

## CURRICULUM VITAE

1. **Family name:** Prof.Dr.Hasenritter
2. **First names:** Karl-H
3. **Date of birth:** 24/09/1948
4. **Nationality:** German
5. **Civil status:** Married
6. **Education:**

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
Law faculty of the University of Marburg 10/1967-2/1972	<b><u>First Judicial State examination</u></b>
Regional State of Hessen 9/1972-2/1975	<b><u>Second Judicial State Examination</u></b>
Law Faculty of the University of Hamburg 10/1975-2/1979	<b><u>Doctor degree in Constitutional Law</u></b>

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
German	1	1	1
English	1	1	1
Turkish	4	3	4
French	2	2	2

8. **Membership of professional bodies:** Member of the International Institute for Public Administration
9. **Other skills:** **Constitutional Law**, Governance, Quality Management, Human Resources Management including Performance Assessment, Business Process Reengineering and Knowledge Management in Public Administrations,. System Analyst for Computerized information systems dealing with the application of public Law.
10. **Present position:** Retired Professor as of 31.12.2011.
11. **Years of related experience:** 31 years of related experience
12. **Key qualifications:**
  - Long Term experience as Programme Manager for Strategic Positioning and Good Governance Development especially in the sectors of Public Finance and Security. Introduction of an IT Based Debt Management System in the Treasury of the Turkey. Special emphasis on High Level Institutions in Public Finance and Police/ Security.
  - More than six years of experience in police projects including anti-corruption policy and measures in Montenegro, Bosnia, Bulgaria, Bosnia, Macedonia, Northern Africa, Chad and Yemen . TL for Border Management in Romania
  - Altogether 13 Project appraisal missions. 5 years and 3 months external Evaluation and Monitoring experience. Experience with different type of Surveys . Team Leader of the EU for the Evaluation of all programs and projects off Public Sector promotion in Turkey in 2001. Appraisal Mission Team Leader and Development of a Project Fiche for Local Governance. Cross Sectoral evaluation of institution building aspects in GIZ projects worldwide for one year in 1983 as a Team Leader. Altogether 18 international need/gap analysis reports and more than 10 need/gap analysis reports and roadmaps for improvement on the national level.
  - More than 15 years of experience as a Team Leader for institutional development with German Technical Agency (GTZ), the European Union and Ministries and other Public Sector Agencies in Germany .
13. **Specific experience in the region:**

Country	Date from – Date to
ENPI-North African Countries incl. Egypt	9/2011-12/2014
China	6/2011-5/2014
Chad	1/2011-12/2014
Yemen	8/2010-9/2014
Macedonia	9/2009-2/2011
Romania	6/2007-5/2008
Kosovo	6/2006-11/2007,
Bulgaria	12/2004-5/2005
Bosnia & Herzegovina	5/2004-5/2005, 4/2006-3/2007
Montenegro	10/2003-9/2004
Azerbaijan	12/2002-2/2003
Turkmenistan	7/1995, 4/1996, 11/1996
Turkey	11/1988, 5/1992-12/2000, 10/2003, 6-8/2001 4/2006, 4/2015-6/2016
Gambia, Sierra Leone, Zambia, Malawi, Thailand	1983-1/1991, 11-12/2017
Jamaica	7/1988-12/1988

14. Professional experience

Date from - Date to	Location	Company	Position	Description
11/2017-12/2017, 2/2019, 11/201	<b>Gambia Senegal</b>	Institute for Administrative Sciences ( IFV) <a href="mailto:ansgar.straetling@ifv.de">ansgar.straetling@ifv.de</a> 0049-209-1671220	Short Term Expert	Feasibility Study regarding potential cooperation between the Gambia University System and the Institute of Administrative Sciences targeting Studies and Trainings reg. Public Administration esp. in the topics of Organisation and E-Governance, Human Resource Management and Public Finance. Promotion of Further Education for Women. Promotion of Women Farming with Solar Pumps.
4/2015-6/2016	<b>Turkey</b>	<b>Ministry of Interior Turkey</b> EU/WYG <a href="mailto:elif.koyatasi@wyg.com.tr">elif.koyatasi@wyg.com.tr</a>	Intermittent Team Leader	Gap Analysis and Development of a Strategy/Roadmap for the Institutional Set Up ( organisation structure, business processes, Human Resources ) in the Ministry of Interior - EU Affairs and Foreign Relations Department - including the Provincial Administrations regarding the achievement of Human Right Standards. Development of an Independent and Effective Complaints Mechanism, Effective Non-Judicial Investigations, Administrative Procedures and agreement on a Roadmap of implementation. Study Tour to the German Ministries of Justice and Interior and the Ministry of Interior in Brandenburg. 2 conferences on Human Rights implementation including 35 participants from Provincial Administrations held. Interviews held among others with Turkish Police, Gendarmerie, Coast Guard, General Directorate Provincial Administration
1/1980-until 12/2011	<b>Gelsenkirchen</b>	Regional State University for Applied Sciences in Public Administration*) <a href="mailto:reinhard.mokros@fhoev.nrw.de">reinhard.mokros@fhoev.nrw.de</a> 0049-2091659111	Professor	<p><b>1/1980-4/1992 Teaching ( Education, Training ) 18 hours per week* 38 weeks per year: Organization, Human Resources Management, Administrative and Judicial Procedural Law and Constitutional Law.</b> Partly reduced teaching load because of conducting R&amp;D projects like Software development for the German Social Administration system. On leave for one year each in 1983 and 1990 and from 1992-2000 for purposes of development cooperation.</p> <p><b>Since 5/2000-12/2011 part time Teaching ( Education, Training ) with 9 hours per week* 38 weeks per year: Organization and Human Resources Management including Performance Assessment ( Indicators ) . Education in quantitative and qualitative research</b> methods and analytical tools, data interpretation and utilization with regard to the performance of institutions, work satisfaction of staff and service delivery to citizens. Partly reduced teaching load because of conducting R&amp;D projects as follows:</p> <ul style="list-style-type: none"> <li>• E-Learning Course Organisation and Human Resources Management in Public Administration. Electronic Publication.</li> <li>• <b>E-Learning: Online Student Exam and Student Survey regarding Organisation and Human Resources Management.</b></li> <li>• E-Learning: Strategy and Action Plan for the University of Applied Sciences in Public Administration. Published as a Book.</li> <li>• Full Scale Study and Curriculum Development for <b>E-Government education needs.</b> Published as a scientific Article.</li> <li>• E-Learning Course Introduction to E-Government for Middle Management Public Service functions. Electronic Publication.</li> </ul> <p><b>Numerous Research projects and Publications including education and training needs analysis for Public Sector functions.</b></p> <p><b>Evaluation and Monitoring</b> of 17 projects to be conducted by local government institutions and the students since 2000 with an input of altogether 425 person days ( 17projects *25 days )and the following criteria to be applied: Efficiency ( Costs, Cycle time of processes ) Effectiveness of the solutions, Work satisfaction of the staff, Ease of Implementation, Quality of Project Reports and Presentations</p>

<p>9/1990-4/1992</p> <p>1/2001-until now</p>	<p><b>Germany</b></p>	<p>Institute for Administrative Sciences ( IfV) at the Regional State University for Applied Sciences in Public Administration  <a href="mailto:ansgar.straetling@ifv.de">ansgar.straetling@ifv.de</a>  0049-209-1671220</p>	<p>Managing Director</p> <p>Deputy and Acting Head of the Board of Directors</p>	<p>Set up and Managing of a Training and Research&amp; Development Institute for Civil Servants with <b>4 staff and 35 freelancers</b> for 1 year and 8 months: After Reunification of Germany <b>developed and coordinated the implementation of a Training program for Civil Servants in the Regional State of Brandenburg</b> as a precondition for their remaining/entry in to the High Level Management positions. Parallel distance learning training program for the high level Civil Servants in the Regional State of Thüringen. Development of the fist 2 <b>yearly training</b> programs of the Institute.</p> <p>Since 2000 <b>evaluation and monitoring</b> of the Institutes performance in the Board of Directors. <b>Quality Management of the Training Program</b>. The IfV and covers in its <b>training program with local governments being the major customers</b> the following expertise:</p> <ul style="list-style-type: none"> <li>• <b>Controlling and cost accounting; Balance Sheet; Profit and Loss; Budget Planning and Budgeting Principles, Bookkeeping including the Aquis</b></li> <li>• <b>Financial Control, Financial Audit and related Anti-Corruption institutional set up and concepts including the Aquis</b></li> <li>• Administrative and Judicial Procedural Law and Law enforcement including sanctions</li> <li>• Human Resources Development</li> <li>• Management by Objectives and Performance Measurement, New Public Management principles in government</li> <li>• Project Cycle Management and Project Planning</li> <li>• Social Legislation, Management of Social Transfers</li> <li>• Anti-discrimination Legislation for different target groups including the Aquis</li> <li>• New Legislation in Public law and public law enforcement; Constitutional Law, Civil Service Law and By Laws, Disciplinary Law and Disciplinary Sanctions</li> <li>• Creating Transparency and other means for a successful Fight Against Corruption</li> <li>• Managing efficiency in public administration services</li> <li>• Decentralisation and Deconcentration</li> <li>• Legislation for Local Government</li> <li>• Quality Management</li> <li>• <b>Organisation Development and Change management, E-Governance</b></li> </ul> <p><b>The IfV manages also a Part Time Masters Study Program for Civil Servants together with the University of Kassel I myself was Team Leader in numerous Organisation Development and Change projects</b> on behalf of IfV with Ministries and other Public Sector Agencies in Germany including a Need/Gap Analysis and Roadmap for Improvement like Ministry of Social Affairs in Berlin, <b>City of Hagen, City of Erlangen, Enzkreis County, Main-Kinzig County, Main-Taunus County, and Municipality of Kelsterbach. Training Course Delivery and Workshop Moderation</b> on topics of <b>New Public Management</b>.</p>
<p>6/2011-5/2014</p>	<p><b>China</b></p>	<p><u>European Commission</u>  <u>Ministry for Human Resources, Provinces Hainan, Wuhan, Liotang</u>  <u>GIZ</u>  <a href="mailto:carl.shaw@giz.de">carl.shaw@giz.de</a></p>	<p>Intermittent Expert</p>	<ul style="list-style-type: none"> <li>• <b>Review existing Manuals on Staff Monitoring and Assessment and Institutional Monitoring and Assessment ( Indicators ), Need/Gap Analysis and Roadmap for Improvement adopt it to the needs on the Hainan Province and deliver an improved versions with special emphasis on quantitative and qualitative performances indicators</b></li> <li>• Conduct a Training Course for Human Resources Departments in Chinese Provincial Administrations reg. Staff Monitoring and Assessment and Institutional Monitoring Assessment</li> <li>• Conduct a Workshop reg. Staff Assessment and Institutional Assessment of Human Resources Departments for the TOP 40 in the Central Ministry for Human Resources and the Central Training Institute in Beijing</li> <li>• Reviewing the secondary legislation for the Civil Service of China and for the Wuhan Province <ul style="list-style-type: none"> <li>○ Need/Gap Analysis of the secondary legislation in comparison with good international practise</li> <li>○ Conduct a workshop on good international practice for recruitment and staff appraisal</li> <li>○ Recommend changes of the secondary legislation for recruitment and staff appraisal</li> </ul> </li> <li>• Review select <b>rules and regulations of the public service organizations/public institutions</b> in China. Provide advice and support in developing new rules and regulations in the areas of <b>personnel management and human resources management</b> under the Ministry of Human Resources and Social Services (MOHRSS).</li> <li>• <b>Conduct a training program accordingly In the Central Ministry for Human Resources and in the Liaotang Province</b></li> <li>• Deliver a report on the Classification system for Public Services Organisations</li> </ul>

8/2011-12/2012	<b><u>Germany</u></b>	<b><u>City of Hagen</u></b> <b><u>IfV</u></b> <a href="mailto:mechthild.fischer@stadt-hagen.de">mechthild.fischer@stadt-hagen.de</a>	Team Leader, Intermittent	<p>The project objective was to implement a modernisation and downsizing process in the key organisations units dealing with the finance of the City as a pilot. Results:</p> <ul style="list-style-type: none"> <li>• <b>Needs/Gap Analysis of the the operational performance of the key elements of the PFM system, around 50 processes and institutional set up based on PEFA principles</b></li> <li>• All tasks reviewed and all tasks eliminated that are not a "Must" for the functioning of the Local Finance organisation units</li> <li>• All major business processes in the Local Finance organisation units reengineered, simplified and supported by digital workflows.</li> <li>• New and flat organisation structures introduced and derived from optimized workflows</li> <li>• Human Resources Management and <b>Performance Assessment</b> system promoting the Organisational Change established</li> <li>• Transition process towards a private sector comparable accounting and financial reporting system supported.</li> <li>• <b>Recommend on improved tax and excises revenue enforcement of the City's own income generation</b></li> </ul>
9/2011-12/2014	<b><u>ENPI South Partner Countries</u></b>	<b><u>European Commission</u></b> <b><u>CIVIPOL, IfV etc.</u></b> <a href="mailto:ansgar.straetling@ifv.de">ansgar.straetling@ifv.de</a>	Project Director	<p>To foster cooperation on police issues between the ENPI South partner countries and territories and EU countries and ENPI South partner countries and territories themselves, and to contribute to the strengthening of rule of law and human rights in these countries. Backstopping the project:</p> <ul style="list-style-type: none"> <li>• Contribute to the Development of <b><u>Methodology and Logframe</u></b></li> <li>• Contribute to the <b><u>identification of the long term staff and short term experts</u></b></li> <li>• Subsequent internal <b><u>monitoring and evaluation</u></b>: Establish a baseline for internal performance measurement ( indicator ), adopt project plans, , analysis of data delivered by the TL, review draft progress reports, Consultation with stakeholders, Participation in Project Steering Committee and other review meetings, <b>Performance Assessment of Consultants</b></li> <li>• Contribute to <b><u>Final Reporting</u></b></li> <li>• <b><u>Contribute to the methodology and design of a training program of important cross border crime types like cyber crimes drug trafficking and money laundering.</u></b></li> </ul>
1/2011-12/2014	<b><u>Chad</u></b>	<b><u>European Commission</u></b> IfV; French Ministries of Education and Interior, Transtec <a href="mailto:ansgar.straetling@ifv.de">ansgar.straetling@ifv.de</a> 0049-209-1671220	Project Director	<p><b>Technical Assistance Support to the Internal Security Forces of the Chad. Objectives:</b> The internal security forces fulfill their public service missions with precision and professionalism. The safety of citizens and property is effectively achieved by Police Security Forces in compliance with democratic and human rights standards. <b>Backstopping the project:</b></p> <ul style="list-style-type: none"> <li>• Contribute to the Development of <b><u>Methodology and Logframe</u></b></li> <li>• Contribute to the <b><u>identification of the long term staff and short term experts</u></b></li> <li>• Subsequent internal <b><u>monitoring and evaluation</u></b>: Establish a baseline for internal performance measurement, adopt project plans, , analysis of data delivered by the TL, review draft progress reports, Consultation with stakeholders, Participation in Project Steering Committee and other review meetings, <b>Performance Assessment of Consultants</b></li> <li>• Contribute to <b><u>Final Reporting</u></b></li> </ul>
8/2010-9/2014	<b><u>Yemen</u></b>	<b><u>European Commission</u></b> IfV, CIVIPOL <a href="mailto:ansgar.straetling@ifv.de">ansgar.straetling@ifv.de</a> 0049-209-1671220	Project Director	<p><b>Support to the Yemeni Ministry of Interior through capacity building for police academies and police schools. Backstopping the project</b> Developing <b><u>Methodology and Logframe</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Identifying</u></b> the long term staff and short term experts</li> <li>• Subsequent internal <b><u>monitoring and evaluation</u></b>: Establish a baseline for internal performance measurement ( indicators ), adopt project plans, , analysis of data delivered by the TL, review draft progress reports, Consultation with stakeholders, Participation in Project Steering Committee and other review meetings, <b>Performance Assessment of Consultants</b></li> <li>• <b><u>Final Reporting</u></b></li> <li>• <b><u>Defining the methodology and major elements of an education and training program including education for Human Rights and Rule of Law</u></b></li> <li>• <b><u>Contribute to the specification of the procurement program including scene of crime equipment</u></b></li> <li>• <b><u>Reviewing the Curriculum of the Police College and the Police Schools including Human Rights.</u></b></li> </ul>
1/2011-2/2011			Short Term expert	



4/2006-3/2007	<u>Bosnia</u>	<u>European Commission</u> IfV	Project Director	<p><b>Training Program for the National Police Phase 2 on behalf of the European Union:</b> Project Director in the function of backstopping the project:</p> <ul style="list-style-type: none"> <li>• Developing <b>Grant Application and Logframe</b></li> <li>• Identifying the staff</li> <li>• Subsequent internal <b>monitoring and evaluation</b> Establish a baseline for internal performance measurement ( indicators ), adopt project plans, , analysis of data delivered by the TL, review draft progress reports, Consultation with stakeholders, Participation in Project Steering Committee and other review meetings. Communicate with External Evaluation mission</li> <li>• <b>Final Reporting</b></li> <li>• <b>Designing methodology and the major elements of a training program Set up a Web Page with E-Learning materials for the Courses</b></li> </ul>
12/2004-5/2005	<u>Bulgaria</u>	<u>European Commission</u> IfV	Intermittent Team Leader	<p><b>Development and Introduction of a Performance Monitoring and Assessment Strategy in the Ministry of Interior on behalf of European Union:</b></p> <ul style="list-style-type: none"> <li>• <b>Delivering a Training Course in Project Cycle Management. Produce and introduce a MbO Manual</b></li> <li>• Leadership in the administration hierarchy. Decision-making and delegation procedures;</li> <li>• Training and teaching. Training feedback;</li> <li>• Professional service quality management. Management Evaluation indicators</li> <li>• <b>Performance management system planning;</b></li> <li>• <b>Need/Gap Analysis, Setting strategic and tactical goals for a Police organization;</b></li> <li>• Performance standards definition; Performance Target agreements between Employers and staff</li> <li>• Definition of performance stimulating rewards;</li> <li>• Efficient <b>performance evaluation methods;</b></li> <li>• <b>Performance monitoring</b>, measurement and control;</li> <li>• Making a connection between the <b>Evaluation and Performance Management System and the Career System;</b></li> </ul>
5/2004-5/2005	<u>Bosnia&amp;Herzegovina</u>	<u>European Commission</u> IfV	Project Director	<p><b>Training Program for the National Police</b> including a Management Training Program on behalf of the European Union: Project Director in the function of backstopping the project:</p> <ul style="list-style-type: none"> <li>• Developing <b>Grant Application and Logframe</b></li> <li>• Identifying the staff</li> <li>• Subsequent <b>monitoring and evaluation:</b> Establish a baseline for internal performance measurement ( indicators ), adopt project plans, , analysis of data delivered by the TL, review draft progress reports, Consultation with stakeholders, Participation in Project Steering Committee and other review meetings. Communicate with External Evaluation mission</li> <li>• <b>Final Reporting</b></li> <li>• <b>Designing the methodology and the major elements of a training program</b></li> </ul>
10/2003-9/2004	<u>Montenegro</u>	<u>European Commission</u> IfV	Project Director	<p>Backstopping for <b>Border Police Training</b> project on behalf of European Union. Montenegro has set up a new Integrated Border Police The project delivers a training program including topics like "The EU and Border Management", "International and National Legislation and Border Management", Administrative and operational structures to support border management". The backstopping role concentrates on the Development of the <b>Technical Proposal, identification</b> off staff and <b>technical and managerial assistance in the context of institutional</b> relationships to the counterpart institution ( MoI ) and the EU.</p>
10/2003	<u>Turkey</u>	<u>European Commission</u>	Short Term Expert	<p><b>Lecturing and coaching</b> during the conference "<b>Local government in Turkey</b>" on behalf of European Union and World Association for Local Democracy.</p>
12/2002-2/2003	<u>Azerbaijan</u>	<u>European Commission</u> ARCADIS, GTZ	Short Term Expert	<p><b>Civil Service Reform</b> located in the President's Office on behalf of the European Union during the Inception Phase of the project: An overall <b>implementation strategy for the new Civil Service Law</b> defining the <b>recommended scope of by laws</b> is developed and submitted to the President's Office. A Need/Gap Analysis and a strategy paper on tasks, functions and competencies and the necessary regulations for a <b>central agency for human resources management</b> have been developed</p>
8/2002-5/2003	<u>Germany</u>	Institute for Administrative Sciences	Short Term Export	<p>Introduction of a <b>Quality Management System</b> reg. the Law and Order functions in the City of Hagen</p>

6/2001-8/2001	<b><u>Turkey</u></b>	<b><u>European Commission</u></b> ADE, IfV	Team Leader	<i>Evaluation of all multilateral and bilateral programs and projects in the Public Sector with promotion from the EU, the World bank and bilateral sources on behalf of the European Union . <b>Appraisal Mission for a Local Government Capacity Program and Discussion and Development of a Project Fiche with the following institutions: General Directorates for Local Government and Provincial Administration in the Ministry of Interior, Department for Strategic Development in the Mol, Turkish Association of Municipalities, Marmara Union of Municipalities, Istanbul City Administration, Beyoglu District Administration in Istanbul, Ankara City Administration, University institutions focussing on Local Governance. Appraisal and Development of a Project Fiche for Civil Service Reform.</b></i>
6/2001	<b><u>Algeria</u></b>	German Technical Agency – GTZ	Lecturer	Lecturing and Coaching during the Mediterranean Conference on <b>Small and Medium Enterprises Promotion</b> for German Technical Agency
6/2001, 11/2001	<b><u>Turkey</u></b>	German Technical Agency – GTZ	Short term advisor	Outphasing the project of Institutional Development at the Chambers of Industry: Further Development of a Performance based Salary System for the Turkish Chamber System
5/1997-4/2000	<b><u>Turkey</u></b>	German Technical Agency – GTZ	Team leader of 5 international and 2 local team members	<p><b>Strategic Positioning and Institutional Development in the Chamber of Industries</b> ( Istanbul, Gaziantep and Kayseri )</p> <ul style="list-style-type: none"> <li>• <b>Training in quantitative and qualitative research</b> methods and analytical tools, data interpretation and utilization:</li> <li>• <b>Need/Gap Analysis of the operational performance of the key elements of the PFM systems, processes and institutional set up based on PEFA principles</b></li> <li>• <b>Strategic Positioning and Programme Development for the SME sector</b></li> <li>• <b>Business Process Reengineering and Development of a new Service Products for R&amp;D, Intellectual Property Rights, Access to Finance, SME-Promotion, Foreign Trade Promotion, Environment</b></li> <li>• Organisation Structure</li> <li>• <b>Introduction of electronic workflows and document management system for membership applications</b></li> <li>• Preparation for ISO-9000 certification</li> <li>• <b>Introduction of an IT-supported Knowledge Management System</b></li> <li>• Training Program for staff and member companies</li> <li>• Preparing the Chamber system for the European Integration Process including changes in the legal system</li> <li>• Contribute to the Establishment of Company Cooperation between Turkish and European Companies</li> <li>• Development of a <b>Performance Assessment based Salary System</b> for the Turkish Chamber System</li> <li>• Action Plan for income generating activities</li> </ul>

5/1992-4/1998	<u>Turkey</u>	German Technical Agency – GTZ	Team Leader of 7 international and 3 local team members	<p><b>Strategic Positioning.</b> Developing and implementing a programme of <b>Institutional Development in the Prime Ministry of the Turkey – Undersecretary of Treasury:</b> The key product has been the development of a <b>IT-based Debt Management System for the External Debt and the Internal Debt of the Turkey as an E-Government solution with public Internet access and electronic data exchange with major borrowers. The system includes the debts of Local Governments.</b> Other economic and financial databases for monitoring and audit purposes like State Owned Enterprises, Banking, Insurances have been developed.</p> <p><b>Economic Research Capacity and Public Finance Reform Capacity has been built up:</b></p> <ul style="list-style-type: none"> <li>• <b>Training in quantitative and qualitative research methods and analytical tools, data interpretation and utilization</b></li> <li>• <b>Need/Gap Analysis of the operational performance of the key elements of the PFM systems, processes and institutional set up based on PEFA principles</b></li> <li>• <b>Coordinated the Definition of Treasury's Knowledge Base</b></li> </ul> <p><b>Developed and Coordinated a Comprehensive Training Program for the IT-developments and the macroeconomic functions of the Treasury</b></p> <p><b>Organisation Structure, Products, Workflows and Job Descriptions for the General Directorate for Economic Research, Performance Assessment. Staff Survey on Working conditions and Strategy.</b></p> <p><b>Coordinated the Introduction of Macro Economic Modelling and Forecasting with special emphasis on Public Finance</b></p> <p><b>Coordinating a Seignorage Study and a Cash Management Study</b></p> <p><b>Moderating High Level Strategic Workshops between the Treasury, The Central Bank, The Privatisation Agency, the Ministry of Finance, the State Planning Office and the Statistical Office regarding Reforms in Public Finance</b></p> <p><b>Introduction of Data Exchange Protocols between these Institutions</b></p> <p><b>Recommended on short term income generation options via changes in the tax, customs and excise system under the thread of insolvency of the state</b></p> <p><b>Monitoring the parallel project of Corporate Taxation in the Ministry of Finance</b></p> <p><b>Leading altogether 4 Appraisal Missions including Participative Planning Workshops in the Turkish Ministerial System as a precondition for further Programme Development in the bilateral cooperation with Germany and the World bank.</b></p> <p><b>Development of Project Fiches.</b></p>
11/1996	<u>Turkmenistan</u>	ICON-Institute	Short term expert	The setup of a <b>Civil Service Administration Agency</b> for the Turkmen Government in the context of the TACIS program: <b>Organization Structure, Ranking System in the Public Sector, Salary System. Draft of regulations accordingly</b>
7/1995, 4/1996	<u>Turkmenistan</u>	German Technical Agency	Short term expert	Advice regarding the <b>legal framework of Small and Medium Enterprises</b> on behalf of European Union: <b>Corporate Law, Tax legislation, Registration, Licensing, Certification of Companies.</b>
4/1990-3/1991	<u>Sierra Leone</u>	German Technical Agency	Intermittent Expert	<p><b>External Evaluation including Need/Gap Analysis and Monitoring of the sectoral Programm for Fisheries Development ( Ministry for Agriculture, Fishermen, Fish processing and marketing women, Community and Local Government Development ): Independent assessment of program Performance and stakeholders with focus on output, outcome and impact, 3 participative planning workshops, log frames established for the next phase of implementation ,recommendations for changes in the approach.</b></p> <p><b>Advised on income generating options 8 ( taxes, excises, fees ) both on the ministerial and the fishing communities level</b></p>
5/1989	<u>Zambia</u>	German Technical Agency	Short term expert	<p><b>External Evaluation including Need/Gap Analysis and Monitoring mission</b> at Lusaka Water and Sewerage Company: Independent assessment of project Performance and stakeholders with focus on output, outcome and impact, participative planning workshop, Logframe established for the next phase of implementation ,recommendations for changes in the approach.</p>
12/1988	<u>Turkey</u>	German Technical Agency	Team Leader	<p><b>External Evaluation including Need/Gap Analysis and Monitoring mission</b> at the Ministry of Finance of Turkey: Independent assessment of project Performance and stakeholders with focus on output, outcome and impact, participative planning workshop, Logframe established for the next phase of implementation ,recommendations for changes in the approach.</p>
11/1988	<u>Turkey</u>	German Technical Agency	Team Leader	<p><b>Programme appraisal mission reg. Institutional Development</b> in the Prime Ministry and Finance Ministry of Turkey: <b>Need/Gap Analysis Organisation Structure, Analysis of major business processes based on PEFA principles, Development of a Reorganisation and IT-Strategy</b></p>



7/1988-12/1988	<b>Jamaica</b>	German Technical Agency	Team Leader	<b>Appraisal Mission including Need/Gap Analysis at Jamaica Manufacturers Association. Later on contributed to the institutional development of JMA mainly in the fields of financial management and membership management</b>
10/1984-12/1984	<b>Gambia</b>	German Technical Agency	Medium Term Expert	<b>External Evaluation including Need/Gap Analysis and Monitoring mission at Gambia Utilities Cooperation:</b> Independent assessment of project Performance and stakeholders with focus on output, outcome and impact, revised Logframe, recommendations for changes in the approach. Evaluation of the previous phase of funding is a precondition for further funding
1983-1/1991	<b>Africa Asia</b>	German Technical Agency	Short Term Expert	Leading altogether <b>6 Project Appraisal missions including Need/Gap Analysis and participative project planning workshops in Sierra Leone, Malawi and Zambia .</b>
10/1982-9/1983	<b>Global</b>	German Technical Agency	Long term expert	<b>Cross sectoral evaluation</b> of the Governance / Institution Building Components in all German bilateral Development Cooperation projects based on project reporting worldwide. Development of a system of performance indicators for Key Governance/ Institution Building aspects. Initiate reporting of ongoing projects accordingly. Analyse past and ongoing institutional components of projects based on the criteria of relevance, effectiveness, impact and sustainability. Development of a handbook for Best Practices. <b>Evaluation</b> of German bilateral projects in Gambia, <b>Evaluation</b> of German bilateral projects in Thailand. <b>External Monitoring of altogether 7 ongoing projects in Gambia and Thailand:</b> Independent assessment of project Performance and stakeholders with focus on output, outcome and impact, establishment of revised log frames, recommendations for changes in the approach. <b>Publication of a 216 pages Handbook: : How to solve managerial and administrative problems in development projects</b>
9/1989-8/1990	<b>Germany</b>	PROZOZ-Institute Limited Company	Managing Director	Set up of the state/local government owned company. <b>Managing PROSOZ-Institute with originally 10 staff</b> to market the results of the below managed R&D project and to train the endusers. <b>Development of the enduser handbook.</b> Numerous short term consultancies regarding the introduction of the software products and reorganisation towards local administrations. <b>The software products are until today the market leader in Local Social Administration, Local Building Permit Administration.</b>
9/1988-8/1989	<b>Germany</b>	German Minister for Research and Development	Research/ Evaluation	Scientific <b>Evaluation</b> of the Programme Results: Efficiency, Effectiveness and Ergonomics of the Software solutions that have been developed and introduced. Working satisfaction of the staff involved. Reasons for successes and Failures in the Organisational Development Processes.. Market penetration of the software solutions. Evaluation published as a 450 Pages Book.
9/1984-8/1988	<b>Germany</b>	German Minister for Research	Team leader	Research&Development Programm: <b>Organisation Development and IT-Development in German Social Welfare Administration.</b> Pilot projects in one City, 3 municipalities, 1 county. Managing a team of 7 system analysts and developers.
2/1978-12/1979	<b>Kassel</b>	City of Kassel	Manager Regional Planning Office.	<b>Managing 10 subordinated staff</b> in the Land Use Planning efforts of the Greater Kassel Region. Coordination of external relations of Mayor Hans Eichel and the City. <b>Monitoring the Finance</b> of City Owned Enterprises and other Capital Holdings.
11/1976-1/1978	<b>Kassel</b>	University of Kassel	Department Head	<b>Coordination of the University's self governing bodies. Managing 4 subordinated staff.</b> Set up of organization structures and procedures for the newly established University's self governing bodies. Drafting the law for the University of Kassel.
6/1975-10/1976	<b>Hamburg</b>	University for Economics and Politics Hamburg	Advisor to the President	<b>Advice in all legal aspects</b> of University administration. University planning. Coordination of the self governing bodies
5/1974-5/1975	<b>Marburg</b>	County of Marburg-Biedenkopf	Member of the County Assembly	<b>Decision making in matters of the County self governing bodies. Representing the County in the Regional Planning Assembly.</b>

15. **Publication List:** [www.hasenritter.de](http://www.hasenritter.de) . Special emphasis on Institutional Development in Developing Countries and Education and Training Needs Analysis for Public Sector functions. Booklet "Impact Oriented Police Management ( 35 pages ).