

Christina Kükenshöner

Partner | Senior Consultant

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SUMMARY

Christina is co-founder of joyn-coop. Her consultancy work focuses on effective implementation and evaluation approaches in conflict prevention, local development and climate change. Christina combines professional experience from the public and the private sector and has worked several years at KfW, the German Development Bank, and at McKinsey & Company. Christina has extensive experience in policy implementation as well as analytical groundwork. She loves the challenge to get to the bottom of problems to find new solutions.

EDUCATION

Master in Public Administration, J.F. Kennedy School of Government, Harvard University, selected as McCloy fellow, focus on Finance, Financial Management and Social Entrepreneurship

Postgraduate training program, German Development Institute (DIE), Bonn, focus on development policy and practical challenges of sustainable development

Master in East Asian Studies (Dipl. OAWISS), University of Duisburg, focus on economics and politics in East Asia

PROFESSIONAL EXPERIENCE

Partner and senior consultant joyn-coop: Development consultancy with joyn-coop's cross-sectoral approach within the thematic focus of the firm (since 09/2011)

Public sector: Sector policy specialist at KfW Entwicklungsbank, Policy Division Governance, Decentralization, Post-Conflict, Sub-Saharan Africa, (2001-2006), and consulting in development cooperation (2010 onwards)

Examples of Christina's work include:

- Analysed options for climate adaptation funding in Benin via the communal fiscal transfer system and designed proposal for Financial Cooperation project, Client: Ministry of Environment, Benin
- Further developed Guidelines on "Peace and Conflict Assessment" (PCA) to respond to political-conceptual trends resulting from the new BMZ concept "Peace and Security", Client: GIZ mbH
- Co-authored business guide on the inclusion of smallholder farmers into agri-business value chains, Client: endeva/ GIZ, Germany
- Designed Post-Conflict Reconstruction Programme with the African Union in the framework of the African Peace and Security Architecture, Client: African Union & KfW Development Bank
- Analysed financing options for Solar Power Complex in Morocco, Client: KfW Development Bank
- Acquisition, preparation and supervision of projects of Financial Cooperation with focus on reintegration of refugees and ex-combatants, decentralization, rural infrastructure and pro-poor growth in Sub-Saharan Africa (as KfW employee)
- Development of strategies, methods and tools to mainstream 'conflict prevention' within Financial Cooperation (as KfW employee)

Private sector: Management Consultant with McKinsey & Comp. (2008-10)

Examples of Christina's work include:

- Strategic repositioning of topic of climate change, Client: International Environmental Organisation
- Supported transformation program for reduction of CO₂-emissions (Carbon Abatement Initiative), Client: Large International Corporation

- Developed a financial resource mobilization strategy, Client: NGO in Kenya
- Identified cost-cutting opportunities and helped implement a full strategic reorientation, Client: Large German Bank
- Analyzed drivers of sector-level competitiveness and effective policy levers in developing countries, Client: International Think Tank
- Supported financial and commercial due diligence of buy-and-build investment in the health sector, Client: German Private Equity Fund

LANGUAGES

German, English, French, Japanese

COUNTRY EXPERIENCE

Africa: Benin, Burundi, DR Congo, Ethiopia, Morocco, Liberia, Rwanda, Sierra Leone, Zambia
Asia: Cambodia, Nepal, Japan
Europe: Austria, France, Germany, Great Britain
Americas: USA

SELECTED PUBLICATIONS

On innovative financing (2014): Herrmann, Kükenshöner, Reinsberg: Analysis of the German trust fund portfolio at the World Bank and guidance on reforms, GIZ on behalf of BMZ, Berlin

On inclusive business models (2012): Gradl, Kükenshöner, Schmidt, Ströh de Martínez: Growing Business with Smallholders. A guide to inclusive agribusiness, GIZ on behalf of BMZ, Berlin ([link](#))

On employment creation in fragile states (2012): Kükenshöner: Beschäftigung in fragilen Kontexten. KfW Positionspaper, KfW, Frankfurt ([link](#))

On dimensions of qualitative growth in fragile states (2012): Kükenshöner: Qualitatives Wachstum in fragilen Kontexten. KfW Positionspaper, KfW, Frankfurt ([link](#))

On government interventions in developing countries (2010): Manyika, Mendonca, Remes, Klußmann, Kükenshöner et al: How to compete and grow: A sector guide to policy, McKinsey Global Institute, San Francisco ([link](#))

On the dual vocational training system in Morocco (2001): Ashoff, Fischer, von Kap-herr, Kayser, Kükenshöner, Schmid: Implication des entreprises dans la formation professionnelle au Maroc, DIE, Bonn ([link](#))