

CURRICULUM VITAE

1. Family name: Suess
2. First name: Winfried
3. Date of birth: 10.01.1965
4. Nationality: German
5. Civil status: Married
6. Education:

Institution	Swiss Federal Institute of Technology, Zurich, Switzerland
Date	10/1993 – 8/1995
Degree / diploma	Diploma: Postgraduate Studies on Developing Countries (NADEL - Nachdiplomstudium für Entwicklungsländer), now: Master of Advanced Studies in Development and Cooperation (ETH MAS D&C),

Institution	University of Munich, Germany
Date	10/1989 – 7/1993
Degree / diploma	M. Sc. Forestry (Diplom-Forstwirt Univ.)

Institution	University of Goettingen, Germany
Date	10/1986 – 9/1989
Degree / diploma	Forestry B.Sc. (Vordiplom)

7. Language skills: (1=excellent; 2=good; 3=satisfactory; 4= basic knowledge; 5=no skills)

Language	Reading	Speaking	Writing
German	Mother tongue		
English	1	1	1

8. Membership of professional bodies:

- Pro Silva Austria

9. Other skills: Trainings, workshops and seminars et.al. in:

- Business Planning for Protected Areas in Central, Southern and Eastern Europe and the CIS states (2007 International Academy for Nature Conservation Isle of Vilm), speaker and participant
- Capacity WORKS, GIZ approach to capacity building and organizational development
- Trainer for KfW internal seminars on forestry in German Financial Cooperation Projects
- Moving from a shared vision on (natural) carbon removals to implementation in promising geographies (11/2018, BMU-GIZ-CLUA, Berlin) speaker on *Lessons learned from a systematic analysis of 42 impact evaluated forestry projects implemented by KfW since 1990 with a special focus on KfW's large scale restoration activities in China, India and Ethiopia* (with Till Pistorius, UNIQUE)
- Several Trainings on NBS, MSD, DECD, HRBA; PSEAH and Diversity with HEKS , CACH, IUCN and SDC

10. Present position:

- Independent Consultant as of 09/2024: for a detailed profile and experience map pls. also consult www.winfriedsuess.eu

11. Key qualifications:

- Organizational Development of forest and NRM institutions, policy and legal analysis
- Institutional assessment of stakeholders and interest groups in forest and natural resource management
- Experience in sustainable forest management, climate change adaptation, rural development and natural resources management in dryland and temperate conditions in Central and Eastern Europe, PR China, India, Central and SE Asia, East and West Africa
- Experience in design and implementation of appropriate project and impact monitoring

systems

- Technical expert, team leader and backstopping experience in donor funded programmes for more than 25 years
- Tender agent, evaluator and technical expert for KfW German Development Bank
- Integrity Management and MSD

12. Specific country experience:

Country	Date: from (month/year) to (month/year)	Country	Date: from (month/year) to (month/year)
Albania	08/2010 – 10/2015	Indonesia	11/2008 – 04/2009; 02-03/2018; 05/2021
Angola	07/2011 – 12/2015	Jordan	08-11/2016; 02-12/2017 (Intermittent)
Armenia	02/2007-2/2010	Kenya	8/2018; 01-02/2019; 06-2020
Austria	2005 - 2022	Kosovo	11/2010–12/2012 (intermittent, 12 assignments)
Azerbaijan	02/2007-02/2010	Laos	10-12/2010; 9/2021-4/2022
Bangladesh	10-12/2011	Montenegro	11/2014-03/2016
Belarus	10/2010-12/2011; 10/2017	Namibia	07/2011 – 12/2015
Bosnia and Herzegovina	02-11/2006; 01/2007-11/2008; 09/2006-11/2007; 05/2006-07/2007	Pakistan	03-06/2019; 10-12/2019; 03/2020; 01-12/2021
Botswana	07/2011 – 12/2015	PR China	10-11/2000; 11-12/2001; 10/2001; 12/00- 01/2001; 12/2001;11/2002, 7-8/2003, 11-12/2003; 2/2004, 7-8/2004, 10/2004; 2-3/2005;
Bulgaria	02/2010 - 05/2010		
Cambodia	02/2022 – 08/2024		
Croatia	9/1989-8/1990		
Eritrea	01-02/2005	Romania	10/2006-01/2007
Ethiopia	5/1997-4/1999; 11-12/2015; 01-07,11/2016, 2-3/2017; 11/2017; 7/2018	Slovakia	10/2006-05/2008
Georgia	10/2006-05/2007; 11/2008 - 08/2009; 06/2011; 09/2010-12/2012 (intermittent); 05/2012; 01-03/2013; 04/2013- 08/2015 intermittent); 10/2017; 01,05,07/2018; 03/2019	Tanzania	07-08/2002
		Tajikistan	02-03/2017;07/2017; 4/2018; 9/2018
		The Gambia	5-10/1992, 7-9/1993
		Uganda	10/2021
Germany	5/1996-4/1997; 5/1999-3/2005; 05/2017; 12/2019	Ukraine	2/2017; 02-03/2018; 11/2018
		Vietnam	03/2020-6/2021 (remote assignments - Corona)
India	5/1994-1/1995; 5-6/2000; 08-09/2001; 09/2001; 03-04/2006; 04-07/2008; 11/2009; 03/2012; 02-03/2013; 11/2013-05/2014; 06-07/2017; 03/2020-11/2021	Zambia	07/2011 – 12/2015
		Zimbabwe	07/2011 – 12/2015

Due to the Covid 19 pandemic assignments 2020 - 2021 were mainly done remotely, the project descriptions refer.

13. Long term employment record:

Date	2/2022 - 8/2024
Location	Phnom Penh and Siem Reap Cambodia
Client/Company	Caritas Switzerland, Lucerne
Position	Team Leader and Programme Manager Climate Change Adaption
Description	<ul style="list-style-type: none"> Led the joint SDC-HEKS-Caritas CH project "Nurturing Climate Resilience in Cambodia -Nurture" Managed a team of 16 national specialists and 13 support staff. Coordinated with public and private sector actors to support smallholder farmers through improved water governance, climate-resilient agriculture, and disaster risk management. Oversaw project design, proposal writing, inception management, team building, recruitment, and capacity building. Adjusted and extended the Integrity Management Toolbox for Irrigation systems Developed Standard Operating Procedures (SOPs), Implementation Manual, and a DCED compatible Measuring Results Management System, especially for the MSD components of the project

Date	1/2016 - 1/2022
Location	Austria
Client/Company	Self-Employed, Winfried Suess e.U.
Position	Owner and Director
Description	<p>Independent consultant and tender agent for Forestry and NRM projects in Asia, Africa and Europe. Main Clients: German Development Bank (KfW), GIZ and Austrian Development Agency, see project list for details</p> <ul style="list-style-type: none"> Forestry, Natural Resources and Protected Area Management Services

Date	4/2005 - 12/2015
Location	Austria
Client/Company	Österreichische Bundesforste AG (ÖBf) Consulting
Position	Senior Forestry Expert
Description	<p>Key account manager for the India and the Southern Caucasus Region</p> <ul style="list-style-type: none"> Strategy development for protected area management and for resource-based community income strategies in rural areas. Responsible for acquisition, planning and implementation of the firm's sustainable forest management activities in Asia and Eastern Europe. Market research, project acquisition in the investment and natural resources management sectors; liaison with partner companies, clients and donors; management of project staff and consultants, networking with research institutions and NGOs for joint projects and exchange of experience and staff. Development of products for public private partnerships in timber and timberland management, timber supply chain management, eco-compensation for infrastructure.

Date	05/1999 - 03/2005
Location	Germany
Client/Company	GITEC Consult GmbH
Position	Senior Forestry Expert
Description	<p>Responsible for acquisition, planning and backstopping of the firm's forestry, watershed management and natural resources conservation projects. Day-to-day management of the Forestry Unit within GITEC's Department Agriculture and Rural Development; , contract preparations and calculations, project administration.</p>

	<ul style="list-style-type: none"> • Short term inputs on forestry, watershed management, monitoring, participatory land use planning • Strategy development for the forestry and natural resource management portfolio • Proposal writing for forestry and NRM Projects and Feasibility Studies worldwide • Backstopping of Feasibility Studies and implementation projects • EU-Framework contract management
Date:	5/1997-4/1999
Location:	Ethiopia
Client/Company:	Deutsche Gesellschaft für Technische Zusammenarbeit/GTZ
Position:	Community Forestry Expert
Description:	<p>Community and social forestry expert within the forest policy project <i>Advisory Assistance to the Forestry Administration, Addis Ababa</i>, partly seconded to SFPT Tigray</p> <p><i>Advisory Assistance to the Forest Administration, Ministry of Agriculture,</i></p> <ul style="list-style-type: none"> • Development and pilot implementation of a management plan for natural and planted protection forests in erosion prone areas (Menagesha Suba Forest Centre). • PRA training for Forest Department and project staff • Participatory land use planning with communities • Quality control and policy update of the Gumburda Grakassu forest management plan • Stakeholder analysis and organisation of beneficiaries for the institutionalisation of communal user rights. • Pasture and watershed development on communal lands surrounding the forest areas. • Support the forest policy advice work, especially concerning participatory approaches and natural forest management • Study on the potential of NTFPs (Gum and Resin) in lowland regions of Gambella and Tigray for forest administration and communities

14. Professional experience record (projects):

Date	12/2016-06/2018; 02/2019-01/2022
Location	Ethiopia, Germany, Austria
Client/Company	KfW Development Bank
Position	Technical Expert for the Forestry Programme Ethiopia
Description	<p>Technical Advisor for the preparation and implementation of the <i>forestry component of the programme Conservation and Sustainable use of Biodiversity and Forests in Ethiopia (BMZ ID 2015 67 197)</i>:</p> <ul style="list-style-type: none"> • Participation in the Appraisal of the Feasibility Study and further elaboration of programme proposal and concepts • Participation in project review missions • Support to the extension and upscaling of the project <p>Provide support in all technical matters concerning forestry in the green sector, including SLM and forest industry development</p>

Date	12/2017-12/2021
Location	Armenia, Georgia, Germany, Austria
Client/Company	KfW Development Bank
Position	Technical Expert for the Southern Caucasus
Description	<p>Technical Advisor for project and sector supporting the project manager and the executing agency in all forest matters:</p> <ul style="list-style-type: none"> • Participation in the review missions and further elaboration of programme designs and concepts • Provide support in all technical matters concerning forestry in the country portfolio

Date	11/2020-12/2021
Location	Kenya, Germany, Austria
Client/Company	Ministry of Agriculture, Livestock and Fisheries, funded by KfW-SBF
Position	Technical Expert for the Study: "Agroforestry, Soil Restoration and Livelihoods in Western Kenya"
Description	<p>Technical Advisor for project and sector supporting the project manager and the executing agency in all forest matters:</p> <ul style="list-style-type: none"> • Review, analysis and assessment of the products from the scoping and feasibility study • Contributions to the Scoping and Feasibility Workshops • Analysis of synergies with other programmes of the Ministry of Agriculture (MoALFC) • Review and analysis of detailed concepts of project components presented during the course of project preparation: analysis with regard to feasibility, technical solutions, cost-effectiveness and environmental relevance. • Development of governance rules in the programme, consultation with partner network and target groups) • • Technical assessments and contributions in particular to user-adapted agroforestry models and their financing options

Date	09/2021-02/2022
Location	Uganda
Client/Company	MoWE Kampala funded by SBF-KfW
Position	Team Leader Programme Definition Study (Scoping) for Forest Sector Support
Description	<i>Objective of the mission will be to assist the relevant partners in Uganda in the preparation of a Financial Cooperation project in the forest sector</i>

	<p><i>(preferable in the region "North Uganda") with a special emphasis on short-rotation energy forests, sustainable forest management and investment in forest measures in watersheds. Fostering climate change adaptation is relevant.</i></p> <p><i>The overall purpose of the mission is to collect and analyse information, which will enable the relevant stakeholders and KfW to jointly assess whether, where and how a FC involvement and cooperation with other partners/stakeholders would be viable to address existing "Core-Problems" in the forest sector, with a first and special priority in the focus area of German Development Cooperation which is North-Uganda.</i></p> <p><i>The mission and the analysis will be conducted not only in close cooperation with the MWE, but also in very close coordination with the German TC. Additionally, the European Union is an important potential cooperation partner. Synergies and cooperation potential with other donors, especially the World Bank, shall be assessed and reflected.</i></p> <p><i>Task of expert:</i></p> <ul style="list-style-type: none"> • <i>Analyse the livelihood and land management systems for integration into adaptive climate smart natural resource management</i> • <i>Develop an extended concept note for the above;</i> • <i>Propose potential cooperation partners and organisations in Uganda;</i> • <i>Reconcile the results during a digital workshop with decision makers and potential other donors.</i> • <i>Team leadership and study management</i>
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Date	08/2021-01/2022
Location	India
Client/Company	MoEF funded by SBF-KfW
Position	Team Leader Programme Extension Study (Scoping) in forest rich states of South and Central India
Description	<p><i>To identify ideas for potential KfW-financed forestry/biodiversity conservation projects in India, the consultant's tasks shall include, but not be limited to, compiling, analysing and reporting on the following aspects:</i></p> <p><i>A: Sector review</i></p> <ul style="list-style-type: none"> • <i>Review of relevant sector policies, national regulations and laws, national programmes and projects to define sustainable forest management</i> • <i>Role of communities in achieving the goal of sustainable forest management with a focus on recent developments</i> • <i>Review of JFM and the Community Forest Resource provisions of the Forest Rights Act</i> • <i>Review of the CAMPA Act and rules and a state-wise analysis of implications of CAMPA Act</i> • <i>Summary of experiences and lessons learnt as well as recent and planned interventions from forest sector projects in India of other bi- or multilateral donors (such as World Bank, JICA, UNDP, DFID, AfD)</i> <p><i>B: Development of project ideas</i></p> <ul style="list-style-type: none"> • <i>Discussions with Ministry of Environment and Forests and Climate Change</i> • <i>Meeting and discussion with relevant sector agencies in the selected states,</i> • <i>Analysis of the project approaches of and discussions with other development actors (like World Bank, JICA, AfD, ADB).</i> • <i>Initial assessment of the capacities of the proposed PEAs as programme partners for Financial Cooperation:</i> • <i>Stakeholder consultations with GIZ and KfW Delhi Office to share and discuss preliminary findings of the study and identify future areas of cooperation</i>

Date	11/2020-12/2021
Location	Indonesia, Germany, Austria
Client/Company	KfW Development Bank
Position	Auditor and Team Leader for an Assurance Engagement for Funds disbursed under the Disposition Fund Procedure“
Description	<p>During a project review mission in Sulawesi there were contradictions between documentation and field observations which led to the decision to call for an external independent audit of the disposition fund. Key tasks are:</p> <ul style="list-style-type: none"> • Conduct a reasonable assurance engagement in accordance with International Standard on Assurance Engagements (ISAE 3000 revised) as published by the International Auditing and Assurance Standards Board of the International Federation of Accountants. This standard requires that the auditor/practitioner will plan and perform procedures considered necessary to obtain reasonable assurance about the Subject Matter information. • The second part of the engagement consists of additional agreed upon procedures (ISRS4400) regarding the verification of the quality and existence of the contractual agreed measures.

Date	08/2020-11/2021;
Location	India(remote) Austria
Client/Company	Tripura Forest Department funded by SBF-KfW
Position	Tender Agent Implementation Consulting Services
Description	<p>The implementation consultant services were tendered for the implementation of <i>Climate Change Adaptation Programme in the Himalaya - Component II Tripura - Climate Resilience of Forest Ecosystems, Biodiversity Adaptive Capacities of Forest Dependent Communities</i>. Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	07/2020-02/2021
Location	Vietnam(remote), Austria
Client/Company	Management Board of Forestry Projects of MARĐ funded by SBF-KfW
Position	Tender Agent Feasibility Study
Description	<p>A feasibility study was tendered for the FC-Project "<i>Sustainable Management of Forests- Promotion of Forest Certification</i>". Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Participate and coordinate with EA in the process of tendering via international limited competitive bidding in accordance with KfW procurement regulations. • Develop 1 detailed implementation plan for the above-mentioned bidding package, in which clearly stating: (i) implementation steps; (ii) implementation time; (iii) performers; (iv) approvers in accordance with KfW's procurement regulations. • Participate and coordinate with EA in preparation/development of (i) the Terms of Reference (ToR); (ii) cost estimate; (iii) application document

	<p>of interest; (iv) submission of the above-mentioned package bidding documents for approval of the MARD and KfW.</p> <ul style="list-style-type: none"> • Support EA in posting bidding information. • Inform EA the steps of consultation required by KfW during the bidding process. Provide documents that need to be submitted to KfW and assist PMU's justifications (if any) for the issuance of KfW no-objection letter. • Sequential evaluation in accordance with the tender (conditions of tender) including a substantiated contract award proposal in agreement with the EA and KfW • Provide support in contract negotiations and conclusion of contract. • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Document the entire tender process
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Date	06/2020-12/2021
Location	Vietnam(remote), Austria
Client/Company	Management Board of Forestry Projects of MARD funded by SBF-KfW
Position	Tender Agent Implementation Consulting Services
Description	<p>For the FC-Project "FC – Project "Integrated Coastal Protection and Mangrove Belt Rehabilitation for Kien Giang and Ca Mau provinces", implementation consulting services were tendered. Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the PMU in performing following tasks: <ul style="list-style-type: none"> ○ Prepare tender selection; tender documents; tender selection implementation, tender evaluation ○ Request tenderers to clarify their bid documents during the evaluation process (if needed). ○ Submit for approval the results of short list and tender selection to the PMU and KfW. ○ Support PMU in processing KfW's procedures during contract negotiation and conclusion. The Tender Agent shall be present during contract negotiations. • Participate and coordinate with PMU in the process of selecting tender to implement consultancy service in the form of international bidding in accordance with the KfW procurement regulations. • Participate and coordinate with PMU in preparation/development of <ul style="list-style-type: none"> ○ the Terms of Reference (ToR); ○ cost estimate; ○ application document of interest; ○ submission of the abovementioned package bidding documents for approval of the MARD and KfW. • Support the PMU in carrying out the prequalification and working out a substantiated proposal for a shortlist of qualified bidders. Obtain KfW's consent. • Cooperate with national tender agent of Vietnam (provided by MPI) in elaborating bidding documents and present them to PMU review before submitting for approval of MARD and KfW. • Sequential evaluation in accordance with the tender (conditions of tender) including a substantiated contract award proposal in agreement with the PMU and KfW • Provide support in contract negotiations and conclusion of contract. • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Document the entire tender process

Date	06/2020-06/2021
Location	Ethiopia (remote), Austria
Client/Company	Ministry of Agriculture, Addis Ababa funded by SBF-KfW
Position	Tender Agent Feasibility Study
Description	For the feasibility study of the FC-Project "Strengthening Agricultural Value Chains", a feasibility study was tendered. Tasks of the tender agent were:

	<ul style="list-style-type: none"> • Review the documents provided by KfW and the MoA as basis to prepare the ToR; • Carrying out the prequalification and working out a substantiated proposal for a shortlist of qualified bidders. Obtain KfW's consent. • Prepare all tender documents (including draft consulting agreement and evaluation matrices) in consultation with the MoA and KfW, and assist in conducting the tender; • Sequential evaluation in accordance with the tender (conditions of tender) including a substantiated contract award proposal in agreement with KfW; • Provide support in contract negotiations and conclusion of contract; • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process; • Document the entire tender process
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Date	03/2020 -7/2021
Location	Pakistan (remote), Austria
Client/Company	Forest Department KP funded by SBF-KfW;
Position	Tender Agent BTASP Implementation. Accompanying technical Expert
Description	<p>For the <i>Support to Billion Tree Tsunami Afforestation Project</i> implementation consulting services are tendered and support to the preparation of the separate Agreement between KfW and the KPFD were requested.</p> <p>Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Document the entire tender process <p>Additional Tasks covered were:</p> <ul style="list-style-type: none"> • Provide support to the PED in Village-Screening-Process to define the list of potential intervention villages from the 12 selected forest divisions; • Provide support to the PED in the preparation of an additional PC1 for the BTASP according to the budget draft agreed upon in the MoM of the appraisal mission; • Provide advice in the Indicator definition for the national overarching 10BTAP Programme • Assist the PED in its process reorganisation to allow the implementation of the integrated Management Information System in close cooperation with international MIS experts (equally planned to be funded by the German financial cooperation)

Date	05/2019-09/2020
Location	Georgia
Client/Company	Ministry of Environment Protection and Agriculture of Georgia
Position	Forestry Specialist in Feasibility Study
Description	<p>The Government of Georgia has asked the Government of Germany to support the efforts to <i>strengthen and expand the protected area system and to foster sustainable forest management</i>. The FS explored the overall feasibility and specific intervention areas to continue the successful German support to the Georgian environment. Within the team the tasks of the forest specialist were:</p>

	<ul style="list-style-type: none"> • Institutional status, gaps and needs within the Forest sector: Review of the legal, regulatory, and administrative framework regarding the management of forests; • Financial status, gaps and needs regarding Forests: Review existing funding for the forest sector provided by the various government and non-government stakeholders based on the past five years and compare with needed funding. Identify clear funding gaps, separating investment and operational costs. Analyse possibilities of the forest enterprises/institutions to gain additional financial resources (e.g. firewood provision, timber). • Identification and description of stakeholders and important actors in the fields of nature conservation, management and exploitation of natural resources, and development of rural communities. Analyses of different roles and areas of responsibility of the various implementation actors; analysis of interactions/ synergies/ areas of cooperation with other development measures and programmes. • For each geographic intervention area, analyse and describe key biological, socio-economic, institutional, etc. issues, including suggested investments for each of these areas and their cost estimates (e.g., specification of equipment, construction characteristics of needed offices, visit-centres, warden stations, and other infrastructure, nature restoration actions, roads, trainings, equipment for forestry, etc.). <ul style="list-style-type: none"> • Propose a budget for the future financial cooperation project, specifying how the financial re-sources will be allocated to a) investments into protected areas, b) investments in sustainable forestry
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Date	07/2019-07/2020
Location	Kenya
Client/Company	Ministry of Agriculture, Livestock Fisheries and Irrigation, Nairobi funded by SBF-KfW
Position	Tender Agent Feasibility Study improved agricultural productivity
Description	<p>For the elaboration of the project: <i>Food security through improved agricultural productivity in Western Kenya</i>, a feasibility study was tendered</p> <p>Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	09/2019-05/2020
Location	Ethiopia
Client/Company	MoA Addis Ababa funded by SBF-KfW
Position	Team Leader Preparation Study for SLM Phase V
Description	<p>The objective of the mission is to support the partner (MoA) in preparing for the concept and appraisal of the fifth phase of SLM. For the new phase, SLM procedures shall form the backbone making use of the experience of the overall SLM including the ecoregional approach implemented in Bale and Yayu in SLM 3 as well as the FLR approaches initiated in the Lake Chamo basin by GIZ already targeting for a complete basin/watershed coverage in the intervention areas. Task of expert:</p>

	<ul style="list-style-type: none"> Assess the existing activities and projects in the Woredas and watersheds of the Lake Chamo catchment and explore cooperation opportunities Analyse the livelihood and land management systems for integration into adaptive climate smart catchment management Develop an extended concept note for the above; Develop a draft financial feasibility study; Propose potential cooperation partners and organisations in Ethiopia; Reconcile the results during a joint KfW-GIZ workshop with decision makers and potential other donors.
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Date	12/2016-12/2019
Location	Tajikistan, Germany, Austria
Client/Company	KfW Development Bank
Position	Technical Expert for the Climate Adaptation through Sustainable Forestry Project Tajikistan
Description	<p>Technical Advisor for project and sector supporting the project manager and the executing agency in all forest matters:</p> <ul style="list-style-type: none"> Participation in the Midterm Review and further elaboration of programme designs and concepts, conducting final appraisal; Provide support in all technical matters concerning forestry in the country portfolio Preparation of New Project ideas and coordination with GIZ and EU

Date	05/2017; 12/2019
Location	Germany
Client/Company	KfW Development Bank internal training programme
Position	Trainer for KfW Project and Portfolio Managers, Economists and technical experts
Description	Orientation Workshops for KfW staff about forestry challenges and solutions in KfW protected areas, natural resource management and energy projects

Date	02/2019-06/2019; 10-12/2019
Location	Pakistan
Client/Company	Forest Department KP funded by SBF-KfW; KfW own funds
Position	Tender Agent Feasibility Study Forestry /Governance; Appraisal Expert
Description	<p>For the design of a FC project based on the <i>Billion Trees Afforestation Project</i>, a feasibility study was tendered and a fact finding mission conducted. Tasks of the tender agent were:</p> <ul style="list-style-type: none"> Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. Prepare all tender documents (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW Provide support in contract negotiations and conclusion of contract Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. Conduct a fact-finding mission to clarify institutional and technical questions in cooperation with the EA. Other provisions (document the entire tender process) <p>In October the feasibility study was appraised by the responsible senior programme manager and participated as technical expert in the formulation of the mission documents and final project design.</p>

Date	05-10/2019
Location	Ethiopia
Client/Company	MEFCC Addis Ababa funded by SBF-KfW
Position	Timber supply and wood processing specialist
Description	<p>For the implementation of the forestry component of the programme Conservation and Sustainable use of Biodiversity and Forests in Ethiopia (BMZ ID 2015 67 197), consulting services were tendered. Tasks of the specialist were:</p> <ul style="list-style-type: none"> • Develop and discuss options on what should be the project type and main objective/s of the new FC project in combination with the existing South Wollo Afforestation Project <ul style="list-style-type: none"> ○ Expansion of Afforestation, ○ Integration of Value Chains, ○ Improving Incentive Model (how? with regards to whom?), • Identify a catalogue of possible project interventions and options and develop a set of criteria which shall guide decisions on options and application of interventions. • institutional setup and stakeholder model including a list with possible implementing partner organisations. • participation of the local population in project design and implementation (ownership, decision making, labor/income generation, gender): • regional and site-specific socio-economic, agro-economic, ecological and gender-related aspects integrating the experiences gained so far in other relevant forest projects and programmes • a first draft of a potential results matrix (impact-logic with types of indicators (in the areas of employment, governance, poverty, biodiversity, environment, climate, gender) as well as potential core assumptions). • a preliminary financial plan

Date	12/2018-09/2019
Location	India
Client/Company	Meghalaya Basin Development Authority funded by SBF-KfW
Position	Tender Agent Feasibility Study Forestry /Watershed
Description	<p>For the elaboration of <i>Climate Change Adaptation Programme in the Himalaya - Component III Meghalaya - Protection of Vulnerable Catchment Areas in Meghalaya</i>, a feasibility study was tendered Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	08/2018-07/2019
Location	Kenya
Client/Company	Ministry of Agriculture, Livestock Fisheries and Irrigation, Nairobi funded by SBF-KfW
Position	Agroforestry Specialist in Fact finding Mission

Description	<p>For the <i>FC pipeline development in the context of food security, agricultural market development and agroforestry in Western Kenya</i> the following tasks were completed:</p> <ul style="list-style-type: none"> • Analysis of the key barriers for enhanced agricultural production and farm household income; • Identification of opportunities to strengthen sustainable land management through agroforestry • Description of the roles and responsibilities as well as capacities on national and county level; • Collection of ongoing relevant initiatives by the GoK and development partners. Identification of potential intervention areas and beneficiary groups • Elaboration of assessment criteria for potential project options • One pagers on project options, in each case including justification, expected outputs, geographical intervention area, beneficiaries, implementation structure, key indicators, rough budget estimation, potential risks and probability, needs for ESIA assessment • Recommendations for pipeline development and definition of next steps with regard to a feasibility study, including the preparation of ToR for such feasibility study
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Date	07/2018-07/2019
Location	Tajikistan
Client/Company	Ministry of Economic Development and Trade, funded by SBF-KfW
Position	Team Leader in Fact finding Mission
Description	<p>For the DKTi funded project <i>Enhancing resilient rural development through adapted land use and disaster risk mitigation in Tajikistan</i> the following tasks were completed:</p> <ul style="list-style-type: none"> • Assess the role of climate change and its actual and/or potential effects on natural disasters in Tajikistan. • Deliver a natural disaster vulnerability map of Tajikistan with main characteristics of major hazards for each region (based on existing information) • Identify and evaluate data sources for a more detailed assessment of disaster risks of different regions. • Identify possible target regions for the project and if gender issues could/should play a significant role in the project • Describe and map existing and planned national and international development projects with regard to disaster risk mitigation, sustainable land use management and energy efficiency. • List and analyse (SWOT) relevant stakeholders in Tajikistan's forest sector, disaster risk management, land reclamation, water resources management and suggest their potential role in a possible future project (if any). • Suggest a possible project / governance structure (recipient, project executing agency, etc.). • Include a SWOT analysis of different possible project executing agencies, such as the Forest Agency, the Committee of Emergency Situations and Civil Defence or the Aga Khan Agency for Habitat (or others as seen appropriate). • Describe and evaluate relevant national policies and initiatives in Tajikistan relevant for climate adaptation/mitigation. • Explore and evaluate potential for engagement of local and international businesses in disaster risk management, sustainable land use management, energy efficiency and alternative energy sources in Tajikistan. • Recommend specific topics important for the project which should be investigated in more detail during a detailed feasibility study. • Identify and discuss specific risks as well as opportunities the project and the feasibility study need to address as well as possible mitigation measures. • Develop a preliminary logframe for the project. • Suggest a rough time and financial plan (annual funding allocations) for the implementation of the financial cooperation project.

	<ul style="list-style-type: none"> Develop a detailed ToR for an in-depth feasibility study.
Date	05-12/2018
Location	India
Client/Company	KfW Development Bank
Position	Team Leader for Final Inspection of the Project
Description	<p>For the FC-assisted project "Participatory Natural Resource Management" in Tripura India the final inspection was done for technical and financial performance and impact. Tasks covered were:</p> <ul style="list-style-type: none"> Analysis of project measures including a comparison of planned targets and actual achievements and discussion on reasons for eventual deviations between targets and achievements. Brief analysis of the success of the different project measures, including a comparison of the different participatory NRM measures with a view to their effectiveness and cost efficiency. Overall assessment of financial practices as agreed upon in Financing Agreement including analysis of procurement as well as a comparison of targets and achievements. Project impacts (socio-economic, legal, ecological, institutional/capacity building). Achievement of main Impact indicators such as: <ul style="list-style-type: none"> Growth of volume and value of the planted/ managed stocks Regular increase in number of JFM-Committees Significant increase in income from other land-based income generating measures than the baseline value Project risks: assessment of project risks identified during project appraisal and of actual project risks as identified at the time of project completion / final inspection. Analysis of prospects / risks for sustainable operation of generated project assets (notably of established NRM schemes) and development of recommendations to the Project-Executing Agency to ensure sustainable operations. Compilation of the most pertinent lessons learned.

Date	02/2018-02/2019
Location	Ethiopia
Client/Company	GIZ Sustainable Land Management: PN: 2014.2006.6 (50%) GIZ Biosphere and Forest Programme: PN: 2014.2008.2-001.00 (50%)
Position	Advisor for GIZ's Involvement in the Green Climate Fund (GCF) in Ethiopia
Description	<p>The objective of the assignment was "to sharpen the profile of the project at each step of the development of the GIZ GCF application from Ethiopia." Tasks were:</p> <ul style="list-style-type: none"> Analyse the first draft and to increase its technical profile according to all the feedback given so far Support the development of the profile and concept of the proposal stressing its innovative and competitive nature Screen, select appropriate and review all the provided inputs for a potential integration and justification of design (references and technical documentation) for the GIZ idea template and finalise it accordingly. Consult and include feedback from GIZ HQ, FMB and abovementioned resource persons for the finalisation of the idea template

Date	02-04/2018
Location	Indonesia, Kalimantan
Client/Company	KfW Development Bank for the International Climate Initiative (ICI)
Position	Technical Expert and Evaluator for Ex Post Evaluations of ICI Projects

Description	<p>The Federal Ministry for Economic Cooperation and Development (BMZ) and the International Climate Initiative (ICI) of the Federal Ministry for the Environment, Nature Conservation, Construction and Nuclear Safety (BMUB) supported several NRM project within the framework of German FC.</p> <p>The subject of EPE is the assessment of development success in BMZ projects according to the five OECD / DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) and the systematic recording of the intended and unintentional project impacts. For IKI projects, the criteria "coherence, complementarity and coordination "and "project management" were additionally screened.</p> <p>Tasks completed were:</p> <ul style="list-style-type: none"> • Support of the KfW project manager in the technical assessment of the project <i>Securing natural carbon sinks and habitats in the Heart of Borneo</i> in Indonesia. • Field visits, discussions with stakeholders, on the ground verification of project results reported • Analysis of reports and data provided • Recommendations for future projects
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Date	03/2018-03/2020
Location	Ukraine
Client/Company	State Forest Resources Agency of Ukraine, funded by SBF-KfW
Position	Team Leader in Fact finding Mission
Description	<p>For a BMUB proposal to fund the project <i>Sustainable Forestry in the Ukraine</i> the following tasks were completed:</p> <ul style="list-style-type: none"> • Identify the most important issues in forestry and forest protection in Ukraine which could be solved/addressed through a BMUB IKI funded project via KfW. • Assess the role of climate change and its actual and/or potential effects on forests and forestry in Ukraine. • Assess if and where potential conflicts between forestry and nature conservation exist and how they could be solved. • Assess to what extend sustainable forestry contributes/could contribute to regional development. • Assess the current demand for forest resources and how this demand is expected to develop in the future, especially considering increasing energy prices. How could this demand be met sustainably? • List and analyse (SWOT) relevant stakeholders in the forest sector of Ukraine and suggest their potential role in a possible future project (if any). • Suggest a possible project / governance structure (recipient, project executing agency, etc.). • Identify possible target regions for the project and if gender issues could/should play a significant role in the project • Assess the actual and potential future role of forest certification in the Ukraine. • Asses potentially needed adaptation activities in the forest sector. • Briefly evaluate availability of national, regional, local tree nurseries, their status and financial needs for proper functioning for the project – if needed in the project context. • Evaluate and describe relevant national policies and initiatives in the Ukraine relevant for sustainable forestry as well as climate adaptation/mitigation. • Recommend specific topics important for the project which should be investigated in more detail during a detailed feasibility study. • Identify and discuss specific risks as well as opportunities the project and the feasibility study need to address as well as possible mitigation measures. • Develop a preliminary logframe for the project. • Suggest a rough time and financial plan (annual funding allocations) for the implementation of the financial cooperation project.

Date	11/2017-02/2018, 03-07/2018
Location	Georgia
Client/Company	CENN, funded by Austrian Development Cooperation
Position	Forest Policy Specialist
Description	<p>CENN is implementing the project <i>Sustainable Forest Governance in Georgia: Phase II</i> with financial support of the Austrian Development Cooperation (ADC). The overall objective of the project is to contribute to the successful implementation of forest reform in Georgia via the development of policy tools, modernization of forest management practices, strengthening the capacities of authorities and civil society, and enhancing issue-based policy dialogue. One of the three main purposes of the project is to develop national forest policy implementation tools and mainstreaming forestry priorities in the relevant sectors' policy documents.</p> <ul style="list-style-type: none"> • The output of the assignment was the development of institutional and economical model and action plan for the management of recreational forests in Georgia that will assist the National Forestry Agency in the process of using the welfare function of forests sustainably and manage forest fund territories in synergy with the priority directions of the country. • Share good practices in regards to the Environmental Supervision Department (based on planned changes) and prepare recommendations for the establishment of the best institutional arrangement (patrolling, finances, effective controls, etc.); • Prepare recommendations related to watershed management and DRR actions on forest lands for all levels of forest policy, management, and controllers, as well as other ministries (e.g., Regional Development and Infrastructure, Finance). Recommendations will reflect the principles of watershed management, DRR and sustainable forest management; • Share European practices and recommendations regarding the coordination of work with local self-government. •

Date	10/2017-11/2018
Location	Ethiopia
Client/Company	MEFCC Addis Ababa funded by SBF-KfW
Position	Tender Agent Implementation Consultant Forestry Programme
Description	<p>For the implementation of the forestry component of the programme <i>Conservation and Sustainable use of Biodiversity and Forests in Ethiopia (BMZ ID 2015 67 197)</i>, consulting services were tendered. Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Develop a suitable financing mechanism for the project in cooperation with a microfinance and banking specialist • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	09-12/2017
Location	Belarus (Ukraine, Russia)
Client/Company	KfW Development Bank for the International Climate Initiative (ICI)
Position	Technical Expert and Evaluator for Ex Post Evaluations of ICI Projects
Description	<p>The Federal Ministry for Economic Cooperation and Development (BMZ) and the International Climate Initiative (ICI) of the Federal Ministry for the Environment, Nature Conservation, Construction and Nuclear Safety (BMUB) supported several NRM project within the framework of German FC.</p> <p>The subject of EPE is the assessment of development success in BMZ projects according to the five OECD / DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) and the systematic recording of the intended and unintentional project impacts. For IKI projects, the criteria "coherence, complementarity and coordination "and "project management" were screened in addition.</p> <p>The BMUB projects evaluated were:</p> <p>I. "Rewetting and sustainable management of bogs in Belarus" Project no. 24308</p> <p>II. "Reduction of CO2 emissions through protection and sustainable management of indigenous mixed forests in the Russian Far East (RFO)" Project no. 27653</p> <p>III. "Avoiding Greenhouse Gases through Renaturation and Sustainable Management of moors in Ukraine" Project no. 25103 (cancelled project)</p> <p>The contract included support / participation in the evaluation of Belarus including travel preparation, travel logistics, travel participation and delivery of report parts and independent preparation of reports for Russia and Ukraine as a "desk evaluation".</p>

Date	07/2017-02/2018;
Location	India
Client/Company	Tripura Forest Department funded by SBF-KfW
Position	Tender Agent Feasibility Study Forestry
Description	<p>For the elaboration of <i>Climate Change Adaptation Programme in the Himalaya - Component II Tripura - Climate Resilience of Forest Ecosystems, Biodiversity Adaptive Capacities of Forest Dependent Communities</i>, a feasibility study was tendered Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	06-12/2017
Location	Tajikistan
Client/Company	GIZ EKF Project Adaptation to Climate Change through Sustainable Forest Management
Position	External Evaluator for Final Project Evaluation

Description	Conceptual and organizational implementation of the final project evaluation (PEV). The objective of the PEV was the critical analytical review by evaluating the achievement of objectives and the effects of the project.
Date	04/2017-12/2017
Location	Hashemite Kingdom of Jordan
Client/Company	GIZ Cash for Water Works (C4WW)
Position	Forest and soil and water conservation (SWC) backstopper
Description	<p>The GIZ together with its partner, the Jordan Valley Authority JVA, has submitted implements the Cash for Water Works (C4WW) to run for two years, until 2019. As the GIZ Jordan does not have expertise in forest and forest related questions at hand, the forest and soil and water conservation (SWC) backstopper shall coordinate, steer and monitor the inputs of the project as external specialist. His tasks shall prepare and support the core project team in:</p> <ul style="list-style-type: none"> • Verification of potential afforestation sites • Verification of suitable trees/varieties in government nurseries • Adaptation of afforestation plans • Final designs of SWC measures including cost norms to be applied • Support in implementing the afforestation and SWC plans (cultivation, labour, technology needed, protection measures, management, irrigation demand) • Training needs analysis • Elaboration of training concept and conduct of training.
Date	03/2017-11/2017
Location	Austria, Germany (Ethiopia, Uganda, Kenya, DRC, Madagascar, Cameroon, Ghana)
Client/Company	IUCN for KfW Development Bank
Position	Financing Specialist for Forest Landscape Restoration Study
Description	<p>KfW, as an implementing agency of financial cooperation for Germany, is financing forest / FLR projects in selected countries in Africa and has contracted IUCN to develop a study. The objective of the consultancy was to contribute to the production of a report that identifies concrete FLR financing mechanisms in selected African regions and countries (Ethiopia, Uganda, Kenya, DRC, Madagascar, Cameroon, Ghana) to support the implementation of FLR strategies.</p> <ul style="list-style-type: none"> • Lead on the writing of a chapter in the main study which identifies concrete regional and / or country specific financing mechanisms for the proposed FLR measures • Develop a questionnaire for regional colleagues to answer which will provide some of the information needed for the chapter • Identify further work required to develop a KfW portfolio of African restoration projects.
Date	10 - 11/2016
Location	Tajikistan
Client/Company	GIZ EKF Project <i>Adaptation to Climate Change through Sustainable Forest Management</i>
Position	Business development advisor
Description	<p>Since the independence of Tajikistan from the Soviet Union, the country did not receive considerable investment in the forestry sector and does not have the financial means to cover large investments from the state budget. At the same time, international cooperation in the sector was focussed on technical support. One of the results of the technical cooperation was the support to the establishment of a consulting agency, Tajiklesservice Ltd., for the provision of a forestry services in 2015.</p>

	One year after the foundation of the consulting company it was the objective of the consultancy to assess in how far the consulting company Tajiklesservice Ltd. is able to deliver quality services, how the future prospective for the consulting company in Tajikistan are and provide recommendations for the future development of Tajiklesservice Ltd. Therefore, the consultant assessed the organizational structure, the quality of the services provided and the demand for forestry services in Tajikistan and gave recommendations for the future support.
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Date	08 - 11/2016
Location	Hashemite Kingdom of Jordan
Client/Company	GIZ German-Jordanian Programme "Management of Water Resources
Position	Forest Specialist in Feasibility Study
Description	<p>The GIZ together with its partner, the Jordan Valley Authority JVA, commissioned a feasibility study on potential afforestation measures on the banks of the Jordan Valley dams. The feasibility study prepared for the implementation of forestation within the framework of the BMZ "Cash-for-Work" program. Main task of the expert was</p> <ul style="list-style-type: none"> • Identification of potential afforestation sites • Identification of suitable trees/varieties • Specification of size and number of trees per area • Draft afforestation plan (cultivation, labour, technology needed, protection measures, management, irrigation demand) • Draft cost calculation for different forestation scenarios • Support to the draft "Cash-for-Work" concept for the employment of Syrian refugees and Jordanian employees during the forestation measures (calculation of number of workers and working days, qualifications, training, logistics, awareness campaign, sustainability of the project)

Date	07/2016 - 09/2017
Location	Ethiopia
Client/Company	MoANR Addis Ababa funded by SBF-KfW
Position	Tender Agent SLM 3 Implementation Consultant
Description	<p>The <i>Sustainable Land Management Programme</i> is extended to further regions and supported by EU-funds. Consultant support was tendered in a standard tender process. The objective of the project is to further reduce the land degradation of the selected watersheds and to improve agricultural productivity of small holder farmers in the vicinities of selected protected areas. This is to improve the livelihoods, food security and economic well-being of rural households. Tasks as tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	07 - 12/2016
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Location	Ethiopia
Client/Company	MEFCC Addis Ababa funded by SBF-KfW
Position	Tender Agent Feasibility Study Forestry
Description	<p>For the elaboration of the forestry component of the programme <i>Conservation and Sustainable use of Biodiversity and Forests in Ethiopia (BMZ ID 2015 67 197)</i>, a feasibility study was tendered in a direct proposal process. Tasks of the tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with prequalification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms including replies to any queries relating to the tender process. • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)

Date	05 - 09/2016
Location	Ethiopia
Client/Company	GIZ, Biodiversity and Forestry Programme
Position	Forest, policy and institutional specialist
Description	<p>Assessment of the key forest actors and their roles and responsibilities in the Ethiopian forest programme regions:</p> <ul style="list-style-type: none"> • Desk study of the four region's forest management units: <ul style="list-style-type: none"> ◦ Analysis of the different authorities (enterprises, bureau of Agriculture, etc.) dealing with forest management, their visions, mandates, policies, resources • Field investigation in the four regions in order to learn more about their potentials and opportunities • workshop in order to share the generated knowledge and work into direction of a concrete plan for the different authorities in view of: • Concrete plan of action in line with the operational plan of the Programme

Date	04 - 09/2016
Location	Ethiopia
Client/Company	MoANR Addis Ababa funded by SBF-KfW
Position	Tender Agent SLM 2 Implementation Consultant
Description	<p>The Sustainable Land Management Programme went into its second phase and the consultant support was retendered in a post qualification process. The objective of the project is to further reduce the land degradation of the selected watersheds and to improve agricultural productivity of small holder farmers. This is to improve the livelihoods, food security and economic well-being of rural households. Tasks as tender agent were:</p> <ul style="list-style-type: none"> • Support the EA in preparing the Terms of Reference (ToR) for the consulting services as well as a time schedule and total cost and financing budget. • Prepare all tender documents with post-qualification (including draft consulting agreement and evaluation matrices) in consultation with the EA and KfW, and assist in conducting the tender • Sequential evaluation in accordance with the publicized tender document including a substantiated contract award proposal in agreement with the executing agency EA and KfW • Provide support in contract negotiations and conclusion of contract • Provide support in the communication with the bidding firms <input type="checkbox"/> including replies to any queries relating to the tender process.

	<ul style="list-style-type: none"> • Conduct in the event of objections and complaints. • Other provisions (document the entire tender process)
Date	03/2016
Location	Ethiopia
Client/Company	KfW/FLR Programme
Position	Forest Landscape Restoration and FC specialist
Description	<p>Mission to identify potential products and financing mechanisms for German Financial cooperation supporting AFR100 forest landscape restoration activities in Ethiopia:</p> <ul style="list-style-type: none"> • Field analysis of potential forest landscapes incl. identification of principal funding mechanisms for restoration of sites and landscape elements considering existing experience and approaches (food for work, woodlots, social forestry, PFM). • Discussion of field findings with relevant partners in Bahir Dar and Addis Ababa to assess the general and specific FC potential of selected landscapes • Detail proposals for specific FC elements of AFR100 in Ethiopia
Date	01-02/2016
Location	Ethiopia
Client/Company	MEFCC Addis Ababa funded by SBF-KfW
Position	Forest and FC specialist in a joint KfW/GIZ mission
Description	<p>Prefeasibility study regarding financial cooperation opportunities in the Sustainable use of Biodiversity Programme with Government of Ethiopia:</p> <ul style="list-style-type: none"> • Elaboration of a project proposal to be discussed with MEFCC, the regions and BMZ for further elaboration in a feasibility study • Inclusion of the biodiversity and forestry programme into Forest landscape restoration, REDD+ and other policy initiatives supported by GoE and GoG.
Date	11-12/2015
Location	Ethiopia
Client/Company	ÖBf AG Consulting for KfW
Position	Forest and FC specialist
Description	<p>Fact Finding Mission regarding financial cooperation opportunities in the Sustainable use of Biodiversity Programme with Government of Ethiopia:</p> <ul style="list-style-type: none"> • Analysis of current strategies and approaches of Government of Ethiopia on forest and natural resource management: • comment on already existing or possible future areas of donor coordination/cooperation <ul style="list-style-type: none"> (a) regions and target groups that are most suitable to cooperate with: evaluate / rank / prioritise different regions according to their experience, potential and willingness to cooperate); and (b) criteria for selection of potential projects: define adequate selection criteria for FC financed forest projects • Elaboration of a menu of initial project ideas that meet the defined criteria for prospective FC projects based on the discussions with partners and stakeholders.
Date	01/2015-03/2016
Location	Montenegro
Client/Company	ÖBf Consulting for EBRD
Position	Team Leader, Forest policy and management specialist
Description	Forest, Timber Industry and Bioenergy Sector Study:

	<ul style="list-style-type: none"> • review of forest policy and analysis of the Forest Administration and supervising institutions • analysis of forestry resource base, potential and limitations of sustainable forest management • analysis of forest industry and identification of potential investment projects, and • investment promotion workshops
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Date	11/2014-11/2015
Location	Montenegro
Client/Company	ÖBf Consulting for EBRD
Position	Biomass Supply Specialist
Description	<p>Biomass Project Identification Study:</p> <ul style="list-style-type: none"> • Assessment of available resources and potential sustainable cut considering potential improvements in forest policy and practice • Cost and market assessments for forest and wood industry resources in the feasibility of individual biomass district heating or CHP projects. • Fuel supply chain assessment for identified pre-feasibility locations

Date	11/2013 -05/2014
Location	India
Client/Company	ÖBf AG Consulting for KfW
Position	Team Leader Feasibility Study
Description	<p>Feasibility Study Himachal Pradesh Forest Ecosystems Climate Proofing Project, Programme design including:</p> <ul style="list-style-type: none"> • Orientation of HPFD top management and field staff to concepts of climate change on forest ecosystems • Conversion of open Chir pine to mixed forests with increased substantial broad leaf and multipurpose trees; • Water conservation measures in forest areas; • Focused investment in forest protection measures to foster natural regeneration and biodiversity; • Combating invasive alien species; • Climate change impact research; • Other activities which are in line with national and regional policies and programmes

Date	01/2013 -07/2015
Location	Georgia
Client/Company	ÖBf Consulting for EU Delegation to Georgia
Position	Project Coordinator and Protected Areas Planner
Description	<p>Support to the Management of Protected Areas (Twinning EU):</p> <ul style="list-style-type: none"> • Development of a standard method for preparation of management plans for protected areas of different categories. • Elaboration of management plans in the four NP Lagodekhi and Mtirala, and protected areas Imereti and Ajameti, • Systematic involvement of stakeholders, • Adaptation to EU requirements, • Communication strategies and coordination with the local population

Date	05/2013 – 06/2014
Location	Georgia
Client/Company	ÖBf Consulting for FSF Life Ministry of Austria
Position	Team Leader
Description	Adaptive Sustainable Forest Management in Borjomi-Bakuriani Forest District:

	<ul style="list-style-type: none"> • Coordinating the development of a climate change-adapted management plan for the Borjomi-Bakuriani region in Central Georgia. • Development and training in modern forest management practices and management methods • Reforestation and forest development activities • Formulation of NAMA matching Georgian and Austrian policy pledges.
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Date	02-03/2013
Location	India
Client/ company	ÖBf AG Consulting / KfW
Position	FC Team Leader Climate Change Adaptation specialist
Description	<p>GIZ & KfW Joint Fact Finding Mission (JFFM) for Himachal Pradesh Ecosystems & Eco-services Management & Development Project:</p> <ul style="list-style-type: none"> • Assessment of the current status of the HP State Action Plan on Climate Change (SAPCC), plan for implementation at HP's level, and the proposed governance structure • analysis of current and planned CCA activities of other bilateral and multilateral donor organisations in HP; • visit and identification of CCA project possibilities in at least two of the identified regions • assessment of the GoHP proposal, • identify capacity building needs, investment alternatives, absorption capacity, and financing mechanisms; • assess the capacity of GoHP and other governmental institutions as a programme partner for TC and FC; • assess the availability of NGOs in the CCA sector, their potential, preparedness and interest for possible partnership; • provide a conclusive assessment as to whether or not GIZ and KfW shall pursue the proposed project

Date	01/2013 -10/2013
Location	Georgia
Client/Company	ÖBf Consulting for CENN, ADA funded
Position	Forest Policy Expert
Description	<p>Sustainable Forest Governance in Georgia: Strengthening Local and national Capacity and Developing Structured Dialogue; Assistance to the Ministry of Energy and Natural Resources (MoENR) of Georgia and Ministry of Environment (MoE) of Georgia in Developing the Vision and Strategy of New Forest Reform:</p> <ul style="list-style-type: none"> • Assess the current situation, needs and gaps in the field of the forestry sector management; • Elaborate a draft Forest Sector Management Vision in close cooperation with the Forestry Department under the Agency of Natural Resources Management of the MoENR and the MoE and in consultation with other stakeholders; • Elaborate a working draft of the Forestry Strategy based on the Forest Sector Management Vision and international best practices and taking into account the views of stakeholders • Propose organizational changes and structures to implement the forest policy

Date	05/2012
Location	Georgia
Client/Company	ÖBf AG Consulting for ENPI FLEG
Position	Speaker, Forest Certification Specialist
Description	<p>Job description Speaker in a regional workshop for the establishment of an FSC working Group:</p> <ul style="list-style-type: none"> • Recommendations for coordinated national approaches instead o a sole regional activity

	<ul style="list-style-type: none"> • Discussion of pros and cons of FSC and PEFC certification schemes • Potential impact of EU wood legality regulations
Date	03/2012
Location	India
Client/Company	ÖBf AG Consulting for KfW
Position	Team Leader Mid Term Evaluation
Description	<p>Mid-Term Evaluation of the Indo German Participatory natural Resource management in Tripura , implemented by the Natural Resource Management Society of Tripura. Mission tasks led were:</p> <ul style="list-style-type: none"> • Analysis of achievements and impact of the programmes on household, village and regional levels: • Assessment of institutional strengths, weaknesses, opportunities and threats • Development of a detailed capacity building programme for the programme facilitating agencies and the village stakeholders • Proposals to incorporate lessons learnt and for mainstreaming the social, institutional and technical innovations into Government of India policies and programmes.
Date	10-12/2011
Location	Bangladesh
Client/Company	ÖBf AG Consulting for KfW
Position	Climate change Adaptation Expert for FC
Description	<p>Assignment to identify opportunities for FC collaboration between Germany and the Republic of Bangladesh</p> <ul style="list-style-type: none"> • Assessment of bilateral and multilateral climate change adaptation tools and structures in Bangladesh • Identification of investment opportunities within the framework of German bilateral financial cooperation • Assessment of co-financing options with WB, ADB and UNDP in coastal climate change adaptation.
Date	07/2011 - 12/2015
Location	Botswana, Zambia
Client/Company	ÖBf Consulting for KfW
Position	Management Backstopper, Procurement Specialist
Description	<p>Support to the Secretariat for the Kavango-Zambezi Transfrontier Conservation Area:</p> <ul style="list-style-type: none"> • Support to the development of the Operational plan • Training in procurement and financial management, especially concerning KfW procedures • Facilitation of tender document developments for National Park investments in Zambia and Botswana. • Communication support between five ministries, SADC implementing agent and KfW.
Date	09/2010- 12/2012 (intermittent)
Location	Georgia
Client/Company	SSA / UNDP
Position	Senior Forestry Expert
Description	<p>Technical Advisor to the Eco Restoration programme of UNDP for the areas affected by forest fires in Borjomi Region:</p> <ul style="list-style-type: none"> • Development of technical models for artificial and natural regeneration • Development of a nursery and seedlings acquisition strategy • Training of forest institute staff • Definition of participatory mechanisms to ensure social and economic sustainability.

Date	11/2010 – 12/2012 (intermittent, 12 assignments)
Location	Kosovo
Client/Company	ÖBf Consulting for European Commission Liaison Office to Kosovo
Position	Biodiversity Conservation Expert/ Illegal Logging Analyst/ Bioenergy Policy Adviser
Description	Further Support to the Forestry Sector Development EU-Twinning: <ul style="list-style-type: none"> • Preparation of a National Protected Areas System Plan, national guidelines for NP management planning and forest inventories in protected areas • Support the Biodiversity Action Plan and Strategy • Support the elaboration of a National Plan to Combat Illegal Logging • Analysis of legal and illegal timber and fuel wood harvests in Kosovo • Support the National Biomass and Bioenergy Strategy /Action Plan.

Date	10/2010-12/2011
Location	Belarus
Client/Company	ÖBf Consulting for EBRD
Position	Team Leader
Description	Forest and Forest Industry Sector Study: <ul style="list-style-type: none"> • Assessment of available resources and potential sustainable cut • Assessment of forest sector policy and strategies • Evaluation of early and current investment experience in the forest and wood processing sector • Analysis of institutional change processes and obstacles for foreign direct investment • Presentation of results • Coordination of local experts • Backstopping of studies and liaison with client and EBRD.

Date	10-12/2010-
Location	Laos/Lower Mekong Basin
Client/Company	ÖBf AG Consulting for KfW
Position	Resource Management Expert for FC
Description	Assignment to identify opportunities for FC collaboration between Germany and the Mekong River Commission: <ul style="list-style-type: none"> • Assessment of MRC activities in hydro power, climate change adaptation and nature conservation • Identification of investment opportunities within the framework of German bilateral financial cooperation • Participation in a TC-project appraisal to identify synergetic potentials and TC-FC interfaces.

Date	08/2010 – 12/2015
Location	Albania
Client/Company	ÖBf AG Consulting for KfW
Position	Monitoring Specialist, Backstopper
Description	Support to Prespa National Park <ul style="list-style-type: none"> • Development of a monitoring concept embedded in the Transboundary Monitoring Concept for the Prespa Basin • Contributions to the new National Park management plan and the operational plans • Advice on extension and monitoring in the new design of a Biosphere Reserve in the Ohrid and Prespa Basins.

Date	11/2008- 08/2009
Location	Georgia
Client/Company	SSA / UNDP
Position	Senior Forestry Expert
Description	<p>Independent Advice on Forest Eco-Compensation Programmes for the Ministry of Environment and Natural Resources of Georgia:</p> <ul style="list-style-type: none"> • Backstopper for the methodological and forestry part of the field and office work • Facilitation of information provision and interpretation of data for the habitat –hectare approach • Development of presentations and compromise papers for the Memorandum of understanding between BP, GOGC and MoENR • Coordination of international experts dealing with clients and partners.

Date	02/2007-2/2010
Location	Azerbaijan, Armenia, Georgia
Client/Company	ÖBf Consulting for KfW
Position	Participatory Land Use Planning Specialist /Project Director
Description	<p>Establishment of the Transboundary Joint Secretariat for the Ecoregional Conservation Programme in the Southern Caucasus:</p> <ul style="list-style-type: none"> • Development of master concepts for regional approaches in national park management, range management, spatial planning and especially participatory land use planning • Support to the national ministries in the establishment of National Parks in Azerbaijan, Armenia and Georgia • Policy dialogue on further development of the Ecoregional Conservation Plan and the Caucasus protected Area Fund • Discussions and model development for conservation Financing and options for user compensation and zoning based on habitat-hectare approaches • Coordination of local and international experts • Backstopping of studies and liaison with client and the national ministries for environment and nature conservation.

Date	11/2009
Location	India
Client/ company	ÖBf AG Consulting (for KfW/NABARD)
Position	Team Leader Mid Term Evaluation
Description	<p>Team Leader for the Mid-Term Evaluation of the <i>Indo German Watershed Development Programmes Gujarat and Rajasthan</i>, implemented by the National Bank of Agriculture and Rural Development (NABARD).</p> <ul style="list-style-type: none"> • Analysis of achievements and impact of the programmes on household, village and regional levels: • Assessment of institutional strengths, weakness, opportunities and threats • Development of a detailed capacity building programme for the programme facilitating agencies and the village stakeholders <p>Proposals to incorporate lessons learnt and for mainstreaming the social, institutional and technical innovations into Government of India policies and programmes</p>

Date	11/2008 – 04/2009
Location	Indonesia
Client/Company	ÖBf Consulting for KfW

Position	Forest and Protected Area Management Specialist
Description	<ul style="list-style-type: none"> • Support to the formulation of a <i>Forest Programme embedded into the Reduced Emissions from Deforestation and Degradation Process</i> • Identification of demonstration activities in Malinau district of East Kalimantan • Carbon sequestration and avoided deforestation effects of community activities in concession and conservation areas • Assessment of high conservation values and compensation requirements for local users' negotiations • Monitoring mechanisms and impact assessment indicators for ESIA of REDD activities.

Date	04-07/2008
Location	India
Client/Company	ÖBf AG Consulting for KfW
Position	Climate Change specialist
Description	<p>Fact Finding Mission regarding a <i>Climate Change Adaptation Programme</i> with Government of India:</p> <ul style="list-style-type: none"> • Analysis of current strategies and approaches of Government of India on climate change adaptation: • comment on already existing or possible future areas of donor coordination/cooperation <ul style="list-style-type: none"> (a) regions and target groups that are most vulnerable to the impacts of climate change in India: evaluate / rank / prioritise different regions according to their vulnerability to climate change (secondary data); and (b) criteria for selection of potential projects: define adequate selection criteria for FC financed CCA projects (sources: experiences of other donors or literature) • Elaboration of a menu of initial project ideas that meet the defined criteria for prospective FC projects based on the visits to identified regions, and discussions with other key players.

Date:	05/2006-07/2007
Location:	Bosnia and Herzegovina
Client/Company:	ÖBf Consulting for World Bank Forest Development Project
Position:	Forest Management Specialist /Project manager
Description:	<p><i>Identification of High Conservation Value Forests</i>, Manual and Toolkit development for the identification and management of forests with high protection values:</p> <ul style="list-style-type: none"> • Adaptation of the general manual to the local circumstances • Management proposals for various protection categories • Coordination with ongoing other projects in biodiversity and conservation issues • Stakeholder dialogue • Coordination of international experts • Backstopping of project and liaison with PIU and World Bank.

Date:	03-11/2006
Location:	Bosnia and Herzegovina
Client/Company:	ÖBf Consulting for EBRD
Position:	Project manager/ Team Leader
Description:	<p><i>Sustainable Forestry and Forest Industry Business in Bosnia and Herzegovina</i>. Support the Project Team in reviewing:</p> <ul style="list-style-type: none"> • Existing and future available forest resources/wood volumes • Analysis of the global and regional situation and trends within the sector • Markets for round wood and wood products • Existing manufacturing plants in the sector • Infrastructure (roads, railways, utilities, esp. energy) • Investment projects at the existing plants planned and announced by the current management • Definition of "planning gaps" based on the above analysis • Scope for greenfield investments

Date:	03-04/2006
Location:	India
Client/ company:	ÖBf Consulting (for KfW)
Position:	Financial and Institutional Analyst
Description:	Indo-German <i>Umbrella programme for Natural Resources Management</i> : <ul style="list-style-type: none"> • Analysis of the Watershed Development Fund and other NRM financing mechanisms • Institutional assessment and programme implementation delivery modes • Financial delivery modes for the programme or individual components Preparatory discussions with state governments for loan absorption in NRM sectors

Date:	02- 04/2006
Location:	Bosnia and Herzegovina
Client/Company:	ÖBf Consulting for EBRD
Position:	Project manager/ Backstopper
Description:	Background Work for a <i>Forest Sector Study</i> . Assessment on a regional basis role of the forestry sector in BiH as a supplier to the forest industry, particularly under the following aspects: <ul style="list-style-type: none"> • Resource base (volume, species, quality) • Existing harvesting operations (technology, volumes) • Infrastructure (roads, railways, utilities, esp. Energy) • Existing demand by the local forest industry • Export markets • Legal and regulatory constraints

Date:	7-8/2003, 2/2004, 7-8/2004, 2-3/2005
Client/Company:	PR China, Hebei Province
Client/Company:	GITEC Consult GmbH for KfW
Position:	Participatory Forestry and Extension Expert
Description:	<i>Sino-German Smallholder Afforestation Project Hebei II</i> , Introduction of Participatory Planning and Extension: <ul style="list-style-type: none"> • Design materials and training in participatory land use planning and mapping on village basis • Recommend uniform documentation and registration process for land use titles in forest land with clear distribution of rights and responsibilities for forest department and farmers • Train trainers from Provincial to Township level in Participatory Land Use and Forestry Planning and Monitoring • Analyse extension services of Agriculture, Animal Husbandry and Forestry Departments for potential synergies/conflicts and propose a coherent land use planning procedure on county and township level. • Assess cooperation potential with Poverty Alleviation Departments and Women's Associations. Institutional Analysis • Give recommendations for improvement of the extension service and poverty alleviation offices.

Date:	11-12/2003
Location:	PR China, Hunan and Hebei Provinces
Client/Company:	GITEC Consult GmbH for KfW
Position:	Team Leader / M&E Expert / Company Representative

Description:	<p><i>Sino-German Afforestation Projects Hunan, Hebei II: M&E/Quality Control for Afforested Areas:</i></p> <ul style="list-style-type: none"> • Mission leader of M&E/Quality Control Team (2 international and 4 local experts) • Monitoring of randomly chosen afforested areas and evaluation of afforestations in terms of quality and quantity. • Monitor and revise training in participatory land use planning and mapping on village basis • Conduct random checks to see how recommendations made for improvement of the extension service. • Review project management procedures, Prepare use of MapInfo in SGSAP Hebei II. • Demonstration of internationally accepted survey methods and techniques for quality and quantity monitoring. • Participation in the Sino-German Forestry Co-operation Conference in Beijing, contributions to the proceedings, network consolidation with national and international partners.
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Date:	11-12/2001
Location:	PR China, Hunan and Jiangxi Provinces
Client/Company:	GITEC Consult GmbH for KfW
Position:	Team Leader / M&E Expert
Description:	<p><i>Sino-German Afforestation Projects Hunan, Jiangxi: M&E/Quality Control for Afforested Areas:</i></p> <ul style="list-style-type: none"> • Mission leader of M&E/Quality Control Team (2 international and 4 local experts) • Monitoring of randomly chosen afforested areas and evaluation of afforestations in terms of quality and quantity. • Demonstration of internationally accepted survey methods and techniques for quality and quantity monitoring. • Monitor and revise training in participatory land use planning and mapping on village basis • Review design for wavebreak forests and propagation of mixed private- and group- protection forest. • Review and revise procedures for privatisation of forest nurseries. • Conduct random checks to see how recommendations made for improvement of the extension service and newly acquired skills after training are being applied. • Review fruit tree propagation techniques and forest- and fruit tree nurseries.

Date:	09/2001
Location:	India, Gujarat
Client/ company:	GITEC Consult GmbH (for KfW)
Position:	Forestry Expert
Description:	<p><i>Indo German Watershed Development Programme Gujarat Project Preparation Study: Responsible for forest management development and community multi-purpose forestry concept. In charge of subject matter specialists and an international sub-team within the study</i></p> <ul style="list-style-type: none"> • Review of the ridge to valley approach in conflicting land use patterns. • Elaboration of proposals to strengthen the involvement of the Forest Department into the Programme, especially with respect to national and state forest policy, legislation and administrative practice. • Design of forest management model plans to optimise different stakeholder interests. • Technical advice on forest establishment and soil- and water conservation technology. • Financial analysis of alternative forest establishment and management techniques and approaches. • Review of the programme's potential to create income and employment through forestry activities. • Technical and organisational capacity assessment of different NGOs working in the forestry sector <p>Analysis of NGO-community relations in NRM projects, capacity assessment of committees, SHGs and village institutions</p>

Date:	08-09/2001
Location:	India, Rajasthan
Client/ company:	GITEC Consult GmbH (for KfW)
Position:	Forestry Expert
Description:	<p><i>Comprehensive Wadi and Watershed Development Programme Rajasthan Project: Preparation Study: Responsible for private forest management development and agroforestry concept. In charge of subject matter specialists and an international sub-team within the study</i></p> <ul style="list-style-type: none"> • Review of the approach to implement the programme entirely through a single NGO. • Layout of simple forest management tasks to optimise water and land use on farm level. • Financial analysis of alternative techniques and approaches. • Review of the programme's potential to create income and employment through forestry activities. • Elaboration of proposals to strengthen the involvement of the Forest Department into the Programme, especially with respect to national and state forest policy, legislation and administrative practice. • Technical advice on forest establishment and soil- and water conservation technology. • Technical and organisational capacity assessment of key NGOs working in the forestry sector <p>Analysis of NGO-community relations in NRM projects, capacity assessment of committees, SHGs and village institutions</p>

Date:	5-6/2000
Location:	India, Maharashtra and Andhra Pradesh
Client/ company:	GITEC Consult GmbH (for KfW)
Position:	Community Forestry Expert in MTR
Description:	<p>Mid-term Review of the <i>Watershed Development Programme Maharashtra</i> and Project Formulation Mission for Andhra Pradesh: Community forestry expert in a multi-national expert team.</p> <p>Responsible for all forestry and agroforestry development aspects on a watershed-based development approach.</p> <ul style="list-style-type: none"> • Elaboration of proposals to strengthen the involvement of the Forest Department into the Programme. • Technical advice on forest establishment and soil- and water conservation technology. • Technical and organizational capacity assessment of NGOs working in the forestry sector • Institutional Assessment of potential nodal NGOs and exploration of potential conflict areas in the NGO landscape in AP. <p>Capacity and budget analysis of the AP Forest Department regarding a potential role in the programme</p>

Date:	5/1994-1/1995
Location:	India
Client/Company:	Swiss Development Co-operation /DEZA for Seva Mandir
Position:	Community Forestry Associate
Description:	<p>Advisory services to the Community Assets Development Unit for the implementation of Joint Forest Management (JFM). Main tasks comprised:</p> <ul style="list-style-type: none"> • Technical and ecological evaluation of the measures and steps taken under different JFM approaches. • Evaluation of site and user-appropriateness of afforestations and soil and water conservation structures. • Institutional analysis of different executing institutions of JFM (SWOT Analysis). • M&E of equity and sustainability aspects in participating villages. • Presentation of results in workshops with the Forest Administration, donors (Ford Foundation, EU) and different NGO-representatives. • Compilation of a forest policy paper in cooperation with the Forest Policy Department of ETH Zürich: <i>Seeland, K. / W. Süß 1996. Forests in the Framework of Local Politics. Joint Forest Management in Rajasthan. APFF, Int. Reihe Nr. 96/6.</i>