

## Curriculum Vitae

### Personal Data

Name: Jörg Holla  
Date of Birth: 03.05.1951  
Place of Residence: Jahnstr.6, 67582 Mettenheim,  
Germany  
Marital Status: married



### Summary

Economist with 40 years of experience in development cooperation in the areas of governance, especially fiscal policy, public administration, decentralization, municipal development and civil society participation. Long-standing experience in the management of complex and politically sensitive programmes, in the acquisition and implementation of co-financing contributions from different donors as well as in the management of country portfolios.

Working Languages: German, English, Spanish.

### Knowledge and Experience

- Technical knowledge in public administration, fiscal policy, general policy formulation and monitoring, decentralization, municipal development, civic participation, human rights
- Agenda 2030
- Systemic organizational development
- Project planning and evaluation
- Development and implementation of intervention strategies focussing on capacity development and change management
- Management of complex multi-donor programmes
- Leadership of multicultural and multidisciplinary teams
- Personnel and financial management in technical cooperation programmes
- Planning, implementation and reporting procedures of different donors (especially BMZ, EU, DfID, Irish Aid, SIDA)
- Donor coordination
- Country portfolio management
- Intercultural communication

### Professional Experience

03/2017 - onwards

#### Freelance Consultant

- GIZ Good Financial Governance Programme, Tanzania: Advice on design and management of change projects for enhancing local government authorities' own-revenue base (11/2016 – to date)
- GIZ Programme „Strengthening the National-Regional Linkages in SADC (SNRL)”, Botswana: Design of an EU delegated cooperation programme (06-09/2017)
- GIZ Sector Network Good Governance in Sub-Saharan Africa: Preparation of the Study „Approaches Towards the

Contextualization of the 2030 Agenda for Sustainable Development in GIZ Governance Programmes in Sub-sahara Africa” (08-11/2017)

11/2016 – 02/2017

Zambia

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

**Interim Programme Coordinator, Strengthening Good Financial Governance**

Main Responsibility: Strengthening transparency, credibility and efficiency of Zambia’s public finance, especially regarding tax collection, budget preparation and execution.

Specific Responsibilities:

- Strategic orientation of the Programme and modification of its impact monitoring
- Steering of the Programme’s human and financial resources
- Coordination with and reporting to two commissioning parties (BMZ and DfID)
- Preparation of a delegated cooperation of the EU
- Briefing of all GIZ Zambia portfolio staff on the Agenda 2030

06/2016 – 10/2016

Germany

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

**Project Coordinator, Support to Donor Coordination with an SDG Focus in Ghana**

Main Responsibility: Mapping of development partners’ indicative cooperation programmes for 2017-2021 as a contribution to the EU’s Joint Programming in Ghana; analysis of present and intended efforts for the mainstreaming of SDGs.

07/2011 – 09/2015

Zambia

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

**Programme Coordinator, Civil Society Participation in Governance Reform Processes and Poverty Reduction**

Main Responsibility: Promotion of the dialogue and cooperation between civil society organizations and governmental stakeholders regarding the formulation, implementation and monitoring of governance reforms (incl. access to justice) and poverty reduction policies.

Specific Responsibilities:

- Development and quality assurance of strategies for the strengthening of state-society relations and for the capacity development of governmental and non-state actors
- Technical and organizational orientation of 15 national and international long-term advisors supporting change processes
- Management of the human and financial resources of the Programme
- Monitoring of the Programme’s results
- Coordination with and reporting to 4 funding sources (BMZ, EU, DfID and Irish Aid)
- Participation in the design of the Programme „Legal Empowerment and Enhanced Justice Delivery“ of the EU
- Preparation and coordination of the evaluation of the Programme and planning of a follow-on programme
- Acquisition of co-financing resources from EU and Irish Aid
- Donor coordination in the areas of good governance and civil society participation
- Participation in the development of the portfolio of GIZ Zambia
- Advisory support to the German Embassy on governance issues

- Establishment of the Environmental Management Team of GIZ Zambia.

05/2011 - 06/2011  
Germany

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**  
**Sector Planner**

Main Responsibilities:

- Collaboration in the State and Democracy Department
- Preparation of the evaluation of the Good Governance Programme in Zambia.

08/2007 - 04/2011  
Ecuador

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Country Representative, GTZ Office Quito**

Main Responsibilities:

- Development and monitoring of the GTZ country portfolio
- Financial management
- Coordination with donors
- Acquisition of co-financing resources from the EU
- Quality assurance of the services of the GTZ Country Office
- Quality assurance of the reporting of all programmes
- Development and implementation of the National Personnel Policy
- Establishment of the Environmental Management Team of GTZ Ecuador
- Local coordination of the merger of GTZ, DED and InWent.

10/2006 – 10/2009  
Ecuador

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Programme Coordinator, Modernization and Decentralization of the State**

Main Responsibility: Promotion of the modernization and decentralization of public administration and finance at national, provincial and municipal level with citizens' participation.

Specific Responsibilities:

- Development and quality assurance of strategies for the modernization of public finance management, the broadening of decentralization of public administration as well as the capacity development of central government and municipal partners
- Technical and organizational orientation of 12 national and international long-term advisors supporting change processes
- Management of the Programme's human and financial resources
- Monitoring of the Programme's results
- Donor coordination in the governance area
- Participation in the development of the portfolio of GTZ Ecuador.

10/2006 - 02/2008  
Ecuador

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Component Coordinator, Strengthening of Indigenous Organizations in Latin America**

Main Responsibility: Capacity development of regional networks of indigenous civil society organizations in the area of good governance as part of the Regional Programme Proindigena.

01/2006 - 09/2006  
Guatemala

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)  
GmbH**  
**Programme Coordinator, Local Development Through Good  
Municipal Governance**

**Main Responsibility:** Promotion of municipal policies and activities regarding good governance, sustainable local development and improvements in the delivery of public services with a focus on poverty reduction.

**Specific Responsibilities:**

- Development and quality assurance of strategies for the promotion of good governance at the municipal level and for the capacity development of local partners
- Technical and organizational orientation of 15 national and international long-term advisors in the design and implementation of change processes
- Management of the Programme's human and financial resources
- Monitoring of the Programme's results
- Coordination with and reporting to two funding sources (BMZ, SIDA)
- Donor coordination in the area of good governance
- Participation in the development of the portfolio of GTZ Guatemala
- Establishment of the Environmental Management Team of GTZ Guatemala.

04/2001 - 12/2005  
Guatemala

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)  
GmbH**  
**Programme Coordinator, Support to Decentralization and  
Municipal Development**

**Main Responsibility:** Promotion of the administrative and fiscal decentralization policy as well as strengthening of governance, public service delivery, environmental and disaster management at the departmental and municipal levels.

**Specific Responsibilities:**

- Development and quality assurance of strategies for the strengthening of the decentralization policy, improvements in municipal service delivery as well as the capacity development of central government and municipal partners
- Technical and organizational orientation of 18 national and international long-term advisors in the preparation and implementation of change processes
- Management of the Programme's human and financial resources
- Monitoring of the Programme's results
- Coordination with and reporting to the funding source (BMZ)
- Acquisition of donor resources (SIDA); preparation of a joint German-Swedish cooperation programme
- Donor coordination in the area of good governance
- Participation in the development of the portfolio of GTZ Guatemala.

05/2003 - 07/2005  
Guatemala

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Strengthening of Civic Participation in the Municipal Elections 2003**

Main Responsibility: Promotion of the participation of women and youth in the municipal elections and of the transparent hand-over of municipal administrations.

Specific Responsibilities:

- Technical and organizational orientation of short-term consultants and long-term advisors
- Management of the Project's human and financial resources
- Monitoring of the Project's results
- Coordination with and reporting to the funding source (SIDA).

10/2002 - 05/2004  
Guatemala

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Rehabilitation and Prevention of Drought Damage**

Main Responsibility: Planning, implementation and monitoring of rehabilitation and prevention measures

03/1998 - 03/2001  
Paraguay

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Planning of Sustainable Development**

Main Responsibility: Improvement of the efficiency of development planning, budget preparation and execution and the management of international cooperation.

11/1998 - 03/2001  
Paraguay

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Decentralization of Administrative Structures**

Main Responsibility: Support to the formulation, implementation and monitoring of a decentralization policy.

11/1994 - 03/1998  
Guatemala

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Macro-economic Planning and Management**

Main Responsibility: Improvement of the efficiency of development planning, public investment programming and the management of international cooperation.

04/1992 - 10/1994  
Nicaragua

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Public Investment Planning Advisor**

08/1991 - 04/1992  
Germany

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Economic Analyst**

09/1985 - 06/1991  
Swaziland

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**  
**Project Coordinator, Development Planning Advice**

11/1983 - 11/1984  
Palau

**Government of Palau / United Nations**  
**Director, Planning Unit**

11/1982 - 01/1983 Samoa	<b>United Nations</b> <b>Project Economist/Consultant</b>
05/1981 - 10/1982 Tonga	<b>Government of Tonga / United Nations</b> <b>Development Planner</b>
01/1979 - 01/1981 Trust Territory of the Pacific Islands	<b>United Nations</b> <b>Development Planning Advisor</b>
01/1977 - 01/1979 Samoa	<b>United Nations</b> <b>Development Planning Advisor</b>
01/1976 - 12/1976 Germany	<b>Ruprecht-Karl-Universität Heidelberg, Institute for Coronary Heart Disease</b> <b>Research Assistant</b>

## Education

10/1997 - 12/1999	<b>Master of Science in Environmental Management</b> <b>Wye College, University of London (Fernstudium)</b> <ul style="list-style-type: none"><li>• Environmental Economics, Environmental Policy, Natural Sciences, Sociology, Environmental Impact Analysis</li></ul>
10/1971 – 10/1975	<b>Economics</b> <b>Ruprecht-Karl-Universität Heidelberg</b> <ul style="list-style-type: none"><li>• Micro and Macro Economics, Public Finance, Economic Policy, Development Policy</li></ul>
1965 - 1971	<b>High-School</b> <b>Gauß-Gymnasium Worms</b> High-school diploma

## Selected Training Course

- Intensive language courses in French and Spanish
- Leadership and cooperation (several courses)
- Communication and conflict management
- Systemic organizational development
- Change management
- Excellence in change management – Strategy development and implementation
- Capacity Works
- Essentials of Anti-corruption
- Introduction to the Agenda 2030
- Short-term Election Observation Training
- GIZ Safeguards and Gender Management System

## IT Skills

- MS Office 2003-2013 (PowerPoint, Excel, Word, Outlook)
- Mind Manager
- Adobe Photoshop

## Languages

German	Mother tongue
English	Fluent
Spanish	Fluent

## References

Thomas Schaeff, GIZ Country Director, Botswana ([thomas.schaeff@giz.de](mailto:thomas.schaeff@giz.de))

Natalija El Hage, GIZ Country Director, Zambia ([natalija.elhage@giz.de](mailto:natalija.elhage@giz.de))

Katrin Schäfer, Senior Planner, State and Civil Society ([katrin.schaefer@giz.de](mailto:katrin.schaefer@giz.de))



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