

## ANITA ERNSTORFER

Principal and Owner, Untangle (LLC): [untangle.world](http://untangle.world)

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

- Twenty years of experience in senior and leadership roles in peace(building), conflict transformation, conflict sensitivity/Do No Harm, mediation and dialogue, and development;
- Deep practical experience applying systems thinking, and approaches to complexity and systems transformation; trained in approaches by the Human Systems Dynamics Institute and using other systems and complexity approaches;
- Experience with peace and conflict systems analysis and systems mapping approaches to peace and conflict analysis using the methodology of CDA Collaborative Learning (that I co-developed);
- Experience coaching, mentoring, and accompanying staff at all levels and leadership teams;
- Deep expertise with adult learning, capacity development and training for individual behavior change, and leadership for individuals to operate differently and more effectively in complex settings;
- Extensive multi-stakeholder facilitation experience: strategy and scenario development, trainings, senior leadership and management workshops, and collaborative learning engagements;
- Expertise advising organizations on organizational development and change strategies;
- Experience advising organizations towards more innovative, locally led, and adaptive ways of working;
- Experience advising and accompanying single- and multi-mandate organizations working on political processes, peacebuilding, development, and humanitarian assistance;
- Led the development of new monitoring, evaluation and learning approaches in fluid contexts;
- Experience working with organizations on pursuing an integrated vision for social change in complex settings, including work on the 'Triple Nexus' (development, humanitarian, peacebuilding);
- Wide-ranging experience working with different organizations: national and local civil society organizations, donors, United Nations agencies, regional organizations (EU, OAS, OSCE, AU, ECOWAS) INGOs, governments, private foundations, and organizations focused on women's rights and gender;
- Depth and breadth of roles as an applied researcher, advisor, facilitator, trainer, mentor, manager, evaluator, and strategic planner- in advisory as well as operational roles;
- Developed various research products, and new training and advisory materials (see publications);
- Experience working with coalitions and networks on collective impact questions;
- Research and advisory work on the role of the private sector in peace and development;
- Highly experienced managing and working with diverse and flexible team set-ups, both in-person as well as remote and hybrid ways of working across countries and continents.

### **Current longer-term affiliations:**

- Framework agreements with Folke Bernadotte Academy on dialogue, mediation, peace and reconciliation processes;
- Senior Associate with Interpeace's International Advisory Team (IPAT);
- Member of Program Support Team of the UN Peacebuilding Fund;
- Member of the UNDP/Crisis Prevention and Response Roster.

**Regional expertise:** Africa, the Middle East, Asia, Latin America, Europe, and the US.

**Country experience** (in alphabetical order): Armenia, Bolivia, Burundi, Cyprus, DRC, East-Timor, Ecuador, Ethiopia, Germany, Georgia, Ghana, India, Iraq, Israel, Kenya, 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). Basic French.

**Publications:** Widely published. Selection of relevant publications below.

## RELEVANT PROFESSIONAL EXPERIENCE

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

- Leads strategy and programmatic engagements in peacebuilding, mediation, and conflict sensitivity with a diverse set of international partners and clients with peacebuilding, development and humanitarian mandates (single and multi-mandate);
- Leads (online and in person) accompaniment and training with a range of international partners and participants focused on systems transformation and individual behavior change;
- Supports partners and clients in organizational development and internal change processes to work more innovatively, adaptively, and to enhance equitable and horizontal partnerships with partners;
- Leads conflict (systems) analysis and strategy and program design processes, including tailoring a variety of tools and approaches to specific needs;
- Leads monitoring and evaluation efforts, including meta reviews and design of new approaches;
- Conducts research and evaluative processes with a focus on program adaptation and learning;
- Mentors and coaches staff at various levels – leadership, middle management, and technical teams;
- Facilitates (online and in person) multi-stakeholder processes and collective learning engagements;
- Current affiliations include:
  - Framework partnership with Folke Bernadotte Academy, Sweden. Work focused on systems approaches to peacebuilding, dialogue & mediation, strategic peacebuilding;
  - Senior Associate with Interpeace’s Advisory Team; Course Director of the ‘[Effective Advising in Complex Contexts](#)’: Systems thinking informed training Course, focused on individual behavior change and personal agency for advisers to be more effective;
  - Independent expert on the Program Support Team of the UN Peacebuilding Fund;

→ See pages 5 & 6 of this CV with a list of most recent advisory and client engagements

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, RPP** (2013–2014):

- Member of CDA’s Senior Management team; manage day-to-day operations of the peacebuilding effectiveness team; mentor staff, consultants and associates remotely.
- Led overall direction of CDA’s Peacebuilding Effectiveness Practice Area, including program strategy design, fundraising, development of new collaborative learning initiatives;
- Further advanced CDA’s work applying systems thinking tools and approaches to peace and development initiatives;
- Oversaw CDA’s advisory services strategy and grew advisory service portfolio and strategy;
- Advised various clients on strategic peace efforts, and organizational development, incl. training;
- Contributed to field wide applied research and learning efforts through collaboration with the Peacebuilding Evaluation Consortium;
- 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 organizational capacity reviews on peacebuilding and conflict sensitivity;
- Led applied research related to the prevention and countering of violent extremism, collective impacts in peacebuilding, and the role of the private sector in peacebuilding;

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

- Provided programmatic advice (conflict analysis, program design, conflict-sensitivity, monitoring, evaluation, and learning) to UNICEF's global program on peacebuilding, education, and advocacy;
- Supported and accompanied various UNICEF field offices (Burundi, Ethiopia, Democratic Republic of Congo, Sierra Leone, Pakistan, Philippines, Somalia), as well as UNICEF's Regional Offices for South Asia, Asia Pacific, West and East Africa. This included technical guidance 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 by Head of Bureau**

- Led country support and mentoring of teams with a variety of UNDP Country Offices, and UN Country Teams (e.g. in East-Timor, Somalia, Kyrgyzstan, Georgia, Ecuador, Peru, Nepal, Iraq);
- Contributed to development of joint program between UNDP and the UN's Department of Political Affairs on conflict prevention, including the deployment of Peace and Development Advisers;
- Seconded to UNDP Executive Office (2011): Contributed to the development of UNDP's new corporate strategic planning system and advised and supported UNDP Executive Management.

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

- Advised country directors and the 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), Munich, Germany 2002

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

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

## ACADEMIC TEACHING EXPERIENCE:

2008-2012: **Associate**, Center for International Conflict Resolution, SIPA, Columbia University/New York.

Co-Instructor: 'Applied Peacebuilding – Key Competencies for Field work' (graduate course).

## LANGUAGES:

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

## SELECT PUBLICATIONS

- Forthcoming (2023): Co-author of 'The Effective Adviser's Handbook: A Resource for Professionals working in Complex Contexts', to be published with Interpeace
- Ernstorfer, Anita; Stockman, Anne-Sofie; de Weijer, Frauke: *Peace Responsiveness: A paradigm shift to deliver on conflict sensitivity and sustaining peace*. [Development in Practice](#). 2022
- [Designing Strategic Initiatives to Impact Conflict Systems: Systems Approaches to Peacebuilding](#). A Resource Manual. Cambridge, MA: CDA Collaborative Learning Projects, 2016 (co-author).
- [The Syrian conflict: A systems conflict analysis](#). ARK Group, 2016 (Anita Ernstorfer produced first analysis based on a facilitated multi-stakeholder process).
- Anita Ernstorfer: [Effective approaches to preventing violent extremism: a peacebuilding systems perspective](#). Berghof Foundation Dialogue Handbook, 2018.
- Ernstorfer, Anita: [Synthesis Review of 2020 evaluative exercises of UN Peacebuilding Fund supported initiatives & Synthesis Review, 2017-2019 PBF portfolio and project evaluations](#). Independent reviews for the UN Peacebuilding Fund, 2021 & 2021
- Ernstorfer, Anita, and Miller, Ben: [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.
- Ernstorfer, Anita, Isabella Jean, and Peter Woodrow: [Thinking Evaluatively in Peacebuilding Design, Implementation and Monitoring](#). Peacebuilding Evaluation Consortium, 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.

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

<b>Partner/Client</b>	<b>Content of work</b>	<b>When &amp; Where</b>
Interpeace (Switzerland)/ IPAT – International Advisory Team	Senior Associate with Interpeace’s Advisory Team (IPAT) & Senior Associate with Interpeace’s Global Peace Responsiveness Program	Ongoing, since 2019
	Course Director ‘Effective Advising in Complex Contexts’ (in person and online)	Ongoing, since 2020
UN Peacebuilding Fund (UNPBF)	Expert on the Program Support Team Roster of PBF; Led two meta evaluation/synthesis reviews of evaluations of PBF funded initiatives in 2019 and 2020 (2017-2020 evaluations)	Ongoing roster member
UNICEF	Team lead, global 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
Conductive Space for Peace (CSP), Denmark	Developed methodology to train peacebuilding and multi-mandate organizations (EPLO members and Danish INGOs) to enhance internal practice for locally led change and equitable partnerships	January – March 2022
Folke Bernadotte Academy (FBA), Sweden	Facilitator, adviser, mentor, FBA & SIDA teams to develop peace and conflict systems analysis of Iraq and advise on implementation of new Iraq strategy	Sept. 2021- ongoing Home based, Iraq
	Lead facilitator of research-practitioner learning exchange on mediation effectiveness	New York City, April 2022
	Lead facilitator peace programming/systems approaches to peacebuilding, FBA training team on designing and supporting dialogue and mediation processes (for UN and regional organizations)	2020/2021 (online)
	Lead facilitator of training workshop for staff of FBA’s dialogue and mediation team in program design, Reflecting on Peace Practice and Do No Harm 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
AFSC – American Friends Service Committee	Develop meta-review of past evaluations of AFSC’s global dialogue and exchange program focused on supporting peacebuilding in the Global South and lead development of objectives for next phase	April – June 2022
	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
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 (online support incl. facilitated workshop sessions)	January – June 2021 (online)
	GIZ Iraq: Lead facilitator, learning exchange: integrating physical reconstruction and peacebuilding	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: 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, Berlin	Design and delivery of a design, implementation and learning training for Berghof staff	June 2020, online

Bernard van Leer Foundation, The Hague/The Netherlands	Scenario development and scoping of opportunities, risks and limitations for possible Foundation engagement expansion in the Palestine and the wider Middle East region.	Oct 2019 – Feb 2020, desk + Israel/Palestine
International Alert	Lead facilitator of Alert's Global Leadership and Management Meeting	The Hague, Dec. 2019
Swedish Fellowship of Reconciliation (SweFor)	Lead facilitator 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	Lead facilitator of two Learning Exchanges with OSF's Economic Justice Program grantees and of strategy workshop with natural resource grantees and funders group on collective impact strategies	New York City, 2017 and 2019
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)	Member of Advisory Group to advise on a CRS global program related to the integration social cohesion and justice into development and humanitarian portfolios and policies	July – October 2022
	Lead researcher on organizational scoping study on the prevention of violent extremism (PVE)	Mali, desk, 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 (Canada, Switzerland, Netherlands, UK)	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
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 NCA staff and partners from India, Bangladesh, Nepal, and Afghanistan in Reflecting on Peace Practice (RPP) tools and conflict systems approaches.	Oslo/Norway and Hyderabad/India, 2014