

1. **Family name:** DERNBACH
 2. **First names:** Andreas
 3. **Date of birth:** 19 July 1959
 4. **Nationality:** German
 5. **Education:**

From – to	Institution	Degree(s) or Diploma(s) obtained:
10.1980 – 02.1987	Free University of Berlin - Education Sciences and Adult Education	University Diploma (equivalent to a Master's degree) with distinction
04.1983 – 10.1986	Free University of Berlin – Economics as second major	First Diploma in Economics (equivalent to a Bachelor's degree in economics)
11.2020 - to-day	University Saarbrücken	Master (Blended Learning) in Evaluation (MABLE); all exams taken, master thesis pending

6. **Language skills:** Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
German	mother tongue		
English	1	1	1
French	2	2	3
Russian	4	4	4
Vietnamese	3	3	3

7. **Membership of professional bodies:** German Society for Evaluation (DEGEVAL)

8. **Other skills: (e.g. Computer literacy, etc.):** fully computer literate; Capacity Works (GIZ) certified; driver's licence (CE) for vehicles up to 7.5 t

9. **Key qualifications (Relevant to the project):**

- **Technical Vocational Education and Training (TVET)**
 - Systemic analysis and reform of VET sector: multi-stakeholder models, public-private-partnership, regulatory framework (TVET law)
 - Development of public-private education and training models bringing together TVET authorities, and the private sector represented by Chambers and Business Associations
 - Development of in-company training programmes (face-to-face and e-Learning)
 - Studies on the transferability of the German dual vocational training model
 - Evaluation of TVET programmes
- **Human Resources Development / Capacity Development**
 - Adult education methodology for on-site capacity development and e-Learning
 - Curriculum development
 - Management of large-scale adult education programmes in developed countries, transition countries (e.g., Moldova, Ukraine) and developing countries (mainly Africa and Asia)
 - Trainer and Lecturer (last engagement in 2021: lecturer at the Technical University Donetsk, Pokrovsk Campus)
- **Development and Management of new technical cooperation and capacity development programmes**
 - Development of technical proposals (methodology and implementation approach) or large-scale programmes and projects funded by the European Commission (EC), German Government, Asian Development Bank, World Bank
 - Team Leader (up to 30 staff) in 29 Programmes/Projects funded by the EC, and other bi-lateral and multi-lateral donors
 - Financial management (budget of up to USD25m, e.g., ADB Teacher Training Project, Vietnam)
- **Gender and Human Rights**
 - 15 years voluntary member of Amnesty International in Germany
 - Gender Focal Point in Donetsk Patrol Hub of OSCE Special Monitoring Mission to Ukraine
- **Result-Oriented Monitoring and Evaluation**
 - Development of monitoring systems

- OSCE Monitoring Officer - Monitoring of ceasefire violations along the contact line in Donbass, Ukraine (OSCE Pokrovsk Forward Patrol Base in government-controlled area and Donetsk Patrol Hub in non-government controlled area)
 - Evaluation of large-scale development cooperation project for the Asian Development Bank, Gesellschaft für Internationale Zusammenarbeit (GIZ) Ltd., Germany Ministry of Economic Cooperation and Development, Lux-Development, Swedish International Cooperation Agency (SIDA) and UNDP
- **Planning, Reporting and Evaluation**
 - 18 months Head of the Planning, Reporting and Evaluation Unit in the EU Mission EUPOL COPPS in Ramallah, Palestine
- **30 years of work experience** in development project management positions, mainly as team leader for Asian Development Bank (ADB), German Technical and Financial Cooperation (GTZ/GIZ and KfW Bank), European Commission, Lux Development, Swedish International Cooperation Agency (SIDA/Indevelop AB), World Bank and UNDP in: Albania, Bulgaria, Bosnia & Herzegovina, Cambodia, China, Ethiopia, Former Yugoslav Republic of Macedonia, Germany, India, Kazakhstan, Kenya, Kosovo, Lao PDR, Malaysia, Moldova, Myanmar, Netherlands, Nigeria, Papua New Guinea, Pakistan, Palestine, Philippines, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovakia, Ukraine and Vietnam.

10. Professional experience

From – to	Location	Company	Position	Description
Since January 2024	Cairo, Egypt	GOPA-Infra consortium	International Team Leader	<p>Overall responsibility for the implementation of the KfW funded Promotion of Technical and Vocational Education and Training, Egypt/ EU-co-funded Mandate Promotion of Sustainable Energy in TVET Project, Egypt:</p> <ul style="list-style-type: none"> Construction and conceptual development of three autonomous, renewable energy industry sector sponsored Centres of Competence for approx. 1,800 TVET students Rehabilitation of 18 Technical Secondary Schools
August 2022 – December 2023	Ramallah, Palestine	EU Mission EUPOL COPPS	Head of Planning, Reporting and Evaluation	<ul style="list-style-type: none"> Overall responsibility of the technical planning of the EU Mission EUPOL COPPS, and result-oriented monitoring and evaluation of the entire Mission Implementation Plan Development or quality control of all reports the Mission submits to the EU's External Action Service (EEAS) in Brussels, including six-monthly reports, Special Reports and Weekly Operational Summaries. Supervision of a team of 18 staff As member of the Senior Management Team, co-responsibility for the management of the Mission
27 May 2021 – 30 June 2022	Pokrovsk (government-controlled area) and Donetsk (non-government controlled area), Ukraine	Organisation for Security and Cooperation in Europe (OSCE)	Monitoring Officer and Gender Focal Point (Donetsk Patrol Hub)	<ul style="list-style-type: none"> Monitoring of Minsk Agreement (Ceasefire violations, location and movement of heavy weapons, freedom of movement of OSCE patrols) Reporting <ul style="list-style-type: none"> As Patrol Leader: Authored daily Patrol Reports As Gender Focal Point: Authored Donetsk Patrol Hub Gender Weekly Report Capacity Development <ul style="list-style-type: none"> Awareness raising, sensitisation and development of reporting skills for Patrol Leaders in the field of Gender and Human Dimension Collection of primary data <ul style="list-style-type: none"> Semi-structured interviews with civil population and combatants Interviews and focal group discussions with faculty of Donetsk Technical University, Pokrovsk Campus on the impact of the armed conflict on the civil population
15 Jan. 2021 - today	Eschborn/Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Result-oriented Monitoring Specialist	<p>Monitoring & Evaluation expert in the development of PPP.de program. Scope of activities includes:</p> <ul style="list-style-type: none"> Ex-ante appraisal of project concepts Support for the development of monitoring systems Reporting to the ministry and the Parliament <p>Management of ex-post evaluations</p>
11/2020 (18 working-days)	Home Office	EU Delegation Cambodia / Hydroment Consultants Engineers SA, Greece	Key Expert	<p>Final evaluation of the EU-funded “Support to EuroCham Cambodia Project”</p> <ul style="list-style-type: none"> Evaluation design and development of evaluation matrix

From – to	Location	Company	Position	Description
				<ul style="list-style-type: none"> Collection of primary data (through telephone conferences with stakeholders in Cambodia and the ASEAN region) and secondary data analyses Presentation of first findings to high level management <p>Drafting of evaluation report</p>
02/2020 – 11/2020 (46 working-days)	Home Office	GIZ (develoPPP.de)	Evaluator	<p>Midterm-Review of the Strategic Alliance (StA) GIZ – Siemens in Egypt (Egyptian-German Technical Academy – EGTA) – a develoPPP project agreed upon between Federal Minister Gerhard Müller (BMZ) and the then CEO of Siemens (Joe Kaeser).</p> <ul style="list-style-type: none"> Project budget: €23M Evaluation design and development of evaluation matrix Collection of primary data (through telephone conferences) and secondary data Presentation of first findings to high level management Drafting of midterm review report Continued support to develoPPP.de program for the preparation of the extension phase
11/2016 – 07/2020	Philippines	sequa gGmbH / BMZ (German Ministry of Economic Cooperation and Development)	Overall Project Coordinator, K-12 Plus Project (Phase 2)	<p>The “K12-PLUS Project” Phase 1 lasted from October 2013 until September 2016. Phase 2 is from October 2016 until September 2019. The Project supports the national education reform (extension of the previous K-12 education system to the ASEAN standard K-12). It supports the introduction of vocational education and training opportunities for pupils in grade 11 and 12. The Project is implemented by German Development Cooperation organisations and chambers/industry associations. German Project Partners include: sequa (consortium leader), GIZ, Savings Banks Foundation for International Cooperation, the AFOS Foundation of the German Federation of Catholic Entrepreneurs (BKU), and the central association of German craftsmanship (“Zentralverband des Deutschen Handwerks”). Project Partners in the Philippines include: National Confederation of Chambers in the Philippines, i.e. the Philippine Chamber of Commerce & Industry (PCCI), the local Cebu Chamber of Commerce & Industry (CCCI), the German-Philippine Chamber of Commerce and Industry (GPCCI) and Micro-Finance Associations.</p> <p>Main responsibilities of the Project Coordinator:</p> <ul style="list-style-type: none"> <u>Overall coordination</u> of Project Partners with a total of <u>35 persons</u> working for the Project in the Philippines; the three main tools for Project coordination are: <ul style="list-style-type: none"> (1) preparation and management of the <u>Philippine Steering Committee</u>; (2) development and regular updating of a holistic results-oriented Project monitoring system with contributions from all Project partners; (3) management of a <u>knowledge management system</u> (Sharepoint)

From – to	Location	Company	Position	Description
				<p>which is the central point of information for all Project partners.</p> <ul style="list-style-type: none"> ▪ <u>Implementation of Project activities</u> funded under budget of <u>sequa (€300K)</u> and Zentralverband des Deutschen Handwerks – ZDH (represented by sequa in this Project) (€150K) including <ul style="list-style-type: none"> ○ Development of a Chamber Master Manual as <u>regulatory framework for the initiation and development of future cooperative Dual Education and Training Programmes</u>, and related regulations and manuals ○ Development of a pilot <u>dual PLUS Programme</u> (dual education & training after grade 12) in renewable energy in cooperation <u>with relevant industry associations</u> (e.g. Philippine Solar Energy and Storage Association and the <u>Association of Local Colleges and Universities (ALCU)</u>) ○ <u>Replication of K12 Tech-Voc Livelihood (TVL) Clusters</u> (grade 11 and 12) in five industry sectors: construction, food processing, hospitality, metal processing and micro-finance ○ Development of an <u>e-Learning programme “Training of In-company Trainer”</u> based on Regional Standards (developed under the GIZ RECOTVET Project) ○ Support to the development of a <u>Grand Master Training programme</u>, i.e. a programme that develops capacities among Filipino Master Trainers to become Grand Master Trainers in South-East Asia. ○ <u>Policy recommendations for the Department of Education (DepED)</u> targeting the sustainable roll-out of dual Project K12 TVL clusters in the Philippines ○ Maintenance of an overall <u>monitoring system</u> used by all Project partners (activity monitoring and results monitoring) ○ Organisation of <u>visibility events</u> (e.g. the Colloquium on the role of TVET for the economic development in Germany and in the Philippines) in cooperation with Government (Technical Education and Skills Development Authority – TESDA) and the private sector (PCCI, CCCI, GPCCI) and well-known companies (e.g. Grohe AG, Porsche) ○ Project Planning ▪ <u>Reporting</u> to the German Ministry of Economic Development and Cooperation (BMZ)

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				<p>on the basis of contributions from all Project partners, and to the German Steering Committee.</p> <ul style="list-style-type: none"> Support to the <u>overall budget management</u> (€4.6 million) under the responsibility of sequa HQ in Bonn
02/2020 (9 working days)	Chandigarh, India	Don-Bosco-Mondo, Bonn/Germany	International Evaluation Specialist	<p>Feasibility Study on a Slum Development Project in Chandigarh, India</p> <p>The purpose of the feasibility study was to analyse the situation, the problems resulting thereof and the target group and stakeholders. It included a critical review of the planned project in terms of the OECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability. Its main objective is to provide recommendations for the project concept and project measures as well as specifically for the organization carrying out the project with a view to planning and implementing including major recommendations with regard to design an effective monitoring and reporting system for the project.</p> <p>The results of the feasibility study will be used by the implementing organization DBNS, other affiliated SDB institutions and Don Bosco Mondo (DBM), to review the first proposal draft in order to finalize the project proposal and make it eligible for funding from the German Government with special regards to the fulfilment of OECD/DAC criteria.</p>
09/2016 – 06/2017 (34 working days)	Afghanistan	Institut für Internationale Zusammenarbeit des Deutschen Volkshochschulverbandes (DVV – International)	Lead Evaluator	<p>Evaluation of the DVV- International adult education project in Afghanistan with support of two local evaluators. This Project has two objectives: (1) Improve the literacy among the poor and (2) Skills development to enable the targeted poor to integrate into businesses as suppliers of goods and services, or as employees. Main responsibilities of the lead evaluator included:</p> <ul style="list-style-type: none"> Reconstruction of a Theory-of-Change Model Collection, analysis and assessment of primary and secondary data in Germany and during two field missions to Afghanistan (Kabul and Mazar-i-Sharif) in cooperation with the Afghan National Association for Adult Education (ANAF AE) Implementation of M&E capacity development and briefing/de-briefing workshops in Afghanistan with ANAF AE staff and executive management of ANAF AE Adult Training Centres. Recommendations included proposals regarding <ul style="list-style-type: none"> <u>Capacity development</u> for ANAF AE vocational training centres and their managers, teachers and trainers; Introduction of <u>cooperative dual training programmes</u> jointly developed by ANAF AE vocational training centres and local industries <u>Fund raising and financial management</u> of vocational training centers.

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				<ul style="list-style-type: none"> Development of evaluation report in line with OECD Standards
12/2015 – 10/2016	Rwanda	Salesians of Don Bosco (SDB)	Voluntary Senior TVET Consultant cum Team Leader of 23 employees and other volunteers	<ul style="list-style-type: none"> Development of a master plan for the strategic development of the existing three SDB Vocational Training Centres (VTC) in Rwanda on the basis of labour market analysis, capacity analysis among SDB VTC managers, teachers and trainers and opportunities for the implementation of cooperative dual training programmes in cooperation with local industries. Development of new Project Proposals and related Project Documents for presentation to bi-lateral and multi-lateral Development Partners Organisation of a Public-Private-Partnership in the hospitality sector: agreement between Hotel Association and SDB in Rwanda on the dual education and training of youth in SDB VTCs and in high quality hotels in Kigali Mobilisation of international volunteers for the development of an Organisational Management Information System, Financial Management of SDB operations (Senior Expert Service – SES) and for accreditation of SDB training programmes. Development of Project Documents (logframe, technical specification of equipment, methodological approach to training-of-trainers (ToT) programme Assessment and certification of VTC graduates and Recognition of Prior Learning (RPL)
12/2015 – 10/2016 (200 working days)	Rwanda	Indevelop AB / Swedish International Development Cooperation Agency (Sida)	International M&E Expert	<p>Development and strengthening of the monitoring system of the National Employment Programme (NEP). This programme has 3 main pillars: <u>skills development</u>, micro-enterprises and labour-market interventions. Under NEP inclusive business models for the poor, the so-called 'base of the pyramid' were initiated aiming to overcome market failures. Tasks as international M&E expert included:</p> <ul style="list-style-type: none"> Support to transfer the existing monitoring system into a result-oriented monitoring system aiming to inform policy makers about effective projects and measures in the area of skills development, promotion of micro-enterprises and labour market interventions. Return-on-investment calculations of various informal and non-formal skills development interventions (e.g. soap making) and micro-enterprise start-ups (motorbike taxis). Assistance for producing the NEP quarterly and annual reports Contributions to linking the Labour Market Information System with the NEP M&E system Support in updating the NEP programme document

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				<ul style="list-style-type: none"> Capacity building of NEP Secretariat and implementing structures at National Level in results chain monitoring and reporting Advise on potential risks that might hinder effective and efficient implementation and management of NEP Reporting to Swedish Embassy and the Swedish International Development Agency (SIDA) and the Secretary of the Department of Labour and Employment.
11/2015 – 02/2016 (30 working days)	Vietnam	Hanns-Seidel-Foundation	International M&E Expert	<p>Evaluation of the Vietnam-Project of the Hanns-Seidel-Foundation. Project activities to be evaluated included the development of a regulatory framework for social insurance and measures mitigating climate change effects.</p> <p>Tasks include:</p> <ul style="list-style-type: none"> Analyses of programme documents and secondary literature Reconstruction of a theory of change model Development of an evaluation matrix Questionnaire design Interviews Development of inception and evaluation report (main report) including recommendations for improvement of Monitoring System and the quality of Terms of Reference Management of local expert Communication and reporting with/to the Hanns-Seidel-Foundation in Munic (HQ) and Hanoi (Project Office)
04/2015 – 11/2015 (69 working days)	Germany	GOPA Consultants / Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)	Team Leader (team of 4 members)	<p>Evaluation of the “EZ Scout Programme” for BMZ. Under this programme Development Cooperation experts (“EZ-Scouts”) advise Chambers and Industry Associations in Germany on investment opportunities in development cooperation countries, and tools/programmes funded by BMZ and other German Government Ministries for the promotion of private investments (e.g. develoPPP), which are relevant in terms of development and sustainable development goals.</p> <p>Responsibilities included:</p> <ul style="list-style-type: none"> Analyses of programme documents and secondary literature Reconstruction of a theory of change model (“Rekonstruktion des Wirkungsmodells”) Development of an evaluation matrix Questionnaire design Interviews and statistical evaluation of primary data Drafting of evaluation report

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				<ul style="list-style-type: none"> Management of evaluation team (4 members) Communication and reporting with/to the Federal Ministry of Economic Cooperation and Development (BMZ) in Bonn and Berlin Recommendations on the future introduction of a result-oriented monitoring system
07/2015 – 08/2015 (26 working-days)	Bangladesh	Indevelop AB / Swedish International Development Cooperation Agency (Sida)	Team Leader	<p>Final evaluation of the “Modular Second Chance Education with Livelihood Skills and Gender Empowerment – Phase V” programme funded by Sida and SDC. This programme promotes formal and informal vocational skills development. This programme pathed the way for poor families and disadvantaged people who either have no access to goods and services or who choose not to buy goods and to use services because they cannot afford (non-usage, opting-out). Responsibilities as Team Leader included:</p> <ul style="list-style-type: none"> Management of international evaluation team with four members from Germany, Nepal and the UK Analyses of programme documents and secondary literature Development of an evaluation design and an evaluation plan Elaboration of an interview guide and implementation of interviews Statistical evaluation of field data De-briefing for Project partners including recommendations for the future development of skills programmes and access to the formal labour market in industry zones Drafting and editing of evaluation report Communication and reporting with/to the Embassy of Sweden in Dacca, Bangladesh
06/2015 – 09/2015 (15 working days)	Vietnam	sequa gGmbH, Bonn/Germany	International Consultant	<p>Ex-ante evaluation of the “Vocational Partnership Vietnam”. Tasks included:</p> <ul style="list-style-type: none"> Institutional assessment of the proposed project partners: College of Urban Works Construction, Hanoi (CUWC) and Vocational Training Agency of the Saxony Construction Association (“BFW Bau Sachsen”) Research on actual policies and priorities in the field of vocational training of the Ministry of Construction in Vietnam Development of a theory-of-change model and a draft concept for the planned vocational partnership Drafting of assessment report for sequa gGmbH in Bonn, Germany

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04/2015 – 10/2015 (18 working-days)	Palestine	PLANCO CONSULTING GmbH / KfW Development Bank	TVET Consultant	<p>Preparation of the FC Project: More Job Opportunities for Palestinian Youth – Modernising the Palestinian Technical and Vocational Education</p> <ul style="list-style-type: none"> Development of an assessment framework for criteria-based selection of TVET institutions to be supported under the Financial Cooperation TVET Programme. Site visits of TVET institutions (Vocational Training Centres under Ministry of Labour; Industrial Secondary Schools and Technical Colleges under Ministry of Education and Higher Education) and Al-Quds University (dual studies programmes) in West-Bank and Gaza Strip. Technical Assistance for the preparation of investment proposals. Assessment of investment proposals which are relevant for local labour markets (employment opportunities) and skills needs as articulated by local industries. Contribution to the development of an overall investment plan for KfW Development Bank.
03/2015 – 06/2015 (31 working days)	Cambodia	Indevelop AB (Sweden) / Swiss Agency for Development and Cooperation (SDC)	International TVET and M&E Consultant	<p>Swiss Development Cooperation (SDC)-funded Skills Development Programme (SDP) Cambodia. Main activities included</p> <ul style="list-style-type: none"> Development of a vocational apprenticeship scheme Setting up an M&E system Baseline surveys
02/2015 – 05/2015 (19 working-days)	Myanmar	PLANCO CONSULTING GmbH / GIZ and KfW Development Bank	TVET Consultant	<p>Feasibility Study Vocational Training Programme in Myanmar</p> <ul style="list-style-type: none"> Capacity analysis of Technical Promotion Training Centre (TPTC) Baelin Elaboration of a mid-term development strategy of TPTC Baelin Contributions to the development of an integrated TVET (i-TVET) concept for Myanmar and for the development of TVET thereunder.
01/2015 – 02/2015	Cambodia	GFA Consulting Group (Germany) / Swiss Agency for Development and Cooperation (SDC)	Short-term TVET Consultant	<ul style="list-style-type: none"> Advised the management of the SDC-funded Skills Development Programme (SDP) on the design of Component 3 (Apprenticeship Scheme) Field research in Stung Treng, Kratie and Preah Vihear provinces on private sector development conducive apprenticeship arrangements Proposals for the development of entrepreneurship training for your apprentices to foster private sector development in the three Cambodian provinces

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06/2014 – 01/2015 (110 working days)	Myanmar	GIZ TVET Project Myanmar	International Consultant	Comprehensive Education Sector Review, Myanmar, Phase 3 (costed plans) – TVET Group (CESR – TVET) <ul style="list-style-type: none"> Provide advice and technical support to the TVET technical team and the national consultant(s) needed for costed planning of CESR recommendations Provide capacity development to the 12 members of the TVET technical team and the national consultant(s). Support stakeholder dialogues with private sector organisations (industry associations, chambers) and relevant departments and line agencies of the Government at national and, if applicable, key stakeholders in industry and development partners active in the TVET sector for broad agreement and ownership. Provide updates on progress through reporting to the CESR Task Manager and the GIZ Team Leader Fulfil other tasks as requested by GIZ or the CESR office.
07/2014 – 12/2014 (44 person-days)	Germany	GIZ HQ	TVET consultant	Desk-study concerning role, qualification and capacity development needs of in-company trainers and instructors in selected countries with research focus on German Chambers of Commerce and Industry (AHKs) in order to develop new capacity development models for private sector development. Assignment included: <ul style="list-style-type: none"> Development of questionnaire Structured interviews with representatives from chambers, TVET institutions, companies and NGOs in China, Egypt, UK, Morocco, Russia, South-Africa, Thailand and Vietnam Study on the role of trainers and instructors in vocational training in selected countries in selected developing, emerging and industrialised countries
08/2014 – 10/2014 (40 person-days)	Myanmar	PLANCO CONSULTING GmbH /KfW Development Bank	International Consultant	Ex-ante Evaluation of the Vocational Training Programme Myanmar <ul style="list-style-type: none"> Development of selection criteria for identification of vocational institutions to be supported through KfW loans. Assessment of 20 TVET Institutions and of capacities of the Ministry of Science and Technology in hindsight of local labour market opportunities and recent private sector development trends in the area of assessed TVET institutions

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				<ul style="list-style-type: none"> Presentations and discussion of findings and programme design
04/05 2014 (10 working-days)	Germany	sequa Ltd. (www.sequa.de) Bonn/Germany	Consultant	<p>Programme Progress Review (PPR) of the “German Crafts TVET Export Promotion Programme” (IBEX) implemented by the German Confederation of Skilled Crafts and sequa Ltd. and funded by the German Ministry for Economic Cooperation and Development.</p> <ul style="list-style-type: none"> Research interviews with General Secretary of the German Handicraft Association, German TVET research institute, Ministry of Economic Cooperation and Development, GIZ and representatives from TVET training centres of selected handicraft chambers in Germany. PPR Report including proposals for a sustainable development strategy for IBEX aiming to combine private sector development in rural areas and know-how export of the German Confederation of Skilled Crafts
04/2013	Germany	GIZ	Trainee	Participated in the certified GIZ “ Capacity WORKS ” training in Bad Honnef, Germany.
06/2013 – 03/2014 (6 person-months)	Myanmar	GIZ/Integration Consultants, Frankfurt/Main, Germany	International Consultant	<p>Comprehensive Education Sector Review, Myanmar, Phase 2 (in-depth research) – TVET Group (CESR – TVET)</p> <ul style="list-style-type: none"> Provided advice and technical support to the TVET technical team and the national consultant(s) needed for the in-depths analysis of the TVET sector in Myanmar Provided capacity development to the 12 members of the TVET technical team and the national consultant(s). Supported stakeholder dialogues with relevant departments and line agencies of the Government at national and, if applicable, key stakeholders in industry and development partners active in the TVET sector for broad agreement and ownership. Provided updates on progress through reporting to the CESR Task Manager and the GIZ Team Leader Other tasks as requested by GIZ or the CESR office.
09/2013 – 03/2014 (42 work-days)	Moldova	GIZ/GFA Consultants, Hamburg, Germany	International Evaluator	Final Evaluation of the “ Modernisation of Agriculture, Moldova ” Project. Lead evaluator supported by one local evaluation expert. Evaluation follows GIZ impact-oriented methodology, based on standard DAC criteria/Paris Declaration. The Project supported small scale farmers who are disadvantaged because of limited access to market information about the demand situation, and a deficient infrastructure. The Project enabled the target group to sell their agricultural produce

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				<p>at the right time, in the right quality and quantity. Tasks as international evaluator included:</p> <ul style="list-style-type: none"> Gender sensitive evaluation design, preparation of inception report and presentation to GIZ HQ for approval. In-country evaluation mission covering interviews and site visits Interviews with representatives from Government agencies and all relevant international donor agencies in Moldova. Presentation of preliminary findings to key stakeholders Preparation of draft and final evaluation report including gender disaggregated data and findings and presentation to GIZ HQ Evaluation Unit. (Full report in English, summary in German).
03/2013 – 09/2013 (90 work-days)	Nigeria	GIZ/GOPA Consultants, Bad Homburg v.d.H., Germany	International short-term expert in the BMZ funded Renewable Energy Project Nigeria	<ul style="list-style-type: none"> Organisational development of National Power Training Institute (NAPTIN) and other technical and vocational training providers in Nigeria Management training to prepare senior executives of NAPTIN for the privatisation of their training institute, including <ul style="list-style-type: none"> Business planning Marketing/sales Financial controlling HR management Quality Management Management Information Systems
06/2012 – 05/2013 (42 work-days)	Pakistan and Germany	German International Cooperation (GIZ) on behalf of the German Ministry for Cooperation and Development (BMZ)	Team Leader	<p>Independent ex-post Evaluation of the “Basic Education for Afghan Refugees” Programmes (BE-FARe). This programme offered literacy courses and informal skills development for refugees.</p> <p>Lead evaluator supported by one local evaluation expert. Evaluation follows GIZ impact-oriented methodology, based on standard DAC criteria/Paris Declaration. Tasks included:</p> <ul style="list-style-type: none"> Gender sensitive evaluation design, preparation of inception report and presentation to GIZ HQ for approval. In-country evaluation mission covering interviews and site visits Interviews with representatives from Government agencies and all relevant international donor agencies in Pakistan. Presentation of preliminary findings to key stakeholders Preparation of draft and final evaluation report including gender disaggregated data and findings and presentation to GIZ HQ Evaluation Unit. (Full report in English, summary in German).
08/2012 – 11/2012	Kosovo	German International Cooperation (GIZ) on behalf of the	Senior Consultant	Gender disaggregated baseline study on school drop-out and truancy with special focus on ethnic minorities and returnees from Montenegro and EU within the GIZ Capacity Development in Basic Education programme, component 4 (non-formal education).

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(35 work-days)		German Ministry for Cooperation and Development (BMZ) Contracted by GOPA Consultants Germany		<ul style="list-style-type: none"> Interviews with 1,381 students and 111 school dropouts across the country Statistical analysis of interviews with the help of SPSS software <ul style="list-style-type: none"> Calculation and analysis of median values Variance analysis Correlation analysis Interviewer training Design of questionnaire and management of data processing Presentation and discussion of key findings in front of programme stakeholders Wording of baseline study report
07/2012 (17 work-days)	Pakistan	EU / ECORYS Consultants, Belgium	Monitoring Expert	Result-Oriented Monitoring of the (a) Khyber Pakhtunkhwa Education Sector Reforms Programme and (b) the Supporting TVET Reform in Pakistan Programme <ul style="list-style-type: none"> Field research in Pakistan Drafting monitoring report Briefing and De-briefing at the EU Embassy in Islamabad and with other key-stakeholders (including GIZ in Pakistan). This included an assessment of the relevance of implemented activities for gainful employment and employers' needs for skilled workforce.
04/2012 – 05/2012	Myanmar	Hanns-Seidel-Foundation, Munich, Germany	International Trainer	<ul style="list-style-type: none"> Training of trainers in adult education methodology with trainers from Myanmar Women Entrepreneurs' Association within the SME promotion programme Myanmar Key note speaker on the high-level, national Corporate Social Responsibility (CSR) conference organised by the Myanmar Federation of Chambers of Commerce and Industry
04/2004 – 12/2011 (part-time)	Vietnam	HR Solutions Vietnam Mrs. Le Mai, Managing Director	Partner	Founded and developed Human Resources (HR) consultancy firm in Hanoi, Vietnam together with my wife Le Mai. Core business included: <ul style="list-style-type: none"> Executive search for foreign companies in Vietnam (headhunting) including pharmaceutical firms (e.g. Bayer) and other firms in the health sector (e.g. B.Braun) Management-Training (soft skills training) Consultancy projects, mainly in the field of remuneration and benefits.
11/2011 – 01/2012 (30 work-days)	Vietnam	GFA Consulting Group for GIZ Vietnam, Office Hanoi	Team Leader	Final, independent and gender sensitive valuation of the BMZ/GIZ funded Project " Poverty reduction Vietnam ". This Project developed and implemented inclusive business models, especially for poor women. Lead evaluator supported by one local evaluation expert. Evaluation followed GIZ impact-oriented methodology, based on standard DAC criteria/Paris Declaration. Tasks included: <ul style="list-style-type: none"> Evaluation design, preparation of inception report and presentation to GIZ Hanoi for approval. In-country evaluation mission covering interviews and site visits

From – to	Location	Company	Position	Description
				<ul style="list-style-type: none"> Interviews with representatives from Ministry of Labour, Invalids and Social Affairs and all relevant international donor agencies in Vietnam. Presentation of preliminary findings to key stakeholders. Preparation of draft and final report and presentation to GTZ Hanoi Office.
12/2010 – 11/2011 (50 work-days)	Vietnam	Kreditanstalt für Wiederbau (KfW)	Team Leader in TVET-Financial Cooperation Component	Procurement of equipment in TVT Colleges in Vietnam <ul style="list-style-type: none"> Coordination and supervision of international and local short-term experts Site visits to Vocational Education and Training (VET) schools across the country Development of capacity building concepts and design of training programmes Reporting to Project Management Unit at the Ministry of Labour, and to KfW in Frankfurt/Germany and Regional Office in Hanoi
05/2010 – 04/2011 (42 work-days)	Macedonia	German Technical Cooperation (now: GIZ) on behalf of the German Ministry for Cooperation and Development (BMZ)	Team Leader and Lead Evaluator	<p>Ex-post, independent Evaluation of the BMZ/GTZ funded Project “Promotion of Vocational Training in Technical Professions, Macedonia”. Lead evaluator supported by one local evaluation expert. Evaluation followed GTZ impact-oriented methodology, based on standard DAC criteria/Paris Declaration. Tasks included:</p> <ul style="list-style-type: none"> Evaluation design, preparation of inception report and presentation to GTZ HQ for approval. In-country evaluation mission covering interviews and site visits in all TVET institutions in Macedonia and assessment of school-industry cooperation. Interviews with representatives from Ministry of Education, Ministry of Labour and all relevant international donor agencies in Macedonia. Presentation of preliminary findings to key stakeholders including directors of all vocational schools in Macedonia. Preparation of draft and final report and presentation to GTZ HQ Evaluation Unit. (Full report in English, summary in German).
10/2009 – 02/2010 (44 work-days)	Vietnam	German Federal Institute for Vocational Education - Bundesinstitut für Berufsbildung (BIBB), Bonn, Germany	Consultant / Study Expert	<p>Conducted BIBB financed Feasibility Study “Establishment of a German-Vietnamese Vocational Training Centre for selected Metal and Electric/Electronics Trades, Vietnam”</p> <ul style="list-style-type: none"> Carried out in-depth sub-sector research among TVET institutions, local and international industry, and donor agencies engaged in TVET programmes in Vietnam. Vocational Training Needs Assessment in metal and electric/electronic trades. Authored together with local TVET expert the feasibility study (140 pages) which was approved by BIBB in February 2010. Prepared and implemented stakeholder workshops with the Vietnamese Vocational Training

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				Association; presented findings and discussed possible interventions in the TVET sub-sector in Vietnam with representatives from BIBB, Didacta and iMove.
03/2009 – 06/2009 (45 work-days); and 12/2009 – 11/2010 (50 working days)	Vietnam	German Technical Cooperation (now: GIZ), Dr. Horst Sommer	Short-term Consultant	Contributions for securing needs-oriented vocational training and further training through the cooperation of state, private sector and civil society. Tasks included: <ul style="list-style-type: none"> Supporting the programme in strengthening cooperation between vocational colleges and the industry; Developing job descriptions and project management manual; Setting up of a staff appraisal system and introduction of assessment centre as professional tool for recruitment and internal talent search. Design and initiation of PPP projects in TVET
04/ & 09/2009 (two times three weeks)	Papua New Guinea	European Commission / GOPA Consultants	Interim Programme Manager	Sector-wide Education, Training and Human Resources Development Programme (ETHRDP) – TA to the Programme Implementation Unit (PIU); Key Tasks assigned: <ul style="list-style-type: none"> Preparation of international tender procedure for procurement of textbooks, total value of tender 20 Mio. €), Progress reporting Ongoing M&E of Programme progress in particular Organisation of Project Steering Committee meetings, Management of relationships between the Programme, EC Delegation and the Office of the National Authorising Officer
11/2008 – 04/2009 (43 work-days)	Vietnam	Lux Development	International Team Leader	Development of the Project Identification Document (ProDoc) for the new Tourism Sector Training Project in Vietnam to be funded by the Government of Luxembourg, implemented since end 2009 as Project VIE/031 “ Strengthening of HR in the Hospitality & Tourism Industry in Vietnam ”. Conducted identification mission and drafted project design document according to LUX Development standards <ul style="list-style-type: none"> Planning of capacity development activities for the management of vocational colleges, teachers and trainers Local labour market assessment for the identification of skills and competencies needed Planning of dialogue forum for public-private/multi-stakeholder further development of cooperative dual training programmes, including the management of a training hotel (“Übungshotel”)
06/2008 – 12/2008 (45 work-days)	Vietnam	German Technical Cooperation (now: GIZ), Dr. Horst Sommer	International TVET Consultant	Support to the Focal-Area Coordinator TVET (Dr. Horst Sommer) in Vietnam. Tasks included: <ul style="list-style-type: none"> Capacity development of GTZ staff in the “Promotion of TVET Programme” in Vietnam in <ul style="list-style-type: none"> Rationale and development of qualification frameworks Monitoring & Evaluation

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				<ul style="list-style-type: none"> ○ Formats and project design for promoting cooperation between State, private sector and civil society in the TVET sector
04-05 and 07-08/2008 (4 p/m)	Serbia	European Commission (European Agency for Reconstruction) / GOPA Consultants	Interim Team Leader	<p>EC/EAR Project: “Support to the Unemployed and Human Resources Development”, Serbia (04/SER01/13/006); Objectives of the Project were:</p> <ul style="list-style-type: none"> ▪ To develop and implement active labour market measures and employment programmes that address the needs of the long term unemployed, unemployed young people, and the disabled. ▪ To strengthen the capacity of the National Employment Service (NES) and all relevant national and local actors to design and deliver appropriate and cost-effective active labour market programmes. ▪ To significantly increase the chances for 1,500 people to obtain employment through the provision of high-quality training courses that are fully based on an in-depth recognition of employers’ needs and an appropriate analysis of labour market demand and trends. ▪ Bridging intervention to fast track project. Main tasks during the in-country mission included: ▪ Design and management of a local tender procedure to implement grant funded active labour market measures ▪ Design and implementation of a monitoring & evaluation system of training projects
09/2007	Cambodia	GOPA Consultant	Senior Consultant	<p>Scoping mission for the preparation of a technical proposal (teacher training)</p> <ul style="list-style-type: none"> ▪ Education sector in Cambodia - desk studies ▪ Interviews in relevant line ministries ▪ Field studies, classroom observations and focal group discussions with teachers
04/06 – 02/08 intermittent	Vietnam	European Commission GOPA	Education Management Training Expert	<p>EC “Support to the Renovation of Education Management (SREM)” Project.</p> <p>International Team Leader (8 team members) and management trainer for Government officials from the Ministry of Education and Training in Vietnam.</p>
08 – 12/2006 (43 work-days)	Vietnam	Lux Development	Monitoring & Evaluation Expert	<p>Evaluated Lux Development Portfolio of TVET Projects in the Tourism sector and prepared the Final Project Evaluation Report.</p> <ul style="list-style-type: none"> ▪ EX POST Evaluation of 2 Tourism Training Projects (<i>Formation Hotelière</i> VIE/002 09/1996 - 09/1999; <i>Hotel Training Project</i> VIE/009 05/2000-01/2003; and Final Evaluation of <i>Hospitality & Tourism Development in Vietnam</i> Project VIE/015 05/2003 – 12/2006 ▪ Conducted evaluation mission according to standard evaluation criteria and drafted Evaluation Report incl. Lesson learnt & Recommendations

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01/2002 – 01/2006 (28 p/m)	Vietnam	Asian Development Bank / GOPA Consultants	Team Leader	<p>Supported the Vietnamese Project Manager in the ADB funded “Lower Secondary Teacher Training Project” (budget: USD 45 Mio.; Loan Number: 1537-VIE(SF)).</p> <p>This Project developed institutional and personal capacities for advanced training of future lower secondary school teachers through construction of infrastructure (libraries, seminar rooms, etc.) and curriculum development through academic faculty from the University Potsdam, and the training of trainers for the introduction of new curricula and didactical approaches.</p> <p>Tasks as Team Leader:</p> <ul style="list-style-type: none"> ▪ Overall programme performance management and monitoring; Coordinated the redesign / development of curricula and instructional materials; ▪ Strengthening management and technical skills of project partners; Technical and financial planning of all activities in the project implementation schedule and finalisation of project costing as well as detailed cost tables (both by province and consolidated); ▪ Design and implementation of training courses on all aspects of education reform implementation, including a strong focus on general management and planning in education
07/2004 – 08/2005 (3 p/m)	Vietnam	World Bank / GOPA Consultants	Team Leader and International short term Advisor	<p>Short-term expert in the World Bank-funded Project: Socialist Republic of Vietnam - Primary Teacher Development Project- Consulting Services for Training Programs for Teachers and Education Managers (Component 2).</p> <ul style="list-style-type: none"> • Capacity building of and support to the Project Coordination Unit in preparing and implementing training of education managers and primary school principals; • Development of curricula and training of Government officials in the field of education management and teacher training; Assessment and evaluation of training and certification of trainees
03/2005	Cambodia	GOPA Consultants	Senior Consultant	<p>Scoping Mission for the preparation of a technical proposal (primary education):</p> <ul style="list-style-type: none"> ▪ Primary education in Cambodia - desk studies ▪ Interviews in relevant line ministries ▪ Field studies, classroom observations and focal group discussions with teachers, students and parents ▪ Development of a gender sensitive technical proposal for formal and non-formal education on primary level
03/2004 – 11/2004 (3 p/m)	China	European Commission GOPA Consultants	TVET Financial Management Expert	<p>EU-China “Programme for the Development of Vocational Training for Industry” (ALA/CHN/98/1).</p> <p>Tasks assigned as short-term expert:</p> <ul style="list-style-type: none"> ▪ Provision of management training to the China Europe Vocational Training Centre (a

From – to	Location	Company	Position	Description
				<p>centre established under the EU China Programme for the Development of Vocational Training for Industry);</p> <ul style="list-style-type: none"> Development of pedagogic curriculum, materials and training approaches for the centre; Development of performance and standards monitoring systems for the centre to assess learning outcomes of training; Development of train-the-trainer curricula and coaching for the centre training staff; Establishment and implementation of institutional management systems.
04/2002 – 03/2003	Former Yugoslav Republic of Macedonia	European Commission GOPA Consultants	Back-stopping Officer	<p>EU CARDS Project: “Vocational Education and Training Programme –Phase II”. The overall objective of this EU funded project was the development of a coherent Vocational Education and Training policy and strategy. The Project included 3 components:</p> <p>(1) Supporting the development of institutional management capacity in the Ministry of Education and Science;</p> <p>(2) Assisting the Ministry in building central institutions for VET, i.e. a National VET Centre and a National VET Council;</p> <p>(3) Training of vocational teachers and curriculum experts in general education methods. Tasks as back-stopping and quality assurance expert:</p> <ul style="list-style-type: none"> Overall project and contract management; Monitoring of project progress, Quality assurance and reporting; Regular monitoring visits to Macedonia
06/2002 – 12/2002 (3 p/m)	Bulgaria	World Bank / GOPA Consultants	Team Leader	<p>Technical Assistance for Organization of Training and Support to Teaching Personnel within the Teacher Training subcomponent of the “Bulgaria Education Modernization Project” (IBRD Loan.: 4576-BUL). The sub-component focused on enabling teaching and education professionals to reform curricula and syllabi. Tasks assigned:</p> <ul style="list-style-type: none"> Development of training packages for the training of school directors, deputy directors, managers and experts for inspectorates of education, teachers’ mentors and local education authorities; Design of a long-term organisation plan for the training of teachers; Training of trainers; Training of teachers; Development of a monitoring and evaluation system.
10/2001 – 10/2004 (4 p/m)	Bosnia & Herzegovina	World Bank / GOPA Consultants	EMIS Management Training Expert	<p>“Education Development Project” (IDA CREDIT No.3351), Consulting Services for System Analysis, Software Development, Training and Management Training. Under the World Bank-funded Education Development Programme, the consultant was charged with the development and implementation of an education management information system (EMIS). Tasks assigned:</p>

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				<ul style="list-style-type: none"> Development and implementation of management training focusing on EMIS as a management tool, to over 1000 participants from central and regional government levels, as well as to school managers, principles and assistants. Conducted capacity building sessions on M&E approaches and principles.
09/1999 – 03/2001 (8 p/m in total)	Albania	UNDP / Montgomery Watson Mr. Eric Vandoorne, Managing Director	Team Leader and International Monitoring & Evaluation Specialist	<p>Team Leader in the UNDP funded “Guidance to Project Management, Monitoring & Evaluation Project”; at the same time: Education Sector Expert: M&E of Education Sector in Albania.</p> <ul style="list-style-type: none"> Designed in-service training programmes and conducted training in the area of Capacity building at the Albanian Ministry for Economic Cooperation and at the Ministry of Education, course module topics included: <ul style="list-style-type: none"> Project Cycle Management; Gender sensitive project programming; Baseline studies with gender disaggregated data; Sector assessment; Monitoring and evaluation of projects. Development of an M&E database
06/1999 – 01/2000 (2 missions each 4 weeks)	Ethiopia	European Commission IFOA	Team Leader	<p>Higher Education Development Support Project (7 ACP ET 90)</p> <ul style="list-style-type: none"> Training of staff from Ethiopian Ministry of Education on project management, monitoring and evaluation, financial management and all other aspects of project implementation; Prepared study on “Financing of Higher Education in Ethiopia”; Support to donor co-ordination
10/1998 – 12/1999	Bulgaria	European Commission KPMG	Team Leader	<p>EC Phare project “Small and Medium-sized Enterprise Policy Development”. Tasks of Team Leader included:</p> <ul style="list-style-type: none"> Training of trainers for the training of managers from small and medium-sized enterprises; Institutional co-operation between business incubators on community level and TVET institutions; Progress Monitoring and Reporting Support to donor coordination in the sector
02/1997 – 01/1999	Bulgaria	European Commission Netherlands Economic Institute / University of Rotterdam Nico van der Windt, Division Director	Team Leader	<p>EC Phare project “Management Training for Small and Medium-sized Enterprises”:</p> <ul style="list-style-type: none"> Project administration and financial management at central level; Implementation of train-the-trainer programmes on various management training topics; Advice on setting up a national continuous education system;

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				<ul style="list-style-type: none"> Policy advice to the Bulgarian Ministry of Education and Ministry of Industry. Project progress monitoring and reporting
11/1995 – 10/1997	Germany	Fortbildungsakademie der Wirtschaft - FAW gGmbH	Head of International Projects Division	<ul style="list-style-type: none"> Project management and financial management of technical cooperation projects in the field of human resources development, active labour market policy, TVET and business development; Preparation of technical proposals and financial proposals for international education and technical training projects; Backstopping, and performance monitoring of ongoing education and business development projects in transition and developing countries. Overall quality assurance and regular reporting to the board
03/1994 – 10/1995	Moldova	European Commission FAW gGmbH	Team Leader	<p>EC Tacis project: “Management Training Moldova”:</p> <ul style="list-style-type: none"> Project management and financial management of the project; Designed and implemented management training courses (training of trainer programmes) for start-up entrepreneurs and executives from small and medium-sized enterprises; Prepared and actively participated in external Monitoring and Evaluation exercises.
10/1990 – 02/1994	Germany	Further Training Academy of the German Association of Industry (FAW gGmbH)	Head of Further Training Academy in East Berlin with up to 70 staff (employees and free-lance teacher and trainer)	<p>Starting-up and managing the new Berlin-based TVET Academy owned by the national research institute of the German Industry in Cologne (“Institut der deutschen Wirtschaft Köln”) which provided combined vocational training and higher education preparing for vocational and academic certifications approved by IHK Berlin and FH Köln:</p> <ul style="list-style-type: none"> Organised technical and professional training of former government employees from East Berlin; Curriculum development including vocational and technical training courses following the dual system in collaboration with the Berlin Chamber of Commerce and Industry; □ In-service training and coaching of TVET teachers; Designing pilot TVET projects in collaboration with the Government of Berlin and the European Social Fund (ESF) organizing internships in the UK. Setting up performance monitoring and quality assurance systems
11/1987 – 09/1990	Germany	Otto Benecke Foundation	Programme Manager	<ul style="list-style-type: none"> Design of TVET courses for refugees and asylum seekers from the Soviet Union, East European and development countries

From – to	Location	Company	Position	Description
				<p>with the aim of preparing them for the labour market in Germany;</p> <ul style="list-style-type: none"> ▪ Consultation with various advisory boards on innovative TVET initiatives and training interventions.
1975 - 1987	Germany	Amnesty International	Voluntary Member / Activist	<ul style="list-style-type: none"> ▪ Member in the AI Group Fulda (1975-1978) ▪ Member of the China Coordination Group, Berlin (1978-1986) ▪ Training Manager for the northern part of Germany (1980-1984)