

## Curriculum Vitae

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**Proposed Position** : **Team Leader**  
**Name of Firm** : Skat, Vadianstrasse 42, 9000 St. Gallen, Switzerland  
 Tel: +41 78 815 78 24 e-mail: alfredas.zabieta@skat.ch  
**Name of Staff** : **Alfredas Zabieta**  
**Profession** : Management of Public Education  
**Date of Birth** : 30<sup>th</sup> of January, 1964  
**Years with Firm** : Since 2019  
**Nationality** : Lithuanian

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### KEY COMPETENCIES

**Almost 25 years of professional experience in the field of Social Protection area & reforms**, with a specific focus to support Central and Local Governments of the developing countries or countries with economies in transition in (1) social protection good governance and coordination, (2) capacity development through policy advisory recommendations, (3) social services and social assistance schemes development/improvement to most vulnerable groups of the society (vulnerable children and families, disabled people, elderly, victims of domestic violence, alcohol/drug abused people, unemployed, IDPs, etc.), also (4) introducing an overall framework for a results-based M&E system based on the Management Information System (MIS).

**Almost 20 years of working experience in international funded development cooperation projects** in the field of Social Protection and Capacity Building, mainly in East European, Central Asia, Balkans, Caucasus countries and Turkey;

**More than 14 years of working experience as Team Leader (7 TL assignments)** on international funded projects, experience managing large, donor-funded programs, with demonstrated capacity to create and/or maintain complex systems and procedures involving multiple implementation sites, multiple partners, and diverse staff and beneficiaries, coordinating and managing multi-cultural and multi-language teams of experts and implementing actions according to international rules, procedures and standards, namely EU, World Bank and SDC. Led project teams of at least 10 and maximum 80 experts (local and international) and with budgets ranging from 1.5 mil Euro to over 9 mil Euro;

### EDUCATION

**1998** : Post Master Studies: Diploma of Social Policy & Social Services Development  
**1986** : MA in Social Science (specialization in Management of Culture & Public Education)

### FURTHER TRAINING

**2013** : Organization development, Academy for international cooperation, Germany  
**2010** : Roles and Competencies in Consulting, Academy for international cooperation, Germany

| <b>LANGUAGES</b> | <b>Speaking</b> | <b>Reading</b> | <b>Writing</b> |
|------------------|-----------------|----------------|----------------|
| Lithuanian       | Native          |                |                |
| English          | Excellent       | Excellent      | Excellent      |
| German           | Advanced        | Excellent      | Advanced       |
| Russian          | Excellent       | Excellent      | Excellent      |

### COUNTRY EXPERIENCES

Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, North Macedonia, Lithuania, Turkey

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## EMPLOYMENT RECORD AND PROFESSIONAL EXPERIENCE

### Skat Consulting, Chisinau, Moldova

Team Leader of the SDC-funded Project on civic engagement in local governance (Ma implic): (1) Overall responsibility for operations of the project, in close coordination with the Project Director and Project Manager and the backstopping team; (2) Responsible of relations with project partners in Moldova and the Swiss Cooperation Office (SCO) on all operational matters; (3) Supervision and management of Project Facilitation Unit (PFU) staff as well as recruitment and supervision of local consultants; (4) Lead of administration, finances and human resources management of the PFU; (5) Project cycle management, including reporting, budgeting, yearly operational planning; etc.

11/2019 - -  
ongoing

### WYG (Turkey), Ankara, Turkey

Team leader of the EU-funded Project: Technical Assistance for Increasing the Quality of the Special Education Services for Inclusive Education: (1) Coordination and management of the technical assistance and inputs provided by the Technical Assistance Team (TAT); (2) Ensuring the coordination among other experts and backstopping team; (3) Producing in cooperation with the other member of the TAT, the work plans and resource schedules, and identify the profiles of the NKEs to be mobilized; (4) Monitoring on a daily basis the progress of the Operation against the pre-determined and agreed upon time plans with the Operation Beneficiary - Ministry of National Education of the Rep. of Turkey; etc

08-11/2019

### UNICEF, Bishkek, Kyrgyzstan

International consultant on social protection: to provide Technical Assistance to UNICEF for design testing/approbation of social service normative/per capita financing within local municipalities planning and budgeting processes. Technical guidance covered elaboration of viable project design and work plan to test normative/per capita financing in planning and budgeting of social service for children and family's delivery at the municipality level.

01-06/2019

### UNICEF, Skopje, North Macedonia

International consultant on social protection: to provide technical support to the Ministry of Labor and Social Policy and to lead and facilitate the participatory processes of development of a comprehensive, sustainable and detailed transformation plans for the residential institutions for children in the country, through conducting the following tasks: (1) develop standards, procedures and protocols for community-based services for children; (2) develop of the vision and transformation plan, thus fully involving the staff, residents and/or their families, and, where appropriate, other stakeholders in the process; (3) develop detailed and comprehensive transformation plans, which will include timeframe, budget, and roadmap for each individual institution including the dates for completion of the process, etc.

06-12/2018

### FGB (Italy), Ankara, Turkey

Team Leader of the EU-funded Project: "Increasing the institutional capacity of the Ministry of Family and Social Policy in the field Social Inclusion Policies" To coordinate the overall management and implementation; to be the main contact person for all communication with the relevant institutions/actors including the Beneficiary and Contracting Authority; to be responsible for management of the team composed of key and non-key experts and allocation of duties among experts for the efficiency and success of the contract. Under my direct responsibility was implementation of the activities which aimed to support preparation the 'Poverty and Social Inclusion Strategy (2017-2020) for Turkey. Moreover, I was responsible (and personally involved) for preparation 5 types occupational standards in the area of social inclusion policies implementation for people with different age and type of disabilities.

11/2015 -  
11/2017

### KMOP (Greece), Pristine, Kosovo

Team Leader of the EU-funded Project: "Support to the Ministry of Labor and Social Welfare in Strengthening the Mechanism for the Implementation of Social Services Decentralization" Collaboration and communication with the Ministry of Labor and Social Welfare; supporting MLSW and relevant departments in setting up grant schemes for contracting of relevant and appropriate NGOs and private bodies to work as providers of social services for different groups of vulnerable people and families; to ensure successful deinstitutionalization process and inclusion most disadvantage people to their communities and/or families; etc.

09/2014 -  
10/2015

### **GIZ (Germany) Bishkek, Kyrgyzstan**

Advisor to the Minister of Social Development in Rep of Kyrgyzstan: provided technical assistance and capacity building (on-job training, coaching, mentoring) to the Ministry of Social Development in elaboration and implementation of integrated social protection schemes and mechanisms to improve people with disabilities deinstitutionalization, social inclusion, participation and equal opportunities in society (including Social Policy Perspective on Determination level of Disability); technical assistance in development and implementation of basic competences of civil servants, which should ensure social services quality: monitoring mechanisms (state, local, institutional level); standards (different types of beneficiaries, different types of institutions), etc.

**07/2013 –  
08/2014**

### **GOPA (Germany), Dushanbe, Tajikistan**

Team Leader of the SDC-financed Project: "Prevention of Domestic Violence in Tajikistan". (1) Coordinated and implemented project activities, especially liaised with the project partners at policy level and other donor-funded programmes in the field of domestic violence, gender and rule of law; (2) Provided strategic and technical leadership and coordination to all project staff members (80) and ensured the delivery of responsibilities according to contractual agreements and job descriptions; (3) Provided institutional development and capacities building activities for project partners - CSOs; (4) Grant schemes management, supervision and monitoring of 5 selected CSOs around over the entire country as a social services providers for the victims of domestic violence, etc.

**01/2012 –  
08/2014**

### **GIZ (Germany), Bishkek, Kyrgyzstan**

Principal Advisor on Social Protection for Central Asia: GIZ-financed Project: "System development in the Health Sector". Advisory support in Social Protection component implementation: (1) Supported the Health System Development regional program needs: integrative social services, trainings, awareness raising as a tools and mechanisms for improvement accessibility to reproductive health services in Tajikiitsan and Kyrgyzstan; (2) provided TA in social policy development (capacity building, institutional development, etc.) to the representatives of the Ministries of Social Affairs in Tajikistan and Kyrgyzstan, also to CSOs as a services (health, social, education, etc.) providers.

**08/2010 –  
12/2012**

### **Hilfswerk International (Austria), Baku, Azerbaijan**

Key expert on Capacity Building for EU-funded Grant project: "Developing a model for cooperation between Local Authorities and Non-State-Actors in introducing foster care and family support services" in Azerbaijan. Under my direct responsibility and personal involvement was: (1) Capacity building of local Child Protection Departments to provide coherent and coordinated social services to institutionalised and vulnerable children; (2) Development and introducing the Model for diversified foster care services; (3) Capacity building of 10 CSOs as an owners of Small Group Homes, as well as management, guidance and supervision a Small Group Homes establishment as an alternative to residential institutions (10 was established); etc.

**11/2009 –  
06/2010**

### **UNICEF, Chisinau, Moldova**

Social Protection Consultant in Child Disability: Assessment and recommendations in child disability prevention, early detection, early intervention and care system in Moldova (1) Analysis of the policy and legislative framework for child disability prevention, early detection and intervention and recommendations for the development policies and legislation to support a national model; (2) Assessment of the potential to develop child disability prevention, early detection and intervention services within existing infrastructures/facilities (medical, social and educational); etc.

**09/2009 –  
11/2009**

### **Hilfswerk International (Austria), Dushanbe, Tajikistan**

Key Expert in Social Services development, Grant Schemes Monitoring for EU-funded Grant project "Integrative program for developing a modern model of social services in Tajikistan". I was responsible for: (1) building capacity of local NGOs in social service delivery, specifically, in care of children and adults with disabilities. This includes transfer of know-how from European/international NGOs to their local counterparts in such matters as running day-care centers for people with disabilities, support to people after their deinstitutionalization; (2) manage, supervise and monitor grant schemes implementation of the 5 local NGOs as a local social services provider to different social vulnerable groups, including children with disabilities and their families, elderly, victims of domestic violence, etc

**08/2008-  
08/2009**

### **World Bank, Chisinau, Moldova**

Senior International Consultant on Organizational/Strategic Planning: WB-funded Project: "TA to support Public Administration Reform". Elaboration of strategic/organisational development plan for the Ministry of social protection family and child of the Republic of Moldova: Assessment of the Ministry capacity to attain short and medium term objectives; supporting the development of a strategic/organisational development plan; capacity enhancement of Ministry's management and staff in formulating and identifying medium - term development priorities using forecasting models, such as Strategic foresight and projection of data; providing Ministry with tools needed to support social protection cost benefit financing policy and strategy development, implementation, monitoring and evaluation.

**02-06/2008**

### **UNICEF, Astana, Kazakhstan**

International Social sector expert: Expertise and support to the Ministry of Social Policy and Labour of Kazakhstan to elaborate: concept of Social Services Reform; Law on Social Services and corresponding documents (which was adopted by KZ Parliament and continues to be implemented until present time). The one of the most important aspect of this Law was establishing clear and transparent mechanism of the budgeting of social services and social contracting or social services grant schemes for civil society organizations, private sector.

**03,04/2008**

### **World Bank, Chisinau, Moldova**

International Social Protection Consultant for the WB-funded Support to social protection reform of the disabled persons in Republic of Moldova. **1. Project: "Social Protection Management"**. Tasks: Analysis of Disability Situation in the Republic of Moldova. The main actions were: (1) to examine, based on a deep analysis, the disability in the Country; (2) to examine and evaluate all programmes for social protection of disable people; (3) to provide the necessary recommendations on the development of a strategy for solving and for the creation of a unique system for registration and accounting of disabled people. **2. Project: "Preparation of second poverty reduction support credit"**. Main tasks: to prepare the Strategy of reform for the social protection of the disabled persons in Republic of Moldova including the determination of disability and working capability, the measures of social protection for the disabled persons, as well as the Action Plan of the activities aimed at the implementation of this reform which was based on decentralisation, de institutionalisation and social inclusion dimensions

**12/2007 -  
03/2008**

**11/2006 -  
03/2007**

### **World Bank, Chisinau, Moldova**

Team Leader for the WB-funded Project: "Moldova Social Investment Fund 2". TA and Training for the Development of Integrated Social Services at Local Government Level in the Republic of Moldova: Comprehensive analysis of the social assistance/protection services at regional level (6 districts); Mapping the system of social assistance in 6 districts, including active CSOs in social sector; Developing of the strategic (master) plans for social services development in 6 districts; TA for elaborating of social and technical design of 33 subproject proposals as an alternative models to residential care, based on community needs social services from the 6 districts; Elaborating mechanisms of sustainable financing and fundraising, for monitoring and evaluation of the implementation of the strategic plans for social services development..

**01/2006 -  
03/2007**

### **Ministry of Social Security and Labour, Vilnius, Lithuania**

Director of the National Centre for training of social workers: (i) capacity building support in the field of social policy through the management and coordination of all activities related with social workers qualification development at the national level including CSOs representatives in the professional development activities as social workers/ social services providers and provision of the professional attestation and all other necessities of the functioning of qualification system of the social workers as practitioners; (ii) participating as trainer in many different training actions where trainees, among state institutions, was CSOs representatives as well.

**04/2005-  
02/2006**

### **Stockholm University, Belarus, Armenia, Moldova, Kyrgyzstan**

International Consultant and Trainer (*several short term assignments*): SIDA-funded Children's welfare project on improvement of the situation of children with mental disabilities: Several workshops for LPA and NGO representatives were presented International experience about deinstitutionalisation of children care and different aspects of social work in children right protection area; Visiting different education institutions for training of social workers and social pedagogues; side visits to several institutions and new established day centres for children with mental disabilities as consultant for new working methods, institutional reorganisation, preparing working documents, etc.

**1999-2006**  
**10 months**  
**totally**

### **World Bank, Vilnius, Lithuania**

Team Leader/ Project coordinator for the WB/SIDA/ Lithuanian Government Project: Lithuanian Social Policy and Community Social Services Development. Partners: Lithuanian Government, World Bank, SIDA (Sweden). The Project supported the Government of Lithuania to reform Social Protection sector Public Administration improving: (1) the capacity to analyse social policy at all stages (central/regional/communal), and (2) community social care services development: management, implementation, monitoring and evaluation. The Project also included development of a Social Protection Information System, which comprised all main functional areas – cash benefits, social services, children rights protection, and statistical analytical functions – ensuring possibility to gather all primary data and receive reports on the indicators approved

**01/1997-**  
**03/2005**

### **Vilnius University, Lithuania**

Lector of Social Work at Social Work Department: as a Lector was responsible for; (i) giving lectures on theory of social work and social policy, foundation of social work, supervising of praxis for students, supervising of examination papers, diploma papers etc.; (ii) delivering trainings and practical workshops to the representatives of CSOs working in the sector but not having proper education as a social workers

**09/1995-**  
**08/2003**  
**160 working**  
**days totally**

### **Utena Medical College, Lithuania**

As a Head of Social Work Division and was responsible for; (i) implementation of the first education programme for social workers in Lithuania; (ii) developing and delivering training programme, curricula's, training process organisation, international relationships, intercultural communication, writing curricula for main subjects in social policy development (international and national), social work, promotion of social work as a profession in the society etc.; (iii) providing lectures on social work for the part-time students, which mainly were representatives of CSOs active in social sector.

**08/1991-**  
**08/1995**

### **Utena Region Public Administration, Lithuania**

Deputy Head of Education Department: The main task was to reform Soviet-type schools to the schools for all, using inclusive education models recognized in West European countries. I was responsible for the promotion and introducing Inclusive education in the Utena Region (around 135000 population) when all students, regardless of any challenges they may have, are placed in age-appropriate general education classes that are in their own neighbourhood schools to receive high-quality instruction, interventions, and supports that enable them to meet success in the core curriculum. My duties also involved: to prepare and implement the strategy and action plan how to adopt physical and technical environment in the schools and also in the neighbourhood of the schools; to educate teachers and school leaders to develop competence to work in inclusive settings; to work with parents to reassure them regarding the quality of support in the mainstream settings and the benefits of mainstream education; to ensure that support continues through the transition from school into further/higher education, training, and employment.

**02/1989 –**  
**07/1991**