

KENDRA DEANNA LINK LEONG

12 Marlborough Court, Ashmore QLD 4214 Australia
leongkendra@gmail.com • +61 468 769 786 (cell)

KEY QUALIFICATIONS

- *Strategic and influential leader offering over 15 years of experience in various executive- and senior-level capacities in the United States and Australia.*
- *Uncompromising execution of complex grant-funded international development projects.*
- *Knowledge of blockchain and DAOs, with a passion for continuous learning in the web3 space.*
- *Experience on programmes and projects in over 65 developing/middle-income countries in Sub-Saharan Africa, Latin America and the Caribbean, the Indo-Pacific & Middle East/North Africa.*
- *Significant expertise in numerous sectors: ICT/Digital, Energy, Transport, Agribusiness, & Education.*
- *Unparalleled legal representation in high-pressure and highly political international settings.*

INTERNATIONAL EXPERIENCE

STRATEGIC ADVISOR, CONSULTANT & CONTRIBUTOR GOLD COAST, QLD AUSTRALIA

May 2020-present

Having served in various executive- and senior-level capacities at government agencies and nonprofits in the United States and Australia, serve as an effective partner, advisor, and contributor to governments, DAOs, and other socially-minded organizations to ensure successful execution of their most pressing strategic initiatives and complex governance challenges. Recently on-boarded as an advisor to Faia Consulting, focused on working with enterprise and governance leaders to future-proof their nations, and bridge digital divides, using a culture-first approach while leveraging blockchain technology. Since December 2021, serve on the Core Governance Team of she256, strategizing and participating in community discussions relating to delegated voting actions on behalf of she256 for Uniswap, Compound, and ENS.

KNOWAN

GOLD COAST, QLD AUSTRALIA

March 2021-present

Founder of Knowan, a tech-enabled social enterprise catalyzing the first, DAO-governed decentralized data sharing platform and community to help improve sexual and reproductive health outcomes for women around the world. Knowan is building an ecosystem that includes: (i) a data sharing platform, powered by Ocean Protocol, that enables the sharing of data and data-based services with a focus on the sexual and reproductive health and wellness sector, and (ii) a DAO-governance model that ensures the community will govern and lead the growth and strategy of the organization in a democratic way. By combining both the platform and the DAO community, Knowan aims to unleash a sustainable model for improving access to quality data and data services – accelerating the use of valuable information for the global good.

U.S. TRADE AND DEVELOPMENT AGENCY

WASHINGTON, DC METRO USA

General Counsel (Acting)

Apr 2017-Jun 2018

Strategic leader, member of the 5-person Executive Team, and Chief Legal Officer of USTDA, an independent foreign assistance agency of the U.S. Government. Functioned in a high-profile, multifaceted role catalyzing international economic development and infrastructure projects at the critical early states when financing, design choices, and technology options are defined. As the chief legal officer, responsible for providing authoritative leadership regarding legal advice, risk, audit, governance, performance and accountability on a diverse portfolio of programmatic and operational issues and leading the team of attorneys in the Office of the General Counsel.

As a member of the three-member Project Review panel, acted as the ultimate decision-making authority to approve USTDA involvement in and funding for programs/projects in over 65 developing and middle-income countries. As one of the decision-makers, required to have a keenly astute understanding of a complex range of issues and ensure appropriate handling of sensitive policy issues in the context of renewable energy, transportation, supply chain/multi-modal transport, ICT/digital, financial inclusion and healthcare sectors.

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(Page 2)

U.S. TRADE AND DEVELOPMENT AGENCY (continued)

General Counsel (Acting)

A skilled representative for the Agency in high-level international engagements, conferences, and negotiations, with the following key capabilities:

- Rapidly decipher extremely complex technical information relating to high-profile international projects.
- Expert management, communication, and relationship-building skills.
- Keen understanding of numerous strategic and policy interests, including climate and sustainability impact, international economics and trade, host-country social and development impact, national security, economic policy and business impact.
- Ability to develop productive relationships with key foreign and domestic government partners, private sector enterprises, multilateral development banks (e.g., World Bank/IFC) and international stakeholders

Senior Advisor for Policy and Operations

WASHINGTON, DC METRO USA

Aug 2015-Apr 2017

Responsible for oversight on all aspects of USTDA's programmatic, strategic, and operational functions, including international policies and programs. Represented USTDA at internal and external meetings with senior stakeholders, including business development and reverse trade missions. Manage large-scale, cross-departmental initiatives and significant projects.

- Created USTDA's Digital Accountability and Transparency Act Implementation Plan.
- Established USTDA's Enterprise Risk Management structure.
- Led Internal Control process for two years, making significant improvements to the process.
- Oversaw the agency move to a new 32,000 usable square feet (3,000 square meters) location.
- Chaired the Orientation and Onboarding Committee. Successfully implemented a mentorship program and created quarterly "Ignite Talks."
- Created USTDA's Strategic Alliance Agreement structure - used by the Global Programs unit as the cornerstone of a proposed FY2017 expansion plan.

Assistant General Counsel, Office of the General Counsel

WASHINGTON, DC METRO USA

Attorney-Advisor, Office of the General Counsel

Feb 2005-Jan 2011

Represented USTDA on projects in the Indo-Pacific and Latin America & the Caribbean (representing approximately 33% of USTDA's program budget and encompassing over 35 countries). Successfully structured and negotiated grant agreements with foreign governments and foreign private entities, contracts with U.S. companies, interagency agreements with other U.S. government agencies (e.g., USAID, State Department), and agreements relating to the use of trust funds at multilateral development bank groups (e.g., International Finance Corporation). Served as USTDA's legal cybersecurity liaison to the White House.

OTHER EXECUTIVE AND MANAGEMENT EXPERIENCE

QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

Executive Director - Portfolio Delivery

BRISBANE, QLD AUSTRALIA

Apr 2020-May 2020

Reporting to the Commissioner, led the strategic and operational oversight, administration, and delivery of QBCC's portfolio of strategic projects. Worked with Senior Leadership Team and stakeholders to assess, document, and budget potential projects; oversaw project commencement and prioritization; performed project resource planning; continuously monitored and reported on project status; led the change management process; and ensured effective and timely delivery of the portfolio of projects.

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(Page 3)

QUEENSLAND DEPARTMENT OF HOUSING AND PUBLIC WORKS

Executive Director (Acting) - Portfolio Strategy division

BRISBANE, QLD AUSTRALIA

Apr 2019-Apr 2020

Demonstrated strong leadership skills, including managing high performing teams in Governance, Planning and Performance, Strategic Analysis, Strategic Design and Facilitation, and the Project Management Office. Key responsibilities included: leading the whole-of-department strategic response to climate change, running the Estimates process, managing department-wide Governance and Risk, Planning, and Performance, creating a department-wide Public Administration Capabilities program for emerging leaders, leading implementation of the Human Rights Act, and driving best practices in Project Management.

EARLY LEARNING COALITION OF MIAMI DADE/MONROE

Special Advisor (Remote)

NEW YORK CITY METRO AREA USA

Director of Contracts and Procurement

CORAL GABLES, FL USA

Jul 2012-Dec 2014

Led the Contracts Department at the Early Learning Coalition of Miami-Dade/Monroe, a 501(c)(3) nonprofit with an annual budget exceeding \$170 million. Key member of the CEO's extended leadership team providing advice and guidance in operations, planning, and strategy to ensure the organization achieves mission-critical goals.

- Advised the Coalition's leadership regarding the decision to effectively privatize \$100 million of services. Provided strategic leadership and action to ensure the services, previously provided by Miami-Dade County, were successfully initiated and implemented by the Coalition.

INDEPENDENT CONSULTANT

CORAL GABLES, FL USA

Jan 2011-July 2012

Consulted with USTDA as a legal advisor. Served as Managing Member of LCG International LLC, a separate management and advisory consulting entity, providing consulting services in the areas of international economic development, energy, infrastructure, strategy and governance. Created USTDA's Due Diligence Guidelines.

Professional Affiliations

2016-2017 **BREASTFEEDING OUTREACH FOR GREATER WASHINGTON**

Vice President - Board of Directors (beginning September 2016)

Washington, DC USA

Member – Board of Directors

2011 **ORGANIZATION OF WOMEN IN INTERNATIONAL TRADE – SOUTH FLORIDA**

Co-Chair, Sponsorship and Fundraising Committee,

Coral Gables, FL USA

International Business Women of the Year Awards

Conferences/Seminars/Speaking Engagements

2020 **Ignite IFP – Department of State Development, Tourism and Innovation** **Brisbane, QLD**
Speaker – “Partnering for Prosperity – Strategic Alliances in International Development”

2019 **Leaders' Exchange - Department of Housing and Public Works**

Brisbane, QLD

Presenter - “Communication, Public Narrative and Storytelling”

2016 **MIREC Week - Mexico's leading clean energy event and expo**

Mexico City, Mexico

Panel Member - “U.S. Government Assistance in Financing Renewable Energy Projects”

2010 **Geothermal Resources Council Annual Meeting and Expo**

Reno, NV USA

Presenter – “U.S. Trade and Development Agency Support for Geothermal Projects”

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(Page 4)

Other experience

Jun-Aug 2003	U.S. TRADE AND DEVELOPMENT AGENCY <i>Law Clerk – Office of the General Counsel</i>	<i>Washington, DC USA</i>
Feb-Apr 2003	INSTITUTE FOR TRANSNATIONAL ARBITRATION <i>Consultant</i>	<i>Dallas, TX USA</i>
May-Aug 2002	STATE OF TEXAS – ECONOMIC DEVELOPMENT OFFICE <i>Intern</i>	<i>Mexico City, Mexico</i>
January 2001	WORLD AFFAIRS COUNCILS OF AMERICA <i>Consultant - National Conference, United Nations Headquarters</i>	<i>New York, NY USA</i>
Jun-Aug 2000	WORLD AFFAIRS COUNCILS OF AMERICA <i>Assistant to the President</i>	<i>Washington, DC USA</i>

Language and Geographic Studies

Jan-Mar 2015	TRAVEL AND MANDARIN LANGUAGE STUDIES	<i>Macau (SAR – China)</i>
Summer 2002	NAFTA AND MEXICAN BUSINESS LAW STUDIES	<i>Guanajuato, Mexico</i>
Summer 1999	SPANISH LANGUAGE STUDIES	<i>Madrid, Spain</i>
Summer 1998	SPANISH LANGUAGE STUDIES	<i>Cuernavaca, Mexico</i>

Certifications/Licenses/Training

- 2021 **BLOCKCHAIN STRATEGY COURSE**
Royal Melbourne Institute of Technology (RMIT)
- 2021 **SCALING IMPACT FELLOWSHIP**
Social Impact Hub
- 2019 **PRINCE2 AND AGILE PROJECT MANAGEMENT**
Training
- 2004 **STATE BAR OF TEXAS**
Admitted to practice law in November 2004

Education

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- 2001-2004 **SOUTHERN METHODIST UNIVERSITY - DEDMAN SCHOOL OF LAW**
Dallas, TX
Doctorate of Jurisprudence.
Dean's Scholarship.
 - 1997-2001 **UNIVERSITY OF MISSOURI - COLUMBIA**
Columbia, MO
Bachelor of Arts, Political Science and Spanish.
Non-Residential Scholar Scholarship.

Citizenship U.S. Citizen. Australia Permanent Resident.