

Chloe Gould Schwenke, Ph.D.

February 5, 2017

SUMMARY

Dr. Chloe Schwenke is an international development, gender equality, and social inclusion practitioner, human rights advocate, and policy expert with extensive experience in government, non-profit, and for-profit organizations. An accomplished advisor, practitioner, educator, and author on gender equity, GBV and VAW, human rights, social inclusion, and social development, she draws on her extensive international and multicultural experience and her expertise in diversity and leadership training, women's empowerment, results-based human rights & social inclusion programming, LGBTQ issues, democracy/rights/governance (DRG) analysis and issues, and development ethics. Currently serving as Director of the Global Program on Violence, Rights, and Inclusion at the International Center for Research on Women, her prior employment included extensive consulting services for the World Bank on social inclusion, as well as prior service as vice president at Freedom House, a senior political appointment at USAID, managing director at a South African country office of a multinational organization, and co-founder and managing director of a US-registered development firm based in Nairobi, Kenya with offices in four African countries. She is also an adjunct professor at the School of Public Policy at the University of Maryland, where she teaches courses on human dignity, and on the ethics of foreign aid.

In a career of over three decades covering project experience in over 40 countries, her Global South experience includes a decade living and working in Kenya, one year as a Fulbright professor in Uganda, three years in South Africa, and a long-term project assignment in the Philippines. She has also worked at a senior management level in London. Chloe is recognized for her topical expertise, qualitative and quantitative research, and numerous publications in gender equality & female empowerment, gender identities, social inclusion, ethical leadership, human rights theory and practice, LGBTQ, good governance, corporate social responsibility, applied ethics, and DRG.

EXPERIENCE

Director, Global Program on Violence, Rights and Inclusion International Center for Research on Women

February 2017 – present
Washington, DC, USA

I provide strategic direction, thought leadership, and technical oversight and quality assurance to projects within the newly formed global research platform on Violence, Rights and Inclusion. In support of this function, I apply subject-matter expertise and professional experience in gender-based violence, in men and masculinities, and in empowerment of women and girls broadly. I apply research skills, and provide relevant technical support and strategic advice to a range of clients, and I am also tasked to secure the portfolio's funding pipeline and to mobilize the business development team, portfolio staff and other research teams. I lead development and the execution of a strategic vision for Global Research Platform on VRI, achieved through cutting-edge research and a strong business plan. I also

direct and/or provide technical assistance to projects within the Global Platform, assuring quality of all aspects of project execution, donor/partner relations, staff and administrative management

Consultant

December 2014 – January 2017

Olney, Maryland, USA

I was recently engaged in a number of short-term consulting assignments, including providing policy analysis and Congressional outreach and advocacy as a Senior Adviser to the National Center for Transgender Equality. Earlier, I advised the World Bank on the formulation of a new policy on global social inclusion that addresses gender equality and marginalized sexual minorities. I also recently advised World Learning on the creation of a new comprehensive analytical tool for a variety of social inclusion applications, including but not limited to gender equality and to LGBTQ issues. In addition, for the Human Rights Campaign I recently introduced and compared 6 alternative research models for their proposed new Global Equality Index. In the summer of 2015 I was a consultant to the multinational engineering and energy firm Amec Foster Wheeler PLC on a large on-going organizational development reform project funded by USAID for the Ministry of Public Works of the Government of the Islamic Republic of Afghanistan. This included time in Kabul, leading gender awareness training activities for Afghan Ministry staff, as well as Washington-based work. I also co-facilitated a process among three major New York City based philanthropist organizations setting up of the new \$20 million Global Trans Initiative (GTI), which is intended to support the human rights and development needs of transgender persons globally.

Vice President for Global Programs

February 2013 – November 2014

Freedom House

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 programs on gender equality, freedom of expression, Internet freedom, religious freedom, and the human rights of LGBTI persons. I made significant improvements to the quality and competitiveness of Freedom House's grant proposals, moving the win rate from 27% to over 45%, including diversifying the revenue stream of the organization. I frequently spoke about human rights on behalf of the organization at leading fora, and was 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 equality, diversity, and results-based thinking, and to be more sensitive to the mentoring needs of younger staff.

Illustrative accomplishments while at Freedom House include:

- I provided overall strategic direction, leadership, and management to integrate all aspects of programmatic activities to include, advocacy, communications, finance, fundraising, management, robust research, monitoring and evaluation, and technology for four Freedom House teams;
- I promoted technical innovation in program design and operations to enhance on-ground results-linked impact of emergency assistance and Internet freedom programs, including leading a key technical workshop in Mexico City for human rights defenders;
- I provided leadership in enhancing strategic advocacy and timely contributions to policy debates on issues within the global programs portfolio, consistent with the mission of Freedom House, and I wrote numerous blogs;

- Through redesigning the business development functions and hiring new staff, I increased the capacity to generate and diversify revenue to support and maintain existing programs, and significantly increased grants funding;
- I also work effectively with the VP for Regional Programs to maximize synergy and coordination.

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 in the interagency, congressional staff officials, and executives of comparable 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. I regularly advised on gender equality 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. I also collaborated with others in developing USAID's contribution to the U.S. Strategy to Prevent and Respond to Gender Based Violence Globally, and I provided review and editing input leading to USAID's publication of its new Policy on Gender Equality and Female Empowerment, and its new policy on Countering Trafficking in Persons.

Illustrative accomplishments while at USAID include:

- As the Africa Bureau Front Office's Point of Contact for Gender Equality, and for LGBT, I ensured that these two sets of issues 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 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 prepared 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 LGBT 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 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.

Independent Consultant

October 2009-October 2010

Metropolitan Washington, DC area

While engaged in the 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 LGBTI 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.

Senior Associate/Team Leader for Civil Society & Governance

**July 2007-September
2009**

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 research, monitoring 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, and practice in this field of GAD 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 drafted a new Conceptual Framework for the activities of this unit, provided completely new ethics-based peer review on proposed Bank projects, and 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. Workshop held in Nairobi, Kenya. Client: World Bank/PREM
- As the plenary presenter at the Global Ethics Conference at Keble College, Oxford University, I presented the paper: *Leadership for Africa: A Role for Transformational Virtue?* in which I articulated important but often ignored perspectives on African leadership. Client: World Bank/PREM
- As Advisor to the Office of the President of Kenya, Public Service Reform and Development Secretariat [PSR&DS], I designed and led workshops and prepared draft codes of ethics for the Ministries of Health, Agriculture, and Local Governance, emphasizing results-based management.

**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, ethics, 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.

**Technical Director
Management Systems International**

July 2000-July 2005
Washington, DC

I successfully carried out contract management, client liaison, team recruitment, quality assurance, 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 anti-corruption, civil society strengthening, democracy and governance, and human rights.

Representative project experience at MSI includes:

- 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
Louis Berger International, Inc.**

1992-1995
Washington, DC

In reinvigorating 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
Landplan Group Africa**

1982-1989
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

- 2016 Global Advocate Award, from DC Center – Global, for volunteer work and advocacy on the plight of LGBTI refugees and asylum seekers
- 2015 Member of the Executive Board of Alturi, a nonprofit organization that seeks to increase engagement and contributions by individual American donors to organizations working to improve the lives of LGBTI people globally.
- 2014 Member of the Board of Advisors for World Learning Inc., a nonprofit organization advancing leadership in more than 60 countries
- 2014 Member of the Board of the Washington Chapter of the Society for International Development
- 2013 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

Self-ish: A Transgender Journey Toward Wholeness; Los Angeles, CA: Red Hen Press, publication forthcoming

“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, 2016

- “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)
- “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

Chapters also have been written and approved for upcoming publication in the following edited volumes:

- “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, 2017)
- “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)