

Ms. Elina Manjieva

Scanteam

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KEY QUALIFICATIONS

- Extensive experience with multi- and bilateral institutions, including the World Bank, WHO, and DFID, and national government agencies in Central Asia and the Caucasus.
 - Strong professional experience and theoretical knowledge in health systems and financing policies, particularly provider payment reforms, sources of financing, coverage and financial sustainability.
 - Work areas cover strategy development and implementation; operational research for policy changes; project appraisal, negotiations, and management.
 - In-depth understanding of public financial management reforms and practical experience in design of evaluation methodology, including indicators.
 - Experience in developing and teaching special courses for civil servants at various levels as well as NGO representatives.
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PERSONAL INFORMATION

- Current residence: Norway
 - Nationality: Kyrgyz
 - Date of birth: April 2, 1978
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EDUCATION

Present: **Health Systems Program, Johns Hopkins School of Public Health, Baltimore, MD**
PhD Student, research focus – impact of pay-for-performance schemes on health outcomes

2004: **Fletcher School of Law and Diplomacy, Tufts University, Medford, MA**
MA, Development Economics and Southwest Asia & Islamic Civilizations
American Association of University Women (AAUW) International Fellowship 2001-2002

2001: **Central European University, Budapest, Hungary**
MA, Gender & Culture Studies

2000: **American University in Kyrgyzstan, Bishkek, Kyrgyzstan**
BA, International Relations

LANGUAGES

Russian (Fluent), **English** (Fluent), **Norwegian** (Intermediate level in reading & comprehension, basic level in speaking & writing), **French** (basic)

COUNTRY WORK EXPERIENCE

USA, Armenia, Kyrgyzstan, Tajikistan, Uzbekistan, as well as research work on Afghanistan

EMPLOYMENT

- Scanteam**, Oslo, Norway 02.2010 – present
Scanteam Associate, specializing in public financial management reforms, health financing & policy
- World Health Organization**, Bishkek, Kyrgyzstan 10.2009 – 11.2009
Consultant, Preparatory Mission on Results-Based Financing in Health
- Developed program content for the Project on Results-Based Financing for Improving Maternal & Child Health (MCH) Outcomes in collaboration with the Ministry of Health (MOH).
 - Produced district-by-district map of projects in MCH based on review of different project documents and interviews with development partners.
 - Developed Results Chain Frameworks for the three priority areas - maternal health, neonatal health and child health in collaboration with the MOH and development partners.
 - Organized and led a series of meetings with local and international stakeholders to develop payment indicators and a budget necessary for improvement of existing data collection system.
- Johns Hopkins School of Public Health**, Baltimore, MD 04.2009 – 08.2009
Research Assistant, Health Systems Program
- Analyzed household survey data on reproductive & child health in Afghanistan using STATA.
 - Contributed to the review of the household survey for Zambia and development of the manual on indicators under the Results-Based Financing in Health Program.
- World Health Organization**, Dushanbe, Tajikistan 08.2007 – 12.2007
Consultant, GAVI health system strengthening (HSS) support country application
- Assisted the Working Group (WG) in mapping all donor activities in the health sector.
 - Conducted a health system needs assessment.
 - Based on the WG discussions and proposals, wrote up description of components for the proposal.
 - Assisted the WG in prioritization of activities and geographical targeting based on the needs assessment.
 - Assisted the WG in developing monitoring framework and indicators.
 - Reviewed the final proposal to ensure consistency.
- World Health Organization**, Yerevan, Armenia 06.2007 – 07.2007
Consultant, GAVI health system strengthening (HSS) support country application
- Conducted a health system needs assessment.
 - Assisted the Working Group in linking identified bottlenecks, proposal objectives and activities.
- Ministry of Health of the Kyrgyz Republic**, Bishkek, Kyrgyzstan 05.2006 – 05.2008
Policy Analyst, WHO/DFID Health Policy Analysis Project
- Supervised the preparation of quarterly financial management reports by the Ministry staff, including comparison of original budget with actual expenditures, sources of discrepancies etc.
 - Participated in annual technical reviews of the National Health Reform Program.
 - Coordinated follow-up actions and dialogue with the Ministry of Finance to ensure fulfillment of public financing obligations under the National Health Reform Program.
 - Contributed to the development of the first regional course on *Accelerating Progress towards the Health MDGs for Central Asia and the Caucasus* for health policy makers, facility managers and NGO representatives.

World Bank Country Office, Bishkek, Kyrgyzstan 04.2004 – 05.2006
Junior Professional Associate (JPA), Human Development Unit

- Contributed to preparation of diverse operational products, including project operational manuals & project appraisal documents for Health SWAp, Rural Education Project & Central Asia AIDS Control Project.
- Maintained dialogue with the Kyrgyz government at the technical expert and ministerial levels to learn about new policy initiatives, inform Bank management about them, and design appropriate & timely recommendations.
- Monitored public financing of the health sector on a regular basis and contributed to annual country assessment, sector briefings, and public expenditure reviews (PERs).
- Provided technical assistance to the Ministries of Health and Education in developing medium-term expenditure frameworks (MTEF) and program-based budgets in accordance with sector priorities.
- Provided support to project implementation units during procurement process, including developing terms of references, evaluating technical and financial proposals, reviewing and following up on progress reports.
- Assisted the World Bank and DFID senior financial management specialists in development and follow-up of the fiduciary risks mitigations measures under the Health SWAp.

World Bank Institute, Washington, DC 05.2003 – 04.2004
Evaluation Consultant, Evaluation Group

- Conducted statistical analyses of survey data and wrote a chapter for the impact evaluation report on the World Bank Institute programs in the Russian Federation.
- Conducted interviews with field staff and edited the regional impact evaluation study of WBI programs in East Asia and the Pacific.

Eurasia Foundation, Washington, DC 05.2002 – 08.2002
Intern

- Communicated with grantees in the former Soviet Union.
- Maintained the database on project grants.
- Assisted the Evaluation Officer in preparation of reports and other technical documents.

International Office for Migration, Bishkek, Kyrgyzstan 06.2000 – 08.2000
Research Assistant to the international consultant

- Identified local and international organizations and individuals relevant for the research project and assisted the international consultant in setting up meetings with them
- Conducted focus group discussions and interviews with victims of trafficking, NGOs, government agencies and consular officers of major destination countries

SELECTED PUBLICATIONS

1. Jakab, M. and E. Manjjeva (2006). In Gottret, P. and G. Schieber, eds. *Good Practice in Health Care Financing: Lessons from Reforms in Low- and Middle-Income Countries*, World Bank, Washington, DC
2. Manjjeva E, Kojokeev K, Murzalieva G . *Otsenka Programmi "Depozit vracha"* (Evaluation of Financial Incentives to Retain Doctors in Rural Areas and Small Towns). Policy Research Paper N 52. Bishkek: WHO/DFID Health Policy Analysis Project & CHSD, 2008
3. Manjjeva, E., U. Narmanbetov, N. Kadyrova, M. Jakab (2007). *Analysis of the Medium-Term Financial Sustainability of the State Guaranteed Benefits Package*. Policy Research Paper N 43. WHO/DFID Health Policy Analysis Project, MHIF and CHSD, Kyrgyzstan

4. Manjjeva, E. *Discursive Construction of Gender in Official Media: Comparative Analysis of Kyrgyzstan and Uzbekistan*. Thesis. Budapest: Central European University, 2001.
 5. Contributed to World Bank studies, incl. Human Development Sector Unit, Europe & Central Asia Region. *Operationalizing the Health and Education Millennium Development Goals in Central Asia*. Washington, DC: The World Bank, 2005
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VOLUNTEER WORK, PROFESSIONAL ASSOCIATIONS AND CONFERENCES

European Conference on Health Economics , Helsinki, Finland Member of the Scientific Committee responsible for review and scoring of 30 abstracts	01.2010
Stortingsvalget 2009 , Oslo, Norway Translator for international election observers	09.2009
European Conference on Health Economics , Rome, Italy Member of the Scientific Committee responsible for review and scoring of 40 abstracts	01.2008
6th World Congress on Health Economics , Copenhagen, Denmark Presented a paper on "Evaluating Effects of Health Care Reforms on Coverage in the Kyrgyz Republic 1991-2006"	07.2007
International Health Economics Association Member	03.2007 – 03.2008
Harvard International Development Conference , Cambridge, MA Member of the Conference Steering Committee responsible for technical content of the Human Development Panel and fundraising for the Conference	01.2002 – 04.2002
Human Rights Student Initiative , Budapest, Hungary Participated in design and implementation of several projects targeting youth and children from socially vulnerable parts of society	10.2000 – 04.2001

PROFESSIONAL TRAINING

<i>Poverty, Equity and Health Systems</i> The World Bank Institute, Hungary	10.2006
<i>Accelerating Progress Towards the Health MDGs</i> The World Bank Institute, Washington, DC	03.2006
<i>World Bank Procurement Workshop</i> The World Bank, Kyrgyzstan	02.2006
<i>Imperial College London</i> Public Health Leadership Programme	07.2005

REFERENCES ARE AVAILABLE UPON REQUEST