



Dr. Mariano Gerardo Salazar Castellón

Curriculum Vitae

26/01/2014

Personal

Mariano Salazar Castellón

CV

SALAZAR CASTELLON, Mariano.....1/26

Personal Details.....1/26

Other Address/Additional Contact Information.....1/26

Contract Information.....1/26

Areas of Expertise.....1/26

Language Skills.....1/26

Education.....2/26

International Experience.....2/26

Present and previous employment.....3/26

Computer Skills.....20/26

Family Info.....20/26

Additional Information.....21/26

SALAZAR CASTELLON, Mariano

Personal Details



Dr. SALAZAR CASTELLON Mariano

Second Name: **Gerardo**

Gender: **Male**

Civil Status: **Married**

Country & Place of Birth: **Costa Rica, San Jose**

Date of Birth: **3-Apr-1954**

First nationality: **Nicaragua**

Are you currently a WHO staff member? **No**

Previously applied to WHO? **Yes**

Permanent Address:

Residencial Bello Horizonte, Casa B- 53, Tercera Etapa

Código Postal: 14055,

Managua

14055

Nicaragua

Telephone Home telephone: **00 505 22 51 45 79**

Professional telephone:

Mobile telephone: **00 505 88 53 09 20**

Other details

E-mail for correspondence: **marianosalazarc@gmail.com**

Other e-mail address: **marianosalazarc@hotmail.com**

Other Address/Additional Contact Information

salazarmariano@yahoo.com;

Contract Information

Employment Length Preference **Fixed Term Only (1 year or more)** If you wish to work less than full time, please indicate percentage **50%**
Special Short Term 2 Only (less than three months)

Availability **1 month's notice**

Areas of Expertise

Health Policy Development over 10 years **Health Systems Analysis** 6-10 years **Monitoring, Surveillance and Evaluation** 6-10 years

Public Health Administration over 10 years **Public Health Planning** over 10 years

Language Skills

Mother Tongue 1 : **Spanish**

Mother Tongue 2 : -

U.N. Proficiency Examination **No**

Working Languages

Speaking

Reading

Writing

English

Intermediate

Advanced

Advanced

French

None

Basic

None

Spanish

Mother Tongue

Mother Tongue

Mother Tongue

Other languages

Portuguese

Advanced

Advanced

Advanced

Education

Highest Educational Degree

Master's Degree (or Equivalent)

Educational details

| Year | Name of Education Institution | Degree / Diploma | Title of degree/diploma and description of studies |
|--------------|--|------------------|---|
| 1983 1985 | National School of Public Health, Oswaldo Cruz Foundation (ENSP/FIOCRUZ), City and Province of Rio de Janeiro Brazil | Other | DEGREE Master of Public Health DESCRIPTION OF STUDIES Health planning, Methods and techniques of health planning, Health planning in transition societies, General theory of both health and public administration, Basics statistics, Basic epidemiology, Epidemiological analyses, Statistics methods for analyses of epidemiological studies, Special didactic and applied pedagogy, Social sciences and health, Economic and social development, Internship in method of teaching |
| 1971 1979 | School of Medicine, Universidad Autónoma de Nicaragua, City of Leon, Province of Leon Nicaragua | - | DEGREE Medical Doctor DESCRIPTION OF STUDIES Biology I - II, Mathematical 0-I- II, Study of the Culture, Spanish I - II, Sociology Four years at School of Medicine: Basic sciences of Medicine and Surgery, Theory and Practice of General Clinic of Medicine and Surgery, Foundations of Public Health and Community Medicine. Two years of general medicine and surgery practices: One year at national reference hospital in the services of internal medicine, pediatrics, surgery, gynecology y obstetrics, emergency, intensive care and ophthalmology. Additional one year of Obligatory Social Service at Health Center rural area: EPI, reproductive health, TB, general medicine |

Other educational details

05/1995, TRAINING, Health Technical Cooperation Seminar, Washington , USA(PAHO/WHO headquarter)
 06-07/1998, TRAINING, Methods of Participatory Urban Appraisal, Haarlem,Hollan (The Environment and Society Foundation), Products of consultancy 10/2001, TRAINING, Communications Workshop, Cuernavaca, Mexico (OXFAM), 09/2005, Health, HIV and Nutrition policies, strategies and tools, Geneva, Switzerland (UNHCR)
 01/2006, Clinical Management of Rape: Improved Responses to Sexual Gender Based (SGBV) Violence in Emergency Situation, Geneva, Switzerland (UNHCR) 2 -4/09/2009, Seminaire de formation en approche bsee sur les droits de L'Homme et la programmation au developpement, Sao Tome e Principe 5 - 7/10/2009, Formation sur le Suivi et l'Evaluation dans les pays ou le PNUD est le beneficiere principal des subventions du Fonds Mondial, Geneve, Suisse 21/01/2013, Basic Security in the field II, INTERNET, UNDSS 2470172013.
 Advanced security in the field, INTERNET, UNDSS

International Experience

Are you currently employed by an international organization as explained above? **No**

Have you lived and/or worked outside your home country on a long term basis (1 year or more)? **Yes**

| Organization: | Duty Station: | From: - To: | Grade: |
|---------------|---------------------|-------------|--------|
| UNDP | Sao Tome e Principe | 2009 - 2011 | |
| UNHCR | Mozambique | 2005 - 2006 | |
| CCSS | Costa Rica | 1998 - 2010 | |

Additional information, if any: **For work and study reasons I have lived and visited the followings countries: EEUU, Mexico, Guatemala, Honduras, El Salvador, Costa Rica, Panama, Cuba, Colombia, Brazil, Uruguay, Holland, Angola, Mozambique, Swissland, South Africa, Sao Tome e Principe.**

Do you have professional experience outside of your home country (e.g., short-term assignments, management responsibility, extensive business travel)? **Yes**

Please specify the country and field of work: **African region: 1. Angola: (Health and Nutrition, Health System Post Civil War Recovery) 2. Mozambique (Refugee Population Health and Nutrition); 3. Sao Tome e Principe (HIV/AIDS+TB Monitoring and Evaluation) Americas: 1. Costa Rica a. Health promotion, b. Strategic Management of Health Human Resources, c. Immigration Research, d. Post Graduate Public Health Teaching); 2. Honduras a. Project evaluation, b. OXFAM International National Program Coordinator, c. ONG Institutional Development, d. Natural disaster Response) 3. Nicaragua a. Strategic Planning and Health Policies, b. Project Formulation, c. Health Technical Cooperation Program Monitoring and Evaluation, d. Health Information System and Health Statistics, e. Human Resources Strategic Planning, f. Health Services Continuous Education, g. Management Information System, h. Local Technical Cooperation, i. Health Promotion, Health Services Development, j. Health Services Cost, k. Post Graduate Public Health Teaching, l. Natural Disaster Response, m.**

Health System Post Civil War Recovery n. Refugee Population Public Health and Local Development European region: 1. Holland a. Public Health and qualitative research to face on a City Development in the next future

A number of jobs in international organizations require that you travel extensively or are prepared to relocate. Are you willing and able to travel during the course of your duties? **Yes**

If no, or with reservations, please specify.

Present and previous employment

26 listed currently

Exact Title of Position held: Health and Nutrition Officer

From:- To: 3/2013 - 3/2014

Starting Annual Salary (and Currency) 46370

Ending Annual Salary (and Currency) 46370

Name and title of supervisor(s): rENATO cHAVARRIA, PROGRAM 01 COORDINATOR

Name/address of employer: UNICEF, Casa de las Naciones UNidas, Tegucigalpa, Honduras

Brief description of duties and responsibilities:

Timely sectoral analysis, input and support contribute to the Situation Analysis, Analysis of bottlenecks, and its periodic update for effective project planning, development and management.

Quality technical contributions are made to the development and implementation of Integrated Health & Nutrition strategies and approaches through participation and collaboration with internal and external partnership

Work plan and objectives are strategically established, implementation support is effectively provided, and planned results are timely delivered through application of technical expertise

Project implementation progress is monitored and evaluated for adjustment, acceleration and improvement of program delivery and sustainability

Technical support is provided to government and NGOs at various stages of the project implementation, monitoring and evaluation, including capacity building of government personnel and beneficiaries.

The capacities of Country Office staff are strengthened through effective capacity building support in the development, implementation and management of the Health & Nutrition projects.

UNICEF and Government accountability is ensured for supply and non-supply assistance and disbursement of programme funds for Health & Nutrition under Young Child Survival and Development Programme.

Effective working relationships with internal and external counterparts are kept maintained for advocacy, technical coordination, information sharing and knowledge networking.

Relevant and strategic information is kept available to support the Health & Nutrition Programme by the effective implementation of an integrated monitoring system.

Required programme/project reports are timely prepared in compliance with the established guidelines and procedures

Emergency preparedness is maintained, and in emergencies, emergency responses with effective coordination are provided.

Other assigned duties and responsibilities are effectively accomplished

Key achievements:

In process.

Please indicate how many people you were responsible for. **12**

May we contact your employer as a reference? **Yes**

Reason for leaving:

Exact Title of Position held: Advisor to Executive Director of Profamilia for increasing income of the clinics

From:- To: 7/2012 - 10/2012

Starting Annual Salary (and Currency) 2400

Ending Annual Salary (and Currency) 2400

Name and title of supervisor(s): Dr. Freddy Cardenas, Executive Director

Name/address of employer:

**PROFAMILIA Shell Plaza El Sol 1 c. al Sur y 1/2 cuadra abajo. Managua,
Nicaragua**

Brief description of duties and responsibilities:

- 1. Promote management capabilities of a selected clinical universe (no more than seven) in favor of the implementation of alternatives to achieve increased revenues, improved.**
- 2. Outline a profile monitoring and evaluating system for the implementation of alternatives to achieve increased revenues.**
- 3. Identify a tool (s) for the management of productivity and costs and identify the best experiences in Nicaragua about study health care costs.**
- 4. Two experiences of processing data from the outpatient morbidity, made and submitted final reports.**
- 5. Trace Tool Management Commitments, developed and used for management analysis.**

This work was part-time

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. Was identified Nicaragua experience about cost estimating health care costs using methodologies named process costs and costo by per event; examples were delivered.**

Please indicate how many people you were responsible for. **10**

May we contact your employer as a reference? **Yes**

Reason for leaving: **End of contact**

Exact Title of Position held: **Technical advisor of the program coordinator**

From:- To: **2/2012 - 5/2012**

Starting Annual Salary (and Currency) **US\$ 1500**

Ending Annual Salary (and Currency) **US\$ 1500**

Name and title of supervisor(s): **Dr. Alejandro Solís, Director General de Planificación y Desarrollorollo,**

Name/address of employer: **Ministerio de Salud, Complejo de la Salud "Conchita Palacios", Managua,
Nicaragua**

Brief description of duties and responsibilities:

To support the Ministry of Health in Development Programme Implementation of Health Networks (Phase 01) under the authority of the General Program Coordinator(Director General of Planning and Development) and under the direct supervision of theDirector of Planning

To organize with the Directors General and Specific activities to be developed in the framework of the implementation of the Health Network Development (Phase 1)

To strengthen the bonds of the Coordinating Unit for External funds (UCFE) with Directorates and Divisions as well as General and Specific Procurement Unit with Ministry of Health.

To ensure compliance with the clauses of the contract and / or agreement signed by the MOH to implement the program

Key achievements:

Have triggered the involvement of Senior Management of the Ministry of Health in monitoring the program. This involvement came after I gave the alarm due to the low financial and technical implementation of the program committed to the first half of 2012.

Please indicate how many people you were responsible for. **10**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Monitoring and evaluation specialist**

From:-To: **8/2011 - 11/2011**

Starting Annual Salary (and Currency) **3000**

Ending Annual Salary (and Currency) **3000**

Name and title of supervisor(s): **Dra. Maria Delia Espinoza**

Name/address of employer: **UNICEF, Casa de las Naciones Unidas, Managua, Nicaragua**

Brief description of duties and responsibilities:

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.

1. To analyze the strategic and operational role of CONISIDA.
2. To analyse the organizational scenario of CONISIDA (Structure, functions, organizational climate)
3. To suggest different approach to Strengthening the strategic role of CONISIDA and change the management culture from one based in process to ones based on results.
4. To promote the integration of teamwork devoted to monitoring and evaluation the epidemic model in the country and the national response.
5. To develop and apply the concept of "situation room" to simplify the scenario and support a decision taken process based on evidences
6. To develop a tool to monitoring the indicators of impact, result and programmatic and other usefully tools related to.
7. To develop support material to develop a capacitating program in services related to project management and monitoring and evaluation system.
8. To review the networking of institutional interaction.

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

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes**

Reason for leaving: **-----**

Exact Title of Position held: **Monitoring and Evaluation Specialist**

From:-To: **6/2009 - 6/2011**

Starting Annual Salary (and Currency) **US\$ 50543**

Ending Annual Salary (and Currency) **US\$ 50543**

Name and title of supervisor(s): **Md. Angela Anna de Tommasi, Programme Manager UNDP Global Fund Management Unit United Nations Development Programme**

Name/address of employer: **Casa das Nações Unidas, Avenida das Nações Unidas, C.P 109, São Tome São Tome e Príncipe**

Brief description of duties and responsibilities:

In addition to the duties and responsibility that are described below, I am taking part of the Monitoring and Evaluation Teamwork which is in charge to perform this duties for the United Nations Development Assistance Framework (UNDAF)

1. Strengthening M&E system on Global Fund, national and SB level
 - a. Lead the development and implementation of a comprehensive monitoring and evaluation plan all the Global

Fund (GF) programs implemented by the country office according to GF standards

- b. Promote the participation of all sub-recipients in the development of the monitoring and evaluation procedure and ensure that all sub-recipients have individual plans
 - c. Liaise with the local Fund Agency during the monitoring and evaluation assessment and ensure that recommendations are acted upon in a timely fashion.
 - d. Prepare monthly and annual reports
 - e. Support the NAIDSP and NMCP in the national M&E efforts; system strengthening; and elaborations reports and national M&E plans.
 - f. Elaborate terms of reference for consultants and studies to be carried out.
- 2. Oversight of Sub-Recipients**
- a. Ensure that SRs have adequate systems in place to monitor the activities and outputs of their of their sub-component
 - b. Identify the capacity gaps of SRs, and develop and implement a capacity building strategy to ensure that all activities and outputs of the program are adequately monitored
 - c. Hold periodic training events for all SRs to promote harmonization.
 - d. Conduct periodic field visits to validate the accuracy of reported indicators.
 - e. Support the development of work of the National AIDS program.
 - f. Follow up the achievement of the program, goals and alert GFATM unit in case of difficulties or bottlenecks.
- 3. Data Quality Control**
- a. Ensure that all indicators monitored have the necessary means of verification to ensure data quality.
 - b. Ensure that all quantitative and qualitative surveys conducted meet international standards in consultation with technical partners, including the World Health Organization.
 - c. Investigate any finding of the Local Fund Agent with respect to data quality.
 - d. Share lessons learned with other UNDP Country Office managing Global Funds grants.
 - e. Regular supervision visits to verify data.
 - f. Support the M&E Unit of the NAIDS in data collection, verification and analysis.
- 4. Various**
- a. Participate in weekly meeting of the management team of the local office and of the global fund unity
 - b. Support the development of work and activities that are expressly solicited by the Global Fund Manager, inside of the framework of his/her competence
 - c. Support the development of work and activities of the Global Fund Unit
 - d. Liaise with other partners and UN agencies to assure the flow of information
 - e. Collaborate with any HIV project within UN agencies

Key achievements:

1. To Reorganize the sanitary attention of sex workers evolving from a model based on paid an specialized medical professional to a model based on both stratification and free paid attention as part of RHS/MOH.
2. To analyze and update the conclusions and measures identified during the M&E self-assessment workshop on Malaria and VIH/AIDS leading to strengthen the Monitoring and Evaluation Plan, the Executive Unit and the System of Data Reporting", which was done in São Tomé and Príncipe, 24, 29, 30 April e 2, 5 May 2008, with the participation of MOH, CNE/PNLS, PNLP / FG-UNDP
3. To update the HIV's M&E Plan for second phase execution (2011-13)
4. To prepare the Tb's M&E Plan for the first execution phase (2010 - 12)
5. To prepare an overall evaluation of GF/UNDP Grants in STP: Malaria, R4 (Grant closure process), Malaria, R7 (In execution), HIV/AIDS, R5 (Negotiating second phase), Tb, R8 (Starting); and the situation of proposed Grants Malaria RCC W7, HIV/AIDS, R9
6. To take part of a teamwork which prepare a successfully proposals about HIV/SIDA Round 10 and Tuberculosis Round 8 to be submitted to Global Found.
7. To take part of a teamwork which solve several questions arose by TRP/Global Found in the process of approval of Malaria's proposals: Round 4/Rolling Continuation Channel (R4/RCC) and Round 7/Phase 2. The news until now are that both proposals were approved.

N. In process...

*Please indicate how many people 10
you were responsible for.*

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Institutional specialist**

From:- To: **11/2008 - 1/2009**

Starting Annual Salary (and Currency) **US\$ 6000**

Ending Annual Salary (and Currency) **US\$6000**

Name and title of supervisor(s): **Lic. Ruth Selma Herrera**

Name/address of employer: **Empresa Nicaraguense de Acueductos y Alcantarillados (ENACAL) Km. 05, Carretera Norte; Managua, Nicaragua.**

Brief description of duties and responsibilities:

To development and updating the organization and functions manual of the Operations Management of ENACAL which included the updated definition of Organizational Operations Management where clearly appreciate and hierarchical levels of authority of each of the units that compose it, the job description of each of the entities that make up the Operations , identify indicators of good management that must meet the Operations Department, the single fee structure for each of the instances of Operations Management plus a consolidated charges estructure containing the name of the area charges, Capacity existing occupational category to which belongs each of the charges, the job description for each position, which clearly identify the responsibilities of each worker, analysis by presenting the minimum academic, labor and skills that must have the same occupant and internal relations and external communications holding the position, payroll charges to reflect the name of the nominal charges and the name of the actual charges for the human resources department update its database and update the provisions to ensure the proper use of materials, tools and equipment operations.

Key achievements:

Was successfully developed the organization and functions manual of the Operations Management of ENACAL, using a participatory methodology, based on consultation of secondary data and semi-structured interviews with the authorities and professionals, technicians and workers involved directly and indirectly. This manual was approved by the Institution Executive Presidency.

Please indicate how many people you were responsible for. **15**

May we contact your employer as a reference? **Yes**

Reason for leaving: **End of contract**

Exact Title of Position held: **Planning Director**

From:- To: **1/2008 - 9/2008**

Starting Annual Salary (and Currency) **C\$ 40.000,00**

Ending Annual Salary (and Currency) **C\$ 40.000,00**

Name and title of supervisor(s): **Lic. Ruth Selma Herrera**

Name/address of employer: **Empresa Nicaraguense de Acueductos y Alcantarillados (ENACAL)**

Brief description of duties and responsibilities:

Main duties

To support ENACAL´s Executive President about strategic and operational planning

To be the teamwork leader of 12 professionals and technical human resources, mainly engineers.

To elaborate and monitoring the Institutional Plan of Development, 2008 - 2012

To maintain good negotiations relationship with several donors coming from bilateral and multilateral international cooperation: development banks and agencies belong to the United Nations Systems

To coordinate:

- the portfolio of advanced institutional project profile preparation and negotiation**
- the formation and training system with emphasis in new generation**
- the develop of management information system and emergencies report**
- the relations with Secretary of Nicaragua President and other sensitive national institutions**

Key achievements:

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 ENACAL institutional 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 million), Inter American Bank of Development (IDB, 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, IDB, potable water) and Granada (KfW, potable water and sewerage).

Please indicate how many people 12
you were responsible for.

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **I quit**

Exact Title of Position held: **Health and Nutrition Coordinator**

From:- To: **5/2005 - 5/2006**

Starting Annual Salary (and Currency) **US\$50.542**

Ending Annual Salary (and Currency) **US\$50.542**

Name and title of supervisor(s): **Md. Olivia Shannon, UNHCR field supervisor, Maputo, Mozambique, Tel: (258) 21 49 76 / 49 02 42**

Name/address of employer: **UNHCR Rua Cidade da Beira Nro 3, PO Box 1198, Nampula, Mozambique**

Brief description of duties and responsibilities:

Officer in Charge UNHC/Nampula (a.i); Health and Nutrition Coordinator

As a Head of Office (a.i - different periods)

Responsible for office and staff management and ensuring that institutional policies and procedure are followed in human resources, financial management, administration and reporting.

I have worked guided by the organization's corporate objectives.

As a Health and Nutrition Coordinator

Carry out a number of interwoven and equally important functions. They ensure the application of policies and standards and the adequate co-ordination of health and nutrition activities and should participate actively in programme planning, monitoring and evaluation. Furthermore, the HNCs play a role in promoting capacity building and in the areas of advocacy, information and communications.

The HNC promote an assistance based on a Primary Health care strategy which aims at implementing gender sensitive and cost-effective health programmes including reproductive health and HIV/AIDS interventions. Health and nutrition programs adopt participatory approaches in formulating objectives and designing activities with the goal of achieving an appropriate level of programme sustainability through enabling empowering and sensitizing refugee communities.

Key achievements:

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. .

Please indicate how many people 7
you were responsible for.

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health Promotion Specialist**

From:- To: **4/2005 - 7/2005**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s): **. Sylvia Narváez, Consultora, OPS/OMS, Nicaragua, Tel: (505) 2894200**

Name/address of employer: **Panamerican Health Organization / World Health Organization; Managua, Nicaragua**

Brief description of duties and responsibilities:

Main duties

To prepare a proposal about the mains challenges to develop the health promotion approach in Nicaragua through a partnership between PAHO, Health Ministry and Civil Society.

It included:

To identify the state of the art of health promotion into PAHO Country Cooperation Program

To identified the state of the art of health promotion into National Health Plans during a decade.

To analyze the health promotion history in the country

To identified the main health promotion challenges to develop of health promotion approach and to proposal the main strategies to do that

Key achievements:

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

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health services cost specialist**

From:- To: **11/2003 - 5/2005**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s): **Lic. Luis Bolaños, health services cost specialist**

Name/address of employer: **Management Science of Health (MSH), Complejo Nacional de la Salud, Managua, Nicaragua**

Brief description of duties and responsibilities:

Team field work leader and technical support for two researches about health services cost:

"Health Cost Services related to main general morbidity in Privates Medical Enterprises hired by the Nicaraguan Institute of Social Security (INSS)"

"Health Cost Services related to main Labor Risk attended in Privates Medical Enterprises hired by the Nicaraguan Institute of Social Security (INSS)"

Main duties:

To collaborate with the main Investigator in the coordination of the investigation

To participate in the elaboration of the General Investigation Plan and monitoring the same one

To participate in the selection of the investigators field and the definition of their reference terms

To define and to put in practices a qualitative methodology of selection for the illnesses and surgical procedures object of the study

To organize the critical route for the work of the clinical investigators team field

To formulate a proposal of tool about (a) gathering information for the analysis of clinical files and for (b) clinical guides of medical attention dedicated to the gathering of direct costs

To prepare the database to consolidate and to analyze the process of gathering information about clinical files

To coordinate the design of the database for the registration of information coming from the analysis of clinical files and the elaboration of the analysis plan of the available information.

To coordinate focal groups with medical and administrative specialists in order to evaluate the clinical guides of

medical attention and to assign direct costs

To participate in the elaboration of press notes for the dissemination of the process and the results of the investigation.

To participate in the writing of the final report and in the preparation of the consequent scientific publication.

To participate in a special team work which was in charge of systematize the methodology using in both researches

Key achievements:

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.

Please indicate how many people you were responsible for.

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health project Specialist**

From:- To: **12/2003 - 4/2004**

Starting Annual Salary (and Currency) **US\$ 7.000,00**

Ending Annual Salary (and Currency) **US\$ 7.000,00**

Name and title of supervisor(s): **Lic. Marian Tegborg, Second Secretary Development Cooperation**

Name/address of employer: **Agency of Swedish Cooperation for the International Development (ASDI), Embassy of Sweden in Nicaragua**

Brief description of duties and responsibilities:

Main duties:

To coordinate a teamwork (MINSAs/UNICEF-OPS/OMS) for the preparation of the Project "Toward a Model of Integral Attention in the SILAIS, 2005 - 2007" (US \$9.100.000), using the methodology of logical frame

To write and edit the Project proposal

To prepare methodological annotations for the negotiation between MINSAs and OPS/OMS - UNICEF.

To prepare a schedule for interviews, consultation sessions with the SILAIS and field visits, and to participate in the same ones.

To present and to debate the Project preliminary version with a technical group of consultants from ASDI - Nicaragua.

Key achievements:

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 draft Project devoted to the develop of public health at local level named "Toward a Model of Integral Attention in the SILAIS, 2005 - 2007" (US \$9.100.000), using the methodology of logical frame

Please indicate how many people you were responsible for. **6**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health and nutrition coordinator**

From:- To: **1/2003 - 7/2003**

Starting Annual Salary (and Currency) **US\$ 54.415**

Ending Annual Salary (and Currency) **US\$ 54.415**

Name and title of supervisor(s): **Dr. Oscar Castillo, UNICEF, Health and Nutrition Project Officer, Angola, Tel: (244) 2332348, 2331010, 2332334**

Name/address of employer: **UNICEF Rua Major Canhangulo, 197, PO Box 2707, Luanda, Angola**

Brief description of duties and responsibilities:

Under the supervision of the Resident Project Officer and in close coordination with UNICEFs Health and Nutrition Officers in Luanda and Kuito, responsible:

To adapt the sectorial Health and Nutrition National Plans of Action (NPA) at the provincial level, and to assist the chief of the office in the elaboration of a consolidated project plan of action (PPA)

To stimulate and support the partners to elaborate and present projects using the logical main frame to be supported by local and national resources.

To coordinate with the Provincial Directorate of Health, international and national NGOs, churches, the implementation of the PPA at provincial level, undertaking follow up on programme implementation activities in line with planed activities

To liase with local partners/authorities on Health and Nutrition projects feasibility and effectiveness and draft proposed changes in project work plans as required

To undertake regular visits to UNICEF supported project sites, assess local conditions and UNICEF's inputs and resources

To collect data according to the monitoring plans agreed by Luanda Office, maintain updated Provincial Situation Analysis and prepare reports, tables, grafts and other statistical data as required

To manage the contingency stocks, elaborate, perform and monitor the distribution plan of UNICEF's supply in close collaboration with the H/N Section of Luanda Office

To select and compile training and orientation materials for those involved in project implementation including donor and media visitors

To collect financial statement of expenditures for cash advances made to partners, verify that documents are in line with the project activity / allotment and submit to Luanda office for timely liquidation of CAGs

Key achievements:

I had the responsibility of adapt the sectorial Health and Nutrition National Plans of Action (NPA) at the provincial level, and to assist the chief of the office in the elaboration of a consolidated project plan of action (PPA). I 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.

Please indicate how many people you were responsible for. **7**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health System Analysis Specialist**

From:- To: **11/2002 - 12/2002**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s): **Dr. Pedro Rupilio, Coordinador de Salud, Organización de Cooperación Austríaca para el Desarrollo Horizont3000, Tel: (505) 277 - 3550**

Name/address of employer: **Horizont 3000, Contiguo a la sede central de Hispamer, Managua, Nicaragua**

Brief description of duties and responsibilities:

I was hired to give technical support to the Rosita's Health Direction Municipality, Región Autónoma del Atlántico Norte (RAAN), to prepare a proposal named "Visión de Futuro del Desarrollo de la Salud en el Municipio de Rosita".

Main duties:

- 1) To identified the most important municipality features that influence local health development and the local public health functions**
- 2) To identified the most relevant health indicators and the main health public problem since social sociality and governmental institutions point of view**
- 3) To use the SWPO tool to remark success, weaknesses, potentials and obstacles related to local health**

development

4) To systematize the main health contributions coming from different social actors and how they address the priorities belong to the local public health functions

5) To identified the future health image of Rosita's municipality

Key achievements:

I designed and implemented 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.

Please indicate how many people you were responsible for. **1**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health System Analysis Specialist**

From:- To: **6/2002 - 8/2002**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s):

Name/address of employer: **Nicaragua health services strengthen Project - European Unión Complejo Nacional de la Salud "Conchita Palacios", Managua, Nicaragua**

Brief description of duties and responsibilities:

I was hired by the "Nicaragua Health Services Strengthen Project - European Union" to identified a functional design in the following health centers: "Puerto Cabezas" Regional Hospital (RAAN), Health Centers of San Carlos, Las Azucenas and Los Chiles" (San Carlos). This work included take part of a teamwork with an architect and engineer.

Main duties:

- 1) Carry out an strategic analysis for each health unit based on the functional services organization
- 2) Give technical support to elaborate a first version of functional reorganization health services project

Key achievements:

To carry out an strategic analysis for each health unit based on the functional services organization. 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 to invest in infrastructure.

Please indicate how many people you were responsible for. **5**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Program Evaluation and analyzes specialist**

From:- To: **5/2002 - 6/2002**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s): **Dr. Pedro Rupilio, Coordinador de Salud, Organización de Cooperación Austríaca para el Desarrollo Horizont3000, Tel: (505) 277 - 3550**

Name/address of employer: **Horizont 3000 (Organización Austríaca de Cooperación para el Desarrollo-OED) - ONG Contiguo a HISPAMER Central, Managua, Nicaragua**

Brief description of duties and responsibilities:

I was hired to evaluate the project named "Atención Integral en Salud en los Municipios de Bonanza y Rosita", Región Autónoma del Atlántico Norte (RAAN), Nicaragua. Main duties:

To systematize learned lessons

To identified the beneficiaries perception on the project actions

To identify project success factors

To identify the main achievements of the project and the main relevant strategies

Key achievements:

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 were presented to the Austrian Embassy in the country.

Please indicate how many people you were responsible for. 1

May we contact your employer as a reference? Yes only after Offer, Subject to References

Reason for leaving: End of contract

Exact Title of Position held: National Program Coordinator

From:- To: 7/2001 - 2/2002

Starting Annual Salary (and Currency) US\$ 2.500,00

Ending Annual Salary (and Currency) US\$ 2.500,00

Name and title of supervisor(s):

Name/address of employer: Oxfam (ONG) Colonia Miraflores, Bloque Nro. 07, Casa Nro. 3743, Tegucigalpa, Honduras

Brief description of duties and responsibilities:

Main duties:

- 1) 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
- 2) Responsible for office and staff management and ensuring that institutional policies and procedure are followed in human resources, financial management, administration and reporting.
- 3) Work guided by the organization's corporate objectives.
- 4) Focus on changing policies that affect poor people, in line with the institution's Global Programme

Key achievements:

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. The task was done in a participative way. A portfolio of projects coming from several partners were identified and financial and technical support was done.

Please indicate how many people you were responsible for. 2 and 5 ONGs

May we contact your employer as a reference? Yes only after Offer, Subject to References

Reason for leaving: End of contract

Exact Title of Position held: Investigator

From:- To: 4/2001 - 5/2001

Starting Annual Salary (and Currency) US\$ 2.000,00

Ending Annual Salary (and Currency) US\$ 2.000,00

Name and title of supervisor(s): Lic. Adilia Eva Solis, Directora, Centro de Desarrollo Social (CENDEROS), Costa Rica, Tel: (506) 245 - 5022, 257 - 2301, 388 - 1356

Name/address of employer: **CENDEROS, Residencial San Pedro, San Jose, Costa Rica**

Brief description of duties and responsibilities:

To carry out an investigation to elaborate a general panorama of the Nicaraguan immigration in Costa Rica

Key achievements:

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. This research itself was a main contribution to have a general view about the Nicaraguan immigration in Costa Rica

Please indicate how many people you were responsible for. **2**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Specialist in strategic planning of human resources**

From:- To: **10/2000 - 3/2001**

Starting Annual Salary (and Currency) **US\$ 2000,00**

Ending Annual Salary (and Currency) **US\$ 2000,00**

Name and title of supervisor(s): **Lic. Guillermo Abarca, CCSS/Director, Dirección de Recursos Humanos, Costa Rica, Tel: (506) 2333036**

Name/address of employer: **Caja Costarricense de Seguro Social Sede Central, 3er piso Edificio Anexo, Avenida Segunda, San José, Costa Rica**

Brief description of duties and responsibilities:

To give technical assistance to the Caja Costarricense de Seguro Social (Division of Modernization and Development / Direction of Human Resources) about Strategic Thought and conduction of the human resources development.

It includes task lead to: 1) to increase the knowledge and abilities of institutional leaders' in the field of human resources strategic thought and situational strategic planning 3) to identify and development a strategic calendar of administration of situational change that supports the new role of the DRH inside the process of desconcentración 4) to elaborate a Project of special treatment for 14 priorities units belong to the DRH 5) to identify lessons learned as part of a process of DRH became a learning organization 6) to design an incentive tool to formulate and gathering new ideas, 7) to develop capacities for the integration of effective work teams and abilities of leadership and negotiation 8) to establish a corporate profile of performance for the DRH.

Key achievements:

The CCSS has more than 25 employees and was in the process of strategic reform and modernization. A key unit was the National Direction of Human Resources. The objectives of the contract were achieved.

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Organizational development and analyzes specialist**

From:- To: **10/2000 - 11/2000**

Starting Annual Salary (and Currency) **US\$ 2.500**

Ending Annual Salary (and Currency) **US\$ 2.500**

Name and title of supervisor(s): **Dr. Sadith Caceres, Director,**

Name/address of employer:

Programa de Desarrollo de la Infancia y la Mijer (PRODIM); Tegucigalpa, Honduras

Brief description of duties and responsibilities:

To identify 1) the strategies of managerial development, organizational development and social marketing of the PRODIM corporate image 2) the routes to organize a national system of generic medicines supplies 2) the organizational and methodological aspects to carry out the validation of a basic package of services of health financed by the IDB 3) the lesson learned from both the project of medicines communal funds and the project of prevention ETS / AIDS in sex workers and street boys/girls in risk 4) the strategies to transform PRODIM in an international ONG

Key achievements:

PRODIM was one of the main ONG in Honduras and was face on an important need of institutional transformation. All the objectives of the contracts were reached and a proposal of institutional transformation was prepared and approved.

Please indicate how many people you were responsible for.

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health Promotion and Planning Specialist**

From:- To: **9/1998 - 7/2000**

Starting Annual Salary (and Currency) **US\$ 2.000,00**

Ending Annual Salary (and Currency) **US\$ 2.000,00**

Name and title of supervisor(s): **Dr. Domingo Gamboa, CCSS, Jefe Dpto. de Promoción de la Salud ,Gerencia de Modernización y Desarrollo, Costa Rica, Tel: (506) 2952000 EXT 2796 / 2499 - 240 6985, 235 7692**

Name/address of employer: **Caja Costarricense de Seguro Social, Sede Central, 4to. Piso, Edificio Anexo, Avenida Sefunda, San José, Costa Rica**

Brief description of duties and responsibilities:

To provide technical attendance to "Caja Costarricense de Seguro Social / Division of Modernization and Development / Dpto. of Health Promotion". It includes:

- o To prepare and to develop a strategic plan;**
- o To identify the main challenges for the development of health promotion in the institution.**
- o To organize the process of transfer health promotion functions from the MOH to the CCSS;**
- o To develop capacities in favor of the promotion health in the sanitary regions;**
- o To identify the main policies to develop a managerial system of health promotion;**
- o To organize two series of publications: (1) "PROSILAIS" focus on organizational and methodological issues and (2) "Wallet of ideas" focus on the reflection and action about health promotion;**
- o To advise institutional local leaders about how to use health promotion to approach reemerging illnesses.**
- o To advise national officials about the use of health promotion in the following topics: aging, mental health, and sub regional projects promoted by CDC and PAHO dedicated to combat the consequences of the hurricane MITCH.**

Additionally, technical attendance was offered about the following topics:

- o To elaborate the CCSS institutional policies for the period 1998 - 2002**
- o To identified the CCSS activities in the Project "PLAGSALUD".**

Simultaneously, I have carried out technical tasks related to the following topics: Attention Quality, Healthy Municipalities and Health Promotion Strategy in the Urban Context.

Key achievements:

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. All the objectives of the contracts were reached and I prepared the first Health Promotion Plan in the history of the institution.

Please indicate how many people you were responsible for. **3**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Program Evaluation and analyzes specialist**

From:- To: **4/1999 - 7/1999**

Starting Annual Salary (and Currency) **US\$ 3.000,00**

Ending Annual Salary (and Currency) **US\$ 3.000,00**

Name and title of supervisor(s): **Dr. Roberto Escoto, UNICEF, Honduras.**

Name/address of employer: **UNICEF, Tegucigalpa, Honduras**

Brief description of duties and responsibilities:

To provide technical support to UNICEF-Honduras to evaluate the Project of "Health and Nutrition" placed in the regions of La Paz and Comayagua. The consultancy included the preparation of a proposal for health promotion at the local level as part of the modernization process of the Secretary of Health.

Key achievements:

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 of the Secretary of Health. These objectives were reaching.

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health Promotion Specialist**

From:- To: **11/1998 - 4/1999**

Starting Annual Salary (and Currency) **US\$ 2.500**

Ending Annual Salary (and Currency) **US\$ 2.500**

Name and title of supervisor(s): **Dr. Philippe Lamy**

Name/address of employer: **Organizacion Panamericana de la Salud, San Jose, Costa Rica**

Brief description of duties and responsibilities:

To provide technical support to PAHO/WHO in Costa Rica to define strategic areas for the elaboration of Political and Plans of Action directed to successful aging in the Costa Rican society.

Key achievements:

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.

Please indicate how many people you were responsible for. **6**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Public Health Specialist**

From:- To: **5/1998 - 7/1998**

Starting Annual Salary (and Currency) **US\$ 3.000,00**

Ending Annual Salary (and Currency) **US\$ 3.000,00**

Name and title of supervisor(s): **Thijs de la Court, Bureau Milieu en Samenleving (The Environment and Society Foundation) / Mondiaal Centrum Haarlem, Coordinador Proyecto, Holland, Tel: (023) 532 11 53**

Name/address of employer: **The Environment and Society Foundation / Mondiaal Centrum Haarlem, Holland**

Brief description of duties and responsibilities:

To take part of an international team for the preparation of the proposal IN SEARCH OF SUSTAINABILITY / HAARLEMMERS DIALOGUE WITH FRIEDS

Key achievements:

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. The task was done.

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Program Evaluation and analyzes specialist**

From:- To: **3/1998 - 6/1998**

Starting Annual Salary (and Currency) **US\$ 2000,00**

Ending Annual Salary (and Currency) **US\$ 2000,00**

Name and title of supervisor(s): **Dr. Philippe Lamy, Country Representative**

Name/address of employer: **PAHO/WHO, Complejo Nacional de la Salud, Managua, Nicaragua**

Brief description of duties and responsibilities:

Hired by OPS/OMS Nicaragua, to prepare the following proposal :

**SALUD PARA TODOS EN EL SIGLO XXI / LA COOPERACIÓN DE OPS/OMS ANTE EL PROCESO NACIONAL DE DESARROLLO DE LA SALUD EN Nicaragua. Mimeo, Nicaragua, 1998, pp: 73
REUNION DE EVALUACIÓN CONJUNTA DE LA COOPERACION TÉCNICA, Managua, Nicaragua, 11 Y 12 DE AGOSTO DE 1997 / CONTRIBUCIONES AL PROGRAMA DE COOPERACIÓN DE OPS/OMS. Mimeo, Nicaragua, 1998, pp: 14.**

Key achievements:

The objectives mentioned in the brief description were reaching.

Please indicate how many people you were responsible for. **0**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Health Planning and Management Specialist**

From:- To: **8/1989 - 12/1997**

Starting Annual Salary (and Currency) **US\$ 1.700,00**

Ending Annual Salary (and Currency) **US\$ 1.700,00**

Name and title of supervisor(s): **DDr. Carlos Linger, Dr. Philippe Lamy, Country Representatives**

Name/address of employer: **PAHO/WHO, Complejo Nacional de la Salud, Managua, Nicaragua**

Brief description of duties and responsibilities:

To attend technically the national authorities in the use of the situational strategic thought for the planning of the human resources in health; to formulate projects dedicated to the local development of the human resources and to develop and to apply a methodology of permanent education in service in the municipality of León.

1989 - 90

I was the manager of the health component belong to the Development Program of Returnees, Refugees and Displaced persons (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 promotion and protection of the health. 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 give technical support to the national authorities in the organization of health services based on the Strategy of Primary Health Care 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 health national system of planning and programming and the training of local health institutional leaders. Also, the use of the Management Information System (SIG) and the development of the managerial capacity of health services, as much as the support of the Technical Secretary of the Central American Council of Institutions of Social Security (COCISS) and the preliminary development of aspects related to the attention quality of the new model's of social security in the country.

1992 - 95

To create, develop and apply the concepts and methodological aspects related to the strategy of Technical Co-operation in the Territories (CTT). To facilitate their appropriation for the consultants and to encourage its implementation and the systematizing of the experience. To evaluate and review the execution of CTT since a critical point of view.

1994 - 95

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

To increase the sensibility of institutional keys actors (Minsa, AMUNIC, local governments and National School of Public Health CIES) related to the importance of the health like part of the municipal development and the utility of the initiative of healthy municipalities for the development of the health in the municipal scenario.

To develop the capacities of MOH, SILAIS and specific municipal governments to have a strategic plan related to healthy municipalities. To support the local governments in the preparation and understanding of its public declarations expressing their political support to health as part of the municipal development.

To distribute technical information relating to the proposal of both projects: healthy schools and municipalities. To train institutional facilitators in the organization of the municipal process to put in practice these proposals. To develop didactic material that facilitates the understanding of the main concepts of promotion and health protection and about the main features of the initiatives of healthy school and municipalities.

To develop national instruments for the investigation of the schools health status, as well as systematizing the national experience of healthy municipality. To elaborate a proposal of mobilization of resources in the Central American region to strengthen health promotion and protection.

1996 - 97

To contribute to the implementation of health component belong to special national processes such as the electoral observation in Nicaragua (1990), the medical support of Nicaraguan Resistance demobilization (1990), the tsunami in the Nicaraguan Ocean Pacific beaches (1992) and during the eruption of "CERRO NEGRO" volcano in the west of the country (1992).

To participate in the preparation of the quarterly, annual and biennials programs of technical co-operation and its evaluations and to support the coordination of specific technical area of cooperation projects. Also, to participate in the identified of country health status as a proposal to be part of the publication "Conditions of

Health in the America"

To organize meetings of Technical Co-operation Evaluation with the participation of the Government and other partners and to coordinate several technical discussions on diverse topics, for instance: the vision of the OPS in Nicaragua, the current corporate image and the renovation of the co-operation style, the organization of the technical cooperation in the country and the consultant's role.

1990 - 97

Key achievements:

The PAHO/WHO representation in Nicaragua was one of the most important in Latin America. The country was prioritized by the PAHO HQ and during this period was selected as the Representation of best performance in Latin America. Several challenges were face on in a changed scenario of reform and modernization. I was consultant and focal point of innovative processes of technical co-operation. Among them: processes dedicated to the local development as was the Development Program of Returnees, Refugees and Displaced persons (PRODERE), pioneer on interagency co-operation for the local development; Municipalities Promoters of Health, proposal where the local development is the axis for the social production of health understood; Co-operation Technical Territorial (CTT), where the local thing is considered the axis of integration of the co-operation program. In addition I was a pioneer to develop proposals related to attention quality, information management system, health services cost, the use of strategic thought for the planning of human resources in health, the organization of health services based on primary health care and the implementation of local systems of comprehensive health care (SILAIS).

Please indicate how many people 5 - 7
you were responsible for.

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Exact Title of Position held: **Local, regional and national Health Officer**

From:- To: **8/1979 - 7/1989**

Starting Annual Salary (and Currency)

Ending Annual Salary (and Currency)

Name and title of supervisor(s): **Dr. René Darce, Dr. Rigoberto Sampson (Q.E.P.D)**

Name/address of employer: **Ministerio de Salud, Complejo Nacional de la Salud, Managua, Nicaragua**

Brief description of duties and responsibilities:

1979 - 1982

Positions:

Municipality Health Director - San José de Cusmapa, Madriz Province;

Health Departmental Sub director, Madriz Province;

Health Regional Sub director - Region I (Estelí, Madriz and New Segovia);

Health Regional Sub director - Special Zone I(Puerto Cabezas y Las Minas);

Health Regional Director - Special Zone III (San Carlos, Río San Juan)

Main task:

To represent the Ministry of Health before the civil society and the government organisms in the territorial To preside the MOH regional organisms and to coordinate with local Government's Delegations and civil organizations the implementation of social policies.

To lead the local execution of the national health policies, with special emphasis in: 1) the evaluation of the strategy of primary care attention, 2) the formulation of territorial plans of health and 3) to develop a teamwork of institutional leaders and increase their abilities to use leadership and management tools, 4) to systematize local experience as important reference to develop national and local capacities in the Ministry of Health.

1986 - 1989

Positions:

Sub director of Information Systems Development Unit / Direction of Statistic and Computer Science;

Coordinator of National Planning Group /Direction of Planning and External Cooperation.

Main tasks:

To develop an operational model of health planning and programming with emphasis in the following categories: to) social participation, b) articulation with other social and economic sectors c) a management system for requesting and submission of results linking budget and services production e) the reception and efficient use of resources coming from the external cooperation and f) invigoration health local actors through decentralization of health activities.

To formulate strategies to develop information system according with the needs of monitoring and evaluation health policies. This task has been included methodological aspects for the design of information systems; to develop practical experiences of formulation and done a field tests of specific information systems, as well as to put in practical methodologies of evaluation of the productivity and costs of health services.

To support the preparation of strategic plans and policies related to the development of the Center of Health Investigations and Studies (CIES) belong to Ministry of Health, as well as the organization of a managerial training system to execute health policies in the regional and local level.

To take over the position of focal point in the Ministry of Health for the "Regional Project Management Capacity of Health Services", executed by PAHO/WHO in Central America.

Key achievements:

To organize health local services in the field based on the strategy of primary attention in a context of civil war.

To prepare national and local health plans and develop health policies

To design health information systems and promote the use of management information systems

Please indicate how many people you were responsible for. **Between 2 and 225, depending of the position**

May we contact your employer as a reference? **Yes only after Offer, Subject to References**

Reason for leaving: **End of contract**

Computer Skills

| | | |
|--------------------|--|--------------------------|
| Wordprocessor: | Word | Proficient |
| Database: | | ---- |
| Spreadsheet: | Exell | Working Knowledge |
| Operating Systems: | | ---- |
| Internet & e-mail: | Google Chrome, Explorer | Proficient |
| Presentation: | Power point | Proficient |
| Programming: | | ---- |
| Other software: | SPSS and EPIINFO: WORKING KNOWLEDGE | |

Family Info

Dependent family members

| <i>Name:</i> | <i>Date of birth:</i> | <i>Relationship:</i> |
|---------------------------------------|-----------------------|----------------------|
| Nelson Joaquin Salazar Recinos | 19-Sep-1991 | Son |

| | | |
|---------------------------------|--------------------|---------------|
| Ana Sonia Recinos Montes | 18-Jun-1958 | Spouse |
|---------------------------------|--------------------|---------------|

Relatives Employed by the United Nations or one of its specialized agencies

No relatives indicated.

References

| <i>Name:</i> | <i>Address: Telephone: Fax:</i> | <i>E-mail: Occupation, business title:</i> | <i>Briefly indicate how you know this person:</i> |
|--------------------|--|---|---|
| Dr. Joaquin Molina | PAHO/WHO, Setor de Embaixadas Norte, Lote 19 70800-400 - Brasilia, D.F., Brasil Country/City Code: 011-55-61 Tel: (011-55-61) 3251-9595 SW | http://www.paho.org/bra PAHO/WHO, Country Representative | Working together in PAHO/WHO Nicaragua |

Tel: (011-55-61) 3251-9591

| | | | |
|----------------------|---|---|---|
| Dra. Lea Guido | PAHO/WHO, No. 295 Avenue John Brown Port-au-Prince, Haiti (011-509) 2244-7675 SW (011-509) 245-6917 | http://new.paho.org/disasters PAHO/WHO, Country Representative | Working together in MOH Nicaragua |
| Dr. Barry Smith | +50222443557 | bsmith@msh.org Country Representative | 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 |
| Dr. Enrique Beteta | Complejo Nacional de Salud "Dra. Concepción Palacios", Costado Oeste Colonia Primero de Mayo Managua, Nicaragua PBX: (505) Sector Postal: 15AB Apartado Postal: 107 (505) 289-4700- 2289- 4101 | ebeteta@minsa.gob.ni Secretario General, Ministerio de Salud | Working in an outreach program of health |
| Dr. Gustavo Porras | Asamblea Nacional de la República, Frente al Ministerio de Hacienda, Managua, Managua - Nicaragua (505) 2222-5831 | salud@asamblea.gob.ni Diputado Nacional y Presidente de la Comisión de S | Working together in medical union affair |
| Dr. Gana Fofang | Codex 1011 BP 179 Bissau, Guinée Bissau Tel. +245 20 13 68 +245 20 10 71 +245 680 09 96 ax. +245 20 17 53 | Gana.fofang@undp.org UN Resident Coordinator / UNDP Resident Represent | Working together in UN/STP |
| Dr. Abdoulaye Konate | Avenida das Nações Unidas, Casa das Nações Unidas, Cidade de São Tome, São Tome e Príncipe, (209) 2241000, Ext. 105 | Abdoulaye.konate@undo.org Economics Advisor | Working together in UN/STP |
| 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 |
| Angela A. De Tommasi | United Nations Development Programme Sao Tome and Principe GSM: +239 9835292 Tel : +239 22211.22/.23 EXT. 107 Fax: +239 2222198 | angela.de.tommasi@undp.org Programme Manager, UNDP Global Fund Management Uni | Working together in UNDP/STP |

Length of stay at current place of residence

in current country of residence since 12-Jun-2009 in current town/city since 12-Jun-2009

Additional Information

Relevant experience, living abroad, additional skills

Achievements, Personal Qualities & Skills

Medical Doctor; Public Health Master, concentration area: strategic planning and management; advanced studies in Business Administration.

Twenty nine years (1979 - 2009) of experience in positions of institutional management, projects and consultancy. Fifteen (1990 - 2009) of them have been dedicated to the international cooperation like manager of projects and national, international consultant and international specialist in Costa Rica, Nicaragua, Honduras, Holland, Angola and Mozambique. An outstanding aspect during these years has been the elaboration, management and evaluation of projects prepared under the logical framework, oriented to the mobilization of resources for the development in the local, national and Central American dimension.

During these years I have accompanied the two waves (1979, 1990) of health system reform and modernization in Nicaragua. In addition, I have known about this process in Costa Rica and Honduras. Health promotion, as a general approach to develop health in different scenarios, has been one of my main professional interests during a long period (1986 - 2002) in the countries where I have worked.

Taking into account the organization's framework of institution which I have worked (National Institutions, Agencies of the System of United Nations, ONGs, Universities) I have always worked in an independent and creative way, guided to results. During my labor acting I have acquired wide experience in assuming the representation from the organizations to which I belong and in negotiating their interests with different social actors at local and national dimension.

I have experience in the preparation and evaluation of programs and projects of international cooperation, as much as in the organization of Meetings of Evaluation of Technical Cooperation of International Agencies, with the participation of donors, executors units and beneficiaries

My professional experience includes basic abilities in the use of the gender focus in the preparation of projects. The experience in Holland (98), PAHO/WHO (90-97), PNUD/PRODERE (1991), Oxfam International (2001-2), UNICEF (2003) and UNHCR (2005) has included being part of international work teams coming from different cultures, so much Latin Americans, as European, African and Japanese. In the areas of a) sustainable development at community level, b) the work with refugees, displaced and repatriated and c) in the environment of healthy municipalities and schools promoters of health, my experience has also included direct experience with local and national authorities, women, adolescents, selected topics of environmental concerns, nutrition, tropical diseases (malaria emphasis), HIV/SIDA, family planning and reproductive health and pro-health citizen mobilization.

I have been consultant, focal and exciting point of innovative processes of technical co-operation; among them: processes dedicated to the local development as the Program of Development for Displaced, Repatriated and Refugees (PRODERE), pioneer as regards co-operation interagency for the local development; Municipalities Promoters of the Health, proposal where the local development is the mark for the social production of the health understood as a very collective one; Territorial technical co-operation (CTT), where the local thing is considered the axis of integration of the co-operation program and the project denominated IN SEARCH OF SUSTAINABILITY / * HAARLEMMERS DIALOGUE WITH FRIENDS, prepared as part of a intercontinental work group, where the main lines of sustainable development were explored for the city of Harllen, Holland, under the paradigm of the XXI Local Agenda.

I have experience as a consultant in the field of Human Resources on the topic of Strategic Thought based on negotiation, teamwork, leadership, the approach of learning organization and organizational changes lead. Also, I have experience as a consultant in the field of Permanent Education in Service, which uses the work as a main axis for the learning process to develop deep knowledge and abilities to put in practice the profile of the position. I have experience as professor of university courses (degree and pos degree) at national and international level, as well as a researcher. I have been invited, speaker, coordinator in diverse international meetings.

The Answer in Cases of Emergency is not strange for me. I have had a direct experience in natural disasters: volcanic eruption, tsunami and hurricane in Nicaragua and floods in Honduras as well as in civil war (Nicaragua) and post civil war recovery (Nicaragua, Angola, Mozambique) that have consolidated my professional interest on this topic with a professional approach based on the contents of the Humanitarian Letter and Minimum Norms of Humanitarian Answer in Cases of Emergency, agreed internationally.

Trilingual : Spanish, Portuguese and English. For work and study reasons I have lived and visited the following countries: EEUU, Mexico, Guatemala, Honduras, El Salvador, Costa Rica, Panama, Cuba, Colombia, Brazil, Uruguay, Holland, Angola, Mozambique, Switzerland, South Africa and Sao Tome e Principe.

Advanced user of Word, Power Point and INTERNET's Explorer; intermediate user of Excel, EPIINFO, SPSS and Outlook.

Publications, fellowships, etc.:

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)

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.I.
- 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.; Sandukcic.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.
- f. 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.

4. Electronic format publications:

- a. Salazar.M. Ley General de Salud en Nicaragua: entre la utopía y la realidad . Publicación electrónica del proyecto Democracia Digital (www.democraciadigital.org). - Wed, 30 Jul 2003. San José, Costa Rica.
- b. Salazar.M. La Salud pública en la Post Guerra: Tareas Principales en la Provincia de Bie, Angola . Publicación electrónica del proyecto Democracia Digital (www.democraciadigital.org). - Wed, 20 August 2003. San José, Costa Rica.
- c. Salazar.M. Con Angola en el Corazón! . Publicación electrónica del programa de Voluntarios de Naciones Unidas (UNV)(http://dynamic.unv.org/Infobase/articles/2003/03_03_16AG0_health.htm)
- d. Salazar.M. Análisis descriptivo de las muertes infantiles en el SILAIS Managua durante el periodo Enero Junio 2007 / Una contribución a la implementación del Modelo de Atención Integral en Salud . Publicación electrónica de la Biblioteca Virtual de Salud de Nicaragua:
http://www.bvspanpublica.org.ni/doc/planificacion/RE7PORTE_FINAL_INV2007.pdf
- e. Salazar.M. Estimación de los Índices de Dependencia de las Unidades de Salud con Camas del SILAIS Managua durante el año 2006. Una contribución a la organización de las redes de servicios. Publicación electrónica de la Biblioteca Virtual de Salud de Nicaragua:

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.

b. <http://marianosalazarc.iespana.es/>

5. Grey writings

1990 - 1999

Salazar.M.; Proveedor.E. et all. LINEAMIENTOS GENERALES PARA LA PLANIFICACIÓN ESTRATEGICA DEL COMPONENTE SALUD DEL PROGRAMA DE DESARROLLO PARA DESPLAZADOS, REFUGIADOS Y REPATRIADOS (PRODERE) EN LA REGIO I. Nicaragua, Mimeo, 1992, pp: 33

Salazar.M.; Proveedor.E. et all. LINEAMIENTOS GENERALES PARA LA PLANIFICACIÓN ESTRATEGICA DEL COMPONENTE SALUD DEL PROGRAMA DE DESARROLLO PARA DESPLAZADOS, REFUGIADOS Y REPATRIADOS (PRODERE) EN LA REGION VI. Nicaragua, Mimeo, 1992, pp: 40

Salazar.M. COOPERACION TECNICA TERRITORIAL/CONCEPTOS, PROBLEMAS, PERSPECTIVAS (APORTES PARA LA DISCUSION). Nicaragua, Mimeo, 1994, pp: 19

Salazar. M. NICARAGUA: APRENDIENDO NUEVAS MANERAS DE HACER COOPERACIÓN EN SALUD / ANOTACIONES PARA EL DEBATE. Nicaragua, Mimeo, 1995, pp: 08 (Incluye Presentación)

Salazar.M. MAS ALLA DE LA CTT. Nicaragua , Mimeo, 1996, p: 18.

Salazar.M. EL TRABAJO CON LOS LIDERES POLITICOS. Mimeo, 1996, pp: 07

Salazar.M. NUESTRA VISION DE LA OSP EN NICARAGUA / NOTAS PARA LA DISCUSION. Mimeo , 1996, pp:13

Salazar.M. MUNICIPIOS PROMOTORES DE LA SALUD EN Centroamérica / ANOTACIONES PRELIMINARES /PERFIL DE PROYECTO. OPS/OMS, Mimeo, Washington.D.C., 1997, pp: 39.

Salazar.M. SALUD PARA TODOS EN EL SIGLO XXI / LA COOPERACIÓN DE OPS/OMS ANTE EL PROCESO NACIONAL DE DESARROLLO DE LA SALUD EN Nicaragua. Mimeo, Nicaragua, 1998, pp: 73

Salazar.M. REUNION DE EVALUACIÓN CONJUNTA DE LA COOPERACION TÉCNICA , Managua, Nicaragua, 11 Y 12 DE AGOSTO DE 1997 / CONTRIBUCIONES AL PROGRAMA DE COOPERACIÓN DE OPS/OMS. Mimeo, Nicaragua, 1998, pp: 14. (Brochure disponible)

Salazar.M. HACIA UNA SOCIEDAD PARA TODAS LAS EDADES / LINEAMIENTOS ESTRATÉGICOS PARA UN ENVEJECIMIENTO SALUDABLE EN LA SOCIEDAD COSTARRICENSE. San José, Costa Rica, 1999, Mimeo, pp: 37

Salazar.M. UNICEF/PRODIM - PROYECTO DE EDUCACION Y VIGILANCIA NUTRICIONAL - EVALUACION E IMÁGENES DE FUTURO. Tegucigalpa, Honduras, 1999, pp: 81 (Incluye galería de imágenes)

Salazar.M. PRODIM / DESAFIOS DEL FUTURO - ANOTACIONES PRELIMINARES. Tegucigalpa, Honduras, 1999, Mimeo, pp:45

2000 - 2009

Salazar.M. ; Keneth. Avila. EL NUEVO ROL DE LA CCSS FRENTE A LAS ADICCIONES COMO PROBLEMA DE SALUD PUBLICA EN COSTA RICA. Mimeo, Gerencia Médica, Dpto. de Salud Mental / Gerencia de Modernización y Desarrollo, Dpto. de Salud Mental / CCSS, San José, Costa Rica, 2000, pp48

Salazar.M; et all. PROMOCIÓN DE LA SALUD MENTAL Y REESTRUCTURACIÓN DELA RED DE ATENCIÓN / PERFIL DE PROYECTO. San José, Costa Rica, 2000, pp: 61

Salazar.M. PANORAMICA DE LA INMIGRACIÓN NICARAGÜENSE EN COSTA RICA. Mimeo, Senderos/UPONIC/CEP-ALFORJA, San José, Costa Rica, 2001, pp: 57 (Incluye presentación)

Salazar.M. LINEAMIENTOS ESTRATÉGICOS PARA UN PROGRAMA DE TRATAMIENTO PREFERENCIAL A LAS UNIDADES DESCONCENTRADAS. Mimeo, Gerencia Administrativa, Dirección de Recursos Humanos, CCSS, San José, Costa Rica, 2001, pp: 29

Salazar.M. DISPOSITIVO DE INCENTIVO A LA FORMULACION , SEGUIMIENTO Y EVALUACIÓN DE IDEAS NUEVAS. Mimeo, Gerencia Administrativa, Dirección de Recursos Humanos, CCSS, San José, Costa Rica, 2001, pp: 25

Salazar.M. PERFIL CORPORATIVO DE ACTUACIÓN / EL DESAFIO DEL CAMBIO. Mimeo, Gerencia Administrativa, Dirección de Recursos Humanos, CCSS, San José, Costa Rica, 2001, pp: 10

Salazar.M. VISION DE FUTURO DEL DESARROLLO DE LA SALUD EN EL MUNICIPIO DE ROSITA. Municipio de Rosita, , Región Autónoma del Atlántico Norte, Nicaragua, 2002, pp: 30. (Ilustración)

Salazar.M.; Recinos.A. VALORACIÓN DEL PROYECTO ATENCIÓN INTEGRAL EN SALUD EN LOS MUNICIPIOS DE BONANZA Y ROSITA . Horizont 3000 Servicio Austríaco de Cooperación para el Desarrollo, Las Minas, Región Autónoma del Atlántico Norte, Nicaragua, 2002, pp: 78. (Ilustración)

Salazar.M. et all. HACIA UN MODELO DE ATENCION INTEGRAL EN LOS SILAIS / Cooperación del Gobierno de Suecia en Salud, 2005 2007 / Proyecto 1ra versión. Ministerio de Salud, Nicaragua, 2004, pp: 70. (Ilustración)

Salazar.M.; Delgado.E.; Somarriba.J.N.; Medina.E.; Barrios.R. INFORME DE INVESTIGACIÓN / ESTIMACIÓN DEL COSTO DE 25 MOTIVOS DE ATENCIÓN Y EGRESO EN EMPRESAS MEDICAS PREVISIONALES. Managua, Nicaragua, 2004, pp: 48 (ilustración)

Salazar.M.; Delgado.E.; Urroz.R.; Barrios.R.; Fuentes.A. INFORME DE INVESTIGACIÓN / ESTIMACIÓN DEL COSTO DE 25 RIESGOS LABORALES EN UNIDADES DE SALUD ACREDITADAS. Managua, Nicaragua, 2005, pp: 37 (ilus)

Salazar.M. DESAFIOS Y OPORTUNIDADES DE LA PROMOCION DE LA SALUD EN LA SOCIEDAD NICARAGUENSE. Managua, Nicaragua, 2005, pp: 73

* Salazar.M.; Massaza.F.;Balanca.J. NUTRITIONAL STATUS OF CHILDREN BETWEEN 6 59 MONTHS, CENTER OF MARATANE / SUMMARY . Mimeo, Nampula , Mozambique , 2005, pp: 27 (Ilustrado, Incluye galería de imagenes)

2010 2019

Salazar.M. MANUAL DE ORGANIZACIÓN Y FUNCIONES, GERENCIA DE OPERACIONES Y MANTENIMIENTO, Empresa Nicaragüense de Acueductos y Alcantarillados (ENACAL), Managua, Nicaragua, 2008, pp: 58 (ilus)

Salazar.M. REVIEWING AND IMPROVING THE SUMMARY REPORT TEMPLATE (M&E SELF-ASSESSMENT WORKSHOP) SÃO TOMÉ AND PRÍNCIPE MALARIA AND AIDS / 24, 29, 30 ABRIL E 2, 5 DE MAIO 2008

MINISTÉRIO DE SAÚDE, CNE/PNLS, PNLP / FG-UNDP , São Tome, São Tome e Príncipe, 2009, pp: 18

Salazar.M. PRELIMINARY MAP AND CONCLUSIONS ABOUT SEX WORKERS AND CLIENT MAIN FEATURES, São Tome, São Tome e Príncipe, 2009, pp: 02

Salazar.M., CRISES DE EXECUÇÃO DAS ACTIVIDADES DE PREVENÇÃO DO HIV/SIDA NA POBLAÇÃO JOVEM: ANÁLISES E ORIENTAÇÕES PARA O TRABALHO DE MÉDICOS DO MUNDO; São Tome, São Tome e Príncipe, 2009, pp: 08

Salazar.M ANALISES DA DISTRIBUIÇÃO DE CONDÕES E IDENTIFICAÇÃO DE ESTRATÉGIAS DE INCREMENTO PARA O ANO 2010, São Tome, São Tome e Príncipe, 2009, pp: 02

Salazar.M. APRECIACÃO PRELIMINAR DAS BASES DE DADOS DE MALÁRIA, HIV/SIDA E TB DISPONÍVEIS PARA OS PROGRAMAS NACIONAIS E OS GRANTS DO FG/UNDP: ACÇÕES PRIORITÁRIAS E IMPLICAÇÕES, São Tome, São Tome e Príncipe, 2009, pp: 06

Salazar.M. GLOBAL FUND PROGRAMS IN SAO TOME AND PRINCIPE / DEGREE OF RISK OF EACH GRANT AND THE GRANT PORFOLIO / AN OVERALL VIEW OF MAIN RECOMMENDATIONS, São Tome, São Tome e Príncipe, 2010, pp: 35 (ilus)

Salazar.M. A EPIDEMIA DE HIV/SIDA EM SÃO TOME E PRÍNCIPE: SITUAÇÃO DE HOJE E PISTAS PARA UMA AGENDA DO FUTURO. PREVALÊNCIA, CARACTERÍSTICAS DA EPIDEMIA E RESPOSTA SOCIAL (NOTAS DE TRABALHO SUJEITAS A MUDANÇA). São Tome e Príncipe, 2010, pp: 18

* Salazar.M. "O IMPACTO DA COOPERAÇÃO GF/UNDP NA EPIDEMIA DE MALÁRIA EM SÃO TOMÉ E PRÍNCIPE". In: Nations Unies a Sao Tome e Principe, Unies pour une cause commune, e-bulletin Nro. 11, Aout - September 2010.

* Salazar.M. et all. Una inversion en riesgo? Estimacion de las principales causas y soluciones del rechazo al rociado intradomiciliar en los Distritos de Agua Grande y Me Zochi, Sao Tome e Principe, Sao Tome e Principe, 2010, p:10

* Salazar.M. Estadísticas básicas de lã Tuberculosos em São Tome e Príncipe (2009 Setembro 2010) / Uma contribuição ao processo de desconcentração do Programa Nacional de TB / Primeira aproximação, Sao Tome e Principe, Sao Tome e Principe, 2010, p:36

* Salazar.M. Tableros de control / Ideas de diseños y ejemplos / Sala de situaciones de CONISIDA / Integrando el sistema de seguimientoy evaluación ante la epidemia de VIH / BOrrador, V 01. Managua, Nicaragua, 2011, p: 13

*Salazar.M. Ideas y ejemplos para la base de datos de la ficha epidemiológica y el programa de análisis / Componente de VIH / DEsarrollando herramientas de soporte para el rol de conducción y liderazgo de CONISIDA. Managua, Nicaragua, 2011, p: 44

* Salazar.M. Pistas metodológicas para organizar un sistema de seguimiento y evaluación de la respuesta nacional ante la epidemia de Vih. Managua, Nicaragua, 2011, p: 12

* Salazar.M. Tablero de control / Sistema de indicadores de impacto, resultado y programáticos / Monitoreando y evaluando la respuesta nacional / Sala de situaciones de CONISIDA / Integrando el sistema de seguimiento y evaluación ante la epidemia de VIH. Managua, Nicaragua, 2011, p: 21

Salazar.M. Análisis del clima organizacional del complejo de unidades ST/CONISIDA - Compnentes Vih y Tb / Aspectos globales y específicos. Managua, Nicaragua, 2011, p: 53

Educational activities and Conferences

Educational activities

1. Health Planning and Local Programming International Course*, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), 1988-89-90-91-92-95.Managua, Nicaragua.
- 2.Classes of Health Planning and Health Management Services, Master in Public Health Course*, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies, 1988-89.Managua,

Nicaragua.

3. Master in Public Health for encounters*. Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), 1996. Managua, Nicaragua
4. Managerial Information Systems International Course, PAHO/WHO, Nov 1989. Managua, Nicaragua.
5. Module of Strategic Administration of Human Resources*/Advanced Training in Development of Human Resources Program, PAHO/WHO, 1990-91. Managua, Nicaragua
6. Health Quality Attention for Health Local Leaders*, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), October, 1995. Managua, Nicaragua.
7. Classes of Descriptive Statistic, Vital and Sanitary Statistic, Formulation and Evaluation of projects using the logical mainframe*. Universidad Libre de Costa Rica, ULICORI, 1998. San José, Costa Rica.
8. Health Quality Attention for Health Local Leaders, Instituto de Ciências da Saúde, Victor Sã Machado (ICSVSM), October, 2010. São Tome e Príncipe
9. Determinantes sociales de la salud / Reflexiones a partir de la experiencia en varios contextos nacionales. Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), Junio, 2011. Managua, Nicaragua

*/ In this educational activities I have participate in the curriculum design.

Relevant Conferences

1. Medical National Meeting. Special Guest and Speaker, 1984, Montevideo, Uruguay
2. 3rd. Meeting of Central America and Panama Health Sector, Invited and Speaker, 1988, Managua, Nicaragua
3. Team Work Meeting about support health educative process in Central America, Mexico and Caribe, Speaker and work group coordinator, 1990, Ciudad Antigua, Guatemala
4. Round Table about Heal Social Participation, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM),, 1992, Managua, Nicaragua
5. Conference about health quality attention, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), Professor Invited, 1995, Managua, Nicaragua.
6. Round Table "Opportunities and advantages of Healthy Municipalities program, Speaker, 1996, Xalapa, Estado de Veracruz, México.
7. Conference about health promotion and healthy Municipalities, Centro de Investigaciones y Estudios de la Salud/Centre of Investigations and Health Studies (CIES/UNAM), Professor Invited, 1995, Managua, Nicaragua.
8. 2nd. Meeting of America Indigenous Health Committee belong to the America Indigenous Assembly, Speaker, 1996, Managua, Nicaragua.
9. Conference about Health Promotion , 2nd. Workshop for the elaboration of Institutional Plan of Health Promotion/Caja Costarricense de Seguro Social (CCSS), 1999, San José, Costa Rica
10. Mental Health Day, Speaker, CCSS ,1999, San José, Costa Rica
11. Teleconference about Health Promotion, CCSS, 1999, San José, Costa Rica
12. Conference about health services attention quality, Centro para el Desarrollo de la Seguridad Social/Social Security Development Centre (CENDEISS), 2000, San José, Costa Rica
13. United Nations Volunteer Day, Speaker, 2004, Managua, Nicaragua.
14. Nicaraguan Association of Public Health, Speaker (The future of Health System beyond the elections in November), 2006, Managua, Nicaragua.
15. Conference about Monitoring and Evaluation System and Management Decision Taking, Ministry of Education workshop organized by UNICEF, 2011, Sao Tome e Principe.