





VERONICA SANDU

PERSONAL INFORMATION

-  European Centre for Social Welfare Policy and Research
Berggasse 17, A-1090 Vienna, Austria
-  Sandu@euro.centre.org

SUMMARY STATEMENT

- Social policy expert with more than 10 years working experience: social services development (de-institutionalization reforms, alternative social services, social service delivery).
- Experience in drafting strategic policy documents and social programs planning.
- Experience in undertaking functional and system analysis of social protection in developing countries. Experience in working with central and local administration. Support to CSOs working in social sector to promote evidence-based policies.
- Experience in social research with focus on qualitative analysis (design and adjustment of qualitative instruments, supervision of data collection, data analysis).
- Areas of expertise: Central and Eastern Europe, Commonwealth of Independent States.

WORK EXPERIENCE

FULL TIME POSITIONS

08/2018 Researcher

European Centre for Social Welfare Policy and Research (Vienna, Austria)

Researcher within the Health and Care unit, contribution to the following projects:

- Towards a right-based approach in long term care, building an index of rights-based policies for older people in Europe.
- Support for better social services for the most vulnerable groups in Kosovo.
- Support to the Ministry of Labour and Social Affairs of the Republic of Armenia on social services provision in the context of the domestic violence phenomenon and social protection of older population, de-institutionalization and alternative care support.
- Developing a conceptual model to address gender in long-term care.
- Mapping promising social services and policy measures to support the independent living of older people.

Business or sector Research

04/2013-12/2014 Social and economic policy consultant

UNICEF Moldova

In charge of the social protection portfolio, managing several projects: 1. Improving the flexibility of the social assistance scheme to react to needs of the vulnerable households facing shocks and disasters. 2. Improving social assistance delivery through the improvement of the human resources and institutional infrastructure in the sector. 3. Technical assistance to the disability reform in Moldova with focus on adoption of the international classification for function ability – youth and children. Support to strategic planning in the sector, social policy analysis, impact evaluation and advocacy.

Business or sector Research Development

- 02/2010-02/2011 Social policy planning consultant**
Ecorys UK (DIFID), Moldova
 Support to the implementation of the Moldova National Development Strategy 2020. Support to the Ministry of Labour, Family and Social Protection in developing public policy proposals (PPP). Training in Ex Ante Impact Analysis (assessment of social and economic impact). Design of qualitative research on assessing needs of severely disabled persons (instruments, sampling, data collection and data analysis), drafting of needs assessment report and policy paper.
 Business or sector Research Public policy
- 01/2004-01/2008 Project coordinator**
German International Cooperation (GIZ), Moldova
 Coordination of the Regional Development Project. Responsible for the financial management of the project, budget planning and expenditures supervision, communication with local and central public administration.
 Coordination of the Support to Business Infrastructure Development Project in Moldova. Responsible for designing and supervising the project; coordination with governmental and non-governmental institutions in the following areas: (a) Consumer Protection, (b) Standardization and Metrology, and (c) Intellectual Property and Copyrights.
 Business or sector Research Development

PART TIME, CONSULTANCY POSITIONS

- 05/2018- 08/2018 Social policy consultant**
UNICEF, Albania
 Evaluability assessment of the UNICEF intervention in the Social Care Service reform in Albania. The evaluability assessment is an appraisal before conducting a comprehensive overview on the implementation of the Social Care Service reform 2012-2016 and UNICEF's contribution to the reform. The analysis focused on how to measure relevance, effectiveness, efficiency, impact and sustainability of the reform/intervention.
 Business or sector Research, evaluation, social services
- 01/2017-02.2018 Researcher**
SocioPolis (for the National Network of Homecare Services Providers)
 Assessment of the home-based medical and social services in Moldova: coverage versus the actual need, HBS models, impact of HBS, funding sources and cost of service delivery.
 Business or sector Research, evaluation, social services
- 06/2017- 08/2017 Social protection of children, expert**
USAID (DEXIS GhPro Washington DC), Moldova
 Evaluation of US Government investments in the social protection sphere in the last 10 years in the Republic of Moldova (USAID/Moldova Review and Gaps analysis). Development of instruments, supervision of data collection, data analysis and drafting of the report. Areas of the assessment: children in residential care and de-institutionalization, violence against children and state response to child risk situations.
 Business or sector Research Development
- 01/2017- 05/2017 Social policy, social inclusion consultant**
East European Foundation and the Centre Partnership for Development, DANIDA and SDC
 Responsible for 2 activities under the project Common Initiative for Promoting Equal Opportunities.
 Study on Inequalities in Moldova, challenges and opportunities, chapter 1 living standards (desk review, secondary data review, primary data analysis based on the HBS).
 Delivery of the training Statistical data interpretation and use in social policy, target group representatives of CSOs working in the social policy area. The training focused on data availability, secondary data

and how to use it, primary data - design and analysis of secondary data, data interpretation, transferring data into policy proposals and advocacy actions.

Business or sector Policy analysis, Inequalities, Monitoring and Evaluation

02/2017-05/2017

Social sector consultant

Czech Development Agency, Delegation of European Union in Chisinau, Moldova

Support to development of the joint analysis of the country situation for Social and Health Sectors in Moldova which will be part of the common analysis of EU member states followed by a joint response setting out how EU development partners will provide country support and measure progress.

Business or sector Research Development

01/2015-06/2016

Social policy consultant

UNICEF, Kazakhstan

Support to conceptualization of child-friendly and equity-based subsistence minimum in the context of Kazakhstan. Responsible for drafting an analytical report with a conceptual framework of child-friendly and equity-based subsistence minimum standards and providing policy recommendations to improve the adequacy of social support for families with children in Kazakhstan.

Business or sector Research Development

03/2015-04/2016

Social protection regional consultant

UNICEF CEE/CIS RO, Armenia, Bosnia and Herzegovina, Georgia, Montenegro, Kyrgyz Republic

Documentation of promising practices in social protection in the CEE/CIS region. Documentation of UNICEF promising practices on social protection in Eastern Europe, the Caucasus and Central Asia. The analysis presents different models of UNICEF's engagement in social and child protection reforms through system change. Documentation of the model of multidisciplinary needs assessment of vulnerable children and identification of relevant social services to address these needs and translate them into local support plans in Bosnia. Assessment of the impact of individual needs' identification model and of personalized plans for support in Montenegro and Armenia. Improving targeting accuracy and adequacy of child related benefits in Georgia and Kyrgyz Republic.

Business or sector Research Development

03/2015-03/2016

Social protection, planning and prioritization consultant

UNICEF CEE/CIS RO, 21 countries in the CEE/CIS region

Support to the Social Protection regional adviser

Responsible for drafting a series of documents and notes reflecting different modes of UNICEF's engagement in social protection reform and child poverty reduction in different countries, the system changes that are being supported and achieved, and the related emerging results for children. Child poverty in CEES/CIS region: definitions, measurement, trends and recommendations paper on 22 countries in the CEE/CIS region.

Guidance note on entry points to ensure that social protection systems contribute to the realization of child rights and to the removal of financial barriers in early learning and wellbeing, education, health and nutrition, HIV-AIDS, and child protection in the CEE/CIS region. Note on the role of social protection systems in building resilience of households with children in the CEE/CIS region.

Business or sector Research Development

09/2012-03/2013

Social safety net researcher

Foundation for Social and Economic Research CASE Poland (World Bank)

Consultancy in evaluation and reform of disability and child assistance benefits.

Evaluation of the Moldovan cash benefit system, the overall impact on poverty and inequality. Drafting recommendation for the reform of

the system including modelling the social and fiscal impact.
Business or sector Research Development
05/2011-03/2012 Social sector researcher
Oxford Policy Management Group (EC Tajikistan)
 Technical Assistance to Sector Policy Support Programme in the Social Protection Sector – Service Delivery Component, Tajikistan
 Situation analysis of care provision in Tajikistan, with details on actual and potential social care beneficiaries. Support in the assessment of social welfare needs and service provision in Tajikistan. Assessment done through a qualitative field research carried out across the country. Responsible for defining the methodology, sampling, defining, drafting and testing instruments, training moderators/interviewers, supervision of data collection, data analysis and report drafting.
Business or sector Research Development

EDUCATION AND TRAINING

2008-2009 Postgraduate Diploma (Master) in Public Policy and Human Development, Maastricht Graduate School of Governance, Social Policy Design and Migration specializations, Netherlands.

2005-2006 Postgraduate Diploma (Master) in Economic Development, University Montesquieu IV, Droit, Sciences Sociales et Politiques, Sciences Economiques et de Gestion, Center for Development Economics (CED), France.

1998-2003 Bachelor's Degree in Economics, International Economic Relations Department, Academy of Economic Studies, Chisinau, Moldova.

PERSONAL SKILLS

Mother tongue(s)	Romanian				
Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1/2	C1/2	C1/2	C1/2	C1/2
	Internet Based TOEFL score 105/120				
French	C1/2	C1/2	C1/2	C1/2	C1/2
	License of French-Romanian interpreter/translator				
Russian	C1/2	C1/2	C1/2	C1/2	C1/2
Spanish	B1/2	B1/2	B1/2	B1/2	B1/2
	European Studies Centre Diploma (2 nd degree)				
	Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user Common European Framework of Reference for Languages				

Communication skills • Good communication skills gained through extensive experience in different cultural backgrounds

Computer skills • Standard software Microsoft Office, MS Excel, Power Point, Outlook, Internet. Specific modelling instruments: STATA, SPSS Windows.

ADDITIONAL INFORMATION

PUBLICATIONS

- Sandu, V. & Kahlert, R. (2019). [Monitoring and evaluation of social services in Kosovo – policy challenges and recommendations, Policy Brief 2019/14.](#) Vienna: European Centre
- Sandu, V., Zólyomi, E. & Leichsenring, K. (2019). Social isolation and loneliness among older people in Europe: Evidence, policies and interventions. Vienna: European Centre (unpublished).
- Birtha, M., Rodrigues, R., Zólyomi, E., Sandu, V. & Schulmann, K. (2019). [From disability rights towards a rights-based approach to long-term care in Europe: Building an index of rights-based policies for older people.](#) Vienna: European Centre.
- Sandu, V. (2018) [Financing social protection in Moldova, analysis of 2018 budget](#), Chisinau: Expert Grup.
- Sandu, V., Obradovic N., (2017) [Child poverty in Europe and Central Asia region: definitions, measurement, trends and recommendations, UNICEF.](#) Geneva: UNICEF Regional Office for Europe and Central Asia.
- Sandu, V., Obradovic N., (2017) [Compendium of quality assured research and evaluations from the Europe and Central Asia Region.](#) Chapter on: Child poverty in ECA region, Geneva: UNICEF Regional Office for Europe and Central Asia.
- Sandu, V. (2017) [Resilience, humanitarian assistance and social protection for children in Europe and Central Asia Social Protection Regional Issue Brief: 2.](#) Geneva: UNICEF Regional Office for Europe and Central Asia.
- Lupusor, A., Gumene, I., Sandu, V. et al. (2017). [Mid-term evaluation of National Development Strategy Moldova 2020, key findings. Pension system: equitable and sustainable development priority.](#) Chisinau: UN Moldova.
- Lupusor, A., Gumene, I., Sandu, V. et al., (2017) [Mid-term evaluation of National Development Strategy Moldova 2020, key findings, chapter on pension system](#), Chisinau: Expeert Grup.
- Brighidin, A., Buzu, A., Sandu, V., (2017) [Inequalities in Moldova: challenges and opportunities](#), Chisinau: East European Foundation.
- Sandu, V., (2017) Aging in Moldova and reconfiguration of social protection sector to accommodate the consequences of aging, Chisinau: HelpAge International (unpublished).
- Sandu, V. (2016) [Promising practices in social protection for children in Europe and Central Asia.](#) Geneva: UNICEF Regional Office for Europe and Central Asia.
- [Programming in the Republic of Moldova until 2020](#), EUROPEAN UNION JOINT ANALYSIS, author of the Chapter 6 Health and Social Protection, (2016), Chisinau: EU Delegation.
- Sandu, V., et. Al., (2016) [The costs of domestic violence and violence against children in Moldova.](#) Chisinau: Centre for Women's Rights.
- Kuzminskyi, V., Catrinescu, N., O'Brien, C., Rogers, J., Rayment, C., Sandu, V., (2013) [Social services in the Republic of Tajikistan Study Report](#), Dushanbe: OPM
- Topinska, I., Sandu, V., Grigori, O., (2013) Strengthening the efficiency of the social safety net –policy recommendations, Policy Paper, Chisinau: Word Bank Moldova office.
- Topinska, I., Sandu, V., Grigori, O., (2013) Assessment of Efficiency and effectiveness of disability and child benefits in Moldova, Chisinau: World Bank Moldova office.
- Sandu, V., Grigori, O., Veverita, E., (2012) Strengthening Capacity and Improving Costing Methodology for Social Services provided to Children, Chisinau: Foundation for Social and Economic Research CASE Moldova, UNICEF.
- Sinchetru, A., Sandu, V., (2011) [The evaluation of the Implementation of the Law on the Cash Benefit in Moldova.](#) Chisinau: Expert-Grup.
- Sandu, V., Grigori O., (2011) Policy Paper, Home Care Social Service for people with severe disability, Chisinau: Ministry of Labour, Social Protection and Family of Moldova.
- Sandu, V. (2011) [Policy Review Paper Moldova: the situation of children and elderly left behind by migrants](#), Maastricht: University of Maastricht