

Full Name Paolo Massimiliano Operti
Address Paris, France

Nationality Italian
Year of Birth 1949
Profession Primary Health Care Specialist
Specialisation Health systems; health planning and management; finance
Position in Group Short term experts – Primary Health Care
Year of joining Group 2008

Summary of Experience

- Programme management: extensive experience in conducting sector analysis, feasibility studies and managing health programmes. Systems and tools for programme management and accountability.
- Planning and management. Development of decentralized level. Systemic capacity building. Institutional strengthening through organization and training.
- Health financing. Budgeting and management of public expenditure for health. Contracting and performance based financing. Demand-side financing.
- Management of service delivery:
 - Organization of PHC services at delivery and community level. Local PHC planning. Hospital planning.
 - Technical aspects of IMCI, Reproductive Health, HiV antiretroviral therapy and PMTCT, Malaria, TB, Adult Health.
 - Standards; auditing process; CQI.

Education and Professional Status

Institution	Public Health School, University Paris XI, France
Date	1995
Degree/Diploma awarded	"Methods of Economic Evaluation of Health Care", "Management of Hospitals and of Hospital Systems"
Institution	Faculty of Medicine, Pavia, Italy
Date	1987
Degree/Diploma awarded	Ph.D. Anaesthesiology and Resuscitation, Graduation
Institution	Faculty of Medicine, Pavia, Italy
Date	1979
Degree/Diploma awarded	Medical Doctor, Graduation

Membership of Professional Bodies

Status	Member
Professional body	Milan Medical Council
Year of membership	

Record of Experience

Date August 2008

Record of Experience

Location	Sudan
Company	BMB-MottMcDonald
Position	Technical Team Leader / Planning expert
Description	<p>Ministry of Health-World Bank</p> <p>Decentralized Health System Development Project. Capacity building for: decentralization of PHC integrated planning and management at state level; HR state-based planning; monitoring and evaluation.</p> <p>Intermittent technical assistance (6 months) in capacity building of the states for decentralized planning, budgeting and management.</p> <p>Deliverables: Decentralization framework; guidelines for PHC situation analysis; guidelines for state-based planning.</p> <p>Trainings: Training of the federal level in roles and functions' analysis, priority setting, programs' financing. Training of the state's MoH in situation analysis, planning and management.</p> <p>Final outcome: State medium term plans in four states.</p>
Date	January – March 2008
Location	Algeria
Company	IBF
Position	Team Leader
Description	<p>European Commission</p> <p>Feasibility/ formulation mission for EC health sector support. Prioritisation of institutional support/ capacity building areas.</p> <p>Deliverable</p> <p>Sector analysis (7 criteria) and proposal of operational modalities. Identification of TA inputs, twinning inputs. Feasibility report; technical and administrative provisions.</p>
Date	October – November 2007
Location	Bangladesh
Company	CSC
Position	Team Leader / Policy expert
Description	<p>European Commission, Consortium of Development Partners for SWAP (Health Nutrition Population Sector Programme)</p> <p>Deliverable</p> <p>Evaluation of financial protection provided by micro-insurance schemes and their sustainability.</p> <p>Identification and modelling of a modality of partnership between EC, MOH and NGOs based on performance based financing</p>
Date	March – June 2007
Location	India
Company	IBF
Position	Team Leader / Programme management /decentralisation expert
Description	<p>European Commission.</p> <p>Deliverable</p> <p>Technical and Administrative Provision for the EC participation in the basket funds financing the Reproductive and Child Health program National Rural Health Mission/RCH2).</p> <p>Key issues: convergence of Reproductive Child Health with National Aids Control and other public health programmes at district level; inclusion of gender planning and budgeting in district health plan; strengthening of community participation in planning and monitoring health actions and results.</p>

Record of Experience

- Date** September 2006 – January 2007
Location Morocco
Company IBF
Position Team Leader / Programme management/ hospital management expert
Description European Investment Bank.
 Deliverable
 Evaluation of the hospital management tools in the Agadir hospital and assessment of status of hospital reform in other Moroccan Hospitals (Tangier, Oujda, Kenitra).
 Independent report on status of hospital management reform. Terms of Reference of TA to hospital management and physical component of the programme.
- Date** October 2005 – February 2006
Location Egypt and Jordan
Company HLSP Mott Macdonald
Position Consultant/ Public health expert
Description Agence Française de Développement (AFD).
 Deliverable
 Monographic studies of health sectors of Egypt and Jordan.
 Egypt and Jordan health sectors' analysis and evaluation of ongoing reform programmes.
 Evaluation of Family Health Funds initiative (micro-insurance) and status of Health Insurance in Egypt. Assessment of public-private partnership in Jordan.
 Identification in collaboration with national authorities and private sectors of opportunity for cooperation between AFD and Egypt and Jordan.
- Date** August – November 2005
Location Serbia
Company Agriconsulting
Position Team leader / Health Planning expert
Description EC Agency for Reconstruction (EAR).
 Reform of Emergency Care in Serbia.
 Deliverable
 Situation analysis of emergency care. Integration of delivery of critical and intensive care in the health service chain.
 Planning of a model of regional organisation of emergency services: specifications of management functions, staffing and organisational patterns; recommendations for PG training of doctors and nurses; legal aspects of the profession.
 Formulation of terms of reference for technical assistance in quality management of intensive care.
- Date** December 2002 – June 2005
Location Syria
Company GTZ
Position Team Leader / Expert in Policy and Planning
Description EC MEDA. Direct adviser to the Minister of Health. Attached to the Planning Directorate of the Ministry of Health.
 Main axis of the programme: Capacity building for policy and planning; Adapting health care delivery system; Management development ; Hospital performance ; Quality and accreditation; Health Financing
Achievements:
- Evaluation of modalities of channelling EU funds to the Beneficiary based on economic, budgetary and organisational evaluation; Memorandum of Understanding between the EC and the Ministries of Health and Finance.
 - Management control systems (programme execution, financial management,

Record of Experience

- contracting and payment)
 - Development of architecture of Management Information System of MoH. Sector's indicators. Interfaces. Supply of IT equipment.
 - Roles and functions of central and regional level. Business Planning Guidelines.
 - Road map to implementing public private partnership.
 - Establishment of the Centre of Strategic Health Studies and strengthening of the Institute of Health System Management (MoH): missions and core businesses, research plans, teaching plans, development and investment plans. Terms of reference of technical assistance to the Centre.
- Date** March 2001
- Location** Cameroon
- Company** Credes
- Position** EC Health Unit Coordinator
- Description** EC FED.
Reporting to the Minister of Public Investments and the Chief of the EC Delegation. Direct adviser to the Minister of Health.
- Management of the "Health Projects Implementing Agency" administratively and financially autonomous, composed by the Co-ordinator, the Financial Manager, the Pharmaceutical Sector Adviser, three Provincial Public Health Advisers, three Accountants and various support staff.
 - Achievements
 - "National Household Survey on Impact of Health Expenditure" for the formulation of the health pro-poor strategy.
 - Strengthening of the legal framework of the National Agency for Drugs Purchasing (CENAME).
 - Planning district services in three provinces (networks, delivery points, specifications)
 - Management of the EC support to the National TB Programme.
 - Management of EC support to regional training of AIDS lab technicians.
 - Management of special fund for financing NGO and CBO projects: organisation of the fund, criteria of project selection, contractual arrangements, funding, monitoring.
 - Technical assistance to the Global Fund and to the Poverty Reduction Committee: Malaria, TB, AIDS project proposals evaluation.
- Date** February 2001
- Location** Tunisia
- Company** Actuarial
- Position** Team Leader
- Description** EC budget support for reform of health insurance
Monitoring of the health insurance reform financed by the European Commission through budget support. Evaluation of performance with regards to matrix of conditions.
- Date** March 1998 – January 2001
- Location** Morocco
- Company** Agriconsulting
- Position** EC Meda Teams
- Description** EC MEDA. Reporting to the Chief of the EC Delegation. Adviser to the Minister of Health.
Achievements).
Support to the reform of the compulsory health insurance (budget support : Programme formulation, forging matrix of conditions. Assistance to EC HQ in Brussels during negotiations of budget support with Moroccan Government.
Institutional strengthening of the Ministry of Social Development (Secretariats of State for Handicap and Family).

Record of Experience

Development of a social fund for projects managed by NGOs and village associations.

Date 1997
Location Morocco
Company Cotecno
Position Consultant
Description Reporting to the Chief of the EC Delegation.

- Project formulation: Support to the development of the regional health services in the Oriental Region (PAGSS)
- Development of the concept of regional planning

Date 1997
Location Burundi
Company World Bank
Position Consultant
Description Evaluation of the project "Health and Population"

Date 1994 – 1997
Location Paris
Company CREDES
Position Senior associate
Description Writing technical proposals for tenders of services. Administering EC and World Bank funded projects.

Date 1995 – 1996
Location Russian Federation
Company CREDES
Position Senior associate
Description EC TACIS. Technical assistance to the Russian Ministry of Health for the reform of general practice. Deputy team leader. Management of short term consultants.

Date 1996
Location Haiti
Company CREDES
Position Senior associate
Description EC. Hospital Planning. Re-organisation of the regional hospital of the Grande Anse. Needs and demand analysis. Orientation of hospital activities. Reviewing patients flow.

Date 1996
Location Mauritania
Company CREDES
Position Senior associate
Description EC FED. Evaluation of the national hospital in Nouakchott. Evaluation of the national drug supply system.

Date 1995
Location Madagascar
Company CREDES
Position Senior associate
Description EC FED. Planning of the EC support to health sector. District health system. Human resources.

Date 1995
Location Chad
Company CREDES

Record of Experience

Position	Senior associate
Description	World Bank. Mid term review of a district health project. PHC and community management of drugs supply.
Date	1994
Location	Djibouti
Company	CREDES
Position	Senior associate
Description	World Bank. Preparation of the consensus workshop for the Master Plan of the Ministry of Health. Identification of indicators for sector monitoring.
Date	1994-1995
Location	Albania
Company	CREDES
Position	Senior associate
Description	EC PHARE. Formulation of the financial proposal for the PHARE Health Programme. Public health laboratories. Maintenance system. Hospital equipment. Health financing.
Date	1993
Location	USA and Cambodia
Company	World Bank
Position	Consultant
Description	Advised on the preparation of the Tokyo Conference on the Reconstruction of Cambodia. Health sector situation analysis. Prioritisation.
Date	1989-1993
Location	Cambodia
Company	UNICEF
Position	PHC Officer
Description	Technical adviser to the Cambodian MoH. Assistance to the MCH department: design of training for MCH staff; equipment of MCH centres and district hospitals. Management of Unicef drugs supply. Assistance to Phnom Penh Municipality in Dengue Control.
Date	1989
Location	Mauritania
Company	Lutheran World Federation
Position	Health adviser
Description	Planning of the PHC Project with focus on safe motherhood. Support to traditional birth attendants. Village pharmacies.
Date	1987 - 1989
Location	Mauritania/ Nouakchott
Company	Terre des Hommes
Position	Chief Medical Officer
Description	Management of district urban MCH centre covering a population of 150.000. Coordination of 50 staff. Prenatal care, delivery, family planning. Child care.
Date	1986
Location	Sudan/ Khartoum
Company	Sentinelles
Position	Co-ordinator
Description	Co-ordination of a project in the slums of Khartoum. Refugees; Homeless children; Primary education.

Record of Experience

Date 1984 - 1986
Location Benin/ Tanguieta
Company Italian Coop.
Position Team Leader
Description Chief of the Anaesthesiology and resuscitation department in a 220 bed regional hospital.

Date 1979 - 1984
Location Various
Company Various
Position Medical Doctor
Description Hospital and general practice in Italy, Libya, Algeria. Internship in Obstetrics and Gynaecology Italian National Health Service.

Language Capability *(Enter details using 1 (low)-5 (high) as indicator of competence)*

	Reading	Speaking	Writing
Italian	5	5	5
English	5	5	4
French	5	5	4