

SERGIU BEDROS

COO | VP Delivery | Digital Transformation

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Executive profile

Technology operations and digital transformation executive with 24+ years of professional experience across Moldova, the United Kingdom and Zambia. Career progression from Project and Product Manager to Chief Digital Officer and Chief Operating Officer, combining operational governance, multidisciplinary team leadership and delivery of national digital government programmes.

Currently leading delivery of Zambia's national e-Government ecosystem in partnership with the Ministry of Finance and National Planning. Experience spans interoperability, digital identity, payments, electronic signatures, public services, product management and World Bank funded programmes.

Leadership and delivery strengths

- Operational leadership: strategic planning, budgeting, resource allocation, internal governance and coordination of product, business analysis, engineering and DevOps teams.
- Programme delivery: full lifecycle oversight, risk and change management, vendor coordination, quality assurance, stakeholder reporting and operational support.
- Product and transformation: roadmaps, requirements, business process reengineering, public institution adoption and cross-government collaboration.
- Applied AI: team enablement, reusable prompts, AI assistants and workflows supporting analysis, delivery and service operations.

Selected delivery scope

- Professional portfolio indicators: USD 30 million in programme scale managed; leadership of 70+ cross-functional professionals.
- Executive accountability for 570 digital public services in Zambia and shared infrastructure, including GSB, ZamPay, ZamPass, ZamSign, the National Data Portal and ZamGov.
- Accountability for 12 strategic government systems and modernization initiatives at Moldova's E-Governance Agency during 2022-2024.
- Management of more than five concurrent projects during Moldova's e-Government transformation.

Professional experience

Chief Operating Officer | dotGov Solutions

Jul 2024 - Present

- Direct strategic development, planning and administration of the organization; establish operational strategies that support scalability, quality and timely delivery.
- Lead Zambia's national e-Government programme with the Ministry of Finance and National Planning, accountable for the delivery and support of 570 digital public services and shared infrastructure.
- Coordinate multidisciplinary teams and apply delivery methodology, business process reengineering principles and quality standards across project phases.
- Engage senior government officials to support institutional alignment, adoption and continuity of digital solutions.

Professional experience continued

Chief Digital Officer | E-Governance Agency, Government of Moldova

Mar 2022 - Jul 2024

- Led the agency's digitalization agenda and coordinated the Project Implementation Department, including annual planning, internal regulations, budgeting and resource allocation.
- Managed project and technical teams, consultants and suppliers; coordinated reengineering, development, operations, monitoring and support.
- Oversaw end-to-end delivery of 12 initiatives: National House of Social Security, Disability and Work Capacity Determination, digitization of legal entity and entrepreneur records, eLPA, eConsulate, Government Client Support System, MDelivery, MDoc, medical birth and death records, State Register of Legal Entities, Driver and Driving School Register, and Unemployment Registration.
- Set digital policy and standards for public service modernization and coordinated with government institutions and international consultants.

Product Manager | E-Governance Agency, Government of Moldova

Jul 2018 - Mar 2022

- Translated business goals and user needs into prioritized requirements and use cases; coordinated product development with technical teams and consultants.
- Provided technical, legal and operational support to public institutions modernizing their information systems; planned budgets for operation and continuous product development.
- Supported product adoption through training, presentations, branding and promotion; gathered requirements, oversaw testing and monitored product performance.
- Managed the National Semantic Catalogue project in 2020-2021, covering semantic assets and interoperability metadata for MConnect; used Agile methods and supervised requirements, implementation, integrations, acceptance testing and deployment.

Project and Product Manager | e-Government Center of Moldova

Feb 2012 - Jul 2018

- Managed a portfolio of digital public service projects, including more than five concurrent projects, under Moldova's e-Services Ecosystem strategy and roadmap.
- Controlled budgets, schedules and scope; managed risks, change requests, requirements, quality and stakeholder reporting across the delivery lifecycle.
- Managed MConnect development and implementation during 2012-2018, covering legal, organizational, technical and semantic interoperability; oversaw piloting, scaling, integrations and operational support.
- Managed eVisa in 2012-2013 and Active Access to the Real Estate Registry in 2012-2014, defining requirements and supervising development, integrations, acceptance testing and deployment.
- Managed the USAID supported e-Invoice project in 2013. Project and product management responsibilities also included MAccess and MLog.

Programme governance

Experience with World Bank funded programmes includes project planning, monitoring and control, stakeholder management, requirements and business process analysis, quality oversight, workshops and coordination with public institutions and suppliers.

Earlier professional experience

Business Development Consultant | AC-VMS (angelo.com)

2010 - 2012 | *United Kingdom and Moldova*

Provided marketing, sales and operations expertise; developed business pipelines, strategic analyses, proposals, market research and partner investment pitches.

Executive Director | ICS JC Partners

2007 - 2010 | *United Kingdom and Moldova*

Oversaw operational viability, marketing and sales, budget controls and expense management. Managed client and stakeholder relationships, launch objectives and regulatory compliance.

Administrator | Compuda / Endava LLC

2000 - 2007 | *United Kingdom and Moldova*

Managed daily operations, administrative and security procedures, resource allocation, budgets, purchasing, inventory and vendor coordination. Formalized office procedures and supported staff performance and productivity.

Applied AI and operational innovation

- Led internal enablement for AI adoption across Business Analysis, Software Development, QA, DevOps and Infrastructure teams, including training, practical guidance and change management.
- Contributed to the company's AI strategy and platform roadmap and maintained a reusable prompt library with role-specific templates and guardrails.
- Led and supported AI-assisted public service capabilities, including progressive chatbot guidance, service navigation and support triage; collaborated with engineering teams on assistants grounded in service knowledge bases.
- Supported internal agents for requirements decomposition, documentation, code assistance, test case generation, incident triage and knowledge retrieval.

Education

Bachelor's in Economics and Law | Academy of Police, Republic of Moldova | 1995-2000

Professional training

2026 | Prompt Engineering for Project Managers - PMI

2026 | Generative AI Overview for Project Managers - PMI

2026 | Master of Lovable - Coursiv

2022 | Agile Product Ownership - Confucius Consulting and Colors in Projects, Romania

2019 | Agile Product Ownership and Scrum - AgileHub Romania

2019 | Agile vs Waterfall, PMO and Risk Management - PMI Romania Chapter

2017 | Implementing Data Exchange Infrastructure in Government - WSO2

2015 | Advanced Project Management - PMI

2015 | Implementing National Interoperability Platform - WSO2

2014 | ICT Development Workshop and Training - ICDF Taiwan

Languages and international experience

Romanian - Native | English - Excellent working proficiency | Russian - Excellent working proficiency

Countries of work experience: Moldova, United Kingdom and Zambia.