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Profile Summary:

- Seventeen years post-graduate experience with senior and leadership roles in international development, philanthropy, and managing strategic initiatives globally in transitional settings;
- Experience advising and accompanying development, humanitarian, peacebuilding organizations and private foundations towards organizational change processes, applying a complexity and systems perspective;
- Senior peacebuilding and conflict sensitivity; co-developed various RPP (Reflecting on Peace Practice) tools, experience applying conflict-sensitivity/Do No harm approaches, conflict (systems) analysis;
- Experience working with coalitions and networks across different areas and sectors and facilitating multi-stakeholder engagements at strategy and programming levels;
- Development of new, complexity aware monitoring and evaluation approaches in fragile contexts;
- Research and advisory work on collective impacts in peacebuilding;
- Significant experience designing and conducting country case studies and comparative global analyses and related policy recommendations;
- Wide-ranging experience working with governments, bi- and multi-lateral agencies, non-profits, private foundations, and academia in different roles; widely published;
- Depth and breadth of roles as an applied researcher, advisor, facilitator, trainer, manager, evaluator, and strategic planner, in both operational and head-office roles;
- Experience mentoring and coaching international and local teams;
- Track record in participatory design, organizational change strategies, and adaptive programming;
- Applied research experience in a range of topics such as the prevention and countering of violent extremism, organized crime, and the role of the private sector in conflict contexts;
- Highly experienced working in diverse and flexible team set-ups, and managing multi-sectoral and multi-cultural teams remotely across countries and continents;
- Excellent team player while working with a high degree of individual independence.

Affiliations:

- Senior Associate with Interpeace's International Peacebuilding Advisory Team (IPAT);
- Member of Program Support Team of the UN Peacebuilding Fund;
- Member of various consultant rosters, such as with UNDP's Express Roster, FAO

Regional expertise: Africa, the Middle East, Asia (South, South East, and Central Asia), Latin America, Europe, and the US.

Country experience in (in alphabetical order): Armenia, Bolivia, Burundi, Cyprus, DRC, East-Timor, Ecuador, Ethiopia, Germany, Georgia, Ghana, India, Iraq, Israel, Kenya, India, Iraq, Kyrgyzstan, Nepal, Mali, Sierra Leone, Pakistan, Palestine, Peru, the Philippines, Somalia, South Sudan, Syria, Tajikistan, Ukraine.

Languages:

Fluent in English, Spanish and German (native). Limited working level French.

RELEVANT PROFESSIONAL EXPERIENCE

Principal and Owner, Untangle (LLC) – Independent Applied Research and Advisory

- Leads **advisory service, applied research, and evaluative processes** with donors, policy makers, INGOs, private foundations, and networks to improve the **effectiveness** and **collective impacts** of their work in **complex settings**;
- Provides **technical advice, capacity development, accompaniment, and training**;
- Applies **conflict (systems) analysis**, systems approaches to **strategy** and **program design using Reflecting on Peace Practice (RPP)** and **conflict-sensitivity/Do No Harm (DNH)** tools;
- Advises and coaches partners on **complexity aware** and **flexible implementation** approaches, including design, monitoring and evaluation processes;
- Works independently and in **partnership** with other independent experts and other research and consulting firms on a variety of projects.

CDA Collaborative Learning Projects (CDA), Cambridge, MA, USA (06/2013- 02/2019):

Director, Peacebuilding Effectiveness Practice Area, and of **Advisory Services** (2015-2019);

Co-Director Reflecting on Peace Practice Program (2013–2014):

- Led overall direction of **CDA's Peacebuilding Effectiveness Practice Area**, including program strategy design, fundraising, development of new collaborative learning initiatives;
- Oversaw CDA's **advisory services strategy** and grew advisory service portfolio and strategy;
- Contributed to field wide applied research and learning efforts through collaboration with the **Peacebuilding Evaluation Consortium**; and with Humanity United on **collective impacts in peacebuilding**, including **country case studies and comparative global analyses**;
- Led case study on collective impacts in peacebuilding in Kenya, reviewing the collective impacts of peacebuilding **networks** and **coalitions**;
- Led CDA contributions to **donor/multi-donor helpdesks**, e.g. multi-donor conflict-sensitivity resource facility in South Sudan, and the human security consortium helpdesk for SIDA;
- Led **tailoring of advisory, complexity aware evaluation and learning services** to specific organizations, based on an assessment and review of **organizational capacities**;
- Led **advisory service, strategy development, capacity building, change management, evaluation and training** engagements at country and global levels with a range of partners across 5 continents, using a variety of complexity aware approaches and tools (*including conflict systems analysis, Reflecting on Peace Practice, Do No Harm*);
- Led development and publication of **new peacebuilding tools** and **guidance** (see publications);
- Led applied research and advise organizations on their strategies in relation to the **prevention and countering of violent extremism (P/CVE, organized crime)**; contributed to CDA's collaborative learning initiative on the **role of the private sector in peacebuilding**;
- Member of CDA's **Senior Management team**; manage day-to-day operations of the peacebuilding effectiveness team; mentor staff, consultants and associates remotely.

UNICEF, Peacebuilding Adviser (2012–2013): Office of Emergency Operations, New York, USA

- Worked closely with UNICEF's program division to provide technical support (conflict analysis, program design, conflict-sensitivity) to the **global program on peacebuilding, education, and advocacy**, including support to **monitoring and evaluation strategy of a global program**;
- Led **programmatic support** to UNICEF field offices (Burundi, Ethiopia, Democratic Republic of Congo, Sierra Leone, Pakistan, Philippines, Somalia), as well as to UNICEF's Regional Offices for South Asia, Asia Pacific, West and East Africa. This included technical support to UNICEF country teams in the process of applying to the **UN Peacebuilding Fund**.

United Nations Development Program (UNDP), New York (2008 – 2012)

Conflict Prevention Specialist (2008–2012), Bureau for Crisis Prevention and Recovery;

UNDP Executive Office (2011): Seconded as an advisor on recommendation

- Led **technical country support** to a variety of UNDP Country Offices, and UN Country Teams (e.g. in East-Timor, Somalia, Kyrgyzstan, Georgia, Ecuador, Peru, Nepal, Iraq);
- Contributed to a **joint program** between UNDP and the UN's Department of Political Affairs on **conflict prevention**, including support to **Peace and Development Advisers** in RC Offices;
- Contributed to the development of **UNDP's new corporate strategic planning system**;

Associate Governance Officer, UNDESA (2006–2008), United Nations Department of Economic and Social Affairs (UNDESA), Public Administration Branch, New York, USA

- Supported chief of branch in providing **policy advice** to UN member states on public administration reform in conflict-affected and transitional contexts;
- Successfully raised new **donor funding** for the expansion of Peacebuilding Portal to Eastern Europe, the Balkans, Caucasus, and Central Asia;

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) - now GIZ

Country Manager, GIZ (2004–2006): Division of Latin America/Caribbean, Andes section (Colombia, Ecuador, Peru, Bolivia):

- Supported **country directors** and **regional director** in management of GIZ portfolio in Peru;
- Advised regional GIZ heads and office directors of Andes region on the integration of **conflict-sensitivity** into development portfolios across the region;
- Facilitated preparations of **inter-governmental negotiations** in close coordination with the German Ministry for Economic Cooperation and Development (BMZ), and the Foreign Office.

2003/2004: **Junior Officer, Division for Governance, State Reform, and Public Administration**

- Supported conceptual preparation and implementation of the **Eschborn Dialogue 2004** on Good Governance working with colleagues across the organization and external experts;
- Co-editor of GIZ/Nomos book publication on '**Capacity Development for Good Governance**';

Trainee (2003), European Commission (EC), Brussels: Directorate General of Development, Unit 'Relations with UN system, Member States and other OECD Donors'

- Supported the unit in donor coordination with UN, Member States and other OECD donors;
- Contributed to the development of new UN/EC collaboration policies and processes.

EDUCATION

M.A. Political Science and Spanish Philology, Ludwig Maximilians University (LMU), Germany 2002

Teaching and Visiting Scholar Reed College, Portland, Oregon, USA 2001

B.A. Political Science and Spanish Philology, Eberhard-Karls University, Germany 1999

ACADEMIC TEACHING EXPERIENCE:

Center for International Conflict Resolution, School of International and Public Affairs, **Columbia University**, Co-Instructor: Applied Peacebuilding – Key Competencies for Field work, 2008 – 2012

LANGUAGES:

Full proficiency in **English, Spanish** (UN proficiency exam), and **German** (native); limited **French**.

SELECT PUBLICATIONS

- Ernstorfer, Anita and Miller, Ben: *Corporate Impact and the Role of Business in the Global Peace Agenda* (CDA publication, forthcoming, January 2020).
- Ernstorfer, Anita: *Conflict-sensitivity in Approaches to Preventing Violent Extremism*. Published in collaboration with UNDP's Regional Hub, Arab States, 2019.
- Ernstorfer, Anita, Kiely Barnard-Webster. *Peacebuilding Design, Monitoring, and Evaluation: A training package for participants and trainers at intermediate to advanced levels*, 2019.
- Anita Ernstorfer: *Peacebuilding Networks and Alliances in Kenya: A Retrospective Look at Collective Peacebuilding Effectiveness*. CDA Collaborative Learning Projects. 2018.
- Anita Ernstorfer: *Effective approaches to preventing violent extremism: a peacebuilding systems perspective*. Berghof Foundation Dialogue Handbook, 2018.
- Ris, Lillie, and Anita Ernstorfer. *Borrowing a Wheel: Applying Existing DM&E Strategies to Emerging Programming Approaches to Prevent and Counter Violent Extremism*. 2017.
- Ernstorfer, Anita, Isabella Jean, and Peter Woodrow: *Thinking Evaluatively in Peacebuilding Design, Implementation and Monitoring*: Peacebuilding Evaluation Consortium, 2016.
- *Designing Strategic Initiatives to Impact Conflict Systems: Systems Approaches to Peacebuilding*. A Resource Manual. Cambridge, MA: CDA Collaborative Learning Projects, 2016 (co-author).
- *Reflecting on Peace Practice (RPP) Basics*. A Resource Manual. Cambridge, MA: CDA Collaborative Learning Projects, 2016 (co-author).
- *The Syrian conflict: A systems conflict analysis*. ARK Group, 2016.
- Ernstorfer, Anita, Diana Chigas, Adrienne G. Cuendet, and Leimer Tejada: *Advancing the SDGs by Supporting Peace: How Business Can Contribute*. United Nations Global Compact. 2015.
- Ernstorfer, Anita, Diana Chigas, and Hannah Vaughan-Lee: *From Little to Large: When does Peacebuilding Add up?* Journal for Peacebuilding and Development, 2015, 10 (1): 72-77.
- Anita Ernstorfer: *The Role of Social Services for Peacebuilding*. FriEnt 2013.
- Ernstorfer, Anita and Stockmayer, Albrecht (book editors): *Capacity Development for Good Governance*. Nomos/GTZ: Baden-Baden, 2009.
- Ernstorfer, Anita; Mekolo, Alphonse; Resta, Valentina; Rosenblum-Kumar, Gay: *Governance Strategies for Post-Conflict Reconstruction*: UNDESA, 2007.

EXAMPLES OF RECENT ADVISORY SERVICE/CONSULTING/TRAINING ENGAGEMENTS

APPLIED RESEARCH AND LONG-TERM OR REPEAT ADVISORY ENGAGEMENTS		
<i>*Note: the below engagements include work I have conducted independently with Untangle (LLC) since 2019 as well as through CDA Collaborative Learning (2013-2018)</i>		
Partner/Client	Content of work	When & Where
UNICEF, through partnership with Interpeace/IPAT	Team lead on evaluative review UNICEF portfolio in peacebuilding, social cohesion, and violence prevention in 21 countries to inform future UNICEF peacebuilding strategy.	Desk based, NYC, Kyrgyzstan, July 2019 – June 2020
UN Peacebuilding Fund (UNPBF)	Lead synthesis review of 60+ PBF project, program and portfolio evaluations as well as evaluability assessments over a period of 5 years.	Desk based and NYC January – April 2020
	Technical expert to co-draft new design, monitoring and evaluation guidance for UN Peacebuilding Fund engagements.	Desk based and NYC Sept 2019- March 2020
Folke Bernadotte Academy (FBA) Sweden	Facilitator of training workshop for staff of FBA's dialogue and mediation team in strategic program design.	Stockholm, Sweden January 2010
	Co-facilitator of regional conflict systems analysis and scenario development training workshop for UN DPA, DPKO and UNDP staff in the MENA region.	Amman, Jordan, November 2018
	Lead facilitator and content expert to develop a conflict systems analysis of Israel/Palestine including support to systems-based country portfolio design and review for FBA.	Israel/Palestine and desk based, October 2018 – January 2019
Bernard van Leer Foundation, The Hague Netherlands	Scoping of opportunities, risks and limitations for possible BvL Foundation engagement expansion in the Middle East.	October 2019- March 2020 Desk & Middle East travel
GIZ and BMZ, Germany	GIZ Iraq: Facilitation of a learning exchange on lessons from integrating physical reconstruction with social cohesion approaches.	Beirut/Lebanon, June 2019
	BMZ and GIZ HQ: Led training workshop on CDA's Reflecting on Peace Practice (RPP) and Do No Harm (DNH) tools with conflict sector experts from BMZ, GIZ, ZIF, and FriEnt.	Berlin, August 2018
	BMZ and GIZ HQ: Facilitation of two senior level events on the BMZ supported World Bank report on 'The political economy of reconstruction in the MENA Region'	Berlin, June 2018
	BMZ: Led conflict systems analysis of Iraq including facilitated workshop on entry points for programming and portfolio level conflict-sensitivity assessment.	Desk based and Berlin, October 2016 – January 2017
	GIZ Bolivia: Review and validation of conflict analysis and strategy of GIZ's program on strengthening government conflict prevention capacities, based on RPP and DNH criteria.	Bolivia, 2014
Swedish Fellowship of Reconciliation (SweFor)	Facilitation of 'Exchange' 100 – organizational strategy retreat of the SweFOR network; Facilitation of participatory systems analysis Western Sahara, and program planning.	Stockholm, 2017 and 2019
Open Society Foundations	Facilitator of two Monitoring, Evaluation, and Learning Exchanges with OSF's Economic Justice Program grantees. Lead facilitator of strategy workshop with natural resource governance grantees and private foundations to develop strategies for collective impacts.	New York City, 2017 and 2019
Catholic Relief Services (CRS)	Lead researcher for action research on prevention of violent extremism for Catholic Relief Services incl. organizational guidance and Go/No Go decision-making criteria.	Mali, desk based, CRS HQ 2017/2018

SIDA – Swedish International Development Cooperation Agency	CDA focal point on NGO consortium for a global SIDA helpdesk on Human Security and Humanitarian Assistance. Led various engagements on various topics and regions.	Desk based, 2015 - 2019
Donor consortium (UK, Switzerland, Canada, Netherlands)	Technical adviser for CDA on NGO consortium (Saferworld, CDA, swisspeace) implementing a multi-donor conflict-sensitivity resource facility in South Sudan.	South Sudan and desk based 2016 - 2018
USAID	CDA focal point for development of conflict-sensitivity guidance for USAID, in partnership with MSI (Management Systems International).	Desk based and Washington D.C. 2015 - 2018
Various (NGOs, donors, policy makers, foundations)	Facilitated various open trainings on conflict analysis, systems approaches to peacebuilding, Reflecting on Peace Practice tools, Do No Harm, and complexity aware evaluation.	Europe, US, Asia, Africa, Latin America, Middle East 2013-18
American Friends Service Committee (AFSC)	Capacity building, training, and coaching and accompaniment of various AFSC staff on conflict systems analysis, program design, and monitoring and evaluation.	Philadelphia and desk based, 2015 – ongoing (on and off)
DFID Conflict, Crime, and Violence Results Initiative (CCVRI)	Provided helpdesk support for DFID on measuring program results in fragile contexts. Consortium with CARE, Saferworld, SFCG, Small Arms Survey, and VERA Institute of Justice.	Global and focus on select countries, 2013/2014
SHORT-TERM ADVISORY AND APPLIED RESEARCH ENGAGEMENTS (SELECTION)		
Partners/Client	Content of Work	When & Where
Various NGO, donor, and private foundation representatives	Co-facilitated peacebuilding design, monitoring and evaluation training workshop to validate a newly developed peacebuilding DM&E training manual, incl. RPP and DNH tools.	Desk based and Washington D.C. September 2018
The Carter Centre	Led training workshop on Reflection on Peace Practice (RPP) and Do No Harm (DNH) tools workshop with DM&E focal points from peace and health programs.	Atlanta, US, August 2017
[Client Name confidential, European Private Foundation]	Led global peacebuilding strategy development process for the foundation including recommendations for the foundation's Board of Directors.	Desk-based, August – November 2017
UK Stabilization Unit	Co-facilitated monitoring and evaluation training for CSSF (Conflict, Stability, and Security Fund) supported programs, focus: M&E of unintended impacts/conflict sensitivity.	London and desk based, September 2017
European Commission, OAS, and CARICOM	Lead facilitator for conflict-analysis, Reflecting on Peace Practice (RPP) and Do No Harm (DNH) tool training for OAS and CARICOM staff. Focus case studies: Venezuela and Honduras.	Washington D.C., Barbados, May and August 2016
United Nations Global Compact	Advised the Business and Peace Impact Assessment Advisory Group (Business and Peace Platform), developed a guide on assessing business contributions to peace.	Desk and New York City, 2016
ARK Group, Syria	Facilitation of participatory systems analysis of Syria and strategic portfolio review using RPP.	Istanbul/desk-based, 2015/2016
DFID South Sudan	Developed a model for the multi-donor conflict-sensitivity resource facility in South Sudan, in collaboration with another consultant and in consultation with a range of donors.	South Sudan and desk, 2015 (facility in operation since 2016)
Kvinna till Kvinna (KtK)	Co-facilitated participatory conflict systems analysis on Afghanistan, program design process and conflict-sensitivity assessment of program design with KtK staff and partners	Dubai, Stockholm, August to December 2015
Norwegian Church Aid (NCA)	Training of various NCA staff and NCA's partners from India, Bangladesh, Nepal, and Afghanistan in Reflecting on Peace Practice (RPP) tools and systems approaches.	Oslo/Norway and Hyderabad/India, 2014
Interpeace	Facilitation of Reflecting on Peace Practice (RPP) and Do No Harm (DNH) infused Program Quality Assessment of Interpeace's Dialogue and Action Research Program in Mali.	Mali and desk-based, 2013