

## Curriculum Vitae Carsten Schulz



### Personal

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Present Position: Partner and Senior Consultant, KEK CDC  
Education: Master of Advanced Studies in Development Cooperation at NADEL, ETH Zurich, Switzerland (1998 – 2000)  
Master of Forest Sciences (M.Sc.), Albert-Ludwigs-University Freiburg im Breisgau, Germany (1992 – 1998)  
Date of Birth: 03.03.1971  
Nationality: D/CH  
Languages: German (mother tongue), English (excellent), Portuguese (fluent), Spanish (fair), French (basic knowledge)

### Key competencies

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More than 20 years of professional experience in international cooperation, focusing particularly on:

- **Facilitation:** Extensive experiences in workshop facilitation (face to face events, conferences up to 200 participants) while using creative and agile facilitation techniques (e.g. liberating structures). Process facilitation and process guidance. Facilitation of e-discussions and animation of online networks. Facilitation of team retreats and meetings with executive people and management boards.
- **Knowledge Management:** Guiding knowledge sharing and learning processes; support and backstopping to thematic networks as well as to project teams and individuals. Capitalization of project experiences and results.
- **Private Sector Development / Vocational Skills Development:** Conceptualizing, planning, managing and evaluating projects and programs. Involvement in many backstopping mandates in PSD and VSD projects, including green growth / green economy. Enthusiast of applying systemic approaches such as market systems development (e.g. M4P).
- **Project Management:** Profound management and leadership experience of planning, managing and evaluating projects in complex and intercultural settings.
- **Results Based Monitoring and Evaluation:** Advising organizations in setting-up results-based monitoring systems. Conducting Cost Benefit Analysis for programmes and projects. Conducting evaluations of development projects and programs as well as cooperation strategies.
- **Organisational Development:** experiences in designing and facilitating organisational development processes including institutional analysis processes.

### Main professional experience

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Since 2018 Senior Consultant and Partner at KEK-CDC  
2015 – 2018 Teamleader and Senior Adviser for Biodiversity Management / Green Economy at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Integrated Biodiversity Management in the South Caucasus (IBiS) Programme, Armenia  
2014 – 2015 Project Manager at HELVETAS Swiss Intercooperation, Market Opportunities for Livelihood Improvement (MOLI-Project), a Market Systems Development Project in the dairy market system in Kakheti region, Georgia  
2008 – 2013 Consultant, trainer and facilitator at AGRIDEA, Swiss Centre for Agricultural Extension and Rural Development, Department for International Cooperation, Switzerland

- 2003 – 2007 Program Manager at HELVETAS Swiss Intercooperation - Rural Development Programme in Nampula and Cabo Delgado, Mozambique
- 2000 – 2003 Marketing Manager at NaturEnergie AG - Green Power Trader (hydro power, solar energy), Germany
- 1999 / 2000 Project Assistant and Field-Adviser at HELVETAS Swiss Intercooperation - Vietnam
- 1995 - 1998 Consultant and Junior Adviser at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in San Felix, Panama

### **Advanced training**

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- Systemic Organisational Development according to TRIGON and Syst®, Switzerland 2020 - 22
- Creative Facilitation by Michael Moore and Nadia von Holzen in Delft, Netherlands 2019
- Liberating Structures Ecosystem Cycle by Nancy White in Zurich, Switzerland 2019
- Capacity Works, GIZ, 2015
- Results Measurement and DCED Standard, Hans Posthumus 2011 and 2013
- Making sense of complexity - the Cynefin Framework by Dave Snowden, Berlin 2013
- Market Systems Development Approach (MSD/M4P), Helvetas Swiss Intercooperation, 2008

### **Selected mandates at KEK-CDC Consultant**

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- 2023: Support to Swiss Embassy in Riga and partner ministries of the Estonian Government for the formulation of the Swiss-Estonian Cooperation Programme on Social Inclusion
- 2023/24: Support to Leopold Bachmann Foundation in formulating their funding strategy and results framework (incl. results model) of their philanthropic activities in Switzerland and abroad
- 2023: Consultancy for MozYouth Foundation in Mozambique (enhancing employment opportunities for disadvantaged young people) to develop their strategic documents (incl. ProDoc with ToC) for attracting external funding of donor agencies together with the leadership
- 2023: Team leader of the evaluation of the Vocational Training and Employment Support Services (VTESS) Project by Swisscontact in Laos, with an important pillar in social inclusion of disadvantaged youth of ethnic minorities – mandated by SDC
- 2022-23: Team leader of the Impact Analysis of the Capacity Development Activities 2016 – 2022 of the Green Innovation Centres implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- 2022: Facilitation of the team retreat and operational planning 2023 – 2025 event of the local governance portfolio of the German development cooperation in Yemen, in form of a hybrid event, GIZ
- 2022: Team leader of the evaluation of the Water Efficiency on Rice & Cotton (WAPRO) Project implemented by Helvetas with several private sector partners such as Mars LTD, Galaxy LTD, COOP Switzerland in 6 countries in Asia and Africa (Myanmar, India, Pakistan, Tajikistan, Kyrgyzstan, Madagascar), on behalf of SDC
- 2022: Teamleader of the Project Performance Analysis at EMPREGA project in Mozambique implemented by GIZ, as part of the BMZ initiative “Youth Employment in rural areas” with private sector partners and Development Partnerships with the Private Sector (DPPs)
- 2022: Facilitation of an organisational development process including institutional analysis, positioning of the foundation, experience capitalisation of their work in Switzerland, Peru and Bolivia at Suyana Foundation
- 2021-22: Backstopper to SDC for conceptualizing and planning a new VET programme Modernizing the Agricultural VET System in Armenia (MAVETA) in the agricultural market system in Armenia
- 2021: Evaluation of LevizAlbania, a civil-society support project implemented by Open Society Foundation Albania and 2 other Albanian NGOs and financed by SDC
- 2021: Evaluation of the Cooperation Strategy of Swiss Church Aid (HEKS-EPER) with their activities in Vocational Education and Training (VET) in the South Caucasus (Georgia and Armenia)

- 2021: Evaluation of the activities in international development covered by the National Biodiversity Action Plan of Switzerland, contracted by the Federal Office for the Environment (FOEN)
- 2021: Facilitation and coaching of the process to set-up individual results-based monitoring systems for Swiss institutions working in the field of “access to labour” on behalf of DROSOS foundation, Switzerland.
- 2020-25: Team member of the backstopping mandate to SDC’s Quality Assurance Network on Economic and Financial Analysis (EFA) – in partnership with HELVETAS Swiss Intercooperation
- 2020: Support to SDC Uzbekistan in a) scoping of the VET system in Uzbekistan, and b) supporting Swiss Embassy in developing Entry Proposal and Tender Document for a new VET programme
- 2020: Coaching and advise to UN SDG Lab in Geneva in setting-up their Results Based Monitoring System
- 2019-22: Backstopping and strategic guidance to the Integrated Green Growth Egypt (IGGE) project implemented by UNIDO in 2 rural governorates in Upper Egypt, financed by SDC
- 2019-20: Process moderation of the organisational development process of a Swiss NGO including an organisational analysis, advising the foundation board and the management team on leadership principles and job descriptions.
- 2019: Facilitation of the steering board meeting by World Bank, International Livestock Research Institute (ILRI) and GIZ of the Programme for climate-smart livestock systems (PCSL) in Addis Ababa
- 2019: Support to UN SDG Lab and Impact Hub Geneva in the elaboration of their results framework
- 2019-20: Support to SKAT in planning the Integrated Water Resources Management Program in Kosovo, financed by SDC
- 2019: Evaluation of the SDC financed Sustainable Economic Development Project in Kyrgyzstan (implemented by GIZ)
- 2018/19: Evaluation of the Swiss Cooperation Strategy for Ukraine 2015 – 2019 with the portfolio of 140 Mio CHF with more than 60 programs and projects financed by SECO and FDFA
- 2018: Support in the Cost Benefit Analysis – and in the results capitalisation of an MSD-Project implemented by HEKS in Georgia (MOLI-Project)

## Experiences abroad

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Afghanistan, Albania, Armenia, Azerbaijan, Egypt, Estonia, Ethiopia, Finland, Georgia, Kosovo, Kyrgyzstan, Laos, Lebanon, Mongolia, Mozambique, Norway, Occupied Palestinian Territories, Panama, Pakistan, Romania, Tajikistan, Ukraine, Uzbekistan, Venezuela, Vietnam.

## Lecturing assignments

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- NADEL, ETH Zurich, teaching in the course: Planning and Monitoring of Projects in 2019, 2020, 2023
- NADEL, ETH Zurich, teaching in the course: Evaluation of Projects and Programmes in 2023
- University of Basel, Center for Philanthropy Studies (CEPS), teaching in the course: Impact Management of NPOs in 2020

## Membership

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- SEVAL – Swiss Evaluation Society [www.seval.ch](http://www.seval.ch)
- KM4Dev – the international platform of practitioners in Knowledge Management and Knowledge Sharing Approaches <http://www.km4dev.org>
- Swiss Knowledge Management Thinktable (SKMTT) – a Switzerland based group of practitioners sharing methods and approaches in Knowledge Management
- Liberating Structures User Group Zurich <http://www.liberatingstructures.com/user-group/>

CS, October 2023