

## Curriculum Vitae



Name: Kerstin Linne  
 Date of Birth: 10<sup>th</sup> April 1982  
 Based in: Bremen / Germany  
 Place of Birth: Nuremberg / Germany  
 Nationality: German

### Professional Experience

<p>Since 10/2011</p>	<p>Freelance consultant with a focus on agricultural sustainability standards, public-private collaboration, climate change adaptation and mitigation in tropical agriculture, organizational development as well as on evaluation in development cooperation:</p> <ul style="list-style-type: none"> <li>▪ Organizational development/ change processes</li> <li>▪ Monitoring and Evaluation (baseline, mid-term, final and ex-post evaluations, M+E systems)</li> <li>▪ Climate change: Development and implementation of trainings and didactic material, climate vulnerability assessments, risk profiles, stakeholder workshops</li> <li>▪ Support around public-private collaboration (proposal development and project implementation and backstopping)</li> <li>▪ Project design and backstopping; strategy design</li> <li>▪ Support around sustainability standards (standard reviews, development, cooperation, comparison, benchmarks)</li> <li>▪ Event organization and facilitation</li> </ul>
<p>03/2010 – 09/2011</p>	<p>Part-time (60%) Project Manager in the Competence Centre "Agricultural Trade, Agricultural Economy, Standards" at the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ, former GTZ: German Technical Cooperation) for Public-Private Partnerships on climate change (adaptation and mitigation) and tropical agriculture; partially linked to sustainability standards systems; focus regions: Kenya, Mexico, Nicaragua, Peru</p> <p>Part-time freelance consultant on climate change in tropical agriculture and working in a family business trading granulates</p>
<p>10/2008 – 03/2010</p>	<p>Project Manager in the Program "Social and Environmental Standards" of GTZ on sustainability standards and climate change challenges in tropical agriculture (adaptation and mitigation) with a focus on designing and implementing related Public-Private Partnerships</p>
<p>01/2008 – 10/2008</p>	<p>Junior Professional at GTZ in the Public-Private Partnership "Adaptation for Smallholders to Climate Change" with Cafédirect plc (British Fairtrading company) in coffee and tea production (incl. the development of the participatory Risk and Opportunity Analysis (ROA) for smallholders and a carbon afforestation / reforestation project)</p>

## Received Trainings

2019	Training on the participatory climate risk analysis tool PACDR by Bread for the World
2018 - 2019	Organizational Development (como Consult); <i>certificate obtained 09/2019</i>
2017	Building the foundations of a robust M+E system (ISEAL Alliance)
2014	Evaluation in Development Cooperation (FEEZ), CEval GmbH and AGEK Consultants eG; <i>certificate obtained 12/2014</i>
2012	Institutional Quality in Climate Protection (GfRS & AGRA-teg)
2008 - 2011 (GTZ/GIZ trainings)	Introduction to GTZ, Facilitation of workshops and events, GTZ applications and clients, Political Consulting, Capacity WORKS, Workshop Facilitation, Harvard Negotiation Technique - Familiarity with GIZ's Value Link 2.0 -

## Academic Education

09/2002 - 07/2007	International Studies of Global Management, Bremen / Germany: Diploma ( <i>former German equivalent to MBA</i> )
<i>Focus areas</i>	Business Administration, economics, intercultural management, languages

## Experience Abroad

Since 01/2008	Frequent business trips between 1 and 5 weeks to coffee and tea growing regions in Africa (e.g., Kenya, Uganda, Tanzania, Ghana), Asia (e.g., Vietnam, Cambodia, Myanmar, India) and Latin America (e.g., Mexico, Costa Rica, Honduras, Brazil)
01/2015 - 02/2015	Time spent with Mexican smallholder coffee cooperatives during their harvest and post-harvest activities
04/2007 - 07/2007	Trip around the world: United Arab Emirates, Mexico, Australia, Thailand
07/2004 - 09/2005	Study year abroad as a DAAD scholar in Villahermosa, Tabasco, Mexico: 6 months of study at the Universidad OLMECA + 5 months internship at the Hilton Villahermosa & Conference Center
06/2001 - 06/2002	Trip around the world: South East Africa (South Africa, Swaziland, Mozambique, Zimbabwe), Australia, Central America (including 5 months internship at the Hotel Las Palapas in Playa del Carmen, Mexico)
07/1998- 01/1999	7 months abroad in year 11: FRIENDS' SCHOOL, Tasmania, Australia

## Other Skills

Languages	<i>German:</i> native <i>English:</i> excellent written and oral <i>Spanish:</i> excellent written and oral <i>Portuguese:</i> basic
IT skills	MS Windows, MS Office, Mac OS X
Interests	Handball, yoga, languages, literature, exploring different cultures

## Exemplary consultancies

09/2021 – 05/2022	Team lead in the mid-term review of a project between Kennemer Foods International and GIZ on “Improving smallholder livelihoods through inclusive business models” in the cocoa sector in the Philippines (GIZ)
09/2021 – 03/2022	Supporting the setting up and early implementation of a Strategic Alliance between GIZ and 7 multinational companies on sustainable coconut (oil) production via a landscape approach in the Philippines (GIZ)
09/2021 – 03/2022	Mid-term review of the Coffee Public-Private Task Force under the International Coffee Council
06-11/2021	Team lead in the evaluation of the National Support Project “Thai Rice Nationally Appropriate Mitigation Actions” (NAMA Facility)
03-12/2021	Supporting the Bavarian Milk Industry (BMI) in developing a sustainability strategy
10/2020 – 09/2021	Team lead in the central project evaluation of GIZ’s Forest and Climate Change Programme Indonesia (FORCLIME)
07/2020 – 06/2021	Supporting the design of a Strategic Alliance between GIZ and 7 multinational companies on sustainable coconut (oil) production via a landscape approach in the Philippines (GIZ)
06/2019 – 03/2021	Evaluator of several projects under the International Climate Initiative (IKI) on behalf of the Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU): <ul style="list-style-type: none"> <li>• REDD+ Indonesia</li> <li>• Africa EcoLabelling Mechanism</li> <li>• MRV in the SADC region</li> <li>• REDD+ and community development in Guatemala</li> <li>• REDD+ and community development in Paraguay</li> <li>• Global Forest and Landscape Restoration</li> <li>• Climate risk transfer in agriculture (Peru)</li> <li>• Global Forest and Ecosystem Rehabilitation (incl. mangroves)</li> </ul>
08 – 12/2020	Mid-term evaluation on the Strategic Alliance between GIZ and a leading agricultural commodities trader on Market-oriented Smallholder (rice) Value Chains (MSVC) in Thailand, Vietnam and Indonesia (GIZ)
05 – 09/2020	Team lead in the evaluation of the National Support Project “Low Carbon Coffee Costa Rica” (NAMA Facility)
02 - 04/2020	Supporting the adjustment of the global initiative on sustainable cotton under BMZ’s initiative “One World, No Hunger” towards a global initiative on sustainable agricultural supply chains based on voluntary sustainability standards and/ or on sustainable production zones in the sectors of cotton, coffee, cocoa, palm oil and natural rubber (GIZ)
12/2019 – 02/2020	Market study: Potential for nutmeg from West Papua in the German market on behalf of Dala Institute
04/2019 – 02/2020	Assessment of the climate change impact on and adaptation capacity of Fair-Trading actors (value chain approach; global study on behalf of GIZ with a focus in coffee (Tanzania), tea (India) and honey (Mexico))
11/2018 – 01/2019	Assessment and pre-selection of proposals for the German Entrepreneurship Award for Development (GIZ)
09/2018 – 12/2019	Team lead in the impact evaluation of Fairtrade regarding the environment, biodiversity and climate change adaptation; product focus on tea, coffee, cocoa, banana, cotton and flowers including in-depth studies with producer organizations in Africa (coffee + flower) and Latin America (cocoa + bananas); multi-stakeholder management within the Fairtrade system (for Fairtrade International)

08 – 11/2019	Supporting the German Fair Trade Network (Forum Fairer Handel) regarding internal processes and structures (organizational development)
02 – 05/2019	Supporting the development of an add-on to the global programme “Nutrition Sensitive Potato Partnership Programme” in Kenya and Uganda in the framework of the Agricultural Policy Advisory Fund (GIZ)
01 – 04/2019	Team leader in the evaluation of 240 developPPP.de measures based on their final reports (AMBERO Consulting for GIZ)
11 – 12/2018	Supporting REWE Group in developing guidelines for sustainable coffee sourcing (REWE Zentral AG)
10/2018	Supporting <i>Evangelisches Werk für Diakonie und Entwicklung e.V., Brot für die Welt</i> as coffee expert around their event “The Future of Coffee”
07 – 10/2018	Assessment of potential of the topic “Living Income” to be treated in a cross-sector multi-stakeholder initiative (INA GIZ)
05 – 11/2018	Supporting GIZ around the liberation of the German coffee tax for “sustainably produced and fairly traded” coffee
11/2017	Advising GIZ on sustainability aspects in the coffee sector regarding German policies
06 – 12 /2017	Setting up and facilitating the Collective Action Network “Climate-Smart Agriculture” of the multi-stakeholder organization Global Coffee Platform: <a href="http://www.globalcoffeeplatform.org/the-global-platform/collective-action-networks/climate-smart-agriculture">http://www.globalcoffeeplatform.org/the-global-platform/collective-action-networks/climate-smart-agriculture</a>
07 – 11/2017	Mid-term evaluation of a Strategic Alliance on living wages / incomes for tea workers and farmers in East Africa (Malawi and Rwanda) on behalf of GIZ (based on OECD-DAC criteria & Capacity WORKS)
05 - 08/2017	Carrying out a study on coffee price calculations on behalf of GIZ
03 - 08/2017	Carrying out a quantitative baseline study for a Strategic Alliance on agricultural finance, information & communication technology and agricultural production (coffee, cotton, matooke) in Uganda incl. training for enumerators, the development of real-life stories and an M+E system on behalf of GIZ
03 – 07/2017	Supporting the Sustainable Food Lab in a study on climate smart coffee in the framework of USAID’s <i>Feed the Future</i> initiative: <a href="http://www.sustainablefoodlab.org/initiatives/climate-smart-agriculture">http://www.sustainablefoodlab.org/initiatives/climate-smart-agriculture</a>
04/2016 – 03/2017	Supporting GIZ’s special initiative “One World – No Hunger”: Green Innovation Centres for the Agriculture and Food Sector regarding project development
11/2016 – 03/2017	Multi-stakeholder management and supporting GIZ in the organization of the German Entrepreneurship Award for Development: call for proposals, screening of proposals, communication with applicants, preparation of the award ceremony held by minister Gerd Müller in the framework of the German African Business Summit in Nairobi, Kenya: <a href="http://www.deutscher-unternehmerpreis.de">www.deutscher-unternehmerpreis.de</a>
12/2016 – 02/2017	Carrying out an environmental and climate assessment in the framework of GIZ’s Competitive African Rice Initiative: <a href="http://cari-project.org">http://cari-project.org</a>
02 – 04/2016	Mid-term evaluation of GIZ’s Strategic Alliance “Affordable Nutritious Foods for Women” (ANF4W) in Ghana, Bangladesh, Kenya and Tanzania (based on OECD-DAC criteria and Capacity WORKS)
08 – 10/2015	Development of a climate change adaptation manual (including water management, prevention of soil erosion, shade management, fertilization management, pest and disease management) for UTZ certified coffee farmers in Vietnam: <a href="https://utz.org/wp-content/uploads/2017/03/C3-manual.pdf">https://utz.org/wp-content/uploads/2017/03/C3-manual.pdf</a>

05 – 07/2015	Analysis of climate vulnerability of the Myanmar tea sector on behalf of GIZ
11/2014 – 03/2015	Supporting Fairtrade International in developing a programmatic approach on climate change adaptation including a suitable methodology for implementation
09 – 12/2014	Team leader including stakeholder management in the mid-term review of the Strategic Alliance “Affordable Nutritious Food for Women” including on-site data collection in Ghana on behalf of GIZ (based on OECD-DAC criteria and Capacity WORKS)
09 – 11/2014	Carrying out an evaluation on the Mexican coffee farm “Finca Irlanda” regarding social sustainability
06-10/2014	Carrying out ex-post-evaluations on several developPPP.de strategic alliances (GIZ) / strategic projects (DEG) on behalf of GIZ incl. the Strategic Alliance for Fortification of Oil and Other Staple Foods (SAFO) with on-site data collection in Indonesia (based on OECD-DAC criteria)
04 - 06/2014	Supporting the initiative for coffee&climate in setting up cooperation structures with the four big coffee standards 4C, Fairtrade International, Rainforest Alliance (SAS) and UTZ Certified: contact and partnership management, event organization and follow up: <a href="http://www.coffeeandclimate.org">www.coffeeandclimate.org</a>
04 – 04/2014	Supporting DEEP Underground Engineering in developing a project planning matrix and a short project proposal on a potential sewage system for The Gambia incl. exploring financing options
11/2013 – 03/2014	Development of the approach of the coffee&climate initiative and a corresponding Training of Trainers program (including a Monitoring and Evaluation component) with a test training in Tanzania (incl. training organization and partnership management): <a href="http://www.coffeeandclimate.org">www.coffeeandclimate.org</a>
11 – 12/2013	Supporting DEEP Underground Engineering in developing a concept note for a potential sewage system project in The Gambia
09 – 12/2013	Supporting the implementation of trials on the Green Coffee Product Category Rules by the Coffee Working Group of the Sustainable Agriculture Initiative (SAI): evaluation of the methodology - <a href="http://www.saiplatform.org/activities/alias/climate-change/coffee-pcr-project">www.saiplatform.org/activities/alias/climate-change/coffee-pcr-project</a>
06 – 12/2013	Supporting the development of the tool “Quality Check Sustainability Standards” (Siegelklarheit) on behalf of GIZ (incl. organization and facilitation of input/feedback workshops in multi-stakeholder settings with civil society, private and public sector actors): <a href="http://www.siegelklarheit.de">www.siegelklarheit.de</a>
04 – 06/2013	Project baseline development, development and implementation of a train-the-trainers program for coffee extension staff in the Dominican Republic and Haiti on the assessment of quality improvement options on behalf of the Cafédirect Producers Foundation – <a href="http://www.producersfoundation.org">www.producersfoundation.org</a>
12/2012 – 10/2013	Assessment and analysis of baseline data, supporting the development of a methodology to track adaptive capacity of subsistence farmers in Western Kenya (Homa Bay + Busia County), development and evaluation of lessons learnt within the project; one of the main issues of the project being on food security: <a href="http://www.acci.co.ke">www.acci.co.ke</a>
02 – 09/2013	Representing the four coffee standards (4C, UTZ Certified, RA / SAN and Fairtrade (on their behalf)) in the Steering Group of the initiative on Green Coffee Product Category Rules: <a href="http://www.environdec.com/en/PCR/Detail?Pcr=8539#.UxXzov0Zitp">http://www.environdec.com/en/PCR/Detail?Pcr=8539#.UxXzov0Zitp</a>

06 – 12/2013	Development of guidelines and criteria for cooperation projects in the framework of the German Food Partnership (GFP) on behalf of the Coordination Office of the GFP: <a href="http://www.germanfoodpartnership.de">www.germanfoodpartnership.de</a>
11/2012 – 04/2013	Developing didactic training and reference material on climate change adaptation (e.g., erosion control (run-off water), windbreaks) for the coffee&climate initiative: <a href="http://toolbox.coffeeandclimate.org">http://toolbox.coffeeandclimate.org</a>
11/2012 – 01/2013	Part of a team developing the strategic way forward on climate change issues for the Rainforest Alliance
08/2012 – 03/2013	Evaluation of finalized Development Partnerships and generation of short project overviews on new and running Development Partnerships (GIZ)
08/2011 – 02/2013	Developer of the MRO <sup>©lima</sup> methodology (Management of Risks and Opportunities), which enables affected communities to manage climate change risks with a focus on participatory approaches (including an M+E component): <ul style="list-style-type: none"> <li>▪ Presentation of MRO<sup>©lima</sup> at the IWCA III in Guatemala in 02/2013</li> <li>▪ 5-day-training on MRO<sup>©lima</sup> in Brazil in 10/2012 on behalf of GIZ</li> <li>▪ 3-day-introductory course to MRO<sup>©lima</sup> in Costa Rica in 08/2012</li> <li>▪ Presentation of MRO<sup>©lima</sup> to ANACAFÉ in Guatemala, 08/2012</li> </ul>
10/2011 – 01/2012	Supporting the 4C Association in developing an add-on climate module to their standard and corresponding communications material (4C Secretariat)
10/2011 – 12/2011	Climate risk assessment in the framework of the coffee&climate initiative with Brazilian coffee producers (Emden, Drishaus & Epping Consulting GmbH)
08/2010 – 06/2012	Consultant for the Adap2T project aiming at the development and implementation of adaptation strategies to climate change for small-scale tea producers in East Africa for the Cafédirect Producers' Foundation ( <a href="http://www.producersfoundation.org">www.producersfoundation.org</a> ); train-the-trainers program for tea extension staff in Kenya and Uganda

### Website + Publications

[www.greenlinne.com](http://www.greenlinne.com) → Profile of Kerstin Linne | Green Line Consulting

<https://www.oekom.de/buch/fairer-handel-9783962382155?p=1> → Environmental impacts of Fairtrade, results of an impact evaluation (published May 2020)

[www.cowork-bremen.de](http://www.cowork-bremen.de) → Own co-working space in Bremen, Germany