

OLEG GRIGOROI

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SUMMARY

Oleg Grigoroii is a public policy and finance professional with over 20 years of experience supporting governments and international organizations in Moldova and beyond. He has built deep expertise in evidence-based policy assessment, cost analysis, regulatory reform, and strategic public finance, including the design and monitoring of Medium-Term Expenditure Frameworks (MTEFs) and performance indicators.

Oleg has played a key role in strengthening monitoring and evaluation systems, ensuring that outputs, outcomes, and impacts of public programs are aligned with strategic objectives. He has also helped streamline regulatory processes, reduce administrative burdens, and improve the business environment, making public institutions more efficient and responsive.

A recognized capacity builder, he has designed and delivered more than 20 workshops for civil servants on performance indicators, cost-benefit analysis, impact assessment, and the Standard Cost Model, helping teams translate technical analysis into practical, actionable improvements.

Organizations Collaborated With: UNICEF, World Bank Group, USAID, GIZ, Chemonics International, Inc., Jacobs, Cordova & Associates, Development Alternatives Inc., Altair Asesores, CASE Foundation, CCF Moldova and numerous other local and international private and non-profit organizations.

PROFESSIONAL EXPERIENCE

September 2025 – Present – Expert at Policy Advisory Fund implemented by GIZ, Moldova

Project: *Strengthen the skills and knowledge of civil servants within public authorities in order to align with European standards, in the area of Regulatory Impact Assessments (RIAs)*

- Strengthens the skills and knowledge of civil servants within public authorities to align with European standards in Regulatory Impact Assessments (RIAs)
- Develops training curricula and support materials
- Conducts training sessions for civil servants

Contact: Mihai-Razvan Corman – mihai-razvan.corman@giz.de

September 2025 – Present – Expert at Attractive and Efficient Public Administration for Moldova (GIZ AEPA project), Moldova

Project: Conducting a diagnostic analysis of the interaction between the processes of strategic planning of public policies and medium-term budgetary programming in the Republic of Moldova

- Conducts diagnostic analyses of the interaction between strategic planning of public policies and medium-term budgetary programming in the Republic of Moldova
- Analyzes the current strategic planning system for public policies, including at the level of central public authorities
- Assesses the current medium-term budget programming system, including at the central public authority level
- Identifies strengths, weaknesses, and constraints in the interaction between both systems

- Develops proposals and recommendations to improve interaction and create synergy between strategic planning and budget programming processes

Contact: Stela Alexei – stela.alexei@team.dorsch-impact.de

September 2025 – Present – Consultant at UNICEF, Moldova

Project: *Support the Ministry of Education and Research in the development of a tool to assess the funds distribution across various curriculum components*

- Supports the Ministry of Education and Research in developing a tool to assess fund distribution across curriculum components
- Conducts structured analyses of the national curriculum budgeting and financing processes
- Designs and develops a digital tool to evaluate fund allocation across different curriculum components

Contact: Iuliana Stratan – istratan@unicef.com

May 2025 – Present – Consultant at UNICEF, Moldova

Project: Build the capacity of the Local Public Authorities on formulating, implementing, and reporting on child-friendly budgets

- Builds the capacity of Local Public Authorities in formulating, implementing, and reporting on child-friendly budgets
- Prepares programme-based budgets and defines performance indicators, including result-oriented indicators
- Delivers workshops at the local level on child-focused budget formulation, execution, performance indicators, and result-oriented monitoring
- Develops guidelines for local authorities on child-friendly budgeting

Contact: Iuliana Stratan – istratan@unicef.com

January 2025 – April 2025 – Finance Specialist at Jacobs, Cordova & Associates, Moldova

Project: *Functional and operational analysis of the Moldova e-Governance Agency*

- Conducted functional and operational analyses of the Moldova e-Governance Agency
- Analyzed the agency's budget resources, monitored and evaluated implementation performance, and formulated proposals to improve its financial model
- Performed costing for services provided, contributed to proposals for diversifying service areas, and estimated costs and benefits of proposed measures for service development
- Supported the agency's diagnostic analysis and assisted in developing an action plan with result-oriented indicators to implement recommendations

Contact: Igor Gutan – igutan@gmail.com

May 2022 – January 2025 – Senior Structural Reform Expert at Jacobs, Cordova & Associates, Moldova

Project: *USAID Moldova Institutional and Structural Reforms Activity, implemented by Nathan Associates*

- Assisted governmental bodies in evidence-based decision-making by evaluating major economic policies, including inspections, reporting requirements, business registration, and the transport sector, and conducted impact assessments of proposed improvement measures
- Contributed to improving result-oriented indicators to measure the performance of inspection bodies
- Enhanced civil servants' skills in assessing economic policies by developing costing models and delivering training on estimating costs associated with drafting normative acts, using consulting services, designing training programs, and implementing information campaigns
- Estimated costs of activities in the action plan for implementing the Program for the Development of State Inspections (2025–2028) and contributed to the formulation of result-oriented indicators
- Participated in evaluating applicants for project grants aimed at developing societal services and enhancing transparency of economic policies, and contributed to tracking progress against indicators for awarded projects
- Supported project performance reporting, result-oriented monitoring, and the preparation of deliverables

Contact: Radu Vrabie – vrabie.radu@gmail.com

August 2019 – June 2024 – Consultant at World Bank Group, Moldova/Romania

Project: *Pension Reform Dialogue Technical Assistance*

- Conducted fiscal impact assessments of pension reform proposals and tracked progress against indicators
- Developed simulation models for pension policy evaluation, including long-term expenditure and other key indicators for pension systems, and formulated conclusions and proposals to ensure sustainability
- Provided technical assistance to government counterparts on social protection policies
- Participated in resilience assessments in Eastern Partnership countries, including tracking progress against indicators for Moldova
- Supported the Bank team in policy dialogue with Moldovan counterparts on pension policy issues

Contact: Roman Zhukovskiy – rzhukovskiy@worldbank.org

August 2022 – August 2023 – Finance Specialist at Jacobs, Cordova & Associates, Moldova

Project: *Functional and technical analysis of the Public Services Agency*

- Analyzed the agency's budget resources, monitored and evaluated implementation performance and formulate proposals to improve its financial model
- Analyzed the efficacy of service delivery, including using result-oriented indicators and contribute to proposals for diversifying service areas
- Contributed to the diagnostic analysis of the agency and the development of an action plan with result-oriented indicators for implementing recommendations

Contact: Igor Gutan – igutan@gmail.com

April 2022 – December 2022 – Costing Specialist at Chemonics International, Inc., Bangladesh
Project: *Feed the Future Bangladesh Improving Trade and Business Enabling Environment Project*

- Prepared Guidelines on Measuring the Administrative Costs of Government Regulation, including examples of costing and case studies
- Conducted desk research on the experience of regional economies in conducting business confidence surveys and prepare recommendations
- In cooperation with BUILD (local think-tank) prepare a revised version of the survey questionnaires and review survey samples
- Provided coaching during data collection and analysis and advise BUILD on data analysis and presentation of results

Contact: Igor Gutan – igutan@gmail.com

February 2018 – April 2022 – Senior Structural Reform Specialist at Jacobs, Cordova & Associates, Moldova

Project: *USAID Moldova Structural Reform Program, implemented by Nathan Associates*

- Prepared Guidelines on Measuring the Administrative Costs of Government Regulation, including examples of costing and case studies
- Assisted governmental bodies on evidence-based decision-making by evaluating major economic policies aimed to improving the business regulation and services
- Estimated the administrative costs of regulations on businesses through the Standard Cost Model, with the aim of reducing these burdens
- Streamlined the taxation system of abnormal road transport and tracked reform progress against indicators
- Training for civil servants on the Standard Cost Model
- Identified and assessed opportunities to improve Moldova's business environment, in particular work on developing the capital market through piloting a corporate bond issuance
- Estimated monetized benefits of project's activities and draft a report on mandatory project's indicators performance
- Contributed to project performance reporting and deliverables

Contact: Frances Wall – janda@regulatoryreform.com

August 2021 – November 2021 – Expert in Costing at The Alliance of Active NGOs in the field of Child and Family Social Protection (APSCF), Moldova

Project: *Development of the Child Protection National Program and Action Plan for 2022–2026*

- Described the methodology for costing activities included in action plan of the implementation of the Program
- Estimation of costs of the activities of the action plan
- Contributed to formulation of performance indicators

Contact: Vasluian Stela – stelavasluian@yahoo.com

August 2020 – July 2021 – Costing Specialist at Chemonics International, Inc., Bangladesh

Project: *Feed the Future Bangladesh Improving Trade and Business Enabling Environment Project*

- In cooperation with a local service provider provided support for developing a survey questionnaires and methodology for data collection for baseline measurement of administrative costs of company registration
- Conducted analysis and prepared baseline measurement of administrative costs of company registration
- Conducted analysis and evaluation of existing service delivery costing model applied by registrar
- Developed recommendations for a new costing model in line with international good practice on costing of public services provide by government agencies with a similar role of company registration
- Prepared and delivered an online training course on Standard Cost Models for representatives of government bodies and business associations

Contact: Igor Gutan - igutan@gmail.com

November 2019 – December 2019 – Trainer at Development Alternatives, Inc. & Centre for Assistance to Public Authorities, Moldova

Project: Training course on impact assessment supported by World Bank Group

- Participated in prepared training materials for the course
- Training for civil servants on impact assessment of economic policies, including on applying of Standard Cost Model and of the new methodology of the Regulatory Impact Analysis and developing of performance indicators

Contact: Igor Gutan - igutan@gmail.com

November 2019 – December 2019 – Expert at Business & Strategies in Europe, S.A., Moldova

Project: *EU Project Support to the Police Reform in the Republic of Moldova*

- Reviewed the set of indicators in budgetary planning and reporting for 5 of Ministry of Internal Affairs's subordinated institutions, identifying good and bad practices used
- Proposed a different set of monitoring and evaluation indicators for 5 budgetary subprograms, better connected with operational and strategic goals of those institutions and result-oriented

Contact: Dumitru Caragia - dcaragia@yahoo.com

October 2019 – November 2019 – National Consultant in the Social Field at Konrad Adenauer Foundation, Moldova

Project: *Delivery Advisory and Communication Unit Consulting the Prime Minister*

- Provided expertise in developing and evaluating social sector policies, proposals and initiatives
- Participated in discussions regarding Government policies and initiatives

Contact: Martin Sieg - martin.sieg@kas.de

January 2019 – June 2019 – Expert at Business & Strategies in Europe, S.A., Moldova

Project: EU Project Support to the Police Reform in the Republic of Moldova

- Developed for the Ministry of Internal Affairs (MIA) and the General Police Inspectorate (GPI) a Guidelines on how to do costing of strategies and action plans with examples of costing estimation models, which include costing of drafting normative acts, use of consulting services, designing training programs, implementing information campaigns, developing and IT system, developing an institution.
- Trainings for policy makers within MIA and GPI on costing estimation models

Contact: Dumitru Caragia – dcaragia@yahoo.com

August 2018 – December 2018 – Consultant at World Bank Group, Moldova

Project: Pension Reform Dialogue Technical Assistance

- Analysis the impact of reduction of employer`s contribution rate on pension system
- Simulation of long-term expenditure and other key indicators for pension systems
- Participated in the World Bank's pension reform options simulation toolkit (PROST) training (licensed user of the PROST).

Contact: Julia Smolyar - jsmolyar@worldbank.org

June 2018 – November 2018 – Costing Specialist at National Center for Prevention of Child Abuse, Moldova

Project: Costing of the regional Barnahus service and creation of financing mechanisms for this type of service

- Participate in defining the beneficiaries' profiles of the Barnahus (Children's House) social service
- Analysis of the cost elements needed for creation of the regional service Barnahus
- Costing of regional service Barnahus and proposed a costing model for this service

Contact: Veronica Goinic – vgoinic@cnpac.org.md

October 2017 – May 2018 – Consultant at World Bank Group, Moldova

Project: Pension Reform Dialogue Technical Assistance

- Prepared an analytical note on results of implementation of pension reform in 2017
- Analyzed the military pension scheme and provided recommendations for reforming it, estimate fiscal impact of recommendations

- Contributed to re-programming the World Bank's pension reform options simulation toolkit (PROST) and simulation of long-term expenditure and other key indicators for pension systems

Contact: Julia Smolyar – jsmolyar@worldbank.org

February 2016 – October 2017 – Consultant at Jacobs, Cordova & Associates, Kyrgyz Republic

Project: *Implementation of the Systematic Regulatory Review of Regulatory Normative Acts*

- Analyzed regulatory acts and identified information obligations (requests for public services, reports, etc.) within those acts
- Supported the Regulatory Reform Unit in estimating administrative costs for businesses and individuals to comply with information obligations and formulated recommendations to reduce these costs
- Developed recommendations to streamline labor regulations
- Prepared and delivered training on the cost assessment model

Contact: Igor Gutan – igutan@gmail.com

April 2017 – May 2017 – Consultant at World Bank Group, Moldova

Project: *Assessment of fiscal parameters of the reformed pension system*

- Assessed the possibility and conditions of setting up a basic pensions scheme in Moldova
- Helped the World Bank team reconcile its pension modeling outputs with the government estimates of expenditure of the pension reform in Moldova

Contact: Julia Smolyar – jsmolyar@worldbank.org

October 2016 – December 2016 – Consultant at Jacobs, Cordova & Associates, Tajikistan

Project: *Legal and Institutional Review of Inspection Functions / Official Controls in the Republic of Tajikistan*

- Desk research of legal, institutional and procedural aspects of inspection functions in Tajikistan
- Identified and assessed gaps, overlaps, illegal aspects of inspection and proposed legal and institutional reforms
- Estimated expenditure of proposed reforms

Contact: Igor Gutan – igutan@gmail.com

August 2016 – December 2016 – Consultant at CCF Moldova, Moldova

Project: *Young Children in Moldova – Understanding Needs, Developing Services and Reforming the System* (supported by UNICEF and HHC UK)

- Assessed financial conditions for providing foster care service for target group - children up to 3 years old and children with disabilities - and proposed measures for extension and diversification of foster care service
- Estimated expenditure of proposed measures

Contact: Liliana Rotaru – Liliana.Rotaru@ccfmoldova.org

April 2016 – June 2016 – Consultant at Jacobs, Cordova & Associates, Moldova

Project: *Legal and Institutional Review of Inspection Functions / Official Controls in the Republic of Moldova*

- Desk research of legal, institutional and procedural aspects of inspection functions in Moldova
- Conducted interviews with the relevant officials and stakeholders to validate and collect missing information
- Identified and assessed gaps, overlaps, illegal aspects of inspection and proposed legal and institutional reforms

Contact: Igor Gutan – igutan@gmail.com

October 2015 – February 2016 – Consultant at World Bank Group, Moldova

Project: *Social and Economic Security of the Elderly in Moldova (Nordic Trust Fund)*

- Analyzed the social protection system's design and implementation issues that could increase the risk of old-age poverty for current and future generations
- Provided options for improving social support of the elderly poor

Contact: Julia Smolyar – jsmolyar@worldbank.org

September 2015 – April 2016 – Impact Assessment Specialist at Women's Law Centre, Moldova

Project: *Costing of a multidisciplinary package of response and specialized services for women and girls subjected to violence (UN WOMEN)*

- Costing of specialized services for women subjected to violence
- Assessed the impact of violence on person and on society in the Republic of Moldova
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Contact: Veronica Sandu – veronica.sandu.david@gmail.com

October 2015 – December 2015 – Expert in Costing at CReDO – Resource Center for Human Rights, Moldova

Project: Development of the Child Protection Strategy and Action Plan for 2015–2020

- Described the methodology for costing activities included in action plan of the implementation of the Strategy
- Estimation of expenses needed for the activities of the action plan
- Contributed to formulation of performance indicators

Contact: Sergiu Ostaf – ostaf@credo.md

June 2015 – December 2015 – Impact Assessment Specialist at Business Research Company, Moldova

Project: *Assessing the feasibility of introducing a single public body as a one-stop shop for issuing permissive documents (Second Competitiveness Enhancement Project)*

- Assessed the administrative costs of permissive documents using the Standard Cost Model
- Identified which permissive documents and procedures present the largest constraints to business
- Assessed the impacts of proposed reforms to reduce administrative costs for business

Contact: Roman Ladus – roman_ladus@yahoo.com

June 2015 – December 2015 – Consultant at International Labour Organization (ILO), Moldova

Project: *Review of eligibility conditions and pension formula for disability pensions*

- Development of options, the impact analysis, proposals for amendments to the relevant legislation for the following issues:
 - revaluating the past income after 1999
 - recalculation of pensions for people who continue working after reaching the pension age
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Contact: Kenichi Hirose – hirose@ilo.org

July 2015 – September 2015 – Consultant at Penal Reform International, Moldova

Project: *EU Project Support to the Enforcement, Probation and Rehabilitation Systems in Moldova*

- Analysed the requirements on expenditure that shall be incurred by a bailiff when setting up a bailiff's office
 - Functional analysis of bailiff activity
 - Reviewed national reporting system and international practice on fiscal regime for bailiff profession

Contact: Dumitru Caragia – dcaragia@yahoo.com

February 2015 – April 2015 – Senior Short-Term Expert at Altair Asesores, Moldova

Project: EU Project to Support Coordination of Justice Sector Reform in Moldova

- Costing of new actions of Justice Sector Reform action plan
- Assistance in improving reporting and monitoring of the implementation of the Sectoral Expenditure Strategy in 2014 for Justice Sector

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

2015 – 2016 – Member of the Institutional Strategic Development Council at State University from Tiraspol, Moldova

- Assisted in the elaboration of the strategic plan for institutional development

November 2014 – January 2015 – Senior Short-Term Expert at Altair Asesores, Moldova

Project: EU Project to Support Coordination of Justice Sector Reform in Moldova

- Assessment of managing budgetary process and absorption of financial allocations at the General Prosecutor's Office
- Assistance in improving planning and absorption of financial allocations and developing performance indicators

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

August 2014 – November 2014 – Policy Evaluation Expert at Development Alternatives, Inc. & Centre for Assistance to Public Authorities, Moldova

Project: *Implementing the CIBER (Competitiveness Impacts of Business Environment Reforms) Methodology in Moldova*

- Analysis of business environment constraints for two industries (berries and footwear) selected for piloting the CIBER Methodology
- Assessment of administrative costs of selected major constraint for footwear, using the Standard Cost Model
- Assessment of impacts of administrative burden of delaying payment of VAT mechanism
- Developed proposals to reduce administrative burden for business

Contact: Roman Ladus – roman_ladus@yahoo.com

July 2014 – October 2014 – Consultant at Expert-Group, Moldova

Project: Correlation of benefits for foster care services in Moldova

- Analysis of foster care services for children in Moldova (Professional Parental Assistance and Family Type Children's Homes)
- Develop proposals to correlate the benefits paid for foster care services in Moldova

Contact: Adrian Lupușor – adrian@expert-grup.org

March 2014 – June 2014 – Consultant at Expert-Group, Moldova

Project: *Correlation of benefits of foster care services in Moldova*

- Assisted the Ministry of Labour, Social Protection and Family in fiscal impact estimation needed for the Medium-term expenditure framework
- Analysis of the budgetary expenditures for foster care services for children in Moldova and estimate the cost of these services

Contact: Adrian Lupusor – adrian@expert-grup.org

January 2014 – June 2014 – Consultant at World Bank Group, Moldova

Project: *Assessment of Moldova's readiness to implement the second pension pillar*

- Facilitated access to data/information as required by the international consultant
- Provided inputs to analysis and fiscal sustainability assessment by modeling various scenarios of second pillar introduction

Contact: Julia Smolyar – jsmolyar@worldbank.org

December 2013 – June 2014 – Consultant at World Bank Group, Moldova

Project: Developing a framework for Standard Cost Model (SCM) application in Moldova

- Developed the Standard Cost Model (SCM) Methodology for Moldova to measure administrative costs of regulations
- Developed a draft of the Government Decision on applying SCM Methodology in Moldova
- Elaborated four complex SCM examples of costing, annexed to the SCM Methodology

Contact: Roman Ladus – roman_ladus@yahoo.com

November 2013 – May 2014 – Policy Evaluation Expert at Euro Management Group, under contract with Centre for Assistance to Public Authorities, Moldova

Project: *Legal/Regulatory, Institutional and ICT Needs Assessment of Moldova's National Food Safety Agency: towards boosting Moldova's agri-food exports on the EU market, International Finance Corporation project*

- Identified gaps and constraints in food safety regulations that lead to excessive administrative burden and compliance costs for the private sector
- Assisted in adapting the risk-based inspection methodology for agricultural sector
- Conducted interviews with firms to identify procedures, problems and time needed to comply with food safety permit requirements

- Assessment of administrative costs of the food safety permit requirements that Moldova's agro-food producers and exporters have to comply with, using the Standard Cost Model
- Assisted in assessment of existing institutional issues in ensuring efficient regulation

Contact: Roman Ladus – roman_ladus@yahoo.com

October 2013 – November 2013 – Consultant at GIZ Office Unit Chisinau, German Development Cooperation, Moldova

Project: Development of mechanisms for attracting investment by eliminating labour force constraints

- Supported the Government to develop a general financial incentive tool to attract investors in training and employment of labor force as part of the dual system in VET
- Assessed the labor needs and skills requirement of economic sectors
- Carried out Cost-Benefit Analysis of a scheme to attract investors in VET system

Contact: Andrian Gavrilita – andrian.gavrilita@gmail.com

March 2013 – October 2013 – Consultant at KulturKontakt Austria, Moldova

Project: Analysis of financial resources of VET schools

- Analyzed the budgetary and extra-budgetary resources of VET schools
- Provided expertise on the efficient use of the budgetary and extra-budgetary resources of VET schools, including opportunities for private sector engagement in VET

Contact: Fabian Mayr – fabian.mayr@kulturkontakt.or.at

September 2012 – October 2013 – Policy Evaluation Expert at CASE Foundation (Poland and Moldova), Moldova

Project: Consultancy in Evaluation and Reform of Disability and Child Social Assistance Benefits, World Bank project

- Developed a methodology for the analysis of beneficiary administrative costs and analysis of these costs
- Identified measures to rationalize programs and increase effectiveness of disability and child benefits
- Estimated fiscal and administrative impacts of proposed reforms
- Prepared draft regulatory/ legal acts with regard to proposed policy changes

Contact: Veronica Sandu – veronica.sandu.david@gmail.com

October 2012 – February 2013 – Regulatory Reform Assessment Coordinator at Chemonics International, Inc., Moldova

Project: USAID Business Regulatory, Investment and Trade Environment Program

- Identified high impact regulatory reforms and estimated their impact
- Assisted Ministry of Economy and other public authorities in implementing regulatory reforms and public services
- Worked with business community to promote regulatory reforms

Contact: Mihai Bologan – mihaibologan@yahoo.com

May 2011 – October 2012 – Senior Policy and Planning Expert at Ecorys Research and Consulting, Moldova

Project: *World Bank Trust Fund Project – Support to Strengthening Policy Management Capacity in Moldova*

- Supported the Ministry of Finance to perform the ex-ante impact analysis with focusing on developing evidence-based policies and transparency of policy proposals
- Supported the Ministry of Labour, Social Protection and Family to perform the ex-ante impact analysis of youth employment, including assessment of skills requirement of economic sectors
- Developed policy concept note, including performance indicators, for implementation “Access to financing” priority of the National Development Strategy of the Republic of Moldova for 2012-2020 and estimated cost of proposed policy actions
- Contributed to the developing of “Pension system: equitable and sustainable” priority of the National Development Strategy of the Republic of Moldova for 2012-2020
- Delivered 7 mini-workshops on Cost–Benefit Analysis to representatives of 11 ministries
- Delivered 9 workshops on Policy Evaluation at the Academy of Public Administration

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

June 2012 – September 2012 – Reform Impact Assessment Expert at Business Research Company, Moldova

Project: *Regulatory Reform Strategy Impact Assessment Project, implemented by Development Alternatives, Inc.*

- Developed links between actions, outputs, outcomes and impacts of the Regulatory Reform Strategy and other regulatory reform measures
- Assessed the qualitative and quantitative impacts of the Regulatory Reform Strategy and other regulatory reform measures

Contact: Roman Ladus – roman_ladus@yahoo.com

July 2010 – November 2011 – Policy Financing Expert at CASE Foundation (Moldova), Moldova

Project: *Institutional Consultancy on Capacity Strengthening on Costing Methodology based on models for costing the staff and services needed for the implementation of the National Programme for the Development of Integrated Social Services, UNICEF*

- Analyzed existing costing methodologies and proposed a methodology for social services for children

- Functional analysis of social service providers
- Developed costing models for social services for children, including applying Activity-Based Costing
- Conducted interviews with service providers and reviewed data collected
- Worked on developing the social service costing model user guide
- Prepared and delivered training on costing model to accountants and budget planning experts from country's regions

Contact: Veronica Sandu – veronica.sandu.david@gmail.com

November 2009 – March 2011 – Senior Policy and Planning Expert at Ecorys Research and Consulting, Moldova

Project: *DFID Support to implementation of the Moldova National Development Strategy Project*

- Supported the Ministry of Labour, Social Protection and Family to develop the Public Policy Proposals using ex-ante impact analysis methodology, focusing on developing evidence-based policies and transparency of policy proposals
- Assisted in developing the Sector expenditure plan, including developing performance indicators of the Medium-term expenditure framework
- Participated in the monitoring and evaluation of the training activities performed in the Better Policy Management Training Programme at the Academy of Public Administration
- Prepared and delivered workshop on Policy Evaluation at the Academy of Public Administration
- Prepared and delivered 5 mini-workshops on Cost-Benefit Analysis to representatives of 5 ministries
- Supported the State Chancellery on development of the Government Action Plan for 2010
- Supported the Ministry to report on the National Development Strategy Action Plan implementation

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

March 2008 – November 2009 – Regulatory Reform Expert at Business Research Company, Moldova

Project: USAID Business Regulatory and Tax Administration Reform Project, implemented by Development Alternatives, Inc.

- Managed the assistance to project's counterparts designed to simplifying business reporting requirements
- Initiated the development of a methodology to periodically assess the reporting burden and supervise the conducting of the business surveys on reporting burden and requirements
- Lead the development of proposals to simplify the reporting requirements and improving access for citizens and businesses to government information and public services
- Worked with implementation of one-stop-shop for company registration process

Contact: Roman Ladus – roman_ladus@yahoo.com

March 2007 – March 2008 – Head of Economic Analysis and Development Division at Joint Stock Commercial Bank "Eximbank" Gruppo Veneto Banca, Moldova

- Internal analysis, monitoring and reporting to the executive board and the external auditor of the bank, central bank and to parent company.
- Lead the working group for preparing real estate loan product
- Lead the development of the Triennial strategic development plan of the bank.
- Prepared the annual report of the bank for 2006 in accordance with the parent company's standards.

Contact: Vitalie Bucataru – Vitalie.Bucataru@eximbank.com

March 2006 – March 2007 – Consultant at UNDP Moldova

Project: Support to Office of the First Deputy Prime-Minister, UNDP project

- Advised the First Deputy Prime-Minister on public finance policies, including:
 - Drafted monthly analytical notes on budget execution information
 - Participated in elaborating the Medium-term expenditure framework
- Reviewed state fiscal policy and other public finance documents/acts
- Advised the First Deputy Prime-Minister on social sectors
- Cooperated with international organizations and local authorities on issues of public finance and social sectors

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

March 2005 – July 2005 & October 2005 – March 2006 – Regulatory Reform Consultant at Business Research Company, Moldova

Project: USAID Business Regulatory and Tax Administration Reform Project, implemented by Development Alternatives, Inc.

- Reviewed of secondary and primary legislation/regulations related to the fiscal and financial sectors in accordance with principles of the Guillotine Law
- Inventory of permits related to fiscal and financial sectors
- Worked with the implementation of the Regulatory Impact Analysis

Contact: Roman Ladus – roman_ladus@yahoo.com

August 2005 – October 2005 – Public Administration Reform Expert at CASE Foundation (Moldova), Moldova

Project: Functional analysis of the Moldovan public administration

- Performed functional analysis of the Moldovan public administration
- Formulated recommendations to optimize institutional and functional structure of the central public administration

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

May 1998 – December 2003 – Deputy Head of Foreign Exchange Operations Division / Senior Dealer at National Bank of Moldova, Moldova

- Supervised the processes of accounting of foreign exchange operations, foreign exchange reserve and risk management (9 employees under supervision)
- Supervised the process of Division's budget estimation and explanation of budget execution
- Cooperated with the external auditor of the company (PricewaterhouseCoopers) and International Monetary Fund accounting advisor
- Contributed to bringing the accounting standards of the company in compliance with international accounting standards
- Worked with the implementation of the Reuters Kondor+ risk management system, new accounting system software and internal control system
- Dealt on international foreign exchange, money and capital markets

Contact: Sorin Hadarca – sorin.hadarca@gmail.com

EDUCATION AND TRAINING

- Jan 2004 – Dec 2004 - Master's Degree in International Economics and Management (Cum Laude), SDA Bocconi, Milan, Italy
- 1995 – 1998 - Bachelor's Degree in Economics, specialization Finance and Credit, Academy of Economic Studies of Moldova, Chişinău

DIGITAL SKILLS

Hard Skills:

Soft Skills:

- Strong organizational and planning skills
- Research and analytical abilities
- Teamwork and collaboration
- Compliance with workplace policies and ability to work under supervision
- Critical thinking
- Emotional intelligence and assertiveness
- Resilience in high-stress situations
- Ability to work independently
- Adaptability to rapid changes
- Task delegation and coordination

LANGUAGE SKILLS

Language	Listening	Reading	Spoken Production	Spoken Interaction	Writing
Romanian	Native	Native	Native	Native	Native
English	C2	C2	C2	C2	C2
Russian	C2	C2	C2	C2	C2