

## Curriculum Vitae

1. **Family name:** BUTNARU
2. **First names:** VERONICA
3. **Date of birth:** 11.01.1978
4. **Nationality:** Moldavian
5. **Education:** Higher

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
Minister of Education and Research of Romania Minister of Labor and Social Protection of Romania [January 2020]	Evaluation Project Manager (Certificate of completion)
Minister of Education and Research of Romania Minister of Labor and Social Protection of Romania [September 2019]	Project Manager (Certificate of completion)
TÜVKarpat, Bucharest, Romania [2018]	Internal Audit on ISO 29990:2010 (Certificate of completion)
Ministry of Finance of the Republic of Moldova	Performing the internal audit mission (Certificate of completion)
Ministry of Economy and Trade of the Republic of Moldova International development company DAI	Regulatory Impact Analysis (Certificate of completion)
FCG SIPU International AB Stockholm, Sweden Academy of Public Administration under the President of the Republic of Moldova	Macroeconomic forecasting and planning (Certificate of completion)
FCG SIPU International AB Stockholm, Sweden and Academy of Public Administration under the President of the Republic of Moldova	Strategic management and planning (Certificate of completion)
Mediation Council the Republic of Moldova [2011]	Licensed Mediator
The Academy of Public Administration under the President of the Republic of Moldova [2006-2007]	Constitutional Law & Administrative Law ( Diploma Master)
The State Agricultural University of Moldova [1995-2000]	Manager - Economist (Diploma of Higher Education)

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

Language	Reading	Speaking	Writing
Russian	1	1	1
English	4	3	3

7. **Membership of professional bodies:**

Member of the authorizing and disciplinary Commission of authorized administrators Ministry of Justice of the Republic of Moldova.

Member of the Quality Commission of Academy of Public Administration the Republic of Moldova.

8. **Performance**

- Honor Diploma, 2008, Academy of Public Administration under the President of the Republic of Moldova
- Honor Diploma, 2013, Academy of Public Administration Republic of Moldova
- Diploma of Merit, 2017, Ministry of Education Republic of Moldova
- Diploma „Teacher of the Year”, 2017, Academy of Public Administration Republic of Moldova

9. **Other skills:**

- Leadership and Management
- Creativity, originality and initiative
- Data Analysts and Scientists
- Emotional intelligence
- Resilience, stress tolerance and flexibility

10. **Present position:**

- Teaching in public sector topics to facilitate active learning experiences for public functionaries education and excellence of Academy of Public Administration the Republic of Moldova.
- Professional training expert for management and staff of General Prosecutors Office (GPO), Anticorruption Prosecutors Office (APO) and Specialised Prosecutors Office on Combating Organised Crime and Special Cases (PCCOCS) in Institutional Management and Leadership
- Professional training expert, Cross border educational center coordinator, Project Cross-Border Partnership for The Development Of Social Entrepreneurship Academy of Public Administration
- Research scientist the National Council for Determining Disability and Work Capacity the Republic of Moldova.
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11. **Years within the firm:**

- The Academy of Public Administration the Republic of Moldova, 100 Ialoveni street, city of Chisinau (22 years)
- The National Council for Determining Disability and Work Capacity the Republic of Moldova. (4 years), 1 Vasile Alecsandry street, city of Chisinau

12. **Key qualifications:**

Plans, prepares and teaching in public sector topics to facilitate active learning experiences for public functionaries education and excellence; provides a variety of learning materials and resources to use

in educational activities; identifies and selects different instructional resources and methods to meet the public functionaries varying needs; provides appropriate feedback on work; participates in training activities as former; regularly communicates necessary information in public sector science (manuals, web resources, etc.); keeps up to date with developments in subject area, teaching resources and methods and makes relevant changes to the instructional plans and activities.

#### *National and international monographs*

1. Human resources management in public administration, // Monograph, - Ch.: APA, 2014. 184 pp. ISBN 978-9975-4241-1-0. (co-author)
2. Regional Development Management on Decrease Interregional Disparities within the Republic of Moldova in the Concept of the New European Cohesion Policy, // Monograph, - Ch.: APA, 2018. 232 pp. ISBN 978-9975-134-16-3. (co-author)

#### *Handbooks, national and international dictionaries*

3. Regulatory impact analysis// Training manual for civil servants. - Ch.: APA, 2008, - 256 p., ISBN 978-9975-66-107-2 (co-author)
4. Labor market and social policies// Training manual for civil servants - Ch.: APA, 2009, 157p. ISBN 978-9975-9637-7-0. (co-author)
5. Human resources management in public administration // Training manual for civil servants- Ch.: APA, 2012. 184 p., ISBN 978-9975-4241-1-0. (co-author)
6. Local anti-corruption policies // Training manual for civil servants- Ch.: 2017. 68 p., ISBN 978-9975-66-549-0. (co-author)

#### *Learning aids:*

7. Management and strategic planning// Training course for civil servants, Ch: 2013, 130p, ISBN 78-9975-66-319-9.
8. Management and development of programs / projects// Training course for civil servants, - Ch: 2013, 184 p., ISBN 978-9975-53-328-7.
9. Regional development// Training course for civil servants, - Ch: 2014, 188p, ISBN 978-9975-53-329-4. (co-author)
10. Improving water services and Sewerage in Cahul and Riscani district ".Lessons learned in the implementation process of the pilot project, GIZ, Ch: 2015, 42p
11. Improving integrated management of solid waste in the districts Soldanesti, Rezina and Floresti, GIZ, Ch: 2015, 40p
12. Developing leadership in public administration// Training guide for civil servants, 60 p, 2014
13. Local and regional marketing for sustainable and competitive regional development// Training course for civil servants, - Ch: 2017, 82 p., ISBN 978-9975-2019-7-8. (co-author)
14. Management and development of programs / projects// Training course for civil servants, - Ch: 2018, 125 p., ISBN 978-9975-3240-1-4.

#### *Strategic planning:*

1. The Strategic Development Program of National Car Transport Agency 2018-2020
2. The Strategic Development Program of State Protection and Guard Service of Moldova
3. Trade development strategy interior in Chisinau Municipality 2015 – 2020
4. Trade development strategy interior in Chisinau Municipality 2021 – 2030
5. Socio-economic development strategy a Anenii Noi district 2014 - 2020
6. Socio-economic development strategy Telenesti district 2021 – 2027
7. Socio-economic development strategy Soldanesti district 2021 – 2026
8. Socio-economic development strategy Rezina district 2021 – 2026
9. Socio-economic development strategy Radeni 2023-2028

### **General Professional Experience**

- National expert GIZ, the project: Strengthening the Rule of Law and Anti-Corruption Mechanisms in the Republic of Moldova (2021- 2023)
- National expert GIZ, GOPA, GFA The project - Modernization of Local Public Services (Phase 1, 2010-2015); (Phase 2, 2016 - 2020)
- National Expert NORLAM Mission The project "Promotion the Rule of Law in Moldova" Norwegian Expert Mission to Promote Rule of Law in Moldova
- National expert and Facilitator United Nations Development Fund Project "Enhancement transparency and responsibility of authorities through common activities of mass- media and civil society ".
- Training expert, the project Support to the professional capacity development and motivation of the Public Administration employees in the Republic of Moldova" project with Identification Number: EuropeAid/138182/DH/SER/MD.
- Facilitator Development of sustainable development strategies at central and local level Public Association, Cooperation Centre "Leadership-Utility-Efficiency"
- Trainer in public sector to facilitate active learning experiences: Management and strategic planning; Management of programs and projects development; Leadership in public administration.
- Teaching in public sector topics to facilitate active learning experiences for public functionaries education and excellence of Academy of Public Administration the Republic of Moldova.
- Management experience overseeing and providing technical support to complex projects that support good governance, civil society strengthening.
- Initiating, implementing and monitoring the institution's international projects.
- Professional experience working on donor-funded international development programs.
- Professional experience in social entrepreneurship development by developing services with a positive impact, orienting towards social needs
- Research scientist the National Council for Determining Disability and Work Capacity the Republic of Moldova.

### **Specific Professional Experience**

- National Senior Expert - Quality Control and Logistics 15 Modules, the project - Modernization of Local Public Services ,Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
- National Expert- Evaluation and recommendations Public Policy Expertise Development Strategy of the Prison Service from the Republic of Moldova 2016 -2020 and the Action Plan on the Implementation of the Strategy for the Development of the Penitentiary System for 2016-2020, The Norwegian Mission of Rule of Law Advisers to Moldova.
- National Expert and Facilitator, prepare strategic development program National Auto Transport Agency.
- National Expert and Facilitator, prepare strategic development program State Protection and Guard Service of Moldova.
- Teaching and Facilitator in public sector topics to facilitate active learning experiences for public functionaries education and excellence of Academy of Public Administration the Republic of Moldova.

August 2000- till present	The Republic of Moldova	Academy of Public Administration the Republic of Moldova  Aurelia Tepordei	Trainer	<p>The mission in the Academy of Public Administration the Republic of Moldova - to contribute creating a training curriculum and liaising with managers to determine training needs and schedule training sessions :</p> <ul style="list-style-type: none"> <li>- Leadership in public administration</li> <li>- Integrity, Ethics and Law</li> <li>- Management and leadership</li> <li>- Human resources management in local public authorities</li> <li>- Time management</li> <li>- Regulatory impact analysis</li> <li>- Management and strategic planning</li> <li>- Management of programs and projects development</li> <li>- Macroeconomic forecasting and planning</li> <li>- Performing the internal audit mission.</li> </ul>
<p>March - November 2023</p> <p>10 calendar days/ part time</p>	The Republic of Moldova	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>Olga Crivoliubic</p>	Expert	<p>Technical advice and expertise in designing a new national anti-corruption and integrity strategy and its Action Plan ensuring participatory approach and wide stake-holder engagement including women and disadvantaged groups</p>

October 2022 - April 2023	The Republic of Moldova	UN Women Moldova  Non — Governmental Association “Institutum Virtutes Civilis” Republic of Moldova  Liliana Palihovici	Expert	The project "Strengthening the public — private partnership for better response to the refugee crisis in Moldova". The Service Provider will be remunerated for the provided services in the following mode: <ul style="list-style-type: none"> <li>- for the training services, for a maximum of 6 days;</li> <li>- for mentorship services, for maxim 36 days. The Provider will conduct the assistance for the CSOs from Orhei (AO „Dăruim Vise”), Ștefan Vodă (AO „Asociația Băștinașilor din satul Copceac”) and Cahul (AO „Azi”) districts.</li> </ul>
December 2022 - April 2023  20 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  Radu Foltea	National expert Trainer	The project "Strengthen the Rule of Law and Anti-Corruption Mechanisms in the Republic of Moldova".  Training for management and staff of General Prosecutors Office (GPO), Anticorruption Prosecutors Office (APO) and Specialised Prosecutors Office on Combating Organised Crime and Special Cases (PCCOCS) in Institutional Management and Leadership

October 2020- June 2022	The Republic of Moldova	<p>Cross-border partnership for the Development of social Entrepreneurship</p> <p>Academy of Public Administration the Republic of Moldova</p> <p>Dinu Manole</p>	Professional training expert & cross border educational center coordinator	<p>The Project "Cross-Border partnership for the development of social entrepreneurship" Funding program: European Union within the Joint Operational Program Romania Republic of Moldova 2014-2020, through the European Neighborhood Instrument (ENI):</p> <ul style="list-style-type: none"> <li>- coordinating internal resources and vendors for the flawless execution of projects;</li> <li>- integrating human rights, gender equality and young in the project activities;</li> <li>- ensuring that all projects are delivered on-time, within scope and within budget - developing project scopes and objectives, involving all relevant stakeholders and ensuring technical feasibility;</li> <li>- knowing the documents in the program and the financing guidelines;</li> <li>- knowing the financing agreement and the financing request.</li> </ul>
<p>June September, 2022</p> <p>13 calendar days/ part time</p>	The Republic of Moldova	<p>United States Agency for International Development (USAID) IREX Moldova</p> <p>Comunitatea Mea (My Community)</p> <p>Andrei Cantemir</p>	Consultant Support	<p>Support the Program My Community team in administering FOCAS 4rd edition in Cohort 2 LPAs and FOCAS Cohort 3 LPAs with the aim to transfer the FOCAS know-how to partner LPAs as a self-assessment and monitoring tool for capacity and performance improvement.</p> <ul style="list-style-type: none"> <li>- co-facilitate with the LPA representative a group discussion/workshop to update FOCAS table and consensus reaching on scoring for each function.</li> <li>- provide guidance via e-mail to LPA on updating AP and hold group discussions where is the case.</li> <li>- review/comment and send feedback to LPA on updated AP; check with CM, if needed.</li> <li>- verify the final version of the updated AP and provide it to My Community.</li> </ul>

<p>April- August 2022</p> <p>30 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Radu Foltea</p>	<p>Expert Support</p>	<p>Support to the Criminal Assets Recovery Agency in drafting the National Assets Recovery Programme of the Republic of Moldova for the period 2023 - 2027</p>
<p>May - December 2021</p> <p>January February 2022</p> <p>41 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>UN Women Moldova Academy of Public Administration the Republic of Moldova Aurelia Tepordei</p>	<p>National expert  Trainer</p>	<p>Training themes:</p> <ul style="list-style-type: none"> <li>- Gender Budget initiatives strategies concepts and experiences</li> <li>- Gender equality and public policy during COVID-19</li> <li>- Gender equality and public policy</li> <li>- Leadership and Good Governance</li> <li>-</li> </ul> <p>Elaboration of proposals regarding the adjustment, as the case may be, of the strategic development strategies / programs for each district</p> <p>Carrying out coaching activities for 10 civil servants within the local public authorities</p>
<p>June- August 2021</p> <p>25 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Omelian Corneliu</p>	<p>National expert  Trainer</p>	<p>Strengthen the Rule of Law and Anti-Corruption Mechanisms in the Republic of Moldova</p> <ul style="list-style-type: none"> <li>- Creating new training curricula Training Course on Project Management and Integrated Strategic Planning</li> <li>- Development of a network of the training providers</li> <li>- Preparation and implementation Training Course on Project Management and Integrated Strategic Planning</li> </ul>



<p>June September, 2021</p> <p>11 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>United States Agency for International Development (USAID) IREX Moldova Comunitatea Mea (My Community) Andrei Cantemir</p>	<p>Consultant Support</p>	<p>Support the Program My Community team in administering FOCAS 3rd edition in 26 Cohort 2 LPAs and FOCAS 2nd edition in 29 Cohort 3 LPAs with the aim to transfer the FOCAS know-how to partner LPAs as a self-assessment and monitoring tool for capacity and performance improvement.</p> <ul style="list-style-type: none"> <li>- co-facilitate with the LPA representative a group discussion/workshop to update FOCAS table and consensus reaching on scoring for each function.</li> <li>- provide guidance via e-mail to LPA on updating AP and hold group discussions where is the case.</li> <li>- review/comment and send feedback to LPA on updated AP; check with My Community, if needed.</li> <li>- verify the final version of the updated AP and provide it to My Community.</li> </ul>
<p>November December, 2020</p> <p>12 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>United States Agency for International Development (USAID) IREX Moldova Comunitatea Mea (My Community) Andrei Cantemir</p>	<p>Consultant Support</p>	<p>Support the Program My Community team in administering FOCAS edition 2019 Cohort 2 LPAs and FOCAS with the aim to transfer the FOCAS know-how to partner LPAs as a self-assessment and monitoring tool for capacity and performance improvement.</p> <ul style="list-style-type: none"> <li>- Participate as observer in the FOCAS pilot sessions in two to four LPAs from Cohort 2 led by Comunitatea Mea</li> <li>- consultant feedback in reflecting sessions after the completion of FOCAS in all 26 LPAs of Cohort 2.</li> <li>- Capture and communicate lessons learned and suggestions in writing to the TL about how to streamline/improve the process, as necessary, with a view to a transition to self-led FOCAS administration by LPAs.</li> </ul>

<p>March December, 2020</p> <p>30 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>State Chancellery the Republic of Moldova</p> <p>Levinta-Perciun Elena</p>	<p>Junior Non-Key Expert Training expert</p>	<p>Corporate &amp; Public Management Consulting International OÜ, in the “Support to the professional capacity development and motivation of the Public Administration employees in the Republic of Moldova</p> <ul style="list-style-type: none"> <li>- Creating new training curricula</li> <li>- Development of a network of the training providers</li> <li>- Prepare and implement the seminar Organisational leadership in Public administration</li> <li>- Preparation and implementation of part of the training curricula for the seminar 'Management Essentials' training programme.</li> </ul>
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May - August 2020 20 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GFA Consulting Group Roșcovan Mihail	National expert Trainer	Advanced training in development of project proposals for RDA and MARDE staff
January - December 2018 60 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GFA Consulting Group Victor Buftag	National expert Trainer	<ul style="list-style-type: none"> <li>- Quality controlled training courses:</li> <li>- Management of programs and projects development</li> <li>- Human resources management in local public authorities</li> </ul> for the project - Modernization of Local Public Services
October-December 2017 30 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GFA Consulting Group Tatiana Bilba	National expert	Development and delivering the training for trainers for the project - Modernization of Local Public Services

November 2017- march 2018 60 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GFA Consulting Group Natalia Iachimov	National expert	Quality controlled training courses for the project for energy efficiency in public buildings in the project GIZ - Modernization of Local Public Services
September - December 2016 30 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GOPA Gesellschaft für Organisation Natalia Iachimov	National expert	Development and delivering the training for trainers for the project - Modernization of Local Public Services
January - December 2016 50 calendar days/ part time	The Republic of Moldova	United Nations Development Fund Project "Enhancement transparency and responsibility of authorities through common activities of mass- media and civil society Serghei Neicovcen	National expert Trainer	Developing an appropriate for training course Local anti-corruption policies
May 2015 10 calendar days/ part time	The Republic of Moldova	The Norwegian Mission of Rule of Law Advisers to Moldova Siri Fjortoft	National expert	Evaluation and recommendations Public Policy Expertise Development Strategy of the Prison Service from the Republic of Moldova 2016 -2020 and the Action Plan on the Implementation of the Strategy for the Development of the Penitentiary System for 2016-2020

<p>May- July 2015</p> <p>19 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>GOPA Gesellschaft für Organisation</p> <p>Denis Parea</p>	<p>National expert</p>	<p>Developing an appropriate brochures and lessons learned and good practices from the process on implementing the project Improving integrated solid waste management in Soldanesti, Floresti, Rezina - Modernization of Local Public Services</p>
<p>July - October 2015</p> <p>19 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>GOPA Gesellschaft für Organisation</p> <p>Sergiu Plesca</p>	<p>National expert</p>	<p>Developing an appropriate brochures and lessons learned and good practices from the process on implementing the project Improving water supply and sewage services in the village of Duruitoarea veche, Costesti, Rosu village- Modernization of Local Public Services</p>
<p>November- December 2015</p> <p>19 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>GOPA Gesellschaft für Organisation</p> <p>Bulat Violeta</p>	<p>National expert</p>	<p>Developing an appropriate brochures and lessons learned and good practices from the process on implementing the project - Modernization of Local Public Services</p>
<p>December 2014- January 2015</p> <p>17 calendar days/ part time</p>	<p>The Republic of Moldova</p>	<p>Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>GOPA Gesellschaft für Organisation</p> <p>Bulat Violeta</p>	<p>National expert Trainer</p>	<p>Developing an appropriate for training course Regional Development and Regional and Local Planning and Programming</p>

August-October 2014 20 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Bulat Violeta	National expert Trainer	Developing an appropriate for training course Leadership development in the public administration
August-September 2014 25 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Bulat Violeta	National expert Trainer	Developing an information guide to promote the success and lessons learned of the Moldovan beneficiaries within the Cross-Border Cooperation Program.
February 2013 part time 11 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Bulat Violeta	National expert Trainer	Developing an appropriate curriculum for training course Management of programs and projects development which be piloted.
January - February 2013 part time 11 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Bulat Violeta	National expert	Developing an appropriate curriculum for training course on Regional and Local Planning and Programming
August-September 2013 part time 11 calendar days/ part time	The Republic of Moldova	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Bulat Violeta	National expert Trainer	Training activities in the European Project: Regional development. Conceptual framework and best practices

January 2012 7 calendar days/ part time	Egypt	Ministry of Foreign Affairs in cooperation with Operational Unit for Development Assistance	National expert	Training activities in the Egypt Project: Egypt Economic Trends and customs management
August-November 2011 part time 10 calendar days/ part time	Romania The Republic of Moldova	Management authority Romania: Operational Programme Romania- Ukraine- Republic of Moldova Dastic Angela	National expert Trainer	Training activities in the European Project: Development of local government to EU standards and best practices.
April - September 2008 20 calendar days/ part time	The Republic of Moldova	SIPU International (Sweden) Claes Sandstrom	National expert Trainer	Training activities in the European Project :The Public Finance Management.

**13. Specific experience in the region:**

Country	Date from - Date to
Germany	04 -10 November 2012 09-16 November 2014 23-27 March 2015 13-17 January 2020
Georgia	08-11 May 2019
Ukraine	21- 26 July 2019
Egypt	14- 29 January 2012
Romania	28 June - 01 July 2011 11-14 May 2022

14. **Other relevant information** (eg, Publications)

1. Implementation methodological aspects of the strategic planning system in the public administration institutions// Materials of the international scientific and practical conference “Academy of Public Administration- 15 years of modernization of the public service in the Republic of Moldova”, Ch: APA, 2006, p. 61-62, vol.II, ISBN 978-9975-9960-5-1
2. Ensuring macroeconomic stability - the economic policy vector in the Republic of Moldova// Materials of the international scientific and practical conference “Academy of Public Administration- 15 years of modernization of the public service in the Republic of Moldova”, Ch: APA, 2006, p. 99-100, vol.II, ISBN 978-9975-9960-5-1
3. International migration of labor force and its impact on the socio-economic development of the Republic of Moldova// Materials of the international scientific and practical conference “Academy of Public Administration- 15 years of modernization of the public service in the Republic of Moldova”, Ch: AAP, 2006, p. 1005-106, vol.II, ISBN 978-9975-9960-5-1
4. Methods of continuous improvement of the quality management system // Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch: APA, 2011, p.231- 233. ISBN 978-9975-4241-0-3. (co-author)
5. The role of organizational culture in promoting knowledge management// Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch: APA, 2011, p. 227- 229, ISBN 978-9975-4241-0-3. (co-author)
6. Impact of austerity measures imposed by the IMF in countries requesting economic aid// Materials of the international scientific and practical conference "Theory and Practice of Public Administration, 2011 edition", Ch: APA, 2011, p. 162-164. ISBN 978-9975-4241-0-3.
7. Implementation of total quality management and impact on public organizations in the Republic of Moldova// "Theory and Practice of Public Administration, 2012 edition", Ch.: APA, 2012. p. 284-285. ISBN 978-9975-4107-8-6.
8. The human resources valorization through the stimulation of creativity, journal Public Administration, Ch.: APA, 2013, nr.4, p. 74-77. ISSN 1813 – 8489. (Cat. C), (co-author)
9. Regional policy of the European Union - inspiration for countries outside the Union// Collection of articles “Tools for local and regional development”, Ch.: 2013, p.9-13, ISBN 978-9975-66-326-7.
- 10.General steps for the development of the local development strategy// Collection of articles “Tools for local and regional development”, Ch.: 2013, p.22-24. ISBN 978-9975-66-326-7.
- 11.Analysis methods in integrated strategic planning// Collection of articles “Tools for local and regional development”, Ch.: 2013, p.29-31.ISBN 978-9975-66-326-7.
- 12.Common vision, mission and values - compulsory components of local development strategy// Collection of articles “Tools for local and regional development”, Ch.: 2013,p.42-44. ISBN 978-9975-66- 326-7.



13. Analysis of project stakeholders// Collection of articles "Tools for local and regional development", Ch.: 2013, p.57-60, ISBN 978-9975-66-326-7.
14. Objective verification indicators and verification sources - parts of the logic matrix// Collection of articles "Tools for local and regional development", Ch.: 2013, p.66-68, ISBN 978-9975-66-326-7 (co-author).
15. Project monitoring - stage of project cycle management// Collection of articles "Tools for local and regional development", Ch.: 2013, p.72-75, ISBN 978-9975-66-326-7. (co-author)
16. Project evaluation - stage of project cycle management// Collection of articles "Tools for local and regional development", Ch.: 2013, p.84-85, ISBN 978-9975-66-326-7.
17. Modern leadership and its impact on good governance// Intercultural management journal, volume XV, Nr. 3 (29), 2013, p. 52-61. ISSN-L: 1454-9980.
18. Development of leadership in the public administration of the Republic of Moldova// Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch., APA, 2013, p.379- 382, ISBN 978-9975-4241-5-8.
19. Success and sustainability of business based on the standard ISO 22301:2012// Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch., APA, 2013, p.382-384. ISBN 978-9975-4241-5-8 (co-author)
20. ISO 26000 social responsibility in public institutions - the transition from good intentions to good actions// Public administration journal, Ch.: AAP, 2013, nr.1, p.62-65, ISSN 1813 – 8489
21. Developing the institutional environment and the mechanisms for coordination of external assistance (the experience of the Republic of Moldova)// Scientific-practical conference with international participation "Reforming public administration: theory, practice, international experience", Odessa, ORIDU NADU, 2014, p. 334-336 ISBN 978-966-394-066-3 (co-author)
22. KAIZEN Japanese thinking - key to the success of organizational development// Public administration journal, Ch.: APA, 2014, nr.3, p.74-78, ISSN 1813 – 8489 (C category)
23. The main dimensions of the country brand// Materials of the international scientific and practical conference "Theory and Practice of Public Administration, 2014 edition", Ch.: APA, 2014. p. 351-355. ISBN 978-9975- 4241-9-6. (co-author)
24. Aspects of the functionality and financial support of the European regional development policy economy// Public administration journal, Ch.: APA, 2015, nr. 1 (89), p. 64-73 ISSN 1813 – 8489 (Category C)
25. Social responsibility - management tool for public administration// Public administration journal, Ch.: APA, 2015, nr.4, p.106-110, ISSN 1813 – 8489 (Category C)
26. International initiatives and standards in the field of social responsibility// Materials of the international scientific and practical

conference "Contribution of young researchers to the development of public administration", Ch., APA, 2015, p.31-39, ISBN 978-9975-115-62-9

27. Sustainable development from the perspective of the ISO 26000 Social Responsibility standard// Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch., APA, 2015, p.314-316, ISBN 978-9975-3019-3-1
28. Developing participatory democracy - contributing to good governance// Materials of the international scientific and practical conference "Theory and Practice of Public Administration", Ch., APA, 2015, p.334- 336, ISBN 978-9975-3019-3-08 (co-author)
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#### **16. Social responsibility**

- Initiating and Organizing the Marathon "Life rises from love" for children suffering from haematological malignancies at the Oncological Hospital in Chisinau, 29 of May, 2016
- Initiating and Organizing the Marathon "Life rises from love" for children suffering from haematological malignancies at the Oncological Hospital in Chisinau, 28 of May, 2017
- Initiating and Organizing the Marathon "Life rises from love" for children suffering from haematological malignancies at the Oncological Hospital in Chisinau, 27 of May, 2018

