

Jürgen Piechotta

Managing Director & Lead Consultant

Applied Methodology Pte. Ltd | www.applied-methodology.com

Personal details and contact:

Born July 26, 1977, Erlangen, Germany

German National

Phone: (+856) 20 22149472

E-Mail : J.Piechotta@web.de

Address: 049/03 Phonexay, Saysettha, Vientiane Capital, Laos

COMPETENCIES

- Results-oriented Planning & Monitoring Systems, Knowledge Management, Institutional Capacity Building
- Surveys:
 - Base-line
 - End-line
 - Others
- Evaluations & Field Research
- Facilitation & Trainings
- Participatory Planning Tools

PROFESSIONAL ASSETS

- Broad experiences with different countries, sectors, organizations and types of assignments
- Large set of tools and processes developed and applied (for more details see section “Tools and Approaches” in this CV)
- 2nd prize winner of a GIZ Monitoring Competition (2008); trained in GIZ Capacity Works

LANGUAGES*

English		
Portuguese	German	Mother tongue
Spanish	English	Fluent
French	Lao	Orally fluent, good reading
Russian	Thai	Orally good, basic reading
Lao	Portuguese	Fluent
Thai	Spanish	Good
	French	Orally basic, good reading
	Russian	Orally basic, basic reading

*Due to the fact that I am currently not able to practice several of the named languages, the level of proficiency indicates the level I used to have at a certain point of time

- IT-proficiency:
 - Excel (advanced)
 - Access (back-end modules)
 - SPSS
- High ability to combine abstract theory with concrete practice
- Cross-cultural competency due to having lived and worked in different contexts and various countries all over the world
- Driving licence for cars and motorbikes

ACADEMIC BACKGROUND

- **M.Sc. in Development Studies** | School of Oriental and African Studies (SOAS) & Institute of Education (IOE), London, UK
- **M.A. in Development Sociology and Social Anthropology** | University of Bielefeld, Germany
- **B.A. in Sociology, Psychology and Economics** | University of Erlangen, Germany

WHAT ELSE ABOUT ME?

- Inventor of SONORRARI, a new technology, which allows you to feel sound & music with your body
- Long-term theoretical interest and practice in Meditation and Yoga
- Inventor and Manager of the Haunted House, a fun-fair business in Lao PDR

PROFESSIONAL EXPERIENCE – in sum

COUNTRIES	TYPES OF ASSIGNMENTS
Consultancy work in: Laos, Vietnam, Myanmar, Cambodia, Thailand, Philippines, Lesotho, Egypt, international/worldwide Further work experience in: Ghana, Russia, Germany, Brazil	Support of Monitoring Systems to projects/programs, government agencies and INGOs (worldwide) Surveys baselines, endlines, needs assessments, others Studies outcome/impact studies, case studies, analysis of national framework conditions Project End Evaluations & Mid Term Reviews Support to planning processes Facilitation of workshops
EMPLOYERS & DONORS	SECTORS
Bilateral organizations GIZ, BGR, DED, SDC, BMZ, AusAID/DFAT, Government of Finland, USAID Multilateral organizations UNDP, UNFPA, UNODC, EU, OIE, MRC, FAO Development Banks World Bank, KfW, ADB Development consultancies IP Consult, GFA, Indufor Oy NGOs Care International, Concern Worldwide, Helvetas, AGRISUD International, Village Focus International, Plan International, Welthungerhilfe Others RECOFT, Austrian Red Cross, ADPC, Land Issues Working Group Laos	Rural Development Agricultural extension, food security, rural microfinance, nutrition, regional development Energy and Extractive Industries Hydropower, Mining, EITI Governance Justice , decentralization, investment related land conflicts, land rights, FLEGT Health Reproductive health, water supply systems, community based health systems, animal health Natural Resource Management National parks, REDD, water resources, forestry Others Education, flood management, drug use, disadvantaged youth, human resource development, fair trade

PROFESSIONAL EXPERIENCE – details

Time-Frame	Worked for whom?	Assignment / Main tasks
Apr 2018 - ongoing	Welthungerhilfe (German Agro Action) Headquarters/worldwide	Assessment and support of the roll-out of the international Monitoring System #measuring success, with focus on institutional and sampling challenges
Oct 2013 - ongoing	World Bank, Hydropower and Mining Technical Assistance to the Government of Laos	Support the project in its management, including processes within the Secretariat, coordination between different stakeholders and the trouble-shooting of any upcoming issues/problems
Nov 2012 – ongoing	Climate Protection through Avoided Deforestation (CliPAD) by GIZ and KfW (1 st phase)	Consultant for the FC (KfW) and TC (GIZ) modules: Establishment of output monitoring systems; design of a baseline study including REDD socio economic safeguard standards; support in outcome oriented monitoring
Oct 2015 – Apr 2018	GIZ support Project to the EU-Laos Forest Law Enforcement, Governance and Trade Negotiations (Pro-FLEGT)	Design and Facilitation of the quarterly FLEGT Review & Planning Meetings
Mar 2016 – Dec 2017	Sonorrari GmbH, Vietnam & Germany	Inventor and Manager of SONORRARI, a new technology, which allows you to feel sound & music with your body
Jan 2015 – Dec. 2015	USAID, Lower Mekong Public Policy Initiative (LMPPI) implemented by the Fulbright Economics Teaching Program, Ho Chi Minh City & supported by Harvard University, Vietnam	Design of a results-oriented planning and monitoring system; stakeholder survey to measure the key outcome indicators of the Initiative
Oct 2016 – Mar 2017	International Finance Corporation (IFC) Hydropower, Laos,	Design and implementation of an Outcome Study on IFC's Capacity Building Measures
Sept 2016 – Mar 2017	Food and Agriculture Organization (FAO) and the Ministry of Agriculture and Rural Development (MARD), Vietnam	Support of MARD in enhancing the Monitoring System of all Public Investment Projects implemented by/under the Ministry
Dec 2015 – Mar 2016	SDC funded, Village Focus International (VFI) implemented, Rights Link Phase II project, Laos	Support of the Project in establishing an outcome oriented M&E system, focusing on the measurement of the project indicators
Feb 2016	GIZ Country Office, Laos	Design and Facilitation of a 10-Year Strategic Review & Planning workshop for GIZ Laos

Time-Frame	Worked for whom?	Assignment / Main tasks
Jan 2013 – Feb. 2016	Fair Trade Laos (FTL)	Volunteering as advisor for Monitoring & Evaluation and member of the FTL management board
Sept 2015 – Jan 2016	World Bank, Myanmar Extractive Industries Transparency Initiative (MEITI), Myanmar	Design of the MEITI Implementation Manual, including project internal processes and collaboration mechanisms between Ministries
Jun 2015 – Feb 2016	EU, AFD and SDC funded Northern Upland Development Program (NUDP), Laos	Design and implementation of an Interim Study/Survey to assess the main achievements and failures of the project
Oct 2011 – May 2015	“Integrated Nature Conservation and Sustainable Management of Natural Resources in the Phong Nha-Ke Bang Region” project (PNKB), implemented by GIZ and KfW, Vietnam	Support the project in strengthening the impact orientation of their operations. Preparation of the Mid-Term Review (including several impact studies, a stakeholder assessment, and a gender survey). Member of the MTR mission team.
Aug 2014 – Mar 2015	UNDP, Support Project for Implementation of Legal Sector Master Plan (SPLSMP), Laos	Design and support the implementation of the Public Justice Survey & Legal Sector Master Plan Baseline
Apr – Jul 2014	Lao Micro Finance Association	Support/facilitate the 3 year strategic planning process
July 2013 – July 2015	World Organization of Animal Health (OIE), Stop Transboundary Animal Diseases and Zoonoses Initiative (STANDZ), South-East Asia and China	Establishment and facilitation of a results-oriented planning- and monitoring system; Preparation of the Mid Term Review by submission of an Outcome Study Report.
May 2013	Land Issues Working Group / Village Focus International / Ministry of Natural Resources and Environment (MONRE), Laos	Support of MONRE in developing a methodology for researching on case studies of conflicts resulting from public and private investments in land.
Apr & June 2013	Training and Human Resource Development for IWRM, implemented by IP Consulting; Ministry of Water Resources and Irrigation, Egypt	Support the establishment of a results oriented M&E system for a) the project and b) the Department for Human Resource Development of the Egyptian Ministry of Water Resources and Irrigation

Time-Frame	Worked for whom?	Assignment / Main tasks
Feb – Mar 2013	ForInfo, implemented by RECOFT	Planning workshop facilitation
May – Aug 2012	Integrated Capacity Building Program (ICBP) of the Mekong River Commission (MRC), a transnational organization operating in Cambodia, Laos, Thailand and Vietnam	Case studies on 10 capacity building measures supported by ICBP, including chapters on the background implementation, outcomes, lessons learnt and recommendations
Feb – Apr 2012	World Bank and Government of Finland funded project “Support to Development of Production Forestry and Rural Development in Lao PDR” (SUFORD), implemented by Indufor Consulting	Impact study about the project’s village development activities and institutional capacity building to the Village Development Committees and government counterparts.
Nov 2011 & Dec 2012	“Program to support Decentralized Rural Development” (DPDP); implementation done by GIZ and monitoring system support given by IP Consulting, Lesotho	Review of and recommendations for the program are monitoring system, including inspections of district and community councils done by the Ministry of Local Governance and Chiefdomship.
Feb 2012 – Jan 2013	Project “Support for a Sustainable Development of the Mining Sector in Lao PDR”, implemented by the Federal Institute for Geosciences and Natural Resources (BGR)	Support of the project’s planning processes and the introduction of an impact oriented Monitoring System
Sept – Oct 2011	United Nations Population Fund (UNFPA) Reproductive Health Output 3: Demand creation and IEC/BCC in 3 southern provinces in Lao PDR	Final Evaluation
Sept – Oct 2011	“Rural community empowerment through health promotion, dialogue and capacity building of local Red Cross and local authorities in Lao PDR”, implemented by the Austrian Red Cross, Bokeo Province, Laos	Mid Term Review
Aug - Sept 2011	EU sponsored livelihood project Sisaket Sub-District Community Development Project (SCDP), implemented by Concern Worldwide, Bokeo Province, Lao PDR	End of Project Evaluation

Time-Frame	Worked for whom?	Assignment / Main tasks
Jul - Aug 2011	Early Childhood Care and Development (ECCD) Programme of Plan Laos	Summary of data and report writing on child development and parenting practices used by Plan to carry out a data-based project planning.
Jul – Nov 2011	Lao Australia NGO Cooperation Agreement Program (LANGOCA), implemented by CARE International	Support for implementing the M&E Framework (MEF) developed by AusAID - a most significant change methodology for impact evaluations. Moderation of workshop to analyze the data and provision of the summary report.
Jun – Oct 2011	Access to Finance for the Poor (AFP), implemented by GIZ	Conceptualization of the demands assessment of financial services in rural areas and organization of field work
Jun – Jul 2011	Lao Australia NGO Cooperation Agreement Program (LANGOCA), implemented by CARE International	Support of the project in organizing their data-bases and retrieving data for their project indicators
Mar – May 2011	Junior Riparian Professional Project Phase II of the Mekong River Commission in Cambodia, Laos, Thailand and Vietnam	Final Evaluation & Development of tools for the regular monitoring of the project
Mar – Apr 2011	United Nations Office on Drugs and Crime (UNODC), Laos	Database and analysis of an assessment of drug users
Feb – Mar 2011	EU food security operation implemented by AGRISUD International in Viengkham District, Luang Pabang Province, Laos	Mid-term evaluation
Dec 2010 – Mar 2011	Nutrition component of the EU sponsored GIZ Food Facility Action of the Northern Upland Development Program, Laos	Database and analysis of the baseline-survey
Nov 2010 – Mar 2011	Flood Emergency Management Strengthening System Project (FEMS) of the Flood Management and Mitigation Program (FMMP) of the Mekong River Commission (MRC), implemented by the Asian Disaster Development Center (ADPC)	Carry out a study on how to sustainably integrate the approaches and tools developed by the project into national frameworks in Laos, Thailand and Cambodia
Sep 2010 – July 2011	Somsanga Drug Rehabilitation Center, Vientiane, Laos; Assignment sponsored by United Nations Office on Drugs and Crime (UNODC)	Support to the Somsanga Drug Treatment Center to introduce computer-based data-systems in four administrative sections: statistics, accounting, hospital and pharmacy.

Time-Frame	Worked for whom?	Assignment / Main tasks
Aug 2010 – Sept 2011	GIZ Climate Protection through Avoided Deforestation Project (CliPAD), Laos	Backstopper to the Monitoring and Evaluation System of the project. Provision of a concept paper, including visualization of the impact chains and the components of the project
Aug – Sep 2010	Food Secure – Village Strengthened Project, funded by EU and implemented by Concern Worldwide in Thathom District, Xiengkhuang Province, Laos	Conceptualization and analysis of the endline-survey of the project and a participatory Monitoring and Evaluation of all the Project's activities. Organization and backstopping of the data-collection team
June – Sep 2010	3 food security operations, funded by EU and implemented in northern Laos by Care International, German Agro Action (Welthungerhilfe) and AGRISUD International	Processing, aggregating and analyzing the common baseline-survey of the 3 project
May – Jul 2010	EU sponsored GIZ Food Facility Action of the Northern Upland Development Program, Laos	Lead-consultant for a Rapid Community Appraisal (RCA) to match possible interventions by the Facility's 3 components (nutrition, rodent control, infrastructure) with local priorities and potentials
May-Jun 2009 & May-Jun 2010	Components 4 and 5 of the Flood Management Program (FMMP) of the Mekong River Commission (MRC) in Thailand, Laos, Cambodia and Vietnam	Guide-consultant of a participatory impact study
Jul 2008 – Apr 2010	GIZ/GFA Project Environmental Protection and Sustainable Management of Natural Resources in Dak Nong Province (EPNRM), Vietnam	Conceptualization and technical guidance for an impact-oriented monitoring system
May 2008 & May 2009	SDC funded Helvetas Lao Extension for Agriculture Project (LEAP), Laos	Conducting a participatory impact evaluation of the Lao Extension Approach (LEA), the official government approach to agricultural extension
Jul 2008 – Jan 2010	SDC funded Helvetas Lao Extension for Agriculture Project (LEAP), Laos	Support of the National Agriculture and Forestry Extension Service (NAFES) in setting up an M&E system

Time-Frame	Worked for whom?	Assignment / Main tasks
Jan 2006 – Aug 2010	GIZ Rural Development in Mountainous Regions in the North of Laos Program (RDMA)	Building up the Monitoring and Evaluation and the Knowledge Management System of the Program (Participatory Monitoring and Evaluation, Visitors' Book, budget Request- and Report-Forms, alignment of the tools with government procedures), moderation of M&E-related and knowledge-sharing workshops, annual review- and planning workshops and trainings (in English and Lao), assistance of staff and management in writing impact-oriented reports
Feb - Apr 2002	Internship with the German Development Service (DED), Ghana	Assessment of DED sponsored NGOs working on HIV-AIDS prevention
Jul 1998 - Oct 1999	Catholic Office for Emergency Relief and Refugees (COERR) in Ratchaburi, Thailand	Coordination of the educational sector on the UNHCR-monitored Maneeloi refugee camp and teaching English (adults and children)
Jul - Aug 1997	GIZ, Fortaleza, Brazil	Assessment of a micro-credit and infrastructure project High-school dissertation on this assessment
Aug 1996 – Sep 1998	Municipality of Erlangen, Germany	Social work with disadvantaged children
Jan - Dec 1995	American Field Service (AFS) in Sao Paulo, Brazil	Life in a Brazilian family as exchange student Volunteer work in a governmental project for street children

Academic Research Projects, Published Articles and Presentations

Time-Frame	Research for what? Presentation held where?	Title / Topic
2014	USAID funded Lower Mekong Public Policy Initiative (LMPPI) Inception Workshop	Presentation with the Title: Principles for setting up M&E Systems – Experiences by a practitioner
2010	Input to the yearly plenary meeting of the Germany Society of Evaluation (DeGEVal), working group for development cooperation	Impact-Monitoring in Development Cooperation – Experiences by a free-lance Consultant (written in German language)
2005	Published article in the Zeitschrift Entwicklungspolitik, 15/2005.	A.T. Ariyaratne. Sarvodaya – bottom-up development on a Buddhist foundation (written in German language)
2005	Dissertation for the MSc at the School of Oriental and African Studies, London, UK	PRSPs and the Question of Contextualization from an Epistemological Perspective”
2004	Dissertation for the M.A. in Sociology, University of Bielefeld, Germany	Validity in Qualitative Research - Methodological and Epistemological Reflections (written in German language)
2003	Work at the state university of St. Petersburg, Russia	Tutor in qualitative methods Field-research on socialization in governmental children’s homes
2002	Field work in Sri Lanka for the M.A. in Sociology, University of Bielefeld, Germany	The globalization of Buddhism in Sri Lanka: Preconditions, Channels of Interaction and Dynamics of Change (English language)

Tools and approaches

concerning Surveys and Data Issues

Outcome/Impact studies

Outcome- or Impact Studies give a comprehensive overview over the main outputs, outcomes, impacts, sustainability etc. of an activity or working area.

They combine all information from several sources, usually mixed method surveys, stakeholder assessments and project monitoring information.

The findings are presented in a visualized way and summarized in brief reports.

Mixed Method Surveys

Mixed method surveys combine the strengths of quantitative and qualitative methods. By using a mid-sized sampling, they include numbers, ratings and narratives (e.g. opinions, descriptions of processes etc.).

Usually for one study several surveys are combined and various types of stakeholders are interviewed by using customized questionnaires.

Simple but functional MS Excel Data

Unless proper statistical analysis (to be done e.g. in SPSS) or institutionalized and inter-linked databases (to be done e.g. in Access) are required, MS Excel proves to be a simple and functional data base program. It enables secure data-entry by using validations and drop-down menus; linkage of a data-entry module with the data-base; efficient, comprehensive and efficient analysis by using Pivot Tables and visualization of results by using numerous types of charts.

Systematic analysis of Qualitative Data

A particular challenge of surveys is how to systematically summarize and analyze large sets of qualitative information. This challenge can be resolved by categorizing the data (= assigning each answer to one or several analytical categories) and then summarizing and analyzing it. Categorizations (being fairly time consuming) can easily be taught to local staff and consultants thereby ensuring its efficient application, also in languages not known to the person carrying out the data analysis.

Efficient Analysis of Stakeholder

Stakeholder interviews are one essential method of data-collection for evaluations and outcome/impact studies. A particular challenge poses the large amount of the collected information. This challenge can be met by designing detailed structured guide-questionnaires (which nevertheless leave enough space for additional issues) and noting down answers in a bullet-point structure. Doing so later enables the systematic and quick transformation of interview notes into a report structure and ensures that *all* of the recorded information is considered in the data-analysis.

Tools and approaches

concerning Monitoring Systems

Results Models

as basis for M&E and for increased consensus among staff and counterparts

Results models usually build the basis of a results-oriented monitoring system.

Two methods to elaborate a results model can be used:

Impact chains show the results-logic of activities or working areas and systematically cover the main issues of interest (e.g. sustainability or gender)

Results landscapes on the other hand are visualized and interlinked models of the whole project/program or its components.

One major function of building results models is to promote an increased understanding and consensus amongst stakeholders in the project logic. Therefore results models are usually discussed in a participatory way involving as many stakeholders as possible.

Indicator- and Monitoring

A mandatory part of a monitoring system usually is the consideration of the indicators from the project document. In many of my assignments, indicator and monitoring matrixes have proven to be useful tools for clarifying the precise meaning of indicators and discuss their sources of information.

Planning and Reporting Formats

Many of my past assignments have included the design of planning and reporting forms. From these assignments, I have developed a toolbox of useful approaches, techniques and guide-questions, which can be applied in many different contexts.

Results orientation in Monitoring Systems

Many projects and programs face difficulties when required to show the results of their work through their monitoring system.

It has shown most functional and efficient to establish such as results oriented M&E system by

- a) direct and bilateral support of the project's technical staff by the M&E consultant and
- b) building results orientation into already existing processes.

Training Evaluation Tool

Evaluating the results of capacity building measures proves to be one important though challenging area in many Monitoring Systems.

For this purpose a Training Evaluation Tool can be applied. It does not only include a questionnaire (with predefined as well as to-be-customized questions) but also a data-entry module with an automatic link to a data-base and some in-built functions for data-analysis.

What my clients say about my work

Dr. Timo Menniken

GIZ Advisor for the Flood Management Program of the Mekong River Commission
 (E-mail: timo.menniken@giz.de)

- One of the few true M+E experts, who focus exclusively on the subject.
- I was impressed by his methodological accuracy in creating new M+E systems and the drive to continuously improve existing ones.
- Jürgen takes results orientation seriously.

Mr. Peter Greindl

Project Manager for German Agro Action / Welthungerhilfe for the EU food security operation in Oudomxay Province, Laos.
 (E-Mail: peter.greindl@welthungerhilfe.de)

- Has shown a hands-on attitude towards his work and high skills in breaking down complex issues in understandable terms or formats.
- Was able to find creative solutions for upcoming problems and has never been afraid to take initiative or adapt his methodology to upcoming needs.

Ms. Veronique Kittirath

Deputy Team Leader of the GIZ Rural Development Program in Mountainous Areas (RDMA) in Bokeo, Laos / Founder and Manager of the Bokeo Social Enterprise (BSE)
 Senior Advisor of Fair Trade Lao
 (E-Mail: vkittirath@gmail.com)

- Did not only provide us with numbers but also gave us meaningful feedback to our project.
- Is fully able to communicate and work in Lao language.
- Always reliable and seriously trying his best.

Mr. Jens Kallabinski

Project Manager of the Climate Protection through Avoided Deforestation (CliPAD)
 (E-mail: jens.kallabinski@giz.de)

- Has proven to be highly useful in ensuring a systematic, effective and efficient operation of the projects.
- Comprehensive and efficient measurements of the outcomes and feedback loops into the project

Ms. Vilayvanh Sisomboun

Project Coordinator of the Hydropower and Mining Technical Assistance (HMTA)
 (E-mail: vilayvanh02679@gmail.com)

- Very useful in order to systematize the project workplans and procurement plans, to monitor project progress and indicators and to facilitate the collaboration between the World Bank, involved Ministries and Consultants.
- Juergen's approach to work is practical and methodologically sound and he is a good team player.

Further references

In addition to the above-mentioned persons, you may also contact the following clients for further references:

- ✚ Dr. Jens Kallabinski; EPNRM and PNKB projects, Vietnam & CLIPAD, Laos jens.kallabinski@giz.de
- ✚ Ms. Vilayvanh Sisoumboun; HMTA Project Coordinator, Laos; vilayvanh02679@gmail.com
- ✚ George Collet, Management Advisor to NUDP, gcollett@bigpond.com
- ✚ Mr. Rainer Asse; Director of the Lower Mekong Public Policy Initiative; rainer_asse@hks.harvard.edu
- ✚ Mr. Kazuo Fukuda; Programme Analyst of the UNDP Governance Unit, Laos; kazuo.fukuda@undp.org
- ✚ Mr. Sombath Southivong; Worldbank Senior Infrastructure Specialist, Laos; ssouthivong@worldbank.org
- ✚ Mrs. Rachel Jolly; First Secretary of the Australian Embassy; Laos; Rachel.Jolly@ausaid.gov.au
- ✚ Dr. Ronello Abila, South-East Asian Sub-Regional Representative of OIE; r.abila@oie.int
- ✚ Dr. Gardner Murray; SEACFMD President; gardner.murray@grapevine.com.au
- ✚ Mrs. Pamouane Phetthany, Lao Microfinance Association Director General, phetthany@gmail.com
- ✚ Mr. Hongthong Sirivath; Program Director of Village Focus Int. Laos; hongthongsrv@hotmail.com
- ✚ Mr. Nishan Disanayake; advisor for the Land Issues Working Group, Laos; nishan.nishan@gmail.com
- ✚ Mrs. Vu Thu Hong; ICBP Coordinator at the Mekong River Commission; hong.vuthu@gmail.com
- ✚ Mrs. Sylvia Bitter; CTA of the ICBP at the Mekong River Commission; bitter.sylvia@yahoo.com
- ✚ Mr. Oliver Spätgens, coordinator of the Working Area 2 of the WMRP, Egypt; Spaetgens@ip-consult.de
- ✚ Mr. Chris Wardle; Program Coordinator of CARE Sekong, Laos; chris@carelaos.org
- ✚ Mr. Klaus Prochaska, CTA of the AFP project, Laos; klaus.prochaska@giz.de
- ✚ Mrs. Pham Thi Lien Hoa; M&E staff of the PNKB project, Vietnam; phlienhoa@gmail.com
- ✚ Mr. Esa Puustjärvi; CTA of the SUFORD project, Laos; esa.puustjarvi@indufor.fi
- ✚ Mr. Teo Dang Do; Livelihood Development Advisor of SUFORD, Laos, teododang@gmail.com
- ✚ Mr. Wolfgang Schirmacher; technical advisor of BGR, Laos; Wolfgang.Schirmacher@bgr.de
- ✚ Mrs. Lifuo Molapo; M&E staff of the DPDP project, Lesotho; lifuo.molapo@giz.de
- ✚ Mrs. Anita Hernig; Deputy Team Leader of the DPDP project, Lesotho; anita.hernig@giz.de
- ✚ Mrs. Phaivanh Changnakham; Program Director of Concern Worldwide, Laos; phaivanhc@gmail.com

Remark: The position indicated was held by the person at the time I was carrying out assignments for their respective projects