

Curriculum vitae

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TYPE OF EXPERTISE: Public Finance Expert

- (1) **Family name:** Dr. Eckardt
 (2) **First names:** Ute Juliane
 (3) **Date of birth:** 29/01/1964
 (4) **Passport holder of:** Germany
 (5) **Education:**



Institution	Degree(s) or Diploma(s) obtained:
01/1994 - 01/1997 University of Cologne, Germany	Doctorate in Economics, Dissertation on "Decentralization in Colombia - analysis of the reorganization of responsibilities, financial resources and mechanisms of control between different levels of government"
10/1983 - 10/1990 University of Cologne	Diploma in Economics and Political Sciences, Thesis on "Allocation and distribution effects of tax incentives for tourism promotion in Costa Rica"
5/1982	Bilingual school-leaving in French (Baccalauréat), Friedrich-Ebert-Gymnasium, Bonn

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

Language	Reading	Speaking	Writing
German	Mother tongue	Mother tongue	Mother tongue
English	1	1	2
Spanish	1	2	2
French	1	2	2

(7) **Other training:**

Year	Course	Duration
10/1999 – 05/2002	Post-graduate studies in humanistic psychology: „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)	2.5 years

(8) **Membership of professional bodies:**

- DeGEval (Society for Evaluation), Germany
- Transparency International, Germany, chapter Rhineland

(9) **Key qualifications:**

<p><u>Governance themes on all levels of government:</u> Public finance including revenue policies and administration, budgeting, medium term expenditure planning, financial control systems/ fiscal decentralisation, sector governance, mainly climate change and education/ accountability and anti-corruption</p> <p><u>Designing funding/ support mechanisms:</u> climate change adaptation, donor harmonization, joint funding mechanisms, budget support, development policy loans</p> <p><u>Private sector promotion:</u> SME promotion, chamber partnerships, start-up support</p> <p><u>Methods:</u> Consultation, organizational development & process facilitation, moderation of workshops, monitoring & evaluation, program appraisal, analysis & studies</p>
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(10) Positions:

Since 10/2019 Partner/ Economist, Think Global, Norway

Consultancy and analytical works on public finance issues and institutional development

Since 03/2012 Independent Advisor, Consultant and Moderator in the field of governance and public finance within international development cooperation

Consultancy and analytical works on public finance issues, programme appraisal and process design, programme review and evaluation, fiduciary risk analysis and evaluation

09/2009 – 02/2012 Senior Economic Advisor, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, sector project „International Tax Compact“ (ITC), Bonn, Germany

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); 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 Advisor, Consultant and Trainer in the fields of public finance and private sector development within international development cooperation

Analytical works on public finance issues, programme appraisal and review, assessment of German contribution to budget support schemes, program based approaches and evaluation

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, Germany

Private sector development projects and public sector reforms, project management, elaboration of sector and project concepts, acquisition, tenders

01/1991 - 09/1993 Junior Advisor, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Germany, Governance Department, Department for Andean Countries, and in the GTZ-Project "Consultancy to the Colombian Tax Administration", Bogotá, Colombia

Project management, monitoring 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, concepts for public administration reform projects (tax administration, decentralization and private sector development)

(11) Country working experience:

Afghanistan, Argentina, Armenia, Bangladesh, Benin, Brazil, Burkina Faso, Burundi, Cameroun, Chile, Colombia, Egypt, Ethiopia, Georgia, Ghana, Guinea (Conakry), Ivory Coast, Lao P.D.R., Madagascar, Malawi, Mauritania, Mexico, Mozambique, Namibia, Nepal, Nicaragua, Niger, Palestine, Panamá, Peru, Rwanda, Senegal, Tanzania, Togo, Uganda, Vietnam, Zambia.

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(11) Professional experience (selected):

Date from - to	Location	Company & reference person	Position	Description
Since 11/2019	Zimbabwe	KfW Development Bank, Frankfurt (christian.schoenhofen@kfw.de)	Evaluator	Ex-post evaluation of KfW's contribution to the Zimbabwe Multi Donor Trust Fund (ZIM-Fund)
Since 05/2019	Ghana, Ivory Coast, Senegal	KfW Development Bank Frankfurt (birte.schorlemmer@kfw.de)	Team Leader	Fiduciary risk analysis to prepare for potential German reform financing (budget support)
02/2019 – 07/2019	Ethiopia	KfW Development Bank, Frankfurt (peter.maats@kfw.de)	PFM specialist	Support to programme assessment and design of German general budget support and budget support to the Ethiopian TVET sector
01/2019 – 06/2019	Peru	KfW Development Bank, Frankfurt (christian.schoenhofen@kfw.de)	Evaluator	Ex-post evaluation of a series of development policy loans targeted at water and sanitation sector
10/2018 – 10/2019	Africa/ Ethiopia	KfW Development Bank, Frankfurt (christof.griebenow@kfw.de)	Team Leader	Development of a Joint Financial Arrangement for the African Union Commission (AUC), Organizational and fiduciary analysis, development of a reform programme to strengthen financial management and the budget planning system
08/2018 – 09/2018	Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH, Berlin (friedegund.mascher@giz.de)	Economist	Scoping study about funding instruments and mechanisms to implement the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Paris Agreement
05/2018 – 07/2018	Colombia	KfW Development Bank, Frankfurt (christian.schoenhofen@kfw.de)	Evaluator	Analysis of the economic and public finance framework conditions in Colombia between 2014 and 2018 as input to the ex-post evaluation of German budget support to the Colombian peace process
01/2018 – 06/2018	Benin	Ministry for Economic Cooperation and Development (BMZ), Bonn (silke.silva-melendez@bmz.bund.de)	Team Leader	Strategic portfolio review as base for the new German Federal Ministry's on Economic Cooperation and Development's (BMZ) country strategy for Benin
01/2018 – 02/2018	Latin America, Panamá	GIZ GmbH, Panamá (peter.dineiger@giz.de)	Evaluator	Final evaluation of the technical assistance cooperation with the Interamerican Association of Tax Administrators (CIAT)
01-2017 - 11/2017	Germany, Berlin	GIZ GmbH, Bonn (susanne.thiel@giz.de)	PFM specialist/ Moderator	Conceptualisation and moderation of the Good Financial Governance Winter School
08/2017 – 12/2017	Peru	KfW Development Bank, Frankfurt (christian.schoenhofen@kfw.de)	Evaluator	Desk study evaluation (ex post) of the German contribution to environmental sector budget support in Peru

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Date from - to	Location	Company & reference person	Position	Description
04/2017 – 10/2017	Nepal	GIZ GmbH, Kathmandu (stefanie.rauscher@giz.de)	Tax specialist	Revenue Administration Support (RAS) project - evaluation and planning of the next phase
02/2017 – 07/2017	Malawi	GIZ GmbH, Lilongwe (lukas.fischer@giz.de)	Evaluator	Programme “Strengthening Public Financial and Economic Management in Malawi”, evaluation and planning of the next phase
12/2016 – 01/2017	Africa	GIZ GmbH, Pretoria (barbara.dutzler@giz.de)	Economist/ Moderator	Consultancy for Organisational Development: Introduction of a matrix approach for the secretariat of the African Tax Administration Forum (ATAF) and Monitoring and Evaluation for the secretariat of the Collaborative Africa Budget Reform Initiative (CABRI)
09/2016 – 08/2019 01/2014 – 12/2014	Germany/ International	GIZ GmbH, Bonn Secretariat of the International Tax Compact (ITC) and the Addis Tax Initiative (ATI), (jasmin.froehling@giz.de)	Tax specialist	Various consultancies to the ITC/ ATI secretariat: <ul style="list-style-type: none"> • Support to the ITC / ATI (International Tax Compact/ Addis Tax Initiative) conferences in 2019 and 2017 in Berlin • Support to building up the secretariat of the newly created Network of Tax Organisations (NTO) • Development of a funding framework for the United Nations Committee of Experts on International Cooperation in Tax Matters (UN Tax Committee) • Support to the sector programme „Good Financial Governance“ regarding the creation of a new work line „International Taxation“ • Assistance to conceptualization, preparation and documentation of the 2014 International Tax Compact conference on “Taxation of Extractive Industries”
08/2016 – 12/2016	Armenia, Georgia	GIZ GmbH, Yerevan (lukas.fischer@giz.de)	PFM specialist	Programme “Public Financial Management in South Caucasus” - Evaluation and planning of the next phase, development of description of the action for EU co-funding
04/2016-02/2018	Burkina Faso	GIZ GmbH, Ouagadougou (ksenija.maver@giz.de)	PFM specialist/ Moderator	Various consultancies to the " « Projet Renforcement de la Bonne Gouvernance Financière » (PRBGF) <ul style="list-style-type: none"> • Support to strategically refocus the PRBGF • consultancy and moderation of workshops to develop a Capacity Development Strategy with the partner institutions • Evaluation and appraisal of the follow-on measure of PRBGF
04/2016 – 12/2016	International	GIZ GmbH, Bonn/ Eschborn (regina.bernhard@giz.de)	Economist	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 (GCF)
12/2015-04/2016	Bangladesh	GIZ GmbH, Dhaka (regina.bernhard@giz.de)	Team Leader	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

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12/2015 – 03/2016	Mozambique	KfW Development Bank, Frankfurt (christian.schoenhofen@kfw.de)	Evaluator	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)
11/2015 – 04/2016	Latin America, Colombia	GIZ GmbH, Bogotá (peter.dineiger@giz.de)	Evaluator	Final evaluation of the project „Support to the Organization of Latin American Supreme Audit Institutions (OLACEFS)”
07/2015 – 08/2015	Uganda	GIZ GmbH, Kampala (barbara.dutzler@giz.de)	Moderator	Facilitation of the regional workshop: Enhancing SAIs capacity for auditing the extractive industry sector
07/2015 – 08/2015	Uganda	GIZ GmbH, Kampala (sandy.richter@giz.de)	PFM specialist/ Moderator	Elaboration of a Capacity Development Strategy for the GIZ support to the Office of the Auditor General, Uganda
01/2015 – 06/2015	Africa	GIZ GmbH, Pretoria (matthias.witt@giz.de)	Evaluator	Review of the 2007 G8 Good Financial Governance Action Plan for Africa as contribution to the German G7 presidency 2015
10/2014-5/2015	Armenia	GIZ GmbH, Yerevan (gor.khachatryan@giz.de)	Team Leader	Consultancy on improving external financial control practices in the Republic of Armenia
05/2014 – 04/2016	Cameroun	GIZ GmbH Yaoundé (sook-jung.dofel@giz.de)	PFM specialist/ Moderator	Various consultancies to the Programme d’appui à la modernisation des finances publiques (PAMFIP) : <ul style="list-style-type: none"> • Project evaluation and planning of the next phase • Climate Change Public Expenditure and Institutional Review, CPEIR (Revue des dépenses publiques et du cadre institutionnel relative aux changements climatique) • Consultancy and workshop on action planning to develop a climate change strategy for Cameroun in order to facilitate Cameroun’s achievement of climate finance, on behalf of the Ministère de l’Économie, de la Planification et de l’Aménagement du Territoire (MINEPAT)
04/2014 – 10/2014	ASEAN	GIZ GmbH, Phnom-Pen/ Hanoi (regina.bernhard@giz.de)	PFM specialist/ Moderator	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
11/2013 – 09/2014	Africa	GIZ GmbH, Pretoria (christiane.schuppert@giz.de)	Economist	Consultancy on a Financial Sustainability Strategy for the African Tax Administrators Forum (ATAF)

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10/2013 – 12/2015	International, Mauritania, Togo, Namibia	GIZ GmbH, Eschborn (nele.buenner@giz.de/ Marius.kaiser@giz.de)	PFM specialist/ Moderator	<p>Various consultancies on behalf of the Climate Finance Readiness Programme</p> <ul style="list-style-type: none"> • 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; country assessments and consultancy in Mauritania and Togo • 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,
08/2013 – 10/2013	Burundi	KfW Development Bank, Frankfurt (carmen.schickinger@kfw.de)	Team Leader	Feasibility study on the possibilities and risks to support the decentralization process in Burundi through financing the Fonds National d'Investissement Communal
03/2013 – 07/2013	Africa	GIZ GmbH, Pretoria (matthias.witt@giz.de)	Team Leader	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)
02/2013 -07/2013	Vietnam	GIZ GmbH, Hanoi (benjamin.hodick@giz.de)	Team Leader	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 Program Climate Change and Coastal Ecosystems (CCCEP)
11/2012	Germany	Hochschule Osnabrück (h.edling@hs-osnabrueck.de)	Lecturer	Course on Good Financial Governance in Developing Countries for the master program „Management in Non-Profit Organisations“
11/2012	Germany	GIZ GmbH, Eschborn (astrid.templin@giz.de)	Tax specialist	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
08/2012 – 01/2014	Brazil, Chile, Colombia, Peru, Mexico/ OLACEFS	GIZ GmbH, Eschborn (barbara.dutzler@giz.de)	Tax specialist	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; Monitoring and summary of the experiences for the International Tax Compact
07/2012 – 02/2013	Germany	GIZ GmbH, Eschborn (astrid.templin@giz.de)	Tax specialist	Research paper on tax policy and administration reform benchmarking through success factors and impact indicators in the context of Capacity Works
05/2012 -06/2012	ASEAN	GIZ GmbH, Eschborn (regina.bernhard@giz.de)	PFM specialist	Feasibility study on a new project on „Support to supreme audit institutions in ASEAN member states“

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04/2012 – 09/2013	South East Asia Lao P.D.R.	GIZ GmbH, Eschborn (barbara.dutzler@giz.de)	Team Leader	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“; Research concept, country study Lao P.D.R., summary report, regional workshop for discussion of results and documentation
04/2012 – 05/2012	Germany	KfW Development Bank, Frankfurt (helmut.jahn@kfw.de)	Economist	Elaboration of two position papers for the education sector in the context of qualitative growth and employment
03/2012 – 05/2012	Latin America, Colombia	GIZ GmbH, Bogotá (peter.dineiger@giz.de)	PFM specialist	Midterm review for the project „Support to the Organization of Latin American Supreme Audit Institutions (OLACEFS)“
05/2009 – 08/2009	Germany	German Agency for Technical Cooperation (GTZ) GmbH, Eschborn	Economist	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
10/2008 – 12/2008	Afghanistan	KfW Development Bank, Frankfurt	PFM specialist	Analysis and reporting on the Afghanistan Reconstruction Trust Fund (ARTF) and the midterm evaluation of National Solidarity Programme (NSP)
08/2008 – 09/2008	Afghanistan	GTZ GmbH, Eschborn	PFM specialist	Analysis of the Institutional Settings of the Law and Order Trust Fund (LOTFA) and Recommendations for German Contributions to LOTFA V
11/2007 – 12/2007	Germany	KfW Development Bank, Frankfurt	PFM specialist	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)
06/2006 – 02/2008	International/ Nicaragua, Mauritania	Ministry for Economic Cooperation and Development (BMZ), Bonn	Team leader	Evaluation of the German involvement to enhance external financial control in development cooperation’s partner countries, especially the collaboration with supreme audit institutions Evaluation design, country studies Nicaragua and Mauritania, synthesis report
07/2006 – 08/2006	Germany	KfW Development Bank, Frankfurt	PFM specialist	Brief evaluation of the assessment of public financial management in KfW Development Bank 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
02/2006 – 10/2006	Bangladesh	Ministry for Economic Cooperation and Development (BMZ), Bonn	Economist	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)
02/2006 – 06/2006	Uganda	KfW Development Bank, Frankfurt	PFM specialist	Assessment of budget procedures in the public vocational training system

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Date from - to	Location	Company & reference person	Position	Description
10/2004 – 01/2005	International	GTZ GmbH, Eschborn	PFM specialist	Concept paper on the role of Technical Cooperation in budget reform processes related to general budget support programmes and basket finance instruments
07/2004 – 3/2006	Germany	Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Eschborn	PFM/ tax specialist	Concept paper on “Good Financial Governance” – Good Governance in Public Financial Management
05/2004 – 08/2004	Argentina	Ministry for Economic Cooperation and Development, BMZ, Bonn	Evaluator	Evaluation of the developmental impact of engagements of the German Development Bank (DEG), country study Argentina
01/2004	Germany	GTZ GmbH, Eschborn	PFM specialist	Short study „Public Finance Aspects of the Military Sector and Potential for Consultancy in German Technical Cooperation“
07/2003 – 08/2003	Germany	Ministry for Economic Cooperation and Development (BMZ), Bonn	PFM specialist	Evaluability study „Budget Support and Similar Financial Instruments“
06/2003 – 10/2009	Germany Ghana, Guinea (Conakry), Madagascar, Malawi, Niger, Palestine, Ruanda, Senegal, Uganda, Zambia	KfW Development Bank, Frankfurt	PFM specialist	<p>Various consultancies in the context of German financial contributions to joint financing schemes as joint budget support or other:</p> <ul style="list-style-type: none"> • Analysis of fiduciary risks of Multi Donor Budget Support schemes, program and progress assessment, participation in Joint Donor Reviews (Ghana, Madagascar, Malawi, Senegal, Ruanda, Uganda, Zambia) • Fiduciary risk analysis, appraisal, follow-up and assessment of German Engagements in budget support schemes for the education sector (Senegal, Niger, Guinea) • Assessment and planning of basket financing schemes in the education sector (Guinea and Palestine) • Analysis of existing Memoranda of Understanding for budget support and basket financing schemes, elaboration of guidelines for elaboration of such MoUs within financial cooperation (2009) • 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 (2007) • Assessment of the possibilities to include gender budgeting aspects into the assessment and implementation of the German participation in general budget support schemes (2007) • Short study on donor harmonization in the basic education sector within joint financing arrangements (2006) • Evaluations of experiences with general and sector related budget support schemes

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				<p>(2004/05)</p> <ul style="list-style-type: none"> • Consultancy on the development of a sector-wide modality for supporting the Palestinian Education System, assessment of possible models and procedures, joint appraisal, Partnership Framework, Joint Financial Arrangement/ Memorandum of Understanding (Palestine) • Consultancy for the creation of a basket financing arrangement for the education sector between AFD, World Bank and KfW Development Bank, assessment of possible procedures, elaboration of a draft Memorandum of Understanding (Guinea Conakry) • Training in public financial management for KfW Development Bank staff
04/2003 – 04/2004	International	German Development Institute (DIE), Bonn	Economist	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"
08/2002 – 06/2003	Tanzania	Ministry for Economic Cooperation and Development, BMZ, Bonn	Evaluator/ Tax specialist	Evaluation of „Tax Systems and Revenue Administration in Developing and Transformation Countries as Instruments for Poverty Reduction“, evaluation design and country study on Tanzania,
04/2002 – 12/2002	Germany	German Development Institute (DIE), Bonn	Economist	Study on "Concepts for the Promotion of Business Creation in International Development Cooperation and in Germany"
02/2002	Malawi, Tanzania, Egypt	Ministry for Economic Cooperation and Development (BMZ), Bonn	Evaluator	Evaluation of "Instruments of Impact Monitoring in Projects of German Development Cooperation"
03/2001 – 08/2001	Germany	Ministry for Economic Cooperation and Development (BMZ), Bonn	Economist	Study on „Consideration of Efficiency Aspects within Development Projects“, responsible for the development of methodological standards for cost benefit analysis
01/2001	Germany	Carl-Duisberg-Gesellschaft (CDG), Köln	Evaluator/ Moderator	Evaluation of the educational programme for participants from ASEAN countries „Industrial Biotechnology“
01/2001 – 04/2001	Germany	Academy for International Education (AiB), Bonn	Lecturer	Teaching post for "World Political Economy" at the Department for Economic Sciences of the Loyola Marymount University, Los Angeles
08/2000 07/2003 10/2005 11/2004	Germany	HITS (Human Individual Training Systems), Schwerte	Trainer	Training courses "Intercultural Communication"/ "Diversity Management" for German Small and Medium Enterprises (SME)
03/2000 - 09/2000	Germany	German Agency for Technical Cooperation (GTZ) GmbH, Eschborn	PFM specialist	Content management of intranet sites "Fiscal Decentralization and Local Management of Finance" and "Public Budgeting"

(12) Studies and Reports (selected)

- Eckardt, Ute; Guntermann, Jost; Halfhide, Mario; Junker, Brigitte (2018), Joint Programming and Financing for the African Union Commission (AUC), Phase 1: Feasibility diagnostic study, Draft report, Addis Ababa: AUC/ Frankfurt: KfW
- Eckardt, Ute (2018), Funding instruments and mechanisms to implement the Sendai Framework for Disaster Risk Reduction 2015-2030, Background paper on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn
- Eckardt, Ute; Floquet, Anne (2018), Strategische Portfoliorevue Benin, im Auftrag des BMZ - Referat 203, Westafrika II, Bonn, Köln/ Cotonou
- Eckardt, Ute (2016), Anti-Corruption in National Climate Finance Processes, Perspectives for the Green Climate Fund (GCF), Discussion Paper, GIZ: CF Ready – Climate Finance Readiness Programme/ Anti-Corruption and Integrity Programme, Eschborn/ Bonn
<https://www.giz.de/fachexpertise/downloads/giz2017-en-climate-finance-webinar-anti-corruption.pptx>
- Eckardt, Ute (2015), Good Financial Governance in Africa, Developments 2007 – 2014, Programme Good Financial Governance in Africa , Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Pretoria
- Eckardt, Ute (2015), Improving external financial control practices in the Republic of Armenia, Report for GIZ support to Public Financial Management in the South Caucasus, Yerevan
- Eckardt, Ute; Feumba, Rodrigue (2015), Etude sur les dépenses publiques et le cadre institutionnel relatif au changement climatique au Cameroun (Climate Public Expenditures and Institutional Review (CPEIR)), Yaoundé/ Eschborn
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (2014), NAP Align: Recommendations for aligning national adaptation plan processes with development and budget planning, Supplementary material to the NAP technical guidelines, (author: Ute Eckardt), Bonn
https://www.adaptationcommunity.net/?wpfb_dl=235
- Eckardt, Ute, Kraulich, Patrik (2013), Analysis of Climate Change Adaptation Services and their reflection in the Provincial Medium-Term Socio-Economic Development Plan and in annual budgets, Report, GIZ Umbrella Program: Climate Change and Coastal Ecosystems (CCCEP), Component: “Integrating Climate Change Adaptation into Planning for Coastal Area Management” in Ca Mau, Hanoi
- Eckardt, Ute (2012), Promotion of education and employment, KfW Position Paper, Sector and Policy Division Health, Education and Social Protection, Frankfurt
https://www.kfw-entwicklungsbank.de/Download-Center/PDF-Dokumente-Positionspapiere/2012_06_Education_Employment.pdf
- Eckardt, Ute; Schickinger; Carmen (2012), Taxation in PEFA Assessments, Findings from 26 Country Reports, final version, Bonn: GIZ/ Frankfurt: KfW
<https://www.taxcompact.net/resource/taxation-pefa-assessments>
- Eckardt, Ute; Tortella, Virginia (2012), Mapping International Support to Taxation, Study commissioned by the International Tax Compact (ITC) in collaboration with the International Tax Dialogue (ITD), Bonn: GIZ
<https://www.taxcompact.net/resource/study-mapping-international-support-taxation>
- Eckardt, Ute (2009), A Study to Analyze Performance of German Development Cooperation regarding Indicators 3 and 7 of the Paris Declaration, commissioned by the Sector Project Assisting the German Federal Ministry for Economic Cooperation and Development in Implementing the Aid Effectiveness Agenda, October, Bonn

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- Federal Ministry for Economic Cooperation and Development (2007), Country Programme Evaluation Bangladesh, Main Report summary version of the Evaluation, Evaluation Reports 026, Bonn
[http://www.oecd.org/derec/?hf=50&b=100&q=BMZ&s=asc\(t4_datepublished\)](http://www.oecd.org/derec/?hf=50&b=100&q=BMZ&s=asc(t4_datepublished))
- Altenburg, Tilman / Ute Eckardt (2006), Productivity enhancement and equitable development: the challenge for SME development, Wien: United Nations Industrial Development Organization
<https://www.die-gdi.de/en/books/article/productivity-enhancement-and-equitable-development-the-challenge-for-sme-development/>
- Eckardt, Ute (2006), Good Financial Governance – Good Governance in Public Finance, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Public Finance and Administrative Reform Studies, Fiscal Studies No. 3, Eschborn
<http://siteresources.worldbank.org/EXTFINANCIALMGMT/Resources/313217-1196229169083/4441154-1196275288288/4444688-1196378010797/GoodFinancialGovernanceGoodGovernanceinPublicFinance.pdf>
- Eckardt, Ute (2006), Zusammenarbeit von Gebern im Grundbildungssektor bei Programmorientierten Gemeinschaftsfinanzierungen, KfW-Entwicklungsbank, Diskussionspapiere Nr. 46, Frankfurt/Main
- Eckardt, Ute (2003), Existenzgründungsprogramme: Best Practices für die Entwicklungszusammenarbeit, Deutsches Institut für Entwicklungspolitik (DIE), Berichte und Gutachten 1/2003, Bonn
http://edoc.vifapol.de/opus/volltexte/2013/4011/pdf/Eckardt_B_1_03_Existenzgruendung.pdf
- Federal Ministry for Economic Cooperation and Development (2003), Tax systems and revenue authorities in developing and transition countries as an instrument of poverty reduction, Synthesis Report, Summary of the Series Evaluation, Evaluation Division Bonn, Bonn
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