

# ANITA ERNSTORFER

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

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## 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; advancing 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
- development of governance structures of networks and coalitions
- member of advisory boards

### Management:

- supervising staff and consultants
- mentoring
- collaborative team development
- performance evaluation
- 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

## CURRENT PROFESSIONAL ROLE

UNTANGLE (LLC) | NEWARK, DE, USA – working globally

**Principal/Owner – Independent Advisory & Applied Research**

**March 2019 – present**

Advisor, facilitator, trainer, applied researcher, evaluator, manager, mentor, analyst, and strategic planner working for systems change with organizations across the humanitarian – peace – development policy and programming realms. Course Director of the '[effective advising in complex contexts course](https://untangle.world/)' (informal and formal leadership skills) – in person and online. For more information about my work, please see my detailed CV and my webpage: <https://untangle.world/>.

## LONG-TERM CONSULTING AFFILIATIONS (2019 - ongoing)

Interpeace International Advisory Team (IPAT), Switzerland | UN Peacebuilding Fund (UN PBF)  
UNDP Crisis/Conflict Roster | Folke Bernadotte Academy (FBA), Sweden | Geneva Global/Philanthropy Consulting, US | Evaluation Roster, German Foreign Office (Auswärtiges Amt)

## PAST PROFESSIONAL EXPERIENCE: STAFF ROLES (2003-2019)

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

**2013 – 2019**

Director, Peacebuilding Effectiveness Practice & Advisory Services

2015 – 2019

Co-Director, Reflecting on Peace Practice Program (RPP)

2013 – 2014

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

**2012 – 2013**

Peacebuilding Adviser (global advisory role)

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

**2008 – 2012**

Adviser, UNDP Executive Office

2011 – 2012

Conflict Prevention Specialist (global advisory), Bureau for Crisis Prevention and Recovery (BCPR)

2008 – 2012

**UN DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS, NEW YORK, USA**

**2006 – 2008**

Associate Governance Officer, Public Administration Branch

**DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT (GTZ) - NOW GIZ**

**2004 – 2006**

Country Portfolio Manager, Division for Latin America and the Caribbean

2004 – 2006

Junior Expert, Division for Governance, State Reform and Public Administration

2003 – 2004

**EUROPEAN COMMISSION (EC): DIRECTORATE GENERAL OF DEVELOPMENT, BRUSSELS**

**2003**

Trainee/Stagiaire, Unit 'Relations with the UN system, member states and OECD donors'

## SELECT PUBLICATIONS (2023/2024)\*

\*complete publication list available in my detailed CV and on my website <https://untangle.world/>

Ernstorfer, Anita. "[Strategic Peace Mediation and Dialogue Efforts to Shift Conflict Systems.](#)" *Folke Bernadotte Academy (FBA)*, April 2023, pp. 1-10.

Ernstorfer, Anita, Nora Refaeil, & Jan Ubels. [The Effective Adviser's Handbook: A Resource for Professionals Working in Complex Contexts.](#) Interpeace Advisory Team (IPAT), Dec. 2022.

Ernstorfer, Anita. [Synthesis Review of UN Peacebuilding Fund \(PBF\) 2021-2022 Evaluations and Evaluative Exercises.](#) Nov. 2023, pp. 1-71.

Ernstorfer, Anita, Anne-Sofie Stockman, & Frauke de Weijer. "[Peace Responsiveness: A Paradigm Shift to Deliver on Conflict Sensitivity and Sustaining Peace.](#)" *Development in Practice (special issue on conflict sensitivity)*, vol. 33, no. 5, July 2023, pp. 584-598. <https://doi.org/10.1080/09614524.2022.2128303>

## EDUCATION

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

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