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DEVELOPMENT OF ANNUAL REVIEW OF HEALTH SYSTEM PERFORMANCE & FINANCIAL COST ESTIMATION FOR HEALTH SYSTEM STRATEGY IMPLEMENTATION (2007-2013)

Consultancy Service to Albania Health Sector Modernization Project
(Grant No. TF 055804/Project ID No. 4154)

Expression of Interest

Client:
Ministry of Health of Albania
(Health Sector Modernization Project)

ACER
“Solid Solutions for Market Evolution”

Tirana, 27 September 2007

**MINISTRY OF HEALTH OF ALBANIA
HEALTH SECTOR MODERNIZATION PROJECT
CONSULTING SERVICES
Grant No. TF 055804
Project ID No. 4154**

Attn: Mr. Saimir Kadiu, Director
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Tirana, September 27, 2007

Subject:

**Development of Annual Review of Health System Performance &
Financial Cost Estimation for Health System Strategy Implementation
(2007-2013)**
(Expression of Interest for Consultancy to HSM Project)

Dear Mr. Kadiu,

In response to your request for expression of interest published in UN Development Business (UNDB) (online only) on 09/18/2007, The Albanian Center for Economic Research (ACER) would like to submit its Expression of Interest for the Consultancy to introduce results-based management. The Government of Albania has received a credit from the International Development Association (IDA), and a companion grant from the Japanese Government (PHRD) and intends to apply part of the proceeds of this credit for consultancy services for Technical Assistance to the Ministry of Health for the development of annual review of health system performance and financial cost estimation for the health strategy implementation.

During the last few years, ACER has implemented a large number of projects in the field of macroeconomics, report writing, public finance management, monitoring, evaluation and assessments in economic, social, and institutional areas in Albania. Through these projects, we have acquired extensive expertise on all aspects of the institutional capacity building, economic and financial reforms and monitoring and evaluation systems. Furthermore, we gained extensive experience with change processes, project management and provision of training. We would like to use this experience to assist the Government of Albania in its efforts to develop an Annual Review on Health Sector Performance (ARHSP) for Albania. This document could facilitate the improvement of the health services quality, taking into considerations up-to-date assessment reports on health system in Albania, as well as international experiences on this issue. In this fashion, ACER will identify and adopt the respective performance indicators with the intention of availing the Ministry of Health with an annual review based on progress made to the implementation of Health System Strategy (2007 -2013).

ACER

As the county's first non-for-profit company, ACER, an Albanian group of consultants and researchers, closely co-operates with partners in CEE countries, Brussels, Rome, as well as American and international institutions in Washington D.C. and London.

Within ACER we deal with a variety of topics including: macro and sector policies, public finance management, poverty-reduction, monitoring and evaluation, regional and urban development, labour market and social policies, and agricultural and rural development.

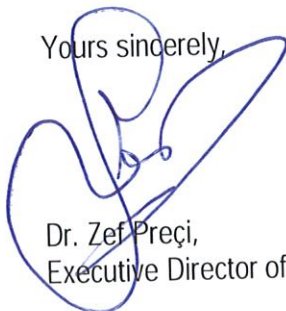
During the course of years, ACER has gained extensive experience in economic strategy development, public finance management, monitoring and evaluations of programmes and projects, social and economic impact assessment, as well as programming and training. ACER has considerable experience in working with public administrations in transition periods and brings to the economic research and consultancy over 15 years of experience in Albania. ACER offers broad knowledge of state-of-the-art techniques and best practices. Close co-operation and involvement with counterpart agencies in many areas is an important value added to our consultancy work in transition issues.

For this project, ACER will use the expertise of its local experts, and in particular of members of the staff that have worked before in similar monitoring and evaluation assignments. Furthermore, highly skilled and experienced staff of several Albanian universities will contribute.

In this Expression of Interest we will provide more details of our company. Furthermore, we will describe our main approach to this type of project, list key project references and include short professional experiences (Curriculum Vitae) of key staff members who will be involved in the implementation of this challenging project.

Please do not hesitate to contact us in case of queries.

Yours sincerely,



Dr. Zef Preçi,
Executive Director of ACER

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Expression of Interest (In World Bank design)

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August 27, 2007

EXPRESSION OF INTEREST

MINISTRY OF HEALTH OF ALBANIA
Health Sector Modernization Project/Consulting Services
Grant No. TF 055804
Project ID No. 4154

Attn: Mr. Saimir Kadiu, Director
Financial Planning Department
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We, the undersigned, express our interest in being considered from your side for offering the consulting services for the “**DEVELOPMENT OF ANNUAL REVIEW OF HEALTH SYSTEM PERFORMANCE & FINANCIAL COST ESTIMATION FOR HEALTH SYSTEM STRATEGY IMPLEMENTATION (2007-2013) PROJECT**”, in accordance with your Invitation to Express the Interest published in UN Development Business (UNDB) (online only) on 09/18/2007.

We are hereby submitting the documentation as indicated in your invitation.

We remain,

Yours Sincerely,



Zef PREÇI,
Executive Director

Attached:

- 1) A public notary certified copy of the documentation for ACER establishment (Court Decision)
- 2) ACER company profile and CVs of suggested/potential experts/consultants.

Introduction

This document represents the Expression of Interest of ACER to provide consultancy services for the project entitled: "**Development of Annual Review of Health System Performance & Financial Cost Estimation for Health System Strategy Implementation (2007-2013)**" to be financed from the International Development Association (IDA) credit, and a companion grant from the Japanese Government (PHRD).

The document is organized as follows: a short presentation of our company, followed by the introduction of our proposal (as per World Bank's standards and layout), as well as an overview of the similar assignments that we have undertaken in the last years. Finally, a presentation of key qualifications of the experts we intend to propose for the implementation of the assignment, including brief explanations about previous experiences in the same field of expertise. In more details, we provide ACER's previous assignments that contain a special theme on the area we are applying for.

1 Our understanding of the assignment

1.1 Background

Project
objectives

The Government of Albania has received a credit from the International Development Association (IDA), and a companion grant from the Japanese Government (PHRD) and intends to apply part of the proceeds of this credit for consultancy services for Technical Assistance to the Ministry of Health for the development of annual review of health system performance and financial cost estimation for the health strategy implementation.

As a potential consultant for this assignment, ACER is required to provide the Ministry of Health with the following services:

I) *Development of annual review of health system performance.* In a more detailed fashion, the development of Annual Review on Health Sector Performance for Albania will include, not exhaustingly, the following main issues:

- a) Establish and recommend an approach for maintaining appropriate national health performance indicators, which will be used as an initial base for the development, in the near future, of a national health performance framework.
- b) Develop an Annual Review on Health Sector Performance for 2007, primarily to provide the reliable information on national health system performance, and to support the country's health system strategy implementation.
- c) Facilitate the use of data at the health service unit level for sectoral policy implementation purposes.
- d) Provide the Ministry of Health and other Albanian authorities with a comparative analysis and information on national health system performance.

II) *Development of a Cost Analysis of the Health System Strategy:*

- a) Assist the MOH in producing an assessment of the cost of implementing the recently completed Health System Strategy;
- b) Develop a detailed analysis including the costing of the foreseen activities, projects and services in health system strategy for the period 2007-2013, through a consultation

process between the Ministry of Health and other health institutions, and considering the progress that has been made to date and documented in Albania's Health System Strategy.

c) Draft an action plan based on internal and external financial sources including interventions with highly impact towards the strategy implementation.

ACER will assist in capacity building for the annual review, as well as planning and budget development process in next years and monitoring of the health system strategy implementation. It will provide guidance to the Monitoring and Evaluation and Financial Planning Departments in developing the capacity to continue such reviews and analyses on an ongoing basis.

Project
description
and key
performance
indicators

The Ministry of Health of Albania is fully committed towards successful implementation of comprehensive health system reforms. All levels of Albanian health sector are integrated parts of these reforms and require public and donators' fund allocation in the health sector. The key components of the health system reforms are: the expansion of private health system in primary, hospital and supportive health care services; modernization of communication and information process aiming to increase the efficacy of health institution governance; improvement of pharmaceutical sector and increase of health service access for vulnerable social groups.

One of the most important priorities for the Ministry of Health is drafting the Health System Strategy (2007 -2013). This document – part of the National Strategy for Development and Integration – is synthesis of a comprehensive dealing with health sector taking into consideration the inter-sectoral dimension of the sector. Focusing on the health sector, the document is concerned with expansion of health services; legal framework improvement and implementation issues of this framework; increase of management capacity relating to public funds distribution; increase of financial protection of population, etc. It will be implemented through a medium-term budgeting program and annual state budget in the next years, taking into consideration that this document is deeply related with the Government's Program and Stabilization and Association Agreement objectives.

I) Development of annual review of health system performance is a key component of the project. It is being undertaken mainly to develop an Annual Review on Health Sector Performance (ARHSP) for Albania. Aiming improvement of the quality of health services, it will take into considerations up-to-date assessments on health system in Albania, and international experiences on this topic. In this way the respective performance indicators regarding the implementation of Health System Strategy (2007 -2013) will be identified and selected.

II) Development of a Cost Analysis of the Health System Strategy as the second component of the project aims to capacity building for the annual review within the Ministry of Health, as well as planning and budget development process in the next years and monitoring of the health system strategy implementation. A special guidance to the Monitoring and Evaluation and Financial Planning Departments in developing the capacity to continue such reviews and analyses on an ongoing basis will be developed.

1.2 Our initial view on the project

In various research reports about Albania's health care system are mentioned its main improvement opportunities. Among them, ACER has identified the following ones:

- Albania's National Strategy for Socioeconomic Development came into force in 2002 as the framework for sustainable development. In 2005, it was changed to the National Strategy for Development and Integration and aligned with the European Union (EU) agenda and the UN's Millennium Development Goals.

- The Long-Term Strategy on the Development of the Health System, approved and endorsed in 2004, is under revision with focus on the core functions of the health system.

- Health legislation is being thoroughly revised with focus on the laws related to financing of health services.

- The Health Insurance Fund, established in 1995, is growing rapidly in terms of service packages provided.

- The Ministry of Health recognizes the need to reorganize health services on a cost-efficiency basis.

- The commitment of the Government to implementing the integrated planning system, which is a tool for providing effective donor coordination in the country to strengthen links with aid and country development frameworks, such as the National Strategy for Development and Integration, the Millennium Development Goals, EU integration, etc.

- Consensus among international partners in health to provide a well-coordinated and synergistic approach to supporting the health sector through the Ministry of Health's long-term Strategy.

- The commitment of the Ministry of Health to leading health donor coordination with the assistance of the WHO Country Office.

In addition to opportunities, the assignment of this project has to deal with to Albania's health care system challenges, such as:

- The serious threat to the health infrastructure and resources, caused by three major crises in one decade.

- The brain-drain of qualified health professionals.

- The repeatedly replacement of governmental health officials (ministers of health and deputies).

- Fragmented subsidization of the health needs of the population (funds are divided between the Ministry of Health, the Health Insurance Fund and Ministry of Labour's Social Fund).

- Outdated, weak and inefficient public health services, which are still unable to meet the challenges of the new double epidemiological diseases pattern related to socioeconomic, lifestyle and environmental determinants and risks.

- Fragmented education for different health professional profiles; continuing medical education. (c'do te thote kjo fraza e dyte?? Se eshte pakez e paqarte)
- Decreasing donor interest, causing lack of resources in some priority areas.
- The need to strengthen the stewardship and management capacity of the Ministry of Health.
- The need to strengthen public health services.
- The need to establish an efficient monitoring and evaluation mechanism that allows informed and evidence-based decision-making.

The main goals of Annual Review on Health Sector Performance (ARHSP) for Albania are to provide assessment of quality and disparities; to provide baselines to track progress; to identify information gaps; to emphasize interdependence of quality and disparities, and to promote awareness and change that will help assess whether the Ministry of Health's sectoral strategy is achieving its intended objectives, is efficiently implemented, and is reaching the intended target groups.

Based on the general description of the objectives of the development of Annual Review on Health Sector Performance and Development of a Cost Analysis of the Health System Strategy (2007-2013) for Albania will include (who/what will include??) the following main issues (the list is not exhaustive), so there are a number of steps to be pursued. Among these are:

Step 1: Establish and recommend an approach for maintaining appropriate national health performance indicators, which will be used as an initial base for the development in the near future of a national health performance framework.

Step 2: Develop an Annual Review on Health Sector Performance for 2007, primarily to provide the reliable information on national health system performance, and to support the country's health system strategy implementation.

Step 3: Facilitate the use of data at the health service unit level for sectoral policy implementation purposes.

Step 4: Provide the Ministry of Health and other Albanian authorities with a comparative analysis and information of national health system performance.

Step 5: Assist the MOH in producing an assessment of the cost of implementing the recently completed Health System Strategy.

Step 6: Development of a detailed analysis including the costing of the foreseen activities, projects and services in health system strategy for the period 2007-2013.

Step 7: Drafting an action plan based on internal and external financial sources including interventions with highly impact towards the strategy implementation.

The designation of 2007 Annual Review on Health Sector Performance for Albania will be made by ACER consultancy team working closely with Ministry of Health officials and its experts from other health institutions.

The above-presented views are preliminary and will greatly depend on the Terms of Reference. Should we be selected to tender for the current assignment, we will elaborate our understanding in greater detail in the organization and methodology section, particularly taking into account the Terms of Reference and various specific requirements of Monitoring and Evaluation and Financial Planning Departments of the Ministry of Health.

1.3 Role of stakeholders

Based on our experience, as well as on international findings, the success of this assignment will strongly depend on participation of the corresponding stakeholders. Their input will be of particular relevance in interpreting the findings and designing the appropriate framework for the 2007 Annual Review on Health Sector Performance and The Development of a Cost Analysis of the Health System Strategy (2007-2013) for Albania. ACER's consultancy team will work closely with Ministry of Health's officials and its experts from other health institutions.

1.4 Our position

ACER is in a good position to carry out the assignment. Based on our understanding of the services required, we propose a team which combines monitoring and evaluation expertise, social and health care expertise, institution strengthening, economic and financial development aspects in Albania. In addition to the specific expertise required by the current study, our team possesses international experience in undertaking institutional capacity building and socio-economic analyses-particularly in economic, business development and environmental areas. A combination of the understanding of the common problems that the country's economy faces with sector particularities, as well as application of the best practices and lessons learned in other cases, is the key to coming up with a most appropriate solution. In this respect, we would like to underline our understanding of the health care sector situation and the experience we gained from other projects we have undertaken to date.

Finally, a basic feature of our work is to co-operate with best national experts in tackling basic underlying issues in natural resources, forests, pasture and other project related areas. This we intend also to do in this project.

2 INTRODUCING ACER

2.1 Brief description of ACER

An Albanian
research
and consultancy
group

The rich experience of the Albanian Center for Economic Research through the evolution of Albania since 1992 has helped forming its institutional personality today – a truly interdisciplinary public policy institute with a sound reputation for its reliable research data and independent professional analysis of the major aspects of Albania’s transition to democracy and market economy. ACER’s development expertise and versatile staff permit the creation of project and research teams adapted to a broad range of needs.

Mission

Albanian Centre for Economic Research –ACER is the Albania’s first independent non-profit, non-governmental organization dedicated to acceleration of Albania’s socio-economic transition and development. The ACER’s philosophy is to build bridges between scholars, policy-makers and public opinion, and foster the dialogue in the interest of accelerated reforms process, economic development and prosperity.

Clients

In order to accomplish its mission, ACER has established extensive contacts in the country. The ways of establishing and maintaining contacts applied by ACER are numerous and include personal exchange of views, discussions, interviews, invitation to public events, co-operation in research and other activities and attending conferences, etc.

International
contacts/partners

Among the most significant national and/or international agencies that provided financial support for the research activity conducted by ACER in more than 43 projects are:

- “F. Naumann” Shtiftung Foundation (Germany)
- Chesapeake Associates (Washington, D.C.)
- CIPE - Center for International Private Enterprise
- Conrad Adenauer Shtiftung Foundation
- EBRD – European Bank for Reconstruction and Development
- EC Delegation in Albania
- ETF - European Training Foundation
- EU Phare/European Commission
- FDI - Fiscal Decentralization Initiative (World Bank Initiative)
- FH - Freedom House
- ICEG - International Center for Economic Growth
- IFAD - International Fund for Agriculture Development
- KFOS – Open Society Foundation for Kosovo
- MLGA- Kosovo, Ministry of Local Government Authorities
- OECD - Organization for Economic Cooperation and Development

- ORT - Democracy Network
- OSCE - Organization for Security and Economic cooperation
- SOROS Foundation Tirana, Albania
- UNDP - United Nations Development Program
- USAID - United State Agency for International Development
- WB - World Bank

Services
and
products

ACER offers its clients a broad range of products and services. We aspire to address the most challenging problems, deploying integrative and multi-disciplinary skills across the full cycle, ranging from problem identification, initiation of implementation, to monitoring and evaluation. We have a strong basis in economic research and consultancy. Our ambition is to further improve our competencies and to develop ACER into an all-round knowledge-, expertise and research based consultancy group.

The main services provided by ACER include:

- | | |
|--|---------------------------------------|
| • Surveys and public polls | • master plan development |
| • data collection | • monitoring and evaluation |
| • economic research, analysis and advice | • policy development and management |
| • financial advisory services | • feasibility studies |
| • forecasting and scenario building | • private sector development |
| • information system development | • project development |
| • institutional development | • project management |
| • legal advice on business development | • training and transfer of knowledge. |
| • management advice and support | • organization of public events |
| • market research | • public outreach, report design |
| • restructuring and privatization | • local economic development |
| technical assistance | |

Sector
orientation

Over the years, ACER has developed expertise in many sectors. The main areas in which the professionals of the agency are responding to the needs of clients include:

- | | |
|-------------------------------------|---|
| • macroeconomics and public finance | • labour, education and social policy |
| • social and health care | • regional, rural and urban development |
| • finance | • natural resource management |
| • industry and trade | • water management |
| • environment and energy | • competition and regulation |

2.2 Selected Project Implementation Experiences

INSTITUTIONAL ANALYSES AND ORGANIZATIONAL DEVELOPMENT:

In this domain ACER has developed and deployed expertise through two specific projects:

1. **Institutional Strengthening and Human Resource Development** for the Ministry of Environment of Albania (MoE), an eighteen month duration project financed by DfID and executed by ACER. The main focus of work included:

- Coaching on introduction and management of structural change for senior management staff (Deputy Minister, Chief of Cabinet, Secretary General, Directors and Chiefs);
- ‘Side by side’ assistance during meetings between directors and their staff to enable understanding of job descriptions and functions;
- Assistance to senior management staff in writing and fine tuning of job descriptions (tasks, roles, responsibilities, qualifications and goals) for existing and new staff, together with Human Resources Department and Department of Public Administration;
- Clarification of tasks, roles and responsibilities between MoE, Regional Environmental Agencies and local government;
- Development of methods and approaches for internal/external communications and public/stakeholder network development with senior staff;
- Support for development of MoE cultural/organizational change (i.e. team building).

2. **Technical Assistance to Strengthen Mountain Areas Development Agency (MADA)**, a project financed by IFAD in the framework of Mountain Areas Development Programme. The main focus of the technical assistance included:

- Prepare a “snapshot picture” of the current situation of the beneficiaries of the program (rural households living in the MADA Area of Intervention).
- Develop the framework and the procedures for quantitative and qualitative assessment of progress and of the constraints encountered by the MADA Programme in seeking the achievement of expected outputs, effects and impacts;
- Develop a set of benchmark indicators for a realistic quantitative and qualitative assessment of the MADA interventions in mountain areas with regard to:
 - rural infrastructure,
 - agriculture development, and
 - credit availability.

3) **“UNDP Partnership Framework with Civil Society in Albania”**. On May 2002, UNDP contracted “ACI”, a consortium of three Albanian NGO-s (ACER, CCIS, IDM), with the intent to implement this project. For the accomplishment of the mentioned objectives, the consortium involved one international and various Albanian experts.

a) The technical objectives of this project aimed at producing a document that is: easy to use, clear and simple for everyone, flexible enough, in order to render it more likely to get adapted to the constant evolution of Albanian circumstances, whilst maintaining an adequate level of applicability of the overall policies.

b) To accomplish that, ACI brought into project environment not only its best expertise capacity, but even related ideas and opinions, gathered from both UNDP and Civil Society typical representatives.

c) In the project’s framework there were prepared personalized questionnaires adequate to each selected category (NGOs, Media and Trade Unions). After gathering the questionnaires, ACI made the general analysis of the partnership framework and the final report was sent to the UNDP.

4. Public Service Delivery Improvement in Local Level: In this domain ACER has developed and deployed expertise a specific project implemented in selected municipalities in Albania. The project was financed by a consortium comprising the Institute of Economic Development, the Initiative of Fiscal Decentralization for the Countries of Eastern Europe (FDI-CEEC) and the Democracy Net ORT/USAID. The main focus of work included:

- Deepening the cooperation between ACER and municipalities involved in the project;
- A comprehensive analysis of the situation and legal framework related to functions and responsibilities of local government in public service delivery, delivered to the interested institutions/organizations;
- Design of the needed recommendations for further improvement of municipality service delivery;
- A better comprehend of citizens' opinion related to services provided by the municipality;
- Upgrading of managerial capacities of local officials of the municipalities through several materials derived from foreign experience and a training program as well;
- Increase of cooperation and share of experience among three municipalities;
- Design of Ethic Code draft for public servants, which was provided to respective institutions;
- An increased citizens' awareness related to functions of local government and their role in developing their community;

3 CAPABILITIES

3.1 Experience in the relevant fields

A selection, although not exhaustive, of assignments undertaken recently by ACER in the relevant fields, which are relevant for the current study, is presented below.

Institutional
strategic planning,
Monitoring
and Evaluation

1. Beneficiaries' Impact Assessment/Social Service Delivery Project. ACER was awarded last year by the World Bank's SSD Project Coordination Unit to conduct a public service delivery beneficiary's assessment.

- In consultation with the Project Management Unit, it has conducted a review of the data collected by the institutions,
- Designation a set of assessment instruments and sampling plans. These instruments were reviewed and approved by PCU before starting their use in a wide scale. And
- ACER has administered the assessments and focused groups interviews
- ACER has prepared a machine-readable data set required to undertake the analysis.
- Finally, ACER has completed the data analysis and has submitted the results of the assessments to the Project Management Unit's staff.

Technically, the assessment was based on both quantitative and qualitative data collected during the fieldwork process.

The methodology implemented by ACER was a combination of direct and indirect instruments that includes standard questionnaires and open discussions with representatives of focus groups as well as any information and reports already under possession by PCU.

2 Institutional Strategic Planning for Forestry Sector, a project financed by World Bank in the framework of Albania Forestry Programme. The main focus of work included:

- Assessment of the business and marketing environments and infrastructural support (i.e. the "environment" within which the forestry sector, its customers and the specific function of marketing operate);
- Assessment of current and potential supply of wood and non-wood materials and forest-based pasture and other services;
- Assessment of current and potential markets for wood and non-wood materials, pastures and meadows and other forest-based services;
- Assessment of the current and potential revenue generating capacity of the Albanian forests;

The main outputs derived through the above mentioned assessments consisted in sufficient data and information required for assessing the revenue generation capacity of the forest sector as well as other key information required for the formulation of a Forest Sector's development strategy including marketing trade and resources' pricing mechanisms.

3. Micro-Credit Beneficiary Assessment: ACER was awarded by the World Bank's Project Management Unit twice to conduct micro-credit beneficiary assessments. (The first beneficiary assessment has conducted in November 2002 and the second one was finalized by June 2005):

- Legal and Regulatory Environment, where the Project supported the technical assistance and training for the development of an appropriate legal, regulatory, and supervision framework for rural SCAs and their Union;
- The main focus of work included: Rural Credit and Savings Associations, where the Project is supporting the establishment and extension of a private sustainable SCA network in rural areas, currently implemented by the SCA Union.
- Urban Micro-Credit, where the Project is supporting the expansion of urban micro credit and the development of a private, sustainable micro credit institution, the BESA Foundation,

4. Albania Salary Survey: Design and Implementation of a Beneficiary Assessments Survey and Carry out the Analysis of the Collected Data. ACER was awarded by the World Bank's Project Management Unit to conduct an assessment on these issues. The project consisted of a beneficiary assessments survey carried out based on the identification of the main issues and problems of civil servants, as well as to explore on the formal and informal ways of solving their problems. The project was carried out by consortium of ACER and ISB (both Albanian research institutes) aiming at:

- Review existing survey instruments and data regarding public and private salaries in Albania. These include a 1996 LSMS survey by INSTAT (Albania's statistical institute) and a 1999/2000 survey of Government officials.
- Design the survey instrument to be used, in collaboration with DoPA, ensuring that it covers the scope of work in these TORs, is tailored to Albania's institutions and practices, and takes into consideration related instruments used in other countries.
- Define the main categories/levels of positions to be targeted (for example, Director general, director, specialist, etc.), and develop job prototypes for use in collecting data from employers, in cooperation with DoPA and the World Bank.
- Select representative samples of respondents (individuals and organizations) in each of the five groups being surveyed, with appropriate geographic coverage, in cooperation with DoPA and the World Bank.
- Ensure that the survey instruments exist in Albanian and English versions, with quality control to ensure accuracy of the translation.
- Select and provide interviewers, and ensure that they are properly trained.
- Pretest the survey instruments on 15-20 respondents, in collaboration with DoPA and modify the instruments to reflect lessons from the pretest.
- Interview respondents, guaranteeing the confidentiality of responses. Because of the sensitivity of the subject, the interviews should be conducted face-to-face, in a private location
- Ensure quality control in the execution of the survey, including undertaking checks on randomly selected interviews to ensure that interviewers are conducting those interviews in compliance with the survey procedures.
- Key the responses, where appropriate, into a computer readable format. The data were be keyed twice, and data compared, to reduce the risk of keying in errors.
- Producing a summary statistics report for each variable captured in the survey, as well as for key measures derivable from the data, including, inter alias:
 - Pay consolidation: The degree to which earnings are consolidated into a single, monetized salary in each of these five labor markets (public sector, domestic private sector,

local offices of international private sector firms, local consultants in donor-financed projects, and local staff of donor organizations);

- Pay comparability: Ratios of civil servants earnings for comparable positions within the four other labor markets covered by this survey; namely, Albania's domestic private sector, local offices of international private sector firms, local consultants hired under donor-funded projects, and local staff of donor organizations;
- Earnings compression: The ratio of the salary package for an employee in the highest rank relative to that of the lowest-ranking employee in the same organization within each of the five labor markets sampled;
- Reward transparency: The ratio of earnings that are awarded on a highly discretionary basis to earnings awarded based on clear rules within each of these five labor markets.

5. Anticorruption Initiatives/Practices and Lessons Learnt, a project financed by Open Society Institute (OSI) and Centre for Policy Studies (CPS) at Central European University (CEU). The main focus of assignment included:

- Identification and assessment of good practices in the areas of anticorruption policies and projects in four South Eastern European countries (Albania, Bosnia and Herzegovina, Bulgaria, and Macedonia).
- Evaluation of intended and unintended effects of anticorruption policies and better understanding of the structures of power, authority, and interests that are affected by these policies;
- Preparation a policy framework drawing on the outcomes of four country studies with conclusions and recommendations as to how donors, Governments, and NGOs may improve their anticorruption efforts.

6. Poverty Alleviation through Better Resources Mobilization: a project implemented by ACER with financial support from World Bank. The main focus of work included:

- Characterization of the illegal logging phenomena and assessment of its impact in poverty in rural mountain areas;
- Assessing the policy and strategic framework applicable in the forestry sector aiming the acceleration of the institutional reform and the decentralization;
- Intensifying the public awareness program to better inform the public and other relevant institutions on efforts of forestry administration authorities to manage the natural resources in a sustainable way;
- Screening and analyzing the existing legal framework of forestry sector with special focus on examining the discrepancies between forestry legislation and other sectoral-related legislation (environment, tax authority etc) and development of series of detailed proposals for amending the existing forestry legislation.

7. Strategy Preparation for National Qualification Framework for Albania: a project implemented by ACER with financial support from ETF (European Training Foundation). The main focus of work included:

- Introduction/enabling the commencement of participatory processes for specific policy development entailed in a National Qualification Framework emerged from a match of the current local context and EU practices on qualification topic;
- Facilitation of the development of a strategy paper for National Qualification Framework for Albania to enable policy-makers to take that into account during the national policy development processes;

8. Beneficiary Impact Assessment of Legal Services Users: ACER was awarded by the World Bank's Project Management Unit twice to conduct an assessment of the quality of Law Graduates of the Tirana University. (The first assessment has conducted in January 2004 and the second one was finalized by October 2005). The targets of the assessment were the faculty of Law as well as the private and public sector representatives. The main focus of work included:

- Teaching process and conditions, availability and quality of textbooks;
- Research and scientific work, knowledge absorption and evaluation systems;
- Professionalism of law graduates, employers satisfaction and employment process.

9. "Designing Methodology for Planning Multi-Sectoral Strategic Development at Municipal Level in Kosovo". During 2006, the Kosova Foundation for Open Society and the Ministry of Local Government Administration joined the efforts towards supporting further the development and consolidation of governance at municipal level. Support to improved application and rule of law at municipal level and the improved planning for local development were the key components of the partnership. While the first component consist of capacity building mechanisms, the second component consist of a research-based activity which has generated a common methodology to be applied by all municipalities when engaging in preparation for planning long- and short-term strategic development. Thus, the Kosova Foundation for Open Society and the Ministry of Local Government Administration funded this project to prepare a methodological document and guide on municipal strategic development planning. During this assignment, ACER was responsible to:

- consult and analyze the development planning methodologies applied at Kosovar municipalities up to 2007;
- consult the relevant development planning documents produced in the past, including the Kosova Strategic Development and Plan document
- in cooperation with the Ministry of Local Government Administration consult a selected number of Kosovar municipalities for detailed analysis of planning methodologies applied up to the present;
- organize and participate a study visit to a selected country in the region, and
- produce a unique methodology document for application in all Kosovar municipalities.

10. Assessment of IFAD Mountain Area Development Programme. ACER provided the following services/activities:

- Design of the methodological framework to conduct the baseline study with the following main elements:
 - Relevance: the baseline survey was focused on rural areas characterized by lower population density and higher *pro capita* availability of natural resources (including arable land, forest and pastures). The basic units of observation of the study were the rural households, which represents the elementary cell where most of production, consumption and income generating activities take place in rural areas.
 - Representation: the study concerned a statistically representative sample of the total project beneficiaries' populations (broadly defined as rural households living in the MADA/AOI) consisting in 2560 household interviews and other 280 interviews with community based associations including forest and pasture users association, saving and credit associations and water users associations;
 - Replicability: given that the baseline survey shall serve as a reference for comparison with the results of the survey carried in the future, it was of crucial importance that the sampling methodology be possibly reproduced and based on a number of sufficiently stable

characteristics. To this extent, the choice of the locations (villages) to be surveyed is to be considered as of crucial importance.

- Design of the questionnaires and collection and analysis of existing data and information as well as data/information derived by the field survey (state of the art); data computing, aggregation and processing and preparation of tabulation forms and tables; report writing, presentation and discussion of the findings (seminar) and finalization of the study report.

11. European Survey of Information Society (ESIS II). The objective has been to create a database on the projects/programs that operate in Albania, that deal with Information society, giving them the opportunity to be public and known from everybody and to promote their activities and future goals. ACER has undertaken the survey in Albania to identify the IS projects, as well as to include them in the national database inventory in Brussels. It has also published some newsletters on issues of information society, as well as has organized a seminar on "opportunities for IS developments in Albania".

12. Common Country Assessment: Albania (CCA Albania). CCA was a joint effort of United Nations (UN) agencies in Albania – with the support of representatives of the Albanian Government and Civil Society – to examine the crosscutting themes. ACER coordinated the collaboration, research and drafting. This project aimed to achieve deeper knowledge of key Albanian development challenges among the partners involved in the CCA (UN agencies), with wide input from the Government and civil society, based on a common analysis and understanding of the development situation. It consists of a broad overview of the Albanian development context with a focus on people as the means and ends of development; an analysis of key development issues, especially those faced by the poorest strata; and an assessment of national priorities and the status of implementation of UN conventions with an emphasis on crosscutting themes. The services provided by ACER in this assignment include:

- Technical assistance and training;
- Economic studies and research;
- National Policy Development;
- Legal and regulatory reform;
- Public outreach

13. Main Principles of Market Economy: Public Awareness and Training, a rather huge specific project on these issues has been prepared and implemented by ACER in this domain. The project was financed by the Embassy of United States of America in Albania. The main focus of the project was:

- The production and the broadcasting of brief television spot announcements designed to portray the economic principles of a market economy.
- Illustration of the values and interactions of Albanian market economy through the use of creative images depicting market economies in action.

14. Labour Market Analysis and Development. In this domain ACER has developed and deployed expertise through a specific project called "Labour Market Review for Albania" which was financed by ETF (European Training Foundation). The main focus of work included:

- Economic development context: for which ACER team has provided an exhaustive assessment of the economic transition process with main emphasis on state of economic restructuring reforms implementation and performance;

- Labour market development context: for which ACER team has provided a detailed overview of major labour market challenges and development.
- Policy, legal and institutional set-up context: to address labour market challenges: for which ACER team has providing a detailed overview of major policy, legal and institutional attributes impacting labour market challenges and development.

15. Citizens and administration on the way to cooperation: The budget that can be understood and influenced (Ongoing). The main goal of this project is to build awareness about the opaque and highly discretionary process by which budgets are formulated in Albania. The project furthermore aims to advocate for participatory budgeting, educate the public on the budgeting process and transfer knowledge to all interested groups. Budget allocation alone can be a poor indicator of the quality and quantity of public service delivered in countries with weak institutions. A group of experts will conduct a survey about the budget allocation and budget execution in two regions and will monitor the implementation of some projects financed by local and central government. ACER will monitor especially the investments in education, health sector and infrastructure, because they are the most important sectors and influence directly in poverty reduction. The methodology of the analysis will be determine by our group of experts and will take in the account the previous survey done by other organizations. OSFA will make public the results of survey and monitoring in the following ways:

- ACER will organize two Round tables (approx. 30- 40 people) to introduce the survey and monitoring results with several recommendations on how to improve the budget process, to make them more transparent and accessibly to ordinary people. The target group of this activity will be different stakeholders such as policy makers, governing bodies, NGOs, academics, local experts and press. Based on the conclusions of those documents, participants will be asked of their own views and opinions.
- The public campaign will take place to support these activities. ACER experts will publish some articles in daily newspapers and we will initiate a series of public/TV debates.
- Investigations will be made to gain access to information of happenings behind closed.

16. Albania Corporate Governance Training for Journalist. Build on the research and consensus developing activities, the project has designed and implemented a national training program including round tables in five main districts with local journalists and a national one with the respective modules constructed after a brief survey on their needs.

Identification and promotion of corporate governance best practices in Albania has been completed in the form of a public document presenting corporate governance principles and ways of building the cooperation between the media and business community. This project has aimed:

- to develop a special training program on corporate governance issues;
- to establish and maintain a long-term and constructive dialogue between the business community and media in order to help in the creation of a comprehensive understanding of corporate governance;
- to establish a journalist's network on this issue, and
- to publish the project findings and results in local and national press and audio-visual media.

17. Albanian Business Association Management Training Program. Representatives of Business Associations and Chambers of Commerce from all over Albania took part in the training course. Experienced American experts and consultants presented the lectures with knowledge on the business ethics, Public Policy Advocacy, finance and budgeting, etc, of the business associations. The program gave the participants a unique opportunity to acquire new

knowledge and skills, as well as to develop valuable contacts and share experience with colleagues from the sector.

18. “Preparation of a Draft Bilateral Agreement Between Albania and Montenegro for the Protection and Sustainable Development of Lake Shkoder/Skadar and Its Watershed”. A primary goal of the project was to initiate the creation of a sound, transboundary legal and institutional framework for joint management of the lake and its watershed by the people of Montenegro and Albania. This institutional framework has been build on the recent Memorandum of Understanding between Albania and Montenegro for the protection of Lake Shkoder. An integrated joint structure will play the role of an intermediary between the different public institutions and will try to coordinate and connect the activity in the watershed across the bureaucratic and intergovernmental barriers. It would harmonize the various environmental agendas and regional development plans and help mainstream environmental issues into conservation planning frameworks and ecosystem management programs in both countries. There were two main objectives for this assignment:

- Preparation of a draft bilateral agreement based on the MOU and on the results and mutually agreed goals for management actions of the main documents prepared by LSIEMP (TDA, SA Assessment and SAP).
- Development of a proposal for the institutional structure of a Joint Management Committee with a view of ensuring sustainable development of the area. This joint institutional structure has been incorporated within the Agreement.

3.2 Monitoring and Evaluation - ACER-wide expertise

As it can be seen from the above-mentioned company information, the Monitoring and Evaluation Unit forms a core part of the up to date ACER knowledge and skills.

ACER has been involved in numerous ex ante, mid term and ex post evaluations of strategies, programmes, policies and projects. Under financial and technical support of UNDP, World Bank, and EBRD, USAID, ETF, etc., we have been involved in developing methodologies for drawing up and assessing the National Development Framework (NDPs), beneficiary assessments, developing the evaluation framework etc., mainly in economic, financial and environmental areas. ACER evaluations are used for USAID, World Bank, UNDP, objective programmes in some areas of its expertise. Key elements in our approach are validity, utility and reliability. Our approach is based on the consideration that monitoring as well as evaluations are not an objective in themselves, but should be a forward looking instrument to improve the effectiveness and efficiency of programmes and policies.

In our view monitoring and evaluation systems serves at least the following three purposes:

- transparency: informing governmental bodies and public on the effectiveness, the achievement in terms of outcomes, outputs, and efficiency of public expenditure;
- improvement of on-going publicly financed programmes through feedback of findings;
- improving of the design of future publicly funded programmes, through the ‘lessons learned’.

In monitoring, components of programmes (projects) are assessed on a regular base as to their relevance, the relevance of the external assumptions, the efficiency-to-date and the likeliness that the project will achieve its objective. As such, monitoring is therefore related to

evaluation, be it that impact can normally not be measured, and monitoring goes less in detail. Monitoring on behalf of funding agencies and advice on proposed courses of future action with regard to these programmes, is an integral part of the ACER activities.

In order to keep abreast with present and future developments in this field, in our view monitoring and evaluation methods and analytical tools need to be continuously developed and adapted to the requirements of specific assignments. ACER monitoring and evaluation team consist of a group of experienced evaluators from different fields of interest who join ACER frequently based on it is project execution situation.

4. PROPOSED EXPERTS

4.1 ACER Demonstrated Capacity for Survey Designing and Implementation, Sectorial Analyses and Report Writings

Since its establishment, ACER has conducted more than 17 questionnaire-surveys with sampling size ranging from 100 respondents to more than 3,100 respondents. A detailed description of the selected larger surveys conducted by ACER during the last five to six years is attached. The sampling size of these surveys goes from 500 (case of Informal Economy in Albania: Hidden Employment and Tax Evasion) to 3,126 (case of Assessment of IFAD Mountain Area Development Programme).

During the same period of time, ACER has produced, translated and published in Albanian and English language more than 40 titles of books, booklets, manuals, etc. Since 1994, ACER is official publisher of the economic quarterly magazine entitled “Economics and Transition” (in Albanian), and up to date more than 400 articles on economic, social, legal analyses and various policy areas, etc., written by scholars, senior economists, bankers, etc. were published on it. Among ACER publications could be mentioned the following selected documents:

- **Toolkit for Management of Environmental Concerns at Local Level**, under the project with the same title, funded by OSCE, Tirana, Albania.
(www.osce.org/publications/environmentaltoolkit)
- **Monitoring of the Public Administration Attitude towards the Ombudsman’s Recommendations**, published by ACER (In Albanian and English), funded by USAID/CASALS in the framework of Rule of Law Programme, (2007).
- **“The Citizens’ Complaints on Judicial Inspection: Increasing Transparency and Accountability of the Judiciary Toward the Public”**, co-published by ACER (In Albanian and English), funded by USAID/CASALS in the framework of Rule of Law Programme, (2007).
- **The Code of Best SME Finance Practices in South Eastern Europe** (case of Albania) has been developed under the project “South East Europe Small and Medium-sized Enterprise Finance Initiative”, funded by the Center for International Private Enterprise /CIPE/ . Washington D.C.
(<http://www.seve.gr/documents/programs/Code%20of%20best%20SME%20finance%20Practices%20in%20South%20Eastern%20Europe.pdf>)
- **Budget monitoring Report – Main findings and Recommendations** (unpublished report), prepared under project entitled: “Citizens and administration on the way to

cooperation: The budget that can be understood and influenced”, funded by SOROS Foundation.

- **Labour Market Analysis and Development** (unpublished report), funded by European Training Foundation).

- **Common Country Assessment: Albania (2002)**, funded by UNDP. (www.undp.org.al)

- **A Methodology for Planning Multi-Sectoral Strategic Development at Municipal Level in Kosovo** (under publication), funded by Kosovo Foundation for Open Society and the Ministry of Local Government Administration.

- **From the Ground Up: Assessing the Record of Anticorruption Assistance in Southeastern Europe** (case of Albania). This is a Policy Paper Commissioned and Funded by the Open Society Foundation for Albania, the Open Society Fund—Bosnia and Herzegovina, the Foundation Open Society Institute Macedonia and the Open Society Foundation—Sofia, published by Center for Policy Studies, CEU, The SOROS Foundations Network (<http://cps.ceu.hu/anticorruption.php>).

- **Informal Sector In Albania: Hidden Employment And Tax Evasion**, funded by USAID/Chesapeake Associates, published by ACER (1998)

- **Fiscal Decentralization in Albania**, funded by USAID/Chesapeake association, published by ACER (1999).

- **Decentralization – Briefing Notes**, funded by World Bank, translated by ACER (1999).

4.2 SUMMARY OF SELECTED SURVEY-BASED RESEARCH PROJECTS

	1	2	3	4	5	6	7	8	9
Project Title	Anti-Corruption Survey: Case of Albania	Informal Economy In Albania: Hidden Employment And Tax Evasion	Increasing Local Government Responsiveness in Local Government Service Delivery	Cross-Border Trading, Informality, Corruption And Its Impact On Economic Developments	Salary Survey Of Civil Service, Private Sector And Donor's-Funded Posts	Independent Study on Illegal Logging in Forestry	Assessment of IFAD Mountain Area Development Programme	Micro-credit Beneficiary Assessment	SSDP Beneficiaries Impact Assessment
Project Director	Zef Preci	Auron Pasha	Ledia Muco	Zef Preci	Zef Preci	Zef Preci	Agron Hetoja	Agron Hetoja	Zef Preci
Starting Date	March 1998	April 1999	February 2000	May 2000	August 2001	Nov. 2002	March 2003	May 2002/2005	Nov. 2006
Sample size	900	500	500	500	1,250	1,000	3126	600	500
Sample type	Structured based on Public Organization/Private firms and h'holds importance	Simple random sampling for each of 7 Pilot economic regions	Structured based on households	Randomly in each of 4 Pilot border zones selected	Structured based on Public/non-Public Organizations	Structured based on Forestry Map pre-selected zones +random	Non-aligned systematic sampling	Structured based on households	Structured based on SSDP Pilot zones/imap pre-selected zones +random
Research method	Questionnaire-based interviews	Questionnaire-based interviews + focused group discussions	Questionnaire-based interviews + focused group discussions	Questionnaire-based interviews + focused group discussions	Questionnaire-based interviews + focused group discussions	Questionnaire-based interviews	Questionnaire-based interviews	Questionnaire-based interviews	Questionnaire-based interviews + focused group discussions
Client	World Bank	World Bank	Urban Institute	World Bank	World Bank	World Bank	IFAD	IFAD	World Bank
Public opinion research topic(s)	Corruption Diagnoses Issues (Widespread, causes, public perception about, etc).	Informality, its main Sources and Impact to Economic Growth & Prosperity	Public Service Delivery Issues (Legal Issues, Economic Issues, etc.)	Cross border Trade; Main Sources and its Impact to Economic Growth & Prosperity	Public Administration reforms	Natural resource management, illegal logging widespread, impact of poverty on biodiversity, etc.	Setting benchmarks for quantitative and qualitative evaluation of rural infrastructure and agriculture development	Assessment of the impact of micro-credit programmes in small scale business growth, employment and economic development	Assessment of the beneficiaries impact of SSDP in four pilot regions (Tirana, Durresi, Shkodra and Vlora)

4.3 ACER Selected/Potential Consultants

In line with your request, ACER has identified some of the most appropriate consultants to be involved in this assignment. However, as ACER is not yet provided by the PMU of the SSDP with full-fledged Terms of Reference for the assignment, the professional profile of the consultants is determined by ACER on the basis of its best perception. If ACER will be selected, the profile of the national consultants will be reviewed and decided accordingly in consultation with SSDP PMU.

ACER intends to mobilize a pool of national experts in different fields order to:

- address the issues at stake from a multidisciplinary point of view,
- ensure a deep knowledge social services and their delivery systems, institutional analysis, social services costing and budgeting, social policy and legal framework, and
- obtain any relevant experience from similar exercises in other countries and integrate/merge/confront it with Albanian context and the outcomes of the survey.

ACER team composition is made based on assignment components and it aims to cover all fields related to it's the project implementation. The team will be assisted and supported by other ACER full and part-time staff. The final decision for the various experts that are needed will be made in close consultation with the HC Modernization project manager.

The initial ACER team members are given below:

- **Dr. Zef PREÇI**, Institutional and Policy Development Expert-Project Team Leader
- **Ass. Prof. Besim NURI**, Senior Health Policy Expert
- **Ass. Prof. Jan VALDELIN**, Health System and Strategic Planning Expert
- **MPA, Teodor TODHE MD**, Senior Health Care Policy Expert
- **Prof. Tonin KOLA**, National Health Accounts Expert
- **Dr. Merita XHUMARI**, Social Policy and Delivery Systems Expert
- **Prof. Ahmet CENI**, Macro-economic Sectorial Strategy Development Expert
- **Prof. Fatmir MEMA**, Senior Statistical Analyst

The preliminary ACER team composition and the respective working experiences offered by them is indicated in the following table.

THE EXPERT/POSITION	KEY QUALIFICATIONS
<p>Dr. Zef PREÇI, Institutional and Policy Development Expert- Project Team Leader</p>	<p>Executive Director of ACER. With an economics background, he has a deep knowledge of the country's institutional and economic context and transitional issues including even those of legal and judicial nature. Dr. Preçi has a consolidated experience in project design and implementation management. In addition. Dr. Preçi carried out the proposal's situational review and based on consultations with other specialists, he prepared the present Expression of Interest. Excellent leadership with analytic-oriented approach.</p>
<p>Ass. Prof. Besim NURI, Senior Health Policy Expert</p>	<p>Prof. B. Nuri has a wide personal national and international experience in various fields of expertise such as: management and leadership; teaching; presentation/communication, and report writing skills. During his successful and brilliant professional carrier, he has been qualified in several health system areas. Among them could be mentioned: analysis of health systems; health policy and strategic planning; project development, implementation, monitoring and evaluation; teaching and curriculum development; institutional development; decentralization of health services; stakeholder analysis and donor coordination; HIV/AIDS prevention and control, etc. also, he is among the most well-known authors of the health system report for Albania and some other developing countries. Prof. Nuri has been entitled to coordinate and manage them ost important World Bank project implemented in Albania during first decade of its transition. Based on the valuable experience gathered during this period, he is working in similar assignments in several developing countries.</p>
<p>Ass. Prof. Jan VALDELIN, Health System and Strategic Planning Expert</p>	<p>With a wide internationally recognized experience, Mr. Valdelin has had the opportunity to work for while in Albania as Chief of Party of Partners for Health Reformplus Project, funded by USAID (2001 to 2004). He has been engaged in providing technical assistance to the government of Albania in the design and implementation of a sub-set of its health sector reform strategy, focused on strengthening the primary health care sector, mainly focused on family medicine training for primary health care providers; a facility-based health information system; service delivery reorganization and quality improvement; financing reforms, and community involvement. He is author and co-author of various reports covering several fields of interest like cross-sectoral planning, policy and evaluation; education and training; financial and economic analysis; water issues; NGO studies; trade, industry and industrial maintenance; project implementation management in his country and in worldwide level. For many years he has been directly responsible person or co-responsible as managing director for various project in these a-m fields of expertise.</p>

<p>Teodor TODHE MD, Health Policy Expert</p>	<p>As a Provider Quality Improvement Analyst with Metroplus Healthplan (New York, USA), Teodor Todhe MD, MPA is currently occupied mainly in measurement and analyses of the performance and quality of services provided to health plan members in ambulatory and hospital settings such as utilization rates in primary care, provider compliance rates in various quality indicators such as HEDIS; inpatient mortality rates and the process of care in hospital settings; developing the model of a primary care service structure operating in New York metropolitan area serving Medicaid population; performing members utilization rates and cost analyses; developing the model for a computerized tool to monitor members' utilization of services and related costs incurred by the health plan, etc. In his previous professional carrier he has covered a broad range of health care system issues in national and district level in Albania and USA, including Health Care system Development/Strategic Plan for the Albania's hospital service. Since 2002 he holds a Master of Public Administration: Health Care Policy and Management obtained by Robert F. Wagner Graduate School of Public Service (New York University) and he has participated in various international certified training programmes.</p>
<p>Prof. Tonin KOLA, National Health Accounts Expert</p>	<p>Dr. Tonin KOLA is among well-known economists of the country with a long professional carrier in teaching economics. Meanwhile, he has been quite active in undertaking several research activities, lecturing abroad and participating in various research projects. The main areas of his research work include: accounting reform and the underpinning of accounting profession; corruption, informality and growth in the transition period; fiscal politics and the business development, VAT policies, sectorial comparative analyses, writing of annual reports of BoA; National Health Accounts, etc.</p>
<p>Dr. Merita XHUMARI, Social Policy and Delivery Systems Expert</p>	<p>Mrs. Xhumari, with a doctor degree on social policy development issues, has been working for various Albanian Institutions on social programmes and services. She is lecturer of the Social Policy and have demonstrated practical experience with social policy/systems and programmes gained through her assignments in various development projects financed by EU and WB on aspects related to: i) assessment of functioning of social sector administration, ii) development of a system for social services delivery, iii) institutional capacity development for the State Social Service etc. Dr. Xhumari has a logic thinking approach, very good knowledge of the social services' institutions and solid contacts with stakeholders of social sector. Last year she has been an active member of ACER Team in the first BIA of SSD Project.</p>
<p>Prof. Ahmet CENI, Macro-economic Sectoral Strategy Development Expert</p>	<p>As. Prof. Ahmet Ceni is among the most prominent macro-economists of the country. During last fifteen years he has been engaged in designation various employment policies, social Policies, and migration policies. He is holder of a "Diploma of Specialized</p>

	<p>studies (D.S.R.) of the third course” In Economics (Equivalent with Master) obtained from Social Sciences University, Grenoble 3, FRANCE and various certified post-university programmes in western countries. Currently he is working as a Professor in the Department of Management, Faculty of Economics (Tirana University). During last ten years he has served in high ranking public position (vice-minister of Ministry of Public Works and Transport, Ministry of Work and Social Affaires, etc) dealing mostly with strategic development. In this project he will be mainly engaged in consulting the annual review writing and developing the respective methodology of health care sectoral strategy cost estimation. He is also a member of various national and international organizations.</p>
<p>Prof. Fatmir MEMA, Senior Statistical Analyst</p>	<p>Economist experienced in applied econometrics and statistical analysis for designing and implementing economic and institutional surveys. Besides his academic involvement in statistics and econometrics disciplines, Prof. Mema has been actively participating in many research projects, studies and surveys. Prof. Mema has been the statistical expert for two large surveys conducted by ACER during the last years (Micro-credit beneficiary assessment with 600 respondents and IFAD programme assessment with 3,126 respondents). Prof. Mema has comprehensive logic thinking & analytical skills. He is also a member of International Statisticians’ Association.</p>

In the following section of the EoI are given the detailed CV’s of the a-m ACER Experts’ Team:

CURRICULUM VITAE

Dr. Zef PREÇI



1. Family name: PREÇI
2. Name: Zef
3. Nationality: Albanian
4. Date of birth: March 5, 1958
5. Marital status: Married, with two children
6. Residence: Albania
6. Contact information: I.Qemali Street, Bldg. No.34/1, 5th Floor, Apt. 4
P.O. Box 2934, Tirana, ALBANIA
Tel: (355-4) 274-603, 225-021, 259-637
Tel/Fax: (355-4) 274-603
Mobile: 00 355 682020344
zpreci@icc-al.org, www.acer.org.al

7. University Education:

Institution	Date (from/to)	Degree or Diploma Obtained
Tirana University, Albania	1978 - 1983	BA in Planning Economy
Tirana University, Albania	1989 - 1991	Doctor of Economic Sciences
IOWA State University, International School for Banking, USA	June-July 1994	Diploma on International Finance and Credit

8. Key Qualification

Mr. Preci has started his career in 1982 working as a researcher on the Institute of Economics Studies near the Academy of Sciences. In the mean time he was working as a part time lecturer of Entrepreneurial Economics discipline in Tirana University. In 1992 he worked as a credit consultant at Rural Agricultural and Development Bank and in 1993 as a Project Leader of "SME Development in Albania", sponsored by Center for International Private Enterprise (CIPE). In 1993 he won a grant from RRS of Central European University in "De-collectivization and Agricultural Transition in Albania".

With a group of local experts and academics he established the Albanian Center for Economic Research and has started to run it since 1993. He has worked in carry out study projects in the field of applied economics, mainly for the issues related to the transition of the Albanian economy toward a free market economy such as the economic deregulation and the establishment of the legal and institutional framework; the performance of comparative economic studies based on the transitional countries experience, etc. During these years, he has been the leader of several projects such as: Hidden Barriers to Economic Growth in Balkan Peninsula - case of Albania; Informal Economy in Albania: Hidden Employment and Tax Evasion; Albania Anti-Corruption Survey, Fiscal

Mr. Preçi has been for a short period Minister of Public Economy and Privatization. His long and rich experience has been displayed in various publications and working papers, presented also in several important activities, organized in Albania and abroad. Mr. Preçi has also served as the Economic and Political Adviser to the President of the Republic of Albania for more than two years (2002-2004) until he was entrusted by the Albanian parliament with a new position.

During the period 2004-2005, Mr. Preci has been actively involved in the discussions among various professional circles of the civil society over the need to establish an independent agency to deal with competition issues, has been actively contributing to define the regulatory framework for anti-trust policies and strategies and lobbying among political circles for getting it approved in the Parliament. Upon approval of the regulatory framework on enhancement of competition, Mr. Preci was elected by Albanian Parliament as Chairman of Albanian Competition Authority.

9. Selected Professional Experience Record

September 05 – present	Executive Director of Albanian Centre for Economic Research – ACER
Mar. 04 – Jun. 05	Chairman of the Albanian Competition Authority , an independent regulatory body established under jurisdiction of Albanian parliament.
Aug. 02 – Present	Economic and Political Advisor to the President of Republic of Albania and the Chairman of the Board of Trustees of ACER
Jan. 2000 – Aug. 02	Executive Director of Albanian Center for Economic Research
Oct. 1999 Jan. '00	Member of Government Cabinet, Minister of Public Economy and Privatization
1993-Oct. 1999	Co-founder and Executive Director of ACER , and project leader - Albanian Center for Economic Research (ACER)
1994-1995	Project Leader of “SME Development in Albania”
1993– 1994	Winner of a grantee from RRS of Central European University “De-collectivization and Agricultural Transition in Albania”.
E.O.	Project Coordinator of “Albanian Edition on the Economic Reform”, sponsored by ICEG (San Francisco).
E.O.	Credit Consultant at Rural Agricultural and Development Bank;
E.O.	Part-time lecturer of Entrepreneurial Economics discipline,

- 1996 **Center for International Private Enterprise (CIPE), Survey on the Development of the SME Sector.** Team Leader of the first comprehensive study of small business in Albania. Conducted the research on financial topics of small business, including the impact of the informal financial sector; production and marketing sector; staff professional abilities; and the establishment of a supportive environment for small business and prepared the respective report.
- 1997 **EC Delegation, “Albanians, Corruption and the Facing of its Challenges”.** He coordinated the work on preparing fulfilling this project and organizing the National Symposium on this issue. In this purpose helped in establishing the relationships with the possible partners of this project: local universities, NGOs working in this area, etc. Published several articles and participated in talk shows in order to sensitize and increase the public awareness on corruption and its negative impact, the importance of transparency of governmental activities, etc.
- 1998 **Freedom House, Accessibility and Transparency of the Public Procurement Process in Hungary, Albania and Slovak Republic.** Prepared the report on Albanian case after some micro-surveys.
- 1998-2000 **USAID, “Hidden Barriers to Economic Growth in Balkan Peninsula – case of Albania”.** As a ACER team leader Mr. Preçi has been working on the issues of pension reform, financial market and informal sector for the last year. A pension law has been drafted and three seminars have been organized.
- 1998-1999 **Center for International Private Enterprise (CIPE), “Informal Economy in Albania: Hidden Employment and Tax Evasion”.** Leading the working group of this project, he designed a questionnaire on informal economy which helped in assessing the size and scope of the informal market and some of the forms of tax evasion; evaluating the impact of informal activities on the legal private sector in Albania and finding out the views of entrepreneurs about ways of curtailing these activities.
- 1998 **SOROS Foundation, AID and World Bank, “Albania Anti-Corruption Survey”.** Team Leader. Assisted by World Bank experts designed the questionnaire and conducted the survey on enterprises throughout the country. The survey provided information on the relative importance of different types of corruption, methods used by corrupt officials or private citizens to solicit favors, the underlying reasons for the existence of different types of corruption, public awareness of corruption and its impact on political participation and use of public institution. The survey results were used to develop policies to combat corruption and reduce its negative economic impact. He is one of the authors of the survey report presented in a national workshop, held by the Albanian government.

- 1998 **Center for International Private Enterprise, Albanian Business Association Management Training Program.** Together with the working group designed a questionnaire to evaluate the barriers and challenges that Chamber of Commerce and business Association are actually facing as well as the areas where they need assistance. Together with the instructors helped in creating valuable contacts between chambers of commerce and business associations.
- 1998 **USAID, Council of Europe, O.E.C.D., Economic Development Institute of World Bank, Canadian Agency for International Development, Italian Foreign Ministry, Interior Ministry of Denmark, German Project GTZ, “Fiscal Decentralization Initiative in CEEC – Case of Albania”.** Worked with the consultant of this project to create a favorable environment to hold a National Forum on Fiscal Decentralization in Albania. Formed a Working Group with participants from Ministry of Local Government, Council of Ministers, Municipalities, Ministry of Finance, etc, and designed the topics of discussion in this Forum. Assisted to the preparation of speaker’s working papers and worked with media to increase the public awareness on this issue. Leader of the Forum on Fiscal Decentralization in Albania.
- 1999 **ORT/Dem-Net and FDI and World Bank, Improvement of Municipalities Public Service Delivery.** Leded the working group in: analyzing the legal framework of organizing and functioning the Albanian local governments, designing the needed recommendations; organizing the local workshops, etc.
- 1999-2000 Country Partner/Lead Contractor in the project **European Survey Information Society (ESIS II)**, supported by European Commission.
- 1999-2000 **CIPE, Cross-border trade in Albania.** He is leading the working group in designing the proper questionnaires, preparing final report and policy recommendations. He is assisting in organizing the National Conference on these issues, which will be held on July 28, 2000.
- 2001 **Mountain Areas Development Agency (IFAD financed) Technical Assistance to Strengthen Mountain Areas Development Agency.** The baseline survey provided a “snapshot picture” of the current situation of the beneficiaries of the program (rural households living in the MADA Area of Intervention). The overall objective of this project was to provide the basis for quantitative and qualitative assessment of progress and of the constraints encountered by the Mountain Areas Development Programme in seeking the achievement of expected outputs, effects and impacts. The main output of such a project was a set of benchmark indicators for a realistic quantitative and qualitative assessment of the MADA interventions in mountain areas with regard to: i) rural infrastructure, ii) agriculture development and credit availability.
- 2001 **Legal and Judiciary Reform, Beneficiary Assessment.** ACER was awarded by the World Bank’s Project Management Unit twice to conduct an assessment of the quality of Law Graduates of the Tirana University. The targets of the

assessment were the Faculty of Law as well as the private and public sector representatives.

- 2001 **DFID through Royal Haskoning Institutional Strengthening for Ministry of Environment.** The objective of this project was to enhance the quality of environmental management in Albania, by raising the institutional capacity of the Ministry of Environment (MoE) through the establishment of an effective working structure of the Ministry of Environment through strengthening the environmental inspection function in Albania.
- 2002 **European Training Foundation, Strategy for National Qualification Albania.** The focus of such assignment was to facilitate the development of a strategy paper for National Qualification Framework (NQF) to enable policy-makers to take that into account during the national policy development processes and further enhance the development and implementation of EU projects.
- 2002 **Rural Financing Fund, Micro-Credit Beneficiary Assessment.** ACER has conducted a review on the data already collected by the institutions, designed a set of survey instruments and sampling plans and conducted the micro-credit interviewing process.
- 2002 **DRN – Development Researchers Network (World Bank financed Albania Forestry Project) Institutional Strategic Planning for Forestry Sector.** The assignment consisted in a comprehensive assessment of the current and potential supply/demand and markets of wood, non-wood materials and forest-based pasture and other services as well as a detailed analysis of the means of accessing the markets within the existing and emerging business, marketing and infrastructural environments.
- 2002 **World Bank’s Albania Forestry Project Poverty Alleviation Through Better Resources Mobilization.** This study had two specific objectives namely: i) clarification of the extent of the illegal logging phenomena and its impact on natural resource and environmental management and ii) development of relevant policy and strategic framework for strengthening the Directorate General of Forests and Pastures in improving the current illegal logging monitoring system. The assessment also clarified the inter-sectoral dimension of illegal logging and provided an action-plan ready for implementation by the inter-ministerial Task Force.
- 2002 Albania **Common Country Assessment Common Country Assessment.** The report was a joint effort of United Nations (UN) agencies in Albania – with the support of representatives of the Albanian Government and Civil Society – to examine the crosscutting themes. The Albanian Center for Economic Research coordinated the collaboration, research and drafting.
- 2006 **Anti-Corruption Agency of Kosovo (ACAk)/Technical Assistance on Institutional Capacity Building.** The Objective of this assignment was to support the establishment a multi-functional agency which includes declaration of assets of high officials, administrative investigations on

corruption cases, conflict of interest issues, etc. Jointly with RIINVEST institute team, part of my job has included: sharing ACER experiences in research field on corruption issues; and the identification of best practice in the region and/or transitional economies etc. The service contract was funded by Kosova Foundation for Open Society and the RIINVEST Institute.

- 2006 **Ministry of Labour, Social Affairs and Equal Opportunities/Social Services Delivery Project. Beneficiaries Impact Assessment.** The Objective of Impact Beneficiaries Assessment was to provide the PCU and other actors involved in the SSDP implementation with an comprehensive information quantitative and qualitative on the effectiveness of the project activities based on the outcomes and results achieved so fare.
- 2007 **Ministry of Environment, Forests and Water Administration of Albania/Lake Shkoder Integrated Ecosystem Management Project. Preparation of a Draft Bilateral Agreement between Albania and Montenegro for the Protection and Sustainable Development of Lake Shkoder/Skadar and Its Watershed.** There were two main objectives for this assignment, first preparation of a draft bilateral agreement based on the MOU and on the results and mutually agreed goals for management actions of the main documents prepared by LSIEMP (TDA, SA Assessment and SAP). Second, development of a proposal for the institutional structure of a Joint Management Committee with a view of ensuring sustainable development of the area.
- 2007 **Designing Methodology for Planning Multi-Sectoral Strategic Development at Municipal Level.** The Objective of this assignment was to support the multi-sectoral development of Kosovar municipalities through improved and unified strategic planning methodology, and to prepare a methodological document and guide on municipal strategic development planning. The service contract was funded by Kosova Foundation for Open Society and the Ministry of Local Government.
- 2007 **NOSA/Albania. Citizens and Administration on the Way to Cooperation: The Budget that can be Understood and Influenced.** The main goal of this project is to build awareness about the opaque and highly discretionary process by which budgets are formulated in Albania. The project furthermore aims to advocate for participatory budgeting, educate the public on the budgeting process and transfer knowledge to all interested groups.

10. Present Position

Chairman of the Board of Directors, and **Research Director** of Albanian Centre for Economic Research (ACER)

11. List of Main Primary Research and Policy Interests

- Institutional Reform, Strategies and Institutional Capacity Building

- Anti-Corruption Diagnostics, Policies and Strategies
- Fiscal Decentralization
- Local Economic Development
- Democratic Transition
- Anti-Corruption Policies, Strategies and Institutional Capacity Building
- Regional Economic Cooperation
- Capital Market and Banking Reforms
- Institutional Reform
- Competition
- Informal Economy
- Local Government
- Public advocacy

12. Foreign Language skills: (Mark 1 to 5 for competence, where 1 is basic and 5 is fluent)

Language	Reading	Speaking	Writing
English	5	5	4
Italian	2	2	2
Russian	3	3	2

13. Computer Literacy

Familiar with application software installed to PCs under all WINDOWS' and Microsoft Office versions. Common utilized software are those of word & presentation processing (word, PowerPoint), spreadsheets (excel, access, SPSS) and graphics and HTML interface (Adobe-Photoshop, Macromedia, etc).

14. Selected Public Events Organized under Mr. Preci's auspice/participation:

1. *Participation and society contribution in the fight against corruption and organized crime*, workshop presented in the seminar on "Problems of cooperation, coordination and collaboration among the ministries for the fight against the organized crime" held in 29-30 of May 2002, Tirana, Albania.
2. *An Overview on the Consumer's Protection in the Transition Period*, working paper presented in the conference "The protection of the consumer: Duty, Responsibility and Public Conscientiousness" held on 23rd of April 2002, Tirana, Albania
3. *Fight against corruption: Rhetoric or instrument for the establishment of the legal state*, conference held in 4-5 March 2002, Pristine, Kosovo.
4. *Which is the way for the improved security to attract local and foreign investors*, seminar held in 10-11 January 2002, Tirana, Albania
5. *Albanian Transition and Anti-corruption Process Experience*, working paper presented in the 36th International Workshop "The cost of Politics: Think tanks as an Antidote to Corruption", held on Milan (Italy) on April 12, 2000.
6. *Informal Sector in Albania: Empirical Study*, working Paper presented at National Conference on Economic Growth Issues, held in Tirana (Albania), March 12-13, 1999.

7. *Investigative Journalism - The Case of Corruption*, working Paper, presented in Workshop organized by SOROS Media Center and Press Now, held on October 18, 1998, Tirana.
8. *Corruption and Poverty (analyze)*, Working Paper, presented in the Workshop organized by Tirana UNDP Office, held on October 16, 1998.
9. *Anti-Corruption Strategies for Albania*, working Paper, presented at OECD/AID Conference held in Istanbul (Turkey), October 7-9, 1998.
10. *Governance and Corruption Albania: The Imperative of Institutional Reforms (co-author)*. Working Paper presented at National Conference on Anti-Corruption Institutional Schemes, held in Tirana (Albania), June 30, 1998.
11. *On some questions of Informal Sector in Albania*, working paper presented in International Conference "Albania Towards Market Economy", December 13-14, 1996, organized by Athens University and Tirana University in Tirana (Albania).
12. *SME Development - Subject of Partnership between the Government and the NGOs (ACER experience)*. Key study presented in the Conference organized by ORT (DemNet) December 5-7, 1996, Korça, (Albania).
13. *Informal Economy in Albania: Unregistered Employment and Fiscal Implications*, working paper, presented in the Conference "Increasing Economic Growth and Opportunity and Removing Barriers to Growth", October 11, 1996, in Bucharest (Romania).
14. *Informal sector in Albania: Barriers facing private entrepreneurship*. Paper presented in the International Conference on "Hidden Barriers to Economic Growth in Balkan Peninsula", Sofia, April 14, 1996.
15. *Long - Term Agricultural Policies for Central and Eastern Europe: Case of Albania*, working paper, presented in International Conference of ICEG, May 17-20, 1995, Prague (Czech Republic).
16. *De-collectivization and Agricultural Transition in Albania*, Working paper, presented in the 3rd Conference of European Association for Economic Comparative Studies, September 8-10, 1994, Budapest (Hungary).

15. **List of Selected Publications:**

1. The economic impact of the registered pledge system in Albania published in "Economics and Transition", ACER Quarterly Economic Magazine, No. 2/2002 (co-author)
2. *Overview on the economic policies applied during the years 1997 - 2001* published in "Economics and Transition", ACER Quarterly Economic Magazine, No. 2/2001
3. *Investments in Albanian coasts of the Adriatic Sea: challenges and possibilities* published in "Economics and Transition", ACER Quarterly Economic Magazine, No. 4/2000 (co-author)
4. *Micro financing Institutional in the Rural Financial Market*, published in "Economics and Transition", ACER Quarterly Economic Magazine, No. 1/2000 (co-author)
5. *Carriers of Changes in Transition, (co-author)*, published in "Economics and Transition", ACER Quarterly Economic Magazine, No 1/2000
6. *Informal Sector in Albania: Survey Results and Policy Recommendations*, "Economics and Transition", ACER Quarterly Economic Magazine, No.1 (19) 1999, pp. 4-12, Tirana, (Albania).

7. *The Informal Economy and Transition Period - Albanian Case*. "The Balkan Analyst" Magazine, No. 7 (July - September) 1998.
8. *The Informal Sector in Transition Period (Analyze)*, "Economics and Transition", ACER Quarterly Economic Magazine, No.3 (17) 1998, pp. 12-20, Tirana, (Albania).
9. *Informal Sector during the Transitional Economic Period in Albania* published on The Balkan Analyst, a quarterly review of IISS (Albania), no. 3 (10), and 1998.
10. *The Current Issues of Commercial Chambers in Albania*. "Albanian Observer. No. 12, 1997, pp. 34-37, and "Economics and Transition", ACER Quarterly Economic Magazine, No.4 (14) 1997, pp. 46-49, Tirana, (Albania).
11. *The Beginning of Establishing the Market Economy in Albania*, published in "Economics and Transition", ACER Quarterly Economic Magazine, No.2, 1997, pp. 3-13.
12. *Long - Term Agricultural Policies for Central Europe*, co-author, 125-140 p. Published by Prof. Johnson D. Gale, University of Chicago (USA), 1996.
13. *Some Issues on Informal Sector in Albania*. This article was published at "The Balkan Analyst" Magazine, No. 4 (Oct. - Dec.) 1996.
14. *Informal Sector in Albania: Some Aspects of its Development during 1991-1996 (Case Study)*, "Economics and Transition", ACER Quarterly Economic Magazine, No. 2(8), 1996, Tirana (Albania).
15. *Barriers to Private Sector in Albania*, Newsletter of Institute for Market Economics, June 1996, Sofia, (Bulgaria).
16. *Financial Markets in Albania: Stock Exchange*, "Economics and Transition", ACER Quarterly Economic Magazine, Tirana, No. 4 (8), 1995.

_____ Date: _____
[Signature of staff member and authorized representative of the firm] Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

Curriculum Vitae

Prof. BESIM NURI

4 PERSONAL DETAILS

Family Name NURI
First Name Besim
Date of birth October 18, 1959
Address 3875 Saint-Urbain , H2W 1V1, office 519, Montréal, Québec,
Canada
Phone office (514) 890 8000 (ext. 15923)
Fax (514) 412 7108
e-mail Besim.Nuri@Umontreal.ca

Present position Project Coordinator
Unité de Santé Internationale, Centre de Recherche – CHUM,
Université de Montréal

Languages Albanian (mother tongue)
English (fluent oral and writing skills)
French (fluent oral and writing skills)
Italian (fluent oral skills)

SUMMARY OF KEY QUALIFICATIONS

- Analysis of Health Systems
- Health Policy and Strategic Planning
- Project development, implementation, monitoring and evaluation
- Teaching and curriculum development
- Institutional development
- Decentralization of Health services
- Stakeholder analysis and donor coordination
- HIV/AIDS prevention and control

RELEVANT COMPETENCIES AND SKILLS

Management and leadership skills: Experience as deputy minister of Health of Albania (1992-1994; Task-team leader of the World Bank team working in the health sector in Albania (2000-2001); Coordinator of several health projects in Albania and two projects in Gabon.

Teaching skills: Experience in different training programs in Europe (Albania), Africa (Burkina Faso) and the Caribbean (Haiti). Major skills: training needs assessment, course planning and curriculum development.

Presentation/Communication Skills: Good experience in communication with local and international agencies, preparation and dissemination of papers and technical documents. Ability to work as part of a team, often leading and managing international staff with different

cultural and technical background. Many presentations in international conferences and workshops.

Writing skills: Co-operation with the European Observatory on Health Care Systems for writing different papers published in the magazine "EuroHealth". Author of "Albania - Health Systems in Transition", published by the European Observatory on Health Care Systems in 1999 and updated/republished in 2003. Capacity to write in Albanian, English and French (working reports, aide-memoires, technical papers etc.).

EDUCATION AND TRAINING

Long term training

1979 – 1984

Studies in General Medicine at the Faculty of Medicine, University of Tirana, Albania

1985 – 1987

Post-graduate training in Microbiology and Virology at the Institute of Hygiene and Epidemiology (current Institute of Public Health), Tirana, Albania.

1994 – 1996

Studies at Université de Montréal, Canada. Master of Sciences in Community Health (with Honors - Liste du Doyen).

Short-term trainings

April - June 1988

Training on serologic diagnosis of HIV/AIDS and other HIV related infections at Institute Pasteur, Paris (at the Viral Oncology Unit headed by Pr. Luc Montaigner, Immuno-pathology Unit and Hospital Pasteur Laboratory).

November 1989

WHO Training Workshop on laboratory diagnostic techniques on HIV/AIDS at the Athens School of Hygiene (one week).

May-August 1991

Two months training on laboratory diagnosis of HIV/AIDS/Sexually Transmitted Infections at Tropical Medicine Institute, Antwerp, Belgium (Microbiology Department headed by Pr. Peter Piot).

April - May 1992

Participation as a WHO Short Term Consultant at the Global Program of AIDS workshop (two weeks) on formulating the second generation of medium term plans for NAPS (National AIDS Program Strategies). Geneva, WHO Headquarters.

June 1992

WHO 5th Seminar for Leading Public Health Administrators on Health for All, Cardiff, UK (one week).

July 13-17, 1998

Training Workshop on World Bank Procurement procedures for Resident Missions staff.
Ankara, Turkey.

Sept. 8-11, 1999

World Bank training seminar on Report Writing, Tirana, Albania

March 8-11, 1999

Training seminar on «Supervision and Implementation of The World Bank projects»,
organized by LLC. Washington DC, USA

20 Oct.–17 Nov. '99

“Flagship Course on Health Sector Reform and Sustainable Financing”, Organized by the
World Bank Institute in collaboration with the Harvard School of Public Health. Washington
D.C., USA

July 24 – 28, 2000

Management of health projects. Training course provided in the frame of the Summer school
on Health Management and Administration, Ascona, Switzerland. Organized jointly by the
Health Department of the Canton of Ticino, the Health Administration Department of the
University of Montreal and the Latin Association for Analysis of Health Systems.

PROFESSIONAL CARRIER RECORD

1987 – 1992

Head of the Albania national reference diagnostic laboratory on HIV/AIDS infection.
Emphasis: Epidemiological and serological studies on HIV/AIDS and other viral infections in
Albania.

May '92 – September '94

Deputy Minister of Health of Albania. Involvement in formulation and implementation
Health Sector's Reform in Albania, with a focus on: 1) privatization of drug distribution
system and pharmacies; 2) privatization of dentistry; 3) streamlining of Health Care services;
4) introduction of a Health Insurance Scheme; 5) reform of the Institute of Public Health;
6) reform of district health management system and decentralization etc. Negotiation with
international agencies or bilateral organizations concerning their programs and projects in the
health sector in Albania.

Oct. 96 – May '01

World Bank Office Albania: Short and long-term Consultant (1996-1998). Health Specialist
and Task Team Leader (1998 – 2001) for coordination of two major programs:
“Health Services Rehabilitation Project (12 million \$US credit) and “Health System Recovery
and Development Project” (17 million \$US credit).

September 2002 – October 2004

Coordinator of the “Strengthening Public Health Project in
the Balkans” (activities in Albania and partly Kosovo), implemented by the Canadian Public
Health Association and the USI/CHUM and financed by the Government of Canada through
CIDA.

May – Sept. 2002

Short-term consultant of SDC (joint mission with Cornelia Oertle Bürki) for the external
evaluation the project “Training of nurses and midwives in Albania”, implemented by the
nurses school Le Bon Secours of Geneva.

April-Sep. 2002

Coordinator of Université de Montréal 5-month training course in Health Planning and Management for district health officers in Albania, financed by SDC.

September 2001 – ongoing

Participation as trainer in the post-graduate training course in Health Management the University of Montreal is implementing in Haiti, in cooperation with the Faculty of Medicine of Port-au-Prince (in-charge for developing and teaching the “Strategic Planning” module).

May 2003 – January 2004

Policy and planning adviser at the Ministry of Health of Albania, in the framework of the Health System Recovery and Development Project, funded by a World Bank credit.

May – June 2004

Short-term consultant of SDC in Albania (mission operated jointly with Dr. Dana Farcasanu). Objective of the mission: assessment of the health sector of Albania, identification of needs and priorities and recommendations on future interventions and activities.

October 2004 – 2006

Coordinator of the project « Appui Technique à la Région Sanitaire Nord, Gabon », co-funded by the Government of Canada through CIDA (4,5 million \$ Can) and the Government of Gabon (6 million \$ Can) and implemented by the consortium USI/CHUM - Genivar.

2003 – Ongoing

2004 Participation as consultant in the project “Population and Health in Africa”, implemented by Université de Montréal and ISSP/University of Ouagadougou (Burkina Faso) for Sub-Saharan francophone countries of Africa, funded by the Bill & Melinda Gates Foundation.

Mars 2005 – February 2008

Coordinator of the “Training Program in Health Planning and Management in Albania”, a project funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by International Health Unit/CHUM

July 2007 – June 2010.

Participation as technical expert in the project “Albania. Human resources in the Health Sector. Professional development system”. Implemented jointly by UdeM and IUED-Geneva and funded by the Swiss Agency for Development and Cooperation (SDC).

August 2007 – 2011.

Coordinator of the research project “Vulnerability and equity in Africa”, a project implemented in Burkina Faso, Mali, Benin and the West Africa sub-region and funded by the Teasdale-Corti foundation and the International Development Research Centre (IDRC), Canada.

Work experience with international agencies

1987 & 1988.

Participation in formulation of two Short Term Programs on HIV/AIDS prevention and control in Albania, financed by GPA/WHO.

November 1990.

Participation in formulation of the first Medium Term Program on HIV/AIDS prevention and control in Albania, financed by GPA/WHO.

March 1993.

WHO Temporary Adviser for preparation of the documents of Riga Meeting «Investing in Health». Copenhagen, WHO/EURO.

October 1993.

WHO Temporary Adviser on formulation of National Blood System project in Albania. Copenhagen, WHO/EURO.

Sept. '93 – May '93.

Member of the Search Group for the election of the Regional Director of WHO/European Office.

Sep. '96 – Oct. '96.

Local Consultant in the Program Review and Strategy Development Mission of UNFPA in Albania.

Oct. '96 – May 2001.

Local Consultant of the World Bank (IDA) for the formulation of the Health System Recovery and Development project in Albania. Task Team Leader and Health Specialist at the World Bank Office, Tirana, Albania

Other activities

January 1992.

Co-founder of the Albanian NGO « Aksion Plus », which has been and still is very active in information and education campaigns targeted towards adolescents and general public, concerning HIV/AIDS and STI prevention.

1998 – 2003.

Cooperation with the European Observatory on Health Care System for writing the “Health Systems in Transition – Albania” published in November 1999 and May 2003.

[Signature of staff member and authorized representative of the firm] Date: _____
Full name of staff member: _____ Day/Month/Year

Full name of authorized representative: _____

CURRICULUM VITAE

JAN VALDELIN

GENERAL DATA

Family Name: **Valdelin**
First Name: **Jan**
Other Names: **Valdemar**
Permanent Address: **France**
Permanent e-mail Address: **jan.valdelin@cegetel.net**
Date and Place of Birth: **September 15, 1943, Stockholm, Sweden.**
Nationality at Birth: **Swedish.**
Present Nationality: **Swedish.**
Sex: **Male.**
Marital status: **Married.**
Children: **Two sons, born in 1973 and 1980:**
Jon Valdelin, Emil Valdelin

Languages

Mother tongue: Swedish
English: Fluent
French: Fluent
German: Fluent

ACADEMIC DEGREES

Associate Professor (docent), 1980, of Business Administration, Stockholm School of Economics.
Ph.D. (Bus. Ad.), 1974, Stockholm School of Economics. Thesis. ICE library.
MBA, 1966, Stockholm School of Economics.

OTHER EDUCATION AND COURSES

Baccalaureate at Södertälje läroverk, Södertälje, Sweden, 1962
Military service, the Swedish Armed Forces, Armoured infantry, 1966-67
Studies in the Ph.D.-programme of Business Administration at the University of California, Berkeley, 1967-68
SIDA's Planning Conferences at Dar es Salaam, 1975, and Lusaka, 1976
Civil defence service, rescue training, the Swedish Civil Defence, intermittently from the mid-80s up to 1991
SIDA's Gender Course, Sigtuna, 1992
Training on GIS and relational database applications, Hanoi, 1998-99

PUBLICATIONS

(Professional thesis and articles, translations of fiction and numerous consultant reports)

- *On the Concept of Function Transfer*, *Swedish Journal of Economics*, Vol. 68 (1966), No. 1, pp. 28-46 (with Kjell Öström)
- *Kommunikation i företagens produktutveckling*, in L-G Mattsson (ed.): *Människor och företag i kommunikationssamhället*, Lund 1971, pp. 116-146 (with Bengt Brodin)

- *Utkast till handbok för samhällsvetenskaplig forskning om Folkrepubliken Kina*, EFI, 1973, 71 p. (with Gerhard Hultcrantz and Håkan Lindhoff)
- *Folkrepubliken Kinas ekonomiska och sociala utveckling 1949-1973. En översiktlig framställning*, EFI, Working paper 6002 1974 (with Gerhard Hultcrantz and Håkan Lindhoff)
- *Folkrepubliken Kinas ekonomiska och sociala utveckling. En kritisk bibliografi*, EFI, Working Paper 6008 1974, 29 p. (with Gerhard Hultcrantz and Håkan Lindhoff)
- *Produktutveckling och marknadsföring. En undersökning av produktutvecklingsprocesser i svenska företag*, Stockholm 1974, 250 p. (Ph.D.-thesis)
- *The Transformation of Production Relations in China since 1949*, EFI, 1975, 79 p.
- *Etiopien (Landanalys)*, SIDA, Stockholm 1976, 119 p.
- *Chinese Economic Planning: Characteristics, Objectives and Methods -- An Introduction*, EFI, 1977, 275 p. (with G. Hultcrantz and H. Lindhoff)
- *Om statens roll i industriell forskning och utveckling*, in Lars Otterbeck (ed.): *Framåt Sverige -- tankar om industripolitikens tillämpning*, Lund, 1978, pp. 82-115
- *Strukturkris och marknadsföring*, in Lars Otterbeck (ed.): *Marknadsföring och strukturekonomi*, Lund, 1979, pp. 183-192
- *From Economic Theory to Management Decision-Making*. Paper Delivered to the 8th Nordic Conference of Business Economics, Stockholm, August 1979, in Ingolf Ståhl (ed.): *Forskning-Utbildning-Praxis, Nordisk företagsekonomi, Del 1 och 2*, Stockholm 1979, pp. 581-587
- *Ekonomisk politik i omvandling? En studie av några aktuella industripolitiska utredningar*, Sekretariatet för Framtidsstudier, October 1979, 33 p.
- *Norrbottnens industrialisering -- ett problem för Sverige eller lösningen på Sveriges problem?*, bil 1-3, in *Industristrukturen i Norrbotten, Branschstudier inför 1980-talet*, Luleå, 1979, pp. 165-232
- *Etiopien (Landanalys 1979)*, SIDA, Stockholm 1980, 100 p.
- *Transnational Marketing in the Third World*, *Journal of Consumer Policy*, Vol. 12(1980), No. 2, pp. 176-178
- *Teknik och marknad: Föreställningsram för en empirisk undersökning*, EFI, November 1980, Discussion paper, 23 p. (Memo)
- *Teknik och marknad: Den empiriska undersökningen*, EFI, December 1980, Discussion paper, 11 p. (Memo)
- *Andelsprofiler, struktur och konkurrens*. Ett forskningsprogram, EFI, January 1981 (with Staffan Hultén)
- *Svensk företagarverksamhet i teori och praktik*. Ett forskningsprogram, January 1981 (with Staffan Hultén)
- *Nya ekonomer och gamla österrikare*, *Zenit*, No. 69 (Feb.-Mar. 1981), pp. 45-48
- *Företagsekonomi och historia*, in Nils Brunsson (ed.): *Företagsekonomi -- sanning eller moral?*, Lund 1982, pp. 28-38.
- *Sverige -- ett skräckexempel?*, *Stockholmstidningen*, May 18, 1982
- *Teknik och marknad: Fallstudier av svenska exportföretags FoU-politik och marknadsresultat*. Empirisk resumé för seminarium vid Forskningspolitiska Institutet d. 3 June 1982. (Memo 16 p.)
- *Industriell marknadsföring och konkurrens i nätverk*, *Dagens Industri*, No. 63 1982 (review)
- *Saras resa*. Translation from French into Swedish of *La Passagère* by Jeanne Cordelier, Hachette, Paris 1981, 278 pp., P.A. Norstedt & Söners Förlag, Stockholm 1982
- *Tystnad om jag får be*, *Mosaik '80*, 1982:1, pp. 67-68, (translation of poem from *Premier Bal* by Julien Bigras & Jeanne Cordelier, Hachette, Paris 1981)
- *Våra möjligheters stad*, SIF, Stockholm, 1983, 35 p.

- *Education in Zambia. Past Achievements and Future Trends*, Education Division Documents No. 12, SIDA, Stockholm 1983, 109 p., (with Ingemar Fägerlind)
- *Chez L'Espérance*, Translation from French into Swedish of *Chez L'Espérance* by Jeanne Cordelier, Hachette, 241 pp., Paris 1982, P.A. Norstedt & Söners Förlag, Stockholm 1984
- *Svensk industris roll i biståndet — sex fall*, in C. Andersson, L. Heikensten & S. de Vylder (eds.): *Bistånd i kris*, Liber, Stockholm 1984, pp. 136-147
- *Tystnad om jag får be*. Translation from French into Swedish of *Premier Bal* by Julien Bigras & Jeanne Cordelier, Hachette, Paris 1981, 116 p., Interculture, Stockholm 1985
- *Sponsoring på svenska*, in *Konstverket*, Jan-Ewert Strömbäck, ed., Interculture, Stockholm, 1985, pp. 62-70 (with Susanna Mattsson)
- *Sponsring - ett praktiskt problem*, *Svenska Dagbladet*, July 29, 1985
- *Vem är Farid?*, Translation from French into Swedish of *Qui est Farid?* by Jeanne Cordelier, 1986.
- *Livets småsaker*, Translation from French into Swedish of *Les choses de la vie* by Paul Guimard, Denoël, Paris 1967, 149 p., Stockholm 1986.
- *Vargen till mötes*, Translation from French into Swedish of *Malparade* by Jeanne Cordelier, Hachette, Paris 1985, 234 p., Stockholm 1986
- *Tema: Hälsa*, in *Bistånd utvärderat, Årsbok 1993*, SIDA
- *Theme: Development through voluntary organisations and NGOs*, in *Evaluation of SIDA's Annual Development Assistance, Annual Report, 1995*, SIDA
- *Folke Kristensson - Företagsekonom i gränsområdet till nationalekonomin*, (with Lars-Gunnar Mattsson) in Lars Engwall (ed.) *Föregångare inom företagsekonomin*, Kristianstad: SNS Förlag 1995, p. 227-248
- *Att hushålla med biståndsmedel*, in *Förvaltning, ledarskap, institutionsutveckling — på Afrikas villkor*, L. Wohlgemuth & J. Carlsson (ed.), the Nordic Africa Institute, 1996
- *Countering the Conveyor Belt, On time limits and graduation*, in *Aid Management, Strategies for effectiveness, concentration and graduation*, (with Göran Schill) in D. Ehrenpreis & L. Johansson (eds.), Project 2015, Sida, 1997
- *Institution building and leadership in Africa*, L. Wohlgemuth, J. Carlsson and Henock Kifle (eds.), Nordic Africa Institute, 1998 (English version of 1996 Swedish edition)
- *Private Expenditure Trends in Ethiopia and Implications for Health Systems Financing* (with Walelign N, and Fairbank A), Paper presented at the International Conference on Health Systems Financing in low-income African and Asian Countries, CERDI, France 30th November-01 December, 2000. Published in *Economic Focus*, Addis Abeba, March 2001.

SELECTED CONSULTANCY SERVICES/ASSIGNMENTS

Planning, policy and evaluation (cross-sectoral)

- SIDA, 1977, Country Programme for Sri Lanka 1977/78
- SIDA, 1979, Country Analysis Ethiopia 1979
- BITS, 1984, Jamaica National Maintenance Centre: Feasibility study, Team Leader
- SIDA, 1984, The Zambia-Sweden Railway Wagon Project 1976-1984: Evaluation of phases I-III
- SIDA, 1985, Country report Sri Lanka
- BITS, 1985, Maintenance centre for the Cuban food industry: Feasibility study, Team Leader
- SIDA, 1985, The Somalia GRP Boat Factory: Evaluation of an industrial rehabilitation programme, Team Leader
- SIDA, 1986, Evaluation of IRA research institute, Tanzania, Team Leader

- SIDA, November 1978 - October 1979 for General Advice on Economic and Assistance Policy Issues
- SIDA, 1987, Evaluation of small scale industry programme, Botswana
- SIDA, 1987, Evaluation of "Improve your Business" Programmes: Kenya, Tanzania, Zambia
- SIDA, 1987, Country Analysis Sri Lanka
- SIDA, 1987, Evaluation of Sweden's support to the paper industry in Bangladesh 1975-1985, Team Leader
- SIDA, 1987, Evaluation of Professional Training Programme for the Ministry of Finance and Planning, Tanzania
- SIDA and the National Water Resources Commission in Ethiopia, 1987, Economic analysis of investments in water schemes: Manual and seminars for a workshop in Ethiopia
- ILO, 1988, Evaluation of the "Skills Development for Self Reliance" ILO/SIDA-programme in Kenya, Tanzania and Zambia, Team Leader
- NORAD, 1988, Evaluation of commodity import programme, Zimbabwe
- SIDA, Relief Food Transport Study for Ethiopia, 1990, Team Leader
- SIDA, Evaluation of Swedish Forestry Support Programme, Ethiopia, 1990, Team Leader
- SAREC, 1990, Evaluation of Bilateral Research Cooperation
- Swedfund, 1991, Evaluation of Devaluation Effects on Investment in Benin
- BITS, 1991, Feasibility Study for Support to the Cuban Sugar Industry, Team Leader
- SIDA's High Level Technical Delegation to Ethiopia, 1991
- SIDA's Technical Mission to Uganda, 1992
- SIDA, 1992, Evaluation of the Swedish support to the Health Sector in Vietnam, Team Leader.
- SAREC, 1992, Evaluation of Support to Swedish Research Institutions. Stefan de Vylder
- BITS, 1992, Policy Proposal for Industrial Support
- SIDA, 1992, Project Monitoring Policies
- SIDA, 1992, Evaluation of the SIDA support to the Ethiopian Management Institute, Team Leader
- SIDA, 1992, Delineation Study of the Water Sector in Kenya, Team Leader.
- SIDA, 1993, Organisational Review of UNICEF Water and Sanitation Programme, India
- Save the Children, 1993, Evaluation of Support to a Catholic Mission, Gambia
- SIDA, 1994, Countervalue Policy Seminar
- SIDA, 1994, Advisory services on the Water Sector in Kenya
- BITS, 1994, Project Identification Mission, Regional Development in Poland, Team Leader
- SIDA, 1994, Appraisal of a model for result-based project management
- DANIDA, 1994, Situation and Perspectives Analysis of Eritrea, Team Leader
- SIDA, 1993/94, Methodology and Preparation for NGO evaluation
- SIDA, 1994, Support to ODI for implementation of the Evaluation of Swedish support through NGOs (with Overseas Development Institute)
- Save the Children, 1994, Project Proposal Appraisal, Croatia
- Ministry of Health, Vietnam, 1994, Analysis of Programme Objectives and Indicators
- Ministry of Health, Vietnam, 1993/94, Advisor to the Management Group
- SIDA, 1994, Evaluation of Swedish support to Women Activities in Vietnam, Team Leader
- SIDA, 1994, Evaluation of SIDA's Gender Officer Position

- Ministry of Health, Vietnam, 1994, Adjustment of Plans of Operation for the New Vietnam-Sweden Health Co-operation Programme
- SIDA, 1994, Proposal for a new Monitoring and Reporting Model for the Child Survival and Safe Motherhood Programme, India, (UNICEF)
- Sida, 1995, Sector review and Project Identification Mission, Education Sector, Ethiopia, Team Leader
- Sida 1995, Evaluation of the Swedish support to the Rural Village Water Supply Programme in Botswana, Team Leader
- Sida 1995, Evaluation of the Swedish support to the UNICEF regional water and environmental sanitation programme in Central America, Team Leader
- Sida, 1995, Policy proposal on Graduation and Time Limits, Team Leader
- Sida, 1996, A policy study of Swedish Support through Local NGOs in Bangladesh, India and Sri Lanka
- UNICEF and Sida, 1996, Advisor to the Programming of UNICEF's WES Programme in Central America
- Ministry for Foreign Affairs, Sweden, 1996-97, Appraisal of proposals for common security projects in the Baltic countries
- Sida, 1996, Evaluation of Support to the sector of financial management and public administration in Eritrea, Team Leader
- EC, 1996-97, EC Preparatory Mission for Health and Family Welfare Sector Development, India, Team Leader
- Sida, 1997, Appraisal of UNICEF's future WES Programme in Central America
- EC, 1997-1999, Co-director, Vietnam-EC Malaria Control Project Related news-letter
- USAID, 1999-2002, Health Care Finance Advisor, Essential Services for Health in Ethiopia
- USAID, 2002 until July 6, 2004, Chief of Party, Partners for Health Reform*plus*, Albania
- July 2004 and on-going, Senior Associate, Abt Associates

Education and Training

- SIDA, 1983, Staff development programme for Ministry of Finance and Ministry of Planning and Economic Affairs, Tanzania
- SIDA, 1983, Analysis of the education sector in Zambia, past achievements and future trends
- Mixed body from Swedish industry, 1985, Employee participation in firm development
- SIDA, 1990, Feasibility Study Seminar in Namibia. With Stefan de Vylder.
- SIDA, 1992, Manual for improved performance Reporting: Desk Study

Water Issues

- SIDA/WHO, 1981/82, Terms of reference analysis for the Kenya water use and tariff study, Kenya
- SIDA, 1984, Assessment of water tariff proposals, Kenya. "Water Use and Tariff Study; Policy option" and "Executive Summary"
- SWECO, 1984, Cost/benefit analysis of Mer Intérieure irrigation scheme, Algeria and Tunisia
- SIDA, 1986, Rural water costs and tariff study, Botswana
- SIDA, 1987, Appraisal of low cost water supply projects for concentration area programmes in Eastern Province, Kenya
- The National Audit Bureau, 1987/88, SIDA as a learning organisation: A study of how SIDA makes use of experience gained in the water sector programme in Kenya between 1970 and 1987

NGO studies

- SIDA, 1990, Review of Freight Support to two NGO:s: UFF & PS, Team Leader.
- SIDA, 1991/92, Organisational Capacity Study of three Swedish NGO:s: SHIA (1991), PMU (1992) & SMR (1992), Team Leader
- SIDA, 1992/93, Study of Swedish Volunteer System, Team Leader
- SIDA, 1993, Fact-finding Study on direct support to NGOs in Bangladesh
- SIDA, 1993, Capacity Study of the Swedish Red Cross, Team Leader
- SIDA, 1993, Review of support through Swedish NGOs
- Sida, 1996-97, Impact Study of Swedish Volunteers

Financial and Economic analysis

- Private enterprise, 1987, The economics of industrial impact on environment
- SIDA, 1989, Evaluation of tender: Rehabilitation of industry, Mozambique
- Tanzania Investment Bank, 1990, Analysis of Ceramics factory, Tanzania, Team Leader
- Tanzania Investment Bank, 1990, Analysis of Shoe factory, Tanzania, Team Leader
- Tanzania Investment Bank, 1991, World Market Study for Sisal Bags, Team Leader
- Tanzania Investment Bank, 1991, World Market Study for Gemstones, Team Leader
- World Bank, 1995-96, Financial analysis of thermal power plant, Madagascar

Trade, Industry and Industrial maintenance

- Norrbotten's Regional Administrative Board, 1979, Industrial Development of the Norrbotten Region in Sweden
- Local labour union, 1986, Comparative analysis of production units, engineering industry
- Local labour union, 1986, Viability of engineering firm
- SIDA, 1982, SIDA and the business community: Six case studies
- SIDA, 1983, Functional analysis of industrial projects: Case study of SIDA's project administration
- SIF, 1983, The future of industry in the Stockholm region
- SIDA/Government of Zimbabwe, 1983, Survey of the EEC as a market: Background material for the Zimbabwe Government for the Lomé III conference
- BITS, 1986, Assessment of industrial project for Tunisia: desk study
- BITS, 1986, Update of feasibility study of Jamaica National Maintenance Centre: desk study
- BITS, 1986, Assessment of project proposals for Peruvian-Swedish development co-operation, Team Leader
- SIDA, 1987, Assessment of rehabilitation projects in the light industry sector, Vietnam, Team Leader
- Local labour union, 1987, Analysis of strategic changes, engineering industry
- SIDA, 1987, The informal sector in Kenya: Desk Study
- Norrbotten's Regional Administrative Board, 1988, Japanese investment opportunities in Northern Sweden
- Local labour union, 1988, Viability-study of administrative reform
- BITS, 1990, Analysis of gas purification equipment investment Tunisia

Other Assignments in Sweden

- Sekretariatet för Framtidsstudier, 1979, Evaluation of Recent Reports on the Swedish Economy
- Parliamentary Commission, 1983, Sub-contracting of development services; an analysis of problems and opportunities

- Swedish National Board for Technical Development, 1986, The Swedish Fire Research Board: Evaluation of a research programme
- SIDA, 1986, Evaluation of consultancy report on railway transports, Southern Africa (desk study)
- Swedish National Police Board, 1996-97, Preparation and management of International Security Development Co-operation, Team Leader.
- Royal Institute of Technology, 1996-97, Stockholm, Preparation and management of International Security Development Co-operation, Team Leader.

Project Implementation Management: direct responsibility or responsibility as managing director

- Government of Cuba/BITS, 1987-1990, Establishment of maintenance centre for the Cuban food industry. Anders Brandter.
- Estonian Management Institute, 1992-93, Capacity building and management consultancy for Estonian export companies. Kristina Boman.
- National Vocational Training Division, Ministry of Labour, Tanzania/SIDA 1991-1995, Capacity building and organizational development. Arne Nylund and Kjell Öström.
- Ministry of Energy, Vietnam/SIDA, 1992-1993, Management Training Programme.
- SwedeCorp, 1993-94, Swedish Trade and Investment Promotion Project, Vietnam. Lars Ellström.
- Government of Costa Rica/IDB, 1994-96, Micro enterprise development. Lennart Peck and Kristina Boman.
- Government of Zambia/Sida, 1994-96, Administrative coordination, Agricultural development projects. Stefan de Vylder.
- Kaliningrad Institute of Business Studies, Russia/EBRD, 1994-95, Capacity building, curricula development. Anders Grettve.
- Kaliningrad Regional Administration, Russia/Sida, 1994-96, De-scaling of industrial firms. Anders Grettve.
- EBRD, Karelia, Russia, 1995-96, Capacity building for business school. Anders Grettve and IFL.
- Government of Jamaica/IDB, 1995-96, Primary Education Improvement Programme. Arne Nylund.

COMPANY BOARDS OF ADMINISTRATION

1. ICS Interconsult Sweden AB, 1982-1996
2. Interculture AB, 1983-1997
3. portativ ab, 1982-1997
4. AB Mirage, 1989-1997
5. InDevelop Uppsala AB, 1995

EMPLOYMENT RECORD

- Senior Associate, Abt Associates Inc, December 1999 and ongoing.
- Chief of Party, Partners for Health Reform*plus*, Albania, January 2002-July 2004
- Health Care Finance Advisor, Essential Services for Health in Ethiopia, November 1999-December 2001
- European Co-director for the Vietnam-EC Malaria Control Project, Vietnam; September 1997-October 1999
- Team Leader, EC Preparatory Mission for Health and Family Welfare Sector Development, India; July 1996-August 1997

- Managing Director and Senior Consultant of portativ ab, since March, 1996. Independent consulting in international development cooperation;
- Founder, Managing Director and Senior Consultant of ICS Interconsult Sweden AB, 1982-1996;
- Founder and Managing Director of Interculture AB, 1983-1997;
- Acting Professor of Marketing, September-October 1981, at the Stockholm School of Economics;
- Teacher of Business Administration and Economics in various capacities at the
- Stockholm School of Economics 1969/70-1973/74 and 1978/79-1981/82;
- Acting Development Cooperation Attaché of the Swedish Embassy in Addis Abeba, Ethiopia, fall of 1976;
- Economist of the Development Cooperation Office (SIDA) of the Swedish Embassy in Addis Abeba, Ethiopia, 1974-1976;
- Research Fellow of the Economic Research Institute (EFI) at the Stockholm School of Economics, from October 1968 to October 1981;
- Ph.D. studies at the University of California, 1967-68. Part-time employment at the Department of Business Administration for minor research tasks;
- Assistant to the Marketing Director, Åhlén & Åkerlunds förlags AB, spring 1967;
- (Military service 1966-67; elected platoon representative);
- Market analyst, price system of advertising space, Åhlén & Åkerlunds förlags AB, 1965-1966;
- Distribution structure policy study of the Swedish building materials industry, Svenska Handelsbanken AB, spring-summer 1965;
- Assistant (Amanuensis) in the Department of Business Administration at the Stockholm, School of Economics for three semesters, 1964-65.

References Available upon request.

Date: _____

[Signature of staff member and authorized representative of the firm]

Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

TEODOR TODHE MD, MPA

21 Chopin Drive, Hawthorne, NJ 07506 Ph: 973-636-9540 E-mail:
TTODHE@AOL.COM

EXPERIENCE

- 1 METROPLUS HEALTH PLAN, New York, NY
- 2004-Present
- 2 Provider Quality Improvement Analyst
 - Measures and analyses the performance and quality of services provided to health plan members in ambulatory and hospital settings such as utilization rates in primary care, provider compliance rates in various quality indicators such as HEDIS; inpatient mortality rates and the process of care in hospital settings.
 - Developed the model of a primary care service structure operating in New York metropolitan area serving Medicaid population, identified the costs related to this unit operation, and used them as benchmarks in the analysis of health plan costs to finance primary care services to members
 - Performed members utilization rates and cost analyses on conclusions of which health plan made important provider payment policy changes leading to optimization in the use of services by members and reducing costs of services
 - Developed the model for a computerized tool to monitor members' utilization of services and related costs incurred by the health plan; defined utilization and costs indicators incorporated in the tool that will help the decision-making process by company's high management staff.
 - Participated in the development of technical specifications and helped in the development of the computerized web based tool that displays the primary care provider performance related to utilization of services
- MOUNT SINAI SCHOOL OF MEDICINE, Health Policy Department
New York, NY
- 2001-2004 **Quality Improvement Research Analyst**
- Performed data collection and analysis of quality indicators regarding the access to care and clinical processes variation for inpatient and outpatient services.
 - Provided insight on development of data processing tools according the steps in the process of care in view of disease management interventions for different pathologies investigated.
- Mar–Ag. 2000 **HEALTHSOURCE / HUDSON HEALTH PLAN, Clinical Department Consulting**
- Conducted assessment of quality of care provided to plan members and analyzed plan's compliance to State requirements and NCQA / HEDIS indicators of quality (QARR).
 - Proposed improvement in data collection process, analysis of various steps in the provision of care to plan members and improvement of case / disease management processes.
 - Ideated and proposed a computerized tool to alert case managers about changes in health status of members enrolled in disease management programs like diabetes, congestive heart failure, and asthma similar in function with prospective lists.

1998-2000 LAKESIDE ASSOCIATE CORPORATION Saddle Brook, NJ

Consulting

- Performed data analysis on volumes and types of services provided by hospitals to advise expansion or retraction of services and support decision-making in their strategic planning process.
- Was part of a team of consultants commissioned by USAID and DHHS under a project to train hospital officials in the topic of hospital operation management that took place in Ohrid Macedonia (January 1999)

5 MINISTRY OF HEALTH AND ENVIRONMENT PROTECTION, Tirana, AL

1994-1997 Director of National Hospital Services

- Worked in team with other ministry staff and consultants on Sector Development/Strategic Plan for the country's hospital service.
- Applied quality improvement techniques to improve the quality of care in Neonatal Units, Emergency Departments, and Pediatric Departments in hospitals around the country
- Conceived the plan for a computerized IS for the sector defining the data set necessary to support and improve the analysis and decision-making processes and increase efficiency for the entire hospital service.

1992-1994 Chief of Maternal and Childhood Health / Ambulatory Care Sector

- Actively participated in strategic planning and reorganization of primary care services for the country after political system changes and during economic transition period

1980-1991 DISTRICT PEDIATRIC HOSPITAL, Shkoder, Albania

- Pediatrician Hospitalist

SCIENTIFIC ACTIVITY

INTERNATIONAL HEALTH POLICY, Clarmont-Ferrand, FR

- Was accepted as a speaker at the international conference of Health Care Financing in Low Income and Developing Countries <http://www.cerdi.org/Colloque/FSPD2005/programme.asp?Id=C3>,

EDUCATION NEW YORK UNIVERSITY

Robert F. Wagner Graduate School of Public Service

- Master of Public Administration: Health Care Policy and Management, May 2002

HARVARD SCHOOL OF PUBLIC HEALTH

- Managing Health Care Programs – Certificate Program, Summer, 1994

UNIVERSITY HOSPITAL OF TIRANA

- Residency program in pediatrics, Diploma of Pediatrician, December 1980

UNIVERSITY OF TIRANA SCHOOL OF MEDICINE

- Diploma of MD, June 1977

Computers: Microsoft Office Applications, IDX, HDS/MISYS CPR, TXEN, COGNOS

Languages: Fluent English, in Italian and Albanian

Date: _____

[Signature of staff member and authorized representative of the firm]

Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

Curriculum Vitae

Dr. Tonin KOLA

PERSONAL DETAILS

Family Name: *Kola*
First Name: *Tonin*
Date of birth: *March 31, 1962*
Nationality: *Albanian*
Marital status: *Married with two sons*
Address: *Rruga "H. Dalli" P. 35, Sh. 2, Ap. 4,
Tirana Albania*
Telephone: *Mobile: ++ 355 69 20 89 100*
E-Mail: *tkola@yahoo.com*

PROFESSIONAL EXPERIENCES

- 1994 – to date Lecturer in Macroeconomics and International Finance,
Department of Economics, University of Tirana
- 1999 – to date Member of the Supervisory Board of the Central Bank of Albania
- 1997 Doctorate in Economics, University of Tirana
- 1991-1992 Lecturer in Introductory Economics, Department of Economics,
University of Tirana
- 1986-1991 Lecturer in Political Economy, Faculty of Economics,
University of Tirana
- 1985 University Diploma in Economics, University of Tirana
University of Tirana

KEY QUALIFICATIONS:

- The PHD diploma of economic sciences taken in the University of Tirana on 08/06/1985
- Certificate for performing successfully the course as Trainier of Authorized Chartered Accountant of Albania, issued by the Institute of Chartered Accountant of Scotland, and IEKA May 2000.

- "Certificate of completion of Advanced Program on Market Economics and Management" issued by the University of Nebraska-Lincoln, on 21/5/ 1993 and on 17.05.1995 in Tirana.
- Certificate of training course in "Market Economics and Management" issued by University of Nebraska-Lincoln, on 19.04.1995 in Lincoln, USA
- Diploma in Management and International Trade, issued by ICE (Italian institute for foreign commerce) after attending a three monthly course in Bari

SPECIFIC EXPERIENCE IN THE REGION:

I have followed a lot of courses in Albania and abroad, including, Italy, England, USA, France, Greece, Bosnia, etc.

RESEARCHES AND OTHERS

Several researches and studies in many areas in the filed of accounting and tax, such as the Accounting reform and the foundation of accounting profession in the changes economic conditions in Albania, corruption and economy development in the transition period, fiscal politics and the business, future developments of the accounting, VAT problems and recommendations, organization problems of analytic evidence of expenses and costs in some different companies, comparison of annual report of banks between UK, USA and Albania, **National Health Accounts**, and other researches.

PERSONAL SKILLS AND COMPETENCES

Mother tongue: *Albanian*

Other languages

Italian

Reading skills: Excellent

Writing skills: Excellent

Verbal skills: Excellent

English

Reading skills: Excellent

Writing skills: Very Good

Verbal skills: Very Good

Russian

Reading skills: Very Good

Writing skills: Good

Verbal skills: Fair

TECHNICAL SKILLS AND COMPETENCES

- Very well familiarized with computer programs, such as Albanian Accounting Software ALPHA, and Financa 4, Accounting Software Exact'
- Very familiar with Word, Excel, Power Point view,

SELECTED PUBLICATIONS (Books)

- “*Exchange Rate Determinants at the Albanian Foreign Exchange Market*”, Tirana, December 1996
- “*Exchange rates, a macroeconomics stabilization instrument*”, Tirana, October 1997
- “*Albanian Lek under the pressure of depreciation*”, Tirana, October 1997
- “*Building-up new financial institutions, a challenge for the Albanian financial sector*”, Tirana, December 1997
- “*Inflation and macro-economic stability*”, in: *Economy and Transition*, Tirana, June 1998
- “*Exchange rates and economic transition*”, Tirana, March 1999, co-author (with A. Mancellari and H. Mytkolli)

_____ Date: _____
[Signature of staff member and authorized representative of the firm] Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

CURRICULUM VITAE

1. **Name:** Merita XHUMARI
2. **Date of Birth:** 4 February 1960
3. **Nationality:** Albanian
4. **Marital status:** Married
5. **Education:**

<i>Institution (Date: from - Date to)</i>	<i>Degree(s) or Diploma(s) obtained</i>
■ Catholic University of Leuven, Belgium 09/2001-06/2002	■ European Master in Social Security
■ Erasmus University, Rotterdam, 09-12/1998	■ Post-Graduate Diploma with Commendation in recognition of successful performance in the 74th International Course on "Urban Management and Human Resource Development"
■ Central European University, Budapest 07/1998	■ Certificate for successfully completed the one-month course on "Public Policy Process and Analysis"
■ Tirana University, 1994-1997	■ PhD in Social Policy
■ Tirana University, 1978-1982	■ Bachelor Diploma in Political Sciences

6. **Membership of Professional Associations:**

- Researcher for the Research Network Coimbra Group Universities.

7. **Other Training:**

- Several short-term courses organized by ILO – Budapest for Social Security in the period 2000-2006.
- Trainings in the field of Social Policy from different universities: Edinburgh 1996, Charles University in Prague 1995.

8. **Countries of Work Experience:**

- Albania – continuously in different projects of World Bank, ILO, European Commission, etc.
- Macedonia - May 2002, 2004.
- Kosovo - July 2002; April & September 2004, May 2005, July 2006.
- Croatia – Split University, February 2005.

9. **Languages: (good, fair, poor)**

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Albanian	Good	Good	Good
English	Good	Good	Good
Italian	Fair	Poor	Poor

10. *Employment Record:*

From/To	Employer	Positions held	Description of duties
1986 to date	Tirana University	<ul style="list-style-type: none"> ■ Lecturer 	<ul style="list-style-type: none"> ■ Lecturer of Philosophy 1986-94, ■ Lecturer of social policy for graduate and post-graduate (Master) programs, (1995 to date).
11/2005-to date	COIMBRA Group of Universities in Europe based at the Catholic University of Leuven, Belgium	<ul style="list-style-type: none"> ■ Member of the research network of COIMBRA 	<ul style="list-style-type: none"> ■ Participant in several seminars and workshop presenting research findings in the field of social policy.
09/2007-06/2008	Conseil Santé SA contracted from the World Bank	<ul style="list-style-type: none"> ■ Trainer of trainers 	<ul style="list-style-type: none"> ■ Support to preliminary assessment of existing capabilities among Ministry of Health and Health Insurance Institute. ■ Main expert for the implementation of training courses.
09/2007-05/2008	Albanian Institute for Contemporary Studies contracted from European Commission	<ul style="list-style-type: none"> ■ Co-author and researcher for the study on Social Protection and Social Inclusion in Albania. 	<ul style="list-style-type: none"> ■ Analysis of the complex system of social protection and its impacts on social inclusion.
09/2006-01/2007	ACER, Albanian Center for Economic Research	<ul style="list-style-type: none"> ■ Researcher -Team leader of the ACER experts 	<ul style="list-style-type: none"> ■ Evaluation of the Impact on Beneficiaries of the World Bank Project in Albania "Social Services Development SSDP / CS/QCBS/ No - 014/2003.
06-07/2006	World Bank, Helsinki University, based in Kosovo	<ul style="list-style-type: none"> ■ Trainer in the field of social policy 	<ul style="list-style-type: none"> ■ Trainer of the senior staff of the Ministry of Labor and Welfare and of the professionals from regional centers for social work in Kosovo.
11/1995 to 02/2006	Social Insurance Institute of Albania	<ul style="list-style-type: none"> ■ Chief of the Research Unit, 1995-08/2003 ■ Chief of the Voluntary Social Insurance, 08/2003-02/2006 	<ul style="list-style-type: none"> ■ Project management and training.
2001-2006	ILO - Albania	<ul style="list-style-type: none"> ■ Local Expert in the field of Social Security 	<ul style="list-style-type: none"> ■ Trainer of the staff as well as trainer of trainers for the senior professionals of Social Insurance Institute and State Social Services.

From/To	Employer	Positions held	Description of duties
08/2004-08/2005	World Bank, Albania	<ul style="list-style-type: none"> ■ Team leader of the Albanian local experts 	<ul style="list-style-type: none"> ■ Contracted from the British Council, for implementation of the Social Services Development Project, SSDP / CS/QCBS/ No – 014/2003.
05-06/ 2005	ILO, Kosovo	<ul style="list-style-type: none"> ■ Researcher 	<ul style="list-style-type: none"> ■ For the regional project “Social Dialogues and pension reform”
04-10/2004	European Consultants Organisation (ECO) for European Commission, Albania, Kosovo	<ul style="list-style-type: none"> ■ Researcher 	<ul style="list-style-type: none"> ■ Strategic Studies in the CARDS Region: “The functioning of the Social / Health Sector Administration in the Western Balkans.
04-09/ 2004	ILO, Albania	<ul style="list-style-type: none"> ■ Researcher 	<ul style="list-style-type: none"> ■ For the regional project “Social Protection Expenditure and Performance Reviews”.
2002-2004	Contracted from SOROS 2004, and ATA (Academic Training Association), Kosovo	<ul style="list-style-type: none"> ■ Lecturer of Social Policy at Pristina University 	<ul style="list-style-type: none"> ■ Lecturer of social policy for the students of public administration.
10-12/2003	Partners for Health Reform Plus Project, for USAID, Albania	<ul style="list-style-type: none"> ■ Researcher 	<ul style="list-style-type: none"> ■ Supervisor of the Albanian research team.
10-12/2003	Nomisma S.p.A. for the European Commission, Albania	<ul style="list-style-type: none"> ■ Regional Expert 	<ul style="list-style-type: none"> ■ Preparation of the terms of reference for the EC project “Social Institutions Support Programme”.
11/2002	Social Insurance Institute in collaboration with the Ministry of Labor and Social Affairs and with the support of the public German foundation Friedrich Ebert, Albania	<ul style="list-style-type: none"> ■ Seminar Organizer and Moderator 	<ul style="list-style-type: none"> ■ Seminar on reform of the social security systems in Albania, Kosovo and Macedonia (health care, social insurance, social assistance).
1996 to date	Various NGOs	<ul style="list-style-type: none"> ■ Trainer of trainers 	<ul style="list-style-type: none"> ■ Development of NGOs’ capacities

Date: _____

[Signature of staff member and authorized representative of the firm]

Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

CURRICULUM VITAE

Fatmir MEMAJ

PERSONAL DETAILS

Family Name: *Memaj*
First Name: *Fatmir*
Date of birth: *February 11, 1962*
Nationality: *Albanian*
Marital status: *Married with Jollanda Memaj (Bollano),
two sons, Elvi-Kostandin and Aleksandër*
Address: *Po. Box. 1506, Rruga e Dibres P. 487, Sh. 2, Ap. 22,
Tirana Albania*
Telephone: *00355 4 366 706 Mobile: ++ 355 69 20 95 495*
Fax: *00355 4 258 171*
E-Mail: *f.mema@unitir.edu.al and fmema@yahoo.com*

EDUCATION

1981-1985	Faculty of Economics, University of Tirana, Diploma in Economics (1985)
1990-1992	Short courses on a range of economic subjects organized in-service by the Universities of San Diego and Nebraska.
July 1992	Sofia, Bulgaria, Research, Conversion of military industry into civil production.
July 1993	Bocconi University, Milan, Italy, Summer School in Management
Sept-Dec 1993	King's College, London University, UK, Visiting Fellow Research into Macroeconomics and Conversion of Defense Industry to Civil Production
Oct 95-March 96	Faculty of Economics, University of Trieste Research Fellow,
November 1996	Specialization at CEU Budapest Hungary about Social Sciences Statistics
September 1997	Autumn school for Statistics in Taranto Italy
October 1997	Specialization at CEU Budapest Hungary about Election Forecasting Statistics
October 1998	Specialization at CEU Budapest Hungary about public opinions Surveys
Dec. 98-Jan.99	Faculty of Economy, University of Bari (Italy), Research Fellowship
March-April 2000	Faculty of Economy, University of Bari (Italy), Research Fellowship
February 2001	Faculty of Economy, University of Macedonia, Thessaloniki Greece Research Fellowship
July-August 2001	Faculty of Economy, University of Freiberg (Germany) Research Fellowship
November 2002	University of Clju - Napoca, Rumania, Financial autonomy of Universities
December 2002	Seminar at Rector Conference, Bonn, Germany,

July 2003	Financial autonomy of Universities University of Bamberg, Research fellowship
December 2003	One-week seminar at Graz University, Higher education management, Organized by Salzburg Seminar
December 2004 April 2007	Research Fellowship at Oslo and Bergen university, Norway 3 weeks seminar “The impact of urbanization and migration to the economic development of China”, Fuzhou, Fujian province, China
November 1996	Doctoral thesis in Economics & Statistics
May 2001	Associated Professor
March 2007	Professor

EMPLOYMENT

1985-1990	Assistant Lecturer, Faculty of Economics, Department of Statistics, University of Tirana
1990-1992	Lecturer, Faculty of Economics, Department of Statistics, University of Tirana
1992-1993	Deputy Minister of Defense of the Republic of Albania for economic affairs
1994-1997	Lecturer, Faculty of Business and Economics, University of Tirana
1997-1998	Head of Statistics Department, Faculty of Business and Economics, University of Tirana
1998-	Lecturer, Faculty of Business and Economics, University of Tirana
2003-	Deputy Dean, Faculty of Business and Economics, University of Tirana

WORKING PART TIME

1994 - 1997	Part time Economic Adviser, Publishing Co. “TOENA”
1996 - 1997	Associated professor, Agriculture University of Kamza (Fac. of Economy)
1997 - 1998	Associated professor, Technological University of Vlora (Fac. of Economy)
1998 - 1999	Member of the Board of Saving Bank of Albania
1998 -1999	Local Expert for Greek Consultancy co. “HYPODOMY” Phare Projects
1998 - 2002 1999 - 2003	Part time working for Albanian Center for Economic Research Scientific Secretary of Magazine “Economy & Transition” (Published by ACER)
2001-2002	Local Expert for Austrian company “IC Consulent” PHARE Projects
2001 - 2003	Local socio- economic expert for USA Company “Walsh

	environmental scientists and engineers”
2002-2004	Part time adviser of Minister of Agriculture
2002-2004	Member of the managing board of “Albpetrol” co.
2004-2006	Member of the managing board of “Salt” co.
2005	Scientific secretary of Statistical Council, INSTAT
2001-	President of Albanian Socio Economic Think Tank (ASET)
2001-	Editor of Magazine “Economy & Business” (Published by Faculty of Economy, University of Tirana)
2006- to date	Member of the managing board of “ARMO” co.

LANGUAGE SKILLS

Language	Speaking	Reading	Writing
Albanian	Excellent	Excellent	Excellent
English	Very good	Very good	Very good
Russian	Poor	Sufficient	Sufficient
Italian	Sufficient	Good	Sufficient

MEMBERSHIP OF INTERNATIONAL ASSOCIATIONS

1. Member of International Association for Surveys Statisticians (IASS), Paris 2000
2. Member of Association of Balkan Statisticians, 2000

SELECTED PUBLICATIONS

Text Books

1. Text book “Exercises for the Statistics of Demography” Co-author
2. Text book “Solving Exercises for the Statistics” Co-author
3. Text book “Exercises of Statistics” Co-author, 2004

Monographs

1. “Privatization in Albania: achievements, lacking, the future” Published July 1997 and Published English version June 1998
2. “Quality of tourists services in Albania” Co-author, Published March 1999
3. “Manual for questionnaire survey” Co-author, Published, November 2002
4. Compendium Privatization in SEE countries” Paper: “Privatization in Albania”, University of Frankfurt, Germany, publisher Peter Lang Verlag, Europäischer Verlag der Wissenschaften, Frankfurt, 2005

Studies

- “Problems for improving of statistical methodology” University of Tirana, 1988
- Study “Urbanization process and “Industrial Tows” ordered by President of Republic and Council of Ministers of Republic of Albania (Team leader) 1993
- “Albanian economy and its transition period. Economic problems of Albanian defense.” King’s College, University of London 1993
- “Social Accounting Matrix and Project Income using it” (University of Trieste) 1996
- “Cement Industry and its future”, Tirana 1998
- “Rehabilitation of Old Bazaar and Industrial Park at Korça”, Local Expert for Greek Company “Hypodomi” 1999

"Development Plan for Fieri and Lushnja towns", Local Expert for Greek Company
 "Hypodomi" 1999

"Economic Policies for Tirana district development", 1999

"Privatization and post privatization in Albania" 2000

"Some indicators for measuring fiscal decentralization" 2000

"Privatization and post privatization problems in Albania" supported by RSS Czech
 Republic, August 2000 – September 2001

Environmental Impact Assessment for Exploratory Drilling, Onshore Panaja Block, Albania
 INA-Naftapl in September 2000

Environmental Impact Assessment for Exploratory Drilling, Palokastra-1 Well, Block 4
 Onshore Albania OMV-Albania April 2002

Market survey for Coca Cola Company, September 2002

Design and implementation of a beneficiary assessment survey regarding Besa Foundation
 and Rural Development Fund, December 2002

"Design and implementation of a beneficiary assessment survey", Ministry of Finance -
 Project Implementation Unit, 2002

"Consumer panel survey, COCA – COLA" Italy & Alpine Division Coca-Cola, Italy, 2002

"Survey on local fees and taxes for business operating in Albania", Southeast Europe
 Enterprise Development – SEED, 2002

"Design and implementation of a MADA baseline survey", Mountain Areas Development
 Agency, 2002

"Albania – growth and poverty reduction strategy (GPRS)", Government of Albania, 2002

"Design and implementation of a labour markets salary survey in Albania" Albanian
 government (Department of Public Administration) and World Bank, 2002

Social impact of mass privatization Study supported by Friedrich Ebert Foundation, Tirana
 September 2002

Environmental Impact Assessment for Exploratory Drilling, Kanina-1 Well, Block 5 Onshore
 Albania OMV-Albania January 2003

"Training SME-s on legal and fiscal aspects", Financial Rural Fond, 2003

"The statistical system and his principal indicators in Albania", GTZ, 2003

"The elaboration of a financial survey over companies, budgetary institutions which depends
 from food and agricultural ministry", Food and Agricultural Ministry, 2003

"Business migration and socio economic impact" Study supported by Friedrich Ebert
 Foundation, Tirana September 2002

"Financial management of universities at South East Europe: Albanian case, Study supported
 by UNESCO-CEPES, Romania, March 2003

"Brain drain in South East Europe: Albanian case, Study supported by UNESCO-CEPES,
 Romania, May 2004

"Businessmen migration and social economic impact, Study supported by Friedrich Ebert
 Foundation, Tirana June 2004

"The stimulation and the sensibilization of participation of business community in
 anticorruption initiatives", The Open Society Foundation for Albania (SOROS), 2004

"Albania: savings, credit and investments in north eastern mountain areas", International
 Fund for Agricultural Development, 2004

"Survey to estimate level of receivables financing need Albania, Southeast Europe Enterprise
 Development – SEED, 2004

European Commission INTERREG III B CADSES Program Project: 2A051 RIMED
 "Regional Integration and Metropolitan Development in Southeastern Europe",
 University of Volos Greece, September 2004

"E – government potential in Albania" Project supported by Soros foundation, Tirana 2005

"Implication of urban development: Italia dhe Shqipëria, a comparison between 2 case"
 Project in collaboration with Bari University, Italy, , Tirana 2005-2006

"Increasing entrepreneurship spirit at universities", Project supported by Ministry of
 Education and Science Tirana 2005

- "Harmonization of social and education policies"* Project supported by Soros foundation, Tirana May 2005 –January 2006
- "Community Works Project II (CWP 2) Mid-Term Review (MTR) Beneficiary Assessment (BA)", Project financed by Albanian Development Fund, November 2005 – February 2006
- "Catching up Societies in Transition: Female Highly-Skilled Migration and Youth Drain from South East Europe to Austria in the Context of EU Enlargement" *ASO Project 1-21-2005*, financed from Austrian Science and Research Liaison Office, 2006
- "Regional Report on Profiling of Clients for the Migrant Service Centre, IOM" project financed by IOM – International Organization for Migration, April-May 2006
- "Sensibilization of business participation at fiscal education – a possibility for community profitability" project financed from WB, April June 2006.

Conferences

1. Seminars at NATO Headquarters, Brussels, "Albania and creation of its Institute for International and Strategic Studies" March 1993
2. Conference at Athens, Greece. "NGO and their role at the developing countries". December 1994
3. Conference at CRCE, London, UK "Transition Period for Albanian Economy". (Main speaker) March 1995
4. "*Immigration and integration at new urban areas*" Albanian Demography Conference 1996
5. "*Features and phenomena of SME development in Albania*" Co-author, International conference for Albanian economy, November 1996
6. "*The impact of Investment funds and pyramidal schemes at privatization*" Second Conference of IEBF and OSLSH, Tirana, October 1997
7. "SECI and Albania", speaker at the conference of ATA, Sofia, Bulgaria, October 1997
8. "*The possibilities of local government independent growth through increase of tax incomes*" Conference of National Forum for Fiscal Decentralization in Albania. July 1998
9. "*Aspects of regional development in the Albanian population*" Conference of AAD, Tirana, December 1998
10. "*Immigration, Urbanization and social economic impacts*" International Conference "The future of Albania and Albanians: Economic Perspective and social security" Friederich Ebert Stiftung Foundation, November 1999
11. "*Some aspects of informal economy*", Conference of IYR, "Aspects of economy: Actuality and perspective", May 2000
12. Conference of Balkan demographers "Changes in the 1990s and the demographic future of the Balkans" Sarajevo. The paper "Employment in country to be a priority as compared with emigration" May 2000
13. Second international seminar "The Balkan in the European Economic Space" Volos, Greece the paper "fiscal and monetary policies and pyramidal schemes during 10 years of Albanian transition period" June 2000
14. "What's to learn Kosovo from privatization in Albania" Paper at the Seminar "Kosovo problems", financially supported by DAAD Prishtina, October 2000
15. "*Privatization and the problems of the employment of young generation*", Conference of Union of Albanian Economists October 2000
16. "Privatization and post privatization problems in Albania", International conference "Restructuring, stability and development in Southeastern Europe" Volos, July 2001
17. "*Albanian migration during the last decade*" Conference "Balkans: Business and Educational Challenges and Perspectives", Thessalonica, 28-29 June 2001
18. "*Post privatization in Albania: Success or Failure*", International conference "Integration and transformation in Albania, Hungary and Macedonia" Bamberg, Germany, 5-7 July 2001

19. "State as shareholder" First southeast Europe Corporate Governance Roundtable organized by OECD Bucharest, Romania 20-21 September 2001
20. "Privatization and its impact to the unemployment" Conference of Economics Faculty University of Tirana and Nebraska University, November 2001
21. "The efficiency of privatization in Albania" Conference of Albanian Government and Bank of Albania, December 2001
22. "Privatization of public sector in Albania: Experience, problems, and lessons learned: "The challenges of Privatization in Kosovo" International conference in Gjakova, Kosovo, 21-22 January 2002
23. "Problems of Privatization and Post Mass Privatization in Albania" "Privatization of SOE's and the Reform of Utilities in Kosovo" International conference at Grand Hotel Prishtina, June 27-29, 2002
24. Conference of Faculty of Economy "Development and management of potentials at the transition" "Mass Privatization and its impact to unemployment", October 2002, co-author
25. *International Seminar "Integration and transformation in Albania and Hungary", Budapest, Hungary, "Strategic Privatization: Achieves and challenges" December 2002*
26. International Conference of Bank of Albania: "Hidden economy a barrier for a sustainable development" Sarandë, September 2003
27. *Conference of Institute of Finances of Kosovo " Post privatization and Employment in Albania" Peja (Kosovo) September 30-31, 2003*
28. "Financial autonomy of higher education", *Conference "Economic development of Shkodra region" University of Shkodra, October 2003*
29. *Second Conference of ASECU "Ownership Structure and Corporate Governance in the Albanian Post-privatization", Belgrade October 6-9, 2003*
30. "Improvement of tourism statistics in Albania", *Conference of University of Shkodra "Toursim in Albania", Tiranë, 21-22 May 2004*
31. Conference of Ministry of Economy "Privatization in Albania: Reform, development, modernization and integration of national economy" Paper "Some consideration regarding privatization at CEE and impact to Albania", Sarandë 25-26 June 2004 co-author
32. "Autonomy and financial management at universities: the case of Albania" Workshop, UNESCO - CEPES, Rumania, May 2003
33. "Brain Drain and intellectual labour market in Albania" Workshop, UNESCO - CEPES, Rumania, May 2004
34. Conference of Faculty of Economy, University of Tirana "Economy at transforming processes" Paper "Improvement of Tourism statistics in Albania", Tirana, December 2004, co-author
35. "Businessmen migration and its impact" Conference "Innovation, new job creation and local development promotion", Shkodër, 9-10 July 2004
36. "Albania, financial management in the education system: higher education" Conference at University of Tartu, Estonia, October 2005
37. *Ownership structure & corporate governance in the Albanian post-privatisation" "EACES workshop "Privatisation in Serbia: outcomes, prospects and corporate governance, University of Belgrade, Belgrade 5-17 September 2005*
38. "Challenges in changing and harmonization of children's social protection policies with education policies" "Measuring impact of poverty on children" Conference of UNICEF, Tirana 22-23 November 2005
39. "Statistical data and their connection to academic life" "Albanian statistics towards the EU", International conference of INSTAT, Tirana December 6, 2005
40. "Problems of contact with practice for academic staff and" Conference "Increasing entrepreneurship spirit at universities" Faculty of Economy, UT, Tirana December 9, 2005

41. "Albanian Economic Education and the Challenges of the Labour Market" Conference "Il sistema Italia di formazione universitaria e post-universitaria ad il mercato del lavoro in Albania e nei Balcani" Conference supported by Italian Embassy, Tirana, January 20, 2006.
42. "Privatization and transforming labour market at South east Europe" Paper "Privatization and labour market" Conference of ISCOS, Tirana, January 30, 2006
43. Conference "Personnel development and mobility" Paper "Problems academic and supporting staff recruiting at University of Tirana" Prishtina, March 10–11, 2006
44. Conference "Regional economic cooperation in Southeastern Europe" Paper "The challenges of economic education in Albania and labour market" D. Tsenov Academy of Economics, SVISHTOV, Bulgaria, May 11-14, 2006
45. Roundtable: "Family responsibilities and children wellbeing" organized by the Ministry of Labour and Social Problems, paper: "Children and harmonization of social with education policies", Tirana May 15, 2006
46. "3rd international conference on education and economic development" Paper "Economic education in Albania and labour market challenges" organized by Technological educational institute of Epirus, May 26-27, 2006, Preveza, Greece
47. Workshop "The steps to build a System for Data Management regarding children" UNICEF-INSTAT, paper "Institutional, Legal and Financial Regulations for building a monitoring system of children poverty and social exclusions" , Tirana, May 17 2007

Articles

1. "How to construct a SAM at Albanian conditions" "Economy & Transition" Magazine
2. "Immigration, Problems and social economic consequences" "Study of Population" Magazine
3. "Urbanization or ruralization for the industrial towns" "Study of Population" Magazine
4. "Business development and new business centers in Tirana" "Bulletin of Economy" magazine No. 3 Co-author
5. "Using Poisson and Binomial Distribution by US Defense Department" "Defense" magazine
6. "Business development and new business centers in Tirana" "Bulletin of Economy" magazine No. 3 Co-author
7. "Students thoughts about the faculty" "Bulletin of Economy" magazine No. 4 Co-author
8. "SME impact in Albanian Economy" "Bulletin of Economy" magazine No. 4 Co-author
9. "Actual Problems of Privatization" "Economy and Transition" Magazine No. 4 (14) /1997
10. "Some impacts of immigration of female gender at the new shelters" "Demography" Magazine" No. 1, 1997
11. "Dilemma of Investment Funds in Albanian Economy" "Economy and Transition" Magazine No.1 (15)/1998
12. "Did Albania really need operation 'Alba'" Magazine "Security Dialogue", (International Peace Research Institute, Oslo), No. 1 March 1998
13. "Food Products and Consumers' Dilemma" "Economy and Transition" Magazine No. 2(16)/1998
14. "Immigration and urbanization" "Demography" Magazine" No. 2, 1998
15. "Tourist service and clientele" "Economy and Transition" Magazine No. 3(17)/1998
16. "Some hypotheses for corruption in privatization", Special issue for the "Economy and Transition" Magazine
17. "The old age population" "Demography" Magazine" No. 3, 1999

18. "Foreign direct investment in Albanian economy" "Economy and Transition" Magazine No. 1(23) 2000
19. "Some features of Albanian emigration in Italy" "Economy and Transition" Magazine No. 1(23) 2000
20. "Falsification of Trade Mark" "Economy and Transition" Magazine No. 3(25) 2000
21. "The impact of privatization at youth employment" "Economy and Transition" Magazine No. 1(27) 2001
22. "Some possibilities for measuring performance and fiscal decentralization of local government" Review "Economy & Business" No. 1(5) 2001
23. "The state as owner and its role on Corporate Governance" "Economy and Transition" Magazine No. 3(29) 2001
24. "Privatization through vouchers: a pre-forecasted failure" Review "Economy & Business" No. 3(7) 2001
25. "Mass privatization process and post privatization in Albania" Magazine "Alternatives", University of World Economy, Sofia, Bulgaria, Nr 10, 2001
26. "Problems of company management" Review "Ekonomia dhe tranzicioni" No. 4(30) 2001
27. "Problems of face to face interview during a field survey" Review "Popullsia" 2001
28. Ageing population and their problems in the World and Albania "Demography" Magazine" 2002
29. "Strategic privatization, Its achievements and challenges" Working Paper No. 41, January 2003, Published by BERG, Bamberg Research Group, Bamberg, Germany
30. "Problems of financial autonomy at universities" "Economy and Transition" Review Nr 3, 2003
31. Businessmen migration and social economic impact "Economy and Business" Magazine No. 1 (15) 2004
32. "Main political agenda in service of public activities in Albania" "Economy and Business" Magazine No. 2 (16) 2004
33. "Intellectual migration and intellectual labour market in Albania" "Economy and Transition" Review Nr 2, 2003
34. "Improving the tourism statistics in Albania", "Economy and Business" Magazine No. 3 (17) 2004
35. "Albania: vortices of imbalance" The review "Higher Education in Europe" Routledge publisher, part of the Taylor & Francis Group, Volume 29, Number 3 / October 2004
36. "Increasing financial autonomy for higher education institutions – precondition for qualitative development" Review "Buletini shkenoc", University "L. Gurakuqi", Shkodër, 2004
37. "Albania, Financial Management in the Education System: Higher Education" Working Paper, December 2005, Published by Berg, Bamberg University, Germany
38. "Integrated evaluation of seaside part Durrës - Vlorë" Review "Ekonomia dhe Biznesi" No. 1 (18) 2005
39. "Increasing the entrepreneur spirit – a permanent challenge for universities" Review "Ekonomia dhe Biznesi" No. 1 (21) 2006
40. "Marketing research as a supporting tool for decision making" Review "Ekonomia dhe Biznesi" No. 2 (22) 2006

Date: _____

 [Signature of staff member and authorized representative of the firm]

Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

CURRICULUM VITAE

Prof. Ahmet CENI

GENERAL INFORMATION

Name and Surname: Ahmet Ibrahim CENI
Date of Birth: 11.11.1950
Civil status: Married, with two children
Address: Rr."Mihal Grameno", 78/3, Ap.13, TIRANA
Tel. 74172 (Home)

LANGUAGE SKILLS

French: Spoken, Written, (Diploma obtained)
English: Economic literature translations level.
Russian: Spoken, Written, (Diploma obtained)

GRADUATIONS

<i>PERIOD</i>	<i>INSTITUTION</i>	<i>WON DIPLOMA</i>
2002 -2005:	Short-term qualifications: "Employment Policies, Social Policies, Migration Policies"	Certificate awarded by WB
2001:	Port Authority of Rotherdam	"Port's Management" Certificate
2000:	Catholic University Of LOUVIN Belgium	"Public European Administration" Certificate
1999:	Education and Science Ministry	Diploma "Professor"
1994:	Education and Science Ministry	Diploma "As. Professor"
1992:	Social Sciences University Grenoble 3, FRANCE	"Diploma of Specialized studies (D.S.R) of the third course" In Economics (Equivalent with Master)
1986:	Tirana's University Faculty of Economy	Diploma "Economic Sciences doctor" PhD
1977:	Tirana's University Faculty of Economy	Diploma "Economics of Industry"

PROFESSIONAL EXPERIENCE

2005 -2007: Professor in the Faculty of Economics in the University of TIRANA

- 2001 – 2005: Deputy Minister of Work and Social affairs;
- 2000- 2001: Professor in the Management Department in Faculty of Economics in the University of Tirana.
- 1998-2000: Deputy Minister of Public Works and Transport, Lector in University of Tirana, Faculty of Economics.
- 1997-1998 Professor and Chief of Public Administration, section in the Management department in Faculty of Economics in the University of Tirana.
- 1995-1997: Director of Economic-Finance Business Institute. Chief of Finance and consultant in some private firms.
- 1989-1995: Lector and Chief of Management Department in Faculty of Economics, University of Tirana.
- 1982-1989: Lector in the "Industry economics" department in the Faculty of Economics, University of Tirana.
- 1978-1982: Lecturer of Informatics Institute of Shkodra. Finance chief of enterprises.
- 1976-1982: Chief of department of finance and department of planning in Agriculture cooperative of SHKODRA district.

SCIENTIFIC ACTIVITIES

- 2007 Environment, and the evaluation of the policies for its consideration, 90 pages, financed by HEMA, Germany
- 2006 Emigration and its influence in economic and social-psychology situation of children in Albania, 84 pages, financed by UNICEF.
- 2005 "National Strategy for the poverty diminution and the development of the work market in Albania". Conference organized by the World Bank with the Balkan countries; A 7 pages study; Thessalonica 2005;
- 2005 "Special policies for the accordance of the economical assistance and the support of marginal population groups. A 10 pages paper; A Conference organized by the World Bank; Bucharest, Romania; July 2005.
- 2003 "Amelioration strategy for the living conditions of roam population". The leader of the research group. 2003
- 2002 "National Employment Strategy". 2002. The leader of the research group.

- 2000 The Poverty in the youth. Symposium organized by "Albanian Economics Association"
"Tirana 11 December 2000
- 1998 "Albania from the Plan to the Market". 350 Pages
- 1995 "Capital Accumulation Trends in Albania", symposium organized by "Friedrich Ebert" Foundation, Tirana 15 May 1995
- 1995 "Entrepreneur's role at the economic transition", study in co-operation with Grenoble's University", France
- 1995 "Schumpeterian entrepreneur – the actor of supply economy (the Albanian case)", International symposium, Other – Macedonia, September 1995, 15 pages
- 1995 "The role of foreign capital for finance of economy in transition", Co-operation with the Center for Foreign Capital Promotion, 20 pages
- 1994 "The model of transition and unemployment problems", Scientific Conference "The situation of economic Reform in Albania", Shkodra 6 December, 10 pages
- 1994 "A critical survey on the economic policies applied in Albania", June 1994, Symposium organized by French Embassy and the University of Tirana, 20 pages
- 1994 "Strategy of human resources in Albania", Research under the care of Macedonian University of Thessaloniki, Greece, 35 pages
- 1993 "The reconstruction of economy and the issues of employment during the period of transition", research under the care of "Friedrich Ebert" Foundation, Germany, 40 pages
- 1989-1990: Study about the optimization of the management based at norms of the directive labor
- 1986 Study about the determination of method for the evaluation of the directive labor
- 1984 Study about the determination of the method for the planning of labor indicators
- 1983-1986
The preparation and the sustenance of the thesis of the Ph.D.
- 1983 Study about the perfecting methods of the qualification of specialist of Albania
Some studies about the labor productivity in agriculture.

PUBLICATIONS

Books

- 1986-1990 Three teaching textbooks for graduate level
- 1986 – 2000 Three monographs

Articles

- 1986-2000 Six papers in different scientific periodic regarding the organization forms and the efficiency of centralized economy
- 1991-1995 Four papers on transition and its problems regarding Albania and East country
- 1996 The possibilities of co-operation between Albania and regional countries
Published by "FRIEDRICH EBERT" and "IEFB" foundation

OTHERS:

- Edited two learning texts for the students of Tirana University.
- Edited six monographs.
- Recense Dissertation 10 (Ten)
- Tutor Dissertation 4 (Four)
- Tutor Diploma 1-10 (in the year)
- Participant in the working group for restructuring of the lessons plans in the Economics

Faculty in 1992-1993.

- Project for establishment of a definitive course of the different level politicians. In collaboration with International Training Institute, Germany, December 1998.
- Organizer of two national conference for corporation regional and Economics Studies, one in Struga, FYROM, 1996 and one in Albania, 1997.
- Organizer of other Workshops.
- Member of the work group for the draw of the emigration strategy and director of the work group for the draw of the emigration law.
- Director of the work group for the draw of the law "Social Security in Albania".

_____ Date: _____
[Signature of staff member and authorized representative of the firm] Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____