

Chloe Gould Schwenke, Ph.D.

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SUMMARY

Dr. Chloe Schwenke is an international development practitioner, human rights activist, and educator with extensive experience in academia, government, non-profit, and for-profit organizations. In her work she draws on her extensive international and multicultural experience in diversity and leadership training, gender equality and women's empowerment, results-based human rights programming, LGBTIQ issues, democracy / human rights / governance (DRG) analysis and issues, and development ethics. Her prior employment includes service as vice president at Freedom House, a senior human rights political appointment at USAID, managing director at a South African country office of a multinational (Siyakhana, a joint venture of the Louis Berger Corporation and a South African organization), and co-founder and managing director of a US-registered development firm with offices in four African countries. She currently serves as an adjunct professor at the McCourt School of Public Policy at Georgetown University, at the School of Public Policy at the University of Maryland at College Park, and at the School of Global Inclusion and Social Development at the University of Massachusetts – Boston (online course). She is also on the Advisory Board of World Learning, and on the board of directors of both the Society for International Development (SID) and co-chair of the board of Alturi.

In a career of over three decades covering project experience in over 40 countries, her experience includes one year as a Fulbright professor teaching ethics, gender equity, and human rights to graduate students in Uganda, and nearly 15 years of residency and employment divided between Kenya, South Africa, Uganda, and the Philippines. She has also worked at a senior management level in London. Chloe is recognized for her topical expertise and numerous publications in gender equality & female empowerment, ethical leadership, human rights theory and practice, LGBTIQ issues, governance, corporate social responsibility, and applied ethics. Chloe is also an accomplished public speaker, including two significant speaking engagements at the White House, and one at Camp David.

EXPERIENCE

Consultant

December 2014 – Present
Olney, Maryland, USA

I am currently engaged in a number of short-term consulting assignments, including having advised the International Republic Institute (IRI) on how best to address LGBTI issues in their

programmatic work, and advising one of the world's largest infrastructure firms, Amec Foster Wheeler PLC, on organizational development reform, gender mainstreaming, and transportation policy in Afghanistan. I have also been advising Amec Foster Wheeler on gender equity policy issues associated with the water sector in Jordan, and the design of training curricula for the Millennium Challenge Corporation, and recently completed a desk study for USAID on LGBTI organizations in Pakistan. I am currently advising the World Bank on LGBTI issues as they pertain to established Bank policies on global inclusion.

**Vice President for Global Programs
Freedom House**

February 2013 – November 2014
Washington, DC, USA

I oversaw the rapid growth and operation of Freedom House's five diverse emergency assistance funds to assist embattled civil society organizations and human rights defenders. I also oversaw very active global human rights programs on gender equality, freedom of expression, Internet freedom, religious freedom, and the human rights of LGBTIQ persons. I frequently spoke about human rights and gender equity on behalf of the organization at leading fora, and as very active in strategic advocacy to influential decision-makers in many contexts (the Hill, foreign capitals, leading NGOs, senior USG officials, etc.). I also helped move the organizational ethos of Freedom House to be significantly more attuned to issues of gender equity, diversity, and results-based thinking, and to be more sensitive to the mentoring needs of younger staff.

**Senior Advisor (Africa): Democracy, Human Rights, &
Governance**
US Agency for International Development, Africa Bureau
Senior Advisor (Global): LGBT Policy
US Agency for International Development

**October 2010 –
January 2013**
Washington, DC, USA
**February 2012 –
January 2013**
Washington, DC, USA

As a senior level Obama Administration political appointee, I provided expert advice, leadership, and guidance to improve Africa-sensitive democracy, human rights, and governance (DRG), with a particular emphasis on gender equality, GBV, and human rights policies and programming. In teamwork with 8 others in the USAID Policy Task Team for the new DRG Strategy, we formulated this new Agency-wide strategy, and through my leadership we introduced an innovative development-focused approach to elevating human rights. In pursuit of USAID priorities I had frequent contact and collaboration with high-ranking officials across many federal agencies, with congressional staff, and executives of development-focused non-profit and private sector organizations. I led the Agency in providing technical advice on lesbian, gay, bisexual, and transgender (LGBT) human rights policies and programs, and I participated with two others in a management team to successfully launch a new practice area in LGBT health and human rights. I regularly advised on gender equality, VAWG, trafficking, and development ethics, as well as on the practical applications of human rights to the Agency's policies and programs. I strengthened the capacity of USAID's Africa Bureau on issues of gender equality, DRG policy advocacy, and improving political leadership in sub-Saharan Africa.

Illustrative accomplishments while at USAID include:

- I identified improvements through advising the new Gender Equality and Women’s Empowerment Policy Task Team, the Countering Trafficking in Persons Policy Task Team, and co-chairing the LGBT Equality for All Policy Task Team;
- As the Africa Bureau Front Office’s Point of Contact for Gender Equality, and for LGBT, I ensured that these two sets of issues have received significantly greater attention in Bureau-wide policy and programming, and through direct and sustained advocacy I was able to achieve and fill a new full time staff position for a gender advisor in the Sustainable Development Office of the Africa Bureau;
- I provided leadership, research, and advice in preparations for and participating in the successful testimony to the Congressional Tom Lantos Human Rights Commission, on the human rights of Indigenous Peoples in Africa;
- On behalf of USAID, I carried out research and presented policy papers at eight leading international academic conferences, and engaging in numerous public speaking events, successfully articulating to the public the Agency’s human rights and LGBTIQ policies, gender equality and gender based violence (GBV) policies, the President’s New Strategy for Africa, and the Agency’s policy and strategy on LGBT health and human rights;
- Building on 30 years of close, diverse, and regular development connections with Uganda, I provided a critically needed longer-term viewpoint as a member of the USAID Democracy and Governance Assessment research team for Uganda;
- At regular monthly White House meetings, I provided advice to the Office of Public Engagement on the needs and development priorities of transgender persons in developing countries, leading to increased awareness across the US Government of this population; and
- I established an in-house human rights blog, which I wrote entries to every two weeks. This regular blog continues on my personal website at <http://chloemaryland.net/blog/>.

Independent Consultant

October 2009-October 2010

Metropolitan Washington, DC area

While engaged in the lengthy application process for a political appointment under the Obama Administration, I provided development program design and implementation advice in the crafting of several successful proposals by incorporating appropriate inputs on LGBTIQ human rights issues, gender equality, GIS-based monitoring & evaluation, and development ethics. Most proposal assignments were with the Urban Institute and with IBTCI, including team leadership on the innovative successful design and implementation of a GIS “clearing house” for monitoring and evaluation services for the USAID Mission in Yemen.

Adjunct Faculty Appointments

- | | |
|---|------------------------|
| • <i>School of Global Inclusion and Social Development, University of Massachusetts – Boston</i> | 2016
online |
| Teaching “Ethics Dimensions in Global Inclusion & Social Development” | |
| • <i>School of Public Policy, University of Maryland</i> | 2008-2011, 2016 |
| Teaching “Moral Dimensions of Public Policy” (graduate students). | College Park, MD |
| • <i>Georgetown University, Public Policy Institute (McCourt School)</i> | 2003-present |
| Teaching “Ethics and Globalization”, “Ethics and Public Policy” and “Ethics in a Globalized World” (graduate students). | Washington, DC |
| • <i>School of Advanced International Studies (SAIS), The Johns Hopkins</i> | 1998-2012 |

University
Teaching “Urban Issues in Developing Countries” and “Ethical Perspectives in International Development” (graduate students).

Washington, DC

July 2007-September 2009

**Senior Associate/Team Leader for Civil Society & Governance
Creative Associates International Inc.**

Washington, DC

I led colleagues in new project development, contract management, client liaison, team recruitment, quality assurance, and logistical support for assignments in the areas of anti-corruption, gender equality, democracy and governance, leadership training, procurement, civil society strengthening, government integrity, and applied ethics. I successfully managed the World Bank funded *Professional Leadership in Ethics and Integrity in Eastern Africa* program, and the DFID funded *Pro-Poor Integrity* program working in seven countries in Eastern Europe, Central Asia, the Middle East, and Africa, achieving all stated implementation objectives.

Independent Consultant

**August 2006-June 2007
October 2009 to October 2010**
Metropolitan Washington, DC

While also active as an academic, I carried out a variety of practitioner assignments, with illustrative examples including:

- I designed sophisticated, integrated monitoring, research, and evaluation methodologies for proposals for USAID projects in Yemen, Afghanistan, Lebanon, and India, empowering USAID Missions in their analytical and reporting activities by embracing both management information systems (MIS) and new geographic information systems (GIS) technologies.
- As part of a marketing expansion initiative, I organized a new practice area on Gender and Development (GAD) for a leading Washington DC development consulting firm, ensuring that they became sufficiently conversant with the latest state of literature, theory, research, and practice in this field in the context of USAID. Client: Creative Associates International, December 2009.
- I designed new projects and directed training activities in strengthening integrity in local governance, for a DFID-funded five year program, resulting in measurable improvements in integrity in local governments in seven countries in Africa and Central Asia, with workshops in Palestine (July 2009), Armenia (November 2009), and Kenya (January 2010). Client: TIRI
- As Senior Advisor at the Inter-American Development Bank’s Initiative on Social Capital and the Ethics of Development, I co-authored with Prof. David Crocker a new Conceptual Framework for the activities of this unit. I also provided completely new ethics-based peer review on proposed Bank projects, carried out research on volunteerism, and I authored a comprehensive new manual on codes of ethics for public institutions that is now widely used throughout Latin America and the Caribbean. Client: IADB
- In what became the foundation for a successful continent-wide training program, I designed and directed a team of trainers for a two-week training course in the ethics of leadership for 26 young African leaders from seven countries, held in Mombasa, Kenya in December 2006. Client: Freedom House.

- As Lead Consultant on a World Bank funded project to evaluate World Bank procurement practices in sub-Saharan Africa, including extensive field research in countries I know well - Kenya and South Africa – I recommended new methods to improve the integrity of consultants contracted on Bank loan projects. Client: The Centre for Applied Ethics, Stellenbosch University, South Africa
- As the keynote speaker on leadership at a 3 day Financial Management Workshop for senior ministers of the Transitional Federal Government of Somalia, I offered a provocative and practical model of ethical leadership in that troubled country. Workshop held in Nairobi, Kenya. Client: World Bank/PREM
- As the plenary presenter at the Global Ethics Conference at Keble College, Oxford University. Paper: *Leadership for Africa: A Role for Transformational Virtue?* I articulated important but often ignored perspectives on African leadership. Client: World Bank/PREM

**Visiting Professor, Fulbright Senior Scholar Program,
Ethics and Public Management Program,
Department of Philosophy,
Faculty of Arts, Makerere University,**

July 2005-August 2006
Kampala, Uganda

While carrying out research and writing my first book, I also taught graduate courses in public policy, gender equity, human rights, and governance, advised Master's students on their thesis work, and led the Philosophy Department in organizing a highly acclaimed international conference on development ethics in July 2006, attended by more than 350 persons.

**Technical Director
Management Systems International**

July 2000-July 2005
Washington, DC

I successfully carried out contract management, client liaison, team recruitment, quality assurance, research, and logistical support for MSI's Civil Society IQC and for the firm's major conflict-related project – the Greater Horn of Africa Peace Building Project. I also provided senior-level technical assistance in winning and then successfully implementing projects and task orders in gender equality, anti-corruption, civil society strengthening, democracy and governance, and human rights.

Representative project experience at MSI includes:

- Lead researcher and author of Cross-Sector Analysis of Corruption: Summary Report, January 2003 for USAID, later published as a chapter in a book.
- For USAID, I was Team Leader for a rare and well-received comparative multi-country assessment of Local Government Programs in Albania, Poland, Romania and Ukraine.
- In Tanzania, as good governance specialist and the first ever development ethicist for the World Bank funded Good Governance, Integrity, and Ethics program; for the National Board of Accountants and Auditors.
- Co-author and Lead Analyst for the annual Development Effectiveness Report 2001 for the United Nations Development Program.

**Managing Director
Siyakhana Consulting Company (Pty.) Ltd.**

1995-1998
Durban, KwaZulu Natal, South Africa

As a pioneer in US-South Africa joint ventures, I established this South Africa branch office of the Louis Berger Group and successfully directed staff in the operations, management, marketing, project development, formulation of town and regional planning and local

governance methodologies, project supervision, and quality assurance for all Siyakhana activities throughout Africa. I was the only non-South African senior advisor to the national government in Pretoria on integrated development. I successfully designed and led projects in South Africa, Mozambique, and Tanzania. Representative project experience included overcoming physical legacies of apartheid through leading teams in the Integrated Development Planning for the North Local Council (Durban Metropolitan Area), South Africa, and the Integrated Development Plan: Regional Development Plan for the Zululand Regional Council.

Director of Planning and Urban Development

1992-1995

Louis Berger International, Inc.

Washington, DC

In reinventing this practice area, I led the organization, co-ordination, technical direction, and quality assurance of multi-disciplinary teams involved in integrated urban and rural development projects worldwide. I proposed and won a major contract in the Gaza Strip, and supervised teams to successfully complete major projects in Gaza and Qatar, and short-term assignments in Indonesia, Bangladesh, and the Philippines. The Qatar project remains the largest GIS-based application in the world.

Director of London Architectural Office,

RPS Clouston plc

1989-1990

London, England

Through extensive marketing in southern England, France, Portugal, and several African countries, and through introducing new IT approaches, I positioned the new architectural and planning London office of this large countrywide British firm to take maximum advantage of a successful IPO. In addition to marketing, I managed office staff, finances, and project quality assurance.

Managing Director and Co-Founder

1982-1989

Landplan Group Africa

Nairobi, Kenya; Kampala, Uganda;

Dar es Salaam, Tanzania; Harare, Zimbabwe

Together with one other person, I established and led the successful expansion to 4 countries of the only American architectural and planning firm in Africa. I managed 42 professional and technical staff and oversaw project quality assurance and financial control for four offices in separate African countries. Projects were carried out in Tanzania, Kenya, Uganda, Zimbabwe, Somalia, Sudan, Comoros, Ethiopia, Djibouti, Cote d'Ivoire, Botswana, and Seychelles, combining the best of American design with a pragmatic grasp of local construction realities, resulting in significant cost and time savings.

Project Manager

1980-1982

Office of Foreign Buildings Operations, U.S. Department of State

Nairobi, Kenya

I successfully oversaw the construction of the new United States Embassy in Nairobi (the object of a terrorist bombing in 1998), and was responsible for inspection and approval of all of the contractor's work, technical review of all aspects of the construction, and architectural detail design. I also successfully managed State Department building construction projects in Sudan, South Sudan Botswana, Tanzania and Somalia – including the compound that now serves as our Embassy in Juba, South Sudan.

Note: I was engaged in earlier architecture employment from 1976 to 1979 – details upon request.

EDUCATION

- 2002 Ph.D., Policy Studies, School of Public Policy, University of Maryland, College Park, Maryland
- 1992 Masters, International Affairs, Georgetown University, Washington, DC
- 1976 Post-graduate Studies, Urban Planning, Architectural Association School of Architecture, London, England
- 1974 B.A., History of Architecture, Syracuse University
- 1974 B.A., Architecture (5 year degree), Syracuse University

AWARDS AND BOARD SERVICE

- 2015 – present: Member of the Board of Alturi, a global platform to raise awareness in the United States about the plight of LGBTI persons internationally
- 2014 – present: Member of the Board of Advisors for World Learning Inc., a nonprofit organization advancing leadership in more than 60 countries
- 2014 – present: Member of the Board of the Washington Chapter of the Society for International Development
- 2014 – present: Member of the Board of the International Development Ethics Association
- 2013 Distinguished Alumna of the Year, School of Public Policy, University of Maryland
- 2013 National Public Service Award, National Center for Transgender Equality
- 2012 Meritorious Honor Group Award, USAID, for service on the Policy Task Team for the drafting of the new Democracy, Human Rights, and Governance Strategy
- 2011 Member of the Ethics Review Panel of the International Center for Research on Women (ICRW)

ILLUSTRATIVE (PARTIAL) LIST OF PUBLICATIONS AND PAPERS

“The Provocative Human Right to Be”, the LGBTQ Policy Journal at the Harvard Kennedy School, Cambridge, MA. 2013

“A Threshold of Moral Tolerance: Accommodating LGBT Human Rights in Contemporary Uganda”, co-authored with Prof. Byaruhanga Rukooko, Kampala, Uganda, paper presented at the 52nd International Studies Association 2012, San Diego, California, April 3, 2012

“Development Ethics: The Audacious Agenda”, chapter 17 in *The Handbook of Global Communication and Media Ethics*, edited by Robert Fortner and P. Mark Fackler. Wiley-Blackwell, 2011.

“Defending the Moral Claims of Transgender Persons in Less Developed Countries”, paper presented at Ninth International Conference of the International Development Ethics Association, Gender Justice and Development: Local and Global at Bryn Mawr College, Bryn Mawr, Pennsylvania, June 9, 2011

“Corruption”, chapter in *Political and Civic Leadership Handbook*, Richard A. Couto, Ed.; Thousand Oaks, CA: SAGE Publications, 2010

White Paper for the Annual Conference of the International Center for Media Studies (October 2009), “Development Ethics in Africa: The Human Dignity Threshold”; September 13, 2009

Reclaiming Value in International Development: The Moral Dimensions of Development Policy and Practice in Poor Countries; Westport, CT: Praeger Press, December 2008

Guest Editor, *Journal of Global Ethics ~ Special Issue: Development Ethics, Accountability, Responsibility, and Integrity*; Routledge: December 2008, Volume 4, Number 3

“Fools rushing in? Ethical reflections on international development and assistance in African conflict environments”, *SAIS Review of International Affairs* (Summer-Fall 2007), published for the Foreign Policy Institute, Washington, DC and part of the Paul H. Nitze School of Advanced International Affairs, The Johns Hopkins University

“The World Bank’s New Urban Strategy: An Assessment from Development Ethics”, chapter in *Sustainable Development Policy and Administration*, Gedeon M. Mudacumura, Desta Mebratu, and M. Shamsul Haque (eds.); Boca Raton, FL: Taylor & Francis 2006

The Relevance of Development Ethics for USAID, a publication of the U.S. Agency for International Development, co-authored with Dr. David A. Crocker, April 2005

“Corruption in the Development Context: Sectoral Synthesis”, chapter in *Pervasive Corruption: Strategies for Prevention in Developing Countries*, B. I. Spector, (ed.); Bloomfield, CT: Kumarian Press 2005

“Where Image Collides with Reality - Planning in the Philippines”, *Casebook, the Journal of the American Institute of Certified Planners*, Winter 1995

Upcoming chapters are underway for the following edited volumes:

- “An American’s view of trans*emergence and feminism’s response in Africa”, chapter 12 in *Bodies in Resistance: gender politics in the age of neoliberalism*, Palgrave Macmillan, UK. (chapter submitted, publication in 2016)
- “Bewitched or Deranged: Access to Health Care for Transgender Persons”, chapter 13 in *Global Health & Security: Critical Feminist Perspectives*, O’Manique, C. And Fourie, P. (eds.); London: Routledge (publication pending, 2016)
- “Expanding a Constricted Moral Lens – LGBTI Persons”, chapter in *Agency, Democracy and Participation in Global Development*, Kosko, S. and Keleher, L. (eds.); Cambridge University Press (publication pending 2017)
- “USAID and Development Ethics”, chapter in *Handbook of Development Ethics*, Keleher, L. (ed.); London: Routledge (publication pending, 2017)

LIST OF ADJUNCT COURSES

University of Maryland at College Park, School of Public Policy

Fall 2008 – Moral Dimensions of Public Policy
 Spring 2009 – Moral Dimensions of Public Policy
 Fall 2009 – Moral Dimensions of Public Policy
 Spring 2010 - Capstone II: Minor in International Development and Conflict Management (Government & Politics, undergraduate)
 Spring 2010 – Moral Dimensions of Public Policy
 Spring 2016 – Human Dignity: Social Justice and Gender Equity

Georgetown University, Washington, D.C., McCourt School of Public Policy

Fall 2004 – Globalization: An Ethical Perspective
 Spring 2005 – Ethics and Public Policy
 Spring 2007 – Ethics in a Globalized World
 Spring 2008 – Ethics in a Globalized World
 Spring 2009 – Ethics in a Globalized World
 Spring 2016 - Ethics in a Globalized World

University of Massachusetts – Boston, School of Global Inclusion and Social Development

Spring 2016 – Ethics Dimensions in Global Inclusion and Social Development (online)

Johns Hopkins University, Washington, D.C., School of Advanced International Studies

Fall 2001 – Urban Issues in Developing Countries
 Summer 2002 – Ethical Perspectives on International Development
 Fall 2002 – Ethical Perspectives on International Development
 Spring 2004 – Urban Issues in Developing Countries
 Fall 2004 – Ethical Perspectives on International Development
 Fall 2006 – Urban Issues in Developing Countries
 Summer 2009 – Ethical Issues of Urbanization in Developing Countries

Makerere University, Kampala, Uganda (Fulbright Senior Scholar)

2005-6 – graduate course in Ethics and Public Policy