



Yerevan Armenia, December 2014

TIGRAN SUKIASYAN

Senior Associate

Tigran Sukiasyan is an economist with 17 years' experience in developing, implementing and monitoring strategic reforms and policies on socio-economic development in transition economies. He has worked with state institutions at the national level and with international organizations (WB, EBRD, OECD, BSEC, UNDP, UNIDO, UCTAD, EU TACIS, DFID, OSCE). Mr. Sukiasyan's work has required advanced negotiation skills with senior Government and donor representatives to design and implement policy reforms. His knowledge of world best practices in business environment reforms, investment policy, trade policy and market infrastructure development, as well as excellent knowledge of support priorities (both for Armenia and in general) of major donor agencies and international organizations, their programming cycles and reporting modalities resulted in formulating and negotiating with stakeholders Government policy documents aimed at improving of business enabling environment in Armenia, as well as country assistance strategies of donor community. The most recent example is initiation and successful accomplishment of fund-raising of 3m USD for two cycles of "Regulatory Guillotine" project in Armenia, as well as successful implementation of political consultations within senior level representatives of the Government and Donor community aimed at adopting politically sound set-up for reform.

Professional Background

Dec 2014 Current **Jacobs, Cordova & Associates**

Senior Associate

Yerevan, Armenia

Jacobs, Cordova & Associates are international leaders in regulatory reforms. JC&A have designed the world's largest and most innovative regulatory reform projects aimed at changing the market incentives that drive business behaviour in highly regulated environments. JC&A brings to its clients the range of regulatory reform tools and instruments that has been developed and implemented over 30 years to help governments improve the effectiveness, efficiency and transparency of fast-growing regulatory systems. Responsible for marketing of JC&A services in the FSU countries and in the Russian oblasts.

Jul 2005 – Nov 2014 **OSCE Office in Yerevan, Armenia**

National Economic and Environmental Officer

The Organization for Security and Co-operation in Europe (OSCE) is the world's largest security-oriented intergovernmental organisation. An ad hoc organization under the United Nations Charter (Chap. VIII), it is concerned with early warning, conflict prevention, crisis management and post-conflict rehabilitation. Responsible for:

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- Strategic Planning and Programming: Provision of advice for developing future strategy directions of the Office, particularly in the fields of business environment improvement, development of SME's and supporting infrastructures, trade policy, regional economic and tourism development, compliance with the standards of knowledge based economy.
- Project Management: Implements pre-programming and programming activities for the Economic and Environmental portfolio including design and evaluation of new project proposals.
- Provision of Expert Advice: Provides high quality economic input to all relevant OSCE programmes and projects and ensures that they are in line with national policies and priorities, as well as world best practices.
- Replication of success stories: Provides capacity building and expert advice to other missions of the OSCE and HQ for replication of successfully implemented in Armenia projects, as well as appraisal of country specific initiatives.
- Capacity Building: Implements capacity building and training activities for the respective departments and agencies of the Ministry of Economy, other Governmental agencies involved in reform process, civil society actors dealing with private sector development, business environment improvement and collaboration with international knowledge networks.
- Monitoring and Networking: Monitors economic developments in the country and its relation to the Mission operation.

Achievements:

1. Initiated and successfully accomplished fund-raising of 3m USD for two cycles of "Regulatory Guillotine" project in Armenia, as well as successfully led the political consultations within senior level representatives of the Government and Donor community aimed at adopting politically sound set-up for reform;
2. Provided coaching to the OSCE Centre in Bishkek that was resulted in commencement of similar to Armenian "Regulatory Guillotine" project.
3. Designed and supervised the implementation of multi-year projects with overall value of 1 m USD aimed at enhancing BEE reforms (with particular focus on inspection reforms), advancing competition, Government support to SMEs, increasing the role of civil society organizations in reform process and regional development.
4. Designed the number of Extra-Budgetary projects and implemented fund raising by attracting funds from different donor agencies.
5. Led development of number of policy documents (later approved by the Government), including "Policy Paper for Armenia's positioning as regional centre of excellence in business environment reforms".
6. Assisted Government agencies (with particular focus on Ministry of Economy) in structuring project proposals that were funded by different donors. Among them EU TWINNING and TAIEX projects aimed at

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capacity building and introduction of the standards for Standard Cost Model (total value – 1m EURO).

Dec 2003–Jan 2004 **United Nations Development Programme Armenia**

UNDP National Project Coordinator

“Sustainable Economic Development Policy for Armenia” Project. The main goal of the Project was to determine the factors of long-term economic development and strategic directions of policy determined by those factors. Supported the development of a policy proposal, which projected Armenia’s sustainable economic development in the long-run and set the consequent stages for reaching the long-term development objectives.

Nov 2003–May 2005 **Foreign Investment Advisory Service, Armenia**

Head of Study Secretariat, Foreign Investment Advisory Service

“Self-Assessment and Removal of Administrative Barriers to Investment Study”. Chaired Secretariat that was tasked with drafting the study that facilitated the dialogue between Government and business and enhanced the efficiency of the measures undertaken by the Government in improving the investment climate in Armenia.

Feb 2002–Jun 2005 Armenia **Ministry of Trade and Economic Development of the RA**

Head of Investment Policy and Market Infrastructure Development Department

- Developed and executed the investment promotion and market infrastructure development policy,
- Facilitated cooperation with donor organizations in Armenia and lobbied for economic development and investment related assistance projects,
- Advised international and domestic investors and entrepreneurs in protecting their legitimated business interests,
- Participated in drafting laws and other legal documents related to foreign investments,
- Supervised organization of major governmental economic forums/conferences, including the management of staff of the Investment Policy Department.

May 2000–Feb 2002 **Armenia Ministry of Trade and Economic Development of the RA**

Deputy Head of Mining Department

- Managed field development projects, participated in their implementation and monitoring of their results,
- Developed a model and the mechanisms of privatization of key mining companies, as well as carried out their pre-privatization restructuring,
- Facilitated cooperation between the Ministry and international organizations, as well as with potential investor foreign companies or partners.
- Prepared concept and executed tenders for conclusion of annual contracts on supply of finished products, as well as participated in conducting those tenders,

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- Evaluated contracts signed by mining companies on supply of finished products,
- Audited cash flows of mining companies,
- Participated in elaboration of fiscal algorithm and drafting new legal basis that regulates the mining field,

Achievements: Owing to undertaken reforms in the fields of modernization of legislative basis, development of a long-term sector development policy, rationalization of institutional arrangements and increase in efficiency of state owned mining companies, in December 2003, the Government of the Republic of Armenia has awarded with "Country Award for Outstanding Achievements in Mining Sector Development" conducted within the framework of the "Mines and Money" Congress organized by the Mining Journal.

Jun 1999-Jun 2000 **OECD and UNIDO Transition Economies Forum on Entrepreneurship and Enterprise Development**

OECD and UNIDO Expert

Elaboration of Policy Guidelines and Recommendations on Entrepreneurship and Enterprise Development in Transition Economies.

Sep 1997-May 2000 **Armenia Ministry of Industry and Trade of the RA**

Deputy Head of Entrepreneurship Support Department

- Worked with expert groups contracted by international institutions to recommend on state policies related to entrepreneurship development in countries with economies in transition.
- Provided policy analysis of priority export oriented and import substituting industrial branches of the Armenian economy, indicated the impeding factors and recommended the mechanisms to overcome them,
- Provided expert evaluation of projects for strategic development of industrial branches and supporting infrastructures,
- Developed a concept of a national entrepreneurship support system based on the world best experience,
- Elaborated post-privatization support programmes for industrial enterprises.

Education

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Project Management Institute and PM Expert, Yerevan, Armenia, October 2010	Certificate of Completion of Training "Project Management in a Company" (Standard PMI PMBOK/Guide 2008)
Jacobs & Associates and College of Europe, Bruges, Belgium, June 2009	Certificate of Completion of the "Regulatory Impact Analysis Training Course"
IMA International, Brighton, UK, June - July 2007	Certificate on "Monitoring and Evaluation in Development"

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World Trade Institute , Joint Centre of the Universities of Bern, Fribourg and Neuchatel, Bern, Switzerland, July 2006	Certificate of Completion of Summer Programme on "Introduction to the World Trade System, Dispute Settlement and Trade Policy Formulation"
Post Graduate School of State Engineering University of Armenia , Department of Industrial Management, Sep 1996 – July 1998	MA in Engineering Management. Diploma with honour
State Engineering University of Armenia , Department of Economics and Management, Sep 1993 – Jul 1996	Certificate in International Economic Relations
State Engineering University of Armenia , Department of Electrical Engineering, Sep 1991 – Jul 1996	MS in Electrical Engineering. Diploma with honour.

Languages

Language	Reading	Speaking	Writing
Armenian	1	1	1
English	1	1	1
Russian	1	1	1

Other relevant information:

- **"Doing Business" project of the World Bank** (*for the years 2008 and 2009*); Submitted contribution on the following indicators: Starting Business, Dealing with Licenses, Protecting Investors, Trading Across Borders. **Feb 2007/Feb 2008**

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