

Curriculum Vitae

Akaki Zoidze, MD, MPA
Team Leader

Education

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| 1996- 1997 | Columbia University, School of International and Public Affairs New York, USA <u>Certification:</u> Public Administration with concentration on Health Policy (Master level) |
| 1991- 1993 | Institute of Clinical and Experimental Neurology Tbilisi, Georgia Residency in Neurology |
| 1985 – 1991 | Faculty of General Medicine, Tbilisi State Medical University Tbilisi, Georgia <u>Certification:</u> <i>Medical Doctor</i> , Magna Cum Laude, 1991 |

Summary of Expertise

Dr. Zoidze's fifteen year professional experience draws upon: (i) public sector work for more than seven years, out of which three years, he held key positions in social and health sectors of Georgia and two years served as the Deputy State (Prime) Minister of Georgia, during which he led or participated in public policy development, high level policy dialogue, public service restructuring and number of major reform efforts in health and social sectors of Georgia; (ii) five years of senior level project management experience in health sector of transition countries with international organizations, where Akaki managed multinational teams; (iii) more than twelve years of consulting experience with the World Bank, UN agencies, USAID, EC, DFID and other international organizations, which allowed Dr. Zoidze to enrich the knowledge of health policies and systems and health sector restructuring initiatives throughout the region and **contribute to health policy development and capacity building in CIS countries.**

Assignment relevant Experience

As a *Consultant* and *Advisor* for Ministries of Health in Georgia, Azerbaijan and Turkey, during various past and present assignments, Dr. Zoidze have been contributing to the development of the Health System Performance Assessment mechanism for these countries that involved the evaluation the national health systems and sub-systems across set of key performance indicators that also involved **the assessment of the health financing function of the assessed health systems.**

As a *consultant* to the CIC/OPM for the World Bank Twinning Project **in Kazakhstan**, Dr. Zoidze is serving as a **key expert** in of the Project Component on development of the purchasing function for the health sector in Kazakhstan. Dr. Zoidze is contributing to the development of the recommendations on health provider autonomy, development of contracting and pay-for-performance mechanisms for health services **and elaboration and costing of the new Basic Benefit Package for Kazakhstan.**

As a *health expert* to EC/Tajikistan was responsible for developing the conceptual framework and **costing of the Comprehensive Health Strategy for Tajikistan** for 2011-2020. This

involved creation of the innovative costing model for health sector interventions that has been transferred to and currently is used by the Ministry of Health of Tajikistan.

As a *Health Financing Consultant* to the Health Sector Reform Project (the World Bank and Government of Azerbaijan GoAz) and *Senior Health Finance Analyst* for Primary Health Care strengthening Project in Azerbaijan, Dr. Zoidze served as a principle advisor on health financing issues for the Ministries of Health and Finance. He assisted the Government of Azerbaijan in the design and implementation of the 86 million Health Sector Reform Project aimed at creation of new health care model in the country, including the introduction of new health financing and payment mechanisms to health providers, and **revision of the existing Basic Benefit Package (BBP)**. He also provided technical assistance to the GoAz in developing comprehensive and long term health financing reform concept and led the design, implementation and final reporting for the Health Facility Assessment and Household Health Expenditure and Utilization Survey in five pilot districts that provided baseline data for elaboration of the **health financing reform concept**.

As a *consultant* to the WHO/Albania, has **evaluated cost of mental health services** in Albania and developed an action plan for Ministry of Health of Albania on introduction and institutionalization of the new provider reimbursement models for mental health services.

As a **Deputy State (Prime) Minister of Georgia** overseeing number of Government Ministries and State Departments, including the MoLHSA, Dr. Zoidze was involved in high level policy dialogue with the UN and other International Organizations, CIS inter-governmental structures, etc. As a **Deputy Minister of Labour, Health and Social Affairs of Georgia**, he was closely involved in the development and implementation of one of the most innovative health sector and **health financing reforms throughout the region**.

Consultancy Experience

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| 2010 – Present | <p>Twinning Arrangement for Health Finance Capacity Building and Strengthening Strategic Purchasing – The World Bank/MoH Astana, Kazakhstan</p> <p>As a consultant to the CIC/OPM for the World Bank Twinning Project in Kazakhstan, I am serving as <i>key expert</i> in of the Project Component on development of the purchasing function for the health sector in Kazakhstan.</p> |
| 2010 - 2011 | <p>Health Facility Master Plan development – The World Bank/MoH Dushanbe, Tajikistan</p> <p>As a <i>change management consultant</i> was responsible for developing the conceptual parameters for the elaboration of the health sector master plan and development of the implementation plan, including annual facility level action plans, the monitoring and evaluation strategy, and the training activities.</p> |

- 2010 **Regional Meeting for CCMs of CAR and Azerbaijan – Curatio International Consulting Ltd/GFATM**
Almaty, Kazakhstan
Facilitator, responsible to assist country teams/regional meeting participants in group work on a) adherence to minimum requirements on proposal development and PR nomination, b) grant oversight plan & conflict of interest mitigation, c) elections and effective engagement of Civil Society/Principal Recipient constituencies and d) use of electronic tools for CCM Funding application and Documentation (CCM minutes).
- 2009 – 2010 **Technical assistance to costing of the comprehensive health strategy – EU/IBF/CIC**
Dushanbe, Tajikistan
Health Specialist: Development of costed, financially realistic and cost-effective National Comprehensive Health Strategy, and provide on-job-training inputs in the process of drafting of the Strategy in order to improve its overall quality, effectiveness and financial and budgetary planning dimensions.
- 2009 – 2011 **Technical Assistance in Producing First National Health System Performance Assessment (HSPA) Report for Turkey - The World Bank/Ministry of Health of Turkey, Turkish Institute of Health (TUSAK)**
Turkey
Consultant: technical assistance to the MoH of Turkey and TUSAK in the development of the Strategic Mapping for the Turkey health system, with the aim to introduce and institutionalize the Health System Performance Assessment in Turkey.
- 2008 – present **Health Systems and Evidence Based Health Policy - International School of Public Health. Medical University**
As an *invited lecturer* lead two course modules in health systems and evidence based health policy for the Public Health Master candidates.
- 2009 **Health Sector Reform Project - The World Bank/MoH**
Georgia
Consultant: In collaboration with WHO technical experts to assist the MoH Technical Working Group on in production of the first national Health System Performance Assessment (HSPA) report.
- 2009 **Development of Pandemic Influenza and Human Preparedness and Response Plan – MoH/WB/CIC**
Tbilisi Georgia
Team Leader: senior oversight to the Curatio International Consulting and associated foreign consultants team and coordinate national consensus-building process building on critical issues. Responsible for definition of roles and responsibilities for country services, agencies, and offices involved in influenza preparedness and control, development of comprehensive work plans for these institutions. Responsible for costing of the plan envisioned activities.
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- 2009 **Costing of Mental Health Services – WHO**
Tirana, Albania
Evaluated cost of mental health services in Albania and developed an action plan for Ministry of Health of Albania on introduction and institutionalization of the new provider reimbursement models for mental health services.
- 2009 **Introduction and Institutionalization of Evidence-Based Policy Making Cycle at the MoH - UNDP**
Georgia
Consultant: To conduct needs assessment for MoH for the purpose to provide recommendations (a) on changes in current ministerial structure and (b) improving analytical capacity of the personnel from key MoH departments involved in policy planning and implementation oversight.
- 2008 **Improvement of Maternal and Child Health Services – UNICEF**
Uzbekistan
Consultant: Stakeholder and institutional assessment, mapping of international development assistance; assistance in the elaboration of a Joint Action Plan for multiple collaborators (UNICEF/EU, World Bank, ADB, UNFPA, USAID) supporting the MCH national program in Uzbekistan through consensus building and joint planning; and based on these actions - development of the Inception Report for the Project that includes revised Logframe matrix for intervention, revised and detailed work plan and budget.
- 2008 – 2009 **Technical Assistance in Producing First National Health System Performance Assessment (HSPA) Report for Georgia - The WB/MoH**
Tbilisi, Georgia
Consultant: In collaboration with WHO technical experts to assist the MoH Technical Working Group on HSPA in production of the first national HSPA Report.
- 2008 – 2009 **Design health system performance framework, monitoring & evaluation framework & provide training to MoH staff – MoH/Az/WB**
Baku, Azerbaijan
Public Health & Health Policy expert: Conducted desk review of available literature and in depth semi structured interviews with stakeholders to assess current M&E system and identify priority areas for health system performance assessment in Azerbaijan. Provide on-job training and mentoring to the MoH Technical Working Group on HSPA in health systems and health policy issues and assisting in selection of final indicators for adopted HSPA Model.
- 2007 **Integrated Delivery Network (IDN) Strategy Development**
Tbilisi, Georgia
Expert: (a) Analysis of the health care market in Georgia and emerging market opportunities driven by current reform initiatives, including detailed description of different market segments (hospital, outpatient, dental and diagnostic services, pharmaceutical and insurance market sectors, their geographic distribution and characteristics, etc.). (b) Market growth potential; (c) Benchmarking Georgia's market with other countries in the region and beyond; (d) Analysis of current financing of the medical service provision in Georgia and expected future changes as a result of the envisioned governmental reforms.
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- 2005 –
2007 **Primary Health Care Strengthening Project for Azerbaijan - International Medical Corps/Abt Associates/Curatio International Foundation (CIF)/Johns Hopkins Center for Communication Programs - USAID**
Senior Health Finance Analyst:
Served as a lead health financing advisor for the Project and the Ministry of Health of Azerbaijan; Assisted the MoH in the design and implementation of the 86,5 million Health Sector Reform Project aimed at creation of a new health care model in the country, including the health network optimization, introduction of new health financing and payment mechanisms, and revision of the existing basic benefit package (BBP); Providing technical assistance in (a) developing comprehensive and long term health financing reform strategy for Azerbaijan, (b) designing and costing new BBP options and (c) design of new provider payment mechanism for pilot testing in five districts of Azerbaijan.
- 2005 **Health System Transformation Project in Georgia – Abt Associates/CIF/Care International- USAID**
Organizational Development (OD) Team Leader: Led the organizational assessment of the system of the Ministry of Labor, Health and Social Affairs of Georgia (MoLHSA), including the skills assessment and skill gap analysis of the senior and middle level managerial staff. Provided recommendations and assisted in practical implementation of reorganization and staff optimization of the Ministry and several agencies within the Ministerial system, including the Social Insurance State United Fund, responsible for health purchasing.
- 2005 **Georgia Health Information and Diseases Surveillance Project - Curatio International Foundation (CIF), University of Toronto, Canada**
Governance Expert: Providing technical advice for improving governance structures for National Immunization Programme.
- 2005 **Primary Health Care Financing Project for Georgia. GVG/EPOS/EU**
Health Systems and Legal Expert: Providing legal and system-wide impact advice to GVG/EPOS on primary health care financing reform proposals and pilot design.
- 2004 **Stop TB Partnership – WHO/Geneva**
Advisor: Conducted Stakeholder Assessment for the feasibility of “Stop TB” regional partnership in Central Asian Republics (CAR).
- 2004 **System-Wide Effects of the Global Fund (SWEF) International Network**
Georgia Team Leader: Administering the study on system wide effects of funding of the GFATM (Global Fund to fight AIDS, TB and Malaria) in Georgia.
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- 2004 **MedPharm/RUSA Ltd/Johns Hopkins Center for Emergency Medicine USA**
Consultant: Elaborated Technical and Financial Proposals for Providing Medical Services to PetroKaz (Oil Project) employees in Kazakhstan.
- 2004 **Institute for Health Sector Development (IHSD), London, UK**
Consultant: Compiled the “Eldis” Dossier on Health Sector Reforms in 32 Transition Economies of Europe and Asia.
- 2004 **The World Bank, Washington DC, USA**
Consultant: Operationalizing Millennium Development Goals in ECA. Georgia Case Study.
- 2001 **Institute for Health Sector Development (IHSD), London, UK**
Consultant: Participated in the appraisal mission for DFID funded Hospital Restructuring Program in Bishkek, Kyrgyz Republic.
- 2000 **The World Bank, Washington DC, USA**
Advisor: Advised the World Bank Kosovo Health Team on Health Sector Expenditure Review and Health Financing Reform strategy for Kosovo.
- 1998-2000 **Preparation Team - WB Georgia Health Project II**
Head of Health Financing Component:
- Developing the Project Concept Document on Georgian Health Financing Reform for the World Bank Georgia Health Project II.
 - Preparing the pilot testing proposals for alternative health financing reform options for Georgia.
- 2000 **Abt Associates, Bethesda, MD, USA**
Consultant: Conducted EPI – immunization program assessment for Georgia.
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2000

International Medical Corps (IMC), Los Angeles, USA

Consultant:

1* Conducted health situation assessment in Southern Regions and city of Baku in Azerbaijan for IMC.

2* Developed project proposal on “Community - Based Primary Health Care Development Program for Southern Regions of Azerbaijan” that was funded (\$1,100,000) by the USAID through the “Mercy Corps International Community Assistance Program”

1999

United Nations Children Fund (UNICEF)

Georgia

Health Sector Consultant: Developed Health Sector Analysis for Women and Children’s Situation Report for Georgia 1995-2000.

1998

Curatio International Foundation

Georgia

Senior Researcher: Participated in the sector study on hospital financing for Georgia, funded by the United States Agency on International Development (USAID) program “Partnerships for Health Reform” through Abt Associates, Bethesda, MD, USA.

1998

Kaiser Permanente International

Oakland, USA

Consultant: Consulted KPI for the USAID funded Health Reform project in Russia. Provided technical assistance to the Novgorod Oblast Hospital administration and physicians in utilization management and design of new incentive-based reimbursement mechanisms for medical services.

1995

United Methodist Committee on Relief (UMCOR) - USA

Consultant: Conducted consulting for UMCOR/ DC on needs and feasibility of medical assistance programs in Baku, Azerbaijan.

1994 **International Federation of Red Cross and Red Crescent Societies (IFRC)
Geneva, Switzerland**
Consultant: Participated in the IFRC program development for the health sector in the Republic of Azerbaijan (“Pharmaceutical Assistance to the Single Pensioners in Azerbaijan” - up to 300,000US\$ were awarded to IFRC).

Professional Experience

2008-
present **Tbilisi State Medical University – International Public Health School**
Lecturer: I teach postgraduate students Evidence Based Health Policy.

2004-
present **Board Director - Curatio International Foundation
Tbilisi, Georgia**
Curatio International Foundation (CIF) is a not-for-profit agency with the mandate to support reforms in health, social and educational sector. I am member of the Board of Directors (CIF). My responsibilities include: participation in the development of the vision and strategic plan for the organization, capacity development, and adopting decisions on governance structures and approving the CIF annual reports and work plans.

Dec 2001
– Nov
2003 **State Chancellery
Tbilisi, Georgia**
Deputy State Minister

- Coordinated activities and led the reorganization of the government ministries and state departments in following sectors: State Property Management and Privatization, Transport and Communications, Construction and Urbanization, Labor Policy, Health and Social Affairs, Refugees and Migration Policy.
- Headed the task force on elaboration of Public Sector Reform Strategy for Georgia.
- Headed the working group on elaboration of Anti-corruption and Governance Reform Section of Economic Development and Poverty Reduction Program (EDPRP) for Georgia.

June 1999
– Dec
2001

Ministry of Labour, Health and Social Affairs

Tbilisi, Georgia

Deputy Minister

- Responsible for drafting annual budget applications to the Ministry of Finance.
- Responsible for public purchasing, contracting and monitoring process for health and social sector allocations.
- Responsible for the development of quarterly and annual budget execution reports for health and social sector.
- Oversaw the Ministry departments of Social Insurance & Programs Management, Economics of Social Sphere, Licensing & Standardization, and Employment & Labor.
- Oversaw the activities of United Social Security Fund of Georgia and United Employment Fund of Georgia.
- Coordinated the humanitarian and foreign technical assistance provided to the health and social sectors by bilateral donors, international private and non-governmental organizations.
- Chairman of the Supervisory Board of the Project Implementation Unit of the World Bank Financed Social and Health Projects in Georgia.
- Member of the Special Governmental Commission on Hospital Restructuring responsible for implementation of hospital sector restructuring strategy developed in cooperation with the World Bank.
- Member of Board of Supervisors of the Hospital Restructuring Fund of Georgia.
- Coordinated development of social and health sector parts of Economic Development and Poverty Reduction National Program (EDPRP) for Georgia.
- Head of the working group on elaboration of new Labor Code and laws on Social Insurance, State Medical Insurance, Unemployment Insurance and Public Employment Policy.
- Managing staff comprised of 85 persons.

Jan 1998
– June
2000

Ministry of Labour, Health and Social Affairs

Tbilisi, Georgia

Head of the Social Insurance and Programs Management Department

- Responsible for the development and monitoring of Federal and Mandatory Municipal Programs financed through the public budget in health care, social sector and employment & labor.
 - Responsible for contracting with implementing organizations of Federal Programs.
 - Coordinated humanitarian and foreign technical assistance provided to the Ministry of Health and Social Affairs, health and social sectors of Georgia by bilateral donors, international private and non-governmental organizations.
 - Participated in the long-term social policy development for Georgia.
 - Managed staff comprised of 24 persons.
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- Jan 1998 – Oct 1999
Ministry of Health
Tbilisi, Georgia
Assistant Minister of Health
 Participated in the overall strategy development for the health care reform in Georgia.
 Developed health care financing reform alternatives and pilot testing of different reimbursement mechanisms for health care providers.
- May 1997 – Jan 1998
Kaiser Permanente International
Oakland, USA
Project Coordinator
 Managed the feasibility study and development of business plan for the demonstration project of integrated health care delivery system in the Republic of Georgia.
- Oct 1994 – Aug 1995
United Methodist Committee on Relief (UMCOR)
Tbilisi, Georgia
Medical Director
 Managed all UMCOR / Georgia programs in the health sector; Duties included the supervision of permanent and temporary medical staff, liaison with local governmental and health officials, cooperation with other NGOs and IOs active in the health sector in Georgia, needs assessment and proposal development for UMCOR medical activities in the region.
- Mar 1994 – Oct 1994
International Federation of Red Cross and Red Crescent Societies (IFRC)
Tbilisi, Georgia
National Medical Coordinator
 In cooperation with IFRC Health Delegate for Caucasus administered all IFRC medical programs in Georgia. Independently designed two project proposals of IFRC/ Georgia for the years 1995-1996: “Emergency Pharmaceutical Assistance for Psycho-neurological Patients in Georgia” and “Visiting Nurses Program for Elderly Alone Pensioners in Georgia”.
- 1991 – 1994
Department of Angio-neurology, Institute of Clinical and Experimental Neurology
Tbilisi, Georgia
Physician Neurologist, Junior Scientific Worker

Publications

1. Gotsadze G, Zoidze A, 2009. *Household catastrophic health expenditure: evidence from Georgia and its policy implication*. BMC Health Services Research 2009, Vol. 9
2. **Zoidze A**, Gotsadze G, Cameron S., 2006, *An Overview of Health in Transition Countries*, International Hospital Federation Reference Book 2006/2007.
3. Gotsadze G., Cashin C., **Zoidze A.**, Valdin J., 2005, *Descriptive background to health care financing reform strategy development in Georgia*. HCF Discussion paper No. 1. CoReform Project. Tbilisi. Georgia.
4. Gotsadze G, **Zoidze A**, Vasadze O. *Reform strategies in Georgia and their impact on health care provision in rural areas: evidence from a household survey*. Journal of Social Sciences and Medicine. Vol 60/4 pp 809-821.

5. Gotsadze G, Mataradze G, **Zoidze A.** *Hospital Sector Reform and Its Implications on HRD.* Human Resources for Health Development Journal. Vol. 3, # 3, Nonthaburi, Thailand. 1999
6. Jorbenadze A, **Zoidze A,** Gzirishvili D, Gotsadze G. *Health Reform and Hospital Financing in Georgia.* Croatian Medical Journal. Vol 15. Zagreb, Croatia. 1998
7. **Zoidze A,** Gzirishvili D, Gotsadze G. *Hospital Financing Study in Georgia.* Abt Publications, Bethesda, MD. USA. 1998.
8. Gzirishvili D. **Zoidze A.** *Reimbursement Mechanisms for Hospitals.* National Health Management Center, Tbilisi. Georgia. 1998.

Languages

| | Speak | Read | Write |
|----------|-----------|-----------|-----------|
| Georgian | native | native | native |
| English | excellent | excellent | good |
| Russian | excellent | excellent | excellent |

Curriculum Vitae

David Gzirishvili MD, MSS

Education

1983 – 1990

Tbilisi State Medical Institute (TSMI)

Tbilisi, Georgia

Certification: *Medical Doctor*, Ministry of Health, Georgia

2001 -2002

The Katholieke Universiteit Leuven

Leuven, Belgium

Certification: *Master* in Social Security

Assignment Specific Expertise

As a health and social policy researcher and advisor for more than 15 years in CIS and Eastern Europe Dr. David Gzirishvili:

Has contributed to a wide range of studies on health care utilization and expenditures, poverty analysis, assessment of different aspects of health care system performance, etc.

If familiar with different primary data collection and processing techniques as well as synthesis of secondary data necessary to conduct equity focuses analyses.

Gained experience on different aspects of Maternal and Child health including planning, capacity building, design and introduction of innovative solutions for the delivery of MCH health services (e.g. referral system, on-line triage system, health information system for tracking and assessing of the quality and effectiveness of MCH services).

Contributed to a numerous participatory planning and evaluation processes providing programmatic and/or policy advice to government officials and international organizations.

Assisted national and sub-national Governments in the development of comprehensive, sectoral strategic plans and programs in health care and social protection.

Understands major trends and practices in the health care system management, reforms and health care service delivery in Kazakhstan.

Assignment Specific Experience

2011

Technical Assistance to the Ministry of Health – Community nursing assessment with equity analysis – Curatio International Consulting Ltd/UNICEF

Skopje, Macedonia

Team Leader, responsible to carry out the assessment in order to determine main strengths and weaknesses of the community nursing system, consequently inform concrete actions and changes to strengthen its quality and coverage to address disparities and inequities in basic community health services. As a team leader was specifically responsible to finalize the assessment design, define technical tasks for a national expert institution, develop detailed assessment methodology (instruments, analytical and modeling tools), conduct face-to-face consultations with major in-country stakeholders, supervise field research, analyze findings and develop practical recommendations.

2011

Assistance in the development of Human Resource Strategy in mental health field in Georgia – The “Global Initiative on Psychiatry – Tbilisi” (GIP-T)

Tbilisi, Georgia

Consultant, responsible for the design of an Excel tool enabling stakeholders to model a country needs for professional workforce development within a framework of ongoing mental health care reforms. Namely, the consultant was responsible in close consultation with GIP-T experts to: (a) design a module to structure populations needs for mental health services; (b) link dynamically these needs with a standardized professional groups; (c) identify gaps in the professional workforce capacity (existing vs. desired); (d) identify types of
