**Steven E. Hendrix**

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Recognized leader, senior diplomat, and legal executive with 30+ years of combined global C-Suite experience in the private, public and non-profit sectors.

* White House and National Security Council interventions on foreign policy, national security, diplomacy and advocacy, executive leadership.
* Leadership of evidence-based, data-infused Strategy, Planning & Evaluation for $52 billion in annual foreign assistance.
* International Policy & Reform across Africa, Latin America and the Caribbean, Asia and the Pacific and Eastern Europe.
* Hands-on experience directing diverse legal, finance and policy teams toward strategic goals.
* Expertise in building trust and staff development embodying a people-first outlook with a view to delivering policy, budget, and program insights at the executive level.
* Team and personnel management, with emphasis on the benefits from diversity and inclusion.
* Compliance, Enterprise Risk Management and Internal Audit control at the executive level.
* Native Spanish fluency.
* Former senior diplomat with the U.S. Agency for International Development (USAID) and U.S. Department of State (Deputy Assistant Secretary level). Top Secret/SCI security clearance. Class A medical clearance.

**BOARD EXPERIENCE**

* Member, White House Board on Disrupting the Fentanyl, Opioid and Synthetic Drug Supply Chain
* Member, White House Inter-Agency Board for Anti-Corruption
* Chair, Latin America and Caribbean Anti-Corruption Donor Consultative Group (DCG), Washington, DC
* Single US Delegate, Inter-American Coalition for the Prevention of Violence
* Chair, International Cooperative Administrative Support Services (ICASS) system, Embassy Paraguay
* Deputy Chair, Ministerial Engagement Coordination Committee – Iraq
* Deputy Chair, Public Finance Management Action Group Operational Committee – Iraq
* Advisor and Counsel to the Board of the Export-Import Bank of the U.S.
* Single US Government Board Member and Representative, Tropical Forestry Conservation Fund
* Member, American Bar Association (ABA) Council, International Law Section
* Member, American School of Asunción (ASA) Board, Asunción, Paraguay
* Member, International Practice Board, State Bar of Wisconsin
* Editorial Board – Foreign Service Journal

**SIGNATURE CAREER ACCOMPLISHMENTS**

* Sensitive peace negotiation assistance in Colombia, El Salvador and Guatemala.
* Negotiation of the Merida Initiative, a $1.4 billion security assistance program between the US and Mexico.
* Leadership of the U.S. government’s largest foreign assistance capacity development program ever, standing up and reforming16 different government ministries and executive agencies simultaneously in Iraq, under war conditions.
* Sensitive negotiation on behalf of the U.S. government at the UN with representatives from China, Turkey, Iran and other countries to gain consensus leading to passage of UN resolutions.
* Public-Private Partnership to raise over $1 billion for the Amazon to address climate change.
* Negotiation and structured financing for the Guangdong Nuclear Power Plant, China, and Agora II Nuclear Plan in Brazil.
* Design and leadership of strategies to create jobs, improve education and healthcare outcomes, cut poverty and hunger, and improve climate adaptation for governments in the Middle East, Africa and Latin America.
* Leadership of strategy for multi-donor and Nigerian government approaches to address Boko Haram.
* Leadership of the U.S. government’s largest foreign assistance HIV/AIDS, TB and Malaria programs.
* Negotiation of a major loan framework between the Export-Import Bank of India and the Export-Import Bank of the US.
* Paris Club debt rescheduling for the former Yugoslavia.
* Treaty negotiation with the Lloyds Insurance market for Aircraft Repossession Insurance for Poland.
* Leadership of locality-driven, evidence-based strategies to reduce gang violence in twelve major cities.
* Originating, directing, and supervising the first fully evidence-based, behavior-change strategy in USAID, cutting across agriculture, healthcare, education, migration, governance and humanitarian response.
* Design and supervision of counter-insurgency programing with an impact evaluation demonstrating effectiveness.

**Professional Experience**

2024 – present: **Principal** – Hendrix LLC. Providing global consulting services.

2024 – present: **Strategic Advisor to the CEO** - Counterpart International. Providing C-Suit mentoring and coaching to the organization’s top executives to take the organization from “good” to “great.” Assisting leadership with risk management, improving performance and business development, with budgets, staff and programs across Africa, Latin America, Asia and the Pacific and Europe.

2022 – 2024:  **Senior USAID Coordinator for Foreign Assistance – U.S. Department of State, and Managing Director - Planning, Performance and Systems.** State Department, Foreign Assistance Office

Highest ranking senior official from the U.S. Agency for International Development (USAID) at the State Department, Office of Foreign Assistance. Managing Director for the office in the State Department responsible for the strategies, planning, performance and systems for 182 embassies and each of the major geographic regions (Asia and the Pacific, Latin America and the Caribbean, Africa, and Europe). I oversaw a very senior level, executive and managerial staff of 70, leading complex personnel arrangements, strategic planning systems, and cross-governmental coordination at the State Department.

We directed, managed, evaluated and reported on a $52 billion budget covering 24,265 American employees at the State Department, 10,235 employees at the U.S. Agency for International Development (USAID) and 50,424 local employees at embassies around the world.

I led the team responsible for global distance learning technologies and information systems to provide effective, universal access, at reduced cost, to innovative instruction across a multi-cultural cadre of adult learners, over 80,000 in all.

In this role, I advanced shared values and shared governance. I worked closely with senior leadership across twenty-two U.S. government agencies and Departments. I met regularly with the White House, Office of Management and Budget, and Congressional representatives. I spoke at universities, nonprofits and with corporate executives. I met with indigenous leaders, religious figures, civil society representatives, community activists, human rights advocates, various diaspora organizations, environmental groups, diplomats, foreign dignitaries and other key stakeholders.

I successfully managed large and complex budgets, even as those budgets also come under extreme expenditure constraints. My team and I were very adept with managing governmental, legislative and donor restraints on our budget – including 600 Congressional earmarks or directives. With those restraints changing year to year, we continued to track them, as new ones are added, and old ones were taken away. We were accountable to several different governmental departments and audit authorities. So, transparency was essential.

2020 - 2022:  **Senior Adviser – South America,** US Agency for International Development (USAID), Latin America and the Caribbean Bureau

I directly oversaw $314 million in annual programs to support seven million Venezuelan migrants and refugees.  This included networking with regional universities for retraining and re-accreditation.  It also meant setting up distance learning and working across communities, twelve national governments, and migrant populations to promote shared understanding and approaches.

I engaged with many corporations (Amazon, Airbnb, Bayer, BCG, GSK, McKinsey, Nestlé, Salesforce, and Unilever) to raise funding to arrest climate change. Together, we formed the Lowering Emissions by Accelerating Forest finance (LEAF) Coalition and amassed $1 billion.

I led efforts for staff retention. I provided evidence-based recommendations on recruitment, mentoring, retention, advancement, and promotions to make diversity more achievable and sustainable. In particular, I was focused on staff retention among under-represented and under-served populations, including African-Americans, Native Americans, Latinos, Asian-Americans, the LGBTQIA+ community, veterans and persons with disabilities. Personalized development plans for all staff were one component of this strategy. As a result, my current organization is building on that experience for a more holistic approach to achieving its diversity goals, not just in recruitment, but also throughout the employees’ careers.

2016 - 2020:   **Deputy Mission Director**, US Agency for International Development (USAID), USAID/Ghana

Led people, budgets, and complex programs. I provided strategic vision and program direction to the extensive, complex development program, with a central office and satellite office 300 miles away.  I managed the annual program budget of $140 million, reaching the 2.5 million inhabitants. My staff of 84 elite managers and technical experts led host government and communities to improve education and drive local solutions.  I provided coaching across the organization and advanced systems for employee accountability and performance improvement. I supervised the auditing of systems and assured responsible use of funding with accurate reporting. I represented the organization to Members of Congress, State Department, White House executives, corporate executives, foreign government cabinet leaders, customary and indigenous authorities, religious leaders, civil society authorities, internal and external auditors, and senior leadership from funding organizations.

2014 - 2016:   **Program Office Director,** USAID/Nigeria

As the senior strategy, policy, budget and administration director and senior leader, administered a $500 million annual budget, with 150 managerial staff. They in turn led large programs to reach the 96 million people who live on less than $1.90 per day.

I participated on my organization’s promotion panel, evaluating about 3,000 employees worldwide. I had frequent interactions with the media press, representatives of the Presidency, leaders from philanthropic agencies, customary authorities, and ministerial-level host government counterparts. I facilitated programs for diversity/inclusion by ethnicity, age, religion, gender and LGBTQIA+.  I further secured training, systems and procedures to protect the physical wellness, health, and psychological wellbeing of staff.

2009 -2014:   **Assistant Mission Director**, USAID/Paraguay, Acting DCM – U.S. Mission Paraguay; Interim USAID Mission Director for USAID/Southern Caribbean, and USAID/Bolivia

**Sustainable, self-financing Schools initiative** – I worked with civil society, local communities, indigenous leaders and government officials to develop a model for schools, targeting historically disadvantaged and vulnerable youth from marginalized communities. With no outside support, the schools had to be engineered to be self-financing. Students and teachers worked together on funding mechanisms to run the school, while all courses complemented that business enterprise.  For example, one school was a hotel and restaurant, so students in math class learned accounting, in science learned about food preparation, and so on. Another school served as an Eco-Lodge and also as a soccer academy - with Nike and other corporate sponsors getting behind the school team which won the “barefoot world cup” in France and placed second the next year in Japan. Upon graduation, all students of those four schools got immediate skilled jobs or entrance letters to higher education on scholarships.

**Poverty Alleviation** - I worked with the Presidency, a civil organization, indigenous communities, and local stakeholders on an innovative, market-driven poverty-alleviation strategy (dubbed the “Poverty Stoplight”) that successfully and sustainably transitioned 92,000 people in conflict-prone areas out of poverty within two years for an up-front investment of just $500,000. This included technical skills training, adult education and distance learning approaches. My work with this program has since been replicated around the globe, including in the US.

**Colombian Peace Accords** - Intermittent consultations directly with the Presidency of Colombia to provide advice on peace negotiation strategy for the talks taking place in Havana. This required delicate dispute resolution, active listening, and an emphasis on cultural inclusion, especially of local stakeholders, Afro-Colombian representatives, indigenous authorities, mayors, human rights activists, LGBTQIA+ communities, and others. My recommendations were included in the government's negotiation position, making it into the final peace document.

2008 -2009:   **Director, National Capacity Development**, USAID/Iraq

I led a team of 70 elite, diverse international experts. They in turn helped the government to reconstitute sixteen national government ministries simultaneously (representing two million employees). This included the Ministry of Education and the technical college system. This program involved personnel systems, procurement, budgeting, planning, program execution, monitoring and evaluation, and audit.  At $340 million, it was the largest, most complex national capacity development program ever undertaken by the United States government.  Between the capacity development program and the related infrastructure construction, I oversaw over $2 billion in complex budget program operations.

2007 - 2008:   **Merida Security Initiative Director,** USAID Latin America and Caribbean Bureau, USAID/Mexico and Central America

I worked across the U.S. government and with Congress to define, establish and fund the $1.9 billion security package to respond to crime and violence in Mexico and Central America (which later included the Caribbean). This included packages of adult education, distance learning, practical skills training (especially for law enforcement) and a set of programs with national universities.  I represented my organization with the media, civil society, indigenous rights groups, human rights advocates, the LGBTQIA+ community and other stakeholders.  I supervised technical and executive staff that in turn worked with eight governments’ national police and justice sectors.

2005 - 2007:   **Democracy Director**, USAID/Nicaragua

I led the $51 million set of programs to improve accountability and government services for the six million people of Nicaragua.  This included access to primary, secondary and tertiary education.  It also included technical skills training, especially for marginalized communities.  I engaged actively with indigenous representatives, community leaders and mayors, teachers and school administrators, members of the National Assembly and the executive branch, and other key stakeholders.  I represented my organization to the White House, members of Congress and the media.

2002 - 2005:   **Democracy and Governance Regional Director**, USAID Latin America and Caribbean

I defined, supervised, and directed the regional program strategy and program oversight for $271 million annually with budget formulation, allocation, and assessments.  I represented my organization before Congress and the White House, with foreign government leaders, indigenous groups, LGBTQIA+ representatives, civil society, technical colleges and universities, the media and other stakeholders.

In an academic setting, I worked with important educational organizations to increase and diversify funding. Specifically, I was the principal architect of the highly successful economic sustainability programs for the Justice Studies Center of the Americas (CEJA) and the Inter-American Institute for Human Rights (IIDH).  In both cases, I worked collaboratively with boards to greatly increase revenue (for each, more than double) and diversify their funding bases (several fold in both cases).

1997-2002**:   San Carlos University of Guatemala** Law School - Adjunct Instructor in Indigenous Law, Criminal Procedure, and Trial Advocacy.

I helped to restructure the public (and largest) law school, the San Carlos University of Guatemala, serving 18,000 students. Modeling shared governance in an academic setting, I assured that all stakeholders participated - faculty, students, alumni, bar association, parents and family members, and others. My restructuring design put the whole institution back in economic good graces. The plan restored academic quality, enhanced the faculty, improved student learning and student outcomes and restored fiscal control.

I led the design of the law school's graduate degree program in Indigenous Law (a first in Latin America) in tandem with the National Autonomous University of Mexico (UNAM) Law School, which then replicated the master’s degree program that I led earlier.

I led the Law School development of an **Academic Support Program** for indigenous and other disadvantaged students, which included additional preparation for the bar exams to help disadvantaged students to cross the finish line, as the core program advancing academic **inclusion and diversity.**

1997 - 2002:   **Democracy Officer**, USAID/Guatemala

I was the program Manager for a $50 million justice and human rights program, leading a team of thirty experts who in turn helped to stand up a new 10,000 member police force, a new Public Defense Service, and training for the Judicial School and the Prosecutor’s Academy.  I worked with local stakeholders to create new training institutes for judges, prosecutors, and public defenders.  I worked with the legal community to help lead the creation of a Continuing Education program for lawyers.  I lectured in these institutions, and I helped the new leaders to identify new, diversified, and sustainable funding sources.  I also guided them to advance distance learning and decentralized approaches to include persons not living in the capital.

Advancing diversity, equity, and inclusion (DEI) strategies and initiatives in a higher education environment, I helped galvanize $10 million to fund university scholarships for Mayan (indigenous) students, especially women. The scholarship program specifically advanced Mayan students to study judicial translation, aiding other minority members interfacing with the formal justice system, again advancing DEI.

1991 - 1997:   **Research Staff** (Academic Staff), University of Wisconsin Land Tenure Center, College of Agriculture and Life Sciences, and **Research Fellow**, University of Wisconsin Law School, Institute for Legal Studies.

1989-1991:   **Partner**, Law firm of Salas, Toro & Hendrix, Caracas, Venezuela.

1987-1989:   **Trade Finance Attorney**/**Counsel**, Export-Import Bank

1988-89**:   Arlington County Adult Education Program,** adjunct faculty teaching Spanish.

***Education***

**Solicitor and Barrister*,*** *Ghana School of Law*, West Africa (2020).

**Doctor of Juridical Science - SJD (Law)**, *Universidad de San Carlos de Guatemala* (1999)

**Doctor of Law - LL.D. (Law),** *Universidad Mayor de San Andrés*, La Paz, Bolivia. (1994)

**Juris Doctor - JD (Law),** *University of Wisconsin-Madison* (1987)

**Master of Arts – MA (Ibero-American Studies),** *Univ. of Wisconsin-Madison* (1986)

**Bachelor of Arts - BA (Double major in Economics & Spanish),** *Carroll College*, Waukesha, WI (1984).

***Communications***

- Over 100 academic journal and professional publications (Spanish and English), between academic journal articles (including Harvard International Review), book chapters, published monographs, published strategies and regulations, and seminar presentations, plus newspaper editorials. A complete list is available upon request.

- Hundreds of hours of live radio and television presentation (both English and Spanish – Europe, Africa, the Americas).

- Lectures and presentations to universities, non-profits, businesses, community groups, religious organizations and others.

- Congressional testimony and White House delegation representation at official events.

***Certifications and Designations***

**- U.S. Government Contract Officer Representative (COR) certification** (1998-2024)

**- Foreign Service Institute (FSI)**: Foreign Service Senior Leadership Group USAID Mission Director Seminar, Diplomacy Leadership (2016), State Department Deputy Assistant Secretary (DAS) Seminar (2022)

**- Federal Executive Institute (FEI):** Executive Leadership (2014), Leadership (2010), Emerging Leadership (2003)

***Bar Memberships***

- **US Bars:** State Bar of Wisconsin (1987, Active Status), US District Court (WD Wisconsin, 1987), Court of Appeals for the Federal Circuit (1989), U.S. Court of International Trade (1993); District of Columbia (1989, Active Status), Commonwealth of Pennsylvania (1988, Inactive), American Bar Association (1987-present).

- **Other Jurisdictions:** Plurinational State of Bolivia (1996, Active), Republic of Guatemala (2001, Active), Republic of Ghana - Barrister and Solicitor licenses (2020, both Active)

***Select Awards***

- Distinguished Alumni Award, Carroll University, Wisconsin (2009)

- Global Outstanding ICASS (International Cooperative Administrative Support Services) Board Chair Recognition Award from the US Department of State (2012)

- American Foreign Service Association (AFSA) Runner Up – Mark Palmer Award for Advancement of Democracy (2016)

- Outstanding ABA Committee Chair of the Year Award – American Bar Association, for leadership of the National Security Committee, International Section (2017)

- USAID Superior Honor Award (2006, 2007, 2008, 2013, 2022) and Meritorious Honor Award (2005, 2006, 2015, 2017)

Resume updated: 04/25/2024