

I am responding to your recent announcement. I have had a number of careers in both the private and public sectors developing key relationship and project execution skills by working with transnational, national, state, and municipal levels of government, as well as other relevant stakeholders. I leveraged these skills to forge strategic sustainable investments among donors, private firms, public authorities, academia, civil society, and nongovernmental organizations.

In the private sector I analyzed macro- and microeconomic factors affecting global and national consumption of commodities, energy, food & beverages, and other asset classes. The principal purpose was to ascertain the different risks represented by policy changes affecting these markets in order to better guide private investment decisions.

In the public sector, I served as a researcher with the US Forest Service (USFS) Pacific Northwest Research Station's Wood Utilization Research and Development Center based in Sitka, AK. I published peer-reviewed papers on cluster economics in Southeast Alaska, demand-driven timber projections for Alaska, and wood utilization rates on the Tongass National Forest.

One of my favorite, though very challenging, experiences as a USFS economist entailed leading sections of a visioning exercise with numerous stakeholders expressing competing interests about the sustainable development of the Tongass. The stakeholders included tribal communities and corporations, ecotourism operators, environmental activists, sawmill owners, USFS and Alaska state representatives, and municipal authorities. The results from these discussions fed into the overall USFS sustainable development strategy for the Tongass.

More recently, as a Foreign Service Officer with the US Agency for International Development (USAID), I designed and managed economic development activities in Africa, Asia, Eastern Europe and Latin America. I led multi-cultural teams in both bilateral and regional USAID Missions. This required understanding how best to integrate local development practices in numerous economic sectors with different global, regional, and host country stakeholders, including government officials, indigenous communities, private sector firms, nongovernmental organizations, civil society associations, academia, multilateral financial institutions, local development banks, and international donor agencies.

For example, in Southern Africa I led engagement with the Southern African Development Community (SADC) on regional trade strengthening in agriculture, credit guarantees for SMEs, and strategic investments in value chain improvements. The engagements included working with relevant Ministries of SADC member countries on agricultural matters, particularly harmonization of regional pest control policies and many other transboundary issues.

In Bosnia-Herzegovina, I supervised an energy reform program that helped draft new electricity legislation within and across Bosnia's subnational entities. This included working with the US National Association of Regulatory Utility Commissioners to assist their Bosnian counterparts in devising the appropriate regulatory guidelines for necessary reforms in the Bosnian electricity

sector. I also worked closely with private telecom investors to facilitate arrangements for shared use of the public electricity grid infrastructure for a more competitive telecom sector.

My most recent success story was closing a blended finance deal between USAID and a consortium of local Peruvian enterprises working with the Smithsonian Institution on developing a sustainable biodiversity corridor in Peru's Madre de Dios region. The potential for creating a more prosperous, formal "bioeconomy" in Madre de Dios led to numerous engagements with the Inter-American Development Bank, which also decided to directly support this effort.

While in Peru, I also served as the principal liaison with the US International Development Finance Corporation (DFC) structuring credit guarantees with local financial intermediaries to further SME access to finance and engaging with Embassy colleagues on exploring infrastructure PPPs through ProInversión.

Finally, if hired I would offer the following: inclusive leadership that takes great care in listening to local experts and evidence-based staff recommendations; effective mentoring to build professional capacity; highly developed communication skills; the ability to synthesize new information that needs to be acted upon immediately; a dedication to innovate constantly, including a willingness to assume a high level of programmatic risk; and a pragmatic approach based on teambuilding and consensus. I also understand the importance of timely decision-making in order to facilitate prompt execution on the ground, particularly when collaborating with private sector actors, who face different operational timelines than their public sector counterparts.

Please let me know if you need any additional background about my professional experience. I look forward to hearing from you soon.

Sincerely,

Thomas D. Rojas

[REDACTED]
The Dalles, OR
[REDACTED]

THOMAS D. ROJAS

The Dalles, OR
USA

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SPECIALIZATION: A Foreign Service Officer and Program Economist with the United States Agency for International Development (USAID) from 01/2010 until 05/2024, I served as Mission Economist, director of economic growth offices, and private sector engagement specialist. Prior to USAID, I worked as an international research economist for over fifteen years in both the private and public sectors covering industrial and emerging countries. In the private sector, my principal focus centered on quantitatively and qualitatively supporting the analysis and securing of structured loans to leading emerging and industrial markets clients. This included the risk assessment of emerging and industrial markets' macro- and microeconomic viabilities, economic sectors and pertinent political factors. My skills proved well-honed for "boiler-room" crisis situations affecting many corporate divisions and departments with emerging and industrial markets exposure. My analysis also encompassed global market contagion from industrial and emerging economies.

EXPERIENCE

Business Fights Poverty, (04/2025-present).

Member, Global Expert Network. Provide expert advice to companies and organizations addressing social and environmental challenges, as part of a trusted global network convened by Business Fights Poverty.

Columbia Gorge Community College, The Dalles, OR (03/2025-present). Adjunct faculty. Teach courses in the Political Science Department, including US Government, Comparative Political Systems, Global Politics: Conflict and Cooperation, Political Philosophy, and US Foreign Policy.

US Agency for International Development (USAID), 01/2010-05/2024.

-Private Sector Engagement (PSE) Specialist, Front Office, Lima, Peru (01/2020-05/2024). Drove USAID's private sector engagement efforts in Peru, which is a Mission priority. USAID/Peru is a bilateral and regional Mission. I led on new private partner outreach, co-creation with firms, blended finance analytics, and private sector engagement capacity development. In the bilateral portfolio, I spurred innovation through scalable and sustainable private capital mobilization in Alternative Development, Environment & Sustainable Growth, and Democracy, Human Rights & Governance. Regionally, I strengthened the Mission's co-creation with private sector stakeholders sustaining Amazon biodiversity and climate change mitigation, while driving viable private sector interventions in its humanitarian portfolio assisting Venezuelan migrants and economic reactivation in response to the pandemic. Built the Mission PSE team from scratch recruiting a Development Program Specialist (FSN-11). The PSE team participates in all technical office extended staff meetings advising on PSE through co-design unpacking of proposed business models. Led USAID/Peru's first-ever PSE Event in June 2023 bringing together over 220 private sector representatives. Established the Mission Climate Finance WG to help design the Climate Finance Strategy. Served as the Embassy US Development Finance Corporation liaison, so far resulting in two new credit guarantees launched in

2023. Secured USAID EDGE Fund approval to support a consortium of local enterprises working with the Smithsonian Institution's Center for Conservation and Sustainability, and others, in expanding conservation enterprises in the Peruvian Amazon. The Mission's EDGE Fund activity was awarded in April 2024.

-Private Enterprise Officer, Office of Private Capital and Microenterprise, Washington DC (09/2018-01/2020). Part of a team driving USAID agency-wide rollout of new PSE policy launched in December 2018. Particular focus on catalyzing private capital mobilization towards shared development objectives. Helped manage global activities out of Washington DC executing blended finance solutions to sector-specific challenges in developing countries throughout Africa, Asia, Eastern Europe, Latin America and the Middle East.

-Director, Regional Economic Growth Office, Pretoria, South Africa (2017-2018). Managed a team of 3 USDHs and 6 CCNs. Responsible for regional projects in trade and agriculture, credit guarantees, private sector development, and investment. Led engagement with bilateral missions in the region and the Southern African Development Community (SADC). On the bilateral front, focused on legacy private sector partnerships with major business associations, such as the Business Leadership of South Africa (BLSA). Regularly updated US Ambassadors and Mission Directors in SADC member countries. Revitalized USAID's regional flagship trade activity, which suffered a nearly 75 percent budget cut in FY 2017, securing a \$3.1 million buy-in from USAID/Zambia. In support of USAID/Southern Africa's regional strategy and Triangular Cooperation with emerging donors, concluded separate Memoranda of Understanding with the Government of Argentina and the Government of Colombia. Both have southern African engagement platforms.

-Director, Economic Growth Office, Sarajevo, Bosnia-Herzegovina (2013-2017). Led a team of 6 CCNs managing activities in agriculture, credit guarantees, energy, fiscal reform, investment, and SME development. Served as the principal interlocutor with the Swedish International Development Agency on co-funded activities. Engaged with host country authorities at the national and sub-national levels in support of legislative changes in agriculture, energy and fiscal sector. In 2014, marshaled our development activities to align themselves in support of Bosnia's recovery from one of its worst natural disasters. Summoned the Chiefs of Party of close to 20 technical activities, both democratic governance and economic development, to an emergency coordinating meeting at the Embassy. To bolster USAID's flood-related response in agriculture and to small and medium-sized enterprises, secured a \$3 million donation from the Swedish government. Coordinated with Mission management the complex process of transferring USAID-sourced Trust Fund resources from Bosnia's Central Bank to exclusive USAID control. This allowed the immediate release of an additional \$10 million for USAID flood relief programming. The impact from USAID's response to the disaster saved close to 8000 jobs, restored production at nearly 3000 farms, and assisted over 22,000 individual beneficiaries.

-Mission Economist, Manila, the Philippines (2010-2013). Supported economic growth and assistance programs by designing strategies, analytical models, and methodologies; analyzing data; preparing macroeconomic reports; and providing assistance and advice on economic growth issues. Performed analysis of trends, and future areas of opportunity and challenges, as input to Mission strategic planning. Served as a member of the Partnership for Growth (PFG) Constraints Analysis task force and head of the USAID/Philippines Economic Policy & Analysis Unit. Helped develop the

\$3.2 million INVEST project that served as a "bridge" between earlier USAID economic activities and new ones under PFG. Designed USAID's five-year PFG-related Facilitating Public Investment (FPI) fiscal activity (2013-2018). To increase tax filing efficiency, FPI engineered a surge in e-filed tax returns from just 10 percent in 2013 to over 90 percent in 2016. Additionally, through improved Government of the Philippines (GPH) internal business processes, FPI helped free up \$500 million within GPH's 2016 federal budget.

Economic Consultant, Seattle, WA. (February 2009-December 2009).

Worked with venture capitalists in Seattle to screen potential acquisitions in different sectors of the Pacific Northwest. This included vetting business plans and equity structures.

WaMu/JP Morgan Chase, Economic Strategy/Risk Analytics, Seattle, WA.

Economist (October 2007-January 2009)

Analyzed macroeconomic indicators pertinent to WaMu's overall corporate strategy and risk exposure, including fiscal, monetary and financial variables. Prepared and presented reports on both short- and long-term trends in asset-backed securities, housing prices and homeownership rates at the national, regional, state, county and municipal levels. Assisted in forecasting housing price appreciation in various submarkets across the United States.

City of Seattle, Department of Planning & Development, Seattle, WA.

Principal Economist (August 2006-October 2007)

Served as the Department's expert in interpreting trends in global, national, state and local economies, as well as in assessing the impact of new legislation and regulations. Performed economic and financial analysis on rate structures, rate adjustments, benefit-cost analysis, long-range expenditure projections, and private housing and commercial supply and demand forecasts. Developed recommendations and presented alternatives for changes in permit fees and other fee structures. Analyzed and implemented systems and methodologies to improve the Department's cost center analysis, fee setting, and revenue forecasting.

United States Department of Agriculture, Forest Service, Pacific Northwest Research Station, Sitka, AK.

Research Economist (October 2004-August 2006)

Conducted, presented and published peer-reviewed research as a member of the USDA Forest Service's Pacific Northwest Research Station. Analyzed global macroeconomic fundamentals, microeconomic conditions for competitiveness and innovation, global natural resources demand and international risk of natural resources commodity and value-added products. Earned USDA Certificate of Merit for applied economic research. Was Assistant Research Professor of Economics at the University of Alaska-Fairbanks.

Emertech, Portland, OR. Founded economic consultancy (August 2002-September 2004)

Focused on serving clients interested in analyzing economic conditions worldwide, including equity investments and/or marketing strategies in emerging markets. Projects covered the energy, automotive, media and food & beverages sectors. Successfully established the first ongoing commercial export of an Oregon wine (Firesteed Pinot Noir) to Mexico.

Bank of Tokyo-Mitsubishi, New York, NY.

Economist, VP; Research/Investment Banking Division (April 1998-March 2002)

Provided strategic policy options and risk assessment of BTM's Latin American operations. Wrote economic evaluations and political appraisals of Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay and Venezuela. Also analyzed economic sectors (banking, oil & gas, mining, telecommunications, utilities, etc.) and corporate groups in Latin America in support of BTM's business activities. Created daily, weekly and monthly research reports supporting the

operations of the Structured Finance Group. Conducted in-house seminars on Latin America's political economies for various BTM divisions. Provided weekly oral briefings to Business Managers Group, Emerging Markets Department, Forex Department, Portfolio Management Department and Treasury Department. Met with clients operating in Asia, Europe, Latin America, the Middle East and the US. Conducted country-specific research trips.

Grupo Televisa, New York, NY.

Economic/Financial Correspondent; Assistant Manager (April 1997-March 1998)

As a financial correspondent reported from the New York Stock Exchange for Grupo Televisa's 24-hour Spanish-language business-news network "Conexión Financiera." Televised financial economic reports covered the general performance of New York's principal exchanges, including the New York Stock Exchange, the NASDAQ, the New York Mercantile Exchange, the American Stock Exchange, and the Coffee, Sugar and Cocoa Exchange. Primary focus on listings, offerings and prices important to Televisa's Latin American and Iberian audiences; particularly multinational firms, ADR market, commodity prices and "Yankee" placements.

Freelance Economic Consultant, New York, NY.

Research Consultant (November 1995-March 1997)

Advised on microeconomic projects in Latin America, including sector performance in Mercosur, real estate development in Argentina, export opportunities in Chile and Mexico, and commercial diversification in Colombia. Listed on the professional international rosters of Associates in Rural Development (ARD) of Burlington, VT, USA; the Commission for Environmental Cooperation (CEC) of Montreal, Canada; International Development Ireland Ltd. (IDI) of Shannon, Ireland; and the International Institute for Democracy and Electoral Assistance (IDEA) of Stockholm, Sweden.

North-South Center, University of Miami, Coral Gables, FL.

Economic Research Associate (October 1994-October 1995)

Produced economic research on Latin America within the context of "Development Strategies After Neoliberal Economic Restructuring." Assisted in the planning and development of a conference on the aforementioned theme involving academics, policy makers, and representatives of nongovernmental organizations. Organized a symposium on the economic, political and sociological fallout of the Mexican 1994 devaluation. Participated as a panelist at conferences on economic development held at the North-South Center and at other universities. Gave interviews with media on Latin American economics.

Smith New Court, New York, NY.

Senior Economic/Political Analyst (April 1993-September 1994)

Wrote economic and political reports, including statistical analysis, on Argentina, Brazil, Chile, Mexico and Peru. Economic reports focused on GDP growth rate projections (GDP per capita, unemployment, underemployment), balance of payments items (current account, capital account, net reserves, trade surplus), monetary factors (exchange rate fluctuations, consumer price index, producer price index, interest rates), performance by sector (automotive, agriculture & livestock, mining, manufacturing, construction), privatization program, economic integration agreements (NAFTA, Mercosur), foreign direct investment levels and local stock market performance (general index, market capitalization, volume, price/earnings ratio, price/bookvalue ratio). Political reports examined electoral developments, congressional coalitions, constitutional amendments, trade union activities, political power distribution among leading parties and military matters. Reports served the risk evaluation needs of clients interested in equity investments in the aforementioned countries.

International Financing Review, New York, NY.

Investigative Financial Journalist (February 1992-March 1993)

Reported on bond and equity placements from emerging capital markets such as Argentina, Brazil, Chile, Mexico, Morocco, Nigeria, Russia and Venezuela. Followed and analyzed the secondary Brady bond market. Prepared country reports for special IMF/World Bank and Inter-American Development Bank conference editions. Wrote for both IFR magazine and IFR Latin American screen product.

EDUCATION

THE FLETCHER SCHOOL OF LAW & DIPLOMACY

TUFTS UNIVERSITY

MEDFORD, MA

Ph.D.,

Master of Arts in International Relations (M.A.L.D.)

Major fields: International Finance
Political Systems and Theories
International Information and Communication
Civilization and Foreign Affairs

UNIVERSITY OF WISCONSIN-MADISON

MADISON, WI

Master of Science in Agricultural and Applied Economics

Major field: Natural Resource Economics

HAVERFORD COLLEGE

HAVERFORD, PA

Bachelor of Arts

Double major: Economics/Literature

COLEGIO SUIZO DE MEXICO

MEXICO CITY, MEXICO

Bachillerato

LANGUAGES

Fluently read, write and speak French, German and Spanish. Read Portuguese. Completed 2 semesters of intensive Arabic. Completed intensive basic Tagalog and intermediate Serbo-Croatian.

