

# CURRICULUM VITAE

## Personal Data

Name Dr. ECKARDT, Ute  
Born January 29, 1964  
Civil status married, one child  
Nationality German  
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Germany  
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**Key qualifications:** Governance issues, especially  
Public finance including revenue policies and administration,  
budgeting, medium term expenditure planning, financial  
control systems,  
Sector governance, mainly climate change adaptation and  
education  
Fiscal decentralisation,  
Public sector reform  
Program based approaches, budget support schemes  
evaluation, program appraisal, organizational development/  
change management, training and moderation

**Years of professional experience:** 25

## Education

01/1994 - 01/1997 Doctorate in Public Finance at the University of Cologne,  
Dissertation on "Decentralization in Colombia - analysis of the  
reorganization of responsibilities, financial resources and mechanisms of  
control between the different levels of government"

10/1983 - 10/1990 Studies and diploma in Economics and Political Sciences at  
the University of Cologne  
Thesis on "Allocation and distribution impacts of tax incentives for tourism  
promotion in Costa Rica"

08/1988 - 12/1988 Scholarship for field research in developing countries of the  
Carl Duisberg Society (CDG/ ASA-Programm) in Costa Rica

05/1982 Bilingual school-leaving in French (Baccalauréat), Friedrich-  
Ebert-Gymnasium, Bonn

## Further Education

10/1999 – 05/2002 Post-graduate studies „Theme - Centered - Interaction (TCI), facilitation, moderation and direction in groups“ at the Kurt-Lewin-Institute for Psychology, Distance University Hagen, in cooperation with the Workshop Institute for Living Learning/ Ruth Cohn Institute (WILL/ RCI)

## Language Skills

Language	Passive	Spoken	Written
German	Mother Tongue		
English	5	4	4
French	5	4	3
Spanish	5	4	3

## Membership of Professional Bodies

- DeGEval (Society for Evaluation), Germany
- Transparency International, Germany, chapter Rhineland
- WILL (Workshop Institute for Living Learning, TCI) International, Switzerland, and WILL Rheinland/ Westfalen e.V., Germany

**Present Position:** Independent Advisor

## Professional Activities

Since 03/2012 Independent Advisor, Consultant and Trainer in the fields of governance and public finance within the international development cooperation, consultancy and analytical works on public finance issues, program appraisal and review  
list of activities, see Annex 1

09/2009 – 02/2012 Senior Economic Advisor, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), sector project „International Tax Compact“ (ITC)  
Building up and steering of the ITC Secretariat, a dialogue and network platform to work against tax evasion and avoidance in developing countries, on behalf of the German Ministry for Economic Cooperation and Development (BMZ);  
development and attention of internal and external cooperation relations with professional tax organizations, with research institutions and consulting firms, bilateral donors, IMF, WB, OECD, UN and civil society organisations;  
development of the conceptual framework and profile of ITC, research, studies, management of conferences in the field of taxation and tax administration

- 03/2001 – 08/2009 Independent Economic Advisor, Consultant and Trainer in the fields of public finance and private sector development within the international development cooperation, mainly involved in analytical works on public finance issues, programme appraisal and review, assessment of German contribution to budget support schemes, program based approaches and evaluation  
list of activities, see Annex 2
- 10/1999 – 01/2001 Technical Advisor at the Project Management Provider for the German Federal Ministry of Education and Research (BMBF) „Work Organization and Services“, Department of the German Aerospace Center DLR. e.V., Bonn  
Development of the new research programme „Innovative Work Organization – Future of Work“, technical planning and management of research projects within the respective field, in charge of the subjects „Flexibility and Change Management of Enterprises“, „Transfer of the Programme's Results“ and “Innovative Research in Work and its Conditions”
- 02/1994 – 09/1999 Economist at LUSO CONSULT, office Cologne, in the field of organizational analysis, SME development and public sector reforms, elaboration of sector and project conceptions, acquisition, tender formulation,  
list of short term consultancies and projects, see Annex 3
- 01/1991 - 09/1993 Junior consultant at the GTZ-head office, Eschborn, Department for Governmental Consultancy, Department for Andean Countries, Section for Colombia and in the GTZ-Project "Consultancy to the Colombian Tax Administration", Bogotá  
Elaboration of concepts for administration reform projects (tax administration, decentralization and privatization), project management, documentation and evaluation, organizational analysis and planning, consultancy on structural and process organization, planning of personnel requirement, institutionalization of a training system and staff training planning.
- 08/ - 12/1990 Research Assistant at the "Institute for German Economy", Cologne (Institut der Deutschen Wirtschaft, IW);  
Maintenance of the data bank "humanisation of the working life" of the German metalindustry's employer's federation (Arbeitgeberverband Gesamtmetall)
- 10/1985 - 07/1988 Student assistant at the Seminar for Public Finance at the University of Cologne;  
Preparation of data for investigations, review of literature, preparation of course material in the field of public finance

## References

- BMZ  
Michaela Zintl  
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Audit, German Ministry for Economic Cooperation and  
Development (BMZ)  
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- GIZ  
Dr. Matthias Witt  
Head of Program „Good Financial Governance in Africa“  
Gesellschaft für Internationale Zusammenarbeit (GIZ) South Africa  
phone +27 12 423 6371  
Matthias.Witt@giz.de
- KfW  
Carmen Schickinger  
Lead Economist and Country Manager Sub Sahara Africa, KfW  
Development Bank  
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## Annex 1

## Activities as independent advisor in the field public finance and private sector development within the international development cooperation, since March 2012

Since 4/2016	International Review of anti-corruption issues in climate finance: System analysis on the nationally established processes and procedures for accessing and managing international climate finance with a specific view on the Green Climate Fund GIZ, Bonn/ Eschborn
Since 4/2016	Burkina Faso Support to refocus the "Projet Renforcement de la Bonne Gouvernance Financière » (PRBGF), consultancy and moderation of workshops to develop a Capacity Development Strategy with the partner institutions GIZ, Ouagadougou
Since 02/2016	Cameroun Project evaluation and planning of the next phase, Programme d'appui à la modernisation des finances publiques (PAMFIP) GIZ, Yaoundé
Since 12/2015	Bangladesh Support to the institutional set-up and capacity development to the Ministry of Environment in order to meet fiduciary requirements to become a National Implementing Entity (NIE) under the Green Climate Fund GIZ, Dhaka
Since 12/2015	Mozambique Desk study evaluation (ex post) of the German contribution to budget support in Mozambique, mainly based on the "Independent Evaluation of Budget Support in Mozambique" (2014) KfW, Frankfurt
01/2012 – 12/2012	Latin America, Colombia Final evaluation of the project „Support to the Organization of Latin American Supreme Audit Institutions (OLACEFS)“ GIZ, Bogotá
07/2015 – 08/2015	Uganda Facilitation of the Regional workshop: Enhancing SAIs capacity for auditing the extractive industry sector/ Elaboration of a Capacity Development Strategy for the GIZ support to the Office of the Auditor General, Uganda GIZ, Kampala
05/2015 – 09/2015	Cameroun Climate Change Public Expenditure an Institutional Review, CPEIR (Revue des dépenses publiques et du cadre institutionnel relative aux changements climatique) GIZ/ Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire (MINEPAT), Yaoundé

01/2015 – 06/2015	<p>Africa</p> <p>Review of the 2007 G8 Good Financial Governance Action Plan for Africa as contribution to the German G7 presidency 2015</p> <p>GIZ, Pretoria</p>
10/2014-3/2015	<p>Armenia</p> <p>Consultancy on improving external financial control practices in the Republic of Armenia,</p> <p>GIZ, Yerevan</p>
07/2014 – 12/2015	<p>Namibia</p> <p>Support to the integration of climate change issues into Namibian national planning and budgeting according the National Climate Change Strategy and Action Plan through a series of workshops and training events with various stakeholders,</p> <p>On behalf of the Climate Finance Readiness Programme,</p> <p>GIZ, Bonn/ Windhoek</p>
05/2014 – 06/2014	<p>Cameroun</p> <p>Consultancy and workshop on action planning to develop a climate change strategy for Cameroun in order to facilitate Cameroun's achievement of climate finance</p> <p>GIZ/ Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire (MINEPAT), Yaoundé</p>
04/2014 – 10/2014	<p>ASEAN</p> <p>Consultancy to the cooperative audit of the ASEAN Supreme Audit Institutions in Cambodia, Lao PDR, Myanmar, Vietnam (with the SAI of Thailand and China) on biodiversity and climate change adaptation in the Mekong River region</p> <p>GIZ, Phnom-Pen/ Hanoi</p>
01/2014 -12/2014	<p>International</p> <p>Assistance to conceptualization, preparation and documentation of the 2014 International Tax Compact conference on "Taxation of Extractive Industries"</p> <p>GIZ, Bonn</p>
11/2013 – 09/2014	<p>Africa</p> <p>Consultancy on a Financial Sustainability Strategy for the African Tax Administrators Forum (ATAF),</p> <p>GIZ, Pretoria</p>
10/2013 – 10/2014	<p>International, Mauritania, Togo</p> <p>Development of a comprehensive manual to guide analysis of development planning, budgeting procedures and financial management in order to align National Climate Change Adaptation Planning (NAP) to country systems;</p> <p>country assessments and consultancy in Mauritania and Togo</p> <p>GIZ, Eschborn</p>
08/2013 – 10/2013	<p>Burundi</p> <p>Feasibility study on the possibilities and risks to support the decentralization process in Burundi through financing the Fonds National d'Investissement Communal,</p> <p>KfW, Frankfurt</p>

03/2013 – 07/2013	<p>Africa</p> <p>Program review and concept regarding the inclusion of human capacity development (HCD) into the “Good Financial Governance in Africa”- program, that strengthens budgeting (through CABRI – the Collaborative Africa Budget Reform Initiative), taxation (through ATAF – the African Tax Administrators Forum) and independent external financial control (through AFROSAI – the African Organization of Supreme Audit Institutions),</p> <p>GIZ, South Africa</p>
02/2013 -07/2013	<p>Vietnam</p> <p>Analysis of Coastal Protection Services and their reflection in the national and provincial medium-term Socio-Economic Development Plan as well as in annual budgets, development of a perspective for climate change adaptation financing for the Mekong Delta Provinces</p> <p>Program Climate Change and Coastal Ecosystems (CCCEP)</p> <p>GIZ, Hanoi</p>
11/2012	<p>Course on Good Financial Governance in Developing Countries for the master program „Management in Non-Profit Organisations“</p> <p>Hochschule Osnabrück</p>
11/2012	<p>Elaboration of a short paper based on presentations and discussions of a workshop on transfer of experiences from modernizing German tax administration to the development context,</p> <p>GIZ, Eschborn</p>
08/2012 – 01/2014	<p>Brazil, Chile, Colombia, Peru, Mexico/ OLACEFS</p> <p>Consultancy in the context of the first joint (parallel) audit of Latin American supreme audit institutions in the field of public revenues - audit on royalties from the oil and gas sector;</p> <p>monitoring and summary of the experiences for the International Tax Compact</p> <p>GIZ, Eschborn</p>
07/2012 – 02/2013	<p>Research paper on tax policy and administration reform benchmarking through success factors and impact indicators in the context of Capacity Works</p> <p>GIZ, Eschborn</p>
05/2012 -06/2012	<p>South East Asia</p> <p>Feasibility study on a new project on „Support to supreme audit institutions in ASEAN member states“</p> <p>GIZ, Eschborn</p>
04/2012 – 09/2013	<p>South East Asia</p> <p>Study process on „Mapping taxation in selected Asian developing countries - Identification of experiences, best practices and lessons to learn in six Asian countries “ on behalf of the sector project “International Tax Compact“;</p> <p>Research concept, country study Lao P.D.R., summary report, regional workshop for discussion of results and documentation</p> <p>GIZ, Eschborn</p>
04/2012 – 05/2012	<p>Elaboration of two position papers for the education sector in the context of qualitative growth and employment</p> <p>KfW, Frankfurt</p>

03/2012 – 05/2012	Latin America, Colombia Midterm review for the project „Support to the Organization of Latin American Supreme Audit Institutions (OLACEFS)” GIZ, Bogotá
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## Annex 2

## Activities as independent advisor in the field public finance and private sector development within the international development cooperation, January 2001 - October 2009

07/2009 – 10/2009	Analysis of existing Memoranda of Understanding for budget support and basket financing schemes, elaboration of guidelines for elaboration of such MoUs within financial cooperation KfW, Frankfurt
05/2009 – 08/2009	Monitoring of the Paris Declaration 2008: Analysis of German Development Cooperation meeting the targets for indicators 3 and 7 with formulation of needs for intervention GTZ, Eschborn
02/2009	Niger Brief analysis of the public financial management background for the German appraisal of supporting the education sector basket, on behalf of KfW, Frankfurt
10/2008 – 12/2008	Afghanistan Analysis and reporting on the Afghanistan Reconstruction Trust Fund (ARTF) and the mid term evaluation of National Solidarity Programme (NSP), KfW, Frankfurt
08/2008 – 09/2008	Afghanistan Analysis of the Institutional Settings of the Law and Order Trust Fund (LOTFA) and Recommendations for German Contributions to LOTFA V, GTZ, Eschborn
04/2008 – 03/2009	Senegal Support to the German participation in the budget support group (ACAB - Arrangement Cadre relatif aux Aides Budgetaires), ongoing support to the analysis of public financial management issues, KfW, Dakar
03/2008 – 06/2009	Palestine Consultancy on the development of a sector-wide modality for supporting the Palestinian Education System, assessment of possible models and procedures, joint appraisal, elaboration of a Partnership Framework, Joint Financial Arrangement/ Memorandum of Understanding, KfW, Frankfurt
11/2007 – 12/2007	Study on capacity development in order to reach the Paris Declaration's Indicators 2 (reliable country systems), 5 (use of country public financial management and procurement systems) and 9 (use of common arrangements or procedures), KfW, Frankfurt
11/2007 – 12/2007	Senegal Assessment of the possible German involvement in budget support to the education sector, program assessment, KfW, Frankfurt
07/2007	Training in public financial management for KfW staff, Frankfurt
06/2007	Brief assessment of the possibilities to include gender budgeting aspects into the assessment and implementation of the German participation in general budget support schemes,

	KfW, Frankfurt
05/2007 – 11/2007	Capacity development for the Education for All – Fast Track Initiative (CD for EfA/ FTI) Support to the preparation of topic 2 “How to make best use of more education finance” of the CD for EfA Conference in Bonn, October 07, elaboration of a concept paper on constraints to and solutions for the absorption and effective use of increasing financial aid, KfW, Frankfurt
06/2006 – 02/2008	Evaluation of the German involvement to enhance external financial control in development cooperation’s partner countries, especially the collaboration with supreme audit institutions Team leader, evaluation design, country studies Nicaragua and Mauritania, synthesis report, BMZ, Bonn
07/2006 – 08/2006	Brief evaluation of the assessment of public financial management in KfW appraisal reports for the participation in budget support schemes (general budget support, sector budget support and SwAps) Adaptation of the internal guidelines for the appraisal of public financial management and fiduciary risks in these programmes, KfW, Frankfurt
07/2006 – 12/2007	Madagascar Assessment of the possible German involvement in Multi Donor Budget Support, program and progress assessment, participation in Joint Donor Reviews, KfW, Frankfurt
03/2006 – 8/2006	Short study on donor harmonization in the basic education sector within joint financing arrangements, KfW, Frankfurt
02/2006 – 10/2006	Bangladesh Evaluation of the country programme of the German Development Cooperation as part of the pilot studies to develop Country Programme Evaluation as instrument within German Development Cooperation evaluation; responsible for the private sector development programme (Wiram), BMZ, Bonn
02/2006 – 06/2006	Uganda Assessment of budget procedures in the public vocational training system, KfW, Frankfurt
02/2006 – 03/2006	Rwanda Assessment of the possible German involvement in the Common Approach to Budget Support, KfW, Frankfurt
9/2005 – 12/2005	Zambia Assessment of possible German involvement in the Multi Donor Budget Support, program and progress assessment, participation in Joint Donor Review, KfW, Frankfurt
06/2005 – 10/2005	Guinea

	<p>Consultancy for the creation of a basket financing arrangement for the education sector between AFD, World Bank and KfW, assessment of possible procedures, elaboration of a draft Memorandum of Understanding,</p> <p>KfW, Frankfurt</p>
04/2005 – 01/2006	<p>Evaluation of the German experiences with general and sector oriented budget support programmes,</p> <p>KfW, Frankfurt</p>
11/2004 – 05/2005	<p>Malawi</p> <p>Assessment of the German involvement in the Common Approach to Budget Support, program and progress assessment, participation in Joint Donor Review,</p> <p>KfW, Frankfurt</p>
10/2004 – 01/2005	<p>Concept paper on the role of Technical Cooperation in budget reform processes related to general budget support programmes and basket finance instruments,</p> <p>GTZ, Eschborn</p>
07/2004 – 3/2006	<p>Concept paper on “Good Financial Governance” – Good Governance in Public Financial Management,</p> <p>GTZ, Eschborn</p>
05/2004 – 08/2004	<p>Argentina</p> <p>Evaluation of the developmental impact of engagements of the German Development Bank (DEG), country study Argentina,</p> <p>Ministry for Economic Cooperation and Development, BMZ, Bonn</p>
01/2004	<p>Short study „Public Finance Aspects of the Military Sector and Potential for Consultancy in German Technical Cooperation“,</p> <p>GTZ, Eschborn</p>
07/2003 – 08/2003	<p>Evaluability study „Budget Support and Similar Financial Instruments“,</p> <p>BMZ, Bonn</p>
06/2003 – 10/2004	<p>Ghana</p> <p>Various consultancies on behalf of the German contribution to Multi Donor Budget Support, program and progress assessment, participation in Joint Donor Reviews,</p> <p>KfW, Frankfurt</p>
04/2003 – 04/2004	<p>Studies for the UNIDO strategic research programme COMPID (Combating Marginalization and Poverty through Industrial Development), Research project “Productivity Enhancement and Equitable Development: The Challenge for SME Development”, Section 1: “The role of SME in generating productivity growth – evidence from developed and developing countries” and Section 2: “The role of SME in generating equitable development – evidence from developed and developing countries”,</p> <p>German Development Institute, DIE, Bonn</p>
08/2002 – 06/2003	<p>Tanzania</p> <p>Evaluation of „Tax Systems and Revenue Administration in Developing and Transformation Countries as Instruments for Poverty Reduction“, evaluation design and country study on Tanzania,</p> <p>Ministry for Economic Cooperation and Development, BMZ, Bonn</p>
04/2002 – 12/2002	<p>Study on “Concepts for the Promotion of Business Creation in</p>

	International Development Cooperation and in Germany”, German Development Institute, DIE, Bonn
02/2002	Malawi, Tanzania, Egypt Evaluation of “Instruments of Impact Monitoring in Projects of German Development Cooperation”, Ministry for Economic Cooperation and Development, BMZ, Bonn
03/2001 – 08/2001	Study on „Consideration of Efficiency Aspects within Development Projects “, responsible for the development of methodological standards for cost benefit analysis, Ministry for Economic Cooperation and Development, BMZ, Bonn
01/2001	Evaluation of the educational programme for participants from ASEAN countries „Industrial Biotechnology“, Carl-Duisberg-Gesellschaft (CDG), Köln
01/2001 – 04/2001	Teaching post for “World Political Economy” at the Department for Economic Sciences of the Loyola Marymount University, Los Angeles, held at the Academy for International Education (AiB), Bonn
08/2000, 07/2003, 10/2005	Training courses "Intercultural Communication"/ “Diversity Management” for German SME on behalf of HITS (Human Individual Training Systems), Schwerte
03/2000 - 09/2000	Content management of intranet sites "Fiscal Decentralization and Local Management of Finance" and “Public Budgeting”, German Agency for Technical Cooperation (GTZ) GmbH, Eschborn

Annex 3: Short term consultancies and projects as economist at LUSO CONSULT, office Cologne 1996 - 1999

01/1999 – 09/99	Brussels, AKP, PHARE Training of staff members of the DG 1A, 1B, DG 8 and SCR of the European Commission (and for decision makers in the development planning process abroad) in methods for the economic and financial analysis of development projects (ECOFIN), development of the course programme, investigation of ToR for evaluation studies on request of the administration
12/1998 – 04/1999	Cabo Verde Backstopping of a sector study for the wood processing sector as part of the development of the Austrian technical co-operations sector development strategy for Cabo Verde
10/1998	Ethiopia Facilitation of an APW ("National Appreciation Workshop") on the CEFE-method for institutional decision maker, consultancy to the project "SME development" on the integration of the training component into the structure of the partner organization
08/1998	Bosnia and Herzegovina Investigation on the economic situation of small and medium scale enterprises in the canton of Tuzla; training needs analysis; design and implementation of a pilot course on „marketing“; design of training programme for the target group for a medium term perspective.
04 - 11/1998	Germany / International Review of the worldwide advancements of the CEFE-methodology (experiential training for entrepreneurs and business creators), complete revision and edition of the English CEFE training manual on CD-ROM
03 - 04/1998	Ethiopia Training of entrepreneurial skills and business creation for disadvantaged women in Addis Ababa
09/1997 - 02/1998	Western Africa Comprehensive market study on behalf of the German Ministry for Economic Cooperation and Development, BMZ on the impact of German used clothes imports on the textile and garment industry and handicraft sector in Ghana, Benin and Cameroon
04 - 07/1997	Turkey Training of Business Consultants for the Turkish agroindustry in the World Bank's Supplementary Consultancy Programme in Izmir; continuation and further development of the training programme; impact evaluation of the programme.
02 - 07/1997	Slovenia Adviser to the Slovenian Chamber of Commerce with the objective to strengthen the internal capacity; preparation and conduction of workshops
12/1996 - 11/1997	Germany Backstopping for the project for the strengthening of the Slovenian Chamber of Commerce as regional service center for the region of Maribor through long term assistance and various short term assignments

10 - 11/1996	Colombia Project appraisal for the Cooperation of the German Federation of Chambers of Commerce (Deutscher Industrie- und Handelstag, DIHT) and the Colombian Federation of Chambers of Commerce (Confederación Colombiana de Cámaras de Comercio, Confecámaras), identification and preparation of a long term co-operation project
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