

## Curriculum vitae

Phone: (+49) (0)1578 6543825, E-mail: ute@eckardt-koeln.de

### TYPE OF EXPERTISE: Public Finance Expert

- (1) **Family name:** Dr. Eckardt  
 (2) **First names:** Ute Juliane  
 (3) **Date of birth:** 19/01/1964  
 (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	1	2
French	1	1	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:**

Governance themes on all levels of government: 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  
Designing funding/ support mechanisms: climate change adaptation, donor harmonization, joint funding mechanisms, budget support, development policy loans  
Private sector promotion: SME promotion, chamber partnerships, start-up support  
Methods: Consultation, organizational development & process facilitation, moderation of workshops, monitoring & evaluation, program appraisal, analysis & studies

**(10) Positions:**

**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), 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, Gesellschaft für Technische Zusammenarbeit (GTZ), 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 08/2022	Tunisia	KfW Entwicklungsbank, Frankfurt (alessandro.doehmert@kfw.de)	PFM-specialist	Fiduciary risk analysis accompanying the German budget support
06/2022	Germany	KfW Development Bank, Frankfurt (isolde.bielek@kfw.de)	PFM specialist/ Trainer	(remote) training event on key public finance issues in the context of development cooperation and KfW approach to fiduciary risk analysis
Since 05/2022	Zambia	KfW Entwicklungsbank, Frankfurt (carsten.sandhop@kfw.de)	PFM-specialist	Support to the EU Study "EFFECT Midterm Evaluation and PFM programme identification" and development of a Financial Cooperation project for the Ministry of Local Government and rural Development
Since 05/2022	Moldova	KfW Entwicklungsbank, Frankfurt (matthias.grueninger@kfw.de)	PFM-specialist	Fiduciary risk analysis accompanying the German budget support
04/2022 – 05/2022	Peru	KfW Development Bank, Frankfurt (andreas.fikre-mariam@kfw.de)	PFM specialist	Fiduciary risk analysis accompanying the German contribution to urban mobility budget support
Since 04/2022	Rwanda	KfW Entwicklungsbank, Frankfurt (pascal.magin@kfw.de)	PFM-specialist	Fiduciary risk analysis accompanying the German contribution to social sector basket financing; technical support to donor commentaries of the currently developed PEFA analysis
Since 03/2022	Togo	European Union External Action Service (EEAS) Togo/ Particip GmbH Freiburg (prema.huber@particip.de)	PFM/ Climate specialist	Evaluation of the Climate Responsive Public Financial Management Framework (PEFA Climate)
Since 01/2022	Togo	GIZ GmbH, Lomé (bawenao.adjoke@giz.de)	PFM specialist	Evaluation and appraisal of the newly started project « Bonne Gouvernance Financière » dans le cadre du partenariat germano-togolais
10/ 2021	Germany	Deutsche Welthungerhilfe e.V. (bettina.iseli@welthungerhilfe.de)	Facilitator	Facilitation of the management retreat of the programme area of the Deutsche Welthungerhilfe
09/2021	Burkina Faso	GIZ GmbH, Ouagadougou (corinna.breitag-heinz@giz.de)	Facilitator	Workshop starting the new phase of the PRBGF (Projet Renforcement de la Bonne Gouvernance Financière) with the newly set up project team; strengthening capacities to understand the new assignment; introducing the new phase to partner institutions.
07/2021 – 03/2022	Iraq	GIZ GmbH, Baghdad (julia.seider@giz.de)	Economist	Support to development and presentation of intervention arrangement proposals to partner institutions of the Private Sector Development & Employment Promotion (PSD) Project.

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Date from - to	Location	Company & reference person	Position	Description
Since 05/2019	Côte d'Ivoire, Senegal, Burkina Faso, Togo (Ghana)	KfW Development Bank, Frankfurt (birte.schorlemmer@kfw.de)	PFM specialist	Fiduciary risk analysis to prepare for potential German budget support schemes, ongoing support to project management regarding assessment and mitigation of fiduciary risks in German budget support schemes (reform financing): General budget support, private sector development, WASH sector, energy sector, and 2020 in the context of emergency response to the Covid-19 Pandemic
Since 03/2021	Iraq	GIZ GmbH, Eschborn (david.schlutz@giz.de)	Economist	Conceptualisation and appraisal of a new program addressed to improve good financial governance and financial sector governance in Iraq, responsible for the EU document (Description of the Action, Communication Strategy)
08/2020 – 12/2020	Burkina Faso	GIZ GmbH, Ouagadougou (ksenija.maver@giz.de)	PFM-specialist	Evaluation and appraisal of the follow-on measure of PRBGF « Projet Renforcement de la Bonne Gouvernance Financière » (PRBGF)
09/2020	Germany	KfW Development Bank, Frankfurt (isolde.bielek@kfw.de)	PFM specialist/ Trainer	(Remote) training event on key public finance issues in the context of development cooperation
06/2020 – 03/2021	Rwanda	KfW Entwicklungsbank, Frankfurt (pascal.magin@kfw.de)	PFM-specialist	Fiduciary risk analysis accompanying the German contribution to social sector budget support
06/2020	Mozambique	KfW Development Bank, Frankfurt (katharina.collin@kfw.de)	PFM specialist	Contribution to fiduciary risk analysis accompanying the German contribution to education sector financing (FASE)
04/2020 – 07/2020	Germany	KfW Development Bank, Frankfurt (isolde.bielek@kfw.de)	PFM specialist	Revision of the internal guidelines for auditing fiduciary risks
05/2020	Bangladesh	KfW Development Bank, Frankfurt (christian.vosseler@kfw.de)	Team Leader	Risk Assessments for the design of a cash transfer program to address the impact of the Covid-19 Pandemic
03/2020- 05/2020	African Union Commission	WINS Global Consult GmbH, Berlin (witt@wins-consult.de)	PFM specialist	Concept development to support the development of a budget manual for the African Union (AU)
02/2020 – 08/2020	Morocco	GIZ GmbH, Eschborn (nora.keck@giz.de)	PFM specialist	Conceptualisation and appraisal of a new program addressed to improve good financial governance in the context of regionalisation in Morocco
11/2019 – 03/2020	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)
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

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Date from - to	Location	Company & reference person	Position	Description
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
12/2018 – 08/2019	International	International Tax Compact (ITC), Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (robin.huguenot-noel@taxcompact.net)	Tax specialist	Support to the ITC / ATI (International Tax Compact/ Addis Tax Initiative) conference in June 2019 in Berlin
Since 10/2018	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	Gesellschaft für Internationale Zusammenarbeit (GIZ) 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
06/2018 – 12/2018	Germany	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (helen.haile@giz.de)	Tax specialist	Support to the sector programme „Good Financial Governance“ regarding the creation of a new work line „International Taxation“
06/2018 – 12/2018	Germany/ International	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (jasmin.froehling@giz.de)	Tax specialist	Support to the sector programme „Good Financial Governance“ regarding the creation of a new work line „International Taxation“ and building up the secretariat of the newly created Network of Tax Organisations (NTO)
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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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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09/2017 – 02/2018	Burkina Faso	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Ougadougou (ksenija.maver@giz.de)	Team Leader	Appraisal of the follow-on measure of the support programme to good financial governance (Programme de Renforcement de la Bonne Gouvernance Financière (PRBGF))
04/2017 – 10/2017	Nepal	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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 – 03/2017	International	International Tax Compact, Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (jasmin.froehling@giz.de)	Economist	Development of a funding framework for the United Nations Committee of Experts on International Cooperation in Tax Matters (UN Tax Committee)
12/2016 – 07/2017	International	International Tax Compact, Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (jasmin.froehling@giz.de)	Tax specialist	Support to the ITC / ATI (International Tax Compact/ Addis Tax Initiative) conference in June 2017 in Berlin
8/2016 – 12/2016	Armenia, Georgia	Gesellschaft für Internationale Zusammenarbeit (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
4/2016 – 12/2016	International	Gesellschaft für Internationale Zusammenarbeit (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

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04/2016-05/2016	Burkina Faso	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Ouagadougou (ksenija.maver@giz.de)	PFM specialist/ Moderator	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
02/2016-04/2016	Cameroun	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Yaoundé (sook-jung.dofel@giz.de)	PFM specialist	Project evaluation and planning of the next phase, Programme d’appui à la modernisation des finances publiques (PAMFIP)
12/2015-04/2016	Bangladesh	Gesellschaft für Internationale Zusammenarbeit (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
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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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
05/2015 – 09/2015	Cameroun	GIZ/ Ministère de l’Économie, de la Planification et de l’Aménagement du Territoire (MINEPAT), Yaoundé (sook-jung.dofel@giz.de)	Team Leader	Climate Change Public Expenditure and Institutional Review, CPEIR (Revue des dépenses publiques et du cadre institutionnel relative aux changements climatique)
01/2015 – 06/2015	Africa	Gesellschaft für Internationale Zusammenarbeit (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

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10/2014-5/2015	Armenia	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Yerevan (gor.khachatryan@giz.de)	Team Leader	Consultancy on improving external financial control practices in the Republic of Armenia
07/2014 – 12/2015	Namibia	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn/ Windhoek (mariaus.kaiser@giz.de)	PFM specialist/ Moderator	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, On behalf of the Climate Finance Readiness Programme
05/2014 – 06/2014	Cameroun	GIZ/ Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire (MINEPAT), Yaoundé (mariama.balde@giz.de)	PFM specialist/ Moderator	Consultancy and workshop on action planning to develop a climate change strategy for Cameroun in order to facilitate Cameroun's achievement of climate finance
04/2014 – 10/2014	ASEAN	Gesellschaft für Internationale Zusammenarbeit (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
01/2014 -12/2014	International	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn (jasmin.froehling@giz.de)	Tax specialist	Assistance to conceptualization, preparation and documentation of the 2014 International Tax Compact conference on "Taxation of Extractive Industries"
11/2013 – 09/2014	Africa	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Pretoria (christiane.schuppert@giz.de)	Economist	Consultancy on a Financial Sustainability Strategy for the African Tax Administrators Forum (ATAF)
10/2013 – 10/2014	International, Mauritania, Togo	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Eschborn (nele.buenner@giz.de)	Team Leader	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
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	Gesellschaft für Internationale Zusammenarbeit (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)



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02/2013 -07/2013	Vietnam	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (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	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Eschborn (regin.bernhard@giz.de)	PFM specialist	Feasibility study on a new project on „Support to supreme audit institutions in ASEAN member states“
04/2012 – 09/2013	South East Asia Lao P.D.R.	Gesellschaft für Internationale Zusammenarbeit (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

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Date from - to	Location	Company & reference person	Position	Description
03/2012 – 05/2012	Latin America, Colombia	Gesellschaft für Internationale Zusammenarbeit (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)”
07/2009 – 10/2009	Germany	KfW Development Bank, Frankfurt	Economist	Analysis of existing Memoranda of Understanding for budget support and basket financing schemes, elaboration of guidelines for elaboration of such MoUs within financial cooperation
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
02/2009	Niger	KfW Development Bank, Frankfurt	PFM specialist	Brief analysis of the public financial management background for the German appraisal of supporting the education sector basket
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	German Agency for Technical Cooperation (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
04/2008 – 03/2009	Senegal	KfW Development Bank, Dakar	PFM specialist	Support to the German participation in the budget support group (ACAB - Arrangement Cadre relatif aux Aides Budgetaires), support to the analysis of public financial management issues
03/2008 – 06/2009	Palestine	KfW Development Bank, Frankfurt	Economist	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
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)
11/2007 – 12/2007	Senegal	KfW Development Bank, Dakar	PFM specialist	Assessment of the possible German involvement in budget support to the education sector, fiduciary risk analysis, program assessment
07/2007	Germany	KfW Development Bank, Frankfurt	Moderator/ Lecturer	Training in public financial management for KfW Development Bank staff
06/2007	Germany	KfW Development Bank, Frankfurt	PFM specialist	Brief assessment of the possibilities to include gender budgeting aspects into the assessment and implementation of the German participation in general budget support schemes

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Date from - to	Location	Company & reference person	Position	Description
05/2007 – 11/2007	Germany	KfW Development Bank, Frankfurt	Economist	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
06/2006 – 02/2008	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
07/2006 – 12/2007	Madagascar	KfW Development Bank, Frankfurt	PFM specialist	Assessment of the possible German involvement in Multi Donor Budget Support, fiduciary risk analysis, program and progress assessment, participation in Joint Donor Reviews
03/2006 – 8/2006	Germany	KfW Development Bank, Frankfurt	Economist	Short study on donor harmonization in the basic education sector within joint financing arrangements
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
02/2006 – 03/2006	Rwanda	KfW Development Bank, Frankfurt	PFM specialist	Assessment of the possible German involvement in the Common Approach to Budget Support, fiduciary risk analysis
9/2005 – 12/2005	Zambia	KfW Development Bank, Frankfurt	PFM specialist	Assessment of possible German involvement in the Multi Donor Budget Support, fiduciary risk analysis, program and progress assessment, participation in Joint Donor Review
06/2005 – 10/2005	Guinea (Conakry)	KfW Development Bank, Frankfurt	PFM specialist	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

CV of Dr. Ute Eckardt

Date from - to	Location	Company & reference person	Position	Description
04/2005 – 01/2006	Germany	KfW Development Bank, Frankfurt	PFM specialist	Evaluation of the German experiences with general and sector oriented budget support programmes
11/2004 – 05/2005	Malawi	KfW Development Bank, Frankfurt	PFM specialist	Assessment of the German involvement in the Common Approach to Budget Support, program and progress assessment, participation in Joint Donor Review
10/2004 – 01/2005	International	German Agency for Technical Cooperation (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	German Agency for Technical Cooperation (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	German Agency for Technical Cooperation (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 – 10/2004	Ghana	KfW Development Bank, Frankfurt	PFM specialist	Various consultancies on behalf of the German contribution to Multi Donor Budget Support, program and progress assessment, participation in Joint Donor Reviews,
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

CV of Dr. Ute Eckardt

Date from - to	Location	Company & reference person	Position	Description
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 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”