

**Susan B. Hester, Ph.D**

---



## **KEY QUALIFICATIONS:**

- ❖ Extensive experience in formulation and analysis of international trade policy and practice
- ❖ Private sector experience with small, medium, and large enterprises including competitiveness assessment and training
- ❖ Marketing and product development expertise in developed and developing economies
- ❖ Teaching skills in an array of subjects in varied settings with diverse clientele
- ❖ Wide-ranging project management and people skills
- ❖ Established record of research, writing, and publication

## **PROFESSIONAL EXPERIENCE:**

2005-2009, **Enabling Environment Director**, AECOM Technology Corporation

- USAID, Trade and Investment Program for a Competitive Export Economy (TIPCEE), Accra, Ghana
- Managed policy component of a \$30 million 5-year project
- Worked with the Government of Ghana and the private sector to improve business enabling environment in seven policy areas: trade, finance, agriculture, labor, macro, energy, and information, and communication & technology
- Supervised local policy advisors and managed short-term local and international consultants in all policy areas
- Provided technical support in the analysis of trade agreements such as the European Partnership Agreement (EPA)
- Built capacity in Ministry of Trade in tariff analysis, survey research, and contingency trade measures
- Conducted research on Doing Business indicators including time to register a business and trading across borders to determine actual performance in Ghana and made recommendations for improvements
- Developed training program on WTO agreements for ministry staff, private sector operators, attorneys, research institutions, and the media.

2001-present, **Consultant**, Moongate Associates, Inc.

- 1/2001-3/2001, **Textile Trade Specialist**, Regional Activity to Promote Integration Through Dialogue and Policy Implementation, USAID, Chemonics International, Botswana, Mozambique, South Africa; responsible for supporting and promoting the textile sector in the implementation of the SADC Trade Protocol (STP) to include organizing meetings with representatives from the private sector, relevant Government

ministries, and other public and private institutions to assess textile sector impacts on the STP; monitor STP implementation; propose remedial actions when obstacles occurred; arrange and address meetings with the private sector concerning challenges and new opportunities within the STP; participate in regional meetings and work to ensure a regionally coordinated approach to the textile sector within the STP implementation.

- 1/2002-5/2002, **Marketing Consultant/Workshop Speaker/Facilitator**, Regional Activity to Promote Integration Through Dialogue and Policy Implementation, USAID, Chemonics International, Botswana: prepared handbook and presented seminar at the American & African Business Women's Alliance Conference; South Africa: keynote speaker for conference entitled: Trade with the USA: AGOA Opportunities for Women in the Cultural Industries.
- 9/2002, **AGOA (African Growth and Opportunity Act) Specialist**, U.S. Department of State, Kenya; presented day-long seminars on exporting textile and apparel products to the United States under AGOA.
- 1/2004-6/2004, **AGOA Textile and Apparel Specialist**, Regional Activity to Promote Integration Through Dialogue and Policy Implementation, USAID, Chemonics International, Botswana; Lesotho, Malawi, Namibia, Swaziland, Zambia; prepared extensive handbook and visual presentation for day-long seminars on exporting to the United States under AGOA; conducted follow-up one-on-one meetings with seminar participants; and researched issues and answered questions concerning regulations under AGOA.
- 2/2005-4/2005, **Trade Economist**, Ecuador - Northern Border Income and Employment Project, USAID, ARD, Inc.; studied the possible/probable effects of a ratified FTA on the specific clusters the project had selected and was considering for selection; determined the possible/probable effects a ratified FTA might have on the agricultural sector in general and specifically on small to medium farmers in the Northern Border Region; provided an overview of the possible/probable effects a ratified FTA might have on related industries and/or other economic sectors.
- 1/2010-4/2010, **Trade Economist**, Chemonics International, South Africa and Botswana; conducted research and gathered intelligence for proposal for Southern Africa Trade Hub.
- 5/2010-6/2010, **Trade Economist**, Chemonics International, Vietnam; conducted research and gathered intelligence for proposal for Support for Trade Acceleration (STAR) Plus project; served as technical expert on the team which developed strategy and technical approach.
- 9/2010-12/2010, **Trade Economist**, Nathan Associates, Inc.; reviewed the performance of the Tariff Advisory Board and proposed organizational structure to determine the manpower needs for the GITC; determined and provided a list of priorities for capacity building and the training requirements of the technical secretariat and board members of the TAB, and designed a roadmap for the establishment of the GITC.
- 10/2010-11/2010, **Trade Economist**, PKR LLP: assisted the Southern Shrimp Alliance to respond to requests for information from the U.S. International Trade Commission on the sunset review of their antidumping orders.
- 4/2011-5/2011, **International Trade Consultant**, The Kaizen Company; assessed current trade data availability, sources, requirements and tools for easy access; assessed existing system for reporting trade issues with India and China and recommended a new

mechanism; assessed trade analytical and negotiation capabilities of government agencies in Nepal for the Nepal Economic, Agriculture, and Trade Activity (NEAT) project.

- 8/2011-2/2012, **Senior Trade Advisor**, Nathan Associates, Inc.; GITC Establishment and Capacity Building; review and advise on first case of the Tariff Advisory Board; train members of the Board and the Technical Secretariat on injury factors and ratios; lead a study tour to South Africa to observe the International Trade Administration Commission (ITAC).
- 10/2011-2/2012, **International Trade Consultant**, The Kaizen Company; support for preparatory work for bilateral trade negotiations with the United States for the Trade and Investment Framework Agreement talks in Nepal for the Nepal Economic, Agriculture, and Trade Activity (NEAT) project; pre-trip research and interviews in the U.S. and India; interviews with key stakeholders in Nepal; analyze critical issues for trade and investment in key industries such as energy and apparel; take part in public-private dialogues and prepare officials for talks with the U.S.
- 10/2012-11/2-12, **Trade Economist and Technical Writer**, AECOM, Philippines, proposal research and writing for Trade-Related Assistance for Development (TRADE) project.
- 5/2012-2/2013, **Trade Economist and Lead Researcher**, Trans Pacific Partnership (TPP) Apparel Coalition, conducted study on the global value chain for apparel designed in the United States and manufactured abroad. Using proprietary company data, the value-added in the United States versus the value-added abroad was calculated, and the U.S. jobs delineated. Presented results at press conference and briefed House and Senate Committees; provided background on apparel aspects of the TPP for numerous media publications.
- 5/2013-6/2013, **Trade Economist and Technical Writer**, International Development Group (IDG), proposal research and writing for the Bangladesh Trade Facilitation Activity project.
- 9/2013-3/2104, **Trade Economist**, Chemonics International, Kenya, Uganda, and Tanzania; conducted research and gathered intelligence for proposal for East Africa Trade Hub.
- 3/2014-7/2014, **Economist**, PKR LLP; phase one research and assessment of likelihood of a successful subsidy case for the visual effects industry.
- 1/2014-6/2015 **Team Leader**, Nathan Associates, Inc., for a project under DFID's Trade Advocacy Fund to support the Ministry of Trade, Industry & Co-operatives in Uganda to improve the structure and capacity within the Government of Uganda to prepare for international trade negotiations and to support and enhance Uganda's participation in current and future trade negotiations.
- 4/2015-6/2015, **Senior Trade Economist**, International Development Group (IDG), Southern Africa Trade Constraints Assessment; goal was to identify activities that can be implemented in countries where the returns to trade improvements are the most significant; and to identify the most appropriate trade interventions across a wide range of options.
- 8/2017-10/2017, **Trade Economist and Lead Researcher**, US Global Value Chain (USGVC) Coalition, updated earlier study on the global value chain for apparel designed in the United States and manufactured abroad. Using proprietary company and publicly available data, the value-added in the United States versus the value-added abroad was

calculated, and the U.S. jobs delineated. Presented results at the Launch of the USGVC Coalition and briefed House and Senate Committees and USTR.

- 1/2010-present, **Economist**, U.S. Lumber Coalition, Washington, DC, quarterly monitoring of U.S. softwood lumber industry; trade litigation and negotiations with Canada.
- 10/2020-present, **Economist**, Pickard, Kentz, and Rowe, LLC, Washington, DC, senior trade advisor/consultant.

1990-2005, **Economist**, Dewey Ballantine, Washington, DC.

- Monitor negotiations and analyze options for various trade agreements including implementing legislation
- Assess legislative and executive initiatives on trade policy matters
- Research and write papers on foreign commercial policies and practices affecting U.S. clients' business strategies
- Investigate market access issues related to foreign governments' industrial practices and competitiveness policies which affect U.S. industries
- Provide analytical and quantitative support for trade litigation including NAFTA and WTO appeals
- Jointly published research includes: *Semiconductors in China*, *The Limits of the GATT: Private Practices in Restraint of Trade*, *The Uruguay Round: Will It Be a Good Deal for U.S. Manufacturing?*

1984-1990, **Assistant Professor**, Cornell University, Ithaca, NY

- Taught graduate and undergraduate courses in international trade, marketing, and textile and apparel management
- Lectured in China at the invitation of the Chinese Government on international trade and marketing of textiles and apparel in Beijing, Changsha, and Shanghai
- Published research on the domestic and global textile and apparel industries in the *International Trade Journal*, *Business Economics*, *International Marketing Review*, *Apparel Industry Magazine*, *Journal of the Textile Institute*.

1983-1984, **International Economist**, U.S. Department of Commerce, Washington, DC

- Provided policy advice on international trade issues in the Trade Policy Information Division, Office of Program Information Management
- Analyzed complex interactions between domestic and international factors
- Used computer assisted statistical and economic tools in the abstraction, summarization, and presentation of economic data and information
- Supervised and instructed staff in the use of advanced techniques and methods.

1980-1983, **International Trade Specialist**, U.S. Department of Commerce, Washington, DC

- Participated in program planning and coordination for over three dozen projects in the Office of Textiles and Apparel with a budget of over a million dollars per year
- Coordinated grant activities and oversight with other agencies and departments
- Evaluated performance of grant recipients to recommend further activity.

## **GEOGRAPHIC EXPERIENCE:**

Botswana  
Ecuador  
Ghana  
Japan  
Kenya  
Lesotho  
Malawi  
Mozambique  
Namibia  
Nepal  
Peoples Republic of China  
South Africa  
Swaziland  
Tanzania  
Uganda  
Vietnam  
Zambia

## **EDUCATION:**

Ph.D. 1983, Virginia Polytechnic Institute and State University, Blacksburg, VA; Dissertation: *Textile and Apparel Imports from the People's Republic of China: An Examination of Market Share and Price Elasticity.*  
M.S. 1980, Virginia Polytechnic Institute and State University, Blacksburg, VA  
B.S. 1969, Hood College, Frederick, MD

## **SELECTED PUBLICATIONS:**

Hester, S., "The Impact of Textile Trade Agreements," *International Marketing Review*, 1987, 4(1), pp. 31-41.

Hester, S. and Barton, D., "Textile Protection in the United States: An Empirical Examination," *International Trade Journal*, 1987, II (1), pp. 81-95.

Hester, S. and Vanden Berghe, B., "U.S. Textile and Apparel Exporters: Competing in World Markets," in *Trade and Promotion Assistance: International Perspectives*, S.T. Cavusgil and Michael R. Czinkota (Editors), Greenwood Press, Inc., 1989.

Hester, S. and Hinkle, D., "Balancing U.S. Trade Interests: The Impact of Chinese Textile Imports on the Market Shares of American Manufacturers," *Business Economics*, 1984, XIX (3), pp. 27-34.

Hester, S., "Export Trading Companies: A Marketing Vehicle for Small Textile and Apparel Firms," *Journal of Small Business Management*, 1985, 23 (4), pp. 20-27.

Hester, S. and Yuen, M., "Ramie: World Patterns of Production and Trade," *The Journal of the Textile Institute*, 1989.

1128 37<sup>th</sup> Ave  
Seattle, WA 98122  
206 329-2557  
202 344-0363 (mobile)  
[Susan.hester@moongateassociates.com](mailto:Susan.hester@moongateassociates.com)