

# ANITA ERNSTORFER

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

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## PROFILE

Twenty-three 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; political violence prevention, conflict prevention; conflict transformation; mediation and dialogue; justice, governance, human rights; conflict sensitivity/Do No Harm; promoting social change across the development–humanitarian–peace spectrum; gender; 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:

- creative 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)

## 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 and with US domestic democracy-promoting organizations. Course Director of the '[Effective Advising in Complex Contexts Course](#)' (informal and formal leadership and change management skills).

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

Common Cause | USA on political violence prevention

Folke Bernadotte Academy (FBA), Sweden: Expert rosters on reconciliation, dialogue facilitation & leadership

Member of the Evaluation Rosters of OSCE (Organisation for Security and Cooperation in Europe), and the

German Foreign Office (Auswärtiges Amt)

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

Program Support Roster of the UN Peacebuilding Fund (UN PBF)

UNDP Crisis/Conflict Roster | FCDO (Foreign, Commonwealth and Development Office) Civilian Stabilization Roster

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

Anita Ernstorfer: [Strategic peace mediation and dialogue efforts to shift conflict systems](#). Folke Bernadotte Academy (FBA). 2023

## EDUCATION

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