

# Peter Haag

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International consultant (German judge education completed with distinction) creating results with a proven skill in results-based management, strategic planning and programming, human resources as well as institutional development through structured analysis and clear formulation. Specialisation in the formulation of projects and programmes as well as activity review / evaluation and the facilitation of strategic processes. Experience both as member and leader of national working groups and international teams of consultants. The quality of services is reflected in a high degree of clients returning with proposals for new assignments. **Work experience** from Angola, Benin, Bolivia, Burkina Faso, Burundi, Denmark, Estonia, Germany, Ghana, Guatemala, Guinea Bissau, Haiti, India, Indonesia, Italy, Kenya, Latvia, Lesotho, Lithuania, Madagascar, Mali, Mauritania, Mozambique, Pakistan, Panama, Russia, Senegal, Sierra Leone, South Africa, Somalia, Sudan, Swaziland, Switzerland, Tunisia, Uganda, Yemen and Zanzibar. **Languages:** Fluent in English, Portuguese, French, Danish and German (mother tongue); Proficient in Spanish.

## SKILLS PROFILE

### Results-Based Management, Project and Programme Evaluation, Formulation, and Management

- Familiarity with DAC evaluation criteria of relevance, coherence, appropriateness, efficiency, effectiveness, impact and sustainability with a focus on identifying successes and failures in order to learn lessons and arrive at constructive recommendations
- Profound understanding of RBM and LogFrame and ability to communicate this, both as a trainer and as facilitator of workshops and processes
- Analytical and structured approach to familiar and new working areas
- Preparation of high quality project documentation
- Promoting agreements on realistic approaches and ambitions
- Monitoring strategies, plans and tools
- Reliable implementation of tasks with a focus on achieving desired results on time and on budget, creating effective solutions to changing situations
- Quality reporting and information of programme owners
- Evaluations as a tool to strengthen understanding and ownership, and with a focus on the important and critical issues to be addressed to improve and secure achievements

### Facilitation of participatory processes

- Promoting true ownership of work results by creating space and supporting processes that ensure that all relevant stakeholders are heard and see themselves reflected
- Shaping approaches and processes to the concrete cultural and institutional context
- At all stages, fostering common understanding and agreement among partners

### Communication and creating understanding

- Providing clear advice to senior level executives
- Visualisation of concepts, strategies and processes, reflected in successful workshops and training courses
- Managing discussions, group work and games

**CIVIL STATUS:** German national, married, two children born 1992 and 1995.

## CAREER SUMMARY

- 1999 – date Independent consultant** (1998-2004 based in Mozambique, since 2004 based in Denmark): provided consultancy services to customers including Danida, UNDP, UNAIDS, UNFPA, Resident Coordinator's Office, WFP Country Offices and Headquarters, and Ibis (DK NGO)
- 1994 – 1998 Head**, Public Administration and Regional Development Unit, Bornholm County, Denmark: managed team of consultants, developed and managed projects for public sector development processes and training in Latvia, Estonia, Lithuania and Russia; successful fund-raising.
- 1992 – 1994 Deputy head**, environment section, DanEduc Consulting, Denmark: Project development, elaboration and implementation of training courses, preparation of training and reference material
- 1990 – 1992 International Labour Office**, Geneva, Switzerland: Assistant to the Associate Director General in charge of technical cooperation  
Research on environmental regulations and employment

## EDUCATION:

- 1980 – 1986 **Master of Law** (public, private, penal and environmental law), University of Saarland, Saarbrücken, and Rheinische Friedrich-Wilhelms Universität Bonn, both Germany
- 1987 - 1990 **Judge-in-training** in public, private and penal and international law at Oberlandesgericht Köln, Germany; final judge exam passed with distinction.

## PROFESSIONAL EXPERIENCE RECORD:

October 1998 – date: **Independent Development Adviser**

### Specific project assignments included:

- Mozambique** May-June 2012: Team member, Annual review of Environment Sector  
Danida Support Programme – focus on decentralisation and civil society support
- Guatemala** April 2012: Sole consultant, Preparation of a draft project document –  
WFP Application to the Climate Change Adaptation Fund
- Haiti** March 2012: Sole consultant, Preparation of a draft project document –  
WFP Application to the Climate Change Adaptation Fund
- Mauritania** February-March 2012: Sole consultant, Preparation of a full project  
WFP document for the Adaptation Fund
- Guinea Bissau** November – December 2011: Sole consultant, Preparation of the new  
WFP Country Programme 2013 – 2017
- Mali** October – November 2011: Team leader, Preparation of the new Country  
WFP Programme 2013 – 2017
- Kenya** September – October 2011: Team member, formulation of a climate change  
WFP strategy for the coming 3-5 years
- Guinea Bissau** August – September 2011: Sole consultant, formulation of Development  
WFP Project (Rural Development)
- Mozambique** June – July 2011: Team member, Inception Review of Danish financed  
Danida environment sector programme (focus on monitoring)
- Mauritania** May – July 2011: Team leader, Formulation of a project to be submitted to  
WFP Climate Change Adaptation Fund
- Mozambique** March – April 2011: Team leader, Appraisal of Country Programme 2012-  
WFP 2015
- Mali** February – June 2011: sole consultant, facilitation of Country Strategy  
WFP Process, and Formulation of a project to Climate Change Adaptation Fund
- Ghana** November 2010: Sole consultant, facilitation of the Country Strategy 2012 –  
WFP 2016
- Senegal** August – October 2010: Team leader, decentralised evaluation of a  
WFP Protracted Relief and Recovery Operation
- Mozambique** May 2010: Team member, Appraisal of Danida's new Environment Sector  
Danida Programme
- Rome** February – May 2010: Facilitation of consultation process in preparation of  
DFID/WFP project document for a 3-year DFID Institutional Strategy grant to WFP
- Mozambique** January – July 2010: Team leader, Facilitating a process aiming at improved  
EC and structured dialogue between the Government and civil society
- Mozambique** January – July 2010: Sole consultant, Elaboration of a Country Strategy  
WFP Document
- Tunisia, Mali, Ghana, Kenya** December 2009 – January 2010: Team member, Formulation of a Danish –  
Danida AfDB programme with the aim to increase employment through enhanced activity of SMEs in the area of renewable energy and energy efficiency.
- Burundi** November – December 2009: Sole consultant, Preparation of a Strategic  
WFP Partnership Framework, including mapping of WFP and partner interests and activities, consultations, framework and multi-partner workshop

- Lesotho** June – October 2009: Team leader, decentralised external evaluation of WFP's School Feeding Programme 2008 – 2010.
- Several countries** February – April 2009: Joint DFID-WFP Review of second phase of Institutional Strategic Partnership (2006-2008), reviewing achievements and outlook of portfolio covering 264 projects for a total of UK£ 15 million.
- Somalia** January – May 2009: Team Leader for a Staffing Review Exercise of the Country Office Somalia: staffing needs assessment, profiling, job descriptions, organisation charts, training of staff
- Madagascar** December 2008: Facilitation of multi-partner national level workshop (Government, UN, NGOs) assessing national capacity to respond to food security crises – application of newly developed tool and indicators
- Mali** October 2008 – January 2009: Team leader, finalisation of the formulation of a Thematic Programme to Support Good Governance. Preparation of programme document, component description, plus supporting documents.
- Indonesia** September 2008: Preparation of a concept note for a hand-over strategy, including options, preconditions and HR/budget implications for hand-over of activities.
- Mozambique** June / July 2008: Formulation of a Danish programme to support the Justice Sector: elaboration of programme document and component description.
- Mali** June 2008: Appraisal of a draft Danish programme to support good governance.
- Pakistan** March 2008: Facilitation of multi-partner national level workshop (Government, UN, NGOs) assessing national capacity to respond to food security crises – application of newly developed tool and indicators
- Indonesia** February 2008: Facilitation of workshop developing RBM-oriented annual work plan (identification of objectives, outcomes, activities and indicators).
- Mozambique** December 2007: Review of the Danish support to the Justice Sector. Aide memoire, recommendations for the next phase of the programme.
- Mozambique** September 2007: Evaluation of a project aiming at improving WFP's support to orphans and vulnerable children (OVCs). Development of evaluation framework, discussions with multiple stakeholders, findings, conclusions and recommendations for strategic priorities.
- Rome** July; October – November 2007; January – March 2008 (part-time): Development of a tool for WFP country offices and needs assessment missions to assess government capacity to respond to food security crises.
- Horn of Africa** February – June 2007: Facilitation of a multi-country consultation process among multiple stakeholders with the aim to devise a strategy and action plan to address long-term food security in the region.
- Uganda** January 2007: Facilitation of workshop and follow-up action for the formulation of WFP's RBM-oriented annual work plan (identification of objectives, outcomes, activities and indicators)
- Mozambique** December 2006: Team leader, Review of the Danish Support to the Energy Sector Programme (ESPS), design of a realistic phase-out strategy
- Rome** October 2006: Summary of literature on community-based targeting and distribution. Elaboration of a guide on the topic for WFP staff and partners

- Sudan** September 2006: Preparation of the draft document for Emergency  
WFP Sudan Operation 2007
- Rome** June 2006: Work on normative guidance on fundraising, including short,  
WFP HQ instructive texts summarising relevant WFP regulations, roles and responsibilities of various WFP actors in fundraising, links to relevant source documents, and a comprehensive set of illustrations/slides.
- Mozambique** November 2005 - March 2006  
WFP Country Office Facilitating the start-up of a multi-partner process promoting the capacity of the Ministry of Women and Social Affairs to coordinate an integrated safety net system, and to simplify WFP's cooperation structure with civil society
- Mozambique** October 2005 – February 2006: Preparation of WFP Country Programme  
WFP Country Office 2007-209, including evaluation of past activities, internal and stakeholder workshops, including participation in several UNDAF formulation events
- Mozambique** July –August 2005: Evaluation of WFP's Community Safety Net Facility,  
WFP Mozambique, aimed at mitigating the negative impact of HIV/AIDS
- Mozambique** June-July 2005: Evaluation of Danish support to the Mozambican justice  
Danida sector 2000-2005
- Angola** February – April 2005  
WFP Rome Evaluation of WFP Angola portfolio
- Mozambique** January – March 2005: Appraisal of existing formal, non-formal and semi-  
WFP Rome formal safety net systems in Mozambique, and conceptualisation of a potential future integration of such systems and of WFP's role in these
- Mozambique** October – November 2004: Review of organisation and staffing for  
transition from emergency to recovery; redesign of food pipeline workflow
- Mozambique** April 2002 – July 2004: Consecutive assignments in the area of Strategic  
WFP Planning, Results-Based Management and Systems Development in the Country Director's Office
- Angola** March 2004: Adviser in a support mission to WFP Angola with a view to  
WFP Rome strengthen programming of food assistance in the context of HIV/AIDS
- Mozambique** March / April 2003 and November 2003: Formulation of a Thematic  
Ibis Mozambique Programme Document on Community Participation in Development (2003-  
(Danish NGO) 2006); supported Ibis in preparing a project document on promoting the establishment of two community radios in Niassa province.
- Mozambique** February – March 2002: Preparation of Activity Documents and Operational  
WFP Contracts needed for the implementation of the Country Programme
- Mozambique** September – November 2001: Formulation of a UN Integrated Framework  
UNAIDS on HIV/AIDS in Mozambique 2002-2006
- Mozambique** January – July 2001: Elaboration of the Country Programme 2002 – 2006.  
WFP Represented WFP in several UNDAF working groups.
- Mozambique** August – September 2000: Review of UNDP's Country Co-operation  
UNDP Framework 1998 – 2001
- Mozambique** March – April 2000: Elaboration of a project document for the second  
UNDP phase of support the Police of the Republic of Mozambique
- Mozambique** July – November 1999: Review of the first UN Development Assistance  
UNDAF Framework cycle (UNDAF) within the area of Basic Social Services
- Mozambique** May 1999 – May 2000: Facilitator for a one-year Strategic Planning

Danida Exercise for the Ministry of Justice, Mozambique

## APRIL 1994 - SEPTEMBER 1998

- Company:** County of Bornholm, Denmark  
International Department
- Position:** Manager and Chief Adviser, Public Administration and Regional Development Unit (PARDU), a project and advisory service of the county for partners from Baltic Sea countries
- Description:** Management of the unit. Project development, formulation and implementation, institutional advice, training needs identification and development of training courses and material. Fund raising. Organisation, practical preparation and implementation of training courses. Evaluation, reporting and budget responsibility.
- Specific project assignments included:**
- Estonia** August – December 1998  
Ministry of Interior Legal adviser in a project focusing on promoting inter-municipal co-operation. Activities included review of legal and administrative framework for such co-operation, recommendations for improvements, and contributions to a “best practice manual”.
- Latvia** February 1997 - July 1998  
Dobele County Council Manager and main adviser on a project establishing a local information and training centre. Development and implementation of training-of-trainers courses in Logical Framework and project development, training methodologies, time management and managing meetings.
- Russia** April – September 1997  
City of Krasnodar Adviser to the city’s Board on Science, Education and Youth Affairs regarding reform of the municipal school system (goals, content, financing).
- Latvia** February 1997 - March 1998  
MEPRD Member of national working group under the Ministry of Environmental Protection and Regional Development in charge of developing guidelines for elaboration of regional development strategies by local governments.
- Lithuania** April 1996 – May 1998  
Ministry of Health Developed and functioned as project manager in the implementation of a 2-year project on the Training of Allied Health Personnel, including the development of a national strategy for the primary health sector.
- Estonia** December 1996 - May 1998  
Ministry of Welfare Process facilitation for the development of local strategies for the development of the social services in county and municipalities in Voru.
- Latvia** October 1996 – February 1997  
LGTC Training Needs Assessment Development for the *Local Government Training Centre* for a course on rights and duties of local politicians.
- Latvia** January 1996 – February 1997  
Dobele county Development and management of a one-year project, assisting the county and municipalities of Dobele to elaborate a regional development strategy.
- Latvia** September 1995 - January 1996  
LSPA Development for the *Latvian School of Public Administration* of several training courses in the area of Daily Working Tools in public administration

## APRIL 1992 - MARCH 1994

**Company:** DanEduc Consulting A/S, Roskilde, Denmark  
**Position:** Consultant and deputy-manager of the Environment Department  
**Description:** Legal and training consultant in the environment department of the company, specialising in Human Resources and Institutional Development.

### Assignments included:

- Burkina Faso** Legal adviser on a six-week formulation mission for a project on “Natural Province of resources management and human resources development” in the province.  
Boulgou The task consisted in an analysis of the conflicting rules of the traditional West-African system of land-use (kept alive by the villages’ *chefs de terres*) and the modern system of land ownership administered by the state, and at formulating a project approach that would help to reconcile this conflict and diminish the land insecurity resulting from it.
- Sierra Leone** Legal adviser within an Institutional Development Consultancy aiming at National Power the decentralisation of the power sector in Sierra Leone and at the Authority privatisation of Bo Power Plant
- Denmark, India** Preparation and implementation of workshops (in Denmark and India) on Danida Sustainable Development and the Project Cycle. Development of extensive case-material on projects in all stages of the project cycle.
- Bangladesh** Development of training material for an “Environmental Management Ministry of Training Project” in Bangladesh (Asian Development Bank).  
Environment

## APRIL 1990 - MARCH 1992

**Company:** International Labour Office, Geneva, Switzerland

**Position:** April 1991-March 1992:  
Research Officer, Employment and Technology Branch,  
Research on legal instruments and their potential to reconcile economic, environmental and employment concerns.

April 1990 - March 1991:  
Assistant to the Assistant Director General / Director for Technical Co-operation

## 11. PUBLICATIONS:

- P. Haag, J.A. Doeleman, “Global Cooperation and Global Warming: Towards a Second Climate Treaty for the 21st Century” in: David Feldman (ed.) “Global Climate Change and Public Policy”, Policy Studies Organisation, Nelson-Hall, Chicago, 1994.
- P. Haag, “Strategy from below - assistance and advice from above: A description of the Dobelev Regional Development Project”, published in Latvian language in: LOGS (Regular publication of the Union of Local Self-Governments, Latvia), No 5 (May) 1996 (13).
- P. Haag, “Guidelines for the Elaboration of Development Strategies as an operational tool for local authorities”, published in Latvian Language in: LOGS (Regular publication of the Union of Local Self-Governments, Latvia), No 5 (May) 1998 (15).