

About the authors

Tim Auracher has worked for the past 15 years as Project Manager and Technical Advisor for German development cooperation in several African and South-East Asian countries, especially Senegal, Ghana, Benin, Cambodia, and Indonesia. In Indonesia, he was responsible for a component on fiscal decentralization within a GIZ-supported program between 2010 and 2013, advising the Indonesian Ministry of Finance. After three years as Senior Advisor on Good Governance in GIZ headquarters, he became head of a decentralization support program in Benin in 2017. His main subject areas are (fiscal) decentralization, administration reform, and civil society participation.



Godje Bialluch (MSc) is the Program Manager for the Governance Support Programme. Prior to this assignment, she worked for GIZ and other development agencies on governance reform processes in Zambia, Kenya, and Tanzania. All in all, she has nearly 20 years of long-term work experience in southern and East Africa. She received her master's degree in Political Science from the Freie Universität Berlin.



Franziska Böhm is a lawyer and currently working in the Saxon State Ministry of Justice in Dresden. As Head of Division, she is responsible for the education and advanced training, foreign contacts, and legal education at schools. During her professional career, Böhm has worked as a judge in different legal fields as well as a public prosecutor, and as desk officer in the Saxon State Ministry of Justice. From 2007 until 2011 she acted as team leader for GIZ projects in Georgia and Cambodia. After returning to her post in Germany, Böhm



continued to work for GIZ as a freelancer. She holds the Open University Postgraduate Certificate Conflict and Development (2011).

Christine Brendel, a German pedagogue and sociologist, is the Manager of the regional program ComVoMujer (Combating Violence Against Women in Latin America) of the German development cooperation, implemented by GIZ. The program is based in Peru but also operates in Bolivia, Ecuador, and Paraguay. She has more than 20 years of work experience in development cooperation, mainly in Latin America and Africa, but also in Germany and the United States. She focuses on gender equality, democracy promotion, organizational change, development processes, results-based program management, as well as capacity development in economic and employment fields. Brendel is also the author/co-author of numerous publications and education materials.



Thomas Fiegle (PhD) studied administrative science at the University of Constance (Germany) and received his doctoral degree in Political Science from the Ecole des Hautes Etudes en Sciences Sociales in Paris and the University of Potsdam. Following his academic career as an Assistant Professor at the University of Potsdam from 2005 to 2013, he has been working for GIZ since 2015. He is currently the Project Director of the German-Tunisian Academy for Good Governance in Tunis as well as of an anti-corruption project in Tunisia. He has published extensively on matters of political theory and administrative science.



Verena Fritz (PhD) is a Senior Public Sector Specialist with the World Bank Group's Governance Global Practice. Her areas of expertise include state-building processes, political economy analysis, and public-sector and public financial management reforms. She has undertaken analytic, advisory, and operational work, mainly in East Asia, Europe, Central Asia, as well as in Africa, where she currently task manages three projects aimed at institutional strengthening, as well as related analytic work. Fritz received her doctoral degree in Political Science from the European University Institute in Florence and has published a number of articles, working papers, and books in her areas of interest, including *Strengthening Public Financial Management: Exploring Drivers and Effects* (with Stephanie Sweet and Marijn Verhoeven, 2014); *Problem-Driven Political Economy Analysis: The World Bank's Experience* (with Brian Levy and Rachel Ort, World Bank Group, 2014); *Public Financial Management Reforms in Post-Conflict Countries* (with Ana Paula Fialho Lopes, Ed Hedger, and Heidi Tavakoli); *Making Public Sector Reforms Work – Political and Economic Contexts, Incentives, and Strategies* (with Simone Bunse, World Bank Policy Research Working Paper no. 6174, 2012); *Problem-Driven Political Economy Analysis: A Good Practice Framework* (with Brian Levy and Kai Kaiser, World Bank, 2009); *Understanding State-Building from a Political Economy Perspective* (with Alina Rocha Menocal, ODI, 2007); and *Developmental States in the New Millennium* (with Alina Rocha Menocal, 2007).



Franziska Gutzeit, a German political scientist and Technical Advisor for the regional program ComVo-Mujer (Combating Violence Against Women in Latin America) of the German development cooperation, implemented by GIZ, has a deep interest in democracy and good governance, human rights, and equality as well as an affinity for Latin America. She has been working in Latin America, the United States, and Germany and was also able to study and learn in Portugal, Malaysia, and Canada. Her main working fields are gender equality, development cooperation, South-South Cooperation, political participation and migration, and refugee protection.



Neil Hatton (MBA, MSc Econ.) is currently a Partner and Managing Director of the frankfurt corporate development group. Prior to that, he worked for many years as a freelance consultant for international management and organizational development. He was a Senior Consultant for GIZ and responsible, among other things, for the development of Capacity WORKS. He has lived and worked in Europe, Southeast Asia, and Latin America and has been active as a consultant in Africa and the Middle East. He has qualifications in systemic organizational development, project management, agile management and leadership (accredited Scrum Master®), as well as leadership, coaching, and counseling. His consultancy focus includes strategy development and implementation in commercial and international contexts; the design and moderation of workshops, conferences, and large group formats for project and international groups; executive development; as well as coaching, training, and consultancy in the development of leadership and talent. He is involved in project evaluations as well as capacity assessments worldwide.



Pauline Heusterberg (MPhil) has been interning with GIZ's Governance and Conflict department. She is an MA candidate in Human Geography at the Goethe University of Frankfurt and holds an MPhil in Development Studies from the University of Cambridge and a BA in Anthropology and Law from the Ludwig Maximilians University of Munich. Her previous experience includes working as a legal advisor for refugees, interning with an NGO focussing on women's rights in northern Tanzania, and co-founding the Munich branch of 180 Degrees Consulting, a student consultancy for NGOs and social entrepreneurs.



Lisa Hiemer (MSc) worked as an Advisor for media, communication, and citizen engagement under the GIZ Strengthening Local Governance Programme and the GIZ Governance Support Programme. She mostly worked on the provincial and local levels in the Eastern Cape of South Africa and thus gathered valuable insights on challenges and opportunities for effective, cooperative implementation in this context. She received her master's degree in Politics and Communication from the London School of Economics and Political Science.



Anne Hitzegrad holds degrees in Law and in Administrative Studies. Since 2016, she has been a Senior Policy Advisor for Migration Issues at the German Federal Foreign Office. From 2012 to 2016, she worked as a Governance Advisor with GIZ in Tunisia, with a focus on municipalities and local democracy. As a consultant, she has worked on topics such as rule of law, human rights, youth policy, and intercultural communication.



Astrid Karamira has been working in the field of extractive industries governance for many years. After spending five years as an expert in the field based at GIZ headquarters, she recently moved to Kigali, Rwanda, where she is working as Head of the GIZ program supporting the International Conference on the Great Lakes Region. A political scientist, Karamira has more than eight years of work and life experience in Africa.



Renate Kirsch (MA) has been Lead Governance Specialist at GIZ since 2015. Prior to this position, she was Head of Department at the newly founded German Institute for Development Evaluation (DEVAL). Between 2009 and 2012, she worked in the Good Governance and Human Rights division of GIZ, where she headed the “Democracy and Rule of Law Unit.” Between 2003 and 2009, Kirsch worked at the World Bank as a Senior Social Scientist in the Social Policy and Social Analysis Unit. In 2010 she was seconded to the EU Delegation to Pakistan, where she represented the EU in a Peace and Conflict Needs Assessment for the province Khyber Pakhtunkhwa. Her operational and country experience is based on long-term assignments as a Government Advisor for GTZ. Kirsch received her master’s degree in Sociology from the University of Bielefeld in Germany and graduated from the Centre for Advanced Training on Agricultural Development (Seminar für Ländliche Entwicklung) in Berlin.



Ruan Kitshoff is a team member of the Governance Support Programme, focusing on accountability, integrity, administrative justice, and citizen engagement. Previously, he worked in the Public Service Reform Programme of GIZ in South Africa. He has worked extensively in the fields of governance and public-sector reform in South Africa and the rest of Africa. Kitshoff has studied political science and holds executive qualifications from the business schools at Harvard and Wits.



Heiner von Lüpke (MA) received his master's degree in Tropical Forestry and Management from the Technical University of Dresden and has worked on climate policy issues ever since he graduated in 2003. Between 2004 and 2007, he worked as Officer Responsible for Climate Change and Forestry for the UN-FAO in Rome, subsequently moving to Jakarta, Indonesia, where he advised the Indonesian government on climate policy issues from 2007 until 2015 within various project assignments of GIZ. Gradually moving from a forestry background toward climate change policy issues on a cross-cutting level, he is currently advising the German Federal Ministry for Economic Cooperation and Development (BMZ) for GIZ.



Mark Mattner (PhD) heads the GIZ program Regional Resource Governance in West Africa, based in Freetown, Sierra Leone. In this capacity, he oversees activities to help enhance the development impact of mining in Guinea, Liberia, Sierra Leone, and Côte d'Ivoire. Prior to joining GIZ, Mattner was a Conflict Specialist with the World Bank's Conflict Prevention and Reconstruction Team and a Visiting Researcher in the Center for the Study of Human Rights at Columbia University. His doctoral research at McGill University was on local governance and oil production in the Niger Delta region of Nigeria, where he conducted qualitative fieldwork in oil-bearing communities.



Yvonne Müller has a professional background in land administration and land governance. She has been working for GIZ since 2006 in the field of governance, with a strong focus in recent years on contexts of conflict and fragility. Between 2011 and 2014, she was Chief Advisor of the COSERAM Program in the Philippines. Since mid-2014 she has worked as Senior Advisor in the Competence Center "Democracy, Political Dialogue, Urban Development" at GIZ headquarters.



Jazmín Ponce is a Peruvian academic researcher and a professional of International Business Administration. She is a Technical Advisor for the regional program ComVoMujer (Combating Violence Against Women in Latin America) of the German development cooperation, implemented by GIZ, and works in Peru but also closely with Ecuador, Bolivia, and Paraguay. She focuses on violence against women (VAW) and its relation with the business sector, gender equality, women entrepreneurs, and development cooperation. She has experience in advisory services for companies; studies the economic impact of violence against women in big, medium, and small enterprises as well as on women entrepreneurs; and also has experience in the development of instruments for specialized surveys on VAW.



Stephanie Schell-Faucon (PhD) is a teacher and also worked as a lecturer in adult education. She has conducted research on peace education, conflict transformation, and transitional justice in divided societies. For many years, she has been involved in dealing with the past in Germany as well as with intercultural exchanges, being a co-founder of the South African German Exchange Network. Since 2003 she has worked for GIZ in long- and short-term assignments in contexts of conflict and fragility. From 2011 to 2015 she was Team Leader of the COSERAM Program in the Philippines. Since 2016 she has worked as Senior Advisor in the Competence Center “Relief, Reconstruction and Peace” at GIZ headquarters.



Elke Siehl (PhD) has been Director General of the Corporate Development Unit of GIZ since April 2015. She is in charge of corporate strategy and policy, organizational development, support of the governance board, quality, and corporate sustainability. Prior to this, she was Director of the sector division Good Governance, Democracy and Human Rights and has worked in different positions for GIZ (formerly GTZ) in Germany and abroad since joining in 1999. Since November 2015 she has also been the Corporate Sustainability Manager at GIZ. She received her doctoral degree in Economics from Johann Wolfgang Goethe-University, Frankfurt (Germany), specializing in New Institutional Economics, Economies in Transition, and Privatization. She has also lectured at the University Witten-Herdecke on the design and management of complex reform projects (Capacity WORKS, smart implementation, iterative project management).



Markus Steinich (PhD) is a Senior Governance Specialist who has been working at GIZ headquarters as well as for GIZ projects in Latin America and Africa. He is currently coordinator of the governance cluster in Tunisia.



Albrecht Stockmayer (PhD) was trained as a lawyer and a business administrator in Germany and the United States. He worked for the World Bank and the UN (UNIDO, UNCTAD, UN/DTCD) as an Advisor for institutional and legal development in mining and energy in Africa and Latin America. He joined a newly created unit in GTZ as an Advisor on public-sector institutions, later as Principal Advisor on state reform, with focal points in public finance administration, decentralization, and civil society participation. He left GTZ for OECD/PUMA (now GOV) to head its Governance Outreach



Division and the OECD-wide Governance Outreach Initiative. At the end of 2002, he joined GTZ again, first as Head of the Governance and Gender team, Planning and Development Department. In 2008, he began heading the Governance Cluster, a unit that looks into issues of sector governance, promotes governance as a key issue, and seeks innovative ways for governance in development cooperation. In 2011 he was made Lead Governance Specialist of GIZ. After his retirement in 2014, he has been pursuing some academic work and has a consultancy for public governance and the rule of law.

Sabrina Storm (MA) is an Advisor to the sectoral department at GIZ in Eschborn. From 2011 to 2014 she was Director of GIZ's FOCEVAL program, which supported the Costa Rican government in strengthening evaluation capacities. She is a psychologist with an extensive background in organizational development and change management and has a master's degree in Public Administration from New York University. Her professional and research interests are focused on innovation and organizational learning within the public sector.



Tobias Tschappe works as an Advisor in the Governance Support Programme in South Africa on issues of integrity, anti-corruption, as well as organizational and strategy development. He works with national institutions and civil society and has prior international work experience in Kosovo and Japan. He holds a diploma in Political Science, Economics, and Public Law from the University of Göttingen.



Christopher Weigand is a fully qualified lawyer and a research fellow at the Institute for International Affairs at Hamburg University. He received his legal education in Leipzig, Madrid, Berlin, Mexico City, and Buenos Aires. His current research interests include international development policy, institution-building, and legal transplants. In his doctoral thesis, he focuses on the possibilities and limits of external Rule of Law promotion.



Agnes Wiedemann is a governance expert with a special interest in local governance and citizen participation. Currently, she is leading the GIZ project “Capacity Development for Municipalities in Tunisia and Libya.” Focusing on the Mediterranean and Maghreb region, she worked from 2011 to 2015 at the Center for Mediterranean Integration in Marseille as Regional Coordinator for the GIZ program CoMun, “Strengthening municipalities of Morocco, Algeria and Tunisia.” From 2008 to 2010 she worked as Component Leader for decentralization of the health sector at GTZ Malawi.



Melanie Wiskow (MA) is currently working as Specialist in the Academy for International Cooperation of GIZ in Bonn. In her previous assignment, she led the projects “Support to civil service training capacities with a focus on EU affairs” (co-funded by the European Union) and “Reform of civil service” in Azerbaijan. Before Azerbaijan, Wiskow was based in Germany and Ukraine working on topics such as public administration reform, good governance, corruption prevention, and poverty reduction. She holds a master’s degree from the University of Tübingen in Political Science and International Relations.



