

## CURRICULUM VITAE

1. Family Name: Jeglitza
2. First Name: Martin
3. Date of Birth: 20.10.1962
4. Nationality: German
5. Civil Status: Married
6. Education:

|                      |  |
|----------------------|--|
| 11/1990 -<br>04/1992 | Training as Broadcasting and TV Journalist; Diploma<br>North German Broadcasting Corporation (NDR), Hamburg, Germany |
| 10/1983 -<br>01/1989 | MA (Magister Artium) in Political Sciences, Education and History<br>University of Münster, Münster, Germany         |

7. Language Skills: from 1 (worst) to 5 (best)

|          | Speaking | Writing | Reading |
|----------|----------|---------|---------|
| German*) | 5        | 5       | 5       |
| English  | 5        | 5       | 5       |

\*) native language

8. Membership of Professional Bodies:

- past member of various GIZ Sector Forums on education, (technical) vocational education and training; employment promotion and labour market development

9. Other Skills:

- full computer literacy (word processing, spread sheet, database, project management software)
- CapacityWORKS
- ZOPP (objectives-oriented project planning)
- Project Cycle Management (PCM) I + II
- full computer literacy (word processing, spread sheet, database, project management software)
- fully proficient in the application of European Commission (EC) procedures (Development Cooperation Instrument, European Development Fund, European Neighbourhood Instrument, Instrument for Pre-Accession Assistance, Partnership Instrument)
- fully proficient in technical and financial procedures of the Asian Development Bank (ADB), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Kreditanstalt für Wiederaufbau (KfW), the Millennium Challenge Corporation (MCC) / the Millennium Challenge Accounts (MCAs), the Swiss Development Corporation (SDC), the World Bank (WB) and others

10. Present Position: Freelance Consultant

11. Years within the Firm: n/a

12. Key Qualifications:

Identification, development, design, budgeting and implementation of comprehensive projects and programmes, in particular in the area of primary and secondary education; (technical) vocational education and training; higher education; employment promotion / labour market development | Sector policy analysis and development | Sector strategy and system analysis, development and support to implementation | Institutional analysis, development and strengthening | Organizational development | Capacity building | Labour market and training needs analysis | Social / tri-partite partnership development | Twinning / networking | Public relations and awareness campaigns in the HRD sector | Management of large-scale technical assistance projects with budget volumes exceeding, for example, EUR 10 million of technical assistance per programme / project | Steering of large-scale technical assistance teams exceeding, for example, 10 long-term experts and 500 person-months of short-term expertise per programme / project | Set-up and management of project management structures (PMUs/PIUs) for larger scale technical assistance interventions | Monitoring and evaluation

13. Country Work Experience (repeated project missions):

| Country              | Date from - to | Country          | Date from - to | Country         | Date from - to |
|----------------------|----------------|------------------|----------------|-----------------|----------------|
| Afghanistan          | 2003           | Jordan           | 2013 - 2017    | Philippines     | 1999 - 2003    |
| Albania              | 2004 / 2017    | Kazakhstan       | 2011           | Romania         | 1995           |
| Algeria              | 2003 - 2017    | Kyrgyzstan       | 2013           | Senegal         | 2008           |
| Argentina            | 1998 - 2000    | Lao PDR          | 2001 - 2008    | Serbia          | 2004 - 2015    |
| Azerbaijan           | 2010 - 2017    | Lebanon          | 2005 - 2017    | Slovak Republic | 1992 - 1993    |
| Belarus              | 2016 - 2017    | Macedonia        | 2004 - 2005    | South Africa    | 2000 - 2004    |
| Bosnia & Herzegovina | 2008 - 2016    | Malawi           | 2004 - 2011    | Sri Lanka       | 1999 - 2015    |
| China                | 2000 - 2014    | Malaysia         | 1998           | Sierra Leone    | 2010           |
| Croatia              | 2010 - 2012    | Moldova          | 1994 - 2016    | Swaziland       | 2009 - 2017    |
| Czech Republic       | 1992 - 1993    | Mongolia         | 2009 - 2017    | Thailand        | 1997 - 2001    |
| Egypt                | 2009 - 2016    | Morocco          | 2009           | Turkey          | 2013 - 2015    |
| Georgia              | 2014           | Namibia          | 2010 - 2011    | Ukraine         | 1997 - 2015    |
| Hungary              | 1992 - 1993    | Papua New Guinea | 2006 - 2009    | Uzbekistan      | 1998           |
| India                | 2004           | Poland           | 1992 - 1993    | Vietnam         | 2003 - 2010    |
| Indonesia            | 1997 - 2012    |                  |                |                 |                |

14. Employment Record:

|  |                  |         |
|--|------------------|---------|
| since 07/2017  | mindsetforchange | Partner |
| <p>portfolio includes services in the fields of:</p> <ul style="list-style-type: none"> <li>▪ Strategic Business Development <ul style="list-style-type: none"> <li>➤ strategic market development (content, regions, donors, partnerships) for companies / organisations / institutions active in the field of development cooperation</li> <li>➤ organisational development for companies / organisations / institutions active in the field of development cooperation (systems, structures, processes, instruments)</li> <li>➤ strategic business development for particular and/or clusters of market opportunities (overall acquisition strategy, international and national partners, experts, finances, etc.)</li> </ul> </li> <li>▪ Project Management <ul style="list-style-type: none"> <li>➤ (outsourced) project directorship / project management with specific experience and expertise in the management and backstopping of complex, large-scale programmes / projects for most major donor agencies</li> <li>➤ on-site interim project management / (project) crisis management</li> <li>➤ project inception management (on-site and back office) and (interim) project backstopping (back office and on-site)</li> </ul> </li> <li>▪ Technical Missions <ul style="list-style-type: none"> <li>➤ short-term/mid-term missions in the fields of education; vocational education and training; and labour market with particular focus on: <ul style="list-style-type: none"> <li>- sector policy analysis and development</li> <li>- sector strategy and system analysis, development and support to implementation</li> <li>- institutional analysis, development and strengthening</li> <li>- organisational development</li> <li>- capacity building</li> </ul> </li> </ul> </li> </ul> |                  |         |

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|--------------------------|---|---|
| <p>06/1996 - 06/2017</p> | <p>GOPA Consultants</p> <p><b>Director: Department Education and Employment Promotion (since 07/2003)</b></p> <ul style="list-style-type: none"> <li>▪ acquisition, technical and financial management of the Education and Employment Promotion Department at GOPA Consultants with: <ul style="list-style-type: none"> <li>➤ average annual turnover of EUR 14 million (past 10 years)</li> <li>➤ on average 30 full-time headquarters staff and up to 200 long(er) term field / project staff</li> <li>➤ on average 35 to 40 projects under implementation for donor agencies such as the Asian Development Bank (ADB), the European Commission (EC), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Kreditanstalt für Wiederaufbau (KfW), the Millennium Challenge Corporation (MCC) / the Millennium Challenge Accounts (MCAs), the Swiss Development Corporation (SDC), the World Bank (WB) and others</li> <li>➤ up to EUR 25 million in project portfolio</li> <li>➤ quality assurance according to GOPA DIN EN ISO 9001:2015 (and earlier norms)</li> </ul> </li> <li>▪ management of large-scale technical assistance projects with budget volumes exceeding, for example, EUR 10 million of technical assistance per programme / project</li> <li>▪ steering of large-scale technical assistance teams exceeding, for example, 10 long-term experts and 500 person-months of short-term expertise per programme / project</li> <li>▪ identification, development, design, budgeting and implementation of comprehensive projects and programmes, in particular in the area of primary and secondary education; (technical) vocational education and training; higher education; employment promotion / labour market development, with a focus on: <ul style="list-style-type: none"> <li>➤ sector policy analysis and development</li> <li>➤ sector strategy and system analysis, development and support to implementation</li> <li>➤ institutional analysis, development and strengthening</li> <li>➤ organizational development</li> <li>➤ capacity building</li> <li>➤ labour market and training needs analysis</li> <li>➤ social / tri-partite partnership development</li> <li>➤ twinning / networking</li> <li>➤ monitoring and evaluation</li> </ul> </li> </ul> <p><b>Deputy Director: Department Education and Employment Promotion (since 11/2001)</b></p> <p><b>Senior Consultant: Department Education and Employment Promotion (since 06/1996)</b></p> | <p>permanent staff GOPA</p>   |
| <p>11/1994 - 05/1996</p> | <p>Richter, Jaschke &amp; Partner GmbH</p> <ul style="list-style-type: none"> <li>▪ project development and management of international training and consulting projects in the fields of vocational education and training; management training; telecommunications; enterprise restructuring; privatisation; economic promotion; SME promotion</li> <li>▪ managed a World Bank funded restructuring, privatisation and training project in Chisinau, Moldova (Agency for Restructuring Enterprises Moldova; EUR 1.02 million)</li> </ul>  | <p>Senior Consultant / Interim Team Leader / Project Director</p>                     |
| <p>05/1992 - 10/1994</p> | <p>Fortbildungsakademie der Wirtschaft (FAW) gGmbH</p> <p>for details see below</p>   | <p>Executive Assistant / Project Manager International Projects / Head of Academy</p> |

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|---------------------|---|--|
| (01/1993 - 10/1994) | Fortbildungsakademie der Wirtschaft (FAW) gGmbH   | Executive Assistant /<br>Project Manager<br>International Projects |
|                     | <ul style="list-style-type: none"> <li>▪ support to the executive management of FAW and to the heads of academies with regard to project development, acquisition as well as administrative and personnel management</li> <li>▪ responsible in East Germany for the set-up and further development of training academies for (further) vocational education and training</li> <li>▪ development and implementation of large-scale qualification projects in co-operation with labour administrations, ministries and companies</li> <li>▪ implementation of training and economic development programs in Germany, financed by the European Social Fund and other EC programmes (e.g. KONVER)</li> <li>▪ involved in the implementation of training activities abroad, including management seminars in Eastern Europe held on behalf of the German Ministry for Foreign Affairs</li> <li>▪ worked as a project manager and short-term expert for international EU-financed projects (EU Tacis / EU Phare), e.g. the Development and Organisation of a Centre for Training and Economic Assistance in Moldova and the Development of Training Courses for Civil Servants working for Public Investment Projects in Kazakhstan</li> <li>▪ short-term expert in Eastern Europe for the set-up and management of training institutions as well as for monitoring and evaluation of education and training projects</li> <li>▪ management / staff training in public relations and marketing for staff of education and training organisations in Eastern Europe and the CIS</li> <li>▪ development and implementation of public awareness campaigns for the promotion of education and training projects and programmes</li> </ul> |  |
| (05/1992 - 12/1992) | Fortbildungsakademie der Wirtschaft (FAW) gGmbH   | Interim Head of Academy  |
|                     | <ul style="list-style-type: none"> <li>▪ overall management of the academy; responsible for 7 staff members</li> <li>▪ development and implementation of large-scale qualification projects in co-operation with labour administrations, ministries and companies</li> <li>▪ monitoring and evaluation of vocational training projects</li> <li>▪ marketing of vocational training projects</li> </ul>  |  |
| 01/1990 - 10/1990   | Institut der deutschen Wirtschaft (IW) Köln e.V. /<br>FAW gGmbH   | Research Assistant /<br>Freelance Staff Member                     |
|                     | <ul style="list-style-type: none"> <li>▪ participation in research activities related to higher education, vocational education and training, labour market and social dialogue</li> <li>▪ design and implementation of programmes / activities in the area of social dialogue and partnership between employer's federations and trade unions</li> <li>▪ set-up of training academies for advanced training of unemployed graduates in the new states of Germany</li> <li>▪ development and implementation of public awareness campaigns for the promotion of education and training projects and programmes</li> </ul>  |  |
| 04/1989 - 12/1989   | NDR – North German Broadcasting Corporation   | Freelance Journalist   |
|                     | <ul style="list-style-type: none"> <li>▪ Broadcasting</li> <li>▪ TV journalism</li> </ul>   |  |

15. Project Experience:

|                   |   |     |                  |
|-------------------|---|-----|------------------|
| 10/2015 - 06/2017 | Sri Lanka   | GIZ | Project Director |
|                   | Vocational Training in the North and East, Sri Lanka, EUR 0.6 million |     |                  |

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|----------------------|---|--|------------------|
| 07/2015 -<br>06/2017 | Lebanon   | EuropeAid                                | Project Director |
|                      | Support Promotion of Social Dialogue Project, EUR 1.8 million   |  |                  |
| 02/2014 -<br>05/2015 | Georgia   | MCC – Millenium<br>Challenge Corporation | Project Director |
|                      | General Education Development Project, 0.38 million   |  |                  |
| 10/2013 -<br>06/2017 | Swaziland   | EuropeAid                                | Project Director |
|                      | Support to Education and Training Programme II, EUR 2.25 million  |  |                  |
| 11/2011 -<br>07/2013 | Mongolia  | MCC                                      | Project Director |
|                      | CBT: Professional Development Training for Administrators, Instructors and Teachers Project, EUR 3.8 million                  |  |                  |
| 03/2011 -<br>11/2016 | Vietnam   | EuropeAid                                | Project Director |
|                      | Environmentally and Socially Responsible Tourism Capacity Development Programme, Vietnam, 03/2011 - 11/2016, EUR 4.35 million |  |                  |
| 10/2010 -<br>07/2013 | Kazakhstan  | EuropeAid                                | Project Director |
|                      | Support to Vocational Education Project, EUR 3.9 million  |  |                  |
| 09/2010 -<br>09/2013 | Serbia  | EuropeAid                                | Project Director |
|                      | Second Chance: Functional Elementary Education for Adults Project, EUR 4 million  |  |                  |
| 08/2010 -<br>07/2014 | Namibia   | MCC                                      | Project Director |
|                      | National Training Fund (NTF) Project, EUR 2.75 million  |  |                  |
| 07/2010 -<br>12/2013 | Azerbaijan  | WB – World Bank                          | Project Director |
|                      | Development of Improved Occupational Standards, EUR 2.3 million   |  |                  |
| 02/2009 -<br>07/2010 | Mongolia  | MCC                                      | Project Director |
|                      | TVET Policy and Operational Framework Reform Project, EUR 0.7 million   |  |                  |
| 10/2008 -<br>06/2017 | Bosnia & Herzegovina  | SDC                                      | Project Director |
|                      | Youth Employment Project I, II and III, EUR 9.2 million   |  |                  |
| 08/2008 -<br>08/2012 | China   | EuropeAid                                | Project Director |
|                      | Science and Technology Fellowship Programme, EUR 2 million  |  |                  |
| 09/2007 -<br>02/2011 | Sri Lanka   | ADB – Asian Development<br>Bank          | Project Director |
|                      | Technical Education Development Project (TEDP), EUR 2.28 million  |  |                  |
| 06/2007 -<br>09/2009 | Serbia  | EuropeAid                                | Project Director |
|                      | Support to Unemployed and Human Resource Development, EUR 2.5 million   |  |                  |
| 05/2007 -<br>05/2009 | China   | GIZ                                      | Project Director |
|                      | Vocational Education and Employment Promotion in the Jiangxi Province, EUR 1.4 million  |  |                  |

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| 10/2006 -<br>03/2012 | Swaziland   | EuropeAid | Project Director |
|                      | Support to Education and Training Programme I, EUR 2.8 million  |           |                  |
| 09/2006 -<br>12/2011 | Papua New Guinea  | EuropeAid | Project Director |
|                      | Education Training and Human Resources Development Programme (ETHRD), EUR 6.7 million                                   |           |                  |
| 07/2006 -<br>06/2011 | China   | EuropeAid | Project Director |
|                      | Managers Exchange and Training Programme, EUR 7.5 million   |           |                  |
| 04/2006 -<br>12/2010 | Vietnam   | EuropeAid | Project Director |
|                      | Support to the Renovation of Education Management Programme, EUR 3 million  |           |                  |
| 12/2005 -<br>05/2008 | Serbia  | EuropeAid | Project Director |
|                      | Support to Vocational Education and Training Reform Project, EUR 2.8 million  |           |                  |
| 12/2005 -<br>12/2008 | Indonesia   | GIZ       | Project Director |
|                      | Rehabilitation & Modernisation of Vocational Education & Training in Nanggroe Aceh Darussalam, EUR 1.6 million          |           |                  |
| 01/2005 -<br>06/2008 | China   | GIZ       | Project Director |
|                      | Programme for Vocational Training and Job Creation in the Western Provinces, EUR 1.8 million                            |           |                  |
| 07/2004 -<br>08/2005 | Vietnam   | WB        | Project Director |
|                      | Primary Teacher Development Project – Teacher Education, EUR 0.2 million  |           |                  |
| 03/2004 -<br>02/2008 | China   | EuropeAid | Project Director |
|                      | European Studies Centre Programme, EUR 11 million   |           |                  |
| 03/2004 -<br>12/2007 | Albania   | EuropeAid | Project Director |
|                      | Support to Vocational Education and Training Reform Project, EUR 1.4 million  |           |                  |
| 04/2003 -<br>10/2004 | Afghanistan   | ADB       | Project Director |
|                      | Capacity Building of the Ministry of Higher Education Project, EUR 0.5 million  |           |                  |
| 01/2003 -<br>05/2005 | Sri Lanka   | GIZ       | Project Director |
|                      | Basic Education Sector Programme: M&E and Material Development Component, Sri Lanka, 01/2003 - 05/2005, EUR 0.5 million |           |                  |
| 01/2002 -<br>01/2008 | Vietnam   | ADB       | Project Director |
|                      | Teacher Training Project, EUR 1.1 million   |           |                  |
| 05/2000 -<br>10/2004 | South Africa  | EuropeAid | Project Director |
|                      | Labour Market Skills Development Programme, EUR 14.1 million  |           |                  |
| 01/2000 -<br>12/2004 | China   | EuropeAid | Project Director |
|                      | EU-China Programme for the Development of Vocational Training for the Industry, EUR 15 million                          |           |                  |

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| 01/2000 -<br>05/2000 | China  | EuropeAid | Interim Deputy Team Leader     |
|                      | EU-China Programme for the Development of Vocational Training for the Industry   |           |                                |
| 12/1998              | Uzbekistan   | GOPA      | Education & Training Expert    |
|                      | Project Identification Mission, ADB Education Finance Project  |           |                                |
| 03/1997 -<br>06/2000 | Argentina  | GIZ       | Project Director               |
|                      | Vocational Education and Training in the Wood Sector, EUR 1.37 million   |           |                                |
| 12/1997 -<br>02/1998 | Ukraine  | EuropeAid | Monitoring & Evaluation Expert |
|                      | Development of M&E System, Re-training and Re-employment Project   |           |                                |
| 05/1997 -<br>08/1999 | Indonesia  | ADB       | Project Director               |
|                      | Vocational Education and Training Project in the Arts and Crafts Sector (VOTEC), EUR 1.9 million   |           |                                |
| 04/1997              | Thailand   | GOPA      | Education & Training Expert    |
|                      | Project Identification Mission, Skills Development Project   |           |                                |
| 06/1996 -<br>04/1997 | Ukraine  | EuropeAid | Vice Project Director          |
|                      | Training Needs Assessment / Management Training and Study Visits (preparation and implementation), large-scale vocational re-training and re-employment project in Ukraine (European Commission; EUR 7.36 million) |           |                                |

16. Other:

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| MDF Training and Consultancy, Bad Homburg, Germany (03/2016) | EU Procurement Procedures and Service Contract Management; Certificate   |
| GOPA Consultants, Bad Homburg, Germany (02/2016)             | Integrity, Compliance, Prevention of Corruption; Certificate   |
| GOPA Consultants, Bad Homburg, Germany (11/2010)             | MS Office 2010; Certificate  |
| denkmodell, Bad Homburg, Germany (11/2009)                   | CapacityWORKS Basis (basic principles of CapacityWORKS and contents of the GIZ Management Model); Certificate    |
| MDF Training and Consultancy, Bad Homburg, Germany (01/2008) | Project Management in ACP Countries (Rules and regulations of the European Development Fund (EDF)); Certificate  |
| GOPA Consultants, Bad Homburg, Germany (05/1999)             | In-house training: Project Cycle Management (PCM) II; Certificate  |
| GOPA Consultants, Bad Homburg, Germany (08/1997)             | In-house training: Project Cycle Management (PCM) I and Objectives-oriented Project Planning (ZOPP); Certificate |