

CURRICULUM VITAE

1. Family name: Seidensticker
2. First names: Frauke Lisa
3. Date of birth: 10.02.1958
4. Passport holder: German and Swiss
5. Country of residence: Germany
6. Education:

Institution (date)	Degree(s) or Diploma(s) obtained:
International Coaching Federation (2022)	Certified as Professional Certified Coach (PCC)
Michael Neill, Los Angeles (2019)	Certified Advanced Transformative Coach™
University of Geneva, Switzerland (2002)	Certificat de formation continue, Droits de l'Homme International and European human rights protection system. Diploma thesis on peace operations and human rights, notion excellent.
University of Fribourg, Switzerland (1992)	Diploma in Non-Profit-Management

7. Language skills: (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
German	1	1	1
English	1	1	1
French	1	1	2

8. Key qualifications:

- 30 years of active involvement in strategic advocacy for human rights on the national and international level. Profound knowledge of the international human rights protection system, National Human Rights Institutions and CSOs in the field of human rights and development cooperation.
 - Successful direction of Germany's National Human Rights Institution (Founding Director) and two Swiss CSOs in the field of human rights, refugee service and development cooperation.
 - Senior expert in non-profit management with a strong track record in strategic leadership, planning, change management and institution-building.
 - Service on five boards of trustees including the Fundamental Rights Agency of the EU Vienna (Chairperson from 2015 – 2017, Member 2012 - 2017), Organisation Mondiale Contre la Torture Europe, Brussels and Geneva, Swiss Peace Foundation, Berne, Swiss Refugee Council, Zurich, Christian Peace Movement, Berne.
 - Certified Professional Coach (PCC), five coaching certificates, with 13 years of professional coaching experience. Over 600 contract-based coaching sessions.
 - Proficient evaluation skills, broad experience in evaluation and organizational development of CSOs, political foundations and cooperation projects.
 - Seasoned political analyst with ample experience in research, analysis, and policy advice. Gender and diversity competency. Successful mediator in the interface between intergovernmental organizations, governments, and civil society.
 - Proficient skills in all fields of organizational change, organizational development and institution building of CSOs and governmental institutions.
 - Outstanding communication skills; seasoned chair.
9. Membership of professional bodies: Member of the International Coach Federation.
 10. Other skills: Computer literate, good command of Microsoft Office™ tools
 11. Present position: Seidensticker Coaching and Consulting, Owner
 12. Years within the firm: eleven years

13. Regional experience (human rights, organizational development, leadership positions):

Regions/countries	Date
Countries: Africa	
Algeria	2008
Egypt (2015: remote evaluation)	2015, 2013, 2000
Morocco	2016, 2015, 2010
South Africa	1999
Tunisia	2012
Great Lakes Region (DRC, Rwanda, Uganda), remote evaluation	2011
Countries: Asia	
Azerbaijan	2011
Cambodia, remote evaluation	2016
Iran	2003
Israel/ Areas under Palestinian Authority	2014, 2013, 2012, 1999, 1998, 1997
Jordan	2013
Lebanon	2013, 1999
Nepal	1998
Pakistan	2005
Philippines	2010
Qatar	2010
Thailand	2014
Vietnam	2010, 2012
West Papua, remote evaluation	2016
Countries: Europe	
European Union: many countries	Since 1993
Germany	Since 2001
Macedonia	2012
Russia	2003, 2004
Switzerland	1988 - 2001
Countries: The Americas	
Bolivia	2008
USA	1993, 2004

14. Professional experience, selected and completed projects only.
Individual coaching clients are not listed for reasons of confidentiality.

Date	Location	Company	Position	Description
November 2021 to today	Berlin	European Center for Constitutional and Human Rights, Berlin	Consultant, Coach	<ul style="list-style-type: none"> Organizational Development, Strategic Planning, Development of a Human Resources Policy
August 2021 - today	Berlin	Allgemeiner Deutscher Fahrrad-Club e.V.	Consultant, Coach	<ul style="list-style-type: none"> Leadership Coaching, Organizational Development
March – July 2021	Berlin	CARE Germany, Berlin	Consultant	<ul style="list-style-type: none"> Strategic Planning for the advocacy program
March 2020 to today	Berlin	Diakonisches Werk Berlin Stadtmitte	Consultant, Coach	<ul style="list-style-type: none"> Organizational development, leadership coaching, leadership training for a large social agency offering a range of services
January – March 2021	Berlin	German Society for the United Nations	Consultant	<ul style="list-style-type: none"> Steering of the process of reorientation of the academic advisory body
February 2020	Berlin	Medica Mondiale e. V.	Facilitator	<ul style="list-style-type: none"> Facilitation of the civil society process on Security Council Resolution 1325
November 2019 to today	Berlin	Lesbian- and Gay Association Germany	Facilitator	<ul style="list-style-type: none"> Moderation of team processes on staff and volunteer level
April - November 2019	Berlin/ Duisburg	Kindernothilfe e.V.	Consultant	<ul style="list-style-type: none"> Development of the advocacy program: Support of the organisation in form of a partner consultation, a publication, and internal processes
Since 2018, in general for one or two years	Berlin	Bread for the World, DaMigra, Boell Foundation	Coach	<ul style="list-style-type: none"> Leadership coaching for a broad range of institutions, examples
January – April 2019	Geneva	World Organisation Against Torture (OMCT)	Consultant	<ul style="list-style-type: none"> Organisational Development/Leadership Coaching
January – May 2018	Berlin	Misereor e.V.	Evaluator	<ul style="list-style-type: none"> Evaluation of GRAIN, an international think tank supporting community-controlled and biodiversity-based food systems, with Rainer Tump
January – May 2018	Berlin, Brussels	Heinrich Boell Foundation	Consultant	<ul style="list-style-type: none"> Evaluation of the Project on Femicide of the Brussels office, with Dr. Benjamin Stachursky
December 2017- May 2018	Berlin	German Society for the United Nations	Consultant	<ul style="list-style-type: none"> Evaluation and Consultancy on Gender Mainstreaming within program and organization, with Dr. Benjamin Stachursky
November 2017 – February 2018	Berlin	Seidensticker Coaching and Consulting	Coach	<ul style="list-style-type: none"> Workshops on the theory behind coaching for executive leaders and project officers dealing with governance, gender and human rights
December 2017 – February 2018	Berlin	Women's Network Hellersdorf - Marzahn	Coach	<ul style="list-style-type: none"> Development of a strategic plan, covering strategic new orientations on migrants, girls, young women and preparing the generation change
August – September 2017	Nuremberg	International Academy Nuremberg Principles	Consultant	<ul style="list-style-type: none"> Consultancy on Strategic Planning: Development of the first ever strategic five year plan with governing bodies, executive Board and team
June 2014, June 2015, June 2017, June 2018	Budapest, Warsaw, Poznan, Helsinki	ODIHR/ENNHRI	Trainer	<ul style="list-style-type: none"> Senior Trainer on Paris Principles and related topics within the Academy for European National Human Rights Institutions
October 2016 – February 2017	Berlin	Misereor e.V.	Senior Evaluator	<ul style="list-style-type: none"> Evaluation of the Berlin office of Misereor

September – December 2016	Berlin	FIAN	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Cambodia Program of the Human Rights Organization FIAN Germany, main topic access to land and land grabbing
March – July 2016	Berlin	German Society for the United Nations (DGVN e.V.)	Coach/Consultant	<ul style="list-style-type: none"> ■ Organizational Development, Chair of a Board Retreat
April – August 2016	Berlin	Misereor e.V.	Senior Evaluator	<ul style="list-style-type: none"> ■ Team leader of the evaluation of the West Papua Network, Wuppertal, with Benjamin Stachursky
July 2015 – July 2016	Berlin, Brussels	European Network of National Human Rights Institutions	Coach/Consultant	<ul style="list-style-type: none"> ■ Organizational development of the secretariat in Brussels (established in 2015)
February 2015 – June 2016	Berlin, Aachen	Misereor e.V.	Coach/Consultant	<ul style="list-style-type: none"> ■ Organizational development of the policy department; interview-based assessment/report, followed by a long-term coaching process
January 2015 – May 2016	Rabat, Morocco	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Consultant	<ul style="list-style-type: none"> ■ Support of the GIZ-Project « Renforcement des institutions nationales dédiées aux droits humains au Maroc ». Establishment of an institution for human rights education for the Conseil National de Droits de l'Homme
June 2015 – March 2016	Berlin	Icon Institute, Cologne	Senior Researcher	<ul style="list-style-type: none"> ■ Examination of child rights relevance in German public development projects for the Federal Ministry for Economic Cooperation and Development, in a team
April – July 2015	Berlin	Misereor e.V.	Senior Evaluator	<ul style="list-style-type: none"> ■ Team leader of the evaluation of the Egyptian Center for Housing Rights, Cairo, with Dr. Benjamin Stachursky
July – September 2015	Bangkok, Sakon Nakhon, Phuket and Berlin	Misereor e.V.	Senior Evaluator	<ul style="list-style-type: none"> ■ Team leader of the evaluation of Justice and Peace, Thailand, with Co-Evaluator Chariya Phongvivat
Since September 2014 on an annual basis	Principality of Liechtenstein	Liechtenstein Academy	Coach and Trainer	<ul style="list-style-type: none"> ■ Coaching and Training in Self-Management for the LGT Group, Private Banking and Asset Management
May – June 2014	Berlin	Misereor e.V.	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the German Action Network Human Rights – Philippines
Jan-March 2014	Israel and Berlin, Germany	Misereor e. V.	Senior evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Jerusalem Center for Jewish-Christian Relations, promoting peace through educational and encounter programs between Israeli Jews and Christian and Muslim Arabs with Israeli Co-Evaluator Yuval Piorko.
April – December 2013	Cairo, Egypt	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Cairo Office	Senior expert for human rights and institutional leadership	<ul style="list-style-type: none"> ■ Participation in a Capacity Building Program of the GIZ with the National Council for Human Rights NCHR, Egypt. Project assessment, analysis of the quality of cooperation of the NCHR with CSOs, training and dialogue with members and staff on human rights and leadership topics. Development of concepts for internal and external capacity building..
Jan 2012 – May 2013	Berlin, Germany	Heinrich Boell Foundation	Senior Evaluator, Gender and Diversity advisor	<ul style="list-style-type: none"> ■ Evaluation of the implementation of gender- and diversity-policy in the domestic division of the Foundation, with Co-Evaluator Jana Arloth.
February/ March 2013	Ramallah and Jerusalem, OPT /Israel, Amman, Jordan	Heinrich Boell Foundation	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Office Palestine/Jordan of the Heinrich-Boell-Foundation: Environment, human rights, culture.
January/	Beirut,	Heinrich Boell Foundation	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Middle East Office (Lebanon, Syria, Iraq) of the Heinrich-

February 2013	Lebanon			Boell-Foundation: Environment, human rights, culture
Oct – December 2012	Jerusalem, Israel and OPT	Misereor e.V.	Senior evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Israeli Human Rights Organization HaMoked: Detainee rights; freedom of movement; violence; social rights, residency rights and family reunification, with Palestinian Co-Evaluator.
Oct – December 2012	Jerusalem, Israel and OPT	Misereor e.V.	Senior evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Palestinian Human Rights Organization Society of St. Yves: Social rights with special attention to right to housing and residency, with Palestinian Co-Evaluator.
September 2012	Berne, Switzerland	Swiss Centre of Expertise in Human Rights SCHR	Human rights advisor, Moderator	<ul style="list-style-type: none"> ■ Background study on the 'Centre's options to develop into a fully accredited National Human Rights Institution according to the Paris Principles. Moderation of a board retreat on the topic.
April 2012	Mavrova, Macedonia	Christian-Schwarz-Schilling-Project	Consultant	<ul style="list-style-type: none"> ■ Workshop on Strategic Planning for the Secretariat for the Implementation of the Ohrid Framework Agreement and the Agency for Implementation of the Rights of Communities, Macedonia
May 2011 – April 2012	Hanoi and Danang, Vietnam	UNDP Vietnam	Consultant	<ul style="list-style-type: none"> ■ Building a National Human Rights Institution, Study for the Foreign Ministry of the People's Republic of Vietnam ■ Presentation of the study on workshop with four Ministries and representatives of the Supreme Court
March 2013 July - September 2012	Geneva, Switzerland Tunis, Tunisia	Organisation Mondiale Contre La Torture, Organisation Contre la Torture Tunisienne	Consultant	<ul style="list-style-type: none"> ■ Consultancy on institution building and strategic planning ■ Consultancy on human resources policy and recruitment
October – November 2011	Berne, Switzerland	Federal Department of Foreign Affairs	Co-Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the partnership between the Federal Department of Foreign Affairs, Berne, Switzerland, and the Academy of Humanitarian Law and Human Rights, Geneva, with Pierre Robert
June – September 2011	Bonn and Aachen, Germany	Evangelischer Entwicklungsdienst and Misereor	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Common Initiative International Humanitarian Law Middle East GIHVN by Evangelischer Entwicklungsdienst and Misereor, on their work in Israel and the Occupied Palestinian Territories
February - August 2011	Baku, Azerbaijan	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Project Leader	<ul style="list-style-type: none"> ■ Project leader of the Twinning Light between the German Institute for Human Rights and the Ombudsman of Azerbaijan. ■ Training of the Ombudsman senior staff, key topics human rights, leadership and strategic planning
April – November 2011	Aachen, Germany	Misereor	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the Ecumenical Network Central Africa, and NGO-Network for lobbying the EU and the German government on the Great Lakes Region in Africa.
February – June 2011	Berlin, Germany	Heinrich-Boell-Foundation	Evaluator	<ul style="list-style-type: none"> ■ Evaluation of the program on peace, women and security 2002–2010 of the Gunda-Werner-Institute within the Heinrich-Boell-Foundation
January 2011 - today	Berlin, Germany	Seidensticker Coaching and Consulting	Owner/CEO	<ul style="list-style-type: none"> ■ Own consultancy for leadership, governance and human rights for governments, intergovernmental organizations, CSOs and Individuals. ■ Studies, evaluations, organizational development, institution building. ■ Coaching of clients in Germany and internationally.
October 2001 – December 2010	Berlin, Germany	German Institute for Human Rights	Member of the Executive Board, Deputy Director	<ul style="list-style-type: none"> ■ Member of the Executive Board/Deputy Director of the German Institute for Human Rights, the National Human Rights Institution of Germany. Organization and direction of the Institute, founded in 2001, from the outset to a size of 40 plus workplaces, with 9 ongoing programs, a substantial website, and an average of 20 publications and 80 conferences p.a. Participation in Human Rights Dialogues

				<p>of the European Union, the German and the Swiss governments, inter alia with China and Iran.</p> <ul style="list-style-type: none"> ■ Member of the International Coordinating Committee (ICC) of National Human Rights Institutions. Member of the Bureau of the ICC and the European Coordinating Committee (2006 to 2010). Sub-Committee on Accreditation of the ICC (2009, 2010). ■ Leadership of the international program of the institute, own research/policy priorities on European Security and Defence Policy, building and accreditation of national human rights institutions, UN human rights bodies and human rights dialogues.
2005 2008	Islamabad, Pakistan Algiers, Algeria	Friedrich Ebert Foundation	Consultant	<ul style="list-style-type: none"> ■ Support of team building, human resources management and strategy development in the country offices of the Foundation in Islamabad and Algeria.
May 1992 – July 2001	Berne, Switzerland	Amnesty International, Swiss Section	Secretary General	<ul style="list-style-type: none"> ■ Executive function with full responsibility for strategic and operational planning, human, infrastructural and financial resources, lobbying and external representation, organizational and institutional development of the bi-lingual Swiss Section of Amnesty International: doubling of the annual income and number of staff. ■ 1993 – 2001 foundation and presidency of the Swiss Forum Human Rights, a loose NGO – network for a regular dialogue with the Swiss Foreign Minister on issues of human rights; development of the strong lobbying and advocacy activities of the Swiss Section. ■ Management and advisory tasks for the international organization of Amnesty International: development of international quality auditing procedure, of an international human resources strategy, planning and evaluation procedures and coaching of country sections. ■ Participation in missions and conferences in the Middle East, particularly in areas under Palestinian authority, Israel and Lebanon, advocacy and lobbying..
January 1988 – April 1992	Berne, Switzerland	Christian Peace Movement	Managing Director	<ul style="list-style-type: none"> ■ From 1990 managing coordinator of the entire NGO with executive functions related to finances and fundraising, strategic planning, board coordination and human resources. ■ Head of refugee department: coordination of the 12-persons team with external representation functions. Strategic planning, budgeting, negotiations with the Swiss Confederation, policy advice.

15. Selected Publications

With Benjamin Stachursky: Zur Wirksamkeit menschenrechtlicher Lobbynetzwerke – Beobachtungen aus der Praxis. In: Hladschik, Patricia; Steinert, Fiona (Hrsg.): Menschenrechten Gestalt und Wirksamkeit verleihen. Making Human Rights Work. Festschrift für Hannes Treter und Manfred Nowak. Wien: Neuer Wissenschaftlicher Verlag, 2019. 871 S. ISBN 978-3-7083-1255-2 S. 117-123.

Independence and Accountability of NHRIs: A European Perspective.

In NHRI's Independence and Accountability, The 8th Arab-European Dialogue, Danish Institute for Human Rights, 2013

With Jana Arloth: Frauen als Akteurinnen in Friedensprozessen. Begleitstudie zum Werkstattgespräch „Frauen und bewaffnete Konflikte“ anlässlich des 10. Jahrestages der UN-Resolution 1325, Deutsches Institut für Menschenrechte, Berlin 2011

The Fight Against Enforced Disappearances: Putting an End to a Continuous Tragedy. EU-Philippines Justice Support Program EPJUST, Manila 2010

With Anna Würth: National Human Rights Institutions – models, programs, challenges, solutions. A Study for the Ministry of Foreign Affairs of the People's Republic of Viet Nam, 2010. (unpublished)

The European Defence and Security Policy and the Protection of Human Rights, in: Roadmap to 1325. Edited by Heinrich Boell Foundation, Barbara Budrich Publishers, Opladen and Farmington Hill 2010

With Amrei Müller: The Role of National Human Rights Institutions in the United Nations Treaty Body Process, German Institute for Human Rights, Berlin 2008

With Jana Arloth: The ESDP Crisis Management Operations of the European Union and Human Rights, German Institute for Human Rights, Berlin 2007

With Thomas Richter: Evaluation des Menschenrechtsdialogs der Schweiz mit der Volksrepublik China, Deutsches Institut für Menschenrechte, Berlin 2007

Das internationale Menschenrechtsschutzsystem und seine Mängel, in: Friedensforum 2, 2006

With Anna Würth: Indices, Benchmarks, and Indicators: Designing and Evaluating Human Rights Dialogues, Deutsches Institut für Menschenrechte, Berlin 2005

Die Menschenrechtsdialoge der Europäischen Union, in: Jahrbuch Menschenrechte 2006, Suhrkamp Verlag, Frankfurt 2005

Examination of State Reporting by Human Rights Treaty Bodies: An Example of Follow-Up at the National Level by National Human Rights Institutions, Deutsches Institut für Menschenrechte, Berlin 2005

The EU-Iran Human Rights Dialogue, in: Reissner/Whitlock (Ed.), Iran and its Neighbors: Diverging Views on a Strategic Region, Vol. 2, German Institute for International and Security Affairs, Berlin, 2004

Das Deutsche Institut für Menschenrechte - Der Aufbau einer nationalen Menschenrechtsinstitution in Deutschland, in: Jahrbuch Menschenrechte 2004, Suhrkamp Verlag, Frankfurt 2003

Schutz von Menschenrechtsaktivisten als Prävention von Menschenrechtsverletzungen, in: Jahrbuch Menschenrechte 2001, Suhrkamp, Frankfurt 2000

Menschenrechte und Konfliktprävention, in: Friedensbericht 1999: Krisenprävention, Zürich 1999