

ANITA ERNSTORFER

ENTREPRENEUR | CONSULTANT | PHILANTHROPY ADVISER | RESEARCHER | FACILITATOR |
EVALUATOR | LEADERSHIP DEVELOPMENT

CONTACT

Address: 18 Harvest Lane, Newark, DE 19711, USA | **Email:** anita@untangle.world | **Phone:** +1-646-812-1915

Website: <https://untangle.world/> | **LinkedIn:** <https://www.linkedin.com/in/anita-ernstorfer-52b74859/>

PROFILE

Twenty-two years of experience working globally for socio-political change and effective engagement in transitional and conflict-affected settings. Depth and breadth of roles as an advisor, facilitator, trainer, applied researcher, evaluator, manager, mentor, analyst, and strategic planner with experience across the humanitarian-peace-development policy and programming realms. Deep commitment to leadership and collaborative team development, embracing complexity, and working towards systems change.

AREAS OF EXPERTISE

Applied research, facilitation, training, evaluation, and organizational development in transitional and complex settings; broad experience working with civil society, multi-lateral organizations; regional organizations, international non-governmental organizations, private foundations, regional organizations, and the private sector.

Topics: Peacebuilding; conflict prevention; conflict transformation; mediation and dialogue; justice, governance, human rights; conflict sensitivity and Do No Harm; promoting social change across the development – humanitarian – peace spectrum; gender and women’s rights, complexity and systems change approaches.

Regional expertise: Africa, the Middle East, Asia, Latin America, Europe, and the US. *Country experience (in alphabetical order):* Armenia, Barbados, Bolivia, Burundi, Cyprus, DRC (Democratic Republic of Congo), 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.

SKILLS

Facilitation and training:

- multi-stakeholder facilitation
- consensus building
- training facilitation and adult learning
- collaborative learning

Strategy and program development:

- strategic portfolio and program design
- systems analysis; systems and complexity-informed approaches to change
- organizational design, monitoring, evaluation, and learning strategies
- collective impact approaches

Research and evaluation:

- applied research & policy development
- complexity aware evaluation approaches, i.e., outcome harvesting.
- meta-reviews, developmental evaluations
- case studies

Individual and organizational development:

- team and leadership development
- individual mentoring
- organizational change processes
- governance structures of coalitions
- member of advisory boards

Management:

- supervising and mentoring staff and consultants
- collaborative team development
- partnership development
- fundraising

Languages:

- English (fluent)
- Spanish (UN proficiency exam 2009)
- German (native)
- French (basic)

Technical: systems mapping (Visio, Kumu); administrative (Microsoft Office Suite);
Using AI in research methods; Foundational website design skills.

EDUCATION

M.A. (Magister Artium) Political Science (major), and Spanish Philology (minor)

with the highest distinction

Ludwig-Maximilians-University | Munich, Germany | 2002

Teaching and Visiting Scholar

Reed College | Portland, Oregon, USA | 2000 - 2001

B.A. Political Science and Spanish Philology

Eberhard-Karls University | Tübingen, Germany | 1999

CURRENT PROFESSIONAL ROLE

UNTANGLE (LLC)

NEWARK, DE, USA - working globally

Principal/Owner - Independent Advisory & Applied Research

March 2019 - present

Individual advisory and leading and working with diverse consulting teams globally

- Advise partners and clients across the development – humanitarian – peace – justice spectrum to increase their relevance and effectiveness in transitional and conflict-affected settings, including conflict sensitivity/Do No Harm and locally led and inclusive processes.
- Lead (systems) analysis and applied research related to different issues in peacebuilding, justice and governance, and conflict sensitivity.
- Lead engagements to integrate a complexity and systems transformation perspective into programmatic portfolios and organizational strategies.
- Lead the development of organizational design, monitoring, evaluation, and learning strategies.
- Facilitate complexity-aware evaluative processes, including outcome harvesting, storytelling, most significant change, and understanding unintended impacts. Conduct meta-evaluations and synthesis reviews.
- Support partners and clients in organizational development and internal change processes towards more accountable and adaptive working methods.
- Advise networks and coalitions about joint visioning, agenda-setting, and collective impact approaches, including internal governance structures.
- Lead training and adult learning; Serve as Course Director, [Effective Advising in Complex Contexts](#) professional development course focused on formal and informal leadership skills, personal agency, interpersonal skills, and facilitating systems change (Training in-person, online, and hybrid).
- Mentor and coach staff at various levels – from senior management to program teams.
- Serve on advisory committees and act as a ‘critical friend’ for private foundations, funders, multi-lateral organizations, and non-profits.

LONG-TERM CONSULTING AFFILIATIONS

Senior Associate | Interpeace International Advisory Team (IPAT), Switzerland

2019 - ongoing

Program Support Team | UN Peacebuilding Fund (UN PBF)

2019 - ongoing

Senior Consultant | Folke Bernadotte Academy, Sweden

2020 - ongoing

Program Support Team | UNDP Crisis/Conflict Roster

2019 - ongoing

Senior Consultant | Geneva Global, Philanthropy Consulting, US

2023 - ongoing

Evaluation Roster | German Foreign Office (Auswärtiges Amt)

2021- ongoing

ADVISORY & CONSULTING EXPERIENCE*

**Below lists assignments conducted through my consulting business, Untangle LLC, since March 2019, as well as select consulting assignments led during my tenure as the Director of Peacebuilding Effectiveness and Advisory Services at CDA Collaborative Learning (2013-02/2019)*

CLIENT: JOHN SMITH TRUST (JST) TBILISI, GEORGIA

Lead Facilitator, Adviser, Content Expert **January – April 2024**

- Lead Facilitator of the John Smith Trust 2024 Ideas Exchange Dialogue Programme, focused on JST fellows from Russia, Eastern Europe, the South Caucasus, and Central Asia.
- Designed and facilitated inter-active workshop methodology and content drawing on systems thinking and complexity approaches, including online preparatory engagements with the fellows.

CLIENT: INTERPEACE SWITZERLAND

Senior Associate with Interpeace’s Advisory Team (IPAT) **2019 – present**

Course Director **2020 – present**

- Lead the training team to deliver the annual ‘effective advising in complex contexts’ professional development course focused on global, regional, and national advisors across the development, peacebuilding, and humanitarian sectors. The course is focused on formal and informal leadership skills, analyzing individual advisory roles, developing greater awareness of personal agency and interpersonal behaviors and skills, and sharpening the ability of participants to work in complexity and facilitate systems change.

Facilitator **May/June 2023**

- Co-facilitated a ‘good peacebuilding practice’ workshop in Geneva that encouraged learning across the peacebuilding, development, and humanitarian sectors. (Session lead on accountability.)

Senior Advisor – Global Peace Responsiveness Program **2020 – 2023**

- Led content development team to develop [peace responsiveness online training](#) by supervising personnel, delegating tasks and responsibilities, and ensuring all deliverables were completed in a quality manner by their respective deadlines, all while upholding the organization’s mission and objectives.
- Led substantive peace responsiveness online training roll-out using an interactive adult learning model and creating training materials. Responsibilities included co-facilitating live training sessions and developing content for the 2020 and 2021 cycles.
- Facilitated learning and outcome harvesting workshops with consultants accompanying bilateral partnerships on peace responsiveness for 2022 and 2023.
- Facilitated select sessions of the cross-organizational learning platform on peace responsiveness, including various UN agencies participating in the platform.
- Served as lead author for an article about peace responsiveness (published in Development in Practice Journal – Special Issue on Conflict Sensitivity/Do No Harm in Development, Humanitarian & Peacebuilding Practice 2023) to disseminate information about current practices and improvements. See publications.
- Led a session on evaluating peacebuilding during an event hosted by ALNAP and FAO focused on measuring progress on the humanitarian-development-peace (HDP) nexus (September 2021).
- Moderated panel called “Sustaining Peace in Practice: Breaking down the siloes between humanitarian, development and peace action” during Geneva Peace Week (November 2022) to improve understanding and knowledge about the ‘P’ in the HDP Nexus.

**CLIENT: ACCOUNTABLE NOW & GLOBAL DEMOCRACY COALITION (GDC)
WASHINGTON D.C. & ONLINE**

Advisor and Facilitator

September 2023 – December 2023

- Collaborated with Accountable Now in supporting the development of a strategic vision and governance structure of the Global Democracy Coalition, focusing on increasing meaningful majority world participation.
- Co-facilitated steering group retreat to develop a shared understanding of a future vision and way forward for the governance structure of the Global Democracy Coalition.

**CLIENT: NORAD – NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION
NORWAY**

Adviser / Critical Friend

January to December 2024

- Provide support to NORAD's Department for Evaluation on a real-time evaluation of Norway's civilian support program to Ukraine. This includes integrating elements of developmental evaluation, systems and complexity approaches, and conflict sensitivity.

**CLIENT: FOLKE BERNADOTTE ACADEMY (FBA)
SWEDEN & VARIOUS LOCATIONS & ONLINE**

Consulting Framework Agreement: Dialogue, Mediation, Peace Processes, Reconciliation 2020 - present
Consulting Framework Agreement: Leadership and Cooperation 2022 – present

Facilitator Leadership Workshop; Content Expert

February to April 2024

- Member of a five people facilitation and resource team to design and co-facilitate an Executive Retreat on Effective Leadership, Negotiation, Dialogue, and Facilitation Skills for United Nations Resident Coordinators;
- Lead contributor for content related to facilitating systems change and interpersonal skills working in complex and politically sensitive settings.

Lead Facilitator of various steps of a two-year FBA research-practitioner dialogue on mediation effectiveness

2022-2023

- Lead facilitator of research-practitioner learning exchange on mediation effectiveness focused on global policy-oriented issues (New York City, April 2022).
- Lead facilitator of research-practitioner learning exchange on mediation effectiveness focused on effective insider-outsider relationships and local ownership (Liberia, November 2022).
- Lead facilitator of online follow-up and consolidation sessions in between in-person meetings with past workshop participants, researchers, policymakers, and FBA staff (online, September 2022, November 2023).

Author

2023

- Wrote FBA Publication, "Strategic peace mediation and dialogue efforts to shift conflict systems," focused on a systems thinking approach to peace processes based on multi-year FBA collaboration. See publications.

Facilitator, Adviser, Mentor (online and Iraq)

September 2021 – September 2022

- Advised and mentored FBA & SIDA teams to develop peace and conflict systems analysis of Iraq and advised on implementing a 5-year Swedish Iraq strategy.

Lead Facilitator (online)

2020, 2021

- Served on the FBA training team designing dialogue and mediation processes supporting UN DPPA (Department of Political and Peacebuilding Affairs).
- Lead facilitator for peace programming/systems approaches to peacebuilding focused on UN entities and regional organizations (OSCE, AU, ECOWAS) for global training.

Lead Facilitator (Stockholm), Dialogue and Mediation Team **January 2020**

- Led training workshop in program design, Reflecting on Peace Practice and Do No Harm approaches.

Co-facilitator (Amman, Jordan) **November 2018**

- Co-facilitator of regional conflict systems analysis and scenario development training workshop for UN DPPA (Department of Political and Peacebuilding Affairs), DPKO (Peacekeeping), and UNDP (UN Development Program) staff in the Middle East and North Africa region.

Lead Facilitator (Israel, Palestine) **October 2018 – January 2019**

- Acted as subject matter and content expert to develop a conflict systems analysis of Israel/Palestine, including support for systems-based country portfolio design and review for FBA.

**CLIENT: CONDUCTIVE SPACE FOR PEACE (CSP)
DENMARK (ONLINE)**

Training methodology development **January 2022 – April 2022**

- Developed methodology to train peacebuilding and multi-mandate organizations (EPLO members and Danish INGOs) to enhance and change internal practices for locally-led change and equitable partnerships. Responsibilities included the development of an overall methodology and detailed facilitation plan.

**CLIENT: UN PEACEBUILDING FUND (UNPBF)
NEW YORK, NY, USA**

Member of UNPBF's external Program Support Team **2019 – present**

Evaluator (remote and New York City) **2019, 2020, 2023**

- Led three mixed methods meta evaluations/synthesis reviews of evaluations of PBF-funded initiatives 2017-2019 and 2020, as well as in 2023 for 2021/2022 evaluations. See publications.
- Lead evaluation of the UN PBF's design, monitoring, evaluation, and learning function (2023).

**CLIENT: UNITED NATIONS SYSTEMS STAFF COLLEGE (UNSSC)
TURIN, ITALY. PROJECT FOCUS: SUDAN**

Subject Matter Expert **May to August 2022**

- External Reviewer of the UNSSC developed online course on conflict sensitivity and peacebuilding for the UN Country Team in Sudan;
- Content development for two modules on monitoring and evaluating conflict sensitivity and adaptive management.

**CLIENT: UNICEF HEADQUARTERS
NEW YORK, NY, USA & KYRGYZSTAN**

Team Lead, evaluative review **July 2019 – September 2020**

- Served as lead consultant leading a three-person team to conduct a global evaluative review of UNICEF's portfolio in peacebuilding, social cohesion, and conflict sensitivity in 21 countries to inform future UNICEF peacebuilding strategy. Led one of three country case studies (Kyrgyzstan, Lebanon, Somalia).

**CLIENT: WORLD FOOD PROGRAM (WFP)
ONLINE**

External Advisory Board Member, Evaluation **2021, 2022**

- Reviewed and provided inputs to the evaluation of WFP's policy on its role in peacebuilding in transition settings as part of an external advisory group. WFP's Executive Board published and discussed this evaluation in February 2023. See publications.

**CLIENT: AMERICAN FRIENDS SERVICE COMMITTEE
PHILADELPHIA, PA, USA**

Researcher and Evaluator

April 2022 – June 2022

- Conducted meta-review of past evaluations of AFSC's global dialogue and exchange program, focused on peacebuilding in the Global South and South-South cooperation.
- Led the collaborative development of objectives for the initiative's next phase with Regional Directors and the Global Management Team.

Trainer

2015 – 2019

- Responsible for capacity building, training, and accompanying various AFSC staff on conflict systems analysis, program design, Reflecting on Peace Practice and Do No Harm, monitoring, and evaluation.

**CLIENT: GIZ AND BMZ (GERMAN DEVELOPMENT COOPERATION)
ONLINE, BERLIN/GERMANY, LEBANON/IRAQ**

Advisor (online)

January 2021 – June 2021

- Acted as subject matter expert for GIZ and BMZ in support of implementing 'BMZ 2030' – reform agenda in relation to the peace and security sector.
- Facilitated various online multi-stakeholder workshops with Department management and staff.

Lead Facilitator (Lebanon)

June 2019

- Led the facilitation of a learning exchange focused on integrating physical reconstruction and peacebuilding in Iraq (as part of the GIZ/BMZ initiative with the World Bank on '[Building for Peace](#)').

Moderator (Berlin)

May 2018

- Moderated panel discussion on 'The political economy of reconstruction in the MENA Region: no more business as usual,' with speakers from the World Bank, BMZ, and academic experts.

Trainer

August 2018

- Led training workshop on CDA's Reflecting on Peace Practice (RPP) and Do No Harm (DNH) tools with conflict and peace sector experts from BMZ, GIZ, ZIF, and FriEnt for BMZ and GIZ HQ.

Subject matter expert and Facilitator (Berlin)

October 2016 – January 2017

- Led participatory multi-stakeholder conflict systems analysis of Iraq, including facilitating a workshop on entry points for programming and portfolio-level conflict-sensitivity assessment for BMZ.

Analyst (Bolivia)

2014

- Reviewed and validated GIZ's program's conflict analysis and strategy for strengthening government conflict prevention capacities based on RPP and DNH criteria for GIZ Bolivia.

**CLIENT: BERGHOF FOUNDATION
BERLIN/GERMANY & ONLINE**

Trainer and Facilitator (online), design, monitoring, evaluation, and learning

May 2020 – July 2020

- Designed and implemented inter-active program design, monitoring, evaluation, and learning online training for Berghof staff.
- Supported and advised relevant staff in charge of advancing an organizational approach to design, monitoring, evaluation, and learning in the organization.

Advisory Board Member, Regional research project Western Balkans

2017, 2018

- Provided substantive review and inputs to the applied research project *Opportunities for Preventing Violent Extremism through Intra-regional and Cross-regional Exchange in the Western Balkans*.

Author

- Published article on 'effective approaches to preventing violent extremism: a peacebuilding systems perspective' in Berghof Foundation's long-standing Handbook Dialogue Series. See publications.

**CLIENT: BERNARD VAN LEER FOUNDATION
THE HAGUE/ NETHERLANDS AND ISRAEL/PALESTINE**

Subject matter expert, scoping study (Israel, Palestine) October 2019 – February 2020

- Led scenario development and scoping study to develop opportunities, risks, and limitations for possible Bernard van Leer Foundation engagement in Palestine and the wider Middle East region.

Advisory Group Member (The Hague) 2019

- Provided input on the Foundation's new strategic plan.

**CLIENT: SWEDISH FELLOWSHIP OF RECONCILIATION (SWEFOR)
STOCKHOLM**

Lead Facilitator 2019

- Lead facilitator of “Exchange 100,” an organizational strategy retreat of the SweFOR network.

Subject Matter Expert, Systems Analysis 2017

- Facilitated participatory systems analysis of Western Sahara and program planning with SWEFOR staff and partners from Western Sahara

**CLIENT: OPEN SOCIETY FOUNDATIONS
NEW YORK, NY, USA**

Lead Facilitator, Collective Impact 2019

- Facilitated a strategy workshop on collective impact strategies with OSF’s natural resource grantees and funders group.

Lead Facilitator, Learning Exchange 2017, 2019

- Facilitated two learning exchanges (‘MEL Jamborees’) on monitoring, evaluation, and learning with OSF’s Fiscal Governance Program grantees focusing on distilling collective insights.

**CLIENT: INTERNATIONAL ALERT
UK & THE HAGUE**

Lead Facilitator, Leadership Retreat December 2019

- Led facilitation of International Alert’s global leadership and management meeting, including developing a detailed participatory facilitation approach.

**CLIENT: PORTICUS FOUNDATION
NETHERLANDS**

Subject Matter Expert, Scoping Study 2017

- Led peacebuilding scoping study for the foundation and its Executive Board to develop potential options for new grant-making for the foundation.

**CLIENT: DFID – UK DEPARTMENT OF INTERNATIONAL DEVELOPMENT
SOUTH SUDAN**

Adviser and technical specialist, multi-donor conflict sensitivity engagement 2015

- Developed a model and strategy for the multi-donor conflict-sensitivity resource facility in South Sudan (still in operation, one of this type's first in-country multi-donor conflict-sensitivity hubs).

**CLIENT: ARK GROUP
ISTANBUL/TURKEY**

Facilitator and substantive specialist, Systems Analysis Syria 2015, 2016

- Facilitated participatory conflict systems analysis of Syria and strategic portfolio review using Reflecting on Peace Practice tools, including ARK Group staff and partners from Syria. Responsibilities included participatory process design, workshop facilitation, and writing the report, which was subsequently further developed and published by the ARK Group. See publications.

**CLIENT: THE CARTER CENTRE
ATLANTA, GA, USA**

Trainer

August 2017

- Led training workshop on Reflection on Peace Practice (RPP) and Do No Harm (DNH) tools workshop with design, monitoring, evaluation and learning focal points from the Carter Centre's peace and health programs.

**CLIENT: CATHOLIC RELIEF SERVICES (CRS)
BALTIMORE, MD, USA AND MALI**

Advisory Group Member

July 2022 – October 2022

- Advised on a CRS global program related to integrating social cohesion and justice into development and humanitarian portfolios and policies.

Lead Researcher (Mali)

2017, 2018

- Led applied research on the prevention of violent extremism (PVE) and developed criteria for engagement to inform an organizational policy and approach on how (or how not) to engage with PVE.

**CLIENT: UNITED NATIONS GLOBAL COMPACT
NEW YORK, NY, USA & OSLO/NORWAY**

Adviser

2016

- Advised the Business and Peace Impact Assessment Advisory Group (Business and Peace Platform).
- Developed a guide on assessing business contributions to peace. See publications.

**CLIENT: SIDA – SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
SWEDEN**

Coordinator and Focal Point, Donor Helpdesk

2015 – 2019

- Served as CDA focal point on NGO consortium (led by Saferworld) on a global SIDA helpdesk on Human Security and Humanitarian Assistance. Served as substantive lead on various helpdesk engagements.

**CLIENT: DONOR CONSORTIUM
CANADA, SWITZERLAND, NETHERLANDS, UK, SOUTH SUDAN**

Technical Advisor, Multi-donor conflict sensitivity facility

2016 – 2018

- Served as subject matter expert for CDA on NGO consortium (Saferworld, CDA, swisspeace) implementing a multi-donor conflict-sensitivity resource facility in South Sudan (Switzerland, Canada, UK, Netherlands).

**CLIENT: USAID – UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D.C., USA**

Subject matter expert and Manager

2015 – 2018

- Supervised CDA contributions to developing conflict-sensitivity guidance for USAID, led by MSI (Management Systems International).

**CLIENT: VARIOUS POLICY MAKERS, PROGRAM IMPLEMENTERS (NGOS, DONORS, FOUNDATIONS)
5 CONTINENTS**

Trainer and Facilitator

2013 – 2018

- Facilitated various open trainings on conflict analysis, systems approaches to peacebuilding, Reflecting on Peace Practice tools, Do No Harm, and complexity aware evaluation.

**CLIENT: DFID CONFLICT, CRIME, AND VIOLENCE RESULTS INITIATIVE
GLOBAL AND FOCUS ON SELECT COUNTRIES**

Subject matter expert, Donor Helpdesk

2013/2014

- Led helpdesk support for DFID on measuring program results in fragile contexts. Consortium with CARE, Saferworld, Search for Common Ground (SFCG), Small Arms Survey, and VERA Institute of Justice.

**CLIENT: VARIOUS NGOS, DONORS, AND PRIVATE FOUNDATIONS
WASHINGTON D.C., USA**

Trainer – Design, Monitoring, Evaluation, and Learning **September 2018**

- Co-facilitated peacebuilding design, monitoring, and evaluation training workshop to test and validate a newly developed peacebuilding DM&E training manual, including RPP and DNH tools. See publications.

**CLIENT: UK STABILIZATION UNIT
LONDON, UK**

Trainer, monitoring, and evaluation of conflict sensitivity **September 2017**

- Co-trainer on monitoring and evaluation training for CSSF (Conflict, Stability, and Security Fund) supported programs. Focus: monitoring and evaluation of unintended impacts/conflict sensitivity.

**CLIENT: EUROPEAN COMMISSION, OAS, AND CARICOM
WASHINGTON D.C. USA & BARBADOS**

Lead Training Facilitator **May 2016**

- Led conflict-analysis, Reflecting on Peace Practice (RPP), and Do No Harm (DNH) tool training for OAS (Organization for American States) and CARICOM (Caribbean Community and Common Market) staff.
- Conducted focus case studies for Venezuela and Honduras.

**CLIENT: KVINNA TILL KVINNA, SWEDEN (“WOMAN TO WOMAN”)
DUBAI & STOCKHOLM**

Facilitator, Systems Analysis **2015**

- Co-facilitated participatory conflict systems analysis on Afghanistan with Kvinna till Kvinna staff and program partners from Afghanistan.
- Led program design process with women’s rights activists from Afghanistan.

**CLIENT: NORWEGIAN CHURCH AID (NCA)
OSLO/NORWAY & HYDERABAD/INDIA**

Trainer **2014**

- Trained NCA staff and partners from India, Bangladesh, Nepal, and Afghanistan in Reflecting on Peace Practice (RPP) tools and conflict systems approaches.

PAST PROFESSIONAL EXPERIENCE: STAFF ROLES (2003-2019)

**CDA COLLABORATIVE LEARNING PROJECTS (CDA)
CAMBRIDGE, MA**

Director, Peacebuilding Effectiveness Practice & Advisory Services **2015 – 2019**

Co-Director, Reflecting on Peace Practice Program (RPP) **2013 – 2014**

- Served as a member of CDA’s Senior Management team; close liaison with CDA’s Executive Board.
- Led overall direction of CDA’s Peacebuilding Effectiveness Practice Area, including developing new collaborative learning initiatives, program strategy design, and fundraising.
- Built up and oversaw CDA’s advisory services portfolio and led significant growth of client base.
- Managed operations and staff of advisory, peacebuilding effectiveness, and Do No Harm teams, including associates and consultants (remotely). On average, supervised four core staff and 3-4 consultants at a time on various projects.
- Advanced CDA’s work in systems thinking, peacebuilding effectiveness & the development of new, complexity-informed design, monitoring, evaluation, and learning tools.
- Advised various clients on organizational development for strategic peace efforts and conflict sensitivity, incl. training, organizational capacity reviews, and organizational change strategies.

- Contributed to aid sector-wide learning efforts through collaboration with the Peacebuilding Evaluation Consortium and by leading contributions to donor helpdesks (SIDA, DFID/FCDO) such as the multi-donor in-country Conflict-sensitivity Resource Facility in South Sudan.
- Led applied research on preventing and countering violent extremism, collective impacts in peacebuilding, and the role of the private sector in peacebuilding.
- Published training manuals, academic articles, and programmatic guidance (see publications).

**UNICEF: OFFICE OF EMERGENCY OPERATIONS
NEW YORK, USA**

Peacebuilding Adviser **2012 - 2013**

- Provided programmatic and policy advice to UNICEF's global peacebuilding, education, and advocacy program.
- Advised and accompanied various UNICEF field offices (Burundi, Ethiopia, Democratic Republic of Congo, Sierra Leone, Pakistan, Philippines, Somalia) and UNICEF's Regional Offices for South Asia, Asia Pacific, and West and East Africa.
- Provided technical guidance to UNICEF country teams applying to the UN Peacebuilding Fund.

**UNITED NATIONS DEVELOPMENT PROGRAM (UNDP) EXECUTIVE OFFICE
NEW YORK, USA**

Adviser **2011 - 2012**

- Seconded to UNDP's Executive Office on recommendation by the Head of the Crisis Prevention Bureau.
- Contributed to developing UNDP's new corporate strategic planning system and advised and supported UNDP's Executive Management Team accordingly.

**UNITED NATIONS DEVELOPMENT PROGRAM (UNDP), BUREAU FOR CRISIS PREVENTION AND RECOVERY*
NEW YORK, USA**

Conflict Prevention Specialist **2008 - 2012**

- Led country support and policy work on peacebuilding and conflict sensitivity, including accompaniment 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, Ukraine).
- Contributed to the development of a joint program between UNDP and the UN's Department of Political Affairs on strengthening national capacities for conflict prevention, including the deployment of Peace and Development Advisers in UN Resident Coordinator's Offices.
- Supervised three interns and mentored junior staff in the team.

**UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS, PUBLIC ADMINISTRATION BRANCH
NEW YORK, USA**

Associate Governance Officer **2006 - 2008**

- Advised the branch chief on providing policy advice to UN member states on public administration reform in conflict-affected and transitional contexts.
- Successfully raised new donor funding to expand the Peacebuilding Portal to Eastern Europe, the Balkans, Caucasus, and Central Asia.

**DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT (GTZ) - NOW GIZ
DIVISION FOR LATIN AMERICA AND THE CARIBBEAN
FRANKFURT, GERMANY**

Country Portfolio Manager **2004 - 2006**

- Advised country directors and the Andes region's regional director in managing GIZ portfolios and integrating conflict sensitivity into regional development portfolios.
- Facilitated preparations for inter-governmental negotiations in close coordination with the German Ministry for Economic Cooperation and Development (BMZ) and the German Foreign Office.

**DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT (GTZ) - NOW GIZ
DIVISION FOR GOVERNANCE, STATE REFORM, AND PUBLIC ADMINISTRATION
FRANKFURT, GERMANY**

Junior Expert

2003 – 2004

- Supported conceptual preparation and implementation of the Eschborn Dialogue 2004 on Good Governance, working with colleagues across the organization and external experts.
- Served as co-editor of GIZ/Nomos's book publication on 'Capacity Development for Good Governance.'

**EUROPEAN COMMISSION (EC): DIRECTORATE GENERAL OF DEVELOPMENT
UNIT 'RELATIONS WITH UN SYSTEM, MEMBER STATES AND OTHER OECD DONORS'
BRUSSELS, BELGIUM**

Trainee/Stagiaire

2003

- Supported the unit in donor coordination with UN, Member States, and other OECD donors.

ACADEMIC TEACHING EXPERIENCE

ASSOCIATE CO-INSTRUCTOR (2008 – 2012)

Center for International Conflict Resolution, SIPA (School of International and Public Affairs) | Columbia University – New York City, US

'Applied Peacebuilding – Key Competencies for Fieldwork' (graduate course)

VOLUNTEER EXPERIENCE

VOLUNTEER (1995 – 1996)

Hogar Valle Feliz | Santo Domingo de los Colorados, Ecuador

Worked and lived with homeless youth and children in socially challenging situations.

MOST RECENT TRAINING

Human Systems Dynamics Essentials (2022)

Human Systems Dynamics Institute (HSD)

Consulting in the Age of Uncertainty (2019)

Human Systems Dynamics Institute (HSD)

PUBLICATIONS

Ernstorfer, Anita. "[Strategic Peace Mediation and Dialogue Efforts to Shift Conflict Systems.](https://fba.se/om-fba/publikationer/strategic-peace-mediation-and-dialogue-efforts-to-shift-conflict-systems/)" *Folke Bernadotte Academy (FBA)*, April 2023, pp. 1-10. Retrieved from <https://fba.se/om-fba/publikationer/strategic-peace-mediation-and-dialogue-efforts-to-shift-conflict-systems/>.

Ernstorfer, Anita, Nora Refaeil, & Jan Ubels. [The Effective Adviser's Handbook: A Resource for Professionals Working in Complex Contexts.](https://www.ipat-interpeace.org/effective-adviser-handbook/) Interpeace Advisory Team (IPAT), Dec. 2022. Retrieved from <https://www.ipat-interpeace.org/effective-adviser-handbook/>.

Member of External Advisory Group. *Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings: WFP's (World Food Program) Policy on Peacebuilding in Transition Settings.* World Food Programme.

- January 2023, pp.1-186. Retrieved from <https://www.wfp.org/publications/evaluation-policy-wfps-role-peacebuilding-transition-settings>.
- Ernstorfer, Anita**, Anne-Sofie Stockman, & Frauke de Weijer. "[Peace Responsiveness: A Paradigm Shift to Deliver on Conflict Sensitivity and Sustaining Peace](#)." *Development in Practice*, vol. 33, no. 5, 2023, pp. 584-598. <https://doi.org/10.1080/09614524.2022.2128303>
- Ernstorfer, Anita**. "[Synthesis Review of 2020 Evaluations and Evaluative Exercises of Initiatives Supported by the Fund](#)." *Independent review for the UN Peacebuilding Fund (PBF)*, 2021, pp.1-41. Retrieved from https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/synthesis_review.pdf
- Ernstorfer, Anita**. "[Synthesis Review, 2017-2019 PBF Portfolio and Project Evaluations](#)." *Independent review for the UN Peacebuilding Fund (PBF)*, 2020, pp. 1-55. Retrieved from https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/synthesis_review_final_report.pdf.
- Ernstorfer, Anita** and Ben Miller, "[Corporate Impacts and the Role of Business in the Global Peace Agenda](#)." *CDA*, 2020, pp. 1-25. Retrieved from <https://www.cdacollaborative.org/publication/corporate-impacts-and-the-role-of-business-in-the-global-peace-agenda>.
- Ernstorfer, Anita** & Kiely Barnard-Webster. "[Peacebuilding Design, Monitoring, and Evaluation: A Training Package for Participants and Trainers at Intermediate to Advanced Levels](#)." *Peacebuilding Evaluation Consortium*, 2019, pp. 1-139. Retrieved from <https://www.cdacollaborative.org/publication/peacebuilding-design-monitoring-and-evaluation-a-training-package-for-participants-and-trainers-at-intermediate-to-advanced-levels/>.
- Ernstorfer, Anita**. "[Conflict Sensitivity in Approaches to Preventing Violent Extremism: Good Intentions are not Enough](#)." *UNDP's Regional Hub for Arab States*, 2019, 1-12. Retrieved from <http://www.pvetoolkit.org/media/1216/conflict-sensitivity-in-approaches-to-pve.pdf>.
- Ernstorfer, Anita**. "[Peacebuilding Networks and Alliances in Kenya: A Retrospective Look at Collective Peacebuilding Effectiveness](#)." *CDA Collaborative Learning Projects*, 2018, pp. 1-34. Retrieved from <https://www.cdacollaborative.org/wp-content/uploads/2018/12/Kenya-Final.pdf>.
- Ernstorfer, Anita**. [Effective approaches to preventing violent extremism: a peacebuilding systems perspective](#). Berghof Foundation Handbook Dialogue Series No. 13, 2018, pp. 1-12. Retrieved from <https://berghof-foundation.org/library/effective-approaches-to-preventing-violent-extremism-a-peacebuilding-systems-perspective>.
- Ris, Lillie, & **Anita Ernstorfer**. "[Borrowing a Wheel. Applying Existing DM&E Strategies to Emerging Programming Approaches to Prevent and Counter Violent Extremism](#)." *Peacebuilding Evaluation Consortium*, 2017, pp. 1-28. Retrieved from <https://www.cdacollaborative.org/publication/briefing-paper-applying-design-monitoring-evaluation-strategies-emerging-programming-approaches-prevent-counter-violent-extremism/>.
- Ernstorfer, Anita**, Isabella Jean, & Peter Woodrow. "[Thinking Evaluatively in Peacebuilding Design, Implementation and Monitoring](#)." *Peacebuilding Evaluation Consortium*, 2016, pp.1-72. Retrieved from <https://www.cdacollaborative.org/publication/thinking-evaluatively-peacebuilding-design-implementation-monitoring/>.
- CDA Collaborative Learning Projects*. "[Designing Strategic Initiatives to Impact Conflict Systems: Systems Approaches to Peacebuilding: A Resource Manual](#)." *CDA Collaborative Learning Projects*, 2016, pp. 1-89. (**co-author**). Retrieved from <https://www.cdacollaborative.org/publication/designing-strategic-initiatives-impact-conflict-systems-systems-approaches-peacebuilding/>.
- CDA Collaborative Learning Projects*. "[Reflecting on Peace Practice \(RPP\) Basics: A Resource Manual](#)." *CDA Collaborative Learning Projects*, 2016, pp.1-86 (**co-author**). Retrieved from <https://www.cdacollaborative.org/publication/reflecting-peace-practice-rpp-basics-resource-manual/>.
- ARK Group DMCC. "[The Syrian conflict: A systems Conflict Analysis](#)." *ARK Group*, 2016, pp. 1-78 (**co-author**). Retrieved from <https://www.cdacollaborative.org/publication/the-syrian-conflict-a-systems-conflict-analysis/>.
- Ernstorfer, Anita**, Diana Chigas, Adrienne G. Cuendet, & Leimer Tejada. "[Advancing the SDGs by Supporting Peace: How Business Can Contribute](#)." *United Nations Global Compact*, 2015. Retrieved from <https://unglobalcompact.org/library/3151>.
- Ernstorfer, Anita**, Diana Chigas, & Hannah Vaughan-Lee. "[From Little to Large: When does Peacebuilding Add up?](#)" *Journal for Peacebuilding and Development*, vol. 10, issue 1, 2015, pp. 72-77. <https://doi.org/10.1080/15423166.2015.1009323>

Editor Experience

Ernstorfer, Anita & Stockmayer, Albrecht. [Capacity Development for Good Governance](https://doi.org/10.5771/9783845216829). *Nomos/GTZ: Baden-Baden*, 2009, pp. 1-219. <https://doi.org/10.5771/9783845216829>. (Book publication)

In progress:

Ernstorfer, Anita. “Synthesis Review of UN Peacebuilding Fund 2021-2022 evaluations and evaluative exercises”. (meta-review, publication expected in 2024)

Ernstorfer, Anita. “Strategic Review of the UN Peacebuilding Fund’s ‘Country Support for Design, Monitoring, and Evaluation’ initiative, PBF/IRF-99.” (publication expected in 2024).
