

ANITA ERNSTORFER

Principal and Owner, Untangle (LLC): untangle.world

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Profile Summary (you also find me on [LinkedIN](#)):

- Eighteen years post-graduate experience with senior and leadership roles in peacebuilding, international development, philanthropy, and managing strategic change initiatives globally in conflict-affected and transitional settings;
- Experience advising and accompanying peacebuilding, development, and humanitarian organizations, donors, multi-lateral actors, and private foundations in a variety of processes – analysis, strategy and program development, scenario development, and wider organizational change processes, applying a complexity and systems perspective;
- Senior peacebuilding and conflict sensitivity expertise: conflict (systems analysis), co-developed various RPP (Reflecting on Peace Practice) and systems tools; conflict-sensitivity/Do No harm;
- Extensive facilitation experience (strategy and scenario development, trainings, senior leadership workshops, collective impact engagements);
- Experience working with coalitions and networks in peacebuilding and across different areas and sectors and facilitating multi-stakeholder engagements at strategy and programming levels;
- Experience working across the ‘triple nexus’ – development, humanitarian, peacebuilding initiatives
- Development of new, complexity aware monitoring and evaluation approaches in fragile contexts;
- Research and advisory work on collective impacts in peacebuilding and other sectors;
- 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 – in person and remotely;
- 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:

- Principal Associate with Interpeace’s International Advisory Team (IPAT);
- Member of Program Support Team of the UN Peacebuilding Fund;

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, US.

Languages:

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

RELEVANT PROFESSIONAL EXPERIENCE

03/2019 – ongoing: ***Principal and Owner, Untangle (LLC) – Independent Applied Research and Advisory***

- Facilitates **strategy design, scenario development** and **program development** processes with policy makers, donors, and implementers in the peacebuilding, development, humanitarian fields;
- Leads **advisory service, applied research, and evaluative processes** to improve the **effectiveness** and **collective impacts** of their work in **complex settings**;
- Provides **technical advice, capacity development, accompaniment, training, and facilitation**;
- 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;
- Current key roles:
 - Principal Associate with Interpeace’s Peace Responsiveness Facility; Course Director of the Effective Advising in Complex Contexts Training Course; Lead Development of a Peace Responsiveness Online Training;
 - Key independent expert on the Program Support Team of the UN Peacebuilding Fund;
 - Member of core resource team of the ‘Facilitating and Implementing Dialogue and Mediation’ training course, hosted by Folke Bernadotte Academy for participants from UN agencies and regional organizations (EU, OAS, AU, OSCE)

→ See pages 5 & 6 of this CV with indicative advisory and client project examples

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

- **Director, Peacebuilding Effectiveness Practice & 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 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 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.

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

- Provided **technical support** (conflict analysis, program design, conflict-sensitivity, monitoring and evaluation) to UNICEF's **global program on peacebuilding, education, and advocacy**;
- 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**.

2008 – 2012: **United Nations Development Program (UNDP), New York
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;
- UNDP Executive Office: Contributed to the development of **UNDP's new corporate strategic planning system** and supported **UNDP Executive Management** with facilitation of related UNDP wide processes;

2006–2008: **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;

2003 – 2006: **Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) - now GIZ
Country Manager, GIZ** (2004–2006): Division of Latin America/Caribbean, Andes (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 Expert, 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**';

2003: **Trainee, 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;

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: *Synthesis Review, 2017-2019 PBF portfolio and project evaluations*. Independent review for the UN Peacebuilding Fund, 2020
- Ernstorfer, Anita, and Ben Miller, *Corporate Impacts and the Role of Business in the Global Peace Agenda*, CDA, Cambridge: 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.

EXAMPLES OF RECENT ADVISORY SERVICE/CONSULTING/TRAINING/APPLIED RESEARCH ENGAGEMENTS*

Partner/Client	Content of work	When & Where
Interpeace / IPAT – International Advisory Team	Senior Associate, IPAT and Principal Associate with Interpeace’s Peace Responsiveness Facility; Course Director, global/regional training course on ‘Effective Advising in Complex Contexts	Ongoing, since 2019
UNICEF, through partnership with Interpeace/IPAT	Team lead on evaluative review of UNICEF portfolio in peacebuilding, social cohesion, and conflict sensitivity in 21 countries to inform future UNICEF peacebuilding strategy, incl. country case studies	Desk, NYC, Kyrgyzstan, July 2019 – Sept 2020
UN Peacebuilding Fund (UNPBF)	Expert on the Program Support Team Roster of PBF; Lead on annual meta evaluation/synthesis review of evaluations	Ongoing
Folke Bernadotte Academy (FBA) Sweden	Member of an FBA training team on a course on designing and supporting dialogue and mediation processes for UN staff. Lead facilitator peace programming.	2020/2021
	Facilitator of training workshop for staff of FBA’s dialogue and mediation team in program design and Reflecting on Peace Practice approaches	Stockholm, January 2020
	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 Oct. 2018 – Jan.2019
GIZ and BMZ (German Development Cooperation)	Advisory service to GIZ and BMZ in support of the implementation of ‘BMZ 2030’ – reform agenda in relation to the peace and security sector	January – June 2021
	GIZ Iraq: Facilitation of a learning exchange on lessons from integrating physical reconstruction with social cohesion and peacebuilding 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 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
Berghof Foundation	Design and delivery of a design, implementation and learning training for Berghof staff/ partners	June 2020 (online)
Bernard van Leer Foundation, The Hague/Netherlands	Scenario development and scoping of opportunities, risks and limitations for possible BvL Foundation engagement expansion in the Palestine and the wider Middle East region.	Oct 2019 – Feb 2020, desk + Israel/Palestine
International Alert	Facilitator of Alert’s Global Leadership Meeting, agenda development in collaboration with Alert focal points, and drafting of outcome document.	The Hague, Dec. 2019
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 Learning Exchanges with OSF's Economic Justice Program grantees. Lead facilitator of strategy workshop with natural resource grantees and funders group on collective impact strategies	New York City, 2017 and 2019
[Client Name confidential, European Private Foundation]	Led global peacebuilding strategy and scenario development process for the foundation including recommendations for the foundation's Board of Directors.	Desk-based, August – November 2017
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. Facility in operation.	South Sudan and desk, February – May 2015
ARK Group, Syria	Facilitation of participatory conflict systems analysis of Syria and strategic portfolio review using RPP.	Istanbul/desk, 2015/2016
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
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, Oslo, New York City, 2016
SIDA – Swedish Intern. Dev. Cooperation Agency	CDA focal point on NGO consortium (led by Saferworld) on a global SIDA helpdesk on Human Security and Humanitarian Assistance. Led various engagements on various topics.	Desk based, 2015 - 2019
Donor consortium	Technical adviser for CDA on NGO consortium (Saferworld, CDA, swisspeace) implementing a multi-donor conflict-sensitivity resource facility in South Sudan (Switzerland, Canada, UK, Netherlands)	South Sudan and desk based 2016 - 2018
USAID	Supervised CDA contributions to development of conflict-sensitivity guidance for USAID, led by MSI (Management Systems International).	Desk 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.	5 continents, 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 2015 – 2019
DFID Conflict, Crime, and Violence Results Initiative	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
Various NGOs, donors, and private foundations	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, 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
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, 05/08 2016
Kvinna till Kvinna (KtK)	Co-facilitated participatory conflict systems analysis on Afghanistan & program design process	Dubai, Stockholm 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
<i>*Note: above engagements include work I have conducted independently with Untangle (LLC) since 2019 as well as in my role as the Director of Peacebuilding Effectiveness & Advisory Services at CDA Collaborative Learning (2013-2018)</i>		