

# CURRICULUM VITAE

1. **Family name:** Gehrig
2. **First names:** Waltraud Ursula
3. **Date of birth:** 09.05.1969
4. **Nationality:** German
5. **Civil status:** Single
6. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
University of Mannheim October 1988 - April 1996	Magister Artium in Media and Communication Sciences, Eastern Slavic and German Studies

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

Language	Reading	Speaking	Writing
German	1	1	1
Russian	1	1	1
English	1	1	1
Bosnian/Croatian/Serbian	3	4	5
French	4	4	5
Georgian	4	5	5
Polish	4	5	5

8. **Membership of professional bodies:**

- Member of Absolventum (Alumniorganisation of the University of Mannheim, Germany)

9. **Other skills:**

- Advanced Safety & Security Course (HEAT+) (Centre for Safety & Development NL)
- The smartphone-Reporter (FES, Journalist Academy, July 2021)
- On-air moderation (FES, Journalist Academy, July 2021)
- Datajournalism (FES, Journalist Academy, May 2021)
- Facts or fake? How to verify information (FES, Journalist Academy, February 2021)
- Productivity tools for journalists (FES, Journalist Academy, October 2020)
- New development in social media (FES, Journalist Academy, February 2020)
- Social Media Manager (Akademie deutscher Medien - Munich, Germany-2017)
- Professional editing (Akademie deutscher Medien - Munich, Germany-2017)
- Mobile Reporting Course (Akademie für Publizistik, Hamburg, Germany-2017)
- Blogging for Journalists (Akademie für Publizistik, Hamburg, Germany-2017)
- Multimedia Storytelling (Friedrich Ebert Foundation (FES), Journalist Academy-2017)
- Management skills on executive management level (incl. business administration)
- Computer literate in standard software applications
- Wordpress CMS
- Up-to-date with digital tools, different learning platforms

10. **Present position:** Senior Expert in Communication and Stakeholder Management

11. **Key qualifications:**

- ⇒ Conducting, organising and moderating online-events for different communication topics
- ⇒ Organisation of online-events on various scales in an international / intercultural environment
- ⇒ Strong skills in information management, qualitative market research, sociological research
- ⇒ Writing and implementing communication strategies and awareness campaigns
- ⇒ Web- and Social Media Management
- ⇒ Visibility expertise of different donor organisations (EU, EBRD, ADB, GIZ etc.)
- ⇒ Strong experience in awareness campaigns related to environmental topics, energy efficiency and renewable energy, water management, regulation and TVET
- ⇒ Experienced in institutional capacity building, monitoring and evaluation
- ⇒ More than 30 years working experience in Eastern European countries
- ⇒ Since 2007 expertise in Arabic countries and the Balkan on executive level in private sector and donor projects, excellent knowledge of local business habits and cultural environment in countries of expertise
- ⇒ Setting up and managing offices, projects and companies under challenging conditions

## 12. Professional experience

Date from – Date to	Location	Company	Position	Description
12/21-todate	Germany / Azerbaijan	Expertise Advisors (F)	Senior Communication Expert	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Support for further improvement of energy efficiency in Azerbaijan</li> <li>• Writing a communication and visibility plan for the project</li> <li>• Preparing visibility material on energy efficiency for stakeholders</li> <li>• Support to all project components in terms of visibility, communication and awareness raising</li> </ul>
12/21-todate	Germany / Albanien	GFA (SRB)	Senior Communication Expert	<ul style="list-style-type: none"> <li>• <u>SECO-Project</u>: Smart Energy Municipalities Project (SEMP)</li> <li>• Writing a communication and visibility plan for the project</li> <li>• Preparing visibility material on energy efficiency</li> <li>• Implementation of awareness campaigns</li> </ul>
11/21-to date	Germany / Georgia	GOPA Intec (D)	Senior Communication and Stakeholder Expert (Framework-contract – ST, upon request)	<ul style="list-style-type: none"> <li>• <u>EU/KfW-Project</u>: Support of the Georgian Energy Sector Reform Programme</li> <li>• Writing a communication and visibility plan for the project</li> <li>• Supporting Ministry of Economy and Sustainable Development of Georgia (MoESD) in terms of communication related issues</li> <li>• Elaboration of a stakeholder communication plan</li> <li>• Event organisation and conduction</li> </ul>
03/21-to date	Germany / Somalia	IB - Internationaler Bund (D)	Coordinator Awareness Raising and Stakeholder Management (Mid-Term)	<ul style="list-style-type: none"> <li>• <u>GIZ-Project</u>: Rehabilitation of Technical Vocational Education (R-TVET) Somalia</li> <li>• Conducting and supervising awareness activities</li> <li>• Setting up and conduction of a baseline study on perception and attitudes regarding T-VET in Somalia</li> <li>• Capacity Building in the field of communication for the Ministry of Education in Somalia and other stakeholders</li> </ul>
09/19-04/20	Germany / Egypt	IB - Internationaler Bund (D)	Senior Communication Expert and Business Consultant (Short-Term)	<ul style="list-style-type: none"> <li>• <u>GIZ-Project</u>: Preparation and Conduction of various trainings for the “Enhancement of the Egyptian Dual System” (EEDS) addressed to the managers and staff of the RUDS (Regional Units Dual System)</li> <li>• The training contains capacity building in monitoring &amp; evaluation techniques, health and safety standards, quality management, business plan development, students’ affairs management, marketing and income generation strategies and techniques</li> </ul>
11/18-12/19	Germany/ Azerbaijan	DNVGL (D)	Senior Communication and Stakeholder – Key Expert (Mid-Term)	<ul style="list-style-type: none"> <li>• <u>EBRD-Project</u>: Support for the functioning of the newly established Energy Regulatory Agency in the Republic of Azerbaijan (AERA)</li> <li>• Elaborating of existing procedures (formalised and non-formalised) for stakeholder consultation of AERA in the energy sector in Azerbaijan and establishing an approach for stakeholder management</li> <li>• Communication consultancy regarding internal and external communication to AERA (Web-management, introducing communication procedures, content management &amp; capacity building);</li> </ul>
04/18-11/18	Germany/ Armenia, Azerbaijan, Belarus	EU4 Energy (B)	Senior Communication and Stakeholder Expert – Team Leader (Mid-Term)	<ul style="list-style-type: none"> <li>• <u>EU4-Energy</u>: Developing a ‘Code of good practice for stakeholder consultation and inter-ministerial coordination’ (on behalf of the development of EE legislation)</li> <li>• Elaborating on existing procedures (formalised and non-formalised) for stakeholder consultation in the energy sector in all three countries (Stakeholder mapping)</li> <li>• Writing three GAP-Analyses on existing consultation processes and EU-best practise</li> </ul>

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				<ul style="list-style-type: none"> <li>examples</li> <li>Writing 'Code of good practice for stakeholder consultation and inter-ministerial coordination' for each country;</li> </ul>
Starting 04/18	Germany	Own company: <a href="http://www.pflegenetzwerke.de">www.pflegenetzwerke.de</a>	Managing Partner resp. for Marketing and Communication	<ul style="list-style-type: none"> <li>Professional Network for companies in the medical and care sector</li> <li>Responsible for the design, content management and placement on companies' website</li> <li>Responsible for content management and placement at LinkedIn and Twitter</li> <li>Organisation and conduction on online-events and online-trainings for network partners</li> <li>Responsible for event management (various professional events and a forum for caring relatives on large scale (appr. 750 visitors in Oct. 2019). Responsible for the marketing, communication around the event, organising expert speakers etc.</li> </ul>
Started 09/17 – ongoing with ad-hoc expertise provision	Germany/ Kosovo	CPCS (CAN	Senior Communication and Marketing Expert (Mid-Term)	<ul style="list-style-type: none"> <li>Millenium Challenge Corp.: Reliable Energy Landscape Project Consultancy Services</li> <li>Support to communication related topics of the project</li> <li>Planning communication behaviour change regarding energy usage</li> <li>Special focus on supporting employment of women and socially with regard to the topic of energy efficiency;</li> </ul>
07/17-to 09/17	Western Balkan	EPTISA (E) (managed by EPTISA Serbia)	Senior Communication and Marketing Expert (Key Expert)	<ul style="list-style-type: none"> <li>EBRD: Western Balkan Green Economy Financing Facility</li> <li>Setting up a marketing strategy for the region (BiH, Macedonia, Montenegro, Serbia, Kosovo and Albania), marketing plans for each country and action plans for each PFI;</li> </ul>
03/2017-11/2019	Azerbaijan	KEMA-Consulting (later DNVGL)	Senior Communication Expert (Mid-Term)	<ul style="list-style-type: none"> <li>ADB: Preparing a Power Sector Financial Recovery Plan</li> <li>Communication and stakeholder management consultancy</li> <li>Writing a communication strategy for the energy sector and support its implementation</li> <li>Organisation of journalist training and preparation of promotional material;</li> </ul>
07/16	Belarus	MVV decon (D)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>EBRD: Municipal and Environmental infrastructure (MEI) Framework Facility (Belarus)</li> <li>Communication and stakeholder management consultancy to municipal water distribution companies for their Corporate Development Plan, Water reform in Belarus</li> </ul>
05/15 – 06/15	Cairo, Egypt	ADETEF (F)	Senior Communication Expert (Short-Term):	<ul style="list-style-type: none"> <li>EU-Project: TA to support the reform of the Energy Sector (Arab Republic of Egypt)</li> <li>Communication consultancy to the newly to be established Gas Regulatory Board in Egypt: Communication Strategy, Capacity Building in different communication areas</li> </ul>
Since 2013	Germany	Self-employed	Senior Expert in Communication and Intercultural Management	<ul style="list-style-type: none"> <li>(Intercultural) Communication training and workshops delivered custom-tailored to a wide range of clients</li> <li>University Lecturer at the University of Applied Sciences in Darmstadt and Karlsruhe and University of Mannheim in Intercultural Management &amp; Communication and International Project Management for students in IT-sector and technology</li> </ul>
10/13-04/14	Cairo, Egypt	ADETEF (F)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>EU-Project: TA to support the reform of the Energy Sector (Arab Republic of Egypt)</li> <li>Communication measures within the Energy Efficiency Strategy and the Energy Efficiency Road Maps in the two selected sectors</li> <li>Writing Communication Strategy, Action Plan &amp; Practical Communication Guidelines</li> <li>Providing training on communication to Ministry Employees</li> </ul>

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09/13-10/13	Kiev, UA and home-base	NTU (DK)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: TRACECA Maritime Safety &amp; Security II</li> <li>• Writing Communication Strategy, Action Plan and Practical Communication Guidelines for the project with attention to project stakeholders</li> </ul>
02/13, 06/13, 08/13	MEA region (Head offices in Egypt and Morocco)	MVV decon (D)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: PWMSP – Paving the Way for the Mediterranean Solar Plan</li> <li>• Revision of the existing communication plan, organization, and support to communication activities in the nine participating countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, occupied Palestinian Territory, Syria and Tunisia)</li> <li>• Providing communication training to project experts</li> </ul>
11/10 - 11/2012	Bosnia & Herzegovina	EPTISA (E) (managed by EPTISA Serbia)	Interim Team-Leader until new TL with technical background has arrived; since 07/11 Deputy Team-Leader and Key Expert (Long-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Support to BiH to meet the requirements of the Energy Community Treaty with special focus on Energy Efficiency and Renewable Energy</li> <li>• Conducting a baseline study on EE related behaviour and impact</li> <li>• Writing and implementing a public awareness campaign for the project with focus on promoting Energy Efficiency (Target groups: Entity ministries, media, municipalities, general public, entrepreneurs etc.)</li> <li>• Writing a national communication strategy on energy efficiency with stakeholder management</li> <li>• Providing training to municipality stakeholders in communication topics</li> <li>• Organising and conducting a study tour with 23 municipal representatives to four German cities to demonstrate different levels of EE in municipalities</li> <li>• Cooperating with Covenant of Mayors in Banja Luka</li> <li>• Crisis project management and administrative Project Management</li> </ul>
09/10	Middle East	Metrinomics GmbH (D)	Senior Communication and Research Expert (Short-term)	<ul style="list-style-type: none"> <li>• Conduction of executive level interviewing in the framework of a business evolution study organized and conducted by a large Telco supplier through the German market research company GfK</li> <li>• Strategic research on executive level in the mobile telecom business</li> </ul>
02/10 & 4/10 & 06/10	Tbilisi, Georgia	CBI (NL)	Instit. Capacity Building Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>CBI-project</u>: Elaborating a Value Chain Analysis for the Georgian Wine Sector</li> <li>• Support in Institutional Capacity Building to the Georgian Wine Sector</li> </ul>
09/09 – 11/09	Moldova, Chisinau	Fichtner (D);	Senior Marketing Expert (Mid-term)	<ul style="list-style-type: none"> <li>• <u>EBRD</u>: Setting up and implementing a marketing strategy for the ' Moldovan Sustainable Energy Efficiency Fund' (EBRD) with focus on EE and RES</li> <li>• Adapting marketing strategy to the given situation</li> </ul>
06/08, 08/08, 10/08	Jordan	IPA Consulting (UK)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Setting up a communication strategy for the future water regulatory body to promote its set up and TA for Support to the Implementation of the Water Services Management Program – "Al Meyyah"</li> <li>• Providing communication training to civil servants of the Ministry of Water</li> <li>• Analysing the media situation in the Middle East; Understanding the level of media freedom in Jordan by interviewing several editors-in-chief of different media outlets;</li> </ul>
Spring 2006 – spring 2010	Middle East, Turkey, CIS countries	Metrinomics GmbH (D)	Senior Communication and Research Expert (Mid-Term)	<ul style="list-style-type: none"> <li>• Regular conduction of executive level interviewing in the framework of a customer satisfaction study organized and conducted by a large Telco supplier through Metrinomics mainly in Russia, Ukraine and Central Asian countries</li> <li>• Analysis of results and conducting workshops for improvement of customer relations</li> </ul>

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				<ul style="list-style-type: none"> <li>Strategic research on executive level in the telco business</li> </ul>
12/07 – 11/08	Romania	IPA Consulting (UK)	Senior Communication Expert (KE) – (Mid-Term)	<ul style="list-style-type: none"> <li><u>EU-Project</u>: Setting up and implementing a communication strategy and the action plan for the electricity regulatory body to promote liberalization of the Romanian electricity market with special focus on promoting energy efficiency</li> <li>Analysing Romanian media situation; organizing and conducting a workshop for journalists training them on information dissemination and management</li> </ul>
10/07-02/08	Ukraine	Diadikassia Consulting (GR)	Senior Communication Expert (TL) (Mid-Term)	<ul style="list-style-type: none"> <li><u>EU-Project</u>: Writing ToRs for the communication component of the project “Women’s and children’s rights” in Ukraine</li> <li>Focusing on a common visibility strategy for all information produced by the stakeholders of the project</li> <li>Partly giving journalists advice how to manage and information regarding sensitive issues and how to develop difficult topics in their media outlets in a political environment claiming to start democratizing process</li> </ul>
10/07	Croatia	Diadikassia Consulting (GR)	Senior Marketing Expert (Short-Term)	<ul style="list-style-type: none"> <li><u>EU-Project</u>: “Decentralization and Reorganization of Croatian Employment Service”</li> <li>Creation of modules for conducting different events for the CES across Croatia</li> <li>Revising marketing material of the CES</li> </ul>
03/06 – 05/08	Moscow, Russia	Gehrig Consulting (RF) Freelancer	Freelancer / Senior Communication Expert (Self-employed)	<ul style="list-style-type: none"> <li>Specialized in communication and cultural brokerage in marketing</li> <li>Working for private business predominantly (International and Russian companies)</li> <li>Specialized in intercultural communication, conflict management, executive coaching (Russia, Ukraine, Moldova, Belarus, Transcaucasus and Central Asia)</li> <li>Qualitative market research mainly focused on executive management level</li> <li>Analyzing the media situation in various countries)</li> </ul>
05/06 & 06/06	Serbia, Belgrade	IPA Consulting (UK)	Senior Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li><u>EBRD</u>: Support to the Serbian Energy Regulator in the framework of European Agency for Reconstruction project for the Serbian government</li> <li>Conducting a workshop for the local energy regulator to prepare its management for its first media appearance</li> </ul>
06/03 – 03/06	Moscow, Russia	GIM, (D):	Head of representative office (Employed, Long-Term)	<ul style="list-style-type: none"> <li>Organizing, conducting qualitative &amp; quantitative market research in Russia, Ukraine and other CIS countries</li> <li>Quality Management of final reporting in English and Russian</li> <li>Business development</li> </ul>
01/02 – 05/03	Moscow, Russia	No more contact details available – company is liquidated	Head of representative office (Employed, Long-Term)	<ul style="list-style-type: none"> <li>Management and coordination of CCG Communication projects in Russia</li> <li>Close co-operation with local media in Russia, organization of public awareness campaigns, design of publishing and communication activities etc.</li> </ul>
07/02-12/02	Moscow, Russia	No more contact details available – company is liquidated	Project Manager (Long-Term)	<ul style="list-style-type: none"> <li><u>EU-Project</u>: “Takis Information and Communications Project” for Russia; promoting activities of the European Union in Russia; Organizing workshops and provision of information to journalists in Russia</li> <li>Organizing a trip of European journalists to nuclear-driven-submarines in Murmansk and inform them how journalists in Russia work on sensitive issues</li> </ul>

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04/02, 06/02	Kyrgyzstan	IPA Consulting (UK)	PR Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>DFID-Project</u>: Developing the communication strategy in the framework of the “Tariff Policy Project” for the Kyrgyz government to justify the tariff increase for electricity and promote energy efficiency (mapping of the energy sector structure, needs, development etc.)</li> </ul>
10/01- 12/01	Belarus	Integration (NL)	Communication Expert (Short-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: EU-Monitoring of four Tacis media projects in Belarus. This activity includes interviewing various key players of the project to assess their performance. In-depth analysis of the current Belarusian media landscape</li> <li>• Providing training how to work on developing a standing in a non-democratic environment with the help of European and international projects</li> </ul>
10/01-06/02	Georgia	ISA Service (GE):	Communication Consultant (Mid-Term)	<ul style="list-style-type: none"> <li>• Setting up an internal communication system, establishing Western standards</li> <li>• Developing HR system for approximately 50 employees</li> <li>• Providing training on communication, public relations, marketing etc. training to the upper management</li> </ul>
04/00 – 06/01	Tbilisi, Georgia	GT Mobile	CEO	<ul style="list-style-type: none"> <li>• Identification of business opportunities and setting up a company in Georgia in the telecom sector as a General Manager (incl. hiring 60 employees, team building etc.)</li> <li>• Management of local stakeholders in the Georgian Telcosector</li> <li>• Building technical infrastructure, introducing a crisis communication system, development of promotion plan and dealing with governmental organizations</li> <li>• Working on telecom legislation in co-operation with Georgian parliament to ensure equal competition. Development of required marketing activities</li> </ul>
12/99-03/00	Baku, Azerbaijan	BMB Arcadis (NL)	Project Manager (Mid-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Day-to-day management at the Tacis Coordination Unit. Preparations of PR-events, press conferences and kick-off meetings. Interacting with donor-organizations, local government and parliament, and diplomatic representations of the European Community in Azerbaijan (Stakeholder management)</li> <li>• Special focus on energy policy in Azerbaijan and the region in general</li> </ul>
09/98-11/99	Central Asia	HUKS (FIN)	Communication Expert & Regional Coordinator (LT)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Continuation of the below mentioned project in a different geographical region (Central Asia instead of the Southern Caucasus)</li> </ul>
02/97-07/98	Azerbaijan, Georgia, Armenia	HUKS (FIN)	Communication Manager & Regional Coordinator (Long-Term)	<ul style="list-style-type: none"> <li>• <u>EU-Project</u>: Regional Coordinator of the Southern Caucasian Region of the “Tacis Environmental Awareness Raising Program“, based in Tbilisi, Georgia</li> <li>• Creation of infrastructure, responsible for the set up and management of the offices in all three Transcaucasian countries such as Georgia, Armenia and Azerbaijan</li> <li>• Initiating and organizing the first Open Parliamentarian Meeting in the Azeri parliament on questions of Energy Efficiency and Renewable Energy legislation with participation local ministers, speaker of parliament and European MoPs</li> <li>• Working with local parliaments, NGOs and mass media. Fully responsible for all regional activities of the project. Organization of media events, environment week, parliament meetings, seminars, public awareness events, video libraries</li> <li>• Conducting workshops for journalists from the Caucasus</li> <li>• Management of all project stakeholders in the Transcaucasian Republics</li> <li>• Support to local media with focus on copyrights. Teaching media how do develop themselves and their media outlets in a non-democratic environment</li> </ul>

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05/96 to 02/97	Belarus, Russia, Ukraine	European Institute of Media (D) Company is liquidated	Media and Communication Manager (employed)	<ul style="list-style-type: none"> <li>• Analysis of existing communication strategies and published material of Belarus, Russia and Ukraine and setting up of new communication strategy in order to deal with the aftermaths of the Chernobyl accident</li> </ul>