement recommendations.

- Contributed to capacity-building of NHIC in strategic purchasing and other aspects of health financing reform.
- Provided recommendations to the Ministry of Health and NHIC on improving purchasing to achieve better health system outcomes.

### **Regional / Country-Level Engagements**

- Armenia (Jul 2014) — WHO Temporary Adviser on Health System Strengthening and Health Financing: analysis of strategic policy documents, evaluation of structural effectiveness of TB care, and analysis of TB financing.
- Turkmenistan (Oct – Nov 2009) — Consultant on Health System Strengthening: synthesis of prior assessments against the WHO health systems framework; mapping of strengths and weaknesses; facilitation of a 3-day HSS workshop with MoH officials.
- Azerbaijan (Sept 2008) — Consultant on Health System Performance Assessment: assessment of data quality for HSPA, selection of performance indicators, and development of indicator passports.
- Kazakhstan (Nov 2006) — Consultant on Analysis of the Stewardship Function of the MoH: description and improvement proposal for the MoH stewardship function.

### **GIZ — Deutsche Gesellschaft für Internationale Zusammenarbeit | Uzbekistan** Sept 2025 – Mar 2026

#### **Key Expert — Support to the Implementation of the Uzbek Health Strategy**

- Assessed completeness and quality of medical and statistical information, with recommendations on coding quality improvement.
- Designed and applied grouping logic for ICD-10 diagnosis codes (Uzbekistan-specific version) and classification of inpatient cases into clinical groups / end classes.
- Conducted homogeneity analysis of grouping results (both visual and statistical).
- Developed a model grouper tool and supported the formation of payment groups.
- Developed the methodology and initial calculations of relative weights, including feasibility assessment for international benchmarking.

### **The World Bank | Azerbaijan / Russia / Ukraine / Belarus / Kazakhstan**

2009 – 2022

#### **Senior Expert on Claims Management — Azerbaijan | Jan 2021 – Dec 2022**

- Analysed the structure and quality of data in the SAMHI claims processing system.
- Provided technical assistance to SAMHI in improving claims processing.
- Analysed the effectiveness of current provider payment methods and proposed recommendations for their improvement.

#### **International Consultant — DRG Design and Implementation in Russia | Jan 2012 – Dec 2017**

- Provided technical assistance to the Federal Compulsory Health Insurance Fund (FCHIF) in designing and implementing case-based payment based on diagnosis-related groups (DRG).
- Engaged in policy dialogue to promote international good practices in health policy, administration, and financing.
- Developed cost-accounting methodology and delivered training sessions for MoH staff and hospital managers.
- Developed a data-analysis system for risk-assessment and monitoring & evaluation of DRG implementation results.
- Provided ongoing regional-level technical assistance in implementing the centralized DRG model (impact analysis, risk adjustment, capacity development).

#### **International Consultant — TA to Health Reforms in Ukraine and Belarus | Nov 2010 – 2012**

- Assisted the Government of Ukraine in developing the health care reform strategy and its M&E framework.
- Developed technical notes on pilot strategy design, site selection criteria, HIS development, and M&E systems.
- Assessed the fiscal implications of the proposed reforms.
- Shared international good practices with MoH and other stakeholders to support development of key reform components.

### ***Public Expenditures and Institutional Review in Health — Kazakhstan | Apr – Sept 2009***

- Reviewed budgeting, budget execution, and management processes in the health sector, focusing on adequacy, effectiveness, efficiency, equity, and sustainability of public health expenditure.
- Evaluated alignment of public spending composition with sector policies and strategies.
- Provided recommendations for improving quality, effectiveness, and budgetary management of public health expenditure.
- Discussed and advocated the draft PEIR report with MoH, MoE, and the Government of Kazakhstan.

### ***Development of the National Strategy 'Kazakhstan 2020' — Health Care Chapter | Oct 2009***

- Drafted the Health Care chapter of the 'Kazakhstan 2020' National Strategy.
- Consulted MoH, donors, and other stakeholders on principal health care policy priorities.
- Presented the Health Care chapter to the Government of Kazakhstan.

### ***Legal Base Analysis — Kazakhstan | May 2008***

- Contributed to development and implementation of the legal base for health sector operation and provider autonomy.
- Delivered training for MoH staff and oblast-level health policymakers.

### ***USAID-Funded Projects | Regional / Central Asia / Ukraine / Ghana / Azerbaijan / Albania 2000 – 2018*** ***Health Finance and Governance (HFG) Project — Health Finance & HIS Consultant | Jan 2015 – Oct 2018***

#### **Ghana**

- Analysed the Ghana-DRG development process and produced detailed plans for G-DRG refinement with service-delivery improvements focused on malaria and family planning.

#### **Ukraine**

- Developed the initial assessment strategy for TB strategic purchasing.
- Provided technical input on feasible PFM reforms to improve TB outcomes.
- Contributed to national and regional policy dialogue on health financing, new provider payment systems, and HIS.
- Built analytical capacity of the MoH, NHSU, and regional health authorities; coached designated staff in using modern BI platforms.
- Developed Tableau BI dashboards for TB hospital performance monitoring and evaluation.

### ***USAID Primary Health Care Strengthening Project, Azerbaijan — Health Finance & HIS Consultant | Mar 2007 – Sept 2013***

- Contributed to the legal base for establishing a single national purchaser and new provider payment systems.
- Developed the DRG payment system for hospital services and the per-capita payment system for PHC.
- Developed cost-accounting methodology and delivered multiple training sessions for the MoH.
- Delivered training at different levels of government on health financing, HIS, and health management.
- Developed the Concept of an Integrated Health Information System in collaboration with a parallel World Bank project.

### ***USAID Enabling Equitable Health Reforms (EEHR) Project, Albania — Hospital Finance & Costing Consultant | Jun 2012 – May 2013***

- Designed a costing methodology for hospital operations piloted at EEHR hospitals.
- Trained hospital management teams in applying the costing methodology.
- Coordinated cost-accounting activities with the Health Insurance Institute's planned hospital provider payment system and with EEHR development of hospital information systems.

### ***USAID Quality Health Care Project, Central Asia — Regional Health Policy & Financing Advisor | Sept 2010 – May 2012***

- Contributed to the regional health financing strategy, including results-based financing (P4P), TB financing, and HIV financing.
- Contributed to the regional HIS strategy.
- Engaged in policy dialogue in Kazakhstan, Tajikistan, and Uzbekistan.
- Coordinated activities with all World Bank project components in Kazakhstan.
- Provided TA in Kazakhstan on pooling of funds, health-purchaser capacity building, provider payment systems, operating systems, provider autonomy, and funds-flow / Treasury issues.
- Participated in working groups on health financing strategy and plans in Tajikistan, including pooling of funds.
- Provided TA to develop and implement new provider payment systems in Tajikistan.
- Provided TA in Uzbekistan to develop a broad vision for health financing reform in collaboration with the World Bank; contributed to hospital payment system design and hospital restructuring plans.

#### **USAID ZdravPlus Project, Kazakhstan — International Consultant | Aug 2003 – Sept 2009**

- Developed and implemented strategies for health care and health financing reform at national and regional levels.
- Engaged in policy dialogue to promote international good practices in health policy, administration, and financing.
- Contributed to the legal base for health reform, including the State Health Care Development Program, the Health Code, and the role of the health sector in government administrative reform.
- Developed specific technical interventions for health financing reform, including new provider payment systems and performance-based payment.
- Delivered training at different levels of government in health financing, HIS, and health management.
- Contributed to World Bank missions on health finance, health insurance, and related issues.
- Designed the national Health Information System.
- Contributed to development of the national health care performance M&E system in collaboration with WHO.

#### **USAID ZdravPlus Project, Kazakhstan — National Policy Manager | Nov 2000 – Aug 2003**

- Led policy dialogue with Government, Parliament, ministries and agencies, regional heads, and health providers.
- Provided TA to the MoH and Government in developing the vision, policy, and strategy for health system and financing reforms.
- Coordinated ZdravPlus/USAID and World Bank activities to ensure coherence in Kazakhstan's health reform.
- Analysed and developed the health care legal base.
- Organized and delivered seminars and trainings on health care policy for senior managers.
- Collaborated with WHO and UNICEF on joint projects.
- Developed health insurance models.
- Led the overall design, development, and implementation of incentive-based provider payment methods (DRG, per-capita rate).
- Developed health information systems — vision, policy, strategy, technical implementation; led database analysis and research activities.

#### **USAID ZdravPlus Project, Kazakhstan — Systems Analyst | Feb 1999 – Nov 2000**

- Formulated objectives, developed algorithms, and coordinated a team of programmers.
- Participated in developing health care policy at the regional level.
- Designed, costed, and implemented the new hospital payment system in the Karaganda region.

#### **Results for Development Institute (R4D) | Chile**

*Apr – Dec 2016*

#### **International Consultant — Review and Diagnostic of the DRG Payment System in Chile**

- Assessed case-based payment systems based on diagnosis-related groups (DRG) in Chile.

- Provided technical recommendations to FONASA (Health Insurance Fund) on DRG system components.
- Developed an M&E model to monitor provider behavior, performance, quality, and key health financing indicators.
- Conducted training sessions for FONASA, MoH, and hospital managers based on the assessment results.

**The Global Fund to Fight AIDS, Tuberculosis and Malaria** | Ukraine  
*International Consultant — DRG for TB Services*

Oct – Nov 2013

- Introduced the theory of diagnosis-related groups for tuberculosis care.
- Provided recommendations to World Bank project pilot oblasts on better integration of hospital and PHC levels for TB treatment.

**Project HOPE (Global Fund Grant)** | Tajikistan  
*International Consultant — HSS Training*

Jul 2010 – Apr 2011

- Developed the agenda and training materials for oblast- and national-level HSS seminars.
- Facilitated discussions on HSS priorities with the MoH and MoF of Tajikistan.
- Delivered HSS seminars and coordinated other trainers.
- Developed indicators for post-training follow-up on budget planning, implementation, and monitoring.
- Provided HSS recommendations to the MoH and Government of Tajikistan.

**European Commission** | Kazakhstan  
*Consultant — Development of Good Local Governance in Kazakhstan*

Aug – Nov 2008

- Developed recommendations for implementing a performance-based budgeting system in the Kazakh health care system.
- Developed a proposal for improving the health finance legal base at regional and national levels.

**Earlier Career in Kazakhstan** | Kazakhstan

1993 – 1998

**Head of Health Information Systems Department, State Medical Insurance Fund of Kazakhstan** | 1996 – 1998

- Developed concepts for information systems for regional divisions of state health insurance companies.
- Formulated objectives, developed algorithms, and coordinated a team of programmers.
- Designed, costed, and implemented the national DRG system.
- Developed and implemented the cost-accounting system.
- Developed and implemented the Central Health Care Information System covering all health facilities in Kazakhstan.

**Head of Information Department, Karaganda Regional Hospital** | 1993 – 1996

- Developed customized software for hospital planning and management.
- Developed new principles of remuneration for hospital workers.
- Developed methods for assessing cost-effectiveness of alternative hospital organizational models.

## EDUCATION

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**Bachelor's (Master's equivalent) in Electronic Engineering**  
*State Technical University, Karaganda, Kazakhstan*

1991

## PROFESSIONAL DEVELOPMENT

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- Tableau Desktop Specialist — Certificate, 2021.

- 4th European Conference on Health Economics, Paris — 2002 (participant).
- Information exchange standards in health care — WHO / World Bank course, 2001.
- Health Care Policy — Boston University School of Public Health, July 2000.
- Improving the quality of medical care — Academy for Educational Development, Washington DC, March 1998.
- Numerous additional seminars and trainings in health financing, HIS, and health management.

## SELECTED PUBLICATIONS

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*Peer-reviewed articles, WHO / World Bank reports, and methodological publications on health financing, provider payment, and health system reform. Hyperlinks lead to publicly available sources.*

### WHO / World Bank Reports and Books

1. Dale, E., Bredenkamp, C., Doroshenko, O., Dzhygyr, Y., Habicht, J., Hawkins, L., Katsaga, A., Maynzyuk, K., Pak, K., Zues, O. (2024). [Health Financing in Ukraine: Reform, Resilience and Recovery](#). WHO Regional Office for Europe and the World Bank, Copenhagen / Washington, DC.
2. WHO Regional Office for Europe (2023). [Transforming the Health System in Uzbekistan: Two-Year Implementation Review](#). Co-authored with A. Goroshko, J. Cerezo Cerezo, T. Habicht, A. Jurgutis, A. Kuttumuratova. Copenhagen: WHO. Licence: CC BY-NC-SA 3.0 IGO.
3. Zine Eddine El Idrissi, M. D., Anadolu, E., Ahmadov, P., Guliyeva, S., Rannamäe, A., Kahur, K., Katsaga, A. (2022). [Azerbaijan Provider Payment System: Diagnostics and Recommendations](#). Washington, DC: World Bank Group.
4. Bredenkamp, C., Dale, E., Doroshenko, O., Dzhygyr, Y., Habicht, J., Hawkins, L., Katsaga, A., Maynzyuk, K., Pak, K., Zues, O. (2022). [Health Financing Reform in Ukraine: Progress and Future Directions](#). International Development in Focus. World Bank, Washington, DC / WHO Regional Office for Europe, Copenhagen.
5. Cashin, C., O'Dougherty, S., Samyshkin, Y., Katsaga, A., Ibraimova, A., Kutanov, Y. (2009). [Case-Based Hospital Payment Systems: A Step-by-Step Guide for Design and Implementation in Low- and Middle-Income Countries](#). World Bank / USAID.

### Peer-Reviewed Journal Articles

6. Rechel, B., Ahmedov, M., Akkaziya, B., Katsaga, A., Khodjamurodov, G., McKee, M. (2012). [Lessons from two decades of health reform in Central Asia](#). Health Policy and Planning, 27(4), 281–287.
7. Katsaga, A., Kulzhanov, M., Karanikolos, M., Rechel, B. (2012). [Kazakhstan: Health System Review](#). Health Systems in Transition, 14(4), 1–154. European Observatory on Health Systems and Policies.
8. European Observatory on Health Systems and Policies; Katsaga, A., Kulzhanov, M., Karanikolos, M., Rechel, B. (2012). [Finally on track? Health reforms in Kazakhstan](#). Eurohealth, 18(4), 33–35. WHO Regional Office for Europe.
9. Katsaga, A. (2013). Introduction of the DRG model in Russia: lessons learned. Mandatory Health Insurance in Russia Federation, Vol. 2.

### Methodological Publications and Earlier Work

10. Analytical Report: Research Database of Patients Treated in Karaganda Region Hospitals. School of Public Health, Karaganda, 2001.
11. Hospital Finances System in Kazakhstan. Methodological Recommendations. Scientific Center for Medical and Economic Issues in Health Care, Almaty, 1999.
12. Information Systems for Hospital Finances. Methodological Recommendations. Scientific Center for Medical and Economic Issues in Health Care, Almaty, 1999.

13. Methods of Processing Statistical Information on Medical Patients and Coding Systems. Methodological Recommendations. Scientific Center for Medical and Economic Issues in Health Care, Almaty, 1999.
14. DRG System for the Hospital Sector in Karaganda Region. Methodological Recommendations. Karaganda Medical Academy, 1997.

*Additional contributions to WHO and World Bank internal policy notes, country reports, and publications on health information systems and provider payment reform.*

## LANGUAGES

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**English** — fluent, professional working level • **Russian** — native



# Lupu Svetlana

**Date of birth:** 15/09/1970 | **Place of birth:** Chisinau, Moldova | **Phone number:** (+373) 68083232 (Mobile) |

**Email address:** [svlupu70@gmail.com](mailto:svlupu70@gmail.com) | **Address:** Decebal 19, 2, 2002, Chisinau, Moldova (Home)

## WORK EXPERIENCE

**“V. IGNATENCO MUNICIPAL CLINICAL CHILDREN’S HOSPITAL” - CHISINAU, MOLDOVA**

**MANAGER, QUALITY MANAGEMENT SYSTEMS - 2024 - CURRENT**

Develop and implement clinical quality improvement initiatives; conduct regular audits and assessments of clinical practices; provide training and support to staff on quality improvement processes; facilitate communication and collaboration between departments; lead quality improvement meetings and committees; develop and maintain quality improvement documentation; coordinate with external agencies and accrediting bodies; manage and resolve quality-related issues and incidents; prepare and present reports on quality performance to leadership; support the development of policies and procedures related to quality; ensure patient feedback is incorporated into quality improvement efforts.

**NATIONAL CENTER FOR PREHOSPITAL EMERGENCY MEDICAL CARE - CHISINAU, MOLDOVA**

**PROJECT COORDINATOR - 2021 - 2024**

**NATIONAL CENTER FOR PREHOSPITAL EMERGENCY MEDICAL CARE - CHISINAU, MOLDOVA**

**FIRST DEPUTY DIRECTOR - 2021 - 2022**

Supervise medical staff, head research and relevant statistics.

**MINISTRY OF HEALTH - CHISINAU, MOLDOVA**

**HEAD OF POLICY IN THE FIELD OF HOSPITAL HEALTH CARE DEPARTMENT - 10/01/2020 - 01/01/2021**

Assessing the capacity of the hospital system and preparing it to respond to the COVID-19 pandemic: assessment of hospitals' preparedness for exceptional situations according to the documents existing regulations; assessment of hospital readiness for the COVID-19 pandemic (according to WHO instrument), the evaluation of the hospital system on the profile of infectious diseases and Intensive care on components of space, facilities, human resources with the subsequent elaboration of the gradual activation plan of hospital institutions depending on the epidemiological scenarios. Participated in the distribution of medical devices for hospitals, in order to strengthen their capabilities. Initiated the process of evaluation of hospitals according to the competence criteria and developed the referral mechanism of patients with severe and critical forms of COVID 19.

**ST. TREIME MUNICIPAL CLINICAL HOSPITAL - CHISINAU, MOLDOVA**

**HEAD, QUALITY MANAGEMENT DEPARTMENT - 28/08/2017 - 09/01/2020**

Created functional strategies and specific objectives for quality improvement and developed budgets/policies/procedures to support the functional infrastructure. Evaluated and offered support to the institution for accreditation. Evaluated and participated to consolidation of intensive care and the Emergency Reception Unit.

**CHISINAU MUNICIPAL HEALTH DIRECTORATE - CHISINAU, MOLDOVA**

**HEAD, MEDICAL ASSISTANCE DEPARTMENT**

Elaboration and promotion of policies in the field of healthcare at the level of Chisinau municipality; coordinating the processes of monitoring and evaluating the activity of medical institutions in Chisinau; coordinating the process of evaluating health statistical indicators, elaboration of strategies for the development of the municipal system, coordination of feasibility studies.

**CHISINAU MUNICIPAL HEALTH DIRECTORATE - CHISINAU, MOLDOVA**

**SENIOR SPECIALIST - 2013 - 2014**

**SOROS FOUNDATION MOLDOVA - CHISINAU**

## **PROJECT COORDINATOR** - 2011 - 2013

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**MINISTRY OF HEALTH** - CHISINAU, MOLDOVA

## **SENIOR SPECIALIST** - 2008 - 2011

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**IMSP AMT BOTANICA** - CHISINAU, MOLDOVA

## **OBSTETRICIAN-GYNECOLOGIST** - 1995 - 2008

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Organization and medical assistance in the field of obstetrics-gynecology. Instructive-methodical activity for adolescents, international collaboration with doctors from the United States in the field of medicine and violence.

**WHO COUNTRY OFFICE** - CHISINAU, MOLDOVA

## **CONSULTANT** - 01/04/2023 - 29/12/2023

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Provide technical support to the Ministry of Health to improve the health system response to the Mass Casualties Incidents (MCI) at the national and institutional levels through fostering inter-agencies coordination and communication practices and testing the updated response mechanisms.

**WHO COUNTRY OFFICE** - CHISINAU, MOLDOVA

## **CONSULTANT** - 09/07/2021 - 19/11/2021

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Support the Ministry of Health in strengthening emergency and hospital care response in COVID-19 pandemic, improving decision making process based on evidence, regulatory framework development and further application.

**WHO COUNTRY OFFICE** - CHISINAU, MOLDOVA

## **CONSULTANT** - 07/11/2021 - 29/12/2021

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Provide technical assistance in development of unique nomenclature for hospital departments and specialty profiles and with a new regulatory document on the approval of unique nomenclature for hospital departments and specialty profiles.

**WHO COUNTRY OFFICE** - CHISINAU, MOLDOVA

## **CONSULTANT** - 27/12/2023 - 23/03/2024

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Support the Ministry of Health in performing in-depth analysis of emergency and critical care in all public hospitals, complement the self-assessment results, improve the decision-making process based on evidence, regulatory framework development and further application.

**WHO COUNTRY OFFICE** - CHISINAU, MOLDOVA

## **CONSULTANT** - 23/12/2024 - 30/01/2025

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Provided technical support to the Ministry of Health in developing the Contingency Plan to address increased patient numbers from both refugees and Moldovan citizens (left and right bank) due to the energy crisis. Conducted situational and statistical analyses on healthcare capacities, patient flows, infrastructure, and energy resilience. Coordinated with stakeholders (district hospitals, CNAMUP, Police, Customs, Bureau of Integration) to ensure operational feasibility. Prepared technical deliverables (assessment reports, readiness framework, draft/final plan) and provided recommendations to strengthen institutional preparedness, service continuity, and crisis response capacity.

## ● **EDUCATION AND TRAINING**

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2021 - CURRENT

**PHD STUDIES**, Nicolae Testemițanu State University of Medicine and Pharmacy

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**Field of study** Health and welfare

2017 - 2019

**MASTER'S IN PUBLIC HEALTH MANAGEMENT**, School of Management in Public Health, University of Medicine and Pharmacy "Nicolae Testemițanu"

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**Field of study** Health and welfare

2000 - 2002

**MASTER'S IN PUBLIC ADMINISTRATION**, Academy of Public Administration

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**Field of study** Business, administration and law

1988 - 1994

**DOCTOR OB/GYN**, State University of Medicine and Pharmacy "N. Testemițanu"

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**Field of study** Health and welfare

## ● LANGUAGE SKILLS

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Mother tongue(s): **ROMANIAN**

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
<b>RUSSIAN</b>	C2	C2	C2	C2	C2
<b>ENGLISH</b>	B2	B2	B2	B2	B2

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Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

## ● CERTIFICATIONS (last 5 years)

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Medical Korea Academy, 2024

**Hospital Management**

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**Mode of learning:** Online

USMF N. Testemițanu, 2022

**Quality Management**

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**Mode of learning:** Work Based

National Institute for Health Services Management (INMSS) , Romania, 2025

**Quality Management**

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**Mode of learning:** Online

Institute for Healthcare Improvement, Boston, USA, 14/03/2019

**BTS Collaborative Planning**

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**Mode of learning:** Work based

## ● PUBLICATIONS

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2004

**Financial Management of the Hospital,**

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**Journal Name:** INFO-MED

2004

**Financial Management of the Health System**

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**Authors:** I. Mereuță, V. Cojocaru, C. Ețco, V. Gherman, S. Lupu | **Journal Name:** InfoMed

2006

**Management in the Health System**

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**Publisher:** Epigraf S.R.L

2025

**Healthcare professionals' perception of assisted transfer of critical patients in the Republic of Moldova,**

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**Publisher:** „Gr. T. Popa” , Iasi Romania

2021

**„Structure of emergencies at the prehospital stage in Moldova from 2019-2020 years”**

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**Journal Name:** „Nicolae Testemițanu” State University of Medicine and Pharmacy Moldovan Medical Journal Nr. 4(64)

# CURRICULUM VITAE

OTGON SERGIU



PERSONAL INFORMATION	
<b>First name/Surname</b>	OTGON, Sergiu Gheorghe
<b>Address</b>	Chisinau city, Sprincenoaia street, 3G, flat 424, MD-2028
<b>Telephone</b>	Office: (+37322) 797131; Mobile: (+37379) 840453
<b>E-mail</b>	<a href="mailto:otgonsergiu@gmail.com">otgonsergiu@gmail.com</a>
<b>Date of birth</b>	November 17, 1984
<b>Gender</b>	Male

WORK EXPERIENCE		
Date	Position held	Name and address of employer
<b>February 2025-present</b>	Head of Department of analysis and planning of human resources in health	NAPH - National Agency for Public Health, 67A, Gheorghe Asachi str., Chisinau, MD-2028, Republic of Moldova Web: <a href="https://ansp.md/">https://ansp.md/</a>
<b>2018, May-2025, February</b>	Doctor specialist, Chief of the unit - human resources in health development, within the Analysis, planning and integration of services and resources in health Department	NAPH - National Agency for Public Health, 67A, Gheorghe Asachi str., Chisinau, MD-2028, Republic of Moldova Web: <a href="https://ansp.md/">https://ansp.md/</a>
<b>2018, May - present</b>	Director of the Regional Health Development Center on Human Resources for Health (RHDC in HRH)	SEEHN – South Eastern Europe Health Network Web: <a href="http://seehn.org/">http://seehn.org/</a>
<b>2015, February – 2018, May</b>	Doctor specialist, Chief of the healthcare workforce mobility evaluation unit, within the National Human Resources in Health Observatory	National Center for Health Management, Cosmescu 3 str., Chisinau, MD-2009, Republic of Moldova (merged with the NAPH in 2018)

WORK RELATED DUTIES	
Date	Information
<b>April 2015 – present</b>	Part of the unit responsible for the management of the only available online digital database on human resources in health in the Republic of Moldova – <a href="http://www.sieruss.ms.md">www.sieruss.ms.md</a> and for the process of collecting and analyzing the data related to national needs for human resources in health (including geographical and per facility distribution).
<b>08.05.2018 – present</b>	National Focal Point and Director of the Regional Health Development Center for Human Resources in Health of the South Eastern European Health Network (appointed by the Ministry of Health of the Republic of Moldova).

<b>May 2018 – present</b>	Member of the working group responsible for National Strategy on Human Resources for Health 2016-2025 implementation and evaluation. Web: <a href="https://www.legis.md/cautare/getResults?doc_id=92216&amp;lang=ro">https://www.legis.md/cautare/getResults?doc_id=92216&amp;lang=ro</a>
<b>09.07.2018 – present</b>	National Authority and the Focal Point for the WHO Global Code of Practice on the International Recruitment of Health Personnel (“the Code”). Responsible for the country online reporting on NRI 2018, NRI-2021, and NRI-2024 country reporting to WHO on “the Code”, SOWN-State of the world’s nursing report (2020, 2025), SOWM- State of the world’s midwifery report (2021).
<b>January 2019 – present</b>	Country focal point for NHWA (National Health Workforce Accounts).
<b>2019 – 2021</b>	Member of the Moldovan Health Technology Assessment pilot study - joint exercise with the Norwegian Institute of Public Health (NIPH) on “What is the effectiveness of breast cancer screening?” Web: <a href="https://ansp.md/wp-content/uploads/2023/11/HTA_NAPH_2021_En.pdf">https://ansp.md/wp-content/uploads/2023/11/HTA_NAPH_2021_En.pdf</a> HTAi Low Income and Lower Middle-Income Country Member (2019-2020)
<b>2019, 2021</b>	Local co-organizer for TAIEX workshop in the Republic of Moldova with the topic “Working time and nursing in SEEHN states” – 16-17 May 2019 and “Coping with non-communicable diseases (NCDs) in the nursing and midwifery workforce in the SEEHN Member States” – 25-26 November 2021
<b>March 2023 - present</b>	Participant in the WHO/NHS Action learning programme „Working for Health 2030: Building Health Workforce Leadership”.
<b>2021-2023</b>	Member of the country partner team in the OASES project – “Promoting evidence-based reforms on medical deserts”. Web: <a href="https://oasesproject.eu/">https://oasesproject.eu/</a>
<b>2021-2022</b>	Member of the country partner team in the AHEAD project – “Action for Health and Equity – Addressing medical deserts”. Web: <a href="https://ahead.health/">https://ahead.health/</a>
<b>2023, January-present</b>	Member of the National Working Group responsible for the national legislation alignment to the EU <i>acquis</i> (on professional recognition of healthcare workers, and on healthcare statistics)
<b>September 2023 - present</b>	National coordinator of the ESPAD 2024 survey in the Republic of Moldova <a href="http://www.espad.org/">http://www.espad.org/</a>

#### MAIN EDUCATION

Date	Qualification	Name and address of the institution
<b>2021-2023</b>	Master of Public Health Management (post-graduate degree, M.P.H. in Health & health sciences)	School of Public Health Management, State Medical and Pharmacy University of Moldova “Nicolae Testemițanu”, MD-2004, Chișinău city, bd. Ștefan cel Mare și Sfint, 165; Republic of Moldova Web: <a href="https://sph.md/">https://sph.md/</a>
<b>2009 - 2013</b>	Postgraduate education 2 <sup>nd</sup> cycle Ear-Nose-Throat specialist (M.B.B.S in Health & health sciences)	State Medical and Pharmacy University of Moldova “Nicolae Testemițanu”, MD-2004, Chișinău city, bd. Ștefan cel Mare și Sfint, 165; Republic of Moldova Web: <a href="https://usmf.md/en">https://usmf.md/en</a>

<b>2003 - 2009</b>	Medical doctor, (in the field of: Medicine, Health & health sciences. Specialist in: General Medicine)	State Medical and Pharmacy University of Moldova “Nicolae Testemițanu”, MD-2004, Chișinău city, bd. Ștefan cel Mare și Sfânt, 165; Republic of Moldova Web: <a href="https://usmf.md/en">https://usmf.md/en</a>
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<b>POSTGRADUATE EDUCATION AND TRAINING</b>		
<b>Date</b>	<b>Information</b>	<b>Name of the organization</b>
<b>2025, November</b>	WHO/Europe’s Executive Course in HRH Leadership and Management to focus on Eastern Partnership countries	WHO Europe
<b>2025, February</b>	The Transposition of the EU system for the recognition of professional qualifications for medical professions	EC TAIEX
<b>2024, October</b>	“Lisbon addictions24: Empowering the workforce of the future” conference participant	EUDA/EMCDDA
<b>2024, May</b>	The Inter-Governmental Learning Exchange to Advance Data-Driven Decision Making (I-LEAD) training	U.S. CDC EECA region office
<b>2024, March</b>	"Access to information. Providing the information of public interest: procedures and legal norms" e- course	Institute of public administration, State University of Moldova
<b>2024, February</b>	"Diaspora, migration, development and reintegration" e-course	Institute of public administration, State University of Moldova
<b>2023, July</b>	„Health Technology Assessment (HTA) use in assuring universal health coverage in Republic of Moldova”	WHO Country office for Moldova
<b>2023, June</b>	"Development of digital solutions and health system's capacity building in telemedicine and e- prescription”	WHO Country office for Moldova
<b>2023, April</b>	The Fifth Global Forum on Human Resources in Health (online participation)	WHO
<b>2022, October</b>	1."Dashboard Excel" training 2."Diagrams, Tables, Reports" training	School of Business Communication, Republic of Moldova
<b>2021, December</b>	“WHO workshop on HRH data collection and informational systems and planning tools”	WHO Country office for Moldova
<b>2021, November</b>	Multi-country Workshop on Coping with NCDs by Strengthening and upgrading the Capacity of Nursing and Midwifery Workforce in the SEEHN Member States”	EC TAIEX (in cooperation with SEEHN)

<b>2019, October</b>	Systematic review selection and assessment training exercise	NIPH (Norwegian Institute of Public Health)
<b>2019, October</b>	EU Twinning Project MD13 ENPI JH0317 (MD/29) "Personal data processing in the field of human resources" training	National Institute of Metrology, Republic of Moldova
<b>2019, June</b>	HTAi 2019 Annual Meeting (sessions: 1) „Health Economics: Everyone's an economist, they just don't know it”, 2) „The GRADE approach to evaluating the certainty of evidence within health technology assessment”, 3) „HTA: Introduction to health technology assessment”	HTAi, Keln, Germany
<b>2018</b>	Introduction on HTA;	On site course within the NAPH, provided by NIPH experts from Norway;
<b>2017</b>	1. “Strategic Management” - 125 hours course; 2. “Management of health services” - 125 hours course	State Medical and Pharmacy University of Moldova “Nicolae Testemițanu”, MD-2004, Chișinău city, bd. Ștefan cel Mare și Sfint, 165; Republic of Moldova Web: <a href="https://educatiecontinua.usmf.md/ro">https://educatiecontinua.usmf.md/ro</a>
<b>2015</b>	SIERUSS advanced user training	National Center for Health Management, Cosmescu 3, street, Chisinau, MD-2009, Republic of Moldova

### COMMUNICATION SKILLS

<b>Mother tongues</b>	Romanian, Russian
<b>Other languages</b>	English*

\*Self-assessment of English language knowledge

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction		Writing	
C2	Proficient user	C2	Proficient user	C2	Proficient user

### ADDITIONAL INFORMATION

<b>Social skills and competences</b>	Excellent communication skills and team-oriented thinking. Advanced capacities in work organization, prioritizing activities and keeping necessary timeframes. Achieving the aim is always my priority.
<b>Computer skills and competences</b>	Advanced user (Word, Excel, PowerPoint, Web surfing etc.)
<b>Driving license</b>	Yes, category B
<b>Other</b>	1) Ministry of Health “Achieving high standards in work” diploma (08.06.2017); 2) Ministry of Health “Achieving high standards in work” diploma (17.06.2020).

## CURRICULUM VITAE

### Personal information:

Name: Oleg Hincu

Place of Residence: Chisinau city, Republic of Moldova

Contact details: +373 69239666; +40 757121944; [oleg.hincu@gmail.com](mailto:oleg.hincu@gmail.com)

Nationality: Republic of Moldova and Romanian



### Education:

<i>Institution (Date from - Date to)</i>	<i>Degree(s) or Diploma(s) obtained:</i>
"Nicolae Testemitanu" State University of Medicine and Pharmacy of the Republic of Moldova (2002 – 2006)	Diploma of License Degree - Postgraduate residency studies in internal medicine
Moldovan State University (2002 – 2006)	Diploma of Licentiate - University Higher Education in Law
"Nicolae Testemitanu" State University of Medicine and Pharmacy of the Republic of Moldova (1996 –2002)	Diploma of University Higher Education in General Medicine

### Most important trainings:

- ✓ September 2025: [NRC Hostile Environment Individual Security Training](#). Norwegian Refugee Council.
- ✓ January – April 2025: [Power BI Data Analyst](#). Microsoft & Coursera Professional Certificate.
- ✓ February – April, 2025: [PMI-PMP® Certification Training Course \(Project Management Professional\)](#). LearnKartS & Coursera Specialization.
- ✓ March – April 2025: [Business Intelligence \(BI\) Analyst](#). IBM & Coursera Courses.
- ✓ April 15 – May 12, 2023: Course offered on OpenWHO.org (Health Emergencies Programme): [Supporting the development of Pandemic Fund proposals](#). World Health Organization.
- ✓ January 23 – May 20, 2017: "[Certified Management Consultant \(CMC\)](#)" - international Certificate issued by the Austrian Branch of International Council of Management Consulting Institutes.
- ✓ March 3 – November 19, 2016: [Certified Mediator](#), issued by Ministry of Justice and [full Mediation initial training course](#) at Pedagogical University, Moldova.
- ✓ 2008 – 2012: [PhD candidate Certificate in Health Management](#). "Nicolae Testemitanu" State University of Medicine and Pharmacy of the Republic of Moldova.
- ✓ 2009 – 2011: [PhD student Certificate in Health Laws](#). University of Montpellier 1, France.
- ✓ 2005 – 2006: [Certificate of participation in Master courses in Public Health Management](#). Francophone Institute of Business Administration, Bulgaria, and Nantes Université, France.

### Language skills:

Mother tongue: **Romanian**

Other languages:

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	B2	C1	B2	B2	C1
French	B2	C1	B2	B2	C1
Russian	C2	C2	C2	C2	C2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user  
Common European Framework of Reference for Languages

Personal skills are listed in LinkedIn account: <https://md.linkedin.com/in/oleg-hincu-9a016a17> (additional to the below work experience).

**Professional experience** (long-term consultancy positions & services):

<b>Date from - Date to</b>	<b>Client</b>	<b>Reference person</b>	<b>Position &amp; Project</b>	<b>Description</b>
14 August 2025 – 30 April, 2026	Palladium International LLC, USA	Nicole Ross Judice, Director, Global Health <a href="mailto:nicole.judice@thepalladiumgroup.com">nicole.judice@thepalladiumgroup.com</a>	Implementation and Operations Lead, <a href="#">Meeting Targets and Maintaining Epidemic Control (EpiC) Project</a> (part-time & remote)	Implementation of all required measures, in compliance with local and U.S./international requirements, for the <a href="#">launch of the EpiC Moldova project</a> . In the short term, contribute to establishing and reinforcing intergovernmental coordination and bilateral cooperation mechanisms in line with the <a href="#">Global Health Strategy</a> priorities (Goal 3), ensuring efficient data sharing and preparedness for public health emergencies. Provide technical and analytical support to strengthen the Public Health Emergency Operations Center in Moldova. Lead the development of data dashboards, and standard operating procedures for real-time decision-making and health security monitoring.
October 2024 – February, 2025			Coordinator for the <a href="#">Global Health Program Evaluation, Analysis, Research, and Learning (GH PEARL) USAID Project</a> (full-time)	Coordinated the capacity-strengthening activities for the users of the <a href="#">Child Protection Information System</a> (CPIS), including the co-development of the training curriculum for CPIS users (case managers and administrators) and the co-delivery of training courses and mentorship to CPIS users in close collaboration with the Advisor on Digitalization Solutions. Led the institutionalization of the CPIS Governance Strategy and updated the strategy as needed. Measured CPIS performance based on KPIs to identify areas for improvement. Updated and enhanced the CPIS reporting and analytics module to visualize data in MS Power BI on alternative care for children in adversity, using information collected through the statistical e-form (KoboToolbox) and the performance indicators tool (via Google Sheets).
June 2022 – September 2024		Mrs. Camelia Gheorghe, Project Director <a href="mailto:camelia.gheorghe@thepalladiumgroup.com">camelia.gheorghe@thepalladiumgroup.com</a> or <a href="mailto:gh_camelia@yahoo.com">gh_camelia@yahoo.com</a>	Refugee Assistance Coordinator, <a href="#">Data for Impact (D4I), USAID Project</a> (full-time)	Provided comprehensive management, oversight, and coordination of D4I's refugee response activities in Moldova, ensuring timely completion of deliverables. Key duties included recruiting and managing staff/consultants, fostering and maintaining productive working relationships, serving as a liaison between D4I and other entities, and participating in international coordination meetings, reporting back critical discussion points to D4I staff. <a href="#">Analyzed refugee crisis data and trends</a> to anticipate and address emerging needs alongside the team. Ensured data analytics and visualizations were accessible in <a href="#">Data Review Rooms</a> at both central/ministerial and local/district levels and drafted guidance documents for further use. <a href="#">Supported central and local authorities</a> in utilizing Data Review Rooms, offering mentorship in data analytics and MS Power BI, in close collaboration with the Advisor on Digitalization Solutions. Managed project data and collaborated with local subcontractors for logistical organization. Regularly reported on project activities, authored activity updates, and drafted programmatic reports demonstrating progress.
February 2020 – May, 2022			M&E Associate for <a href="#">Data for Impact (D4I), USAID Project</a> (part-time)	Supported the implementation of D4I initiatives in Moldova as a seconded advisor by providing ongoing technical assistance and mentoring to the <a href="#">National Social Assistance Agency</a> (NSAA) and <a href="#">Territorial Social Assistance Structures</a> (TSAS) to enhance <a href="#">M&amp;E capacity related to child protection and care</a> . Delivered hands-on M&E mentorship per the D4I support plan in collaboration with NSAA, including videoconference sessions for TSAS staff as needed. Co-facilitated training for NSAA staff on data analysis, reporting, and visualization, contributing to three TSAS data analysis courses tailored to priority learning needs at the subnational level (validated by select TSAS). Provided input to the annual NSAA & TSAS capacity strengthening report. Assisted activity leads with budget projections and monitored activity spending.

<p>April 2015 – May 2021</p>	<p>Ministry of Health, Labour and Social Protection (MoHLSP), Republic of Moldova</p>	<p>Mr. Volkan Cetinkaya, TTL, <a href="mailto:vcetinkaya@worldbank.org">vcetinkaya@worldbank.org</a></p> <p>Mrs. Tatiana Zatic, State Secretary, <a href="mailto:tatiana.zatic@ms.gov.md">tatiana.zatic@ms.gov.md</a> or <a href="mailto:tzatic@mail.ru">tzatic@mail.ru</a></p> <p>Mr. Ilie Volovei, Health Economist at The World Bank, <a href="mailto:ivolovei@worldbank.org">ivolovei@worldbank.org</a></p>	<p>Coordinator and M&amp;E Consultant (part-time) for Health Transformation Operation (Technical Assistance &amp; Budget Support), funded by World Bank (P144892)</p>	<p>Oversaw daily implementation of the Health Transformation Operation (P144892), emphasizing monitoring and evaluation to ensure timely activity completion per the Financing Agreement between the Republic of Moldova and the International Development Association (IDA). Coordinated efforts with various stakeholders, including health institutions, government bodies, NGOs, and international organizations. Developed Terms of Reference (ToR) for technical assistance, prepared regular reports, and updated the Project Implementation Plan. Organized Steering Committee meetings and coordinated the work of contracted consultants. Provided additional technical support, contributing to project activities as required by Ministry representatives, including procurement processes. <b>The Operation consists of the following selected Subprograms, Activities, and Disbursement Linked Indicators:</b> 1. Policies and Management in Health Care (Formulation of health policy and strategy, including Health development strategy for 2008-2017 amendment); 2. Management of the Health Insurance Fund (Carrying out a DRG costing exercise, and Contracting health providers for the provision of services); 3. Primary Care Services (Implementation of the revised performance-based incentives scheme in primary care and a manual of quality; Revision of the out-patient drug benefit package with regard to anti-hypertensive drugs, including support for Primary Health Care Information System in close collaboration with the IT Expert); 4. In-patient Care (Implementation of a performance-based incentive scheme to improve efficiency and quality of care services in all public hospitals; Restructuring the business processes and workflows for hospitals under common management); 5. National Special Health Programs (Tobacco Control Program implementation and the household surveys using STEPS methodology). Fulfilling other technical tasks and contributing to project initiation as required. Coordinated the preparation and implementation of a new <b>World Bank project for the COVID-19 emergency response</b> (Agreement signed on April 28, 2020, with implementation ongoing until March 2024). The project (P173776) includes activities focused on developing a training package to strengthen human resource capacities among public health personnel, as well as assessing and enhancing the capabilities of Points of Entry (PoE). From 2020 to 2021, my work adhered to the standards and guidelines of the International Health Regulations (IHR 2005), Moldova’s 2018 Joint External Evaluation (JEE), the 2019 National Bridging Workshop on IHR &amp; PVS, the 2020 COVID-19 Intra-Action Review, the 2019-2020 State Party Self-Assessment Annual Report (SPAR), and the IHR Monitoring &amp; Evaluation Framework.</p>
<p>October 2013 – May 2018</p>	<p>National Association for Palliative Treatment (NGO)</p>	<p>Mr. Valerian Isac, President, <a href="mailto:valeriu.isac@gmail.com">valeriu.isac@gmail.com</a></p>	<p>Coordinator and M&amp;E Consultant for 7 Projects funded by the Soros-Moldova Foundation (part-time &amp; remote)</p>	<p>Managed multiple palliative care projects, focusing on project implementation and the procurement process, with an emphasis on monitoring and evaluating project impact. Organized public debates, drafted legal documents, and produced required reports. Coordinated a national working group and led the final project evaluation, culminating in the Implementation Completion and Results Report. Projects encompassed components such as Costing for Change, legal framework modifications, the development of a National Palliative Care Program, advocacy strategy formation, enhanced access to opioid medications for pain management, establishment of a palliative care education center, sustainable funding solutions for palliative care services, and development of national palliative care protocols and standards. Delivered specialized technical assistance in drafting the regulation (<b>Government decision</b>) concerning the organization and operation of palliative care services, incorporating defined quality standards.</p>

November 2014 – October 2015	Ministry of Labour, Social Protection and Family, Republic of Moldova	Mrs. Ruxanda Glavan, Former Minister, <a href="mailto:ruxandaglavan@gmail.com">ruxandaglavan@gmail.com</a>	Consultant for support in establishing the <a href="#">National Social Assistance Agency (NSAA)</a> (part-time)	Conducted a legal review and assessed the capacity of territorial social assistance structures within World Bank’s “Strengthen the Effectiveness of the Social Safety Net RBF SIL” Project ( <a href="#">P120913</a> ). Supported the Ministry of Labour, Social Protection, and Family (MoLSPF) in establishing and registering the NSAA’s legal framework, including organizational structure and staffing plans. Assessed and projected the agency’s annual budget requirements, covering administration, maintenance, and training. Evaluated training needs and analyzed the agency’s capacity to deliver necessary training. Assisted in the development and approval of annual plans. The NSAA was successfully established in 2016, with financial support from the <a href="#">World Bank Strengthen the Effectiveness of the Social Safety Net RBF SIL Project (P120913)</a> .
March 2009 – August 2014	Ministry of Health (MoH), Republic of Moldova	Mr. Andrei Usatii, former Minister, <a href="mailto:andreimd@yahoo.com">andreimd@yahoo.com</a>  Mr. Paolo Carlo Belli, The World Bank, former Program Leader, <a href="mailto:pbelli1@worldbank.org">pbelli1@worldbank.org</a>	Coordinator/M&E Consultant; Hospital sector Consultant; Public-Private Partnership Consultant for <a href="#">Health Services and Social Assistance Project</a> , funded by World Bank,	Coordinated the day-to-day implementation of health sector projects, ensuring compliance with World Bank and national regulations. Oversaw project planning, budgeting, procurement, and monitoring and evaluation in line with Financing Agreements ( <a href="#">P095250</a> ). Led coordination across government institutions, health facilities, NGOs, and international organizations to ensure timely achievement of project objectives. Prepared Terms of Reference, financial forecasts, progress and completion reports, and contributed to project evaluations and missions conducted with the World Bank. Organized Steering Committee meetings, coordinated local and international consultants, and supervised procurement and contract implementation. Developed and updated the Project Implementation Plan and Operational Manual, monitored performance indicators, and prepared risk analyses and mitigation measures. Supported the Ministry of Health in capacity development, data-driven decision-making, intergovernmental collaboration on health reforms and ensured visibility of <a href="#">project activities</a> . Contributed to the design and implementation of <a href="#">Moldova’s first Public-Private Partnership (PPP)</a> in the hospital sector, implemented by International Financing Corporation (IFC) and assisted in preparing the new World Bank Health Sector Reform Project signed in July 2014. The projects supported the following components: (1) Capacity development and regulation (PPP, National Health Accounts), (2) Health care financing and provider payment (DRG-based payment system), (3) Primary health care development (construction of health centres, operational guidelines), (4) Hospital modernization and planning (National Hospital Master Plan, feasibility studies), and (5) Social assistance and welfare (analytical studies and IT system improvements). Collaborated with other project funded by <a href="#">European Commission – through the Neighbourhood Investment Facility (NIF)</a> , and <a href="#">Council of Europe Development Bank (CEB)</a> in order to build a new surgical block at Republican Clinica Hospital.
July 2010 – November 2011	Ministry of Health of the Republic of Moldova	Mrs. Ana Maria Mihaescu, ex-Representative for Europe, <a href="mailto:amihaescu@ifc.org">amihaescu@ifc.org</a>	Part-time Client Representative for <a href="#">Agreement between Ministry of Health and International Finance Corporation</a>	Represented the client (Ministry of Health) in managing the first Public-Private Partnership (PPP) project in Moldova. Responsibilities included overseeing prequalification selection, developing bidding documents, organizing pre-bid meetings, evaluating bids, and negotiating the PPP contract. Organized a national working group on PPP and coordinated activities across stakeholders. <a href="#">The PPP Agreement was successfully signed in November 2011.</a>
September 2008 – February 2010	School of Public Health, Moldova	Mr. Oleg Lozan, director, <a href="mailto:sph@usmf.md">sph@usmf.md</a>	University Lector (part-time)	Developed and taught the “Hospital Services Management” module for the School of Public Health’s master’s program, enhancing the knowledge and skills of health managers to meet the long-term needs of healthcare providers.

May 2007 – November 2008	Ministry of Health of the Republic of Moldova	Mrs. Larisa Catrinici, former Minister, <a href="mailto:larisa.catrinici@usmf.md">larisa.catrinici@usmf.md</a>	Head of Hospital Care Division, Deputy head of Individual Medical Services, and of Medical Technologies Departments (full-time)	Led the planning and organization of hospital care, performing in-depth analyses of the hospital sector using health statistics. Oversaw monitoring and evaluation of health impacts and managed public procurement for goods, services, and civil works. Coordinated activities with international donors and consultants to ensure high-quality deliverables. Developed progress and analytical reports, contributed to legal and normative documents, and implemented strategies and programs in the hospital sector and health emergency response. Performed data analysis using spreadsheets (Excel), databases (SQL), and statistical software (SPSS). Contributed to the launch of home and palliative care reforms by developing draft policy documents, including a Concept with Action Plan and Regulation for Home and Palliative Care. Coordinated the drafting process and ensured alignment with M&E protocols.
October 2006 – May 2007	National Centre for Health Management	Mr. Mihai Ciocanu, former Director, <a href="mailto:mihai.ciocanu@gmail.com">mihai.ciocanu@gmail.com</a>	Scientific assistant (full-time)	Conducted complex analyses of the hospital and primary health sectors, including health emergencies, based on statistical data. Managed health impact monitoring and evaluation, collaborating with local and international consultants to ensure quality deliverables. Developed progress and analytical reports and contributed to legal and policy documents, including national strategies and programs under the National Health Policy.
2002 - 2006	“Nicolae Testemitanu” State University of Medicine and Pharmacy of the Republic of Moldova		Resident in Internal medicine (full-time)	Gained comprehensive knowledge and hands-on experience in internal medicine as a resident physician at the Cardiology Institute, Republican Clinical Hospital, and Military Institute “Alexandru cel Bun”. Completed a one-year probation period specializing in military medicine and health emergency response.

**Professional experience** (a series of short-term consultancy services):

November – December 2025	IP “UCIMPS DS”	Mr. Alexandr Dascalov, Tb Coordinator, <a href="mailto:adascalov@ucimp.md">adascalov@ucimp.md</a>	Consultant for Reform Agenda (Reform 4.6.17–18 – “Improving the Quality of Health Service Delivery”)	Defined the strategic scope and analytical framework for the development of the national Hospital Master Plan, including a review of health sector reforms, regulatory context, and existing planning initiatives. Coordinated with the Ministry of Health and key stakeholders to align the Hospital Master Planning initiative with ongoing reforms; <b>designed the terms of reference and deliverables for the 2026 project phase</b> ; and initiated the design of hospital network, human resources, financial performance, and demographic mapping to support evidence-based health system planning.
May, 2025 – November 21, 2025	National Center for Child Abuse Prevention (CNPAC)	Mrs. Irina Sandu <a href="mailto:isandu@cnpac.md">isandu@cnpac.md</a>	Project Coordinator & M&E Consultant (both part-time & remote position)	Coordinated the implementation of <b>project activities funded by the Soros Foundation</b> , ensuring alignment with CNPAC’s strategic objectives. Oversaw planning, budgeting, and reporting processes, facilitated communication between partners, and monitored progress toward project outcomes. Also, for a <b>project funded by the Norwegian Refugee Council (NRC)</b> , I have developed and implemented comprehensive M&E frameworks and methodologies aligned with organizational and donor requirements; designed performance indicators and data collection systems to measure project results and impact; supervised data collection, analysis, and reporting processes; prepared periodic performance reports and contributed M&E findings to donor reports; conducted field monitoring visits to ensure data quality and timely collection; provided training and mentorship to staff; engaged stakeholders to improve processes; and ensured compliance with ethical standards and internal policies.

February – March, 2025	<a href="#">UNFPA Moldova Country Office</a>	Mrs. Olga Chisica, <a href="mailto:chisca@unfpa.org">chisca@unfpa.org</a>	Consultant to Provide Digital Skills Training Seminars on Kobo Toolbox and Power BI (part-time & remote)	Conducted a training needs assessment (TNA) for approximately 100 public servants to evaluate their <a href="#">knowledge of KoboToolbox and Power BI</a> , categorizing them into up to four groups based on the assessment results. Designed a detailed training plan and curriculum tailored to the needs of social workers. Developed practical Standard Operating Procedures (SoPs), useful materials, hands-on exercises, and case studies. Delivered comprehensive and practical training on KoboToolbox for data collection, survey design, data management, and reporting, as well as on Power BI for data visualization, analysis, and dashboard/report creation. Provided post-training support to participants to address encountered challenges.
October, 2024	<a href="#">Moldova WHO CO</a>	Dr. Vlad Mixich, Technical Officer	Consultant on healthcare statistical data (remote)	Provided technical editing for documents prepared by the Ministry of Health (MoH) related to healthcare statistical data reporting under <a href="#">Chapter 18 of the EU screening agenda</a> .
April-May, 2023	<a href="#">Moldova WHO Country Office (CO), Chisinau</a>	Dr. Stela Gheorghita, NPO, Country Preparedness and IHR World Health Organization Regional Office for Europe Country Office in the Republic of Moldova <a href="mailto:gheorghitas@who.int">gheorghitas@who.int</a> Mr. Ilie Volovei, Health Economist at The World Bank, <a href="mailto:ivolovei@worldbank.org">ivolovei@worldbank.org</a>	Consultant to support the development of <a href="#">Pandemic Fund (PF) Proposal for Republic of Moldova</a> (part-time & remote Emergency Contract)	Following the standards and guidelines provided by the International Health Regulations (IHR 2005); Moldova's 2018 Joint External Evaluation (JEE); the 2019 National Bridging Workshop on IHR & PVS; the 2020 Country COVID-19 Intra-Action Review; the 2022 State Party Self-Assessment Annual Report (SPAR); the 2022 Global M&E COVID-19 Framework; the 2023 approved Multisectoral National Action Plan for Health Security (NAPHS); WHO's National Action Plan for Health Security 2022-2026; and the One-Health Joint Plan of Action 2022-2026, I analyzed the required information from the Republic of Moldova and gathered relevant documentation in collaboration with the WHO Country Office, considering the geopolitical context. I coordinated inputs for the <a href="#">Pandemic Fund (PF) proposal</a> , focusing on areas such as immunization, narrative proposals with operational actions, scorecard assessments, and the results/accountability framework (who, what, where) based on a template provided by the World Bank. Half of the amount allocated to Moldova was provided as a grant under the Moldova Modernization and Improvement of Rehabilitation Services Project ( <a href="#">P180306</a> ), which was carried out in parallel with the World Bank team. Throughout the consultancy, I managed the PF proposal process to ensure that the Republic of Moldova submitted a reviewed PF proposal. I collaborated with technical units and the CPI Programme area within the WHO European Regional Office to maintain coherence and consistency in the PF proposals. I also coordinated a multistakeholder platform established in Moldova to secure input for the PF proposal from a diverse range of stakeholders (including other implementing entities, government, CSOs, etc.). Finally, I reviewed the PF proposal pre-submission to the World Bank, ensuring consistency, logic, and alignment with technical unit input and the PF results framework.
May – December 2021	<a href="#">Trimbos Moldova (NGO), Republic of Moldova</a>	Ms. Victoria Condrat, <a href="mailto:victoria.condrat@trimbos.md">victoria.condrat@trimbos.md</a>	Drafting of the <a href="#">Mental health national program</a> (part-time & remote)	Conducted a comprehensive analysis of issues and relevant information essential for the <a href="#">development of the national mental health program</a> . Defined program goals by assessing authorities' responses to identified problems and their root causes. Established specific objectives, measures, actions, expected outcomes, progress indicators, deadlines, and assigned responsibilities. Drafted the initial version of the national mental health program.
December 2020	<a href="#">HelpAge International</a>	Cristina Railean, <a href="mailto:cristina.railean@helpage.org">cristina.railean@helpage.org</a>	<a href="#">National health strategy 2030</a> development	Conducted an in-depth analysis of challenges and essential information to <a href="#">support the development of the National Health Strategy 2030</a> , focusing on the Healthy Aging component. This work was part of the "Integrating Active Aging into Public Policies" project, funded by international donors.

November 2019 – January 2020	PAS Center (NGO), Republic of Moldova	Mrs. Lucia Pîrțînă, Project Coordinator, <a href="mailto:lucia.pirtina@pas.md">lucia.pirtina@pas.md</a>	Final Evaluation of the World Bank's "Implementing Participatory Social Accountability for Better Health" Project (P150873)	Developed a detailed methodology for the final evaluation, incorporating causal analysis to effectively address key evaluation questions. Conducted data collection through focus groups, individual interviews, and additional relevant methods. Assessed the impact of this World Bank-funded "Implementing Participatory Social Accountability for Better Health" Project (P150873), evaluating achievements across project management, activity execution, aid coordination, and partnership engagement with other stakeholders.
September – November 2019	Uzbekistan WHO Country Office, Tashkent	Dr. Lianne Kuppens, WHO Representative and Head of Country Office in Uzbekistan <a href="mailto:ghitiuv@who.int">ghitiuv@who.int</a>	External Evaluator for identification of several health facilities for providing services to the UN staff and their families	Conducted an evaluation, focusing on human resources and health emergency preparedness, to identify national and private healthcare facilities capable of providing quality health services to UN staff and their families in Uzbekistan, including in emergency situations. Developed evaluation standards and criteria, covering medical personnel and emergency response capabilities. Collaborated closely with the Ministry of Health (MoH) to identify facilities meeting these standards. Performed a rapid assessment and recommended suitable facilities for UN agencies in Uzbekistan.
October 2019	Trimbos Moldova (NGO)	Ms. Victoria Condrat, <a href="mailto:victoria.condrat@trimbos.md">victoria.condrat@trimbos.md</a>	Consultant for mental health policy development (part-time & remote)	Analyzed key issues and relevant information for drafting a health strategy focused on mental health as part of the "Support for the Reform of Mental Health Services" project, funded by the Swiss Agency for Development and Cooperation.
October 2019	EcoContact NGO, Republic of Moldova	Natalia Guranda, <a href="mailto:natalia.guranda@ecocontact.md">natalia.guranda@ecocontact.md</a>	Consultant for informative booklet development (part-time & remote)	Conducted an in-depth analysis of the local context to develop an informative booklet on the toxicity, mechanisms, and health effects of heavy metals. This work was part of the "Initiation of the Waste Management Process in the Ramsar Area" project, funded by Austrian Development Cooperation.
July 2018 – January 2019	Medglobalfarm Ltd., Chisinau	Mr. Boris Granaci, General Director	Consultant for Private Medical Center Business Plan Development	Developed a comprehensive business plan for the construction, equipping, and operation of a private medical center in the Chisinau region. This plan served as a strategic guide for planning and decision-making concerning future capital investments in healthcare service provision.
November – December 2018	Early Childhood Intervention Centre Voinicel	Mrs. Daniela Bordeianu, Executive Director <a href="mailto:voinicel@usmf.md">voinicel@usmf.md</a>	External evaluator for Strategy implementation assessment (part-time)	Conducted an in-depth analysis of challenges and information provided by client representatives, along with a review of internal documents and reports. Developed a final evaluation report assessing the implementation of the strategy.
April – November 2018	Trimbos Moldova	Ms. Victoria Condrat, Executive Manager <a href="mailto:victoria.condrat@trimbos.md">victoria.condrat@trimbos.md</a>	Local Consultant for mental health public policy proposal development (part-time & remote)	Analyzed issues and essential information for the development of a public policy proposal (PPP) within the "Support for the Reform of Mental Health Services" project, funded by the Swiss Agency for Development and Cooperation. Defined objectives by assessing authorities' responses to identified problems and their root causes. Proposed three options, including a "status quo" scenario, to address the issue and achieve established goals. Evaluated the options' strengths, weaknesses, costs, benefits, impacts, and associated risks.

September – October 2017	<b>CRE D Foundation</b> (NGO), Republic of Moldova	Mrs. Ala Curteanu, President, <a href="mailto:ala.curteanu@viatan.md">ala.curteanu@viatan.md</a>	Consultant for Health Profiles Assessment within <b>Healthy Life Project</b> (part-time)	Evaluated existing health profiles in alignment with Ministry of Health (MoH) and WHO guidelines. Conducted a methodological analysis, identifying strengths and obstacles. Compiled a list of relevant indicators and conducted a comparative assessment. Provided recommendations to adapt health profiles within the “Viatasan” Project, funded by the Swiss Agency for Development and Cooperation.
May – June 2016	<b>Imunotehn omed Ltd.</b> , <b>MedExpert</b> , Chisinau	Mr. Sergiu Rata, Director, <a href="mailto:sergiu.rata@imunotehnomed.md">sergiu.rata@imunotehnomed.md</a>	Consultant (part-time) for <b>Specialized Private Medical Centre Business Plan Development</b>	Developed a business plan for the construction, equipping, and full operation of a private medical center in Cahul, aimed at serving the South region’s 500,000 inhabitants. This plan guided strategic planning and decision-making for future capital investments in healthcare provision. The Cahul Private Medical Centre successfully opened in 2018.
October – December 2014	Health Strategies and Policies Centre	Mrs. Inga Pasescic, <a href="mailto:inga_pasescic@yahoo.com">inga_pasescic@yahoo.com</a>	Trainer for the trainers in <b>health promotions, among medical and teaching staff</b>	Developed a health promotion module for medical and teaching staff as part of the "Say YES to Your Health" project, funded by the National Health Insurance Company. Conducted train-the-trainer sessions to enhance health promotion knowledge and teaching skills among medical and educational professionals in rural areas.
September – December 2014	<b>Soros-Moldova Foundation</b> (NGO), Chisinau	Mrs. Liliana Gherman, Coordinator, <a href="mailto:lgherman@soros.md">lgherman@soros.md</a>	Consultant for palliative care public policy proposal development (part-time & remote)	Conducted a thorough analysis of issues and relevant information necessary for developing a public policy proposal (PPP) in palliative care. Defined program goals by assessing authorities' responses to identified problems and their causes. Proposed three options, including a “status quo” scenario, to address the issue and meet established objectives. Evaluated the strengths, weaknesses, costs, benefits, impacts, and implementation risks of each option.
October – December 2014	Regional Development & European Integration Agency NGO, Ungheni	Mrs. Eudochia Viziru, President, <a href="mailto:adrieu.org@gmail.com">adrieu.org@gmail.com</a>	Consultant for practice guideline development in the emergency situations and occasions for the Ungheni district population	Conducted a detailed analysis of the local context and risk landscape. Assessed the capacity of health, military, and police territorial structures. Developed a practice guideline for emergency situations aimed at the Ungheni district population, addressing rapid response to cross-border challenges as part of the EU’s Joint Operational Program for Romania-Ukraine-Republic of Moldova. Facilitated capacity-building initiatives for local and community stakeholders.
May 2013 – February 2014	Denlenmed Ltd., Cantemir and Cahul, Moldova	Alexei Negru, <a href="mailto:anegrua@mail.ru">anegrua@mail.ru</a>	Consultant for Business Plans Development (part-time & remote)	Developed two detailed business plans: (i) for breeding and selling chinchillas under the PARE 1+1 Program requirements, and (ii) for constructing, equipping, and operating a private medical center in a rural area serving 11,000 residents. Both businesses were successfully launched between 2015 and 2016.
May – November 2012	AV-Macrocom Ltd., Republic of Moldova	Mr. Veselin Rodideal, director <a href="mailto:vr@alta-vista.md">vr@alta-vista.md</a>	Trainer for Government e-Transformation Project (part-time)	Developed and delivered training modules for the Governance e-Transformation Project, funded by the World Bank. Courses covered Project Management, Procurement Management, Contract Management, and Monitoring & Evaluation.

October – November 2011	Balti Municipal Hospital	Director of Balti MH	Consultant for Feasibility Study Development (part-time & remote)	Developed a feasibility study in accordance with the Public-Private Partnership (PPP) Law No. 179, dated 10.07.2008. This study served as a guide for PPP implementation, which was <a href="#">initiated by the Public Authority in 2014</a> .
November 2011	STUDIO 74 Ltd., Republic of Moldova	Stefano Ferretti. Director, <a href="mailto:s.ferretti@studio74.eu">s.ferretti@studio74.eu</a>	Consultant for preparing a review of the existing health care system (part-time & remote)	Conducted a review of the existing healthcare and private hospital sectors in Moldova, analyzing opportunities for new hospital construction and collaboration with the National Health Insurance Company, including potential Public-Private Partnerships (PPPs). Studied the Moldovan hospital care market, synthesized lessons learned, and provided recommendations for international partners interested in the Moldovan market. Evaluated various public-private investment models for suitability in the Moldovan context, with a focus on monitoring and evaluating investment impacts.

*Note: Since 2009, all consultancy services have been delivered under the [Individual Enterprise “Hîncu Oleg” \(1009600007111\)](#), and/or [Hacon Consulting Ltd \(1015600012811\)](#).*

## PERSONAL INFORMATION

**Mircea Buga**

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## WORK EXPERIENCE

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- 08/2025–ongoing; **Integrated expert in health financing**  
State Health Insurance Fund (Uzbekistan)
- 09/2021–07/2025;  
02/2014–05/2019 **Associate Professor**  
State University of Medicine and Pharmacy (Moldova), Department of Social Medicine and Management
- 02/2020–03/2025 **Consultant / Expert in health systems & health financing**  
World Health Organization and other contractors (see below)
- 06/2019–07/2019 **Adviser**  
Parliament (Moldova)
- 02/2016–06/2019 **Senior State Adviser to Prime Minister on Health and Social Development**  
State Chancellery (Moldova)
- 01/2016–02/2016;  
08/2009–02/2015 **Director General**  
National Health Insurance Company (Moldova)
- 08/2015–01/2016 **Minister**  
Ministry of Labour, Social Protection and Family (Moldova)
- 02/2015–07/2015 **Minister**  
Ministry of Health (Moldova)
- 04/2008–02/2014 **University lecturer**  
State University of Medicine and Pharmacy (Moldova)
- 07/2007–08/2009 **Deputy Minister**  
Ministry of Health (Moldova)
- 01/2004–07/2007 **First Deputy Director**  
National Health Insurance Company (Moldova)
- 11/2002–01/2004 **Chief of Legal Department**  
National Health Insurance Company (Moldova)

06/2002–11/2002 **Consultant**  
National Health Insurance Company (Moldova)

10/1993–06/2002 **Managerial positions**  
Private sector, Chisinau (Moldova)

## EDUCATION AND TRAINING

2006–2011 **PhD in Medicine**  
State University of Medicine and Pharmacy "N. Testemitanu" (Moldova)

2006–2008 **Postgraduate Diploma in Business Administration**  
Grenoble Graduate School of Business (France)

2005–2007 **Postgraduate Certificate in Health Economics for Health Care Professionals**  
University of York (United Kingdom)

1994–1998 **License in Law**  
Moldova State University (Moldova)

1985–1993 **License in Medicine**  
University of Medicine and Pharmacy "Iu. Hatieganu", Cluj-Napoca (Romania)

## PERSONAL SKILLS

Mother tongue(s) Romanian

Foreign language(s)

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


Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user  
Common European Framework of Reference for Languages


Digital skills

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem-solving
Proficient user	Proficient user	Independent user	Proficient user	Basic user

Digital skills - Self-assessment grid

Driving licence B

<b>Curriculum vitae</b>	
<b>Personal Information</b>	Name: <b>Valentina ŞPAC</b> Phone: Mobile: .+373 68 495 410 E-mail: valentina.spac@usmf.md Nationality: Republic of Moldova Date of Birth: 03 January 1957
<b>Job applied for</b>	Expert / Consultant in medical infrastructure, hospital rehabilitation projects
<b>Professional Experience</b>	2010 – Present Head of Asset Management Department State University of Medicine and Pharmacy “Nicolae Testemiţanu”, Chisinau  2000 – 2010 Head of Capital Construction Department Ministry of Health of the Republic of Moldova
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>➤ Coordination of national programs for the construction and rehabilitation of medical institutions</li> <li>➤ Supervision of the implementation of medical infrastructure projects</li> <li>➤ Monitoring compliance with deadlines, costs, and quality standards</li> <li>➤ Participation in the development of healthcare infrastructure policies</li> <li>➤ Management of technical documentation and public procurement processes</li> <li>➤ Final acceptance of works and commissioning of completed facilities</li> </ul>
<b>Professional Skills</b>	<ul style="list-style-type: none"> <li>➤ Construction project management</li> <li>➤ Strategic and budget planning</li> <li>➤ Expertise in medical infrastructure</li> <li>➤ Coordination of multidisciplinary teams</li> <li>➤ Knowledge of public procurement procedures</li> </ul>
<b>Languages</b>	Romanian – Native Russian – C1
<b>Digital Skills</b>	Microsoft Office proficiency, technical documentation, project management

<b>Curriculum vitae</b>	
<b>Personal Information</b> Name: Address: Phone: E-mail: <b>Nationality:</b> Date of Birth:	<b>TCACIUC Mihail Gheorghe</b> Vasile Alecsandri St., nr. 147, Apt. 52, Chişinău, Republic of Moldova Mobile: +373 78035356 mihailtcaciuc18@gmail.com Republic of Moldova 30.09.76
<b>Job applied for</b>	Expert / Consultant in medical infrastructure, hospital rehabilitation projects
<b>Professional Experience</b>	05/2020 – Present Head of Department, Capital Construction and Current Repairs Department State University of Medicine and Pharmacy “Nicolae Testemiţanu”, Chisinau  10/2017 – 05/2020 Civil Engineer; Deputy Head of Administrative Department National Center for Pre-Hospital Emergency Medical Care, Chisinau  10/2011 – 08/2017 Building Maintenance and Repair Engineer State Enterprise “CADASTRU”, Chisinau  11/2010 – 04/2011 Construction and Installation Works Supervisor PROMSTROI– GRUP S.A., Chişinău  01/2004 – 04/2006 Civil Engineer S.C. INCONEX - COM S.R.L., R. Moldova - Romania  07/2003 – 01/2004 Engineer S.C. PENOMET - GRUP S.R.L., Chisinau
<b>Education and Training</b>	2003 – 2004 Master’s Degree in Civil, Industrial and Agricultural Construction Technical University of Moldova, Chişinău  1998 – 2003 Bachelor’s Degree in Civil, Industrial and Agricultural Construction Engineering Technical University of Moldova, Chişinău  1994 -1998 Sub-Engineer; Vocational Training Instructor Specialization: Vocational Training in Civil, Industrial and Agricultural Construction Industrial Pedagogical and Ecology College, Chişinău  1990 - 1994 <b>Specialization:</b> Bricklayer, Welder, Installer Technical Vocational School No. 30, Glodeni

<p><b>Professional Skills</b></p>	<ul style="list-style-type: none"> <li>➤ Coordination and supervision of construction and capital repair works</li> <li>➤ Preparation, analysis, and verification of cost estimates</li> <li>➤ Technical control and quality assurance of executed works</li> <li>➤ Planning, organization, and monitoring of construction activities</li> <li>➤ Interpretation of technical projects and execution drawings</li> <li>➤ Compliance with technical standards, quality regulations, and construction safety requirements</li> <li>➤ Effective collaboration with designers, contractors, and clients</li> </ul>
<p><b>Languages</b></p>	<p>Romanian – Native          Russian – Advanced (speaking, writing, comprehension)</p>
<p><b>Computer Skills</b></p>	<p>AutoCAD, WinCmeta, Microsoft Office (Excel, Word, PowerPoint), Windows OS, Internet use</p>
<p><b>Driving License</b></p>	<p>Category B</p>