



## CURRICULUM VITAE

1. **Family name:** TREDE
2. **First names:** Thorsten
3. **Date of birth:** 3 May 1970
4. **Nationality:** German
5. **Civil status:** married
6. **Education:**

|                     |  |
|---------------------|--|
| <b>Institution:</b> | CapacityWorks Academy                        |
| <b>Date:</b>        | 2010   |
| <b>Degree:</b>      | CapacityWORKS Certification according to GTZ |

|                     |   |
|---------------------|---|
| <b>Institution:</b> | InWEnt gGmbH, Germany                                     |
| <b>Date:</b>        | 2004  |
| <b>Degree:</b>      | Teletutoring and Distance Learning Authoring (IBT-Server) |

|                     |   |
|---------------------|---|
| <b>Institution:</b> | World Bank Institute                        |
| <b>Date:</b>        | 2003  |
| <b>Degree:</b>      | Training on Corporate Social Responsibility |

|                     |   |
|---------------------|---|
| <b>Institution:</b> | University of Hamburg/Germany                           |
| <b>Date:</b>        | 1991-1997   |
| <b>Degree:</b>      | Dipl. Holzwirt (equiv. to graduate industrial engineer) |

**7. Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

| Language  | Reading       | Speaking | Writing |
|-----------|---------------|----------|---------|
| German    | mother tongue |          |         |
| English   | 1             | 1        | 1       |
| Afrikaans | 2             | 3        | 5       |
| Mongolian | 4             | 5        | 5       |
| French    | 3             | 4        | 3       |

**8. Other skills:** (e.g. Computer literacy, etc.)

- MS-Office, PS-Project, HTML, Java-Script, Visual Basic, IBT-Server, Moodle, Joomla
- Publications  
 ca. 100 publications (incl. two books)  
 subjects: environmental protection, marketing, nature education, nature conservation, tourism, Mongolia, Namibia

**9. Employment record:**

| Year       | Country | Employer  | Projects/Tasks |
|------------|---------|-----------|----------------|
| Since 1993 | Germany | Freelance | Journalist     |



| <b>Year</b>    | <b>Country</b> | <b>Employer</b>                       | <b>Projects/Tasks</b>   |
|----------------|----------------|---------------------------------------|---|
| 1995-1996      | Germany        | Boco Environmental Foundation         | Head of Press Department  |
| 1997-1999      | Germany        | ATLANTA Consult                       | Project Specialist / Expert   |
| since end 1999 | Germany        | APPLICATIO Training & Management GmbH | Consultant, trainer, project manager                                      |
| Since 2000     |                |                                       | Managing Director, project manager, expert, trainer, moderator, evaluator |

**10. Years within the firm:** 17

**11. Key qualifications:**

- Since 2013 member of expert pool of GIZ on "Impact-Oriented Monitoring and Evaluation"
- Project Management, Project Planning, Project Appraisal, Impact Monitoring and Evaluation (incl. fact-finding missions, project drafting, LogFrame, evaluation missions etc.)
- Institutional building and institutional development (esp. Chambers, NGOs and Associations, Training Institutions), organisational analysis and organisational development
- Capacity development, human capacity development, human capacity development strategy development
- Planning and implementation of e-learning programmes (strategy, management, authoring, tutoring), organisational development, policy advice
- Regional Economic Development, Value Chain Analysis
- Vocational education and training, secondary and tertiary education
- Moderation & Facilitation of workshops, discussion and large group events (incl. future search, open space, world café etc.)
- Development of service offers in the field of consulting and training for Chambers, Associations and NGO worldwide incl. training-of-trainers and training-of-consultants
- Training of professionals and executive employees from developing countries/countries in transition, including planning and implementation of seminars, workshops and training programmes, curricula development; Training topics: i.a. leadership, change management, personal development, communication, team management, marketing, management, organisation development, HRD, training-of-trainers, training-of-consultants, training-of-moderators
- Small and medium enterprise (SME) promotion in developing countries and countries in transition
- International marketing, incl. market investigations, market studies, market penetration, marketing concepts, etc.
- Export promotion
- Forestry, timber industry, wildlife management and rangeland management



- Planning and implementation of PR activities, press/journalism (research, writing, photo work), public relations, realisation of customer and employee journals

## 12. Country experience:

Afghanistan, Albania, Bosnia and Herzegovina, Belarus, Botswana, Bulgaria, Croatia, Egypt, Georgia, Guinea, India, Indonesia, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Liberia, Macedonia, Mongolia, Moldova, Montenegro, Namibia, Philippines, Sierra Leone, Romania, Serbia, South Africa, Tanzania, Tajikistan, Turkey, Uzbekistan, Uganda, Vietnam.

## 13. Professional experience/project examples

| <i>Year</i>   | <i>Location</i> | <i>Company/organisation</i> | <i>Job description</i>  |
|---------------|-----------------|-----------------------------|---|
| 2016/<br>2019 | Worldwide       | EBRD                        | Trainer<br>Planning and Implementation of Training-of-Consultants workshops worldwide for the EBRD Small Business Support Programme   |
| 2016/<br>2017 | Afghanistan     | GIZ                         | Project Manager<br>Planning and Implementation of Human Capacity Development measures (series of workshops) for GIZ national staff in Afghanistan   |
| 2016          | Germany         | GIZ                         | Trainer / Facilitator<br>Planning and Implementation of a workshop for GIZ-Community Managers on "Successful Strategic planning for Community Management  |
| 2016          | Thailand        | GIZ                         | Expert<br>Development of a business plan and strategic development plan for the foundation of a Training-Hub of the Academy for International Cooperation of GIZ  |
| 2016          | Germany         | GIZ                         | Expert<br>Development of sustainability concepts (including financial models and governance models) for the project "Support to Multi-Stakeholder-Partnership (Partnership 2030) to ensure that the platform developed in the project continues after the project ended |
| 2016          | Namibia         | SEQUA                       | Expert<br>Project fact-finding and planning mission for a vocational education and training partnership programme of SEQUA in Namibia   |
| 2016          | Germany         | GIZ                         | Expert<br>Project Evaluation (PEV) according to GIZ and OECD-DAC standards of the GIZ programme "Global Partners of Germany / Alumniportal Germany II"  |
| 2016          | Germany         | GIZ                         | Expert<br>Project Evaluation (PEV) according to GIZ and OECD-DAC standards of the GIZ programme   |



| <b>Year</b>   | <b>Location</b>              | <b>Company/<br/>organisation</b> | <b>Job description</b>   |
|---------------|------------------------------|----------------------------------|--|
|               |                              |                                  | "Learning and cooperation with new Media / eAcademy"   |
| 2016          | Serbia                       | EBRD                             | Expert / Trainer<br>Training-of-Trainers to support the Women in Business Programme of EBRD in the Eastern Partnership and Balkan states on "Women in Business Training methodology and training modules for 20 trainers form Western Balkan |
| 2016          | Tanzania, Kenya, East Africa | SEQUA                            | Expert<br>Project fact-finding and planning mission for a chamber and association partnership programme of SEQUA in Tanzania, Kenya and other East African Countries   |
| 2016          | Germany                      | GIZ                              | Senior Trainer<br>Study tour incl. Training-of-Trainers workshops for Indian Public Administration training institutes on project management., leadership, e-learning and competency based training (jointly with oneworld Consultants)      |
| 2016          | Serbia                       | GIZ                              | Expert<br>"Support to the EU Accession Negotiations in Serbia" Support to Human Capacity Development Measures of the Serbian EU Integration Office   |
| 2016          | India                        | GIZ                              | Expert<br>„Coastal and Marine Biodiversity Conservation and Management“ project<br>Development of eLearning modules  |
| 2015/<br>2016 | Namibia                      | GIZ                              | Expert<br>Support to the Centre for eLearning and Interactive Multimedia (CeLIM) of the University of Namibia including development of an action plan, implementation of first eLearning courses, etc.                                       |
| 2015/<br>2016 | Namibia                      | GIZ                              | Expert<br>Germany Alumni Landscape Analysis<br>Assessment of the capacity of German development cooperation alumni in Namibia to derive options for action   |
| 2015          | Albania                      | GIZ                              | Expert<br>Support to the programme "Support for the Harmonisation of Economic and Trade Legislation with EU acquis" by supporting the Albanian School for Public Administration (APSA) in developing E-Learning resources                    |
| 2015          | Bulgaria                     | DIHK                             | Expert, trainer<br>Planning and Implementation of a training programme for representatives of CEFTA country chambers on needs assessment and monitoring and evaluation   |
| 2015          | India                        | SEQUA                            | Expert   |



| <b>Year</b>            | <b>Location</b>                                     | <b>Company/<br/>organisation</b>          | <b>Job description</b>   |
|------------------------|---|---|--|
|                        |   |   | Project evaluation of a partnership programme of SEQUA in Northern India   |
| 2015                   | Southern Caucasus                                   | SEQUA                                     | Expert<br>Planning and implementation of a project fact-finding mission to Southern Caucasus to plan for a vocational education partnership project of SEQUA   |
| 2015                   | Mongolia  | WME                                       | Project Manager, expert<br>Support to West Mongolia Energy LLC in setting up a thermal power plant in the North Western province of Mongolia in order to substitute energy imports from Russia.  |
| 2014/<br>2015          | Namibia   | KfW                                       | Project manager, expert<br>Development of a Feasibility Study to extend the Katima Mulilo Campus of the University of Namibia and development of new training courses on Wildlife Management and Eco-Tourism                                   |
| 2014/<br>2015/<br>2016 | Mongolia  | EBRD                                      | Project manager, expert<br>Planning and implementation of the programme "Support to Mongolian Business Associations" incl. support for 15 business associations, training measures, coaching, etc.   |
| 2014-<br>2015          | Namibia   | Ministry of Environment and Tourism / KfW | Project manager, expert<br>Development of the "Feasibility Study for the Establishment of a Research and Development Facility on Indigenous Biological Resources, while promoting Access and Benefit Sharing and BioTrade in Namibia and SADC" |
| 2014-<br>2015          | Germany, Balkan Region, Turkey, Eastern Partnership | EBRD                                      | Project manager, expert<br>"Women in Business Programme: Entrepreneurial Skills Development Training - Balkan". Development of training architecture, curricula and training materials for 5 courses/30 modules                                |
| 2014                   | Germany   | GIZ                                       | Project manager<br>Evaluation of the pilot training „Training of training and learning methods in vocational education for teachers“ in Bagan/Myanmar  |
| 2014                   | Africa  | GIZ                                       | Project manager, expert<br>Development of a Human Capacity Development Strategy (HCD) for the programme "Good Financial Governance in Africa" of GIZ including a joint planning workshop in South Africa                                       |
| 2014                   | Namibia   | GIZ                                       | Project manager, expert<br>Development of an online based Consultants' and Experts' Database for the programme "Partnership for Economic Growth in Namibia"  |
| 2014                   | Worldwide   | GIZ                                       | Project manager, expert  |



| <b>Year</b>   | <b>Location</b>    | <b>Company/<br/>organisation</b> | <b>Job description</b>  |
|---------------|--------------------|----------------------------------|---|
|               |                    |                                  | Development of a Human Capacity Development Strategy (HCD) for the Sector Programme "Education and Vocational Education (in fragile States)" of GIZ   |
| 2014          | SADC               | GIZ                              | Project manager, expert<br>Analysis of Water Infrastructure Financing Instruments for SADC (Development of a handbook) and Development of concepts for Capacity Development measures to be implemented based on the data.           |
| 2014          | Balkan States      | GIZ                              | Project manager, trainer<br>Support in the development and setup of an Alumni Network in the Western Balkan States for alumni of the (Zoran-Djindjic Scholarship)   |
| 2014-<br>2015 | Yemen              | GIZ                              | Project manager, expert<br>Planning and implementation of a technical assistance programme to support the transition in Yemen with special regard to organizational and leadership development in the Office of the Presidency      |
| 2014          | India              | GIZ                              | Trainer<br>Planning and implementation of a workshop for two GIZ projects on "Introduction to E-Learning"   |
| 2014          | Serbia             | GIZ                              | Expert<br>Development of an online Monitoring and Evaluation System for training measures of the Serbia European Integration Office   |
| 2014          | Georgia            | GIZ                              | Project Manager<br>Development of a stakeholder analysis for the training sector in the tourism sector in Georgia   |
| 2014          | Tajikistan         | GIZ                              | Moderator/facilitator<br>Planning and implementation of a team building workshop for GIZ Afghanistan in Dushanbe/Tajikistan   |
| 2014          | SADC<br>(Botswana) | GIZ                              | Project manager<br>Organisational development and training module development for a training institute on REDD+ in the frame of the SADC Support Programme on Reducing Emissions from Deforestation and Forest Degradation (REDD+)" |
| 2013/<br>2014 | Germany            | GIZ                              | Project manager, moderator<br>Support to GIZ for the organisation and implementation of a study tour/learning journey "E-Learning / ITMS" for 17 leading administration officers from Uganda and South Africa                       |
| 2013/<br>2014 | Egypt              | GIZ                              | Project manager   |



| <b>Year</b> | <b>Location</b>                          | <b>Company/<br/>organisation</b> | <b>Job description</b>  |
|-------------|--|----------------------------------|---|
| 2014        |  |                                  | Preparation of a Leadership Journey in the frame of the project "Improved agricultural water productivity to enhance adaptation to climate change"  |
| 2013        | Botswana                                 | GIZ                              | Project manager<br>Implementation of a Needs Assessment to implement international competence (HCD in a water management project)   |
| 2013        | Ethiopia                                 | GIZ                              | Project manager<br>Capacity Development and Leadership Development for the Institute for Peace and Security Studies of the African Peace and Security Architecture (APSA) on leadership and management (programme development, pilot training, internal leadership development) |
| 2013        | Yemen                                    | GIZ                              | Project manager<br>Planning mission and development of a human capacity development programme on change management and leadership   |
| 2013        | Namibia                                  | GIZ                              | Trainer / HCD specialist<br>Planning and implementation of a capacity development programme for the Namibia Statistics Agency (NSA) consisting of workshops and online trainings (blended learning)   |
| 2013        | Philippines                              | PTB                              | Evaluator<br>Mid-term evaluation and project planning mission for PTB project on support to quality infrastructure in the Philippines   |
| 2013        | Namibia                                  | GIZ                              | Project manager, moderator<br>Support to GIZ during the GIZ participation in E-Learning Africa Fair as well as Tourism Expo Fair in Windhoek, incl. planning, moderation of events, press conferences, presentations etc.   |
| 2013        | Kenya                                    | SEQUA                            | Evaluator<br>Mid-term evaluation of a vocational education and training partnership project   |
| 2013        | Mongolia                                 | GIZ                              | Project manager<br>Planning of an Alumni-Conference for former GIZ ILT participants in Ulaanbaatar, Mongolia, aiming at establishing a professional network   |
| 2013        | Austria                                  | IAEA                             | Project manager<br>Management and Leadership training as well as introduction of online collaboration and E-Learning to IAEA  |
| 2013        | Balkan States                            | GIZ                              | Project Manager, Expert<br>Support to the ProNET trainers' and experts' network; network management, network marketing  |
| 2013        | Uzbekistan,<br>Kyrgyzstan,<br>Tajikistan | GIZ                              | Project manager, trainer<br>Implementation of three workshops on tourism development, export promotion and marketing  |



| <b>Year</b>   | <b>Location</b>      | <b>Company/<br/>organisation</b> | <b>Job description</b>  |
|---------------|----------------------|----------------------------------|---|
|               |                      |                                  | in the frame of a regional economic development project.  |
| 2013          | Bosnia & Herzegovina | DIHK Service                     | Trainer, moderator<br>Implementation of a planning workshop in the partnership project between chambers from CEFTA countries and sequa  |
| 2013          | Germany / worldwide  | GIZ                              | Online-tutor<br>Tutoring of E-Learning courses on "eCommerce" and "International Business Development"  |
| 2012          | Germany/<br>ASEAN    | GIZ                              | Project manager / trainer<br>ASEAN Port Management Change Leadership Programme - Conduction of four trainings on Change Management, Leadership. Project Management and Organisational Analysis for Managers from 12 ports from the ASEAN region |
| 2012          | Georgia              | GIZ                              | Trainer<br>Planning and implementation of a workshop on E-Learning marketing  |
| 2012          | SADC /<br>Germany    | GIZ                              | Project manager / expert<br>ict@innovation E-Learning Development - Development of an E-Learning course on Free and Open Source Software (FOSS).  |
| 2012-<br>2013 | Ethiopia             | GIZ                              | Project manager / expert<br>APSA – Leadership Training - Planning and Implementation of a leadership training programme for Ethiopian managers and leaders incl. two face-to-face training sessions and one eight week E-Learning programme     |
| 2012-<br>2013 | Mongolia             | GIZ                              | Project manager / expert<br>Development of a Feasibility Study for a possible project of GIZ on the development of an (online) training Platform for the tourism sector in Mongolia (GIZ)   |
| 2012          | Uzbekistan           | SEQUA                            | Expert<br>Project Evaluation for the Chamber Partnership Project IHK Gera and CCI Uzbekistan  |
| 2012-<br>2013 | Namibia              | GIZ                              | Project director/ expert<br>Development of an (online) training platform for the tourism sector in Namibia incl. stakeholder management, platform development, training development   |
| 2012-<br>2013 | SADC/<br>Germany     | GIZ                              | Project director / trainer<br>Long-term training programme on regional economic development and export promotion for 20 participants from the SADC regions (14 months)  |
| 2012-<br>2014 | Worldwide            | GIZ                              | Expert  |





| <b>Year</b> | <b>Location</b>    | <b>Company/<br/>organisation</b> | <b>Job description</b>   |
|-------------|--------------------|----------------------------------|--|
|             |                    |                                  | Consulting on Impact-oriented Monitoring for GIZ Projects worldwide (framework contract)   |
| 2012        | Mongolia           | GIZ                              | Trainer<br>Planning and implementation of a Soft-Skills and Moderators' Training Programme for GIZ staff in Mongolia and the GIZ Country Representatives' Office in Mongolia   |
| 2012        | Mongolia           | GIZ                              | Expert, project manager<br>Development of a quality management and quality certification scheme/standard as well as certification processes for E-Learning   |
| 2012        | Germany            | GIZ                              | Expert<br>Portfolio analysis of training offers of the Academy for International Cooperation and the GIZ E-Academy and development of recommendations to adapt and extend e-learning offers to match both training programmes                                |
| 2012        | Turkey             | DIHK Service GmbH / SEQUA        | Trainer, moderator<br>Implementation of a planning workshop in the partnership project between chambers from CEFTA countries and sequa. Implementation of a workshop "Results-based Monitoring"  |
| 2012        | Mongolia / Germany | ETI Group                        | Expert / trainer<br>Planning and implementation of a one week study visit/study tour for Mongolian human resource managers (banks and telecom) on human resource development methodologies and techniques incl. company visits and workshops                 |
| 2012        | Kyrgyz Republic    | SEQUA                            | Moderator<br>Moderation of a planning workshop for elaboration of training concepts for training of instructors/examiners in vocational training in Kyrgyzstan   |
| 2012        | Moldova            | DIHK Service GmbH / SEQUA        | Trainer<br>Planning and implementation of a Workshop "Export Marketing" in the frame of the partnership project between chambers from CEFTA countries and sequa  |
| 2012        | Mongolia / Germany | Mongolian Petroleum Authority    | Expert / trainer<br>Planning and implementation of a one week study visit/study tour for Mongolian procurement managers from the petroleum sector incl. company visits and workshops   |
| 2012        | Balkan States      | GIZ                              | Project manager / trainer<br>ProNET: Training-of-Trainers and establishment of a trainers network in the Balkans incl. development of new training offers (three workshops and coaching of future trainers in developing training offers, strategy develop.) |



| <b>Year</b> | <b>Location</b>                  | <b>Company/<br/>organisation</b>               | <b>Job description</b>   |
|-------------|----------------------------------|--|--|
| 2011-2012   | SADC/<br>Germany                 | GIZ  | Project director / trainer<br>Long-term training programme on regional economic development and export promotion for 20 participants from the SADC regions (14 months)   |
| 2011-2012   | South Africa                     | GIZ  | Expert<br>Support of the South African Public Administration Leadership and Management Academy in developing a national eLearning Strategy   |
| 2011-2012   | Mongolia                         | Millennium Challenge Account - Mongolia (TVET) | Project manager<br>Project management in the technical support consulting services for development of the Labour Market Information System and Career Guidance Services  |
| 2011-2012   | Germany                          | BIBB   | Project manager / trainer<br>Training of Consultants of BIBB to enable these to work in Development Cooperation in future (three workshops and supervision, coaching)  |
| 2011        | Kazakhstan                       | SEQUA  | Expert<br>Project Planning Workshop for a Partnership Project and development of a an operational planning and logFrame  |
| 2011        | Albania, BiH, Croatia, Macedonia | DIHK / SEQUA                                   | Trainer<br>Workshop on Elaboration of Training Offers for Chambers from 8 CEFTA Countries  |
| 2011        | Germany                          | GIZ, GI, AHS, CIM                              | Project manager / expert<br>Evaluation of the project "Alumniportal Germany" and development of recommendations for project improvement  |
| 2011        | Balkan States                    | GIZ  | Project manager / trainer<br>Development of a SME support training programme (ProNet) and training-of-trainers for experts from five Balkan states   |
| 2011        | Indonesia                        | SEQUA  | Expert<br>Project planning (fact finding and planning workshop, LogFrame development) of a TVET partnership project of the Chamber of commerce and Industry Konstanz and vocational training institutions in Indonesia   |
| 2011        | Austria                          | IAEA   | Project manager<br>Training programme for high level management staff of IAEA on leadership, management, team building and supervision   |
| 2011        | Croatia                          | DIHK / SEQUA                                   | Trainer<br>Planning and Implementation of a training programme for Chamber staff on "Development of Training programmes, training offers and marketing of services" for Chambers from all CEFTA countries (Albania, Bosnia and Herzegovina, Croatia, Macedonia, Moldova, Montenegro, Serbia, UNMIK-Kosovo) |



| <b>Year</b> | <b>Location</b>                                | <b>Company/<br/>organisation</b>             | <b>Job description</b>  |
|-------------|--|--|---|
| 2011        | Rep. of Moldova                                | Chamber of Trades<br>Bad Hersfeld /<br>SEQUA | Expert<br>Project planning (fact finding and planning workshop, LogFrame development) of a TVET partnership project of the Chamber of Trades Bad Hersfeld and vocational training institutions in the Republic of Moldova |
| 2010        | South Africa                                   | GIZ  | Expert<br>Support in the development of an E-Learning Strategy for PALAMA, South Africa, planning to train up to 30.000 persons annually by means of E-Learning   |
| 2010        | Kyrgyzstan,<br>Uzbekistan,<br>Tajikistan       | InWEnt                                       | Project manager, trainer<br>"Regional Economic Development"<br>Planning and implementation of trainings in the three target countries in close cooperation with the Chambers of Commerce and Industry                     |
| 2010        | Balkan States                                  | SEQUA  | Expert<br>Project Planning Mission to seven Balkan countries with stakeholder meetings and final project planning report for a Chamber Partnership Project  |
| 2010        | Kyrgyzstan,<br>Uzbekistan,<br>Tajikistan       | InWEnt                                       | Project manager, trainer<br>"Export Promotion" Planning and implementation of trainings in the three target countries in close cooperation with the Chambers of Commerce and Industry                                     |
| 2010        | Kyrgyzstan                                     | InWEnt                                       | Expert<br>Consultancy service / coaching to the Kyrgyz State Medical Institute in developing and implementing E-Learning courses  |
| 2010        | Tajikistan                                     | InWEnt                                       | Project manager<br>Central Asia Invest Programme<br>Developing a web-based information database for exporters from Tajikistan and training of Chamber staff to maintain the database                                      |
| 2010        | Albania, BiH,<br>Croatia,<br>Macedonia<br>etc. | DIHK/SEQUA                                   | Trainer<br>Development of Chamber Marketing concepts with participants from 8 CEFTA countries in Southeast Europe   |
| 2010        | Germany  | InWEnt                                       | Expert<br>Development of a development concept for a language centre portal of InWEnt Language Training Centre Europe.  |
| 2010        | Germany  | InWEnt                                       | Author<br>Development of three online training modules for InWEnt's E-Academy on "Balances Scorecard", Presentation Skills" and Negotiation Skills"   |
| 2010        | SADC   | InWEnt                                       | Expert<br>Tutoring of the blended learning course "Capacity Building for Online Tutors" for   |



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|-------------|--|----------------------------------|--|
|             |  |                                  | participants from five SADC countries (online training, workshops)   |
| 2010        | Worldwide                                      | InWEnt                           | Expert<br>Development of three E-Learning modules on "Balanced Scorecard", Negotiation Techniques" and "Presentation Techniques" for the InWEnt E-Academy                                  |
| 2010        | Mongolia                                       | InWEnt                           | Expert<br>"Planning and implementation of National Round Table for the development of a Mongolian eLearning Policy"  |
| 2009-2011   | Worldwide                                      | InWEnt                           | Project manager<br>"Organisation and management of the Alumniportal Germany activities and conferences"  |
| 2010        | Rep. of Moldova                                | SEQUA                            | Expert<br>Project planning mission of a TVET partnership project of the Chamber of Trades Bad Hersfeld and vocational training institutions in the Republic of Moldova                     |
| 2010        | Tajikistan                                     | InWEnt                           | Expert<br>Central Asia Invest Programme<br>Training / consulting for implementation of an ePlatform for the national chamber   |
| 2009-2010   | Mongolia                                       | GTZ                              | Project manager, expert for wood sector<br>Value Chain Analysis in three rural regions of Mongolia   |
| 2009        | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan | InWEnt                           | Project manager<br>"Institution Building and Human Resource Development for E-Learning", project management and implementation of a Central Asia Portal, three times four months eLearning |
| 2009        | Tajikistan                                     | EU (InWEnt)                      | Trainer<br>Training-of-Consultants workshop for BIO Staff aiming at developing consulting skills amongst the participants  |
| 2009        | Germany, Macedonia                             | InWEnt                           | Expert<br>Development of an Information and eLearning Portal for the Top-Manager Macedonia Programme of InWEnt   |
| 2009        | Vietnam  | InWEnt                           | Trainer<br>Human Resource Development Training for the Vietnamese Health Sector, development and implementation of a one week training programme   |
| 2009        | Worldwide, Germany                             | InWEnt                           | Expert<br>Development, moderation and editing of the eLearning Development Portal for InWEnt eLearning Experts and eLearning Programme Alumni  |
| 2009        | Uzbekistan                                     | SEQUA                            | Expert   |



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|-------------|--|----------------------------------|---|
|             |  |                                  | Project Evaluation "Chamber Partnership Programme Uzbekistan"   |
| 2009        | Mongolia                                       | GTZ                              | Project manager, expert<br>Support to Business Development Service Providers and development of a BDSP market in three rural regions; establishment of a consultant network   |
| 2009        | Mongolia                                       | GTZ                              | Trainer<br>Training-of-Trainers Workshop for Business Development Service Providers and Chambers  |
| 2009        | Afghanistan                                    | UNDP                             | Dep. project manager<br>Planning and implementation of a training programme for 500 Afghan civil servants incl. development of training programmes, online recruitment and online training for international coaches, delivery of training, project management                  |
| 2008        | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan | InWEnt                           | Project manager<br>"Institution Building and Human Resource Development for E-Learning", project management and implementation of a Central Asia Portal   |
| 2008        | Mongolia                                       | GTZ                              | Project manager, trainer, expert<br>Planning and implementation of a business plan competition in three Mongolian rural regions, incl. project design, project management, training development, implementation of several workshops, awarding of winners, training-of-trainers |
| 2008        | Macedonia                                      | SEQUA                            | Evaluator<br>Project progress evaluation of the "Partnership Project between the HwK Koblenz and the Skopje Chamber of Trade as well as other Macedonian chambers"  |
| 2008        | Germany  | Government of Mongolia           | Planning, organisation and execution of a study tour for delegation of the State Property Committee to Germany, including company visits and workshops  |
| 2008        | Germany  | InWEnt                           | Project manager / expert<br>Capacity Development in eLearning worldwide   |
| 2008        | Afghanistan                                    | UNDP                             | Dep. project manager<br>Capacity for Afghan Civil Service – Coaching<br>Development of an online recruitment platform and e-learning platform, curricula dev., training material development, project management  |
| 2007-2008   | Afghanistan                                    | UNDP                             | Dep. project manager<br>Planning and implement. of a training programme for 500 Afghan civil servants incl. develop. of training programmes, online recruitment and online training for intern. coaches, delivery of training, project managem.                                 |



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|-------------|------------------------|----------------------------------|--|
| 2007        | Mongolia               | GTZ                              | Project manager<br>Planning and implementation of a business plan competition in three Mongolian rural regions, incl. project design, project management, training development, implementation of several workshops, awarding of winners, training-of-trainers   |
| 2007        | Mongolia               | GTZ                              | Project manager / trainer<br>Planning and implementation of a training-of-trainers workshop for BDSP and Chamber experts   |
| 2007        | Germany                | InWEnt                           | Project manager / expert<br>Development of a Management Skill Suite Online training programme incl. market analysis, needs assessment, curricula development, development of online training modules, project management and monitoring  |
| 2007        | Germany                | InWEnt                           | Project manager<br>Planning and execution of workshop Global Governance School training programme  |
| 2005-2007   | Afghanistan            | UNDP                             | Dep. project manager<br>Planning and execution of two „Top-Leadership Training Development“ Programmes to support reforms in administration for 550 participants from 15 ministries, incl. planning and implementation of workshops and t-o-t  |
| 2006/2007   | Bosnia and Herzegovina | (EU) InWEnt                      | Senior trainer<br>EU Training & Consulting Project (EU TaC)<br>Planning and preparation of training material for SME promotion, Conduction of t-o-t trainings, establishment of a trainer network, development of service offers for and with the network. Support to Region Developm. Agencies in developing new service offers for SME |
| 2006        | Mongolia               | InWEnt                           | Expert<br>Assistance to the Development Gateway Mongolia to initialise future e-learning activities  |
| 2006        | Mongolia               | GTZ/Royal Dutch Embassy-Beijing  | Planning and implementation of a consultants certification scheme incl. assistance in establishing a trainers' and consultants' Association  |
| 2006        | Romania                | SEQUA                            | Evaluator<br>Project Evaluation "Partnership Project between HwK Rheinhessen and Romanian Chambers"  |
| 2006        | Mongolia               | GTZ                              | Trainer<br>Planning and implementation of workshop for future moderators on "Moderation Techniques" incl. initialising a moderators' network in Mongolia and certification of moderators   |
| 2006        | Mongolia               | GTZ                              | Trainer  |



| <b>Year</b> | <b>Location</b>                 | <b>Company/<br/>organisation</b> | <b>Job description</b>  |
|-------------|---------------------------------|----------------------------------|---|
|             |                                 |                                  | Workshop on the use and implementation of a project management software solution to be used in future in a larger GTZ project in Mongolia   |
| 2006        | Egypt                           | InWEnt                           | Senior trainer<br>Conduction of a workshop "Change Management" in Cairo   |
| 2005        | Mongolia                        | GTZ/ICON                         | Expert<br>Consulting to five institutes of SME promotion to develop marketing concepts for their services incl. training for Business Development Service Providers and Associations                |
| 2005        | Germany / Mongolia              | SEQUA                            | Project manager / trainer<br>Planning, organisation and execution of a study tour for Mongolian personnel managers  |
| 2005        | Mongolia                        | GTZ                              | Trainer<br>Presentation of possibilities to introduce software for project management in a GTZ project  |
| 2005        | Mongolia                        | SEQUA                            | Project manager / trainer<br>Two workshops about human resource development, personnel management and intercultural competencies for SME and Chamber staff  |
| 2005        | Malawi / Germany                | InWEnt                           | Project manager<br>Strengthening of the it@ab network in SADC countries - planning of a workshop for IT consultants of the network in Lake Malawi   |
| 2005        | Bosnia and Herzegovina          | SEED/IFC                         | Trainer<br>Train-the-Trainers workshop for in-company trainers of the largest bakery  |
| 2005        | Bosnia and Herzegovina          | SEED/IFC                         | Project manager<br>Development of training modules and conduction of workshops for a wholesaler in the Balkan region. Topics: customer service, financial planning, sales, logistics                |
| 2005        | Bosnia and Herzegovina          | SEED/IFC                         | Project manager<br>Consulting to a food producer and packing company in the fields of brand management, purchase / sales, logistics   |
| 2005        | Albania / Germany               | SEED                             | Project manager<br>Consulting for three enterprises in ISO 9001 and change management   |
| 2005        | Bosnia and Herzegovina          | SEED                             | Project manager<br>Strategic planning / investment planning for an apple producer, incl. market analysis, situation analysis, strategic planning, development of three alternative investment plans |
| 2004        | Serbia and Montenegro / Germany | SEED                             | Project manager<br>Consulting for super market chain in supply chain management in the fruit and vegetable  |



| <b>Year</b>   | <b>Location</b>                     | <b>Company/<br/>organisation</b>             | <b>Job description</b>   |
|---------------|-------------------------------------|--|--|
|               |                                     |  | sector, incl. consultancy for 45 farmers   |
| 2004          | Mozambique/<br>Germany              | InWEnt                                       | Project manager<br>Development of a business plan for the it@ab network in SADC, incl. market analysis, develop. of marketing concepts, planning of a workshop for IT-consultants of the network   |
| 2004-<br>2005 | Germany                             | InWEnt                                       | Project manager<br>Adaptation and completion of an e-learning module "Basic principles in development cooperation"   |
| 2004          | Germany                             | InWEnt                                       | Expert<br>Preparation of a concept for an Alumni symposium in Mongolia   |
| 2004          | Germany /<br>Mongolia               | InWEnt                                       | Project manager / expert / trainer<br>Consulting to a consulting and training institution, incl. business plan, training-of-trainers, capacity building, team management, development of a web site, leaflets, experts' data bank  |
| 2004          | Bosnia and<br>Herzegovina           | IFC  | Project manager / expert<br>Consulting for a mineral water bottling plant (establishment) incl. market analysis in the EU, USA and Near East, project planning, etc.   |
| 2004          | Albania /<br>Germany                | SEED   | Project manager / consultant<br>Analysis of the EU market for frozen fruit and vegetable for the export from Albania   |
| 2004          | Bosnia-<br>Herzegovina<br>/ Germany | SEED   | Project manager / consultant<br>Analysis of the EU market for jam and marmalade and dried fruit  |
| 1998<br>-2004 | Mongolia /<br>Germany               | Carl Duisberg<br>Gesellschaft<br>e.V./InWEnt | Project manager / trainer<br>5 Long-term training programmes<br>"Management and marketing in free market economy - Mongolia", <ul style="list-style-type: none"> <li>• Curricula development</li> <li>• Training</li> <li>• Development of 200 single projects with the participants</li> <li>• Capacity building</li> </ul> |
| 2003-<br>2004 | Zimbabwe                            | InWEnt                                       | Project manager / expert<br>"Market oriented services in the informal sector for low income groups in Southern Africa – Training for consultants to promote capability of consulting companies - MARIS\$A"   |
| 2003-<br>2004 | Namibia                             | DECOSA                                       | Expert<br>Development of online activities "TOP-Namibia II – Training – Opportunity – Practise" Trainings programme/5 workshops about management and marketing   |
| 2003<br>-2004 | Mongolia                            | Private clients                              | Consultant<br>Consulting of SME (export promotion, marketing, co-operations)   |





| <b>Year</b> | <b>Location</b>                                    | <b>Company/<br/>organisation</b>      | <b>Job description</b>   |
|-------------|--|---------------------------------------|--|
| 2002-2004   | Namibia,<br>South Africa,<br>Malawi,<br>Mozambique | Carl Duisberg<br>Gesellschaft<br>e.V. | Dep. project manager<br>TRADE AFRICA – Training for Expert promotion<br>Programme <ul style="list-style-type: none"> <li>• Project planning</li> <li>• 12 months training programme for 15 managers of SME and NGO in Germany</li> </ul>   |
| 2002-2003   | Namibia,<br>South Africa,<br>Malawi,<br>Mozambique | Carl Duisberg<br>Gesellschaft<br>e.V. | Dep. project manager<br>TRADE AFRICA – Intra-SADC-Export-Promotion <ul style="list-style-type: none"> <li>• Project planning</li> <li>• Planning and monitoring of 25 workshops</li> <li>• Planning and execution of planning trips, kick-off meetings and train-the-trainers workshops</li> <li>• Planning and execution of an „export forum“ for in RSA</li> </ul> |
| 2003        | Bosnia and Herzegovina                             | GTZ                                   | Trainer<br>Planning and conduction of two workshops in different regions “Preparation of business plans” and “How to initiate national and international co-operations”  |
| 2003        | Germany  | Carl Duisberg<br>Gesellschaft<br>e.V. | Consultant / project manager<br>Planning and realisation of web portals and online activities (incl. e-learning) for „Aids Workplace Programme in Southern Africa (AWiSA)“, „Training of Consultants in Southern Africa („PROCESS)“ und „Promotion of SSME in Northern Namibia (TOP-Namibia)“  |
| 2002-2003   | Namibia  | InWEnt / DECOSA                       | Expert<br>Development of online activities “TOP-Namibia I – Training – Opportunity – Practise” Trainings programme/5 workshops about management and marketing  |
| 2002-2003   | Germany  | Weltweite Partnerschaft e.V.          | Trainer<br>Hamburg-Shanghai Management Trainee Programme<br>Execution of Workshops “Management”, “Marketing” for managers of private banks in China  |
| 2000-2003   | Germany  | Private client                        | Project manager<br>Concept, planning, programming and realisation of Web portals, web-based trainings and closed user forum for institutions and private comp.   |
| 2000-2002   | Namibia/<br>Germany                                | Carl Duisberg<br>Gesellschaft<br>e.V. | Dep. project manager / trainer<br>Training programme „Promotion of SME in North Namibia“: <ul style="list-style-type: none"> <li>• Planning of workshop programme (contents, trainers, excursions, tests, etc.)</li> <li>• Trainer „Initiating co-operations“ und „Costing“</li> <li>• Reporting / brochures</li> </ul>  |
| 2001        | Germany  | Akademie.de                           | E-Learning expert  |



| <b>Year</b>   | <b>Location</b>      | <b>Company/<br/>organisation</b>      | <b>Job description</b>   |
|---------------|----------------------|---------------------------------------|--|
|               |                      |                                       | Preparation of online workshop „Successful Fair Participation“   |
| 2001          | Mongolia/<br>Germany | CDG Alumni                            | Consultant / trainer<br>Development of curricula for the training of Mongolian decision makers (macro-economics, administration, social market economy)  |
| 1999          | Namibia              | CDI                                   | Consultant / expert<br>“Keetmanshoop Abattoir and Meat Exporting Project (KAMEP)”<br>Feasibility Study and Marketing Study for the Construction of an Abattoir and Springbuck meat export to the EU.   |
| 1999          | Namibia              | AMCOM                                 | Expert<br>Feasibility Study for a veneer plant in Namibia  |
| 1999-<br>2001 | Mongolia             | Carl Duisberg<br>Gesellschaft<br>e.V. | Dep. project manager / trainer<br>Training programme „Economic Promotion Mongolia“ <ul style="list-style-type: none"> <li>• Planning of a training programme, incl. 24 in Mongolian provinces</li> <li>• Planning and organisation of workshop execution</li> <li>• Acquisition and selection of participants</li> </ul> |
| 1998          | Namibia              | CDI                                   | Expert<br>Feasibility Study for the development of a lamp and metal furniture production in Namibia  |