

<b>Phone:</b>	+995 (322) 423231
<b>Mobile:</b>	+995 (577) 401903
<b>E-mail:</b>	d.gzirishvili@curatioconsulting.com
<b>Date of birth:</b>	1 January 1966
<b>Nationality:</b>	Georgian

## EDUCATION

1983 - 1990	<b>Tbilisi State Medical Institute (TSMI)</b> Tbilisi, Georgia Certification: <u>Medical Doctor</u> , Ministry of Health, Georgia,
2001 -2002	<b>The Katholieke Universiteit Leuven</b> Leuven, Belgium Certification: <u>Master in Social Security</u>

## SUMMARY OF EXPERTISE

- Health care:
  - Health care policy and system reform
  - Health system performance assessment
  - Health care financing (at macro and institutional levels)
  - Health care administration
  - Primary Health Care / integrated health care delivery systems
  - HIV/AIDS (programming, evaluation/research)
  - Immunization (modeling of resource requirements, financial sustainability, planning, performance monitoring)
  - Research (utilization, expenditures, health worker motivation, etc.)
  - Training and lecturing
    - health care organization management
    - public health care program design and evaluation
- Social welfare
  - Social protection policy and system reform
  - Targeted social assistance
  - Child and family welfare
- Poverty
  - Poverty studies
  - Poverty reduction strategies
- Civil society and community development, civil society participation
- Project/programme development, implementation and assessment
- Policy advice and analysis
- Organizational development, strategic planning, capacity building and management
- Health and management information systems, software development
- Financial analyses, costing and budgeting of strategies/projects

## CONSULTANCY EXPERIENCE

2011	<b>Analytical Review of Social Protection and Health Care forms in Georgia (1991-2011) - Open Society Georgia Foundation</b> Tbilisi, Georgia Expert, responsible to design a review methodology and discuss with an editorial board, guide the team in data collection, carry out a desk research, formulate preliminary findings and discuss them with the editorial board, formulate final conclusions and present to the editorial board for final approval.
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- 2011 **Review of country New Vaccine Support to the GAVI Alliance - The GAVI Alliance**  
Geneva, Switzerland  
Member of the Independent Review Committee (IRC), responsible: a) to review country proposals including the application form, health sector planning documents, a Comprehensive Multi-Year Plan, other reports and official documents and assess if they meet the support requirements in accordance with the GAVI Alliance Guidelines; b) actively participate in plenary sessions and contribute to the design of country proposal review reports, as well as in the elaboration of recommendations to different GAVI units.
- 2011 **Support to the Government of Bangladesh for developing the GAVI Application for measles second dose and new vaccine (Pneumococcal) introduction - UNICEF**  
Dhaka, Bangladesh  
Expert, in consultation with UNICEF/HQ responsible to: a) review the relevant document, situation analysis and analyses of the current and future costing and financing of the program, b) review the current Comprehensive Multi-year Plan (cMYP) for Bangladesh 2011-2016, cold chain assessment report, Effective Vaccine Management report and current GAVI program implementation status, c) meet with the appropriate government officials, member of national immunization committee to gather necessary programmatic, financial and economic data required for preparation of the application, d) discuss the objectives and key strategies of the program, e) cost the identified strategies and key activities, f) identify secured and probable funding, g) consolidate information as required, h) debrief with the Ministry of Health (and other government officials as appropriate) and partner agency staff, i) finalize the document by incorporating the comments and suggestions from GOB and Partners and k) provide orientation of the Ministry of Health officials on on-line training for new vaccine application and annual progress report submission
- 2011 **Technical Assistance to the Ministry of Health - Community nursing assessment with equity analysis - Curatio International Consulting/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 investments in human resource development (selection, testing, training, etc.), capacity building capacity and associated costs
- 2011 **Review of the “Georgia National HIV/AIDS Monitoring and Evaluation Framework and Operational Manual” - UN AIDS Georgia**  
Tbilisi, Georgia  
Consultant, responsible to assess the ““Georgia National HIV/AIDS Monitoring and Evaluation Framework and Operational Manual” developed by a team of experts through a national consultation process with the support of UN AIDS Georgia. Namely, responsible to a) assess the document from a standpoint of different end users using criteria of practicability; b) define areas that should be improved to make the document instrumental for key stakeholders and c) provide practical recommendations for the improvement of the M&E Framework and M&E Operations Plan of the national response to HIV/AIDS epidemic.

- 2011 **Study of cost and financing options for new vaccine introduction in India - Resources For Development/ the Bill and Melinda Gates Foundation**  
Tbilisi, Georgia  
Consultant, responsible for the development of an Excel tool for modeling various scenarios (such as phased introduction versus national roll-out, alternate vaccine price levels) for introducing new vaccines both at the state and national levels, with associated costs and financing; namely, a) revise the original WHO/UNICEF excel cMYP costing and financing tool (for standardized cost related data collection in 20 States), b) design a prototype of the Excel tool and apply the data in these files to the Excel modeling tool to produce and test scenarios for new vaccine introduction; c) add a financing worksheet/layer to the Excel tool to identify funding gaps and to inform the development of a comprehensive list of realistic financing options to support the introduction and sustainable delivery of new vaccines in India; d) design an user friendly modeling/data input and presentation interface
- 2010 **Training of Mass media in basics of health care systems and policy - Open Society Georgia Foundation**  
Lopota, Georgia  
Trainer, prepared training materials and conducted training on the following topics: a) concepts of health (personal, public), b) health care system components (goals, functions, dimensions), c) health care system assessment frameworks; d) health care system models and e) health care policy paradigms
- 2010 **External review of the Consolidated HIV/AIDS grant in People's Republic of China - Curatio International Consulting (CIC)/GFATM**  
Beijing, Kunming, China  
Team leader and expert in budget analysis, responsible to a) develop/refine the review methodology and organize work of the review team, b) carry out consultations with major in-stakeholders, c) review the grant budget including unit cost analysis, consistency with the program targets, budgetary implications of program intervention alternatives, d) synthesize the draft report, e) debrief the CCM in China on the external review findings and recommendations and f) conduct consultations with the GFATM and in-country stakeholders and finalize the report considering the received feedback/comments
- 2010 **Regional Meeting for CCMs of CAR and Azerbaijan - Curatio International Consulting/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)
- 2010 **Review of country Annual Progress Reports to the GAVI Alliance - The GAVI Alliance**  
Geneva, Switzerland  
Member of the GAVI Independent Review Committee (IRC), responsible to: a) review country Annual Progress Reports (APR) (including program performance analysis and budget execution), b) prepare review reports with conclusions and recommendations; c) actively participate in plenary sessions and contribute to the design of consolidated APR review IRC reports
- 2010 **Human Rights in Health (HRH) coalition capacity building assessment and preparation of a HRH proposal to OSI/OSGF - Open Society Georgia Foundation(OSGF)/Curatio International Consulting**  
Tbilisi, Georgia  
Team leader, responsible to: a) develop a capacity-self assessment instrument tailored to local specifics and helpful to identify concerns and underlying causes; b) review of background documents (related to the performance of HRH Coalition members, performance targets, OSGF grant application requirements, etc.); c) design the workshop agenda and necessary technical materials; d) Construct a problem tree – identify a major problem (e.g. related to performance) and weakness in the capacity (underlying causes), prioritize the causes and define risks (factors that cannot be changed within a given timeframe & resources); e) Define the roles and commitment of the HRH Coalition members in the finalization of the proposal to OSI/OSGF and f) Finalize the proposal

- 2010 **Technical support to country teams in national immunization program financial analyses and revision of financial sustainability strategies - WHO EURO/Curatio International Consulting**  
Georgia, Armenia, Azerbaijan, Moldova, Tajikistan, Kyrgyzstan, Uzbekistan  
Team leader, responsible to: a) develop an unified data collection/quality check, processing and analysis methodology with applied tools; b) coordinate in-country visits of team members and provide supportive supervision; c) assist team members in financial projection scenario building and modeling; and d) finalize financial analysis and financial sustainability sections of country Comprehensive Multi-Year Programs of national immunization programs
- 2010 **Technical assistance to UNICEF and MoH/Kazakhstan in detailed elaboration of areas ## 2 and 4 of the National Programme on Health Sector Development - Curatio International Consulting / UNICEF Kazakhstan**  
Astana, Kazakhstan  
Team leader, responsible for the following tasks: a) Familiarize and review the main frame of the National Health Programme as well as key national documents and regulations which are named in the draft Programme and should be taken into account in the development of respective action plans, b) Provide comments and recommendations on the main frame of the National Programme aimed at improving / clarifying the above listed areas and sub-areas, c) Provide elaborated recommendations / vision regarding the process of the development of specific action plan and budget for areas and sub-areas (identified by the Ministry of Health and UNICEF Kazakhstan) which should also take into account the composition of a working group and areas of expertise of its members, plan of working group, etc. d) Lead the team of national experts in the development of the precise action plan and budget against each of the above listed areas and sub-areas, e) Identify scope and key topics/areas for external expertise (international technical assistance) to the Ministry of Health during the implementation of the National Programme on Health Sector Development, f) Assist in the development of indicator to measure the progress towards targets set regarding the above listed areas and sub-areas of the National Programme and g) Finalization of the action plans and its presentation to the Ministry of Health
- 2009 - 2010 **Capacity strengthening and strategic planning for the All-Ukrainian Network of People Living with HIV (AUN) - Curatio International Consulting**  
Kyiv, Ukraine  
Team leader and expert in organizational development, responsible: a) for overall management of this assignment and the team of consultants, for engaging with the Client and assuring timely implementation and delivery of the listed deliverables; b) to lead the inception phase and develop detailed implementation plan; c) design organizational development options and strategic planning framework; d) assist the AUN in the development of strategic plan including introduction of new governance models and organizational policies
- 2009 - 2010 **Mid Term review of HIV/AIDS Epidemic Prevention State Program and its social and economic effects in the Kyrgyz Republic for 2006-2010, Curatio International Consulting/Central Asia AIDS Project**  
Bishkek, Kyrgyzstan  
Team leader, responsible for the following tasks: a) Collection and review of background documents; b) Develop a draft M&E matrix and discuss with the client, c)Conduct meetings with key stakeholders, d)Finalize the methodology and discuss with the client, d)design in-depth interview guidelines, e)Conduct key informant surveys (in the capital and periphery), f)Synthesize the key informant survey reports, g) Analyze and summarize recommendations obtained via key informant survey, h) Organize and conduct a round table presenting the final draft to the client and stakeholders and i)Integrate feedback/comments and finalize the report
- 2010 **Strengthening of the AIDS clinical management/surveillance in Georgia through the introduction of a medical information system - The GFATM/Curatio International Foundation**  
Tbilisi, Georgia  
Information technology/software development specialist, responsible: a) to elaborate together with the clinical management team user requirements and a set of performance and medical indicators; b) design the data and application model, develop the database and application layer; c) deploy the medical information system and test it; d) develop user manuals

- 2009 **Support to the Ministry of Labor, Health and Social Affairs of Georgia - on job training on Medium Term Expenditure Framework design and state health care program design, UNDP**  
Tbilisi, Georgia  
Expert, responsible for: a) development of training curriculum, b) conducting training courses (lecturing and practical exercise) for high level ministry officials and specialists, c) assessment of skills, knowledge and needs of the Ministry staff, d) technical support in formulating policy objectives for the Medium Term Expenditure Framework (MTEF) and developing planning/budgeting excel tool and e) development of recommendations to UNDP on future assistance to the Ministry for capacity building
- 2009 - 2010 **Support to the Social Services Agency (SSA) in management and coordination for development of a Social Information Management System (SIMS) - Georgia Health and Social Project Implementation Center**  
Tbilisi, Georgia  
Organizational Development consultant, responsible to: 1) Carry out external evaluation of Business Requirements Document (BRD), assess its consistency with the original Scope of Work, provide feedback on behalf of SSA if appropriate; 2) Assist SSA in designing and revision of SIMS development work plan (whenever necessary), including setting up measurable (quantitative and/or qualitative) milestones, updating resource requirements (budgets); 3) Assist SSA in the development and/or finalization of Terms of References to procure necessary consultancy services; 4) Coordinate/supervise delivery of consultancy services at the phase II, ensuring that technical issues with adequate solution options are communicated in a timely manner, and consultancy services for SIMS development are harmonized with overall organizational changes (and even with changes in a social services and protection policy framework); 5) Provide an advice to SSA management on technical, organizational and/or financial aspects of SIMS at any state of its development; whenever necessary, justify and support SSA to get additional consultancy services (short-term) on specific issues; 6) Provide on-job training/mentorship to designated SSA staff on the development of standard operational procedures with or without amendments to organizational bylaws, work plans and job descriptions.
- 2009 **Health and Policy Development Workshop - International Medical Corps -Jordan**  
Amman, Jordan  
International consultant, responsible to: a) conduct desk review of available information on Iraq Health System (Jordan and Iraq IMC mission will provide some of the documents); b) prepare workshop agenda and presentations; c) Present and discuss of Health policy development process; d) Indicate and discuss main challenges of each Health Policy pillars related to countries in protracted crises; e) Assess knowledge of participants in the area of health policy development and e) Provide written report with recommendation on further policy education process best
- 2009 **Desk review to propose GAVI Alliance minimum criteria for a) joint assessment of National Health Plans and b) common monitoring indicators and processes - The GAVI Alliance**  
Tbilisi, Georgia  
Consultant, as a team member, responsible to identify: 1) the minimum criteria within a National Health Plan and immunization comprehensive Multi Year Plan (cMYP) for the GAVI Alliance to make a health systems investment decision, within the context of other sources of funding; 2) the minimum indicators and processes required for the GAVI Alliance to monitor its health systems investments, using national common monitoring frameworks; and 3) the key challenges and possible strategies to overcome the challenges to using the joint appraisal and common monitoring frameworks as a basis for investment and decision making for the GAVI Alliance
- 2009 **Strengthening of the HIV surveillance in Georgia through the introduction of a health information system - The GFATM/Curatio International Foundation**  
Tbilisi, Georgia  
Expert, responsible to: a) upgrade the fully computerized health information system for HIV surveillance that enables to collect, register, transmit and analyze HIV related information and generate routinely reports on the HIV epidemics in Georgia; b) design and develop clinical supervision (patronage) computerized information system integrated into the national HIV surveillance information system

- 2009**     **Review of country New Vaccine Support and Health System Strengthening proposals to the GAVI Alliance - The GAVI Alliance**  
Geneva, Switzerland  
Member of the Independent Review Committee (IRC), responsible: a) to review country proposals including the application form, health sector planning documents, a Comprehensive Multi-Year Plan, other reports and official documents and assess if they meet the support requirements in accordance with the GAVI Alliance Guidelines; b) actively participate in plenary sessions and contribute to the design of country proposal review reports, as well as in the elaboration of recommendations to different GAVI units.
- 2009**     **Support to Child Welfare Reform, Georgia - EveryChild/Mott McDonald/Partnership for Social Initiatives**  
Tbilisi, Georgia  
Short Term Senior Social Assistance Expert, main tasks: a) contribute to planning for transfer of child care system to MoLHSA submitted to Government by end June 2008, staff, services and institutions transferred to MoLHSA with minimum disruption at beginning of January 2009; b) develop and agree detailed job descriptions, organizational mandates etc. for all relevant departments and staff of the MoLHSA and its sub-agencies (including Social Service Agency) and any other government departments effected by the transfer
- 2008-2009**     **Assistance to the Ministry of Health of the Republic of Macedonia in the design of a Comprehensive Multi-Year Plan (cMYP) for 2010-2014 of the national immunization program-UNICEF/Skopje**  
Skopje, F.Y.R.O. Macedonia  
Consultant, responsible to: a) develop ToR for the national immunization experts; b) review background materials, meet with key stakeholders and present cMYP outline; c) draft the cMYP to be reviewed by in-country stakeholders; d) finalize the cMYP based on the feedback/comments from national stakeholders and e) provide specific set of recommendations for further immunization evidence-based policy development, especially in view of new vaccine introduction initiatives and forecasts of related financial costs
- 2008**     **Review/redesign the Health System Strengthening (HSS) application for Global Alliance for Vaccination and Immunization (GAVI) funds - Curatio International Consulting / WHO Uzbekistan CO**  
Tashkent, Uzbekistan  
Team leader, responsible to guide : a) a review of existing HSS application draft and background documents, b) identification major weaknesses/gaps in the preparation process and HSS application draft c) facilitation of consultations among key stakeholders to address the gaps, d) structuring and formulation of cause-result relationships between identified prioritized health system bottlenecks (to be addressed by the HSS application)
- 2008**     **Development of the National Policy on Mental Health in Georgia - The Georgian Association for Mental Health**  
Tbilisi, Georgia  
Consultant, responsible to: a) review situation analysis reports, policy papers and policy recommendation drafts on mental health issues in Georgia (prepared by national stakeholders and international experts/organizations; b) summarize key findings, conclusions and vision of the future mental health development; c) write up a policy document that described current situation in mental health in Georgia, best practices abroad that are relevant to Georgia, the vision of developments in mental health in Georgia with emphasis on a balanced approach to institutional and community-based services, and key strategic interventions necessary to attain the desired setup.
- 2008**     **The GAVI Alliance work plan (2009-2010) validation- The GAVI Alliance**  
Geneva, Switzerland  
Member of Work Plan Validation Process (WPVP) Review Committee, responsible to: a) Evaluate whether the proposed 2009-2010 work plan activities support the goals and objectives of GAVI, b) Determine if the proposing GAVI partner has the mandate, capabilities and capacity to conduct the work and c) Evaluate whether the requested budgets for activities provide sufficient value for money (at the level of the Strategic Goal).

- 2008 - 2009 **Design health system performance framework, monitoring & evaluation framework & provide training to MoH staff - Health Sector Reform Project (IDA Credit: No.: 4210-AZ)/ Curatio international Consulting**  
Baku, Azerbaijan  
Team Leader, responsible to: lead consultations with the state officials and development partners; review and analyze Azerbaijan's health care system assessment reports and other relevant technical materials; develop a conceptual framework integrating into an evidence-based policy cycle Health System Performance Assessment (HSPA) and production of National Health System Performance Assessment Reports ; develop National HSPA Report format options; finalize the M&E strategy; develop a conceptual framework linking HSPA into a policy cycle; develop National Health System Performance Report format options; conduct a consensus building workshop with key stakeholders and finalize the conceptual framework and the National HSPA report methodology
- 2008 **Independent Review Committee (IRC) for the Health Systems Strengthening (HSS) support, GAVI/UNICEF**  
Geneva, Switzerland  
Member, responsible for the review of country applications to GAVI for support to Health System Strengthening and provision of recommendations to the GAVI Board; specific tasks include to assess if the application/proposal: a) has been developed through an inclusive process; b) has been reviewed at country level and endorsed by the health sector coordinating committee; c) meets the basic conditions for application (as listed in the guidelines); d) addresses the constraints identified as priorities in the national health sector plan; e) includes activities that are elements of broader, more comprehensive national plans; f) includes activities that are likely to raise and/or sustain immunization coverage; and g) includes indicators of progress that can be tracked.
- 2008 **Strengthening of the HIV surveillance in Georgia through the introduction of a health information system - The GFATM/Curatio International Foundation**  
Tbilisi, Georgia  
Team leader, responsible to: a) develop a framework for the evaluation of the existing HIV surveillance system and prepare the final assessment report; b) design a framework for A National Plan of HIV Surveillance System in Georgia and lead an expert team to prepare the National Plan; c) develop and introduce a modern (fully computerized) health information system to collect, register, transmit and analyze HIV related information and generate routinely reports on the HIV epidemics in Georgia
- 2008 **Development of a Project Document for UNDP HIV/AIDS Programme in the Kyrgyz Republic - UNDP/Kyrgyzstan**  
Bishkek, Kyrgyzstan  
Consultant, responsible to develop a new Programme Document for the UNDP HIV/AIDS Programme in Kyrgyzstan, with a clear programme strategy and results and resources framework with revised baseline, outputs and indicators until 2010. Specifically, the consultant was in charge to elaborated the following sections as part of the work on the document: a) An updated analysis of the country situation in the area of the HIV/AIDS prevention is done taking into account the results of the 10 years' country experience, challenges are identified; b) Partnership strategy (UNDP's role in supporting the secretariat to CMCC, President's Administration analyzed and optimal structure proposed) taking into account UNDP's mandate within UNAIDS division of labor and other relevant strategic documents; c) Revised Results and Resources Framework; d) Regional cooperation strategy; e) Risk and Issues log; f) Sustainability and exit strategy and g) Monitoring & evaluation framework.
- 2008 **Development of a Contract and Case Management System for a private health insurance company -Curatio International Consulting**  
Tbilisi, Georgia  
Team leader, responsible for the delivery of consulting service packages to the client including: a) operational manuals for contract administration, claim processing, authorization, case management, risk assessment and manage, performance measurement and b) customer tailored management information system (based on MS SQL 2005) for contract administration, authorization and claim processing, case management, risk management and performance management.

- 2007 **Development of a strategic plan to strengthen Health Information System in Georgia - Curatio International Foundation/ Health Metrics Network (HMN)**  
Tbilisi, Georgia  
Consultant, responsible to provide technical assistance to the national working group in the development of a comprehensive HIS strategic plan in Georgia and precise estimation of the needed resources for identified priorities, namely in charge of the following tasks: a) revision of the draft national HIS strategic plan; b) contribute to the development of the final national HIS strategic plan during the workshop; c) carry out costing and estimate of implementation budget using HMN costing tool and d) contribute to the national consensus building meeting, where final strategic plan and implementation budget will be presented to a broader group of stakeholders
- 2007 **Outcome Evaluation of the Support to the Government to Respond to HIV/AIDS in the Kyrgyz Republic Programme - Country Programme Action Plan 2005 - 2010 / UNDP**  
Bishkek, Kyrgyzstan  
Team leader, responsible for producing an Outcome Evaluation Report that highlights the findings, recommendations and lessons learnt, and giving a rating of performance and including: a) Analysis of the situation with regard to outcome, outputs, resources, partnerships, management and working methods; b) Key findings; c) Conclusions and recommendations for the future program implementation (with reference to the draft project proposal for the second phase of the programme).
- 2007 **Global Fund 5-year Evaluation - John Hopkins University**  
Bishkek, Kyrgyzstan  
Team member, responsible for the evaluation of the GFATM operation in the country in the area of in country partnership, superficially related HIV/AIDS thematic area and cooperation in health care system reforms; responsible primarily for the assessment and analysis of a) the harmonization of donor support (in response to HIV/AIDS epidemic), b) country ownership and alignment to national strategies/policies (concerning HIV/AIDS preferably) and c) effectiveness of GFATM's Performance Based Funding mechanisms.
- 2007 **Technical assistance to the MoH of Tajikistan on translation of Comprehensive Multi-Year Plan (cMYP) into practices, financial sustainability and introduction of new vaccine - UNICEF/Tajikistan**  
Dushanbe, Tajikistan  
Within the interagency mission (The World Bank, WHO, UNICEF), responsible to: a) provide technical support to the Ministry of Health (MOH) in revision of an existing EPI policy and financing strategy within the revised cMYP (May 2007) and introduction of new vaccine (MMR, Pentavalent) and outline further operational plan of cMYP; b) assist the Government of Tajikistan and its partners in selecting an appropriate mechanism for managing the funds expected to come from other resources such as GAVI and donor agencies.
- 2007 **Development of a National Health Report preparation methodology - The Ministry of Labor, Health and Social Affairs (MoLHSA)**  
Tbilisi, Georgia  
Expert, responsible to: a) develop a conceptual framework with at least two options for placing National Health Report in the current policy making practice, 2) to review the existing format and suggest to the MoLHSA new format of the National Health Report (in correspondence with the new concept); 3) develop a preparation process scenario and recommend necessary changes to existing regulations
- 2007 **Integrated Delivery Network Development Plan in Georgia - Curatio International Consulting**  
Tbilisi, Georgia  
Team member, responsible for the a) development of a costing tool, b) calculation of service unit costs for major types of outpatient and inpatient services, c) making robust financial projections and d) financial modeling together with team members for each district/region with a various set of service delivery capacity, inputs and unit costs.

- 2007 **Development of Primary Health Care (PHC) Concept Paper - Azerbaijan - Curatio International Foundation/Abt Associates/US AID**  
Baku, Azerbaijan  
Consultant, assisting the Primary Health Care Strengthening Project and the Ministry of Health of Azerbaijan to develop a Concept Paper that outlines new PHC model for Azerbaijan and serves as a roadmap towards achieving this model. Responsible to: 1) develop the Outline of the PHC Concept Paper; 2) assist the Project staff, namely National Health Policy Officer and National Health Financing Officer in reviewing the relevant literature on PHC reforms globally and in the region, identifying relevant issues and relevant experiences for Azerbaijan PHC reform; 3) mentor and guide the Project staff in developing the first draft of the PHC Concept Paper according to the approved Outline; 4) elaborate the final draft of the PHC Concept Paper based on the first draft developed by the Project staff; 5) define the structure and agenda, and facilitate the dissemination workshop with participation of MOH representatives with the purpose to ensure engagement of the MOH in PHC Concept Paper development process; and 6) in cooperation with the Project staff prepare for the submission to MOH the final document incorporating the feedback from the workshop.
- 2007 **Tajikistan Immunization Program Review- UNICEF/Tajikistan**  
Dushanbe, Tajikistan  
Consultant, responsible to: a) Provide information and recommendations on the 5 areas of the Tajikistan Immunization Program evaluation (mentioned under the purpose of consultancy) and elaborate on the strategic vision of immunization programmed in Tajikistan for the period 2007-2010, b) Define place and role of UNICEF in the process of financial sustainability of immunization, its support to the management of immunization activities and its technical engagement for the period 2007-2009.; and c) draw a roadmap for Strategic direction of immunization system in Tajikistan for the period 2007-2015 in line with the National Development Strategy (NDS) of Tajikistan.
- 2007 **Development of a Georgia Health and Social Project Implementation Center's (GHSPIC) operations manual /GHSPIC**  
Tbilisi, Georgia  
Consultant, responsible for the development of the Operational Manual (OPM) for the GHSPIC to ensure that the projects and programs are well coordinated through a participatory process and review existing project and considering donor operational guidelines. Specifically, designed a) an Organizational Manual (ORGM) where specified detail operational instructions to ensure effective and efficient functioning of GHSPIC structure on all levels of management and b) Projects'/Programs' Manual (POM), defining all the procedures to be followed to secure smooth operations on projects/programs management scale and timely implementation of planned activities taking in to account principles and procedures set by the international agreements and local legislation.
- 2007 **Review of the country applications submitted to GAVI/Vaccine Fund - The GAVI/UNICEF**  
Geneva, Switzerland  
As a member of the Application Review Team of the Independent Review Committee of the GAVI responsible for a) the review of country applications; b) comprehensive multi-year plans (including country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it and c) development of recommendations to country immunization teams, Monitoring Team of the IRC and GAVI Board
- 2006 - 2007 **Development of Health System Strengthening Support Application - UNICEF/GAVI**  
Tbilisi, Georgia  
Expert, responsible for assisting the national team and stakeholders in the development of HSS support application and proposal to be submitted to the GAVI; namely: a) to design a HSS support option selection and evaluation methodology; b) to design a monitoring and evaluation matrix and ensure that they are consistent with the overall policy framework of the health system reform in the country and c) to develop the proposal budget by inputs/activities and components.

- 2006 - 2007 **Costing of health services and options for Basic Benefit Package - Primary Health care Strengthening Project - IMC/Abt Associates/Curatio International Foundation/US AID**  
Baku, Azerbaijan  
Expert, responsible for the development of financial estimates of different options of the benefic basic package (BBP) that will be used by the Project to inform decision makers in the MoH through a policy dialogue process; the assignment included three objectives: Three specific objectives should be achieved by the consultant: Objective #1: define costs of outpatient and inpatient services that are most frequently needed to address health needs of the population; Objective #2: develop a methodology for costing medical services that may be used by the MoH and pilot district health authorities as a financial management and HMIS tool; and Objective #3: based on the findings of the service costing exercise develop annual budgets for different options of BBP
- 2006 - 2007 **Strengthening Project and Financial Management Capacity for HIV/AIDS activities in Central Asia - National Association of AIDS-Servicing Organizations/World Bank/Curatio International Consulting**  
Almaty, Kazakhstan  
Team leader, responsible for the development of a comprehensive "Training Manual on Proposal Development", "Training Manual for project managers" and "Training manual for the project financial managers", conducting a regional training of trainers, assisting the trainers in regional trainings of representatives of NGOs and government agencies working in area of HIV/AIDS.
- 2006 **Independent Review Committee (IRC) for the Health Systems Strengthening (HSS) support, GAVI/UNICEF**  
Geneva, Switzerland  
Member, responsible for the review of country applications to GAVI for support to Health System Strengthening and provision of recommendations to the GAVI Board; specific tasks include to assess if the application/proposal: a) has been developed through an inclusive process; b) has been reviewed at country level and endorsed by the health sector coordinating committee; c) meets the basic conditions for application (as listed in the guidelines); d) addresses the constraints identified as priorities in the national health sector plan; e) includes activities that are elements of broader, more comprehensive national plans; f) includes activities that are likely to raise and/or sustain immunization coverage; and g) includes indicators of progress that can be tracked.
- 2006 **Emergency Medicine Development Initiative in Azerbaijan - IMC/US AID/BP**  
Baku, Azerbaijan  
Consultant, assisted the EMDI/IMC project team in the a) design of a baseline assessment report, b) revision of the Project Management Plan including results, indicators, methods of measurement and c) elaboration of Monitoring and Evaluation Plan
- 2006 **Design of a Comprehensive Multi-Year Program of the National Immunization Program of Georgia and Uzbekistan - The World Bank**  
Georgia, Uzbekistan  
Expert, assisted national stakeholders (representatives of the ministries of health, finance and economy) in the design of a comprehensive multi-year plan of the National Immunization Program (NIP), namely: a) contributed to the situational analysis of the national immunization program and key problems; b) contributed to the development and prioritization of national objectives and milestones in line with regional and global goals; c) defined an impact of ongoing and/or pending reforms in public administration and health care system as well as budgetary process on the financing and costs of immunization programs; d) calculated past and present costs of immunization program (including the share costs financed from other sources) and prepared financial forecasts and diagnosis of a financial gap; and e) formulated strategy options to address the financial gap
- 2006 - 2007 **Child Poverty Study in Georgia - UNICEF Georgia/Curatio International Consulting**  
Tbilisi, Georgia  
Team leader, responsible for a) the development of a country specific child poverty concept and study design; b) coordination of efforts of researchers c) triangulation of key findings of different research and d) elaboration of final conclusions and policy recommendations to the Government and development partners on child poverty/wellbeing issues

- 2006 **Immunization Program Management Review Georgia - The World Bank**  
Tbilisi, Georgia  
A review team member, responsible for the analysis of materials on health care system performance and the financial sustainability of the National Immunization Program, to interview key stakeholders, to conduct a SWOT analyses of findings and to contribute to the development of the review report sections on 1) Management, Coordination and Service Delivery, 2) Immunization Strategies, Policies and Schedules and 3) Financing and Sustainability
- 2006 **Review of the country applications submitted to GAVI/Vaccine Fund - The GAVI/UNICEF**  
Geneva, Switzerland  
As a member of the Application Review Team of the Independent Review Committee of the GAVI responsible for a) the review of country applications; b) comprehensive multi-year plans (including country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it and c) development of recommendations to country immunization teams, Monitoring Team of the IRC and GAVI Board
- 2006 **Emergency Medicine Development Initiative in Georgia - International Medical Corps (IMC)/Caucasus**  
Tbilisi, Georgia  
Consultant, assisted IMC and its partners in the development of a concept paper to get a matching grant from US AID/Caucasus through Global Development Alliance initiative; conducted a series of consultations with major state stakeholders to determine the country needs and develop a logical framework
- 2005 - 2006 **Organizational Development Support to the Ministry of Labor, Health and Social Affairs of Georgia (MoLHSA) - Curatio International Foundation (CIF)/Abt Associates/US AID**  
Tbilisi, Georgia  
As an Organizational Development Team Leader assisted the MoLHSA in:
- the development and operationalization of sub-charters, namely helped to define: a) main functions of these departments; organizational structures of the departments and their staffing levels and types and; c) staff competencies relevant to the tasks they have to perform and d) functional linkages with and between other structural units of the MoLHSA;
  - the development of national strategies and state programs in social protection and health within the Medium Term Expenditure Framework (MTEF) using log frame techniques, on-job training of key technical staff of the Ministry
  - the establishment of a monitoring and evaluation framework, financial and performance reporting
  - the preparation of operational guidelines and procedures
- 2005 **Emergency Medicine Development Initiative in Azerbaijan - International Medical Corps (IMC)/Caucasus**  
Baku, Azerbaijan  
Consultant, assisted IMC and its partners in the development of an implementation plan of the US AID funded Emergency Medicine Development Initiative through a participatory process : a) general 3-year implementation plan and b) detailed implementation plan for the 1<sup>st</sup> project year with resources assigned to specific tasks
- 2005 - 2006 **Development of Poverty Reduction Strategy Paper (PRSP) and National Development Strategy (NDS) - UNICEF Tajikistan**  
Dushanbe, Tajikistan  
As a policy advisor provided technical support to the Ministry of Health for drafting the Health Sector Strategy as a part of National Development Strategy with the following scope: 1) To ensure that the sector strategy comprehends the most critical issues of health sector in Tajikistan, and is complied with the internationally recommended technical standards; 2) To ensure that priorities, activities and financial provisions are realistic and achievable by the time frame proposed; 3) To ensure that the indicators and monitoring/evaluation structure could be heading towards monitoring the achievements of MDGs #4, #5 and #6.

- 2005 **Review of the Financial Sustainability Plans submitted to GAVI/Vaccine Fund - The GAVI/UNICEF**  
Geneva, Switzerland  
As a member of the Financial Sustainability Team of the Independent Review Committee of the GAVI responsible for: a) the review of country plans of financial sustainability (country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it) and FSP sections of country progress reports to GAVI: Cameroon, China, Indonesia, Moldova, Niger, Sri Lanka, Sudan ; b) development of recommendations to country FS teams, Financial Sustainability Task Force and GAVI Board
- 2005 - **Development of a joint UNICEF and partners sub-regional proposal to the World Bank Central Asia AIDS Control Project - UNICEF**  
2006  
Uzbekistan, Tajikistan, Kyrgyzstan and Kazakhstan  
As a consultant responsible for the provision of technical support to CARK UNICEF COs in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan to develop the proposal for consideration by the World Bank Central Asia Regional Project, under component 2: Central Asia Regional AIDS Fund (total cost US\$19 million); tasks included: a) participatory design of the project log frame (with a hierarchy of objectives, objectively verifiable indicators and assumptions); b) key approaches and interventions at the sub-regional and national levels; c) detailed implementation and management plan; d) project budget scenarios
- 2005 **External Review, Swiss Funded Health Sector Activities in Tajikistan - Swiss Agency for Development and Cooperation (SDC)**  
Dushanbe and Khorugh, Tajikistan  
Team leader for the evaluation of the health component of the "Social Development in Eastern and South – Eastern Tajikistan" implemented by the Aga Khan Foundation (AKF); together with other team members responsible for the assessment of: a) the progress of SDC funded projects – "Sino" and the health component of "Social Development in Eastern and South–Eastern Tajikistan" against their main objectives; b) the overall impact of SDC contribution to health care sector, particularly to health care reforms in Tajikistan; c) how the two projects address health care needs of both – men and women; d) the positioning and comparative advantages of SDC financed project activities in the overall Health Reform process in Tajikistan with a view to the conceptualizing of future project activities.
- 2005 **Assistance in the proposal development in response to the call for applications by the Civil Society Challenge Fund/DFID - Center for Strategic Research and Development of Georgia**  
Tbilisi, Georgia  
Consultant, responsible for the development of a logical framework, methodology/approaches and implementation plan related to the issue of the improvement of the capacity of civil society to engage in the local decision-making processes.
- 2005 **Assistance in the proposal development in response to the Request for Application “Primary Health Care Strengthening in Azerbaijan” (US AID 112-05-03L) - International Medical Corps**  
Baku, Azerbaijan  
Expert, as a member of the team (IMC/Abt Associates/JHU/CIF) responsible for the development of a logical framework, methodology/approaches and implementation plan covering the following issues: health care financing, restructuring of primary health care, institutionalization of a policy dialogue between national and international stakeholders, improvement of quality of care in pilot areas, health care seeking behavior of target communities.
- 2005 **Assistance in the proposal development in response to the call of proposal for 2005 of the European Commission “Tacis Institution Building Partnership Program” - Support to civil society and local initiatives (EuropeAid/121074/C/G/Multi) - MAMA-86/Novib**  
Kiev, Ukraine  
Expert, responsible for participatory proposal development, namely: a) to structure the project proposal, b) to facilitate the design of a log-frame, c) to write the relevant sections such as background/relevance to the EC program, problem statement, objectives, activities, methodology and the implementation plan

- 2005 **Assessment study of social sector development in Georgia - Sida**  
Tbilisi, Georgia  
As a consultant responsible for a) an overview of the current social conditions; b) an overview of government agendas and systems support social development on a national level; c) an overview of the ongoing initiatives in the social sector by the government and with other donors; d) a set of recommendations for suitable Sida-funded interventions to encourage a poverty-focused, feasible and sustainable path towards improved social well-being of the population
- 2005 **Review of the Financial Sustainability Plans submitted to GAVI/Vaccine Fund - The GAVI/UNICEF**  
Geneva, Switzerland  
As a member of the Financial Sustainability Team of the Independent Review Committee of the GAVI responsible for ) the review of country plans of financial sustainability (country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it) and FSP sections of country progress reports to GAVI: Azerbaijan, Bosnia and Herzegovina, Congo DR, Ethiopia, Benin, Nepal, Mauritania, Georgia, Ukraine, Guinea and Yemen; b) development of recommendations to country FS teams, Financial Sustainability Task Force and GAVI Board
- 2005 **Assistance in the proposal development in response to the call of proposals for 2005 of the European Commission “Combating Racism & Xenophobia, & Promoting the rights of Minorities” Budget line 21-02-03 (ex-B7-6000) , Georgia Young Lawyer Association /Novib Tbilisi, Georgia**  
Expert, responsible for participatory proposal development, namely: a) to structure the project proposal, b) to facilitate the design of a log-frame, c) to write the relevant sections such as background/relevance to the EC programmed priorities, problem statement, objectives, activities, methodology and the implementation plan
- 2005 **Preparation of a national social protection strategy (NSPS) - Georgia Social Protection Reform Project/ Georgia Health and Social Project Implementation Center/MoLHSA/World Bank**  
Tbilisi (Georgia)  
Consultant, responsible for a) assisting the Ministry of Labor, Health and Social Affairs in the design of the social protection strategy including social protection concept and the implementation plan and b) drafting an outline of a Social Protection Reform Project, its implementation plan and activity/input based budgeting
- 2005 **Review of the Financial Sustainability Plans submitted to GAVI/Vaccine Fund - The GAVI/UNICEF**  
Geneva, Switzerland  
As a member of the Financial Sustainability Team of the Independent Review Committee of the GAVI responsible for ) the review of country plans of financial sustainability (country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it) and FSP sections of country progress reports to GAVI b) development of recommendations to country FS teams, Financial Sustainability Task Force and GAVI Board
- 2004 - 2005 **EC Food Security Program in Georgia - FSP/EC Delegation in Georgia**  
Tbilisi (Georgia)  
Short-term consultant, responsible for the follow-up and monitor the Government’s program in social protection and childcare supported by the FSP programmed and for making recommendations for future interventions, namely: a)assisted the newly created childcare inter-ministerial commission in its tasks and contribute to the design of the government’s action plan on child protection and deinstitutionalization; b) made recommendations on the conditionalities (with milestones and/or indicators) in the social sector (cash benefit scheme for extreme poverty reduction and children institutions) related to reforms of administrative structures and actions for the 2005-2006 Food Security Program; c) developed a ToR for a short term mission for policy advice to the newly created inter-ministerial commission on child welfare and for the elaboration of terms of reference for a larger TACIS project to be implemented in this field (TACIS Action Plan 2004/2005); d) analyzed the evolution of the scheme (strengths and weaknesses) of the governmental project of cash benefit for extreme poverty alleviation, formulate recommendations for possible EC interventions

- 2004 **Support to national teams of Moldova, Ukraine, Bosnia and Herzegovina and Georgia in the preparation of Financial Sustainability Plans of national immunization programs - the World Bank/GAVI**  
Kiev (Ukraine), Chisinau (Moldova), Sarajevo (BiH), Tbilisi (Georgia)  
Expert, responsible for assisting the local stakeholders (representatives of the ministries of health, finance and economy) in the elaboration of a financial sustainability plan: a) defining of impact of ongoing and/or pending reforms in public administration and health care system as well as budgetary process on the financing and costs of immunization programs; b) calculation of past and present costs of immunization program (including the share costs financed from other sources); b) making financial forecasts and diagnosis of a financial gap after GAVI period; and c) formulation of strategy options to address the financial gap.
- 2004 **External evaluation of the Call for Proposals - The "European Initiative for Democracy and Human Rights" (EIDHR) / Edburgh BV Consultants/ EuropeAid/116548/C/SV**  
Tbilisi, Georgia  
Expert, responsible for the provision of comments for each score in each sub-section, and an overall comment on the strengths and weaknesses of each proposal formulated in an objective way and duly substantiated with references.
- 2004 **Assistance in the proposal development in response to the call of proposals for 2004 of the European Commission "Cofinancing with European development NGOs actions in developing countries (PVD)" Budget line 21-02-03 (ex-B7-6000) , Center for Strategic Research and Development of Georgia/Georgia**  
Tbilisi, Georgia  
Expert, responsible for participatory proposal development, namely: a) to structure the project proposal, b) to facilitate the design of a log-frame, c) to write the relevant sections such as background/relevance to the EC programmed priorities, problem statement, objectives, activities, methodology and the implementation plan
- 2004 **Central Asia HIV/AIDS Mapping Study - Imperial College Consultants (UK)/DFID/WB**  
Kyrgyzstan, Tajikistan, Kazakhstan and Uzbekistan  
As a consultant responsible for the compilation and analysis of available information for all Central Asian Countries describing a) the geographical distribution of HIV/AIDS occurrence; b) the geographical distribution of risk behaviors including injecting drug use; commercial sex work, TB patients and migration; c) the geographical distribution of structural factors which may influence risk and d) the main routes and distribution points for trade, drug trafficking and economic migration and e) current location and volumes of HIV prevention intervention activities.
- 2004 **Review of the Financial Sustainability Plans submitted to GAVI/Vaccine Fund - The GAVI**  
Geneva, Switzerland  
As a member of the Financial Sustainability Team of the Independent Review Committee of the GAVI responsible for ) the review of country plans of financial sustainability (country and health care context, calculation of current and baseline costs, projection of resource requirements, description of a financial gap and strategies to deal with it) and FSP sections of country progress reports to GAVI b) development of recommendations to country FS teams, Financial Sustainability Task Force and GAVI Board
- 2004 **Design of a concept and functional plan of the National Institute of Health and operational plan for Health Policy Unit - The World Bank/Georgia Health and Social Project Implementation Center/Partnership for Social Initiatives**  
Tbilisi, Georgia  
Expert, responsible for developing a)the concept of the reorganization of structural and functional units of the Ministry of Labor, Health and Social Affairs of Georgia in charge of the management of State health programs; b) the operational plan (manual) of Health Policy Unit within the National Institute of Health
- 2003 - 2004 **Poverty Synthesis Study - Georgia - DFID/London**  
**Tbilisi, Georgia**  
Expert/researcher – responsible for a) the poverty related literature synthesis and analysis including a bibliography of poverty related studies, an institutional mapping of the key national institutions and individuals involved in the production of high quality poverty studies, synthesis and analysis of key findings; b) organization of participatory workshops involving representatives of Georgian government, donor community and international and local organizations

- 2003 **Assistance to the Turkmenistan immunization program in developing its Financial Sustainability Plan - Curatio International Foundation/IHSD/WHO/GAVI**  
Ashkhabad, Turkmenistan  
Expert, responsible for a) the analysis of information collected to date; b) the provision of an assistance with finalizing the diagnosis of the current financial situation; c) the provision of an assistance in developing strategies for financial sustainability of Immunization programs in Turkmenistan
- 2003 - **National Human Development Report 2002-2003 - UNDP/Georgia**  
2004 Tbilisi, Georgia  
Expert (co-author), responsible for conducting desktop research, developing of the outline options and the preparation of the first draft, conducting consultations with stakeholders and finalizing the report
- 2003 **Consulting services for rapid assessment of the pharmaceutical sector and drug supply chain in Uzbekistan - CREDES/CPIB/WB**  
Tashkent, Uzbekistan  
Team leader, responsible for conducting a) a rapid assessment of the pharmaceutical sector in Uzbekistan, b) process mapping of the public sector supply chain for pharmaceuticals and laboratory reagents and c) the development and presentation of strategy options to stakeholders
- 2003 **Assistance to the Tajikistan immunization program in developing its Financial Sustainability Plan - CIF/IHSD/WHO/GAVI**  
Dushanbe, Tajikistan  
Expert, responsible for a) the analysis of information collected to date; b) the provision of an assistance with finalizing the diagnosis of the current financial situation; c) the provision of an assistance in developing strategies for financial sustainability of Immunization programs in Tajikistan
- 2003 **National Strategy of Strengthening Community Based Organization (CBO) capacity in Georgia - SURF UNDP/Bratislava**  
Tbilisi, Georgia  
Expert, responsible for the development of a national strategy of Strengthening CBO capacity in Georgia through broad participatory process involving local and central authorities, non-governmental organizations, representatives of grassroots organizations, donors and their implementing partners working on community development.
- 2003 **Financial Sustainability Planning Workshop - Curatio International Foundation/WHO/GAVI**  
Moscow, Russia  
Facilitator, responsible for assisting participants (country teams) in drafting the action plan for the preparation of Financial Sustainability Plan based on the methodology/instrument developed by the Financing Task Force of the Global Alliance for Vaccines and Immunization.
- 2003 **Situational Analysis of Community Based Organizations (CBO) in Georgia - UNDP/Georgia**  
Tbilisi, Georgia  
Expert, responsible for the assessing the local capacity and institutional framework for the development of grassroots civil society organizations within the frame of UNDP SURF project "Strengthening CBO Capacity to Empower Communities for more Effective Participation in Poverty Reduction Strategies at Local and National Levels in Central Asia and the Caucasus"
- 2002 - **Preparation of a Georgia Social Protection Reform Project - Georgia Health and Social Project**  
2004 **Implementation Center/PHRD/ the World Bank**  
Tbilisi, Georgia  
Coordinator (team leader) of the preparation of Georgia Social Protection Reform Project  
Main responsibilities: Mobilization and organization of efforts of different actors (consultants/experts, key stakeholders) assuring effective and efficient provision of the expected outputs, namely: a) Georgia Social Protection Policy Paper; b) Draft of the Basic Law on Social Protection and c) Georgia Social Protection Reform Project to be submitted by the Government of Georgia to the IDA (the World Bank). Main Achievements (as of May 2003): The Georgia Social Protection Policy Paper (strategy) developed and reviewed by stakeholders; Initial draft of the Basic Law on Social Protection is developed.

- 2002 - 2003 **Social Welfare component, CARE West Georgia Community Mobilization Initiative Funded by US AID - IMC/CARE**  
Kutaisi, Georgia  
Expert, responsible for a) situation analysis of the status of social protection in West Georgia Community Mobilization Initiative (GCMi) communities social welfare assessment, b) assessment of the social welfare themes that can be included in the health and social welfare strategy; c) development of the West GCMi Social Welfare Strategy d) development of the framework for monitoring and evaluation of social welfare activities
- 2003 **Member of the Editorial Board - Support to the Preparation of the Poverty Reduction And Economic Growth Program (PREGP) Of Georgia/UNDP/DFID**  
Tbilisi, Georgia  
Expert, as a member of the editorial board, contributed to the finalization of the strategy paper, specifically developed different options for the PRSP implementation, monitoring and evaluation; designed approaches and mechanism of the institutionalization of public participation in the PRSP implementation
- 2002 **Community Input into the Poverty Reduction and Economic Growth Program (PREGP) in Georgia - Partnership for Social Initiatives/Mercy Corps**  
Tbilisi, Georgia  
Team leader, responsible for the following deliverables: a) Analyzes of the Poverty Reduction and Economic Growth Programme (PREGP) and identification of priority aspects, b) Develop methodology/materials for community meetings/discussions; c) oversight meetings with communities and preparation of primary reports, and d) compilation of community feedback to be presented to the Secretariat of the Government of Georgia
- 2002 **Introductory training and development of PRSP Strategy for government working groups and lead ministry - UNDP/Montenegro (FRY)**  
Podgorica, Montenegro (FRY)  
Expert, responsible for the assessing the local capacity in the development of the Poverty Reduction Strategy Paper (stakeholder analysis), assisting the local government in the design of the preparation process, conducting the training of key resources/participants, setting up a participation framework
- 2002 **Development of the National Policy on the Protection of Disabled Children - Fund "Horizonti"**  
Tbilisi, Georgia  
A member of the team of experts, responsible for the elaboration of a conceptual framework of child/family welfare and corresponding different social protection mechanisms ensuring equal opportunities for disabled children and integration into society.
- 2001-2002 **National Expert on Public Participation - Support to the Preparation of the Poverty Reduction And Economic Growth Program (PREGP) Of Georgia/UNDP/DFID**  
Tbilisi, Georgia  
Expert, responsible for the formulation of a participation master plan, facilitation of meeting/discussions/debates with different NGOs, assistance to the government of Georgian in the elaboration of the of a plan for public monitoring and evaluation of PREGP implementation.
- 2001 **Preparation of the case studies "Poverty Indicators and Monitoring" and "Equitable Growth and Poverty" for the Development Debates in Georgia - Alliance for Business Environment Development/The World Bank Institute/**  
Tbilisi, Georgia  
Expert, as a team member prepared the case studies, facilitated two debates and prepared report with lessons learned and recommendations
- 2001 **Assessment of Informal Payments in Health Care, Georgia - The World Bank/Curatio International Foundation**  
Tbilisi, Georgia  
Expert, as a research team member developed the study design, instruments for focus group discussions and in-depth interviews and drafted the report.

- 2001 **Case Study - The World Bank Health Systems Development Thematic Group/ The World Bank Office Tbilisi**  
Tbilisi, Georgia  
Expert assisted in the development of training case study “How Public-Private Partnership could help to improve financing of health services in the city of Tbilisi”.
- 2001 **Project Development on US AID Serbia RFA, International Medical Corps/Curatio International Foundation**  
Belgrade, FRY  
Expert, team member – contributed to the development of the project proposal on community development, particularly designed strategy approach (selection of communities, TOR for baseline survey, etc.) and implementation & management plan
- 2001 **Feasibility Study of Information Management System of the Georgian Social Security United State Fund**  
Tbilisi, Georgia  
Expert, team leader - conducted functional and technical assessment of the existing information management systems, including review of conceptual design, functional and technical capacity, opportunities for further development and integration
- 2001 **Project Development on US AID/MCI Azerbaijan RFA, Integrated Community Development Program - International Relief and Development/Curatio International Foundation**  
Baku, Azerbaijan  
Expert, team member – contributed to the development of project proposal, particularly designed strategy approach, logical matrix, health care interventions (such as cost recovery schemes for vulnerable).
- 2001 **Assessment of Safe Motherhood in East Georgia - IPM Research/Georgia**  
Tbilisi, Georgia  
Expert: designed the quantitative and qualitative study instruments, conducted data analysis and developed reports
- 2000 - 2001 **Development and Piloting of Community Based Risk Pooling Schemes in Rural Areas - International Medical Corps/Curatio International Foundation**  
Western Georgia  
Expert, team member – Feasibility assessment of introduction different risk pooling schemes, cost analysis of primary care services/calculation of premiums, facilitation of negotiations between health authorities, providers and community.
- 2000 - 2001 **Health care seeking behavior study in Tbilisi, Georgia /DFID Primary Health Care Development project - LSHTM/Curatio International Foundation**  
Tbilisi, Georgia  
Expert, team member – Evaluation of public demand and expenditures on primary health care services, study of health care seeking behavior, development of pilot modalities for GP/FP practices in urban areas.
- 2000 - 2001 **Project Review/Advisory Committee, “Horizonti” Fund**  
Tbilisi, Georgia  
Member of the Committee: evaluation of more than 300 project proposal per annum covering different areas such as rule of law, cooperation between NGO and governmental sector, community initiatives, health care, etc.
- 2000 - 2001 **Hospital Optimization Component of the Georgia Structural Reform Project, The World Bank Supported Georgia Health Project Coordination Unit**  
Tbilisi, Georgia  
Coordinator of Human Resource subcomponent, Hospital Optimization Component of Georgia Structural Reform Project. Design of main principles and procedures for the optimization of redundant human resources in hospitals in Georgia, calculation of compensation packages, and assistance to hospital administrations in the implementation of the human resource optimization programs.

- 2000 - 2001 **Monitoring of the State Program of Social Assistance to Vulnerable Families, The Ministry of Labor, Health and Social Affairs of Georgia**  
Tbilisi, Georgia  
Expert: Evaluation of effectiveness of the State Program, design of survey instrument, data processing and analysis, development of information management system, provision of recommendations on the improvement of the program design and implementation.
- 2000 **The Parliament of Georgia**  
Georgia, Tbilisi  
Member of the board of experts at the Committee on Health and Social Affairs. Worked on the revision of the draft of Georgia Law on Patient's rights. Developed a new concept of Licensing and Accreditation of Medical Practice in Georgia as a core element of the draft of Georgia Law on Medical Practice.
- 2000 **Health Worker Motivation Study - Abt Associates Inc.**  
Bethesda, USA/Tbilisi Georgia  
Expert – co-principal investigator: Evaluation of motivation of health care workers in hospitals in Georgia, definition and measurement of motivation determinants, development of the research instrument for the measurement of motivations of health care workers in the developing countries.
- 2000 **Feasibility Study of Ambulance Services - Municipal Development Fund, The World Bank**  
Tbilisi, Georgia  
Consultant: Conducted detailed analysis of effectiveness of ambulance services in 4 major cities of Georgia, conducted in-depth interviews with local stakeholders, conducted financial analysis of the operation of ambulance services and estimated social impact of strengthening of ambulance services.
- 2000 **Project Development on US AID Georgia RFA, Georgia Social Mobilization Initiative - International Medical Corps**  
Tbilisi, Georgia  
Health/Project Development Expert: contributed to the development of the project strategy on the improvement of primary health care at the community level through the horizontal and vertical integration of existing state and municipal programs as well as local initiatives.
- 2000 **Project Development on US AID Armenia RFA, Social Transition's Program - International Medical Corps**  
Yerevan, Armenia  
Health/Project Development Expert: as a team member participated in the development of a project proposal in response to the US AID/Armenia RFA on Social Transition's program; designed an integrated model of community based primary health services including provision of medical services by state ambulatories and private institutions, referral system, health information management system, etc.
- 2000 **Project Development on US AID RFA, Child Survival Program - International Medical Corps/CIF**  
Baku, Azerbaijan  
Health/Project Development Expert: as a team member participated in the development of the project proposal in response to US AID RFA on Child Survival Program. Particularly designed the project strategy on the assessment of child health issues and the list of pilot, short-term interventions, mechanisms of integration of activities of the government and international organizations such as UNICEF to achieve synergy.
- 1999 - 2000 **Comparative Analysis of Health Care Demand and Utilization Studies conducted in Western Georgia, Save the Children/US AID**  
Tbilisi, Georgia  
Expert: conducted meta-analysis of 4 different surveys conducted in Western Georgia in order to evaluate whether population's needs in primary health care services are adequately addressed under US AID/SCF/GAI programs.
- 1999 **International Conference on Health System Performance Assessment: Measurement of Responsiveness - WHO**  
Geneva, Switzerland  
National expert – focal person for key informant survey to measure Responsiveness as a dimension of Health Care System Performance. Conducted face-to-face interviews with key informants and contributed the revision of the survey methodology together with colleagues from over the 50 countries.

- 1998 - 1999 **Hospital Financing Study in Georgia - PHR/Abt Associates/US AID**  
Tbilisi, Georgia  
Expert, team member, contributed to the design of the survey instrument, development of a database and software package for data entry and hospital cost structure analysis using step-down allocation methodology
- 1998 - 2000 **Hospital Governance Component of the Georgia Structural Reform Project, The World Bank Supported Georgia Health Project Coordination Unit**  
Tbilisi, Georgia  
Coordinator of Hospital Governance subcomponent, Hospital Optimization Component of Georgia Structural Reform Project. Designed the principles of separation of power and responsibilities between the owner (e.g. The Ministry of Health) and hospital governing bodies incorporated as a joint stock company (with 100% of public ownership).
- 1998 - 2000 **Development of health care financing options and project component, The World Bank Supported Georgia Health Project Coordination Unit**  
Tbilisi, Georgia  
Member, Health Care Financing Workgroup: participated in the development of a concept of a health care financing options in Georgia, designed an Implementation Plan for the project to be submitted by the Government of Georgia to the World Bank.
- 1998 **Development of a discussion paper on Health Care Reform in Georgia - UNDP/Georgia**  
Tbilisi, Georgia  
Expert: Overview of Social Impact of Health Care Reform in Georgia
- 1997 - 1998 **Preparation of the II Georgia Health Project - The World Bank Supported Georgia Health Project Coordination Unit**  
Tbilisi, Georgia  
Coordinator, Preparation of the Second Georgia Health Project Supported by the World Bank. As a team leader, facilitated the development of a project log frame, creation of working groups on primary health care and health care financing, drafting the main project document to be approved by the government.
- 1997 **Development of a project proposal in response to the Save the Children/US AID RFA, UMCOR/Washington, DC**  
Baku, Azerbaijan  
Consultant: contributed to the development and submission of a project proposal for UMCOR/Azerbaijan in response to Save the Children/US AID RFA. The project proposal focused on the improvement of primary health care services for vulnerable groups.
- 1997 **Independent Review Committee, Open Society Georgia Foundation (SOROS Foundation)**  
Tbilisi, Georgia  
Member of The Program Review Committee: review and expertise of the projects submitted to the SOROS/Tbilisi office, provision of recommendations about the design of health programs
- 1997 **Development of a Georgia Health Care Financing Strategy, National Health Management Center**  
Tbilisi, Georgia  
Member of the task force on the development of Georgia Health Care Financing Strategy: contributed to the analysis of the health care financing approaches proposed by health care reforms. The work included the comparative analysis of existing trends in Georgia and abroad concerning health care financing and elaboration of practical recommendations to policy makers.
- 1997 **Analytical Review of Health Care Reforms in Georgia, UNICEF/Georgia, HealthNet International**  
Tbilisi, Georgia  
Expert: Analytical Review of Health Care Reforms in Georgia. The work entailed a detailed analysis of the situation in health care system in order to assist international organizations/donor community in the development of cost-efficient short and long-term interventions.

- 1996-1997 **Development of a Basic Law of Georgia on Health Care, National Health Management Center**  
Tbilisi, Georgia  
Member of the task force on the development of Basic Law on Health Care: contributed to the development of the draft, particularly of sections on the health care system arrangements and financing.
- 1996 - 1997 **Varketili Community & Neighbor Health Center Project, Curatio International Foundation/World Bank**  
Tbilisi, Georgia  
Project Manager/Medical Coordinator: assessment of health status and risks (SF-12), establishment of community based primary health care facility, development of the network of social workers
- 1996 **Vulnerability assessment in Georgia - Save the Children/ECHO/UNDHA/CBIHA**  
Tbilisi, Georgia  
Consultant: Food, Medical And Non-Food Vulnerability In Georgia, A Household Assessment, team member (health care field). Contributed to the design of the survey instrument, to the development of health vulnerability analysis algorithm.
- 1996 **Assessment of the financial performance and management of a hospital, City Hospital #3**  
Tbilisi, Georgia  
Consultant: Evaluation of financial management of the hospital and development of the recommendations for the operational/capital planning
- 1996 **Review of Health Care Financing in Georgia - National Health Management Center**  
Tbilisi, Georgia  
Consultant: expertise of Health Care Financing concerning hospital reimbursement models and development of alternative modalities;
- 1996 **Reproductive Health Assessment in Georgia - Curatio International Foundation (CIF)/UNFPA/UNDP**  
Tbilisi, Georgia  
Project Director/Expert: Reproductive Health Assessment in Georgia, UNFPA/UNDP, contributed to the creation of a work group and the panel of experts from different scientific and medical institutions. Participated in the instrument design, data analysis and report writing.
- 1995 **Midterm evaluation of the TACIS project “Strengthening the Social Net in Georgia”, Ministry of Social Welfare and Labor**  
Tbilisi, Georgia  
Team leader: Audit of the implementation of the project “Strengthening the Social Net in Georgia” by North-Ireland NGO NI-CO under the funding of EU.
- 1995 **Department of Social Affairs, Tbilisi Municipal Government**  
Tbilisi, Georgia  
Independent consultant, development of the system of personal social insurance cards.
- 1995 **Training of pediatricians in outpatient clinics in Tbilisi - UMCOR/Georgia**  
Tbilisi, Georgia  
Training team leader, conducted training sessions in ARI and DD management in 30 Tbilisi Pediatric Polyclinics (530 physicians)
- 1995 **Assessment of the needs in humanitarian/emergency assistance in Azerbaijan - UMCOR/DC**  
Baku, Republic of Azerbaijan  
Consultant: assessment of general situation and needs in humanitarian aid in Azerbaijan, proposal development and exploration of the possibility of UMCOR’s operation in the country.
- 1994 **Training of pediatricians in outpatient clinics in Tbilisi - UMCOR/Georgia**  
Tbilisi, Georgia  
Consultant Assistant, Training of Trainers (prescription skills, usage of essential drugs in outpatient clinics in the Tbilisi City).

- 1994 **Training of general practitioners in outpatient clinics in Tbilisi, UMCOR/Georgia**  
Tbilisi, Georgia  
Training of primary care physicians in the use of essential drugs and update schemes of disease management

## **EMPLOYMENT HISTORY**

- 2011 **Ilia State University, School of Business**  
Tbilisi, Georgia  
Lecturer, Master Program in Health care management  
Main Responsibilities: a) develop syllabus and study materials for two courses: (Public) Health Program Management and Health Care Organization (Hospital) Management, b) delivery lectures and run workshops and c) conduct examinations
- 2006 - 2007 **Curatio International Consulting Ltd**  
Tbilisi, Georgia  
Director  
Main responsibilities: a) development of organizational policies and oversight of project development and implementation; b) project/proposal development and budgeting; c) selection of consultants and contracting
- 2003 - 2006 **Curatio International Foundation (CIF)**  
Tbilisi, Georgia  
Expert on Health and Social Policy  
Main responsibilities: a) provision of technical assistant (consultancies) to the project management and implemented by CIF and its implementing partners and clients in Georgia and overseas on the following issues (but not limited to): health care policy, health care financing, HIV/AIDS prevention, immunization, primary health care reform, etc. b) participation in the research on health and social issues carried out by CIF
- 2003 **InterSectoral Research Group**  
Tbilisi, Georgia  
Board Member, Social Development and International Relationships  
Main responsibilities: Oversight of organization's activities in the social sector, proposal development & fund rising; main achievements: a) Dictionary of health care management terms; b) Monitoring of the State Social Assistance Program for Vulnerable Households; d) Development and publishing of public health education materials (on communicable diseases)
- 2000 - 2002 **InterSectoral Management & Consulting**  
Tbilisi, Georgia  
Managing Partner  
Main responsibilities: overall management of the firm, organization and leadership of the work of expert groups, development of technical proposals; main achievements: 1) Overall assessment of the performance and financial status of five health care institutions merging in the National Tuberculosis Center (team leader); 2) Technical audit of the information management system of the State United Social Fund (team leader); 3) Improvement of the design and implementation of the State Health Program in Oncology (team leader); 4) Improvement of the administration of the State Health Program of Vulnerable by the State Medical Insurance Company; 5) Development of the business and operational plan of the Gudushauri Medical Center (team leader)

- 1998 - **Joint Stock Company "Curatio Medical Group"**  
2000  
Tbilisi, Georgia  
Medical Director
- Main responsibilities: management of the medical practice, setting quality standards, monitoring the customer satisfaction, development of customer specific employer based health plans. Main achievements: 1) Development and installation of the management information system, 2) Development of medical risk assessment and management system, 3) Development and implementation of the State Health Program "The referral system for newborns and pregnant", 4) Development and implementation of the pilot state health program "Case management of the children under the age of 3 in the City of Tbilisi"
- 1996 - **Joint Stock Company "Curatio Medical Group"**  
1997  
Tbilisi, Georgia  
Chairman, Board of Directors
- Main responsibilities: strategic planning and oversight of the performance of the management team
- 1995 - **Curatio International Foundation**  
1996  
Tbilisi, Georgia  
Director
- Main responsibilities: overall administration, fund rising/proposal development. Main achievements: 1) Development and implementation of the project "The Community & Neighborhood Health Center in Varketili District", 2) Design and implementation of the project "The reproductive health assessment in Georgia"; 3) Design and implementation of the pilot project "Income generation micro-projects for IDPs/Refugees in the Western Georgia"
- 1994 - **MEDEX, Traveling Assistance Corporation**  
2002  
Baltimore, USA  
Regional Medical Advisor for Caucasus
- Main responsibilities: case management including the situation assessment, provision of advice/recommendations to the medical director, arrangement/provision of necessary medical services in the field
- 1994 - **Family Doctors' Company "Curatio"**  
1995  
Tbilisi, Georgia  
Medical Director
- Main responsibilities: Management of a group family doctor's practice, development of the network of affiliated specialists and clinics, development of the private emergency (ambulance) service unit
- 1992 - **Family Doctors' Company "Curatio"**  
1994  
Tbilisi, Georgia  
Family Practitioner
- Main responsibilities: Provision of the family medicine services to the individual patients and members of the prepaid health plans
- 1991 - **City Emergency Central Station**  
1992  
Tbilisi, Georgia  
Physician on duty, emergency team leader
- 1991 - **Faculty of Clinical Pharmacology, (TSMI)**  
1993  
Tbilisi, Georgia  
Professor Assistant, clinical and tutorial work
- 1990 - **Resuscitation Department, Clinical Hospital "Azoti"**  
1992  
Rustavi, Georgia  
Physician on a duty

- 1989 - **Cardiology Department, City Hospital #2**  
1990 Tbilisi, Georgia  
Internship in general medicine and cardiology
- 1984 - **Resuscitation and Intensive Care Department, Central Republican Hospital**  
1989 Tbilisi, Georgia  
Middle Medical Staff (attendant, nurse)

## **PUBLICATIONS AND PRESENTATIONS**

- L. Kobaladze et al, "Georgia Health Care Financing", NHMC, Georgia 1997
  - Dershem, L. and Gzirishvili, D.: 1998, 'Informal social support networks and household vulnerability: Empirical findings from Georgia', World Development. 26, 1827–1838.;
  - D. Gzirishvili and G. Mataradze, "Healthcare reforms in Georgia", UNDP/Georgia, Discussion Paper Series II, #5, 1998;
  - Jorbenadze A, Zoidze A, Gzirishvili D, Gotsadze G. "Health Reform and Hospital Financing in Georgia". Croatian Medical Journal. Vol 15. Zagreb, Croatia. 1998
  - Gzirishvili D. Zoidze A. "Reimbursement Mechanisms for Hospitals". National Health Management Center, Tbilisi. Georgia. 1998
  - David Gzirishvili, Financial Feasibility of General Hospital in the Name of Professor Gudushauri, Curatio International Foundation, Tbilisi, 1999.
  - A. Zoidze, G. Gotsadze and D. Gzirishvili, "Hospital Financing Study in Georgia", Abt Associates, USA, 1998
  - Sara Bennett, David Gzirishvili, Ruth Kanfer, "Determinant of Health Worker Motivation in Tbilisi, Georgia: A 360 Degree Assessment in Two Hospitals", July 200, Partnerships for Health Reform, Major Applied Research 5, WP 6
  - Sara Bennett, David Gzirishvili, "Health Worker Motivation in Georgia: Contextual Analysis", July 2000, Partnerships for Health Reforms, Major Applied Research 5, WP 5
  - Georgia, Gotsadze, G., D. Gzirishvili, "Health Service utilization and expenditures in Tbilisi - 2000, Report of a household survey" Curatio International Foundation, Tbilisi, (2001)
  - David Gzirishvili, Poverty Definition and Indicators, Georgia, November 2001, The World Bank Institute (<http://info.worldbank.org/etools/docs/library/85673/devdebates/ECA/readings.html>)
  - T.Danelia and D.Gzirishvili, "Concept of social protection in Georgia", CSRDG Bulletin #83, 2004
  - G. Gotsadze, S. Bennett, K. Ranson, and D. Gzirishvili. Health care-seeking behavior and out-of-pocket payments in Tbilisi, Georgia, Health Policy Plan., July 1, 2005; 20(4): 232 – 242
  - Adrian Renton, David Gzirishvili, George Gotsadze, Joana Godinho. "Epidemics of HIV and sexually transmitted infections in Central Asia, Trends, drivers and priorities for control", International Journal of Drug Policy 17 (2006) 494–503
- 
- 1996 **Central Slavic Conference**  
Columbia, MO  
Presentation on Georgian Health Care Reforms, Columbia-Missouri University, USA
  - 1998 **The World Bank 2nd PCU Conference**  
Moscow, Russia  
Presentation: "Health Care Financing Options in Georgia"
  - 2000 **US TDA Caspian Health Carey Symposium**  
Tashkent, Uzbekistan  
Presentation: "Opportunities to develop a primary health care based integrated health care delivery system in post-soviet countries"
  - 2000 **Hospitals in Changing Europe, European Observatory on Health/WHO/World Bank**  
Dubrovnik, Croatia  
Presentation on hospital governance and management in Georgia
  - 2000 **The World Bank 4<sup>th</sup> PCU Conference**  
Tbilisi, Georgia  
Presentation on optimization of human resources in hospital governance sector

- 2002 **A Regional Workshop on “Promoting Effective Participation of Civil Society in Local Governance and Poverty Alleviation in ECIS Region - Challenges and Good Practices”, May 5-9 2002, UNDP**  
Albania, Tirana  
Presentation on the role of civil society and principles of participation in the preparation of PRSP
- 2003 **Sub-Regional Workshop - Strengthening CBO Capacity in Central Asia and Caucuses, 11-12 November 2003 - UNDP**  
Bishkek, Kyrgyzstan  
Presentation on the Georgian experience of promoting CBOs participation in policy processes

## **OTHER EXPERIENCE**

- 2005 - up to now **Center of Strategic Research and Development of Georgia**  
Tbilisi, Georgia  
Board Member
- 2003 - up to now **UNDP CSO Advisory Committee to the Administrator**  
New York, USA  
Member
- 2003 - up to now **Regional/Advisory Group on Civil Society, ECIS Region, BDP Sub-Regional Resource Facility, ECIS Region**  
Bratislava, Slovakia  
Member
- 2003 - 2004 **Supervisory Board, Georgia Social Investment Fund (GSIF)**  
Tbilisi, Georgia  
Board Member
- 2001 - 2002 **Public Supervisory board of the Ministry of Labor, Health and Social Affairs of Georgia**  
Tbilisi, Georgia  
Board Member
- 2000 - 2001 **Supervisory Board, Children Central Clinical Hospital “Respublika”**  
Tbilisi, Georgia  
Board Member
- 2000 - up to now **Supervisory Board, “The First Step” Fund**  
Tbilisi, Georgia  
Chairman
- 2000 - 2002 **Supervisory Board, State United Social Security Fund of Georgia**  
Tbilisi, Georgia  
Board Member
- 2000 - up to now **Director of the Center for Social Welfare, Partnership for Social Initiatives**  
Tbilisi, Georgia  
Board Member
- 2000 - 2004 **Supervisory Board, TB and Lung National Center**  
Tbilisi, Georgia  
Deputy Chairman
- 2000 - up to now **Supervisory Board, Alliance for the Development of Business Environment**  
Tbilisi, Georgia  
Board Member

1997 -  
2003

**Adviser of the Ministry of Labor, Health and Social Affairs**

Tbilisi, Georgia

Advisor of the Minister of Health: provision of recommendations on the development of market in health care and health care/insurance industry, on the improvement of quality of care through selective contracting and competition on the market.

1997-  
1999

**Georgian Family Planning Association**

Tbilisi, Georgia

Board Member

**OTHER SKILLS**

**Computer experience:**

OS &  
soft

Win XP/W2K Server | MS SQL Server 2005, MS Access 2007, MS Office 2007, MS Project, SPSS 13.0, Adobe Photoshop, Adobe Page Maker, EpiInfo 3.2, MS Visual Studio

System  
analysis

Completely automated data collection and analysis process for the primary care and emergency care, office management, contract & project management.

**LANGUAGES**

	<b>Speak</b>	<b>Read</b>	<b>Write</b>
<b>Georgian</b>	native	native	native
<b>English</b>	excellent	excellent	good
<b>Russian</b>	excellent	excellent	excellent

**REFERENCES**

Provided upon request