

***SUMMARY:** Dynamic leader in knowledge, innovation and sustainable development partnerships with over 20 years of international experience with progressive responsibilities in global development finance and capacity building, management consulting and network mobilization. Focus on topics related to sustainability (water resources management, climate change, energy efficiency, renewables, extractives) in public and private sector contexts.*

## **PROFESSIONAL EXPERIENCE**

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**CreativeShifts.org, Senior Advisor.** Senior-level advisory with international organizations, multi-stakeholder platforms, businesses, and government agencies on innovative approaches to cooperation, lateral thinking, and results orientation.

1/2022 – today

**World Bank, Global Water Department, Senior Manager/Partnerships & Results.**

7/2020 – 12/2021

At the World Bank's Global Water Department, Monika advises the director on global positioning and outreach at the water/climate interface and supports a number of cutting-edge partnership initiatives, including platforms for promoting the improvement of service delivery by investing in leadership of front-line staff and data and digitalization efforts in the space of water service delivery.

**Global Water Partnership, Executive Secretary and CEO.**

4/2018 – 6/2020

The Global Water Partnership (GWP) is a global action network and inter-governmental organization, based in Stockholm, Sweden, working towards a water secure world by advancing governance and management of water resources for sustainable development. With over 3,000 partner organizations in 180+ countries, organized through 80+ Country Water Partnerships, the organization has unparalleled reach and convening abilities. As Executive Secretary, Monika delivered a turn-around effort during her tenure, leading the network in the adoption of a new and ambitious strategy, putting funding and support on new and stable footing, and launching a new and integrated program to revitalize GWP's regional and local networks through knowledge and learning initiatives. Reporting to the Chair of the Steering Committee.

**Sustainable Energy for All (SEforALL), Chief Operations Officer.**

4/2016 – 12/2017

SEforALL is a UN initiated independent partnership platform operating globally out of Vienna, Austria, bringing together governments, the private sector and civil society around the ambition to advance actions towards providing clean, affordable energy for all. As SEforALL's Chief Operations Officer, Monika supported strategy development, governance, business development and fund raising, business planning, HR, organization, risk and controls management, monitoring and evaluation as well as day-to-day operations. Reporting to the CEO.

**World Bank, Independent Evaluation Group, Chief Knowledge Officer.**

4/2014 – 3/2016

As Chief Knowledge Officer, Monika spearheaded efforts to turn insights from IEG evaluations into deeper World Bank Group impact and effectiveness. As part of the senior IEG leadership team, Monika worked to ensure the strategic and cost-effective operational implementation of IEG's work program, budget and staffing. Chairing the Center for Learning in Evaluation (CLEAR) Network Council, she successfully designed and led a broad change effort to re-focus the partnership on a new set of goals. She successfully initiated a strategic re-orientation for the IEG supported International Program for Development Evaluation and Training (IPDET), the globally largest training program for development evaluation. Reporting to the World Bank Group's Director General for Independent Evaluation.

**World Bank, Sustainable Development Network (SDN), Director Knowledge\*Learning\*Results.**

9/2012 – 03/2014

Developed strategy, drove deployment of key performance indicators, and promoted organizational and process change for the World Bank's Vice President Sustainable Development, covering about 1500 staff and \$20bn of lending. Developed and introduced innovative and more effective formats for staff to learn and share knowledge ("Knowlympics"/February 2013; "Connect\*Collect\*Collaborate Forum"/February 2014), promoting participatory peer-to-peer engagement methodologies (e.g. Master Classes, Story Telling, Wiki Writing, etc). Reporting to the World Bank's Vice President, Sustainable Development.

**International Finance Corporation (IFC), Global Business Line Leader, Sustainable Business Adv.**

9/2007-9/2012

Built and led IFC's consulting services dedicated to creating competitive advantage for client firms out of environmental or social sustainability performance. Initiated and oversaw turn-around in the quality and impact of the entire sustainability advisory related portfolio by introducing systematic reviews of results frameworks and including logframe competencies across the department's staff. Successfully designed, led and implemented a broad organizational renewal. Created new \$50 million Facility for Sustainable Business financing, and successfully fundraised negotiated first replenishment with donors and trustees. Directly and indirectly responsible for 250+

consultants working in 50+ locations across various fields of Sustainable Business Advisory, with an annual budget of \$20 million+. Reporting to the IFC's Vice President, Advisory Services.

**International Finance Corporation (IFC), Manager, Sustainability Business Innovator Division.** 9/2007-6/2010  
Created new consulting service offerings built around environmental and social sustainability achievements (sustainable energy, resource efficiency, labor standards, biodiversity, women in business, etc). Created innovative financing mechanisms, including setting up the concessional finance stream for IFC's investments in climate change which by now has grown to a \$700m fund. Negotiated the private sector window in the Clean Technology Funds, now nearly 40% of a total of \$5bn. Oversaw some 40+ staff with an annual budget of \$10m+. Reporting to IFC's Director Environmental and Social Sustainability.

**World Bank Institute (WBI), Manager, Global Distance Learning & Multimedia Division.** 2002-2007  
Built up a global network of learning centers, from initially 15+ to over 100 partners, with common service offerings for learning providers needing to reach multi-point audiences. Introduced innovative learning platforms built around open-source models and social media. Set up and managed the Institute's Multimedia Center, providing services to 200+ WBI training and consulting teams, including instructional design, e-learning, film production, graphic design and other systems support. Oversaw 35+ staff with an annual budget of \$6m+. Reporting to the Vice President, WBI.

**International Finance Corporation (IFC), Mining Department, Senior Economist.** 2000-2002  
Strategy development and thought leadership for the IFC's and World Bank's Mining Department. Spearheaded a new research and publications agenda (Poverty Reduction Sourcebook/Mining; Series on Mining and Development). Co-designed the World Bank Group's Extractives Industry Review, a two-year multi-stakeholder consultation effort that resulted in a change and shift of business direction towards more sustainable and transparent investments. Reporting to the Director, Mining Department.

**The World Bank, Corporate Strategy Group, Team Leader.** 1999-2000  
Designed and implemented the World Bank's first "Development Marketplace" – an instrument for innovation management, identifying and streamlining innovative initiatives and concepts in development. Led a team of 5+ colleagues with a budget of \$1m+. Reporting to the Manager, Strategy Division.

**The Boston Consulting Group, Sr. Consultant.** 1997-1999  
Management consultant with a focus on strategic renewal and re-organization in particular in the energy sector (coal/gas/district heating/efficiency/measurements). Activities included strategic analyses of markets and competitors, business process re-engineering, subsidiary capacity assessment, the development of key performance indicators, as well as team coaching and support during implementation of recommendations.

**The World Bank, Eastern Europe Department, Municipal and Social Services Division, Economist.** 1994-1997  
Designed and supervised energy efficiency and urban development projects in Eastern Europe. Team leadership and project design, economic and financial analysis, monitoring and reporting and quality assurance in the supervision of consultants and the cooperation with a variety of partners. Reporting to the Manager, Urban Division.

**Fuldaer Zeitung, Journalist.** 1984-1985  
Reporting for local newspaper with a focus on urban development and community affairs.

## **BOARD ROLES & OTHER ASSIGNMENTS**

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**Austrian Development Bank, Member of the Supervisory Board.** 6/2016 – present  
OeEB, the Development Bank of Austria, finances investments of private companies in developing countries and emerging markets, providing loans and capital and working to enhance the developmental effectiveness of projects.

**Climate Knowledge and Innovation Communities (Climate KIC), Supervisory Board.** 6/2016 – 05/2021  
Climate KIC is Europe's largest public private partnership supporting innovation across the research triangle of research, industry and start up enterprises, comprising a commercial organization, an association and a foundation. Served as the chair of the Climate KIC organization's Supervisory Board between June 2016 and May 2021, and is serving on the ClimateKIC Foundation's Supervisory Board. [www.climate-kic.org](http://www.climate-kic.org)

## **EDUCATION**

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**Corporate Governance Diploma** - Corporate Governance for Non-Executive Directors (Financial Times/Pearson International) **2017**

<b>PhD Business Economics (Dr. rer. pol., magna cum laude), Trier University, Germany.</b> Thesis: "Labor Markets, Wage Setting, and Multinational Corporations".	<b>1991-1994</b>
<b>Diploma, School of Advanced International Studies (SAIS), Johns Hopkins University, Italy.</b> Study of International Relations at the SAIS Bologna Campus. (GPA: A-)	<b>1990-1991</b>
<b>MSc (economics), Warwick University, United Kingdom.</b> Thesis: "Growth and Inequality in Developing Countries". Studies of development economics and game theory.	<b>1989-1990</b>
<b>Vordiplom (economics) University of Bonn, Germany.</b> Studies of economics, history, and political science.	<b>1986-1988</b>

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## **PUBLICATIONS**

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Speeches on water resources management (2018 – present), energy (2016-2018), knowledge and sustainability (2012-today), sustainability management for firms (2007-2012) and on innovation in learning and capacity building (2002-2007 and 2012-present). Variety of research papers and other publications in the areas of Mining and Development and Labor Markets/Multinational Companies in books and journals, including:

Weber-Fahr, M. 2002: **Treasure or Trouble: Mining in Developing Countries.** *Mining and Development.* World Bank Mining Department. The World Bank.

Weber-Fahr, M., Andrews c., Maraboli L, Strongman John E. 2002: **An Asset for Competitiveness: Sound Environmental Management in Mining Countries.** *Mining and Development,* World Bank Mining Department. The World Bank.

Christopher G. Sheldon, John E. Strongman, and Monika Weber-Fahr, (2002) **It's Not over When It's Over: Mine Closure around the World,** in *Mining and Development,* World Bank Mining Department. The World Bank.

Weber-Fahr, M., Strongman, J.E., Kunanayagam, R., McMahon, G. and Sheldon, C. 2002. **Chapter 25: Mining,** in Klugman J: *Sourcebook for Poverty Reduction.*