A   Consultancies in the areas of institutional development, policy evaluation, programme strategies, sustainable economic and social development, cooperation management and networking, planning, monitoring & evaluation
B   Training: Workshops, coaching, moderation, training and tool development, big event management

A   Consultancies in the areas of institutional development, policy evaluation, programme strategies, sustainable economic and social development, cooperation management and networking, planning, monitoring & evaluation

Examples of recent workstreams

- **Final Evaluation of institutional development, Mexico**: AMEXCID, the Mexican agency for international cooperation, has been strengthened for five years. A comprehensive external study was carried out to identify and document the results and impacts in different fields of cooperation, e.g. institutional setup and adjustments, cooperation modes (bilateral, triangular, etc.) and performance of different cooperation programmes, cooperation with private sector, multi-stakeholder management. Based on the results the overall evaluation led to conclusions and recommendations for similar support projects to cooperation agencies with regional outreach. (BMZ-GIZ, AMEXCID and partner institutions, 2020)
- **Climate change governance, Colombia**: Kick off assessment of the government system to address the climate change challenge on national and local level. Critical review of feasibility of objectives and sector planning compared to assigned resources. Identification of strengths and weaknesses, potentials and entry points for external support to open up the public system to the private sector and civil society organizations, and to align the set goals with the real capacity of involved public actors. (BMZ-GIZ, partner institutions of SISCLIMA network, 2020)
- **Strategy formulation and planning of a private sector development programme, Colombia**: Concertation of different stakeholders in view of a joint strategy to improve competitiveness of small and medium businesses with potential to access new markets and generate jobs. (SECO, SDC and partner organizations, 2018)
- **Overarching strategy for Swiss Cooperation, Colombia**: Portfolio management, formulation of an integrated and overarching cooperation concept of three institutional actors: analysis of documents, consultancy on complementarities and synergies, design and moderation of a workshop to debate the outlined strategy and underpinned concepts, reporting and final formulation of the strategy. (SECO, SDC and DHS, 2016 to 2018)
- **Institutional development of AMEXCID, Mexico**: Monitoring and identification of the main change processes of the Mexican agency for international cooperation, analysis of legal mandate and he services and organizational structures derived from it, assessment of service orientation and cooperation capacity with external partners, acceleration und simplification of internal processes, project portfolio management and project cycle instruments. (BMZ-GIZ, AMEXCID and partner institutions, 2018)
- **Evaluation and strategy development of health program, Cuba**: Analysis of partner capacities and assessment of different modes of cooperation, focusing of the programme to needs and capacities of local and national partners, knowledge management in terms of stocktaking of best practice, discussion of different development options in a complex reform environment, portfolio development. (SDC & MediSuisse, partner institutions at country and local level, 2017)

- **SDG Global Agenda 2030**: Consultancy process on the organizational incorporation of the agenda, formulation of thematic issue papers, working papers addressed to different high-level panels and relevant partners, e.g. SDSN, WB, WBGU, DIE, UN Global Compact, and other organizations; drafting issue papers on in view of transformative shifts, change management and institutional reform processes. (SDC, 2012 to 2016)
- **Strategy and organizational development of governance programme, Peru**: Review of mandate and role, key services, portfolio management, setup of the organizational structure and definition of key processes and functions, identification of personnel development issues, building-up of regional offices, practical use of instruments taken from the Capacity WORKS toolbox. (BMZ-GIZ and partner institutions on local and country level, since 2014)
- **Backstopping of a global dialogue programme on social security systems**: Stocktaking and development of strategic fields of action, conducting of planning process (portfolio management, issues and dialogue events), setup of two hubs in Indonesia and Peru, application of Capacity WORKS instruments, moderation of regional learning events. (BMZ-GIZ, partner institutions in priority countries, 2014-2018)
- **Strategy formulation, team building and organizational development**: Support and process consultancy, including workshop moderation on project portfolio, strategy and organizational issues for a new operational unit at GIZ HQ, G110. (GIZ, post-bauhaus process, 2015)
- **Organizational development of AMEXCID, Mexico**: Identification of potentials and main challenges of the Mexican agency for international cooperation, clarification of mandate, identification of key processes and organizational units, project portfolio management, setup of organizational change projects, process optimization and consultations on key issues, applying instruments of Capacity WORKS. (BMZ-GIZ, AMEXCID and partners, 2013 to 2017)
- **UN Habitat III preparation process**: Review of strategies of sustainable urban development, networks and stakeholder dialogues, cooperation management with different partners, e.g. Habitat, Cities Alliance. participation of civil society organizations and private sector, options for shaping the UN world conference in 2016. (BMZ-GIZ, UN Habitat, Cities Alliance, 2014 to 2016)
- **Strategy for systemic development of social sciences in Serbia and Albania**: Analysis of relevance of social sciences for political debate and decision making, identification of strategic fields of action to support the missing links between research and policy formulation, workshops with stakeholders and comparison of current processes in both countries, definition of entry points and project portfolio, strategies and objectives to strengthen evidence-based policy making through contributions of high quality scientific research, elaboration of the project proposal. (SDC, universities, research institutes and political parties of Serbia and Albania, 2014)
- **Evaluation and consultancy of a cross-frontier programme between Haiti and the Dominican Republic**: Stocktaking and evaluation of results, consultations with key actors, analysis of cross-border and migration issues, evidence based search for different strategic options, applying guiding criteria and tools of Capacity WORKS. (BMZ-GIZ, partner institutions in both countries, 2014)
- **Coordination and facilitation of a global F2F meeting of the SDC Conflict Network**: Planning, preparation and implementation of the global meeting with the twofold purpose to train up on context analysis in fragile settings and further network

development. Identification of potentials and thematic focus of future network development. (SDC and partners of coordination offices, 2014)

- **Strategy Development for Conflict Transformation & Peace Development, Colombia**: Leading coordination of an extensive joint planning process, stocktaking of current portfolio and programmes, workshops with focus groups and major stakeholders, comprehensive context analysis, identification of strategic options and objectives to contribute to the upcoming peace processes and post-conflict period, guidelines for portfolio management. (BMZ, Colombian partner institutions and civil society organizations, 2014)
- **Backstopping and advisory process to a youth skill development programme, Honduras**: Shifting attention from formal training schemes to the fragile context and integrated, skill oriented and job market related short training courses; integration of conflict sensitive methodologies, negotiation of a coherent result oriented project management. (SDC-SwissContact and partner organizations, 2014)
- **Network development**: Consultancy for the Global Multidimensional Poverty Peer Network hosted by Oxford University, UK: Review of present situation and assessment of experience, identification of key questions for further network development, definition of workstreams to clarify the future pathway: purpose, membership, expected results, main functions and governance structure and decision making. (BMZ-GIZ, Oxford University UK, 2013)
- **Court of Auditors** (Contraloría General de la Nación)**, Colombia**: Training up of executive staff members on changing functions from inspection, evaluaution to advice; options for organizational development, change management and process consultancies. (BMZ-GIZ, Colombian Court of Auditors, 2013)
- **Conflict sensitive public management, San Salvador**: Network development among over 20 public entities, case studies of conflicts between public actors and civil society organizations, long-term capacity development in systemic conflict analysis and transformation, conflict prevention and Do-No-Harm, referring to conflicts arising between public sector and civil society organisations. (BMZ-GIZ, public institutions and civil society organizations, 2012 to 2014)
- **Program planning for skill development and technical education, Bolivia**: Elaboration of a planning platform in consultation with stakeholders and resource persons, facilitation of planning workshop with stakeholders in view of consolidation of results, elaborating guidelines for knowledge management and network management. (SDC and partner organizations, 2013)
- **Triangular and multi-stakeholder cooperation in Latin America**: Planning, implementation and moderation of regional workshops to review good practice and identify options of enhanced regional triangular cooperation, including governance and management issues of multi-actor cooperation arrangements, options for portfolio development. (BMZ-GIZ and partner institutions, 2012-2016)
- **Institutional analysis of regional integration in Central America**: Stocktaking of the evolution of the SICA-system, analysis from a systemic perspective of regional governance issues, complemented by a political view on the obstacles against integration processes; shaping recommendations for result-oriented cooperation and thematic integration lines. (BMZ-GIZ, SICA and regional partner institutions, 2013)
- **Organizational development of the cooperation office in Central America**: Analysis of mandate, cooperation landscape, service processes and resources in view of a new design of the coordination offices in Managua and Tegucigalpa, preparing and shaping the implementation process of concrete short-term measures. (SDC, 2013)
- **Workshops on change management, Costa Rica**: Identification of learning cases,

design and implementation of workshops with a network of green / natural resources management organizations INCAE, ICAP, CATIE, ZAMORANO, ISNACIFOR et al. (BMZ-GIZ, 2012)

- **Conflict Transformation, Transitional Justice and Peace Building, Colombia**: Long-term consultant for the National Commission for Reparation and Reconciliation (CNRR) in Colombia in strategic development and definition of project portfolio: Organizational setup of the Commission, multi-stakeholder management, in-country regional outreach, inter-institutional coordination for transitional justice issues, negotiation management, national security reform and human rights issues, dealing with the past, institutional reform and transitional justice arrangements in conflict transformation and reconciliation processes, development of individual and collective reparation mechanisms, and legislation for land restitution. (BMZ-GIZ, CNRR and Colombian partner institutions, 2007 to 2013)
- **Joint evaluation of the Sino-Swiss Management Training Programme, China**: Stocktaking and evaluation of project portfolio, including four years of public service training for Chinese senior officials combined with Action Learning cycles, evidence for results and institutional effects, transfer constraints and possible scenarios ahead. (University of St. Gallen, SDC, Chinese Organization Ministry, Chinese Universities, 2013)
- **Strategy development of cooperation programmes in Central America**: Stocktaking and new orientations in view of fragile government legitimacy and low performance of public institutions, adaptation policies to climate change, critical review of project portfolio, identification of future priorities. (SDC and partner institutions, 2012)
- **Triangular cooperation in Latin America**: Review of project portfolio and comparison of project strategies to converge emerging economies with regional partner countries in triangular cooperation; design, planning and moderation of various workshops, options for future triangular projects. (BMZ-GIZ and project partners, 2012 to 2015)
- **Implementation of mid-term strategy of Swiss Cooperation in Central America**: Analysis of organizational consequences of the new orientation, development of corporate steering instruments, identification of potentials and options for future portfolio development. (SDC, 2012)
- **Development strategies for large cities and metropolitan areas**: Identification of systemic failures and strategies, pro-poor policies and review of basic development options for large urban areas as main actors in view of sustainable development objectives. (BMZ-GIZ, 2012)
- **Strategy development and organizational development of the Coordination Unit for International Cooperation, Colombia**: Analysis of opportunities and constraints, joint strategy formulation of future project portfolio, scenarios for the organizational setup. (BMZ-GIZ, 2011)
- **Networking and knowledge management, Ecuador**: Long-term consultancy in knowledge management, sharing knowledge products, development of service networks to strengthening territorial governance on local level. (BMZ-GIZ and project partners, 2011 to 2013)
- **Evaluation of environmental program in urban development and green urban economy, India**: Stocktaking, impact assessment, up-scaling and capacity development concept, portfolio management, alignment and linkages with partners and sectors. (BMZ-GIZ and project partners, 2011)
- **Final evaluation of environmental and rural development programme, Dominican Republic**: Stocktaking and sustainability analysis, evaluation of results

and impacts, identification of up-scaling potentials. (BMZ-GIZ and project partners, 2011)

- **Evaluation of rural development and climate change adaptation programme, Bolivia**: Evaluation of results based on OECD criteria, identification of potentials with focus on institutional development and sustainability, elaboration of future program framework. (BMZ-GIZ and project partners, 2010)
- **Organization, capacity development and training in conflict transformation and management, Colombia**: Strengthening of partner organizations and networking between civil society and government organisations, setup of a training framework and implementation of staff training of aprox. 50 partner organizations, identification of organizational development needs and improving of cooperation management between public and private actors, coordination with national planning institution DNP and main NGOSs. (BMZ-GIZ and partner organizations, 2008 to 2009)
- **Strengthening of network in Political Economy**: Strategy development, basic concepts and tools for political economy assessments, process consultancy to focal point of the network, outreach strategy, use of IT-tools, development of knowledge sharing in the network, advisory services to program strategies and sector policies, design of basic workshop on political economy approaches and methods for SDC staff. (SDC, 2008 to 2014)
- **Institutional development in e-Waste management, Colombia and Peru**: Evaluation of results of two country projects, stocktaking and comparison of best practices, identification of strategic options towards institutional sustainability. (SECO & EMPA, project partners, 2011 to 2012)
- **Development of monitoring systems oriented to results**: Setup of common frameworks, analysis of results chains and indicators, information processing, systems design, monitoring workshops; Bolivia (PADEP), Peru (Governance), El Salvador (PROMUDE), Colombia (Mejor Gestión, CNRR, CERCAPAZ). (BMZ-GIZ and partner institutions, 2002, 2012)
- **Evaluation of the regional programme strengthening indigenous people organizations in Bolivia, Ecuador, Colombia and Guatemala**: Leading evaluation team according to OECD criteria, focus on institutional development issues, assessment of results and good practice, knowledge sharing, elaboration of future program framework. (BMZ-GIZ and partner organizations, 2010 to 2011)
- **Regional strategy development for the Maghreb region**. Stocktaking and development of strategic options for future cooperation programmes. (BMZ-GIZ and partner organizations, 2010/2011)
- **Political economy analysis and evaluation of the PSIA** (Political and Social Impact Assessment) **methodology**: Coordination of evaluation team to assess the progress of the conceptual PSIA framework and it´s application on ground; review of the mainstreaming process of the methodology in the Bank; identification of potentials and weaknesses of the use of trust funds as instruments of innovation and institutional learning. (World Bank-GIZ, project partners using PSIA, 2009)
- **Evaluation and monitoring system** for IFAD/World Bank Programs in Africa: Stocktaking on concepts and procedures, development of a framework to enhance result-oriented management and strengthen accountability. (IFAD/World Bank, 2009)
- **Evaluation of the conflict transformation and governance program, Colombia**: Team leader function with focus on conflict transformation and institutional development, stocktaking and validation of good practice, evaluation according to OECD criteria and elaboration of future programme framework. (BMZ-GIZ and project partners, 2009)

- **Process consultancy to strengthen cooperation projects with CEPAL, Latin America**: Stocktaking and strategy workshops on policy and organization development to address future challenges, kick-off training to Capacity WORKS. (BMZ-GIZ, CEPAL, 2008)
- **Evaluation of judicial reform program, Colombia**: Focus on institutional development issues, stocktaking, evaluation according to OECD criteria and elaboration of future program framework. (BMZ-GIZ and partner institutions, 2008)
- **Conflict and Peace, Colombia**: Feasibility study on strengthening the National Restitution and Reconciliation Commission, Colombia (CNRR). (BMZ-GIZ, 2007)
- **Evaluation of the cooperation programme with Cuba**: Analysis of results and institutional change process, identification of potential cooperation fields, strategic planning for the next four years. (SDC and partner institutions, 2006)
- **Regional coordination and strategy dialogue, Latin America**: Planning, coordination and facilitation of periodic meetings of country directors and executives of headquarters of Latin America divisions. (SDC, BMZ-GIZ, 2000 – 2009)
- **Evaluation and strategy development of conflict transformation programme, Guatemala**: Stocktaking and analysis of results and impact, actor analysis, facilitation of a strategy workshops, identification of strategic options. (Federal Department of Foreign Affairs, Political Division for Human Security, 2006)
- **Process consultancy on regional integration in the Amazonian basin, OTCA**: Evaluation of the integration process, planning and workshops on cooperation management, regional integration policies and projects strengthening coherence and coordination of regional integration. (BMZ-GIZ and project partners, 2006)
- **Conflict sensitive programme management**: Comparative evaluation of PCIA experience in seven countries; development of a concept frame for training and mainstreaming of conflict sensitive program management tools; process consultancies to follow up and strengthen Conflict Sensitive Programme Management (CSPM) in Swiss development programmes. (SDC, 2005)
- **Governance strategy, Bolivia**: Validation of experience and good practice, identification of potentials, participatory development of a new cooperation strategy in the field of governance, decentralization and local development. (SDC and project partners, 2004)
- **Global issues of multilateral cooperation**: Setup of a strategic framework and organization development of a new department of SDC; organisational development of the department, basic concepts and strategies, knowledge management and modes of service delivery. (SDC, 2004-2012)
- **Mainstreaming participation**: Identification of good practice, concept development and case studies in El Salvador and Ecuador. (BMZ-GIZ and project partners, 2003/2004)
- **Process consultancies in country programme development**: Process consultancy facilitating the formulation of country programs in Central America, Nepal, Ecuador, Bolivia and Peru based on relevant experience on the project level and the strategies of further bi- and multilateral agencies. (SDC and project partners, since 1998)
- **Cooperation with indigenous people in Latin America**: Evaluation of project experience and thematic policy frames, e.g. mandatory consultation processes, use of natural resources; elaboration of new guidelines. (BMZ, 2004)
- **Strategy development for disaster prevention programs**: Evaluation of short-term prevention initiatives in Central America, stocktaking and development baseline of a mid-term programme strategy. (SDC and local partners, 2004)
- **Evaluation of public-private programme on youth development, South Africa**: Analysis and validation of results and achievements in the core field of skill-oriented

training, assessment of institutional setup, management experience with the innovative funding mechanism applied by private sector, development of strategic options. (SDC, institutional and local partners, 2004)

- **Peace building Program, Colombia**: Evaluation of a Swiss-Colombian NGO network and participatory program development. (Federal Department of Foreign Affairs, Political Division for Human Security, 2003)
- **Quality of evaluation practice**: Analysis of experience with OED World Bank to foster participatory multi-stakeholder evaluation procedures. (SDC, OED, 2003)
- **Country Program, Cuba**: Evaluation of project portfolio and development of strategic orientation of future program. (SDC and partner institutions, 2003)
- **Networks UN Global Compact**: Design and moderation of an outreach strategy to promote the growth of country networks. (SDC and members of Global Compact, 2002)
- **Program development, Ecuador**: Stocktaking and program development of the program in natural resources and environment, including the setup of a monitoring system. (BMZ-GIZ and project partners, 2002)
- **Public private partnership**: Review of project experience, issue workshops and development of policy guidelines. (SDC, 2002-2003)
- **Urban development strategy**: Review and analysis of European experience, workshops with major partners, development of policy guidelines. (BMZ-GIZ, 2002)
- **National Planning Institute, Croatia**: Organizational analysis and performance of service delivery, market research for future services, cooperation mechanisms and scenario formulation for management development. (BMZ-GIZ, 2002)
- **Capacity development strategy**: Stocktaking workshops, consultations and analysis of the experience of different development agencies; development of a concept frame and guidelines to improve capacity development of teams, organizations and institutions. (SDC, 2002-2003)
- **Decentralization program, Bolivia**: Design and facilitation of workshops to gather and document good practice and develop a comprehensive result-oriented monitoring system to measure and compare the progress of decentralization projects. (BMZ-GIZ and project partners, 2002-2003)
- **Development of a regional postgraduate study programme in Latin America**: Demand analysis and concept development for a competence oriented postgraduate (M.A.) in decentralization and local development, combining presence workshops and distance learning and practical work on the job; institutional setup and curriculum development, training of trainers, process consultancy and elaboration of quality management tools. (World Bank, BID, GIZ, Universidad de las Américas, 2000-2002)
- **Knowledge management**: Design, development and facilitation of a global knowledge-sharing event in Indonesia about decentralization and local development. (BMZ-GIZ and project partners, 2002)
- **Knowledge management on program level**: Development of a basic concept with the pool of experts of the programs, identification and elaboration of sample knowledge products, implementation of practical tools and procedures. (BMZ-GIZ, 2000-2002)
- **Government development on intermediate level**: Setup and backstopping of a regional organization development initiative in the Province of Lambayeque, Peru. (BMZ-GIZ and local project partners, 2003-2004)
- **Evaluation** (format PPR-PFK) **and institutional networking, Mexico**: Stocktaking, analysis and sector network development in environment politics and management. (BMZ-GIZ, 2002)

- **Strategy of institutional development**: Design, coordination and facilitation of a process of strategy development and organisational development, analysis of legal mandate, key processes and results, core services and structural setup, human resources development. (Ministry of Foreign Affairs, Human Security Division, 2002)
- **Midterm strategy for Latin America**: Development and coordination of the participatory consultation process and elaboration of the midterm regional strategy for Latin America; development of monitoring tools. (SDC, 1998)
- **Organizational Development of technical education sector, Nepal**: Demand assessment, participatory diagnosis, matching with labour market demand, definition of inter-institutional coordination and cooperation mechanism with private sector. (SDC and project partners, 1998)
- **Professional training and business development, Hungary**: Management development of the National Institute for Professional Training, elaboration of adequate tools for project planning and M&E systems, organization development of the institute, definition of core services and human resources development. (EBRD, national institutions, local partners, private sector, 1998)
- **Country programme, Indonesia**: Diagnosis of the cooperation system, identification of program development scenarios towards phasing-out, evaluation of results and impact, validation and sustainability of results, midterm planning of the phasing-out option with spin offs. (SDC and local project partners, 1997)
- **Strategy building for municipal development, Ecuador**: Potential analysis, design and concept in a broad participatory process of consultation on local, intermediate and national level; evaluation of interaction with ongoing decentralization process, program development based on a network approach, organization development of the coordination unit with emphasis in cooperation management. (BMZ-GIZ and project partners, 1995-96)
- **Decentralization Program, Bolivia**: Mandate and task analysis in several line ministries, service and cost analysis in the decentralized setup, analysis of transfer of competences and finances, formation of task forces in the ministries, capacity building of the task forces, outreach to the department level, continuous backstopping and support of the task forces. (BID, CAF, BMZ-GIZ and project partners, 1993-1998)
- **Process consultancies for a programme on natural resources & watershed management, Colombia**: Institutional diagnosis on department and local level, capacity and commitment analysis, design and implementation of a series of joint workshops to clarify institutional mandate, core services, roles and responsibilities of different cooperation partners. (BMZ-GIZ and project partners, 1998)
- **Regional consulting network, Central America**: Analysis of the country programs and their potential offer of experience and need for support, development of the network setup, backstopping of the decision making and implementation process, development of and support to a core unit for coordination and learning. (SDC, 1996)
- **Research management and networking, Ecuador**: Organizational diagnosis of the National Institute of Agricultural Research: Design of change process in order to open the institute to potential national and international partners and to orient the services towards the specific needs of the local clients; periodic backstopping of task forces implementing change projects. (BMZ-GIZ and project partners, 1995-2002)
- **Analysis of crosscutting issues**: Evaluation of experience in research cooperation North-South (SDC, 1994), sector wide study about primary education programs (SDC, 1996), Sector analysis of professional training and business development concepts (SDC, 1998), Concept study on cross-cultural issues in development cooperation (SDC, 1999), Study on comparative advantages of public-private

cooperation (SDC, 2002), Evaluation of regional programmes strengthening indigenous people organizations in Latin America (BMZ-GIZ, 2011).

B Training: Workshops, coaching, moderation, training and tool development

Examples of recent workstreams

- Design and development of a tool to evaluate, manage and steer programme portfolios on country level. (BMZ, DEval, 2018-2019)
- Lecturing and workshops at the Swiss Federal Institute of Technology ETH Zurich, M.A. for advanced development professionals, main topics: Management of cooperation systems and networks; Policy making and institutional development; Comprehensive capacity development and portfolio management; Systemic organizational development; Cultural patterns and orientations in international cooperation. (ETH, 2004-2018)
- Planning and moderation of international and regional events, such as: Implementation of SDGs and social protection (Mexico 2017), Financing for Development and SDG's (Mexico 2016), Triangular Cooperation (Colombia 2014, Mexico 2015, Chile 2016), Private Sector Cooperation (Switzerland), Political Economy (Switzerland, Central America), Leadership workshops for country directors (Latin America), Social Protection Systems (Germany).
- Training of Trainers and Coaching in *Capacity WORKS*, an approach and toolset for the management of multi-stakeholder cooperation; basic and advanced courses for cooperation programs and different public and private organizations. Since 2007 aprox. 20 training workshops and training-of-trainers courses.
- Organization and cooperation development: Development and implementation of workshops for task groups in the design and management of public administration reforms in Switzerland, Germany and Latin America, based on a holistic understanding of organization as socio-technical systems, providing concepts and tools to facilitate change processes and foster organizational learning. Development of tools for managing cooperation and networks. (GIZ, SDC, NGOs, since 1992)
- Cross-cultural management: Workshops on self-concepts and interaction between cultural and structural patterns, social construction of reality, management of diversity, intercultural negotiation. (BMZ-GIZ, SDC, NGOs, since 1992, and since 2004 lecturing at Swiss Federal Institute of Technology, ETH Zurich).
- Leadership development: Coaching of program executives, intermittent support to coordinators in new positions in order to foster self-reflection, detect potential of strength and learning and widen up options for decision-making. (SDC, 1999-2002, BMZ-GIZ since 2009)
- Management of networks: Workshops based on political economy concepts, economies of scale, and a systemic understanding of competitive advantages, creation and monitoring of networks, negotiation trainings, conflict transformation. (SDC, BMZ-GIZ, since 2002)
- Politics and policies – how to reach commitment: Workshop on process-oriented understanding of political negotiation, inclusive institutions, agenda setting, commitment building, analysis of political steering means and process, actor analysis, incentives of stakeholder groups, management of negotiation cycles and conflict management. (BMZ-GIZ, 2002, since 2004 lecturing at Swiss Federal Institute of Technology ETH Zurich)

- Knowledge Management: Workshops on Communities of Practice and other tools in practice. (SDC, since 2006)
- Networks and Communities of Practice: Concept of training course and coaching of network development. (SDC, 2007 to 2014)
- Advanced training for facilitators/moderators in Colombia and Germany. (GIZ, 2008, 2014)
- Course development for organizational and capacity development in conflict transformation and management in Colombia and El Salvador. (GIZ, since 2007)
- Design, planning and moderation of regional conferences of country directors in Latin America and of several regional thematic platforms / networks (Fachverbunde). (SDC, GIZ, 1996 to 2003)
- **Tool development**: The Sustainability Tree (SDC, 1992); Participation and intercultural communication (SDC, 1992); Participatory Organization Diagnosis (BMZ-GIZ, 1993); Process Monitoring (BMZ-GIZ, 1997); Monitoring – Keeping in touch with Reality (SDC, 1998); Toolbox for change management (BMZ-GIZ, 2000); Strategic Controlling of the midterm Strategy of Latin America (SDC, 1999); Toolbox for cooperation management of networks (GIZ, 2002); Mainstreaming participation (BMZ-GIZ, 2004/2006); CSPM; Conflict sensitive program management, manual and tools (SDC, 2004/2006); Tools for *Capacity WORKS*, an instrument for multi-stakeholder programme management (GIZ 2007/2008, co-author of CW); Tools for Political Economy Analysis (SDC, 2012); Tool Kit on Conflict analysis and transformation in the public sector (El Salvador, 2014); Concept Notes, Issue Papers and Tools on Political Economy and Development (SDC and ETH, 2015), Design and development of a tool to evaluate, manage and steer programme portfolios on country level. (BMZ, DEval, 2018/2019)

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