



PERSONNEL WEB SITE

- 1) Professional:
 - i) <http://marianosalazar.com> (a collection of my professional work)
 - ii) <http://www.linkedin.com/pub/mariano-gerardo-salazar-castellon/48/140/a69>
- b) Internet publisher, blog and social network
 - i) <http://www.bubok.com/libros/196676/Sin-secretos>;
 - ii) <http://marianosalazarcastellon.blogspot.com/>
 - iii) <http://www.facebook.com/marianogerardo.salazarcastellon>

Please, be aware that you can find a Full CV updated in page 04- Pls, double click in the icon or follow the link

LANGUAGES

Spanish (mother tongue), Portuguese (fluency), English (good, high intermediate level)

TECHNICAL SKILLS

Teamwork Leader, Strategic Planning, Negotiation of Institutional Interest, Monitoring and Evaluation, Research Design, Statistical Analyzes, Proposal Writing, Project Implementation, Formal and Informal Training, Good communicator (written and spoken)

AREAS OF EXPERTICE

Health Policy Development over 10 years	Health Systems Analysis 6-10 years	Monitoring, Surveillance and Evaluation over 6-10 years
Public Health Administration over 10 years	Public Health Planning over 10 years	Project , over 5 years

EDUCATION AND TRAINING

EDUCATION

Master of Public Health, Planning and Management, National School of Public Health, Oswald Cruz Foundation, Rio de Janeiro, Brazil (1985)

Medical Doctor, School of Medicine, UNAN/Leon, Nicaragua (1979)

TRAINING

English courses; plus preparation courses for International TOEFL Test, English Language Institute, American Nicaraguan School, Managua, Nicaragua (1995 – 1997)

Academic English, Ave Maria Language Institute / Ave Maria College, San Marcos, Carazo, Nicaragua (TOEFL INSTITUTIONAL: 533, 2003)

Health technical Cooperation, Washington, PAHO/WHO (1995)

Methods of Participatory Urban Appraisal, Haarlem, Hollan, The Environment and Society Foundation (1998)

Communications Workshop, Cuernavaca, Mexico, OXFAM. (2001)

Health, HIV and Nutrition policies, strategies and tools. Geneva, Switzerland, UNHCR (2005)

Clinical Management of Rape: Improved Responses to Sexual Gender Based (SGBV) Violence in Emergency Situation. Geneva, Switzerland, UNHCR (2006)

Seminaire de formation en approche basee sur les droits de Lhomme et la programation au developpement, Sao Tome e Principe, UNDP (2009)

Atelier du PNUD sur le suivi et l'evaluation pour les pays ou le PNUD est le beneficiere principal des subventions du Fonds Mondial", Geneva, Switzerland, UNDP.GF (2009)

21 - 25/10/2013, Resource Mobilization & Reporting Workshop, Tegucigalpa, Honduras

27 - 31/10/2013, Review and reorientation of UNICEF Cooperation Program base on a Result Based Management Approach, Tegucigalpa Honduras

PREVIOUS WORK/CONSULTANCY EXPERIENCE

Unicef. Health and Nutrition Officer. 03/2013 – 03/2014. ☒ During this period Unicef returned to health and nutrition issues in which he had a minor presence from years backwards. My performance allowed him to run the agency program cooperation in 2013, gaining visibility and recognition in front of the national authorities and the international community. . Unicef was positioned as a leader in the field of Hospital Friends of Children and made important contributions in the field of nutritional surveillance and interruption of Hiv mother - child transmission. In addition, four proposals were prepared for mobilization of resources and a new annual work plan was prepared with a new partner: the Health Region of Lempira. Many contributions were made during the review process of the results chain program cooperation to increase their internal logic and consistency.

PROFAMILIA, Advisor Executive Director of Profamilia for increasing income of the clinics July – September, 2012. Key achievements: 1. Five clinics increased their income. 2. It was defined the profile of a tracking system strategies increase revenues, implemented in five clinics and prepared and submitted a final report. 3. Two success stories processing morbidity data were performed in clinics Monsignor Lezcano and Los Robles and prepared and presented technical reports. 4. A tracking tool about monthly and annual performance agreements was developed and a test application was made with the clinical data of Matagalpa. 5. It was identified Nicaragua experience about cost estimating health care costs using methodologies named process costs and cost per event; examples were delivered.

UNICEF, Monitoring and Evaluation Specialist, August – December 2011. Nicaragua. Advise the Chairman and Technical Secretary of CONISIDA to integrate the monitoring and evaluation system of the national response, developing approaches, methods and tools to strengthen a culture evidence-based managements and results. Key achievements: Promote the strategic role of CONISIDA strengthening their capacity to lead and guide the national response, based on a management style based on results.

Global Fund/UNDP. Monitoring and Evaluation Specialist. June 2009 – June 2011, Sao Tome e Principe. I am in charge of the M&E system of the Global Fund Program which include 1 BP and 22 sub recipients (Nationals institutions and ONGs) and 4 Grants: Malaria, R4 (STP-405-G01-M) _Grant closure process on going); Malaria, R7 (STP-708-G03-M)_ Execution on going; HIV/AIDS, R5 (STP-505-G02-H)_ Execution on going; TB/R8 (STP – 809 – G04 – T)_ Starting `Phase 01. In addition to the duties and responsibility that are described below, I am giving to the UN Coordination Specialist technical support to prepare the “2010 Workplan and Performance Appraisal Planning” which reflect the join effort of United Nations System in the country.

ENACA¹L, National Planning Director. January – September, 2008. During the time that I was in charge of the Planning Direction it evolve to wide its responsibilities including the formation and training system with emphasis in new generation, the develop of management information system and emergencies report and the preparation of ENACALinstitutional plan of development. The relationship with Secretary of Nicaraguan President and other sensitive national institutions was fortified. Under my coordination the first complete draft institutional plan in the last ten years was prepared, a methodology to identified priorities cities to invest was development and new advanced format to prepare projects proposal was developed. A portfolio of projects was built to be negotiated with several donors. Successfully negotiations were development with World Bank (US\$ 45 millions), Inter American Bank of Development (BID, US\$ 35 millions) and The Germany Bank of Development (KfW, US 17 millions) to mobilize resources addressees to invest in potable water and sewerage in the cities of Managua (WB, BID, potable water) and Granada (KfW, potable water and sewerage).

United Nations High Commissioner for Refugee (UNHCR), Health and Nutrition Coordinator, May 2005-June 2006, Mozambique. Responsible for the overall development of the health and nutrition plan in the Camp of Refugee of Maratane, with emphases in malnutrition, VIH/AIDS and Malaria, in coordination with national Health Ministry, camp’s leaders, community activist and implementers partners (Save the Children, World Vision, World Relief, OXFAM, INAR and Health Ministry). In addition, I have lead (Political, technical and methodologically) a nutritional survey and prepared and presented the final report, as well as, I has been the leader and organizer of the movement of health communitarian activists in the Camp and the villages around the Camp who devoted their work to face on VIH/AIDS, Malaria and Malnutrition. .

Pan-American Health Organization (PAHO/WHO), Health Promotion Specialist, April-May 2005, Nicaragua. I created an innovative approach and methodology to identify the main challenges and strategies to develop the health promotion approach in Nicaragua through a partnership between PAHO, Health Ministry and Civil Society. The state of the art of health promotion in the Representation of PAHO/WHO was diagnosed and the main development strategy was identified.

Management Science for Health, Health Services Cost Specialist, November 2003 – April 2005, Nicaragua
Under my technical leadership was designed a methodology to estimate the total specific cost, direct and indirect cost, related to 50 specific cause of medical attention in out patient services and hospitalization. A key problem to estimate the indirect cost of specific cause of medical attention was solved. To obtain this product I had to lead 8 specialized clinician and maintain political y technical relationship with members of the board direction and several technicians belong to 15 private health enterprises and the Nicaraguan Institution of Social Security. To prepare the researches final reports (2) was my responsibility as well.

¹ ENACAL is the Nicaraguan institution in charge of potable water and sewerage.

Agency of Swedish Cooperation for the International Development (ASD), Health Project Specialist, December 2003 - March 2004, Nicaragua. I was the technical coordinator and teamwork leader of a task force integrated by representative of Health Ministry, UNICEF and PAHO/WHO to design in a participative way a Project devoted to the develop of public health at local level "Toward a Model of Integral Attention in the SILAIS, 2005 - 2007" (US \$9.100.000), using the methodology of logical frame.

UNICEF, Health and Nutrition Specialist, January – June 2003, Angola. I had the responsibility of adapt the sectoral Health and Nutrition National Plans of Action² (NPA) at the provincial level, and to assist the chief of the office in the elaboration of a consolidated project plan of action (PPA). In addition, I stimulate and support the partners to elaborate and present projects using the logical main frame to be supported by local and national resources. All my business was done in coordination with the Provincial Directorate of Health, international and national NGOs and churches. An innovative project to face on malaria in one of the neighbors of the City of Kuito was launched y successfully evaluated. One of its main features was the social sold of mosquito nets trough to churches and small private shops.

Agency of Austrian Cooperation for the International Development(OED)/ Horizont ³⁰⁰⁰, Health Planning Specialist, November 2002, Nicaragua. I had to design and implement a new methodology to foresee the future of public health in the Rosita's Health Direction Municipality (RAAN) which was used to negotiate the future allocations of resources in this place.

Nicaragua Health Services Strengthen Project - European Union, Health Planning and Management Specialist, June – July 2002, Nicaragua. I take part as a specialist in health services management in a team work integrated with architect and engineer to identify a functional design in health units: regional hospital and health centers in the Autonomous Region of Atlantic Coast. It was identified a functional infrastructure for the patients flow which was used to prepare a proposal about invest in infrastructure.

Agency of Austrian Cooperation for the International Development (OED)/ Horizont ³⁰⁰⁰, Health Project Specialist, May – June 2002, Nicaragua. The Project of "Atención Integral en Salud en los Municipios de Bonanza y Rosita", Región Autónoma del Atlántico Norte (RAAN), was the main health Project in these territories for the Austrian Cooperation. I used a qualitative and participatory methodology to evaluate it and identified the new start point for the health Austrian Cooperation in this places. The outputs was presented to the Austrian Embassy in the country.

OXFAM, National Program Coordinator, August 2001 – January 2002, Honduras. I was hired to manage, development, execution and evaluation of Rehabilitation Programme in Honduras, which include projects related to secure livelihood, education and health care, protection from disasters, right to be hear, right to equity: genders and diversity.

ONGs Coalition from Nicaragua and Costa Rica, Researcher, April – May 2001, Costa Rica. Costa Rica has the main immigrant flow of Nicaraguan citizens in Central America. More that 500.000 lived and work in this country. I was hired to carry out an investigation to elaborate a general panorama of the Nicaraguan immigration in Costa Rica which was the start point to organize a foundation devoted to attend the Nicaraguans immigrants in Costa Rica.

Caja Costarricense de Seguro Social (CCSSI), Health Strategic Planning and Annalists Specialist, October 2000 – March 2001, Costa Rica. The CCSS has more that 25 employees and was in the process of strategic reform and modernization. . A key unit was the National Direction of Human Resources. I was hired 1) to increase the knowledge and abilities of institutional leaders' in the field of the human resources strategic thought and situational strategic planning 3) to identified and develop a strategic calendar of the situational change that supports the new rol of the DRH inside the process of decentralization 4) to Elaborate a Project of special treatment from the DRH to 14 priorities units 5) to identify lessons learned as part of a process of development of the DRH like an organization open to the learning 6) to design an incentive device to the formulation of new ideas, their evaluation and use 7) to develops capabilities for the integration of effective work teams and abilities of leadership and negotiation 8) to establish a corporate profile of performance for the DRH.

Caja Costarricense de Seguro Social (CCSS), Health Promotion Specialist, October 1998 – September 2000, Costa Rica. The CCSS is the main health institutions to provide health services to the Costarrican population. It was in the process of strategic reform and modernization. A key unit was the National Direction of Modernization and Development and one of the main challenges was incorporate health promotion to the institutional work. I was hired 1) to prepare and to develop a strategic health promotion plan; 2) to identify the main challenges for the development of health promotion in the institution and to generate initiatives to approach them; 3) to normalize the process of transfer functions of health promotion from the Ministry to the CCSS; 4) to develop capacities in favor of health promotion in the sanitary regions; 5) to identify the lines of development of a system of institutional

² Main topics: malaria, vaccinacion, maternal mortality, nutrition, primary health care

administration of the health promotion 6) to organize two series of publications: * PROSILAIS of organizational and methodological character and ** Wallet of ideas for the reflection and the action of thematic character; 7) to advise institutional local leaders about how to use the focus of promotion of the health to approach illnesses reemergence; 8) to advise national officials about the use of health promotion in the aging adult, mental health, and projects subregionales promoted by the (CDC/USA and PAHO/WHO) dedicated to combat the consequences of the hurricane MITCH in health.

Programme for Childhood and Women Develop (PRODIM), Health Planning and Management Specialist, October 2000, Honduras. PRODIM was one of the main ONG in Honduras and was face on an important need of institutional transformation. I was hired to identified strategies of managerial development, organizational development, social marketing of the corporate image and organization of a national system of supplies of generic medications. To identified an organizational and methodological aspects to carry out the validation of a basic package of services of health financed by the IDB/BID, to summarize the institutional experience related to projects of communal funds of medications, prevention of ETS / AIDS in sex workers and street boys/girls in risk and to identified strategies to position PRODIM like an international ONG .

UNICEF, Health Project Specialist, April - June 2000, Honduras. One of the main project of UNICEF in Honduras was the health and nutrition project placed in the territories of "La Paz and Comayagua". I was hired to evaluate this Project and to prepare a health promotion proposal for the local level as part of the modernization process and development of the Secretary of Health.

Pan-American Health Organization (PHO/WHO), Health Promotion Specialist, November 1998 – April 1999, Costa Rica. Costa Rica is one of the Latin-American countries which face on a process of population aging. I was hired to provide technical support to PHO/WHO in Costa Rica to define strategic areas for the elaboration of policies and plans of action addressed to successful aging in the Costa Rican society. I became a technical team leader of a taskforce integrated by several institutions related to the population aging response in the country This proposal was assumed for the Office of the First Lady of the Country as reference material to approach this specific public health problem.

The Environment and Society Foundation / Mondiaal Centrum Haarlem, Public Health Specialist, May – June 1998, Holland. The Local Government of the City of Harlem was face on different social problems and was in need to perform a diagnosis and prepare a platform to discuss the future of the City development with their citizens. I was hired to take part of an international and multi professional profile teamwork coming from Africa, Europe and Nicaragua to prepare, using a participatory methodology, a vision about how the city of Harlem can get a sustainable development in the next ten years."IN SEARCH OF SUSTAINABILITY / HAARLEMMERS DIALOGUE WITH FRIEDS" was the product presented. The Agenda XXI was used as main reference to done this work

Pan-American Health Organization (PHO/WHO), Public Health Specialist, August 1989 – December 1997, Nicaragua. The PAHO/WHO representation in Nicaragua was one of the most important in Latin America. The country was priorities by the PAHO Technical cooperation and during the period of reference once was selected as the Representation of best performance in Latin America. Several challenges have to be face on for the cooperation in a changed scenario of reform and modernization. In this context, some of my duties were:

To manager the health component of the program of development for displaced refugees and repatriated (PRODERE / PNUD-OPS / ITALIAN COOPERATION). The managerial focus was based on the application of the strategy of primary attention, the development of the local system of services of health and actions directed to the health promotion and protection. The area of intervention of the project was the municipalities of Quilalí, Pantasma and San Juan of Río Coco, scenarios of the civil war of the decade of the 80. (1991)

To support technically the national authorities in the organization of services of health based on the primary attention and the implementation of the local systems of integral attention in health (SILAIS). The main aspects of the offered technical co-operation were the elaboration and implementation of health policies, the invigoration of the sanitary legislation, the consolidation of the national system of planning and programming and local institutional leaders' training. Also, the use of the system of managerial information (SIG) and the development of the managerial capacity of the services of health, as much as the consolidation of the technical secretary of the Central American Council of Institutions of Social Security (COCISS) and the preliminary boarding of aspects related to the attention quality of the new model's of social security in the country. (1992 – 95)

To develop and to apply the strategy of territorial technical co-operation (CTT), to facilitate their appropriation for the consultants and to encourage their implementation. I was in charge of systematize the experience, to evaluate the outputs and to review from a critical point of view the initial proposal. (1994 - 95)

To cooperate technically and to encourage the process of national appropriation of the regional plan of health promotion approved by the directive bodies of OPS/OMS, with emphasis in the implementation of the initiatives of healthy municipalities and healthy school.

To participate in the preparation and evaluation of the technical co-operation programs. Also, to participate in the preparation of the analysis of the health situation of the country and in the organization and execution of Meetings of Combined Evaluation of the Co-operation, as much as, multiple technical discussions on diverse topics of technical cooperation on health. In addition, I was in charge of special teamwork dedicated to review the Paho's technical cooperation in the country.

To participate as a professor in the national masters in public health (regular and for encounters) and free classes in the disciplines of strategic planning, management of services of health, systems of information, quality of the attention, promotion of the health and healthy municipalities. Also, in specialization courses at international level in the disciplines of planning and management of services of health (Cooperación Española/CIES), systems of managerial information (Project Subregional of Development of the Managerial Capacity/PAHO-PNUD) and Strategic Administration of Human Resources in Health. (PASCAP) (1987 - 1995)
Ministry of Health, August 1979 – July 1989, Public Health Specialist, Nicaragua

Health Officer on charge of local net of health services (1979 – 1982) and Sub director of Systems Information Development /Direction of Statistic and Computer Science;
Coordinator of National Planning Group /Direction of Planning and External Cooperation. Assume and develop the position of focal point in the Ministry of Health for Sub Regional Project of Health Services Managerial Capacity Development, executed by OPS/OMS (PAHO).

Award, Publications, fellowships, etc.:

Award:

Tenth anniversary medal, 1990

Part of the active list of the Global Roster for Heads of WHO Country Offices, 2010

Fellowship:

PAHO/WHO, 1983 - 85, ENSP/FIOCRUZ/Rj, Brazil (MPH)

I am part of the network of reviewers of manuscripts for publication in the American Journal of Public Health

Selected publications

1. Peer review publications:

- a. Salazar.M., Turcios.M.I."Nicaragua: Educación permanente en los servicios municipales de salud".In: Educ Med Salud, vol. 24, No. 02, Abril/Junio 1990.
- b. Salazar. M. "Nicaragua: reflexiones sobre la planificación estratégica situacional de la fuerza de trabajo en salud". In: Educ Med Salud, vol. 25. No. 02, Abril/Junio 1991
- c. Turcios. M.I.; Salazar. M.; González. G.; Sánchez. A.; Morales. C. "Administración estratégica del desarrollo de los recursos humanos en los sistemas de salud".In: Educ Med Salud. vol27. No. 01, Enero/Marzo 1993.

2. Institutional publications:

- a. Salazar.M. "Nicaragua: monitoría estratégica del sector salud en Nicaragua, 1979-84/Los proyectos dinamizadores del Ministerio de Salud". PASCAP, Costa Rica, 1987.
 - b. Marín. J.M.; Salazar. M.; (Editores) "Sistema de información gerencial/Marco de referencia subregional de desarrollo". (Proyecto Subregional de Desarrollo de la Capacidad Gerencial de los Servicios de Salud de Centroamérica y Panamá). OPS/OMS/PNUD, p: 170.
 - c. Salazar.M. "El desarrollo de los Sistemas Locales de Atención a la Salud y sus implicaciones estratégicas y operacionales para el Ministerio de Salud y la Participación Social en Salud". In: Participación Social en Salud/Los promotores voluntarios, PRODERE, Nicaragua, 1991.
 - d. Salazar. M. "Calidad de la Atención: Conceptos, Estrategias, Prioridades". Ministerio de Salud, Nicaragua, 1995.
 - f. Salazar. M. "Municipios Saludables: Una estrategia de promoción de la salud en el contexto local." Ministerio de Salud, Nicaragua, 1996.
- Salazar Mariano; Sequeira.Y.(eds) . Municipios saludables: una estrategia de promoción de la salud en el contexto local / La experiencia nicaragüense. Managua, Nicaragua, Ministerio de Salud, 1996, p: 106, incluye i.l.
- f. Ministerio de Salud. "Atención en salud a los ancianos en América Latina / Información seleccionada". Managua, Nicaragua,

Ministerio de Salud, 1997, p:103. Salazar Castellón Mariano, compilador.

g. Tagwira.F.; Salazar.M.; Sandukic.H.; et all. IN SEARCH OF SUSTAINABILITY / HAARLEMMERS DIALOGUE WITH FRIEDS. Haarlem, Holland, Platform Duurzaam Haarlem 1998, p: 78

h. Salazar.M.; Gamboa.D.; et all. PLAN INSTITUCIONAL DE PROMOCIÓN DE LA SALUD. San José, Costa Rica, Mimeo, 1999, pp: 32
3. Newspaper publications

a. Salazar.M. "El desarrollo de la salud en Nicaragua: notas para el debate.", Managua, Nicaragua, Periódico "El Nuevo Diario", página de opinión 14B, Lunes 27 de Noviembre 2006.

b. Salazar.M. Concertación para mejorar la salud del pueblo, Diario BARRICADA, Nicaragua, 21 de Marzo de 1989.

c. Salazar.M. FETSALUD: a poner las cosas en su lugar, Diario BARRICADA, Nicaragua, 5 de Abril de 1989.

d. Salazar.M., Hernández.C; Zapata.J.; Lacayo.A. La Atención Primaria en Salud y la Municipalización, Diario BARRICADA, Nicaragua, 1 de Julio de 1989.

e. Salazar.M. * Salud: Continuidad y transformaciones en debate, Diario BARRICADA, Nicaragua, 21 de Junio de 1990.

4.. Electronic format publications: Summary of professional work, until 2006

a. Centro de Investigaciones y Estudios de la Salud (CIES). Dr. Mariano Salazar Castellón: veinte y cinco años al servicio de la Salud Pública, [CD-ROM]. 1a ed.Managua, Nicaragua, 2006. (<http://marianosalazar.com>)



Full CV updated

a) If you get this doc in electronic version you can double click this image to show the document.



MARIANO_SALAZAR_
CASTELLON_CV_21.0;

b) If you get a hard copy you can get the Full CV updated in this link:

https://dl.dropboxusercontent.com/u/22686836/CV%20MARIANO%20SALAZAR%20C/MARIANO_SALAZAR_CASTELLON_CV_21.02.2014.pdf

References

Dr. Barry Smith	Management Sciences for Health 3ra. Avenida 13-78, Piso 8 Guatemala, Guatemala +502-3015-1109 (móvil) bsmith2006 (skype)	bsmith@msh.org Jefe del Equipo de Asistencia Técnica / Team Leade	He hired me to work with MSH
Dr. Miguel Orozco	Centro de Investigaciones y Estudios de la Salud, Radial Santo Domingo, Centro de Investigaciones y Estudios de la Salud, Managua, Nicaragua (505) 2783700 - 2784383	morozco@cies.edu.ni Executive Director (CIES)	He recruit me as CIES's Invited Professor
Lic. Carolina Siu	Calzada Roosevelt 6-25 zona 11, Apartado Postal 1188, Guatemala, Guatemala +502 2472-3762 ó +502 2471-5655 +502 2473-6529	e-mail@incap.int, carolinasiu@hotmail.com Executive Director	Working together in MOH, Nicaragua
Ing. Renato Chavarria	Unicef. 4to.piso, Casa de las Naciones Unidas, Col. Palmira, Tegucigalpa, Honduras. +504 2220 1100	rchavarria@unicef.org Water and sanitation specialist	Working together in Unicef, Honduras

Dr. Fernando Lazcano Unicef. 4to.piso, Casa de las Naciones Unidas, Col. Palmira, Tegucigalpa, Honduras. +504 2220 1100 flazcano@unicef.org Program coordinator (a.i) Working together in Unicef, Honduras

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