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January 8, 2019

### **SUMMARY**

Dr. Chloe Schwenke is an academic, practitioner, researcher, public policy specialist, author, and advocate in international development, human rights, gender equality, and social inclusion. In the field of international development, she has over three decades of international experience – nearly half of it while living in Africa and Asia.

Currently, Chloe is serving as the Interim Executive Director of the Association of Writers & Writing Programs, a 52-year-old non-profit that supports creative writing programs and writers throughout North America and beyond. Previous to this interim assignment, she successfully completed a one-year grant-funded contract as the Director of the Global Program on Violence, Rights and Inclusion at the International Center for Research on Women (ICRW) in Washington. In prior employment, she has served as vice president for global programs at Freedom House in Washington, D.C. and (as a political appointee under the Obama Administration) as Senior Advisor on Human Rights at the Africa Bureau of the US Agency for International Development (USAID). While at USAID, Chloe was involved in shaping both USAID's new Strategy for Democracy, Human Rights and Governance and in participation in the drafting of the U.S. National Action Plan on Women, Peace, and Security. She also led USAID in formulating its first ever LGBTQ strategy, and served as the senior LGBTQ advisor at the Agency.

Chloe's scholarship and programmatic work are informed by feminist ethics, the capability approach, social inclusion, and human rights moral concepts. Through her work, she addresses the challenges of keeping international foreign assistance grounded in an ethically explicit and justifiable framework – with a focus on achieving pragmatic, measurable results on the ground.

Chloe received her Ph.D. in public policy at the School of Public Policy at the University of Maryland at College Park, where she was Alumna of the Year for 2013. In that same year, she was awarded a National Public Service Award by the National Center for Transgender Equality, and in 2016 she was awarded the Global Advocate Award by DC Center – Global. She is the author of *Reclaiming Values in International Development* (Praeger 2008), and her memoir *Self-ish: a transgender awakening* was published by Red Hen Press in early May of this year.

### **EXPERIENCE**

#### **Interim Executive Director**

**Association of Writers & Writing Programs**

**April 2018 – April 2019**

I am currently providing executive management for North America's oldest and largest non-profit organization supporting creative writing programs (primarily but not exclusively MFA programs) and writers. I have been engaged during a time of physical relocation and extensive staffing changes, as well

as leading the association through a substantial institutional reconfiguration in its core business model, with a mandate to bring order, stability, responsiveness, transparency, and direction to the organization. This has included a detailed and rapid assessment of needs, opportunities, resources, and threats, as well as the establishment of more effective communications between the staff and the board. This interim assignment allows the organization to return to effective operations, member responsiveness, and income generation, while a national search ensues for a new permanent Executive Director.

**Director of the Global Program  
On Violence, Rights and Inclusion**

**International Center for Research on Women**

**February 2017 – February 2018**

I recently completed a grant-funded research assignment in which I provided strategic direction, thought leadership, and technical oversight and quality assurance to projects within the Global Program on Violence, Rights and Inclusion (VRI). My duties included:

- Establishing a Global Research Platform on gender based violence, human rights, and social inclusion (VRI) that has a shared vision and set of priorities across ICRW's offices in DC, India and Uganda
- Leading marketing, fundraising, development, and execution of a strategic vision for Global Research Platform on VRI, which is achieved through cutting-edge research and a viable business plan and leverages a strong communications strategy.
- Providing oversight and management duties on a variety of projects for the Cartier Foundation, DFID, USAID, CIFF, World Bank, and UNICEF
- Directing and/or providing technical assistance on projects addressing violence, human rights, and social inclusion with a focus on women, girls, and members of marginalized populations, on topics including but not limited to research on gender based violence (GBV), cyber violence, child brides, migration, land rights for women, urbanization, social inclusion, and human rights protections for sexual and gender minorities.

**Consultant**

**December 2014 – January 2017**

Olney, Maryland, USA

I was formerly engaged in a number of short-term consulting assignments, including with Amec Foster Wheeler PLC. The latter includes advising on gender issues, gender-equitable organizational development, and associated institutional reforms on a large on-going institutional reform project funded by USAID for the Ministry of Public Works (MoPW) of the Government of the Islamic Republic of Afghanistan. This included time in Kabul as well as Washington-based work. I also worked in Jordan on a water sector planning and governance proposal, also for Amec Foster Wheeler PLC. Other consulting services included advising the World Bank on the formulation of a new policy on global inclusion that addresses gender equality and incorporates marginalized minorities, and advising Internews on social inclusion issues affecting LGBTI persons in East Africa. I also worked for the Human Rights Campaign on the creation of a new global equality index.

**Vice President for Global Programs  
Freedom House**

**February 2013 – November 2014**

Washington, DC, USA

I oversaw and provided strategic analysis and direction that contributed to 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 provided strategic and management oversight to very active global

programs on freedom of expression, Internet freedom, religious freedom, human rights of LGBTQ persons, and gender equality. 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 participated in leading staff trainings and in a variety of mentoring activities, and directly oversaw the organization's summer internship program. 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 strategically attuned to issues of gender equality, diversity, and results-based thinking.

Illustrative accomplishments while at Freedom House include:

- 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;
- I provided overall strategic direction, leadership, and management to integrate all aspects of programmatic activities to include, advocacy, communications, finance, fundraising, management, 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; and

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

October 2010 – January 2013

**Senior Advisor (Global): LGBTQ Policy**  
**US Agency for International Development**

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, transgender, and queer (LGBTQ) 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 LGBTQ, 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.

#### **Independent Consultant**

**October 2009-October 2010**

Washington, DC

While engaged in the application and security clearance process for a political appointment under the Obama Administration, I provided development program design and strategic implementation advice in the crafting of several successful proposals by incorporating appropriate inputs on 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.

**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 civil society strengthening, anti-corruption, gender equality, democracy and governance, leadership training, procurement, 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**

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 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
- 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 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 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. I also provided extensive mentoring and counseling for Makerere students.

**Technical Director  
Management Systems International**

**July 2000-July 2005**  
Washington, DC

I successfully carried out contract management, client liaison, team recruitment, quality assurance, strategic analysis/planning, 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.

**1995-1998**

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

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, strategic analysis, 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 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****1989-1990****Clouston plc**

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 employment as an architect and arbitrator from 1976 to 1979 – details upon request.

#### ADJUNCT FACULTY APPOINTMENTS

*School of Public Policy, University of Maryland* **2008-present**  
Teaching “Moral Dimensions of Public Policy” and “Ethics and Foreign Aid”  
(graduate students). College Park, MD

*Georgetown University, Public Policy Institute (McCourt School)* Washington, DC  
Teaching “Ethics and Globalization”, “Ethics and Public Policy” and “Ethics in a  
**2005-2014, 2018**  
Globalized World” (graduate students).

*School of Advanced International Studies (SAIS), The Johns Hopkins University* **1998-2012**  
Teaching “Urban Issues in Developing Countries” and “Ethical Perspectives in  
Washington, DC  
International Development” (graduate students).

#### 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

2018 Honorary Membership of the Lavender Leadership Honor Society, University of Maryland  
2016 Global Advocate Award from DC Center Global  
2014-2015 Member of the Board of the Washington Chapter of the Society for International  
Development  
2014 - present Member of the Board of Advisors for World Learning Inc., a nonprofit organization  
advancing leadership in more than 60 countries  
2013 Alumnus of the Year, School of Public Policy, University of Maryland  
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

#### ILLUSTRATIVE (PARTIAL) LIST OF PUBLICATIONS AND PAPERS

*Self-ish: A Transgender Awakening*; Los Angeles, CA: Red Hen Press (2018)

- “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 (2018)
- “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 (2018)
- “Development Practitioners: Absent in the Deliberative Discourse on Development Ethics”, chapter in *Handbook of Development Ethics*; Keleher, L. and Drydyk, J. (eds.); Routledge Press (2018)
- “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 52<sup>nd</sup> 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.
- 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