

CECILIA E. CIEPIELA

KEY QUALIFICATIONS: Ms. Ciepiela is a senior economic development specialist with twenty years of private and public sector international development experience, including design, implementation and management of over \$100 million in economic growth projects, specializing in enterprise development, competitiveness, and local economic development.

For the last five years, Ms. Ciepiela has been President of AISDevelopment (AISD), a small, woman-owned HUBzone company, based in Taos, New Mexico. At AISD, she manages company operations and directs a range of projects and programs in economic growth. For the State of New Mexico, Ms. Ciepiela completed a study of the chile industry in Northern New Mexico, and manages a contract to provide trade and investment services for New Mexico companies in Japan. She is currently working on several local economic development projects in Northern New Mexico, including a study of the grass fed beef value chain and design of a regional industry cluster strategy for a four-county area. She recently designed a community based entrepreneurship development project funded by Los Alamos National Laboratory. Past AISD assignments have included a Afghanistan poultry development, Zambia best aquaculture practices, technical assistance to the International Labor Organization's Program to Eliminate Child Labor, Namibia seafood market assessment, post-tsunami coastal livelihoods recovery assessments in Banda Aceh and Sri Lanka, and delivering program support for a US\$70 million community development activity in Iraq.

Prior to founding AISDevelopment, Ms. Ciepiela served as Global Manager for CARANA Corporation's small and medium enterprise development practice, where she designed projects and led teams of expatriate and local professionals to deliver technical assistance in enterprise development, competitiveness, and information and communications technologies (ICT). Assignments included leading a U.S. Department of Defense (DOD)-funded project to identify alternative economic development strategies in defense-based regions of East Kazakhstan, and a project funded by the U.S. Department of Energy (DOE)/Pacific Northwest National Laboratories under the Nuclear Cities Program (NCI) to develop small business development strategies for former nuclear regions in Russia. Ms. Ciepiela served as ICT advisor on CARANA's COMPETE project in Uganda, under which she pioneered and successfully tested a wireless market information system to provide fish prices to fisherfolk on Lake Victoria through cell phone Short Messaging Service (SMS). Ms. Ciepiela also designed and initiated an assessment of Bangladesh's potential to compete in the international outsourcing market and served on an ICT assessment team in Jamaica evaluating training and human capacity development needs for growth of the ICT sector.

Before joining CARANA, Ms Ciepiela served seven years at the U.S. Agency for International Development (USAID), in both Washington and USAID/Moscow, specializing in enterprise development, competitiveness, and local economic development strategies. For USAID/Moscow, Ms. Ciepiela managed an enterprise restructuring portfolio of \$54 million and led the design, implementation, and oversight of over \$15 million for regional development initiatives in the Russian Federation, including activities in small business finance, land and real estate market development, investment promotion, public finance, health, civil society strengthening, and others. As Project Development Officer for the Bureau for Europe and Eurasia, Ms. Ciepiela served as lead Project Development Officer for a US\$30 million White House-mandated assistance to the Federation of Bosnia and Hercegovina to strengthen the negotiated settlement and promote ethnic reconciliation between Bosnian Croats and Bosnian Muslims. Ms. Ciepiela also worked for two years at the Global Bureau's Center for Trade and Investment Services.

Ms. Ciepiela is active as a volunteer in local economic and community development in New Mexico, including serving as a member of the Taos Chamber of Commerce's Government Affairs Committee;

assisting the Regional Business Alliance (RBA) in development and implementation of a regional economic development initiative around the Enchanted Circle in Northern New Mexico; serving on the board of and providing assistance to clients of the Taos Entrepreneurial Network (TEN); providing pro bono marketing assistance to the Taos Solar Music Festival; and as a member of the Taos Rotary Club. Ms. Ciepiela is a member of the Santa Fe Council on International Relations.

EDUCATION

M.A., Columbia University, School of International and Public Affairs (SIPA), New York, NY.
International Affairs, May 1989. Latin American Studies Certificate
B.A., Williams College, Williamstown, MA. History, May 1984.

PROFESSIONAL EXPERIENCE

AISDevelopment, LLC, President, Taos, NM (January 2003 to present)

At AISD Ms. Ciepiela has provided technical assistance to Abt Associates, Academy for Educational Development (AED), AISAqua Foods, Inc., BankWorld Inc., Chemonics, Development Alternatives Inc. (DAI), Emerging Markets Group (EMG), the UN Food and Agriculture Organization (FAO), Institute for Inter-American Cooperation on Agriculture (IICA), the UN International Labour Organization (ILO), International Medical Corps (IMC), International Relief and Development (IRD), International Resources Group (IRG), Management Systems International (MSI), Mendez England & Associates (ME&A), New York University (NYU), Regional Business Alliance/Taos, Regional Development Corporation/Santa Fe, Taos Community Foundation, USAID, and the World Food Logistics Organization/Global Cold Chain Alliance. Assignments for AISD include:

Team Leader, Regional Expert Team on Economic Development Services, Regional Development Corporation (May to August 2008)

Town of Taos Business Attraction and Recruitment Advisor, Regional Business Alliance (May 2008 to May 2009)

Team Leader and Value Chain Specialist, Study of Grass-fed Beef as a Value Chain in North Central New Mexico, Taos Community Foundation (February to January-July 2008)

Program Development Specialist, Community Enterprise Empowerment Project, Rio Arriba County, Northern New Mexico CONNECT, Los Alamos National Security and the Regional Development Center (October 2007 to February 2008)

Project Director, Best Aquaculture Practices for the National Aquaculture Association of Zambia, World Food Logistics Organization/Global Cold Chain Alliance (December 2007)

Team Leader, Project Design and Proposal Development, International Program to Eliminate Child Labor, International Labor Organization (June to October 2007)

Project Director, Eastern Afghanistan Poultry Sub-Sector Assessment, Strategy and Implementation, Afghanistan Alternative Livelihoods Project (ALP), Development Alternatives Inc. (January-February 2006, March-May 2007, October-December 2007)

Project Director, New Mexico Japan Trade and Investment Services, New Mexico Economic Development Department (March 2007 to June 2008)

Value Chain Specialist, Chile Plant Feasibility Study, New Mexico Economic Development Department (November 2006 to April 2008)

Project Director, Namibia Seafood Markets Assessment, b (November to December 2006)

Project Director, Jamaica Sustainable Lending Program, Management Systems International (2006)

Project Director, Sri Lanka and Indonesia Post Tsunami Coastal Recovery Assessment, International Relief and Development (2005)

Traceability Specialist, Transforming the Marine Aquarium Trade (TMAT), Academy for Educational Development (AED), (January to March, 2005)

Conducted an assessment of the feasibility of and opportunities for using information and communications technologies for identity preservation and traceability to transform the marine aquarium trade in the Philippines.

Facilitator, USAID/Iraq, Iraq Community Action Program (ICAP), International Resources Group (June 2003, November 2003, February 2004)

Designed, organized and facilitated a 3-day workshop in Amman, Jordan to launch the \$70 million Iraq Community Action Program (ICAP) to support community participation in reconstruction and development. Participants were representatives of five non-government organizations: Mercy Corps, International Reconstruction and Development (IRD), ACDI/VOCA, Save the Children, and Cooperative Housing Foundation (CHF). The objectives of the workshop were to present USAID's expectations for the program; discuss implementation, coordination and security issues; assign geographic responsibilities; determine criteria for selecting communities; and establish common performance indicators. Given the number of implementers, diversity of regional issues, and difficulty of communications within Iraq, establishing a common implementation, monitoring and performance measurement framework was a key outcome of the workshop.

Designed and facilitated six month review workshop in Amman, Jordan, to re-convene field staff of the NGO Recipients of the Community Action Program (CAP) Cooperative Agreements to review progress and performance to date and to identify issues and lessons learned that will have an impact on the strategy for the remaining program implementation. Objectives of the conference were to:

- Assess the impact and lessons learned from the 3-month quick start implementation stage.
- Identify programmatic issues and develop guidance going forward as the emphasis shifts toward longer term impact and greater attention to the community development process.
- Foster knowledge sharing among the NGOs and USAID

Designed and facilitated third in a series of workshops in Amman, Jordan, convening senior field staff of the NGO Recipients of the Community Action Program (CAP) Cooperative Agreements to address program planning for follow on funding, including applying lessons learned, incorporating new funding priorities and earmarks, and addressing the implications of the transition to Iraqi sovereignty in June 2004.

Project Design Specialist, USAID/Albania, Enterprise Development and Export Markets (EDEM), Albania, BankWorld (March 2003 to May 2003)

Consultant member of assessment and design team for USAID/Albania for performance-based RFP for the Enterprise Development and Export Market (EDEM) project to promote competitiveness of small and medium enterprises (SME) in domestic and foreign markets, and accelerate entry of

Albanian agricultural and manufactured exports into global markets. Primary drafter of new activity approval document (NAAD), scope of work, performance monitoring plan, proposed criteria, and background report.

International Rescue Committee, Director, Project Design and Proposal Development, Washington DC (April 2003 to February 2003)

Advised IRC in responding to long term funding opportunities, as part of a broader institutional strategy to systematically link IRC's relief efforts into transition, post conflict, and community development programs, in the areas of health, education, agricultural development, and democracy and governance. Scope included assessing institutional strengths and weaknesses and making recommendations for structuring project design and proposal support to the field tailored to the decentralized organizational structure of IRC. Recommended headquarters grants unit (New York), developing a strategic plan, position descriptions, performance plan and targets, and budget. Was also responsible for structuring a decision making process for determining IRC's relative competitiveness on various bids and providing strategic support and technical assistance to proposal efforts. In fiscal year 2002, facilitated successful design efforts resulting in over \$20 million in new long term funding for the organization, including child survival in Sierra Leone, vocational training for ex-combatants in Afghanistan, community revitalization in northern Uganda, and agriculture enterprise assistance in Kosovo.

CARANA Corporation, Global Manager, Small and Medium Enterprise Development, Arlington VA (May 1999 to March 2002)

Served as lead technical staff for management of the enterprise development practice area, and provided marketing and strategy support for development of information and communications technology (ICT) practice area.

Project Director/Small Business Advisor, Department of Defense (DOD) Office of Economic Adjustment, East Kazakhstan Economic Adjustment Project, Kazakhstan, (October 1999 to December 2000)

Designed and led a DOD-funded project to develop regional economic competitiveness strategies for the defense based region of East Kazakhstan. Oversaw Kazakh expert team to identify and evaluate a range of possible local manufacturing and agribusiness clusters and to develop a common action plan among the government, business and donors to support development of the clusters. Project was implemented under the auspices of the Gore-Nazerbaev Commission, Committee on Defense Industry, to assist in the revitalization of communities formerly dependent on the defense and nuclear weapons industries, through diversification of the local economy.

Project Manager, Department of Energy, Batelle/Pacific Northwest National Laboratory, Nuclear Cities Initiative (NCI) Zheleznogorsk Strategic Assessment, (August 1999 to August 2000)

Designed and managed project, including overseeing Russian expert field team, funded under the Nuclear Cities Initiative (NCI) project to conduct an economic assessment of Zheleznogorsk in Krasnoyarsk Krai, Russia, a former secret city established to support the Soviet nuclear industry. The team evaluated local and regional economies; identified major obstacles and commercial opportunities and market niches where new companies could be successful; and made recommendations to the city administration for development of successful businesses in the city. Assignment included gathering and analyzing representative information on individual businesses, market processes, infrastructure, and community inputs and outputs of intellectual property, as well as macroeconomic data.

Information and Communications Technology (ICT) Advisor, USAID, COMPETE Project, Uganda (November 2000 to May 2002)

Integrated information and communications technologies (ICT) into competitiveness strategies and created linkages between the traditional fisheries export sectors and the ICT sector to support competitiveness and improve quality and environmental sustainability. AISD sought innovative but affordable ways to accelerate access to and utilization of technologies in the fisheries sector that would improve the performance of producers, processors, and exporters. In cooperation with MTN (Uganda's major cellular service provider), SMS-Ads and Impact Associates (a Uganda software company and a small Ugandan consulting firm), COMPETE launched a price information service delivered via cellular phone Short Messaging Service (SMS) to promote greater price transparency in the fisheries sector. Daily selling prices for fishers, collectors and processors for 10 landing sites on Lake Victoria were available through SMS at any time of day. The collaboration with MTN led directly to an alliance among MTN, Grameen Foundation USA, AED and USAID to expand mobile phone service to women in rural areas. In addition, the WMIS model was evaluated for replication in Sri Lanka in the fisheries sector and in Romania in alfalfa.

Information and Communications Technology (ICT) Advisor, Inter-American Development Bank (IDB), Jamaica ICT Development Loan, Jamaica (January 2001)

Served on pre-appraisal team for the Inter-American Development Bank (IDB) in Jamaica for a loan to support development of the ICT sector. Responsible for evaluating training and human capacity development for growth of the ICT sector and competitiveness of data processing and software development exports.

Information and Communications Technology (ICT) Advisor/Team Leader, USAID, IT-Enable Services Competitiveness Assessment, Bangladesh, (January 2002 to May 2002)

Designed and initiated assessment of the competitiveness of the ICT sector in Bangladesh, to be conducted by five person team of experts in marketing, policy, infrastructure and business development. The assessment and survey were aimed at providing background analysis for the Government of Bangladesh (GOB) as input to elaborate a national strategy for development of an IT-Enabled Services (ITES) sector in Bangladesh as well as an action plan for its implementation.

U.S. Agency for International Development (USAID)

Division Chief/Senior Investment Advisor, Office of Economic Reform, USAID/Moscow, Russia (August 1996-March 1999)

In response to a request in February 1997 by the US State Department Coordinator for NIS, was designated to lead USAID participation in inter-agency \$10 million pilot to demonstrate the Partnership for Freedom (PFF) concept underlying the Clinton Administration's request to Congress for increased funding for the NIS. Designed a regional program with Novgorod officials including activities in small business finance, land and real estate market development, management training, investment promotion, public finance, health, and others. Subsequently, led strategy development, negotiations, design, and implementation of similar USAID initiative for Samara and the Russian Far East (RFE). Negotiated with local officials to develop \$3-5 million economic development programs for each region, including activities in accounting reform, small business finance, land and real estate market development, high technology enterprise formation, and others. **US Ambassador Meritorious Honor Award, February 1998**

Project Officer, Private Enterprise and Economic Reform (PEER), USAID/Moscow, Russia (October 1995-July 1996)

Managed \$54 million economic restructuring portfolio, including: \$16.2 million grant to the Russian Privatization Center, established by Presidential Decree to develop and implement privatization policy and to administer and coordinate international donor resources to Russia;

\$16.5 million in three task orders supporting the establishment, operations, management, and institutional development of the RPC's Local Privatization Centers (LPCs) in 26 regional locations; \$17.3 million Cooperative Agreement to Harvard Institute for International Development (HIID) to provide policy advice to the Government of Russia in macroeconomic stabilization, privatization, post-privatization, tax reform, and land and real estate development; and, \$4 million in FY1995 funding to the International Executive Service Corps (IESC).

Designed and implemented closeout of USAID/Moscow's post-privatization program, conducting an evaluation and organizing a conference on Lessons Learned in Enterprise Restructuring to examine donor and Russian experience of 1993-96 in Russia and to present USAID-sponsored research and evaluations. Supported development and led marketing of the Business Tool Kits (BTK), which converted lessons learned from technical assistance to Russian enterprises into a form useful for training purposes and direct practical application by enterprise managers, consultants, and business managers. The materials were disseminated to 16 countries and over 3000 individuals and companies through seminars, videos, and a CD ROM, which was sold in Moscow bookstores and business information stores. It continues to be used by enterprises and donor consultants throughout the former Soviet Union and became a model for cost effective delivery of business skills in the region.

Project Development Officer, Bureau for Europe and the New Independent States, Washington DC (July 1994-October 1995)

As Project Development Officer (PDO), supported 8 projects with a total budget of \$811.8 million, including \$157.2 million in FY 1995 in assistance to Bosnia, Ireland, and the Housing and Environment sectors in Central and Eastern Europe and the former Soviet Union. Managed project design and development, authorization, implementation, and monitoring. Managed design for White House-mandated assistance to the Federation of Bosnia and Hercegovina to strengthen the negotiated settlement and promote ethnic reconciliation between Bosnian Croats and Bosnian Muslims. Drafted design documents, coordinated review, and managed authorization of a new \$30 million project, comprising several components, including Small and Micro-Enterprise Assistance, Municipal Rehabilitation, and Public Administration.

Academy for Educational Development, USAID Center for Trade & Investment Services, Senior Business Advisor, Washington DC (July 1992-June 1994)

The U.S. Agency for International Development (USAID) established the Center for Trade & Investment Services (CTIS) to broaden private sector participation in developing and emerging markets and assist business to take advantage of opportunities afforded by USAID activities. As advisor responsible for Central and Eastern Europe, advised and assisted businesses, non-governmental organizations, USAID offices and missions, and other USG trade and investment related agencies. Identified business opportunities, potential foreign partners, and sources of technical assistance and financing. Monitored policy reforms, investment climates, regulations and trade practices and their impact on business development. **Technical Achievement Award, 1993.**

Capitol Services, Consultant/Senior Account Executive, Washington DC (August 1989 to December 1991)

As consultant to the Government of Panama, provided technical assistance to the Office of the President of Panama in government relations and communications strategy. Planned, organized and developed agenda for cabinet-level Panamanian government planning session convened by President Guillermo Endara to assess the accomplishments and problems of the first year of his administration and to set goals for the upcoming year. Drafted final report on the proceedings, results, and recommendations, for submission to the President. Prior to that worked with the *Alianza Democratica de la Oposicion Civilista* (Panamanian opposition to General Manuel Noriega), performing political analysis and research, and

provided press operations support, including writing and disseminating press releases, notifying press, and arranging interviews and press conferences.

Initiated and managed TRG's Eastern Europe business development efforts, including the establishment of a joint-venture consulting firm in Prague, International Business Services Prague (IBSP). Created, wrote, edited, and produced *Business Czechoslovakia*, a monthly newsletter, which was distributed to private businesses, universities, Czech- and Slovak-American citizens, and U.S. government agencies.

LANGUAGES

Spanish (good); Portuguese (reading); Russian (working)

HONORS AND AWARDS

Meritorious Honor Award from US Ambassador of Russia, February 1998, for work on the Regional Investment Initiative (RII)

Technical Achievement Award, 1993, Academy for Educational Development for consistently high quality technical contributions, insights and dedication to excellence

International Fellow, Columbia University, 1988-89

Honor Certificate in Latin American Studies, Institute of Latin American and Iberian Studies, 1989

1988-89 Fellowship, Columbia University, School of International and Public Affairs

Teaching Assistant for Policy Analysis, Columbia University, 1988-89

NCAA All-American, swimming, 1982 and 1984

NCAA National Champion, swimming, 1982 and 1983

Robert B. Muir Women's Swimming Award for Leadership, 1984

Varsity Captain, Swimming, 1983-84

Panama National Champion, Member of Panama National Swim Team to the Central American Games, 1979, San Cristobal, Venezuela