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|--------------------------------|-----------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------|
| <b>Title</b>                   | PhD                                                                               | <b>First name</b>  | <b>Tatiana</b>                                                           |
| <b>Surname</b>                 | <b>SAPTEFRTI</b>                                                                  | <i>Mandatory</i>   | <input type="checkbox"/> Male <input checked="" type="checkbox"/> Female |
| <b>Department</b>              | Department of Political and Administrative Sciences, State University of Moldova. |                    |                                                                          |
| <b>Position/Grade/Category</b> | associate professor                                                               |                    |                                                                          |
| <b>Address</b>                 | Alexei Mateevici str.60                                                           |                    |                                                                          |
| <b>Postcode</b>                | MD-2009,                                                                          | <b>City</b>        | Chisinau                                                                 |
| <b>Country</b>                 | Republic of Moldova                                                               |                    |                                                                          |
| <b>Telephone 1</b>             | (+373 22 ) 76 30 81                                                               | <b>Telephone 2</b> | GSM: (+373) 68195124                                                     |
| <b>Fax</b>                     | ++ /                                                                              | <b>Website</b>     |                                                                          |
| <b>Email</b>                   | tsapte17@gmail.com                                                                |                    |                                                                          |

## EDUCATIONAL BACKGROUND:

- ✚ 1982 – 1987 State University of Moldova, Specialist in pedology and agrochemistry. mun. Chisinau;
- ✚ 1987 – 1990 Ph degree, Pedology Institute “N. Dimo (Doctor in biology);
- ✚ 1996 – 1998 Academy of Public Administration under the Government of the Republic of Moldova, Master of public administration ;
- ✚ 2007 Training course „Analysis of settlement impact”, European College, Bruges, Belgium;
- ✚ 2007 Training courses for trainers "Management and Development of programs and projects", SIPU INTERNATIONAL, Academy of Public Administration. Chisinau, 2007;
- ✚ 2007 Training course for trainers in the field of Human Resource Management, SIPU INTERNATIONAL, Academy of Public Administration. Chisinau, 2007;
- ✚ 2008 Perfecting Program „Image and Organization Public Relations”, organized by the National Institute of Administration from Romania. Bucharest, Romania;
- ✚ 2009 Course: Total quality management, organized by International Society for the Human Rights-branch from Republic of Moldova, Gustav Stresmann Institut- European Academy Bonn e.V., Chisinau;
- ✚ 2009 Training of trainers course "Evaluation of the professional performance of civil servants", organized by the World Bank and the Personnel Policy Directorate within the Central Public Administration Reform Project, Chisinau, October, 2009;
- ✚ 2011 Trainer training course: “Learning good governance together program: Introduction in leadership for Trainers; Communication for Civil Servants; Negotiation and Consensus Strategies ”, Organized by CREDO, the Romanian-Dutch non-profit organization transFORM and the Academy of Public Administration, Chisinau, 2011.
- ✚ 2012 Training Program on decentralization for Public Servants and Elected Officials, IHS Erasmus University Rotterdam and Academy of Public Administration from Moldova;
- ✚ 2012-2013 Fulbright scholarship, University of Nebraska at Omaha, USA;
- ✚ 2014 Training on development of national and regional innovation strategies. Republic of Poland, Warsaw October;
- ✚ 2014 Training of trainers course "Regional development: conceptual framework and examples of good practice". Bautzen / Federal Republic of Germany, November 10-15, 2014 ;
- ✚ 2015 Tri-national seminar for officials in public administrative bodies from Ukraine, Georgia and Republic of Moldova. Academy for Good Governance and Empowerment in Europe (AGREE), Berlin.
- ✚ 2017 Council of Europe Winter School 2017 on Human Resource Management, Performance Management and Strategic Municipal Planning organised in cooperation with the MCI Management Center Innsbruck. March, 2017.
- ✚ 2018 "Training for watchdog organization". Organized by the United States Agency for International Development (USAID) in the framework of the Partnership for a Sustainable Civil Society in Moldova. m.

Chisinau. September, 2018

- ✚ 2018 Training course for trainers "Diaspora, Migration and Development". UNDP Program, Moldova and Academy of Public Administration. m. Chisinau. September, 2018
- ✚ 2021 Professional development course: e-Learning effective way of professional training of civil servants". Academy of Public Administration in collaboration with UN Women Moldova, Chisinau, January 21-22, 2021.
- ✚ 2021, Training seminars on the implementation of Qualification Standards, general field of study: 040 Administrative Sciences, professional training field: 0400 Administrative Sciences. State University of Moldova, Resource Center for Continuing Education, January 25-27, 2023
- ✚ 2021 "Document Management" professional development course. Academy of Public Administration, Chisinau, February 25, 2021.
- ✚ 2021 Professional development course "Articulate storyline tool for creating, modifying and publishing E-Learning courses in SCORM format", Chisinau, Academy of Public Administration, May 12-13, 2021.
- ✚ 2021 "Project Manager" professional development course. Chisinau, Academy of Public Administration, December 13-17, 2021.
- ✚ 2023 Training Course on Leadership and Management training Program for Eastern and Central European Countries. Ramallah, Palestinian National School of Administration (03/09/2023 to 07/09/2023)
- ✚ Training session "Implementation of the semester project at the II Master's cycle. Ways of evaluation. State University, Vocational Training Resource Center, September 25- November 7, 2023.
- ✚ 2023 The Training Course for Trainers "Integrating human rights into the activity of public authorities", organized by the UN Office for Human Rights Moldova and the Institute of Public Administration. October 18-19, 2023, Chisinau.
- ✚ 2023, Training of Trainers Based on Cambridge Methodology. Chisinau, Institut of Public Administration, 11-15 December, 2023.
- ✚ 2023, Trainer training course "Management and development of projects". Institute of Public Administration, Chisinau, December 21, 2023.
- ✚ The Trainer Training Course "Forms of using new information technologies in the process of professional training in the online environment" (January 29-February 5, 2024).
- ✚ The training course for trainers "Efficient, responsible and inclusive local government" (21 May 2024, 04-05 June 2024). Institute of Public Administration, Chisinau, 2024.
- ✚ Professional development course "Communication in public administration". (June 17-20, 2024), made by Mark Pfeifle, expert in strategic planning communication, United States of America. Institute of Public Administration, Chisinau, 2024

## WORK EXPERIENCE:

**1993 – 1994** Chisinau town, Republic of Moldova Institute of Scientific Research "N. Dima", Scientific co-worker

**1994 – 1996** Chisinau town, Republic of Moldova, Education and Science Ministry, Principal Specialist

**1998 – 2022** Chisinau town, Republic of Moldova, Academy of Public Administration, PgD, associated Professor

**2022 – present** Chisinau town, Republic of Moldova, State University of Moldova PgD, associated Professor

**May – June, 2006** Formatter within "Management of total quality in Public administration", organised by SOROS-Moldova Foundation. Program Public Administration and Good government. Moldova.

**September-December, 2007** National expert. PAUCI-BCI Project: Development of human resources and internal audit capacităților strengthening the local government in small towns on the Moldovan-Ukrainian border: Florești, Soroca and Yampil, Moldova.

**January, 2010.** Consultant in developing and delivering training programmes in Project management. Project „ Strengthening institutional capacities of Ministry of Foreign Affairs and European Integration"

. UNDP Moldova.

**June-December,2010** National consultant in human resources management. UNDP Moldova Project "Institutional Strengthening of the Ministry of Foreign Affairs and European Integration" Moldova.

**December,2010- februarz 2011** National consultant on the project "Moldova: Regional Cooperation in Development", financed by DFID and SIDA. Moldova.

**January 2011- December 2013** Researcher.Institutional fundamental research project "Development of human resources manage ment in public administration from Moldova and determination of the indicators for calculating staffing for the creation of a knowledge-based administrative system ". Moldova.

**December,2013** National expert. Training Program: Human Resource Management, Integrity and Good Governance. USAID: Local Government Support Project in Moldova. EMM Program. Moldova.

**May, 2014 - December, 2014** Expert in developing local strategies for integrated socio-economic development within the project "Support to Local Authorities !, financed by USAID. Moldova.

**April 2016 December 2016** National expert within the Program "Support to Confidence Building Measures" supported by the EU-UNDP. Moldova.

**January, 2015-December, 2018** Project manager of the institutional project for applied scientific research : Institutional and functional consolidation of local public administration in the Republic of Moldova in the context of the implementation of the Association Agreement with the EU.Moldova.

**April, 2018- September 2019** National expert in the project: Improving the transparency of local government by implementing participatory policies. Project implemented by the CONTACT Center, with the financial support of the United Nations Fund for Democracy (UNDEF). Moldova.

**May – December, 2019.** National expert. The project: "Balanced participation in the decision-making process". Funded by UNDP and implemented by the Platform for Gender Equality in Moldova. Moldova.

**May – December, 2020.** Trainer in the regional project "CSO AND LPA PARTNERS OF DIALOGUE AND ACTION FOR THE DEVELOPMENT, IMPLEMENTATION AND MONITORING OF INCLUSIVE LOCAL PUBLIC POLICIES", implemented by the ASSOCIATION "INSTITUTUM VIRTUTES CIVIS ".

**February-Aipril, 2021.** Expert for the audit of local public policies in the field of education, gender equality, youth, culture, social within the regional project "CSO and LPA dialogue. Financed by EU. implemented by the ASSOCIATION "INSTITUTUM VIRTUTES CIVIS [ivc.moldova@gmail.com](mailto:ivc.moldova@gmail.com).

**June September, 2021.** Consultant FOCAS. Program My Community, finansed by USAID.

**July, 2021 June - 2022** Trainer within the Project "Public servants and elected officials for gender equality", financed by the European Union and the Government of Sweden.

**August 2021 - February 2022.** Expert for coaching in adjustment of local public policies to the gender dimension within the Project for strengthening the capacities of staff from central and local public authorities regarding the integration of the gender perspective "Public officials and elected officials for gender equality", carried out by the Academy of Public Administration and financed by the United Nations Entity UN WOMEN .

**June 2022 - September, 2022.** Consultant FOCAS. Program My Community, finansed by USAID.

**September 2022 – November, 2022.** Expert in gender audit within the project *Partnership for Women's Leadership and Good Governance project*. Implemented by AO "Institutum Virtutes Civilis".

**October 2022 – April 2023,** Expert in the project "Consolidation of the public-private partnership for an effective response to the refugee crisis in the Republic of Moldova," implemented by AO IVC in partnership with UN WOMEN in Moldova.

**June 2023 - November, 2023.** Consultant FOCAS. Program My Community, finansed by USAID.

**December 2023 - February 2024.**Trainer within the Project "Women for Leadership and good governance", implemented by AO "Institutum Virtutes Civilis".

**May, 2024 - October, 2024.** Consultant FOCAS. Program My Community, finansed by USAID.

**April, 2024 - November, 2024.** Trainer within the Project: "Enhanced capacities of public administration for efficient, accountable and inclusive local governance", implemented by the Institute of Public Administration with the support of UNDP Moldova and the Ministry for Europe and Foreign Affairs of the French Republic.

**July, 2024 - March, 2025.** Consultant and trainer within the Training of Trainers Program. IREX, USAID Program Comunitatea Mea.

## PERSONAL SKILLS

Mother tongue(s) Romanian

| Other language(s) | UNDERS    | TANDING | SPEAKING           |                   | WRITING |
|-------------------|-----------|---------|--------------------|-------------------|---------|
|                   | Listening | Reading | Spoken interaction | Spoken production |         |
| English           | B2        | B2      | B2                 | B2                | B2      |
| Russian           | C2        | C2      | C2                 | C2                | C2      |

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2: Proficient user [Common European Framework of Reference for Languages](#)

## Communication skills

- team work: I have worked in various types of teams;
- mediating skills: I work on the borders between young people, youth trainers, youth policy and researchers.

## Computer skills

Windows, MS WORD, MS EXCEL,

## Other skills

Research experience in the field of public administration theory and practice, Knowledge and work experience in the field of project management. Consultancy and expertise in public administration. Training and training in the field of public administration.

## ADDITIONAL INFORMATION.

### PUBLICATIONS:

1. Șaptefrați Tatiana, Postmodern public administration and the New Public Service. Public Administration, methodical and scientific quarterly magazine, No. 2, April-June 2015, p.24
2. Șaptefrați Tatiana, Human resources policies in Republic of Moldova in the context of implementing the EU Association Agreement. FIAT JUSTITIA, Review of Juridical Studies, No.1/2016. „Dmitri Cantemir” Christian University-Faculty of Law-Cluj-Napoca.p.209-216.
3. Șaptefrați Tatiana, The evolution of the process of decentralization in Moldova: achievements and challenges. Analele Universității din București. Seria Științe politice, 2016, nr.2.
4. Șaptefrați Tatiana, Canțir Vlad, La décentralisation et le développement régional - priorités pour la modernisation de l'administration publique locale dans la République de Moldavie. L'organisation de l'administration publique locale en Moldavie. Editions universitaires européennes, 2016. ISBN: 978-3-639-52628-8, pp. 49-59.
5. Șaptefrați Tatiana, Structure and forms of activity of local government. Comparative analysis. In: Materials of scientific-practical conference with international participation. Theory and practice of public administration. Chisinau: Academy of Public Administration, 2016 p.23.29. ISBN 978-9975-115-86-5..

6. Șaptefrați Tatiana, Theoretical approaches of organization in the public sector. Methodological and scientific journal: Public Administration, no.2 / 2016 p.11-18, Chisinau,2016
7. Șaptefrați Tatiana, The role of development partners in the promotion of local communities in the Republic of Moldova. In the Materials of the Scientific-Practical Conference with International Participation: Theory and Practice of Public Administration, May 19, 2017, p.46-53.
8. Șaptefrați Tatiana, The dimensions of public administration. In the quarterly Methodological-scientific journal Public Administration, no.2, 2018, p.42-49.
9. Șaptefrați Tatiana, The administrative capacity of the local public administration between achievements and challenges. In the materials of the scientific-practical conference with international participation: international "Strengthening the local public administration and the European perspectives of the Republic of Moldova". November 23, 2018. Chisinau, 2018. „Garomont-Studio” typography.
10. Șaptefrați Tatiana, The role of external assistance in strengthening the capacity of public administration. In the Materials of the Scientific-Practical Conference with International Participation: The Theory and Pact of Public Administration, May 17, 2019, Chisinau, Chisinau: AAP, 2019 (USM CEP). P.48-53, 660 p.
11. Șaptefrați Tatiana, The capacities of the local public administration in the Republic of Moldova in ensuring the transparency of the decision-making process. In the materials Scientific-practical conferences with international participation: Public administration: traditions, innovations, global trends. The Regional Institute of Public Administration from the city. Odessa Ukraine. October 11-12, 2019, pp. 183-185.
14. Șaptefrați Tatiana, The Efficiency of the public administration reform in Republic of Moldova. In: FIAT JUSTITIA, Review of Juridical Studies, No.2/2019. „Dmitrie Cantemir” Christian University-Faculty of Law-Cluj-Napoca.
12. Șaptefrați Tatiana, Functional capacities of the local administration in the Republic of Moldova in term of achieving competencies and responsibilities. In the Materials of the international scientific conference from December 10-11, 2022: Public administration at 30 years of independence of the Republic of Moldova. Bucharest University Publishing House, 2022, p.155-156.

#### **Summary of Experience:**

- Knowledge and skills in the audit and evaluation of public policies that have been applied as an expert in the Project to strengthen the capacities of staff in central and local public authorities on the integration of the gender perspective "Public and elected officials for gender equality", carried out by the Academy of Public Administration and financed by the United Nations Entity UN WOMEN; within the project Partnership for Women's Leadership and Good Governance, Implemented by AO "Institutum Virtutes Civilis" (period: August 2021-November 2022).
- Knowledge and abilities in regional development thanks to the activity within the European Union Project "Capacity building Moldovan government to prepare for the implementation of projects to support competitiveness and development potential regions. Ministry of Infrastructure and Development of the Republic of Poland.
- Knowledge and skills of participative planning, creating partnerships, developing projects, writing grant proposals and reports, editing informational bulletins (electronic and on paper), organizing activities at national level (forums, conferences, meetings with the representatives of the govern).
- 20 years of experience in developing, promoting and implementing different projects in the local public administration of the Republic of Moldova.
- 18 years of experience in community facilitation and organizing activities with and for local

administration. Abilities to facilitate the participative process in communities, including the identification of the community needs, the organizing of the strategic planning for the development of the communities (I have organized almost 30 participative processes and strategic planning in the villages of the following districts: Cantemir, Cimișlia, Ștefan Vodă, Strășeni, Orhei, Glodeni, Fălești; Criuleni.

- Experience in developing local strategies for integrated socio-economic development within the USAID project "Support to Local Government, 2013-2014.
- Experience and abilities in implementing projects in partnership with Local Public Authorities of 1<sup>st</sup> and 2<sup>nd</sup> level, with the CONTACT Centers and other national NGOs.

Co Author of the course "Regional development", Project: Modernization of local public services in Moldova. GIZ, Germany, 2014.

Co-author of the Practical Guide: Good Governance Tools at Local Level, Chisinau, 2017.

Co-author of the manual: Local Public Administration. "Garomont-Studio" Publishing House. Chișinău, 2018.

Author of the paper Local Public Administration and Sustainable Development. "Garomont-Studio" Publishing House. Chișinău, 2019. 213 p.

Co-author of "A Local elected Guide" Chișinău, 2024.