

Lavinia Muth
Sustainability & Ethics
39 years – based in Germany
Email: lavinia.muth@posteo.de
Web: laviniamuth.com

“With 15 years of experience in sustainability within fashion and global agriculture, I've evolved from roles focused on compliance and auditing to critically examining the sustainability narrative itself. Throughout my career advising farming communities, manufacturers, fashion brands, and retailers worldwide, I encountered the limitations and ethical blind spots often embedded in traditional "stewardship superiority." This realization led me to recognize the critical roles of social and environmental justice, driving me to question entrenched power structures and explore post-growth ideas within sustainability. Now working independently, I am dedicated to projects centered on justice and equity in diverse sectors, while also supporting decarbonization, circularity, and materiality efforts for select clients who align with these principles. My focus is shifting away from corporate-driven sustainability; I am drawn toward community-centered, alternative solutions and the wisdom that often already exists - because the solutions may be closer than we think.”

PROFESSIONAL WORK EXPERIENCE

12-2021 / today	Speaker/Consultant/Provocateur/Educator/Mentor, Freelance (Worldwide)
11-2017 / 11-2021	Corporate Responsibility, Social Fashion Company GmbH – ARMEDANGELS (Cologne, Germany)
02-2014 / 10-2017	CSR Project Manager, gsm Global Sustainable Management GmbH (Cologne, Germany)
08-2011 / 01-2014	CSR Compliance Officer, gsm Global Sustainable Management GmbH (Cologne, Germany)
11-2009 / 07-2011	Junior Project Manager, gsm Global Sustainable Management GmbH (Cologne, Germany)
07-2008 / 07-2009	Working Student, 3p Institute for Sustainable Management e.V. (Cologne, Germany)
01-2008 / 03-2008	Working Student, BioPlaza (Bogotá, Colombia)
02-2007 / 09-2007	Working Student, Alnatura GmbH (Cologne/Bickenbach, Germany)
07-2005 / 03-2006	Social Worker, IDEX India (Barmer/Jaipur, India)

CORE QUALIFICATIONS

- Extensive expertise in sustainability, with a focus on social and ecological standards, impact assessments and anti-greenwashing practices across diverse sectors and industries
- 15+ years of experience in planning, conducting, and evaluating social/environmental factory audits across multiple standards in various industries and regions
- 15+ years of value chain analysis and strategic development for sustainability in numerous projects and sectors
- Proven leadership in capacity building, with over 15 years of experience designing and delivering training programs, workshops and coaching with a decolonizing approach
- Significant experience in anti-greenwashing and transparency in sustainability, providing critical guidance for authentic corporate practices
- Deep understanding of coloniality and decolonial options in the development and sustainability sectors, with a commitment to dismantling harmful practices and fostering equitable collaboration
- Extensive background in developing sustainability and climate strategies with operational follow-up to meet HREDD, ESG and compliance goals
- Over a decade of impact assessment experience with a strong focus on gender equity, justice, and rightsholder engagement
- Experienced in leading diverse teams of 10+ members and fostering inclusive, goal-oriented work environments
- Skilled in developing and implementing train-the-trainer programs and capacity building initiatives, enhancing local expertise and long-lasting, sustainable change
- Strong communication, moderation and facilitation skills, including intercultural panel discussions, multi-stakeholder engagement and workshop facilitation
- Native German speaker; fluent in written and spoken Spanish (Diploma de español nivel C2); fluent in written and spoken English; proficient in research across major European languages

STUDIES

2025	Online Certificate Course 'Feminism and Social Justice' with Bettina Aptheker at University of California, Santa Cruz (Santa Cruz, U.S.A.)
2022 / 2024	Un-learning Course for Professionals: 'Intro to Decolonial Sustainability' with Possible Futures Collective (Manila, Philippines)
2016 / 2017	Distance learning part-time: Certificate 'Course Human Rights in Open Societies' at Utrecht University (Utrecht, Netherlands)
2013 / 2016	Distance learning part-time: (M.A.) 'General Management' at the International University of Applied Sciences Bad Honnef (Bad Honnef, Germany); Master-Thesis: "Child Labor: between claim and reality - human rights and global trade"
2006 / 2009	Full-time studies: (B.A.) 'Business Administration, Arts & Culture' at Alanus University of Arts and Social Sciences (Alfter, Germany); Bachelor-Thesis: "Traceability and Transparency in the Supply Chain as a success factor of Corporate Social Responsibility Concepts"
2005 / 2006	Certificate Program: 'Regional Cultural Studies Latin America' at the University of Cologne (Cologne, Germany)

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SKILLS & ABILITIES

LANGUAGES

GERMAN	Native language
SPANISH	Business fluent in spoken and written Dele Diploma de la Lengua Española C2 (2005)
ENGLISH	Business fluent in spoken and written
PORTUGUESE	Con conversationally secure
FRENCH	Con conversationally secure

ADDITIONALLY ACQUIRED SKILLS

Training at RMIYI Ramamani Iyengar Memorial Institute to become a certified Iyengar® Yoga Teacher (2017-2020)
Speaking, Performance, Presentation, Coaching with Barbara Theobaldt (2019)
Training at GAF Consulting: ValueLinks Methodology GIZ (2013)
Training: Global Reporting Initiative (GRI) reporting (2012)
Training Audit Methodology (ISO 19001) with further accreditation for diverse social & ecological compliance standards (2009-2014)

MISCELLANEOUS

Lecturer Business Ethics & Decolonial Sustainability

09-2023 / today

Alanus University of Applied Sciences, Bonn - Germany & AMD Fashion Academy, Berlin - Germany

The Crisps – Anti Greenwashing Newsletter

03-2023 / today

Co-Content Creator, Co-Editor & Co-Publisher
thecrisps.substack.com

Member of the Board & Freelance Consultant Femnet e.V.

05-2022 / today

Advising on feminist supply chain justice, centering garment workers' rights and intersectional equity; driving advocacy for living wages, safe workplaces & worker sovereignty in global apparel production & bridging policy, corporate accountability & grassroots labor movements through decolonial frameworks
femnet.de/en

2nd chairperson of the board Mukta Nepal e.V.

10-2014 / 12-2017

Cultivated self-determination for marginalized children through community-led education initiatives
mukta-nepal.com

Treasurer KIDS - Kinder in defizitären Situationen e.V.

08-2012 / 11-2017

Strengthened financial systems to sustain autonomy-centered programs for marginalized children
k-i-d-s.org

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PROJECT MANAGEMENT EXPERIENCE (AMONG OTHERS)

TIME FRAME	COUNTRY / SECTOR / INDUSTRY	COMPANY AND/OR ORGANISATION	PROJECT MANGEMENT POSITION	DESCRIPTION
12-2024 / today	Worldwide / Sustainability Industry	POSSIBLE FUTURES Decolonial Collective	Workshop-Facilitator, Content Co-Designer, Coach	Collaborating on interactive workshops that critically examine colonial legacies embedded in sustainability, DEI and aid systems. The intervention centers on creating spaces for professionals to question dominant narratives, like greenwashing, techno-fix solutions and institutional complicity, while exploring pathways for meaningful, justice-centered engagement. Through Liberating Structures and participatory dialogue, participants are guided in unpacking systemic barriers, ethical dilemmas in their fields and the tension between institutional roles and personal values. The workshops support individuals in navigating career crossroads—whether transforming, exiting or reimagining their work—with an emphasis on decolonial accountability and collective action. By prioritizing accessibility, through flexible pricing, multilingual options and sensitive facilitation inclusive, transnational dialogues are fostered that challenge extractive norms in "change-making" industries. This role merges my background in auditing, social compliance and supply chain justice with a growing focus on decolonial frameworks, offering practitioners tools to align their work with deeper systemic change.
09-2024 / today	Bangladesh, Germany / HRDD in Apparel	Femnet e.V.	Supervisor	Supervision of a study on the effectiveness of social and environmental certifications in Bangladesh's textile industry, including GOTS, GRS, amfori BSCI, and WRAP. The project aims to critically assess whether and how these standards improve working and environmental conditions in certified textile factories and to identify their limitations. Key aspects include the involvement of workers and communities through Worker-Based Monitoring (WBM) and Community-Based Monitoring (CBM) to gain an authentic perspective on certification processes. Responsibilities include project coordination, ensuring stakeholder engagement and leading the development of a dialogue platform between rights holders, civil society organizations and standard-setting bodies to strengthen advocacy for fair conditions.

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10-2023 / today	India, Germany / HRDDGBV in Apparel & Footwear	Femnet e.V.	Gender Justice Freelance Consultant	<p>FEMNET is a member of the Partnership for Sustainable Textiles (Textile Alliance) and is responsible for the project "Worker-led Gender Justice - Scaling up the Dindigul Agreement". In 2022, the Dindigul Agreement implemented an enforceable brand agreement (EBA), whereby multinational companies make a legal commitment to workers and allies to use their relationships along their supply chain to support a worker-led or union-led program in their factories to end gender-based violence and harassment. The goal of the Worker-led Gender Justice project is to expand this historic Dindigul agreement by using it as a representative model for other agreements with brand companies and their suppliers, adapting it to the German and European context, and ultimately implementing it in more textile factories. Consulting tasks include a.o.:</p> <ul style="list-style-type: none"> • Approach and onboarding of brand companies for project participation in the form of bilateral meetings. • Preparation, implementation and follow-up of various webinars and other events and publications in the field of public relations to inform further brand companies as well as other stakeholders about the planned project, lessons learned, the long-term project vision and the potential benefits for women in the Indian ready-made garment industry. • Set up and adapt the EBA to the German and European context (Supply Chain Act, CS3D, ILO 190). <p>Content-related monitoring and consulting of the project proposal.</p>
03-2023 / 10-2023	Germany, Bangladesh / Sustainability Management / Apparel, Footwear & Accessoires	United Nations University Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES)	Freelance Project Manager and Textile Industry Expert for Capacity Development, Research, and Advocacy	<p>Consulting the "Chair for Sustainability and Textile Innovation", which focuses on the ecological, economic, and social assessment of sustainability in the context of the textile and garment industry in Bangladesh. Focus areas of support are within improving the qualifications of specialists and executive personnel in the areas of social responsibility, environmental protection, and innovation in the textile and clothing industry and establishing a framework to improve the working conditions of workers in Bangladesh's production plants with a focus on gender equity and to improving sustainable development of the textile sector.</p>

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10-2022 / today	Germany, France / Sustainability Management / Apparel, Footwear & Accessoires	NEONYT Trade Fair Düsseldorf / Paris In cooperation with Messe Frankfurt GmbH (Igedo Exhibitions GmbH; W.S.N Développement)	Project Manager Sustainability Evaluation	Ongoing sustainability consultancy and independent auditing for Neonyt Trade Fair by Messe Frankfurt (Igedo Exhibitions GmbH/W.S.N. Développement), one of the world's largest hotspots for progressive, sustainable fashion and technological innovations. Development of sustainability criteria, evaluation matrix for exhibitors and execution of exhibitor sustainability check.
08-2022 / 05-2024	Germany, Ecuador / Sustainability Management / Apparel & Footwear	Wildling GmbH	Freelance Consultant, Mentor & (Witness) Auditor	Ongoing project management, consulting & mentoring activities to support sustainable supply chain teams. Supervision and mentoring of impact supply chain management team with regard to the development of complimentary risk assessment defining hotspots in global supply chains and the development of internal audit questionnaires & guidelines with a collective, decolonizing approach Value chain analyses of the Abacá (Musa textilis or Manila hemp) processing sector combined with a screening/assessment of the social and environmental performance of selected farming cooperatives in Ecuador in January 2023. Assessment & (witness) auditing of means to ensure compliance with national and international labour laws, standards and regenerative requirements by Wildling GmbH.
11-2022 / 02-2023	Globally / Women empowerment & gender equity / Apparel & Footwear	RISE (fusion of BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program and ILO-IFC Better Work Program)	Short-term Freelance Consultant – Project Partial Lead with Hannah Ringwald	RISE brings together the world's four largest women's empowerment programs global garment supply chains - BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program and ILO-IFC Better Work - to leverage combined decades of experience in over 21 countries to achieve transformative change for the millions of women who work within supply chains globally. The collective is intended to achieve behavioural changes at the individual level, market changes, and systemic changes. Role of short-term consultant across RISE's second Market Transformation Pillar: Design of RISE's Impact Model framework for its Market Transformation Pillar.

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05-2022 / 11-2022	Germany / Sustainability Management / Apparel	YarnSustain GmbH	Freelance Consultant & Lead Content Co-Creator	Development of Chain-of-Custody Standard (Saving Lost Resources Standard) and Animal Welfare Manifesto for YarnSustain GmbH. The Saving Lost Resources Standard by YarnSustain is an international, voluntary product standard that sets requirements for reclaimed and saved-lost-resource dog fibre material content, chain of custody, social and environmental practices, and chemical restrictions. The goal of this standard is to increase the use of reclaimed and saved-lost-resource material in products and reduce/eliminate the harm caused by its production. The Saving Lost Resources Standard by YarnSustain tracks and traces reclaimed and saved-lost-resource materials, ensuring transparency and sustainability throughout the supply chain. It provides brands, manufacturers, and consumers with reliable information to make informed decisions and verifies that materials used in final products are indeed reclaimed and processed sustainably. This standard applies to all YarnSustain supply chain sites for high-quality dog-fiber yarn, from wool collection and processing to the final B2B yarn sale.
06-2022 / 09-2022	Germany, globally / Sustainability Management / Apparel (digitization)	Retraced GmbH	Freelance Consultant & Product Developer	Development of digitised Corrective Action Plan (CAP) Management Tool: The purpose of the digitised CAP is to define complementary corrective actions for resolving nonconformances identified in social and ecological site audits/assessments. The development included: <ul style="list-style-type: none"> • Screening and aligning of diverse requirements and nonconformances in worldwide auditing schemes on social and ecological standard requirements; • Determination of root cause(s); • Description of the proposed corrective action to address root cause(s); • Application of a preventive action to prevent future recurrence of the problem or related issue.

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10-2020 / 11-2021	Germany / Circular Economy / Apparel (digitization)	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Circular.Fashion	Project Lead	In a joint pilot project with German fashion brands, FairWertung and non-profit used clothing textile collectors and sorters and circular.fashion to test a closed-loop system for textiles using the the application of the circular.fashion system. Implementation of a circular business model - without the need to set up a complete network of partners. <ul style="list-style-type: none"> • Implementation and piloting NFC-Tag for tracking and tracing • Building up after-sales services • Preparation for fibre-to-fibre recycling to be able to source high-quality recycled materials again • Establishment of a local, transparent and sustainable supply chain, which can also be marketed well to consumers
01-2019 / 10-2021	Germany / Climate Sector / Apparel	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Climate Partner Vaayu Tech Green Stories	Project Lead	Leading and monitoring of diverse platforms and partnerships calculating Corporate Carbon Footprints and Scope 2 and 3 emissions. Evaluating integrated carbon footprint solutions for the clothing and accessories industry. Using generic and standards-based life-cycle inventory databases and life-cycle assessment software tools, to find a proper solution for reliable and high-quality life-cycle carbon footprint assessments for all clothing and accessory products, materials and configurations.
12-2018 / 08-2021	Germany, globally / Supply Chain Traceability / Apparel (digitization)	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Textile Genesis	Project Lead	After research & assessment of diverse providers of supply chain track & trace systems, leading the implementation of Textile Genesis platform & blockchain technology for supply chain tracking for fibres. In this project, blockchain serves as an online public ledger that creates a permanent and accessible record of every stage of the supply chain. Digital tokens, known as fibre coins, are used to provide a time-stamped record of the flow of physical products through the logistical network. This serves as the basis for the proper assessment of ecological and social performance indicators in global supply chains.

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02-2018 / 10-2021	India / Organic Cotton Cultivation / Apparel	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Suminter India Organics	Project Lead	Foundation, monitoring and management of the ARMEDANGELS Organic Farmers Association, an internal control system/cooperative organising more than +500 small scale farming families (62% women lead farmers) in the Kutch area in Gujarat, India and supporting them with the transition from conventional to organic & regenerative cotton farming. Focus on establishment of safe spaces and support networks for women within the farming communities. These spaces serve as platforms for women to share experiences, learn from one another, and address common challenges they face in the male-dominated agricultural sector.
10-2014 / 12-2017	Germany / Nepal (social work)	Mukta Nepal e.V.	2 nd president to the board / Project Coordinator	Responsible for the coordination and management of the organisation's activities. Mukta Nepal e.V. was founded in 2014 and focuses on the empowerment of children and education of a community in Kharipati / Subidanagar, Nepal. Since the earthquake in 2015, the main activity of the organisation is focused on the physical re-development of the community and the re-development of the educational structures. Tasks include: <ul style="list-style-type: none"> • Fundraising • Financial planning • Investigation of funding hot-spots • Coordination of local empowerment programs for women • Monitoring of on-site activities
10-2015 / 03-2016	Germany / Agricultural sector / Food	GSM Global Sustainable Management GmbH	Project Assistant	Research, evaluation and benchmarking of internationally recognized standards for sustainable food and agricultural production. Research focused on different stages of value chains for selected agricultural products (value chain analyses). Screening of requirements and governance tools and certification processes for different stages of value chains for food production. Screening of standard requirements and legal regulations on et. Al. generic labour laws, gender equality and child labour in companies and at the farm level (small producers and labour), workers' associations (trade unions and workers' representation). Responsible for assessment design, research and evaluation tool development, data collection and processing, evaluation and reporting.

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10-2013 / 01-2016	Cambodia / Diverse sectors	GSM Global Sustainable Management GmbH	Consultant / Auditor	Improvement program to achieve compliance with national Cambodian and international labour laws, codes of conduct, and internationally recognized standards in manufacturing by companies in various industries and value chains (e.g., food industry, garment industry, construction industry). Developing methodologies to improve and comply with different social aspects of CSR: labour compensation and livelihood, freedom of association and collective bargaining, working hours, and multiple job security. Monitoring and evaluation of improvements.
11-2014 / 12-2015	China / Apparel	GSM Global Sustainable Management GmbH	Consultant / Auditor / Trainer	Conducting training and seminars and advising textile companies on the development and implementation of measures and processes to ensure sustainable production and compliance with labour law and customer standards with regard to labour, social and safety aspects. Developing appropriate online and on-site training tools for manufacturing companies. Conducting status analyses and monitoring and evaluating improvements.
02-2015 / 12-2015 01-2011 / 08-2011	Germany / Sustainability Education / Digital Learning	GSM Global Sustainable Management GmbH	Project Lead	Development and design of a web-based interactive digital learning system to educate and train participants in CSR, gender equality and organisational change. Development of a catalogue of requirements for the application, adoption of didactic methods, monitoring of IT development and customization. Financial and budget planning and monitoring of project steps and milestones. Further develop the content of training modules on social governance, international and national labour and social standards, including gender equality/anti-discrimination and change management at management level to address current and future challenges.
05-2014 / 06-2015	India / Apparel & Footwear	GSM Global Sustainable Management GmbH	Consultant / Auditor	Value chain analyses of the footwear and textile industry in India combined with a screening/assessment of the social and environmental performance of selected manufacturing companies. Screening and assessment of social aspects in participating companies such as remuneration and cost of living, child labour and situation of young workers, working hours and social security. Assessment of means to ensure compliance with national and international labour laws, standards and requirements by international trademarks and retailers. Design of assessments and research tools, data collection methods, data collection and analysis, reporting.

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05-2014 02-2015	Myanmar / Food sector / Aquaculture & Fishing	GSM Global Sustainable Management GmbH	Consultant / Auditor	Compliance with Burmese labour law and codes of conduct as well as internationally recognized standards (aquaculture / processing of squid and octopus). Development and implementation of methods for compliance with Burmese labour law and social requirements by international customers. Promotion of democratic structures (e.g. freedom of expression) and further development of human rights that go beyond legal requirements are part of the work. Conducting roundtables (management and representatives) in the factories and sometimes on the farms.
11-2014	Japan / Sustainability Education	GSM Global Sustainable Management GmbH In cooperation with TÜV Rheinland Japan	Project Manager & Trainer	Developed a train-the-trainer approach for CSR auditors in Japan. The trainings focused on conducting baseline studies, identifying weaknesses, and developing remediation measures in the area of labour and social standards at manufacturing companies in Japan. Developing training materials and conducting seminars and workshops in Japan.
10-2013 / 04-2014	Globally / Agricultural sector / Fruits	GSM Global Sustainable Management GmbH	Project Assistant	Project initiated by a private partner in Europe. Review and analysis of global orange juice sector (Belize, Brazil, Mexico, Spain) with focus on sustainability opportunities. Assessment of social and environmental indicators in selected companies and farms in these sectors, with special attention to the situation of small farmers and their families, child labour, and gender equality on small and large farms and in orange juice producing companies. The economic situation of farmers and the pricing processes were also an essential part of the research, as well as customer requirements and market access barriers for the European market. Design of survey programs and evaluation tools.
10-2012 11-2016	Peru / Apparel	GSM Global Sustainable Management GmbH	Consultant / Auditor	Consulting, training and seminars for textile companies in the development and implementation of appropriate means and processes to ensure sustainable production and compliance with labour law and customer standards regarding social aspects. Determination of status analyses and monitoring and evaluation of improvements.

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10-2012	Chile / Food sector / Aquaculture & Fishing (salmon)	GSM Global Sustainable Management GmbH	Consultant / Auditor	Crisis management after the ISA virus epidemic in 2012. Development of methodologies to identify sustainable development indicators for salmon aquaculture in Chile, including a shared vision of sustainability for this industry. Develop and present a mix of bottom-up and top-down approaches that capture the specific needs and perceptions of different companies and their stakeholders, while allowing for a high degree of international comparability.
08-2012 / 10-2017	Germany / India (social work)	KIDS - Kinder in defizitären Situationen e.V.	Treasurer & Project Manager	Responsible for the general financial supervision of the registered non-profit organisation KIDS e.V. The main fields in the work of KIDS e.V. are basic education and further education of children in India. For this reason, the organisation supports and maintains the Migros Kids School, a privately financed and managed school for children from poor families in Tirupur, India. Tasks include: <ul style="list-style-type: none"> • Financing, fundraising and sales • Financial planning and budgeting • Financial reporting • Banking, bookkeeping and accounting • Reporting to members and sponsors
01-2010 / 12-2011	China, Hong Kong / Apparel	GSM Global Sustainable Management GmbH	Project Assistant	Managing a capacity building project for the textile industry in Hong Kong and South China. Project under the SME Development Fund, Trade and Industry Department of the Hong Kong Government. Conducting networking activities, acquiring and selecting pilot enterprises for participation. Development of training approach, adaptation of didactic methods and elaboration of training, seminar and workshop materials. Realisation of 6 train-the-trainer seminars and workshops. Definition of the baseline study, evaluation and impact assessment of the project objectives.
11-2009 / 08-2011	India / Apparel	GSM Global Sustainable Management GmbH	Project Lead	Position of a project manager in the public-private partnership "Pilot project for the implementation of social and ecological standard requirements in the field of the European REACH Directive in India". Project within the framework of the "DEG PPP Ideas Competition". The project focused on India's textile manufacturers and a train-of-trainer approach for local experts to ensure the sustainability of the measures introduced.

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01-2009 / 06-2009	Germany, globally / Agricultural sector / Coffee	GSM Global Sustainable Management GmbH	Project Assistant (part-time as working student)	Project initiated by a private partner in Europe. Review and analysis of the global coffee sector (Ethiopia, Brazil, Ecuador, Vietnam) with focus on sustainability opportunities. Value chain analysis. Assessment of social and environmental indicators in selected companies and farms in the coffee sector, with special attention to the situation of small farmers and their families and forms of child labour at small and large agricultural levels. The economic situation of farmers and the pricing processes were also an essential part of the research, as well as customer requirements and market access barriers for the European market. Design of survey programs and evaluation tools, on-site surveys including interviews with management, workers, farmers and their families.
01-2008 / 03-2008	Colombia / Agricultural & Food sector / Organic food processing	BioPlaza, Bogota, Colombia In cooperation with Fundacion Viracocha	Project Assistant (full-time as working student)	Analysis of the Colombian organic market and identification for further expansion. Development of training for organic certified farms and implementation of these training. In collaboration with Fundación Viracocha special market analysis of the Colombian cacao market. Strategy Establishment for positioning fine cacao, especially by focusing on growing Fino de Aroma cacao in the Huila region to promote agro-sustainability and socio-economic equity, which will promote both economic and social improvement, especially for growers.