

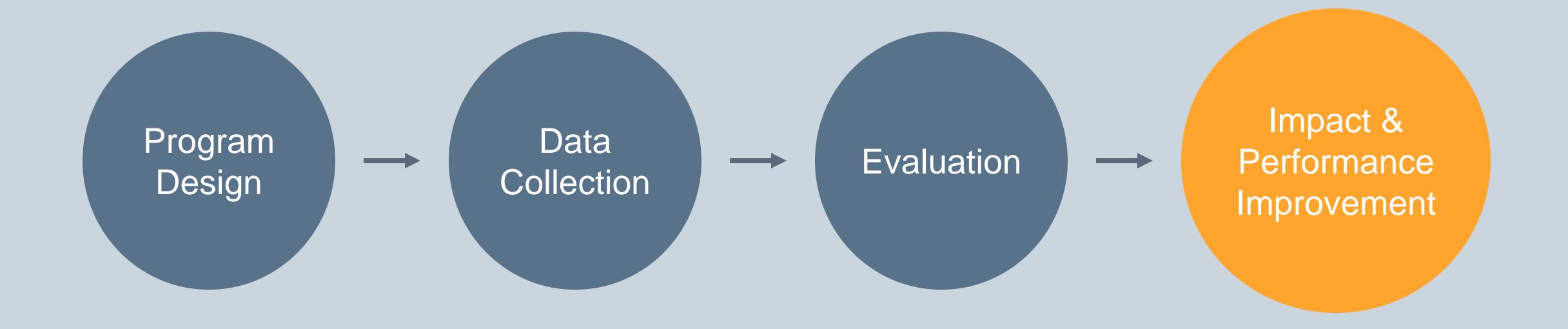
Data Visualization FOR IMPACT

US Trade & Development Agency



Why Visualize?







Financiers request studies

additional

Project Dead Zone

If we're lucky stakeholders respond to surveys 1

Maybe they get financing

Treacherous waters of regulatory approval/ negotiation/ finalizing legal agreements

Implementation (perhaps in different format than originally conceived)

Grantee Personnel All Change

Grantee adapts recommendations to market changes

Spinoff projects

To distill the music from the noise



To ensure data integrity

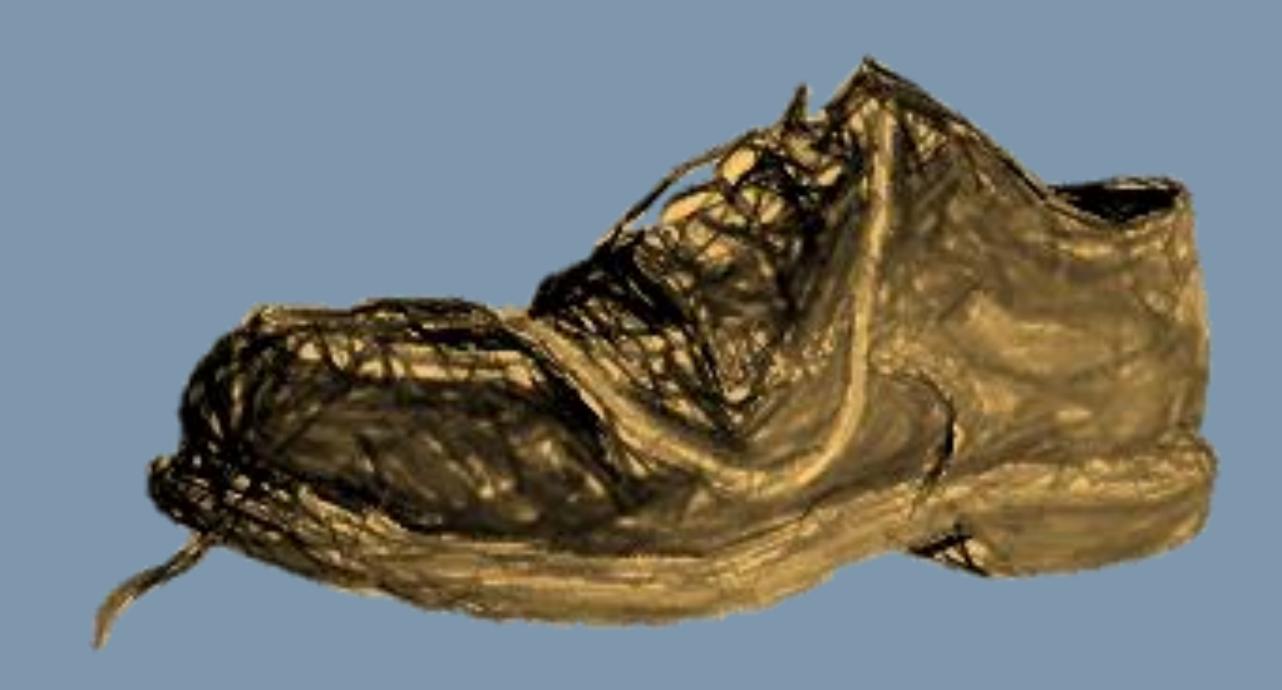


3

To enhance use and drive performance



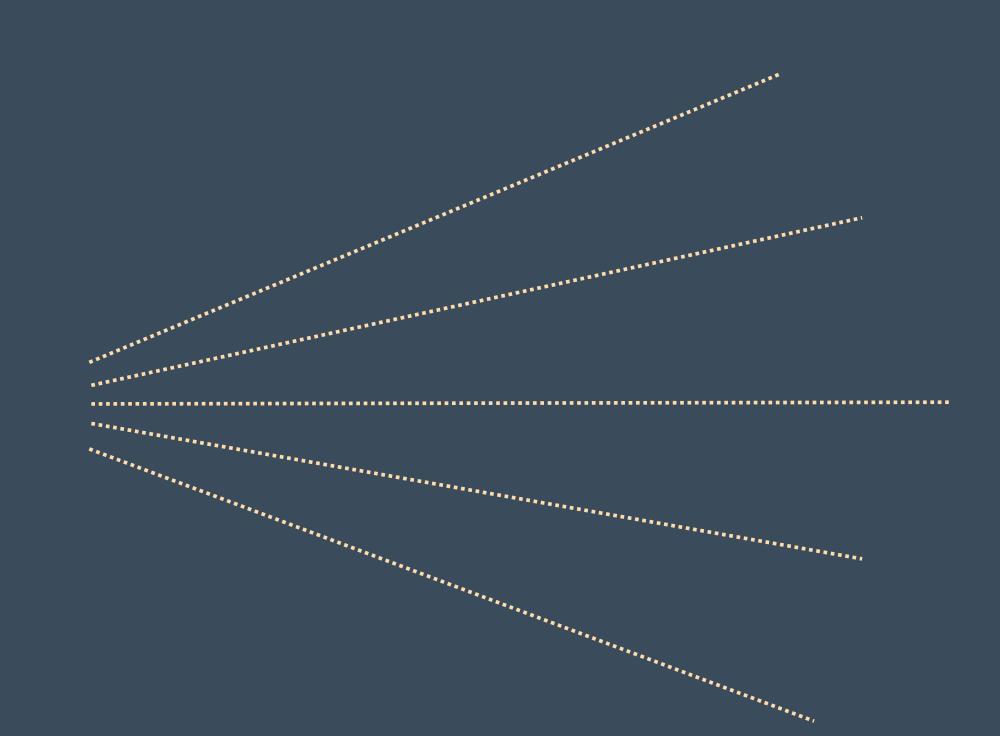
How can we visualize data on a shoestring budget?



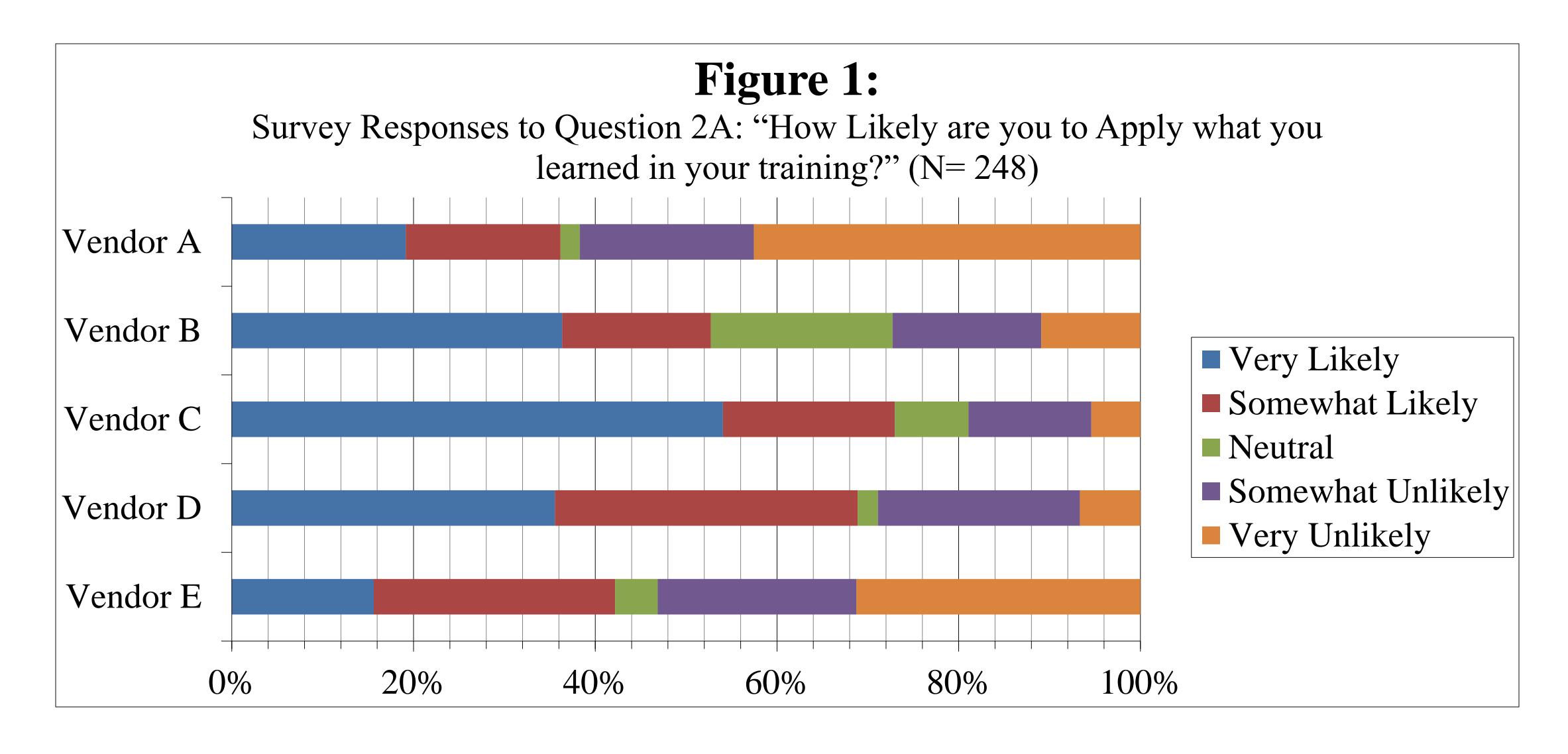
Building Blocks







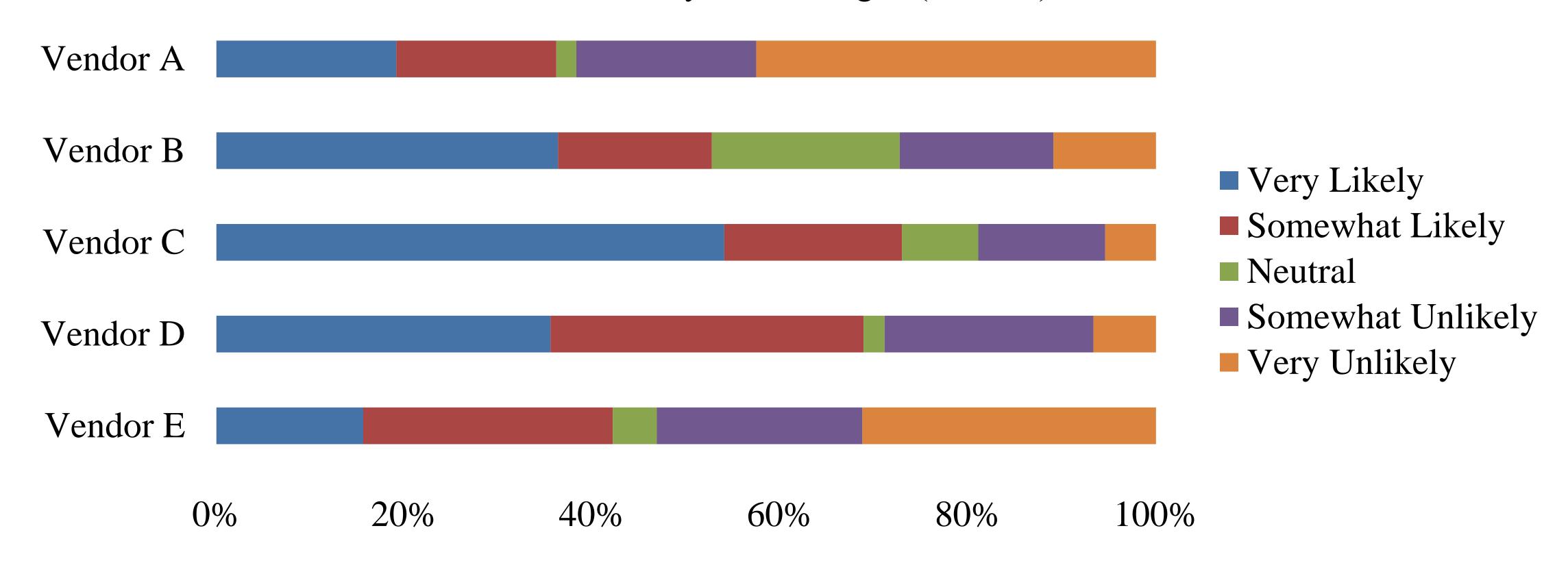
Building an Infogram: Step by Step



Remove Excess Lines

Figure 1:

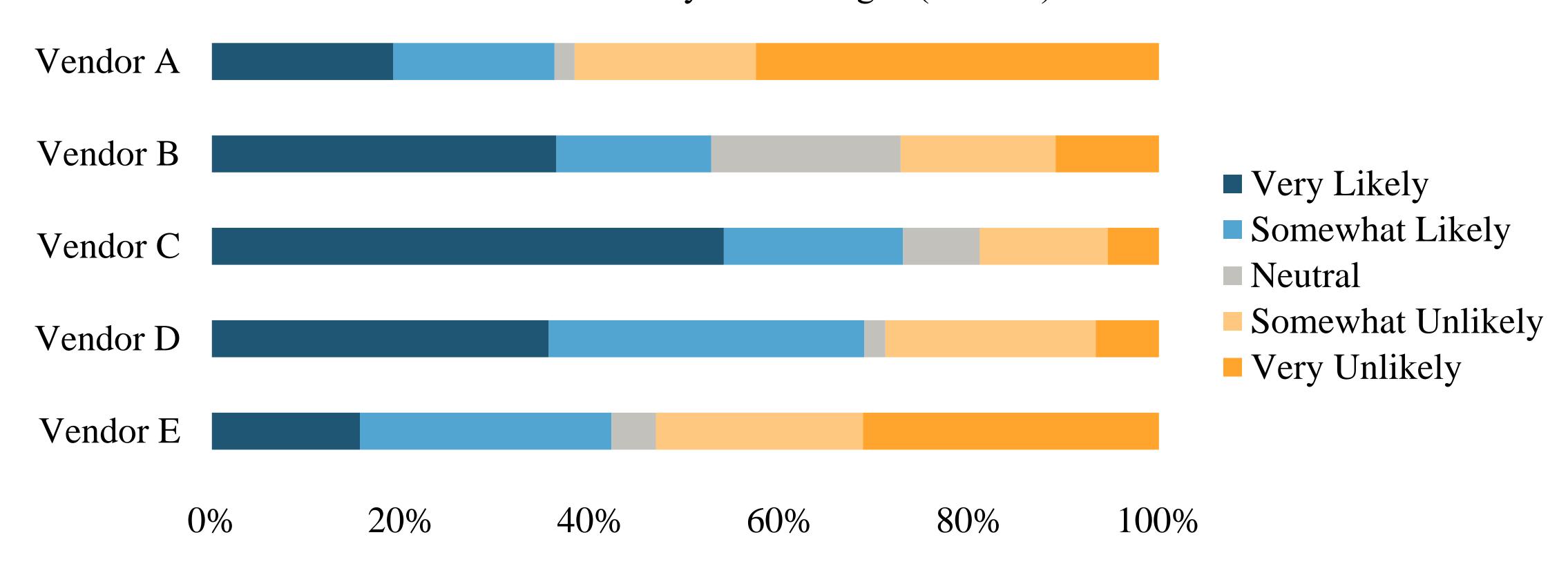
Survey Responses to Question 2A: "How Likely are you to Apply what you learned in your training?" (N= 248)



Choose Meaningful Colors

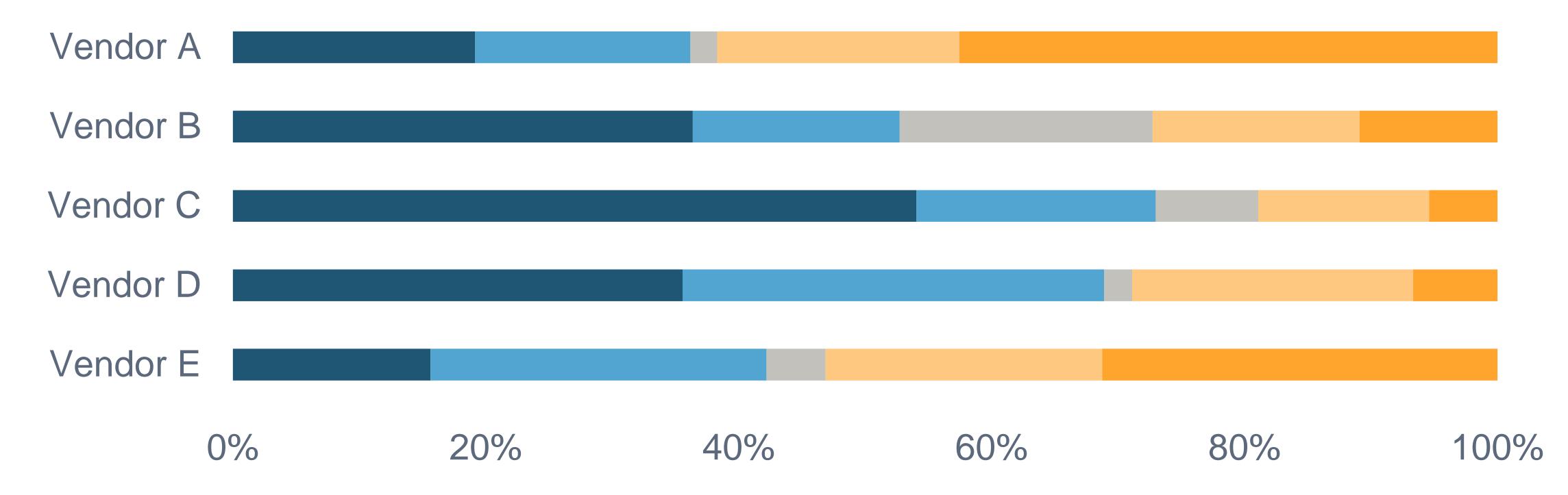
Figure 1:

Survey Responses to Question 2A: "How Likely are you to Apply what you learned in your training?" (N= 248)



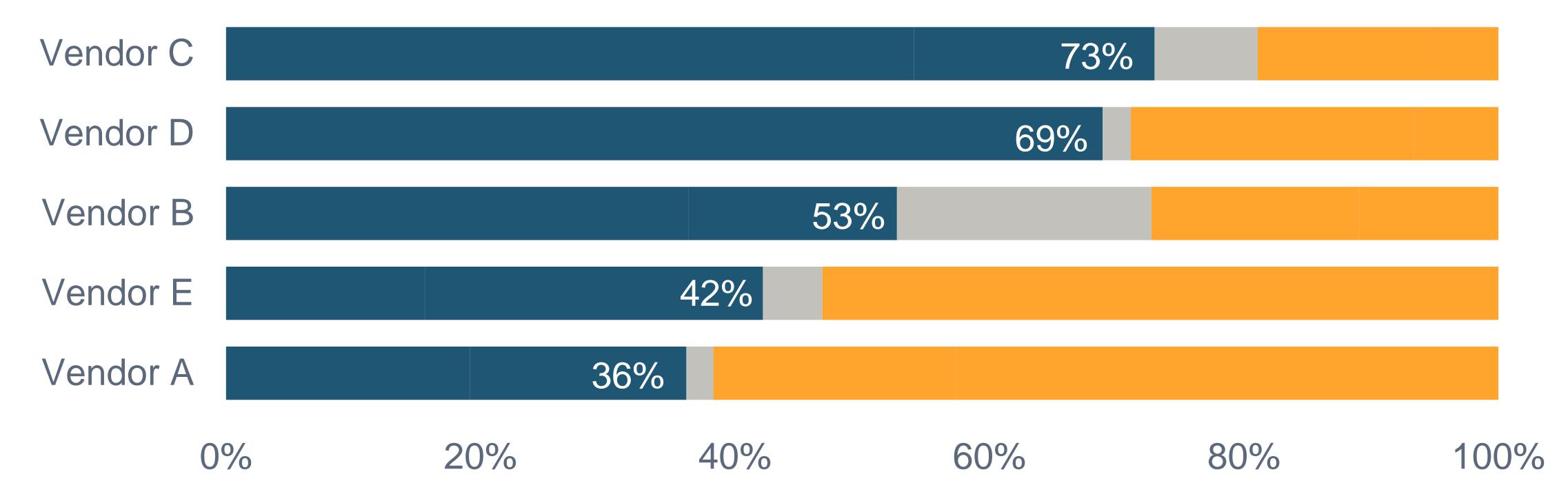
Tell the Story

Over half of those surveyed reported that they are likely or very likely to utilize the training they received. Vendor C achieved the highest rating, with over 73% of participants responding positively.



Simplify further, if needed

Over half of those surveyed reported that they are likely or very likely to utilize the training they received. Vendor C achieved the highest rating, with over 73% of participants responding positively.



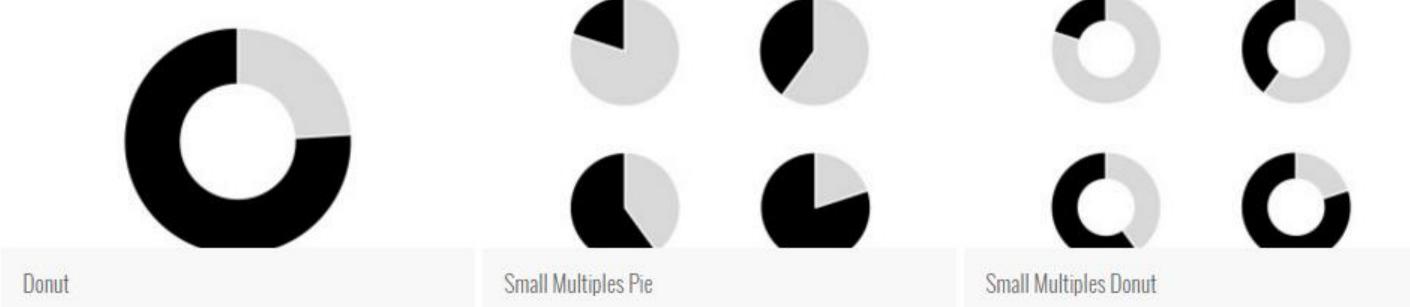
TEACH ME ABOUT

Ann K. Emery data analysis + visualization

EMERY'S ESSENTIALS Chart Choosing Tool

ALL / SMALL MULTIPLES / COMPARING 2 OR MORE CATEGORIES / RANGES OR DISPERSION / PART TO WHOLE / DO-ABLE IN EXCEL / GEOGRAPHIC MAPS / RELATIONSHIPS / COLLAGES / QUALITATIVE / EXPLORATORY / CORRELATION / 1 POINT IN TIME / 2 POINTS IN TIME / 3+ POINTS IN TIME





Data Visualization Checklist

This checklist is meant to be used as a guide for the development of high impact data visualizations. Rate each aspect of the data visualization by circling the most appropriate number, where 2 points means the guideline was fully met, 1 means it was partially met, and 0 means it was not met at all. n/a should not be used frequently, but reserved for when the guideline truly does not apply. For example, a pie chart has no axes lines or tick marks to rate. Refer to the Data Visualization Anatomy Chart on the last page for guidance on vocabulary.

Text

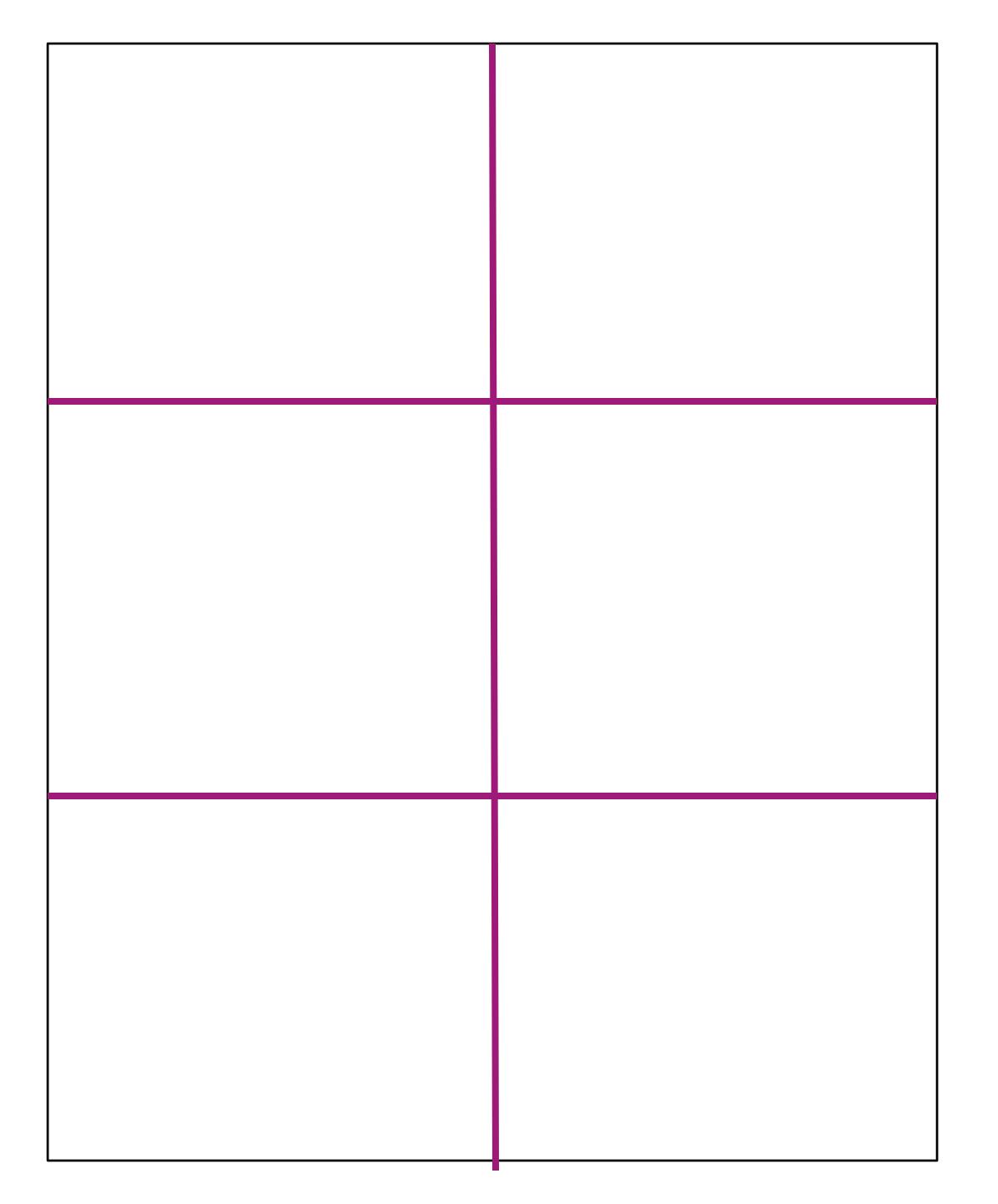
Graphs don't contain much text, so existing text must encapsulate your message and pack a punch.

Guideline	Ra	ti	ng	
6-12 word descriptive title is left-justified in upper left corner Short titles enable readers to comprehend takeaway messages even while quickly skimming the graph. Rather than a generic phrase, use a descriptive sentence that encapsulates the graph's finding or "so what?" Western cultures start reading in the upper left, so locate the title there.	2	1	0	n/a
Subtitle and/or annotations provide additional information	2	1	0	n/a
Subtitles and annotations (call-out text within the graph) can add explanatory and interpretive power to a graph. Use them to answer questions a viewer might have or to highlight one or two data points.				
Text size is hierarchical and readable	2	1	0	n/a
Titles are in a larger size than subtitles or annotations, which are larger than labels, which are larger than source information. The smallest text - axis labels - are at least 9 point font size on paper, at least 20 on screen.				
Text is horizontal	2	1	0	n/a
Titles, subtitles, annotations, and data labels are horizontal (not vertical or diagonal). Line labels and axis labels can deviate from this rule and still receive full points.				
Data are labeled directly	2	1	0	n/a
Position data labels near the data rather than in a separate legend (e.g., on top of or next to bars or pie slices,				
and next to lines in line charts). Eliminate/embed legends when possible because eye movement back and forth between the legend and the data can interrupt the brain's attempts to interpret the graph.				
Labels are used sparingly	2	1	0	n/a
Focus attention by removing the redundancy. For example, in line charts, label every other year on an axis.				

Infographics



Use the grid to **your** advantage



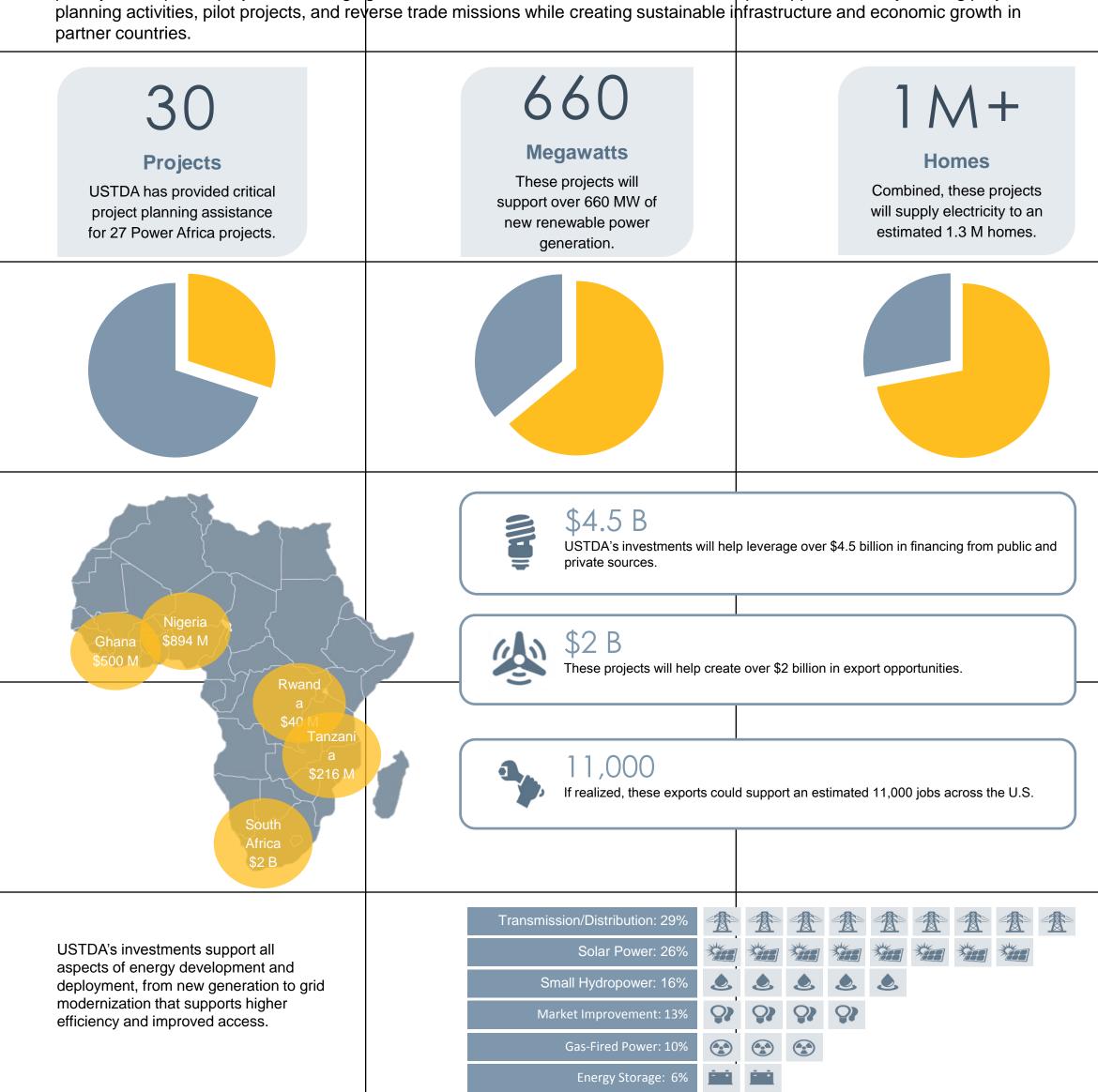
Sketch out your story

F	Power Afric	a
Mission		
# Projects	# MW	# Homes
Growth		
Investment		\$ Investment
		# jobs
Focus Areas		

Plug in **your** building OCKS

Catalyzing U.S. Expertise to Power Africa

The U.S. Trade and Development Agency helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project planning activities, pilot projects, and reverse trade missions while creating sustainable infrastructure and economic growth in partner countries.





U.S. Trade and Development Agency

Catalyzing U.S. Expertise to Power Africa

USTDA's Mission

The U.S. Trade and Development Agency helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies.

30

Projects

USTDA is providing critical project planning assistance for 30 Power Africa projects

660

Megawatts

These projects will support over 660 MW of new low-carbon power generation

1 M+

Homes

Combined, these projects will supply electricity to an estimated 1.3 M homes

Through Power Africa, USTDA nearly tripled its funding for power projects:



2014

\$4.5 B

USTDA's investments will help leverage over \$4.5 billion in financing from public and private sources.



\$2 B

These projects will help create over \$2 billion in export opportunities.



11,000

If realized, these exports could support an estimated 11,000 jobs across the U.S.

USTDA supports all aspects of energy development and deployment, from new generation to grid modernization.

Smart Grid: 29%

Solar Power: 26%

Small Hydro: 16%

Market Dev.: 13%

Gas-Fired Power: 10%

Energy Storage: 6%

































































Catalyzing U.S. Expertise to Power Africa

30

Projects

USTDA has provided critical project planning assistance for 27 Power Africa projects.

660

Megawatts

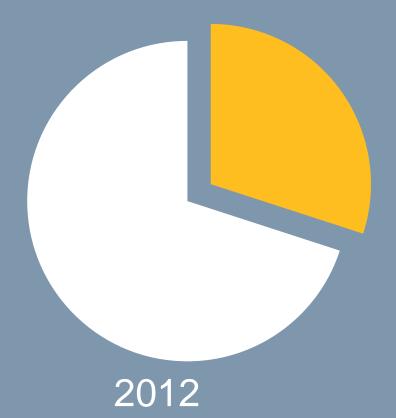
These projects will support over 660 MW of new renewable power generation.

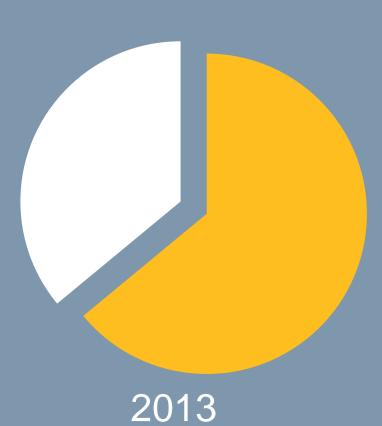
1 M+

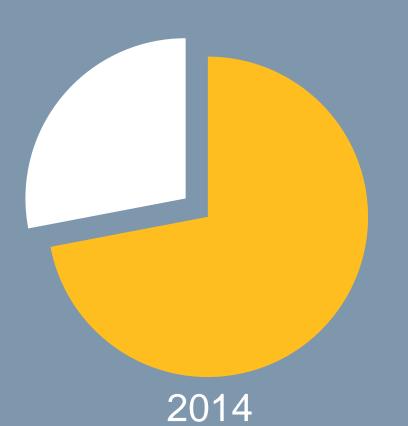
Homes

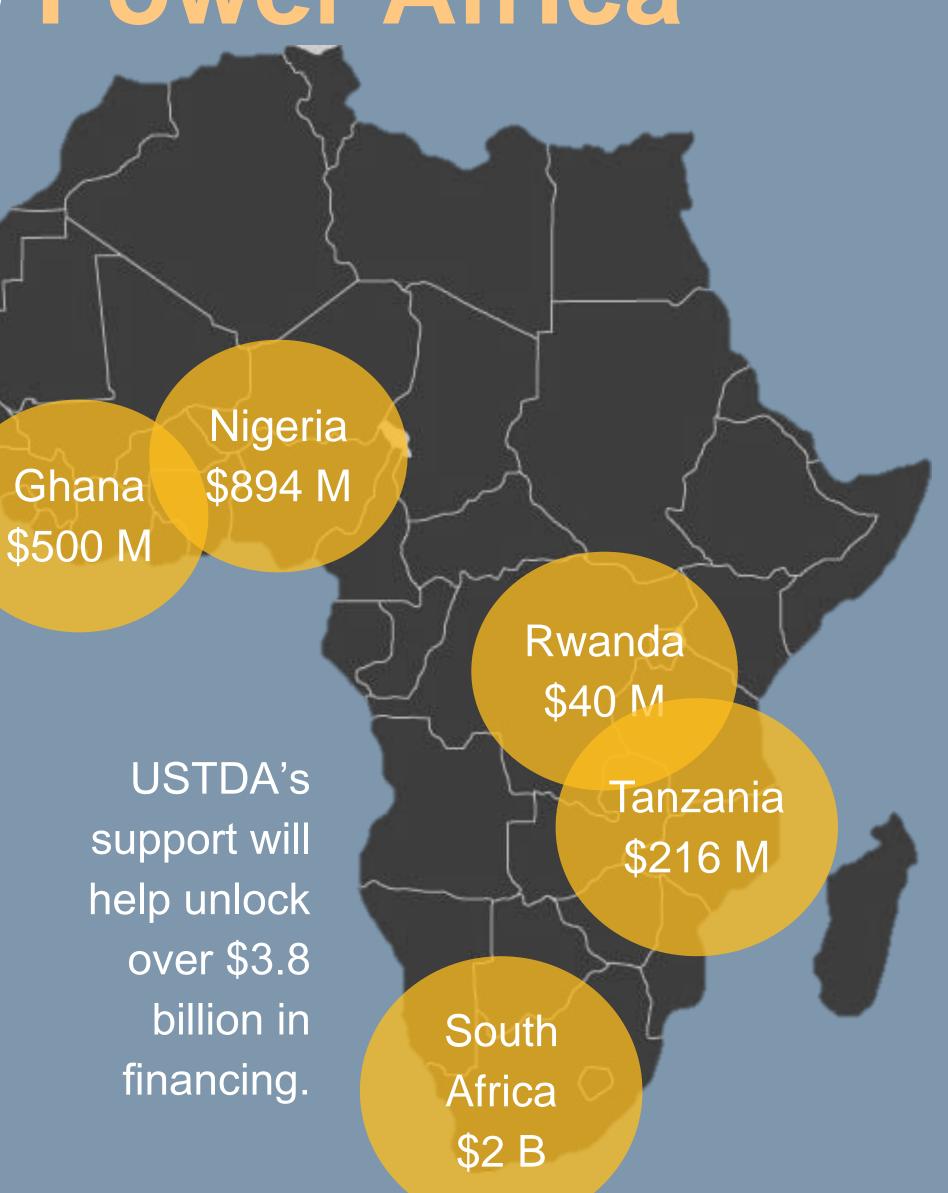
Combined, these projects will supply electricity to an estimated 1.3 M homes.

Through Power Africa, USTDA nearly tripled its funding for power projects across the continent:







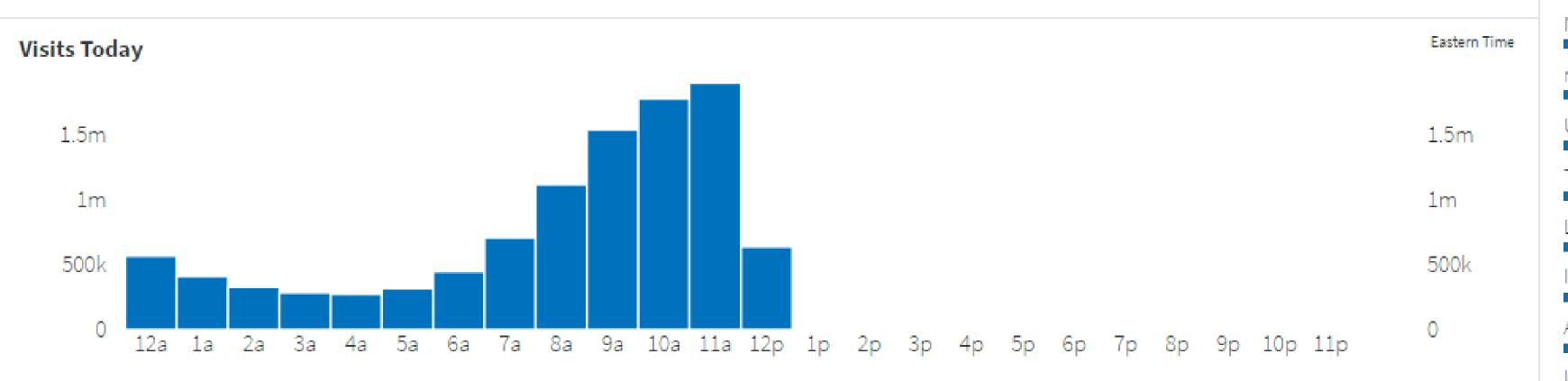


Dashboards



219,815

people on government websites now



Visits in the Past 90 Days

There were **2.04 billion** visits over the past 90 days.

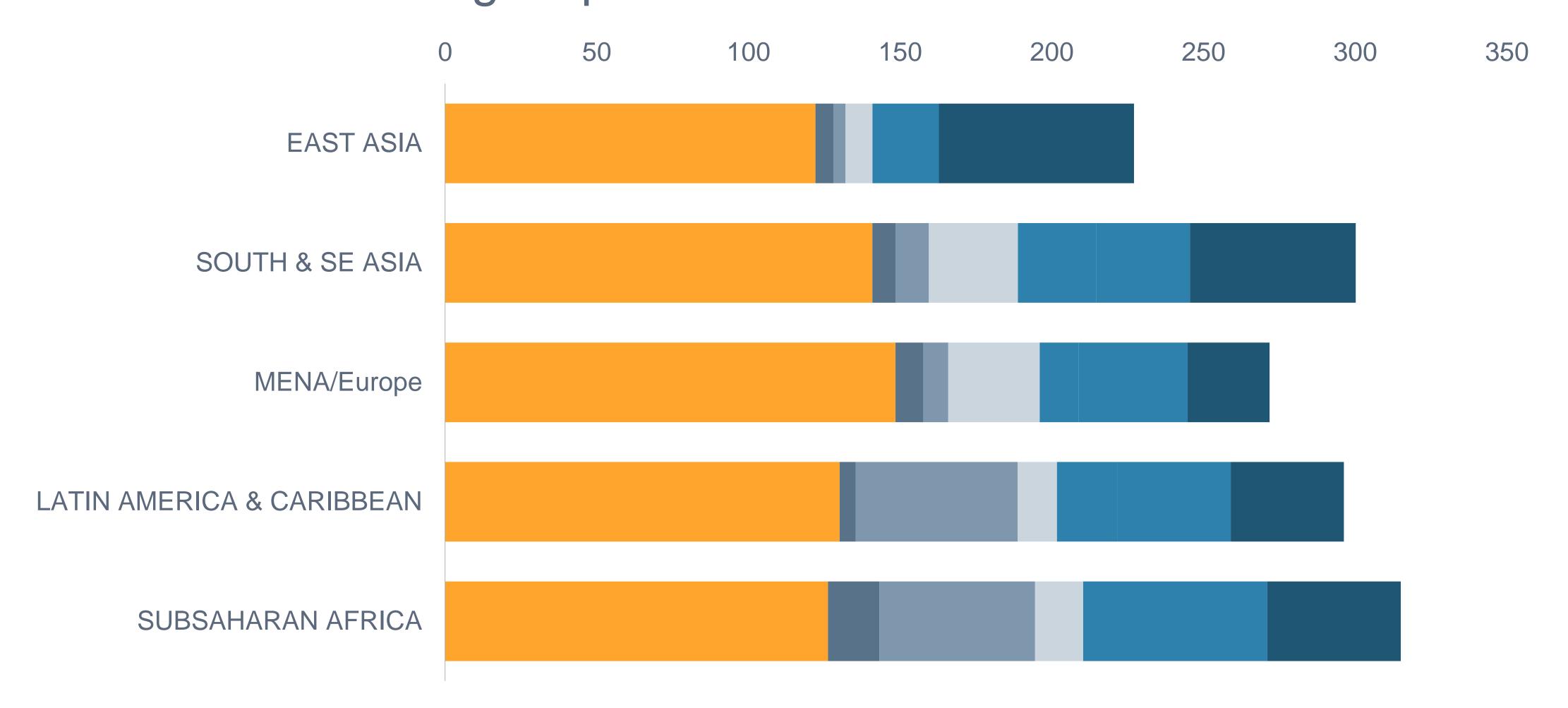
	Devices	Browsers	S	Operating Systems		
desktop	57.8%	Chrome	43.1%	Windows	49.2%	
mobile	36.2%	Safari	25.3%	7 10	27.8% 15.3%	
tablet	6%	Internet Explorer	16.8%	8.1	3.5%	
Based on rough potwork cor	gmentation data, we estimate that less than	11.0	14.1%	XP	1.2%	
	encies comes from US federal government	7.0	1.1%	Vista	0.8%	
networks.		9.0	0.6%	8 Othor	0.6%	

Top Pages

Now	7 Days	30 Days
People on a single, specific page Download the full dataset. Welcome USPS	now. We only count pages with at	least 10 people on the page.
myUSCIS - Case Status		1,936
USPS Tracking®		1,541
National Weather Service		945
my Social Security		890
USPS.com® - Create Shippir	ng Labels	836
The United States Social Se	curity Administration	805
Latest Earthquakes		701
Internal Revenue Service		645
Application Manager		617
USPS Mobile Web		616
Social Security Administrati	on Sign in / up	602
USAJOBS - The Federal Gov	ernment's Official Jobs Site	561
USAJOBS - Sign Out		551
Welcome to Get Transcript		539
Home - eBenefits		493
Welcome to Direct Pay!		463
USPS.com® - USPS Tracking	₅ ⊗	460
My HealtheVet - The Gatewa	ay to Veteran Health and Wel	lness 446

4	А	В	С		E	F	G	F	1	I	J	K	L	М	N	0	
	Activity Title	Activity Number	Activity Type	Region	Country	Actionable Proposal Received	FS TA Sole Sourced	Rejecte Termina		Travel ted	DM DS Draft FR Received	DueDilgence Started	DueDilgence Completed	DAYS: Proposal to DD Started	Days: DD Started to DD Completed	Project Review	DAYS Propo
,	/EDAS Second Stage Smart Grid	201521001A	Feasibility Study	MIDDLE EAST,	TURKEY	18-Sep-13	NO	N/A		21-Feb-14	15-Apr-14	4 6-Jun-14	25-Jun-14			4 9-Oct∙	
	mplementation for Power Distribution			NORTH AFRICA &		•					•						
3 /	JOC Emission Reduction Pilot Project		Feasibility Study	EAST ASIA	CHINA	22-Nov-13	Yes		N/A								
4 F	HFC Emissions Reduction Project	201461018A	Technical	EAST ASIA	CHINA	18-Nov-13	Yes	N/A	N/A		N/A	9-Jan-14	12-May-14	3:	8:	30-May	-14
5 F	Flight Delay Management	201461012A	Technical	EAST ASIA	CHINA	9-Dec-13	Yes	N/A	N/A		N/A	24-Jan-14	19-Feb-14	3!	5 1:	3 21-Feb	-14
	J.SChina Aviation Cooperation	201561015A	Technical	EAST ASIA	CHINA	30-Jan-15	Yes	N/A	N/A		N/A	4-Mar-19	5 23-Mar-15	2	4 1	4 21-Apr	-15
	Program Phase XI		Assistance														
	General Aviation and Business	201461013A	Technical	EAST ASIA	CHINA	6-Dec-13	Yes	N/A	N/A		N/A	24-Jan-14	19-Feb-14	31	3 1 :	3 21-Feb	-14
	Aviation Development Project	0044040000	Assistance	INDOLECTOR	BOLLLIA	~ II 4~											
8	Cybersecurity Innovation Center	201421005B	Feasibility Study	MIDDLE EAST, NORTH AFRICA &	ROMANIA	21-Nov-13	Yes	N/A	N/A		19-Feb-14	4 27-Jan-14	l 14-Mar-14	4;	3!	5 21-Mar	-14
l	J.SChina Aviation Cooperation	201461014A	Technical	EAST ASIA	CHINA	2-Jan-14	Yes	N/A	N/A		N/A	24-Jan-14	19-Feb-14	1	7 1:	3 21-Feb	-14
	Program Phase X		Assistance						<u> </u>								
	Performance Based Navigation ADSB and GBAS) Implementation		Feasibility Study	MIDDLE EAST, NORTH AFRICA &	KAZAKHSTAN	2-Jan-14	NO	12	2-Mar-14	2-Nov-13	21-Jan-14	4 14-Jan-14	N/A		9	N/A	
11 U	J.SACEF Solafrica 100MW CSP	201411004A	Feasibility Study	SUBSAHARAN	SOUTH AFRICA	28-Aug-13	NO	N/A	N/A		23-Nov-10	3 4-Nov-13	13-Jan-14	4:			-13
12 U	J.SACEF Ample Solar CSP Projects	201411005A	Feasibility Study	SUBSAHARAN	SOUTH AFRICA	28-Aug-13	Yes	16	6-Jan-15 N/A		21-Oct-10	3 4-Nov-13	7-May-14	4:	3 13:	3 5-Dec	-13
	Mercury Emissions Reduction	201461011A	Feasibility Study	EAST ASIA	CHINA	25-Jul-13			1-Mar-14 N/A		N/A	26-Nov-13					
	Green Data Center Feasibility Study and Pilot Project	201461010A	Feasibility Study	EAST ASIA	CHINA	17-Mar-13	Yes	N/A	N/A		N/A	3-Jan-14	6-Feb-14	21	2!	5 11-Feb	-14
	Cement Production DE-Nox Fechnologies	201461019A	Feasibility Study	EAST ASIA	CHINA	25-Jul-13	Yes	N/A	N/A		N/A	22-Jan-14	11-Jun-14	131	10	1 17-Jun	-14
١	Valle de Cauca Demand Side	201451009A	Feasibility Study	LATIN AMERICA &	COLOMBIA	11-Dec-13	Yes	N/A	N/A		N/A	10-Dec-13	3 24-Jan-14		3	4 24-Jan	-14
	Management Pilot Power Project Batys-Transit Power Generation	201421014A	Europikilian Canada	CARIBBEAN MIDDLE EAST,	KAZAKHSTAN	31-Dec-13	NO.	N/A	N/A		N/A	31-Jan-14	14-Mar-14	2	1 3	1 21-Mar	14
17			Feasibility Study	NORTH AFRICA &					NIA								
	Clean Energy For Telecom Towers	201431002A	Feasibility Study	SOUTH & SE	INDIA	1-Feb-13		N/A		1-Feb-13		•		8:	3 2	1 5-Jul	-13
	Africa Business Development	201111024C	Technical	SUBSAHARAN	REGIONAL	21-Nov-13	Yes	N/A	N/A		N/A	N/A	N/A			N/A	
	Manager Contract Option Year Two	201131024A	Assistance Technical	AFRICA SOUTH & SE	SUBSAHARAN REGIONAL SOUTH	2-Oct-13	NO.	N/A	N/A		N/A	N/A	N/A			N/A	
	Regional Manager for Asia Contract Option Year Two	201131024M	Assistance	ASIA	& SE ASIA	2-00(-13	140	I WI CA	INIA		IMA	INA	INIA			IVIA	
	Business Development Manager, PSC	201411007Δ	Technical	SUBSAHARAN	REGIONAL	23-Jan-14	NO	N/A	N/A		N/A	N/A	N/A			N/A	
	Contract Funding	20111100111	Assistance	AFRICA	SUBSAHARAN	20 0011 11		1 -11 1				1 200	1				
	Personal Services Contractor, Beijing	201361010A	Technical	EAST ASIA	CHINA	21-Feb-13	NO	3	31-Jul-14 N/A		N/A	N/A	N/A			N/A	
	DIQ Contract Energy Sector	201391004A	Technical	Worldwide	REGIONAL	27-Aug-13		N/A	N/A		N/A	N/A	N/A			27-Aug	-13
	Air Quality Management Program EPA		Technical	EAST ASIA	CHINA	17-Jun-13		N/A	N/A		N/A	N/A	N/A			N/A	
24	Fransfer Funds		Assistance														
	Anti-Monopoly Law Program Phase III	201361024B	Technical	EAST ASIA	CHINA	1-May-13	NO	N/A	N/A		N/A	N/A	N/A			N/A	
	Reimbursable Agreement		Assistance										<u> </u>				
	FY 2014 Program Expenses for	201461004A	Technical	EAST ASIA	REGIONAL EAST	1-Dec-12	NU	N∤A	N/A		N/A	N/A	N/A			N/A	
	JSTDA East Asia Beijing Office		Assistance	MIDDLECACT	ASIA TUDIZB Z	0 1 21	NIO				BUA						
	Plasma WTE		Feasibility Study	MIDDLE EAST,	TURKEY	2-Jan-14	NU		N/A		N/A						
	Renewables Integration		Feasibility Study		JORDAN	4-Dec-13	NO		N/A		N/A						
28	Solar Steam Augmentation		Feasibility Study	NORTH AFRICA & MIDDLE EAST,	JORDAN	1-Nov-13	NO			9-Dec-13	28-Jan-1	1 1					
29				NORTH AFRICA &													
0	GETCO Renewable Power Integration	201431004A	Technical	SOUTH & SE	INDIA	1-Feb-13	Yes			1-Feb-13	2-Jul-10	3 13-Jul-13	3 25-Aug-13	111	31	0 21-Nov	-13
	^D roject		Assistance	ASIA													
	ligh Reliability Freight Wagon		Technical	SOUTH & SE	INDIA	19-Jan-14			31-Jul-14	27-Apr-13	<u> </u>				0 4	-	
	Provision 2 Body Scanner System	201531006A	Technical	SOUTH & SE	INDIA	1-Dec-13	Yes	N/A		2-Sep-13	20-Jan-14	13-Jan-14	10-Apr-14	3	1 6	4 22-Jan	-15
32 F	Pilot Project		Assistance	ASIA						1							
4	Bin Tables	Bins of 20	Bins of 5	Regional Timelin	es Process	Close Look	Sheet2 Sh	eet3	Dashboard	Sheet4	Sheet5	Sheet1 Sh	eet11 RFP	Close Look	Chart p5	(+)	

East Asia achieves the quickest timeline, with an average of 230 days from proposal to grant finalization. Across all regions, proposal review takes the longest period of time.



How much data?

How often do you need to refresh?

little / rarely lots / often

static reports conditional formatting

pivot charts software & custom solutions

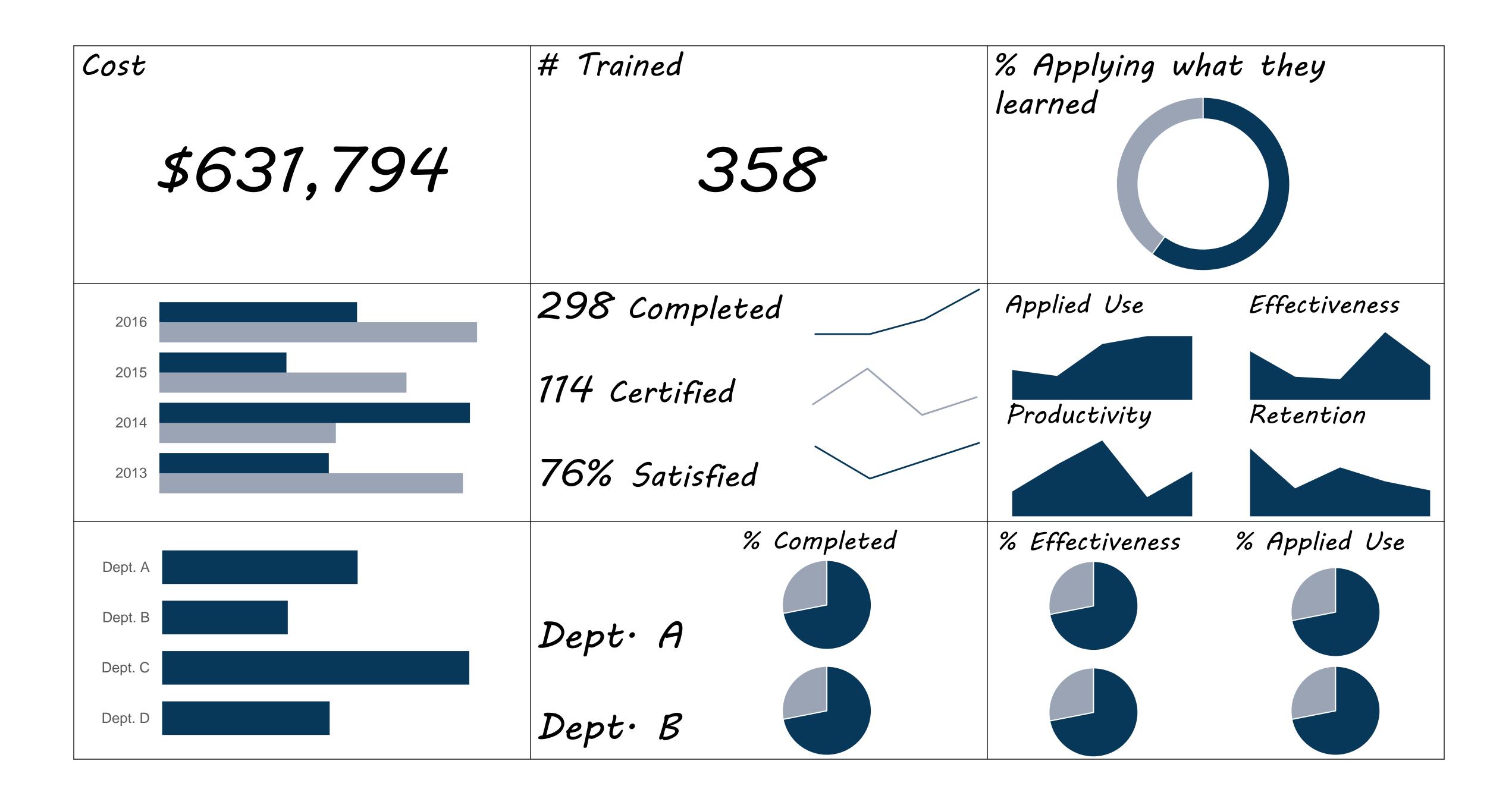
LOGIC MODI	EL: Business Object	ctive: Build capab	ility within the lea	dership pipeline	Target Population	on: Employees, Su	ipervisors,	
for sustained org	ganizational success	S			Managers, Exec	eutives		
Major resources needed to run the program	What you will do with the resources	activities Immediate 3 months out 1 year			What will show you're getting there? You should have baseline data for each method used			
Inputs	Activities	Level 2 (p.31-32,122-123) Short-term	Level 3(p.53, 96-97) Intermediate	Level 4 (p. 33-46, 53) Long term	Outputs	Evaluation	Evaluation	
		Outcomes	Outcomes	Outcomes	Level 1 (p.88-93)	Methods (p. 20, 33-46)	Tools (p. 33-46)	
Program budget Facilities # full time staff # part time staff Office Supplies Technology Other: External Factors (p. 80): Laws/Regulations Other supporting programs Political environment Organizational culture Assumptions (facts or conditions you assume to be true) Other:	Establish leadership commitment Conduct stakeholder meetings (e.g. senior leaders, managers, employees, subject matter experts) Provide Training to Supervisors, Managers & employees OPM suite of engagement courses (ILT, WBT, & web application) Review EVS results Develop an Acton Plan Develop an agency-wide engagement strategy Other:	Changes in Learning (p. 31-32, 50): New knowledge Increased skill Increased awareness Increased commitment Increased confidence		Changed Conditions: Employee (increased satisfaction, increased engagement, increased retention, decreased EEO complaints) Work Environment (better work products, more innovative ideas, more creative solutions, compliance with laws, improved communication, inclusive work group practices, greater coordination among groups; improved EVS scores) Organization (reduced waste, decreased costs, increased efficiency, increased collaboration with other organizations, better overall health of the organization)	# of participants who completed training % participant satisfaction # of Events # of cohorts # of mentoring sessions # of coaching sessions # of workshops # of networking events	Interviews with senior leaders/employees Track \$ spent on rewards Track # of non-monetary rewards/recognition On-the-job observations of progress Monitor employee engagement scores Monitor # of EEO complaints Track customer satisfaction scores Monitor quality of work products Track employee retention rates	(p. 33-46) Checklist/L3 Survey Team meeting reports Accounting records Tracking sheet Checklist Employee Viewpoint Survey/Agency survey Agency EEO office Customer survey Manager survey/customer survey HR system	
			Other:			Survey leaders/employees 3, 6 and 12 months after the program	L3/L4 survey	

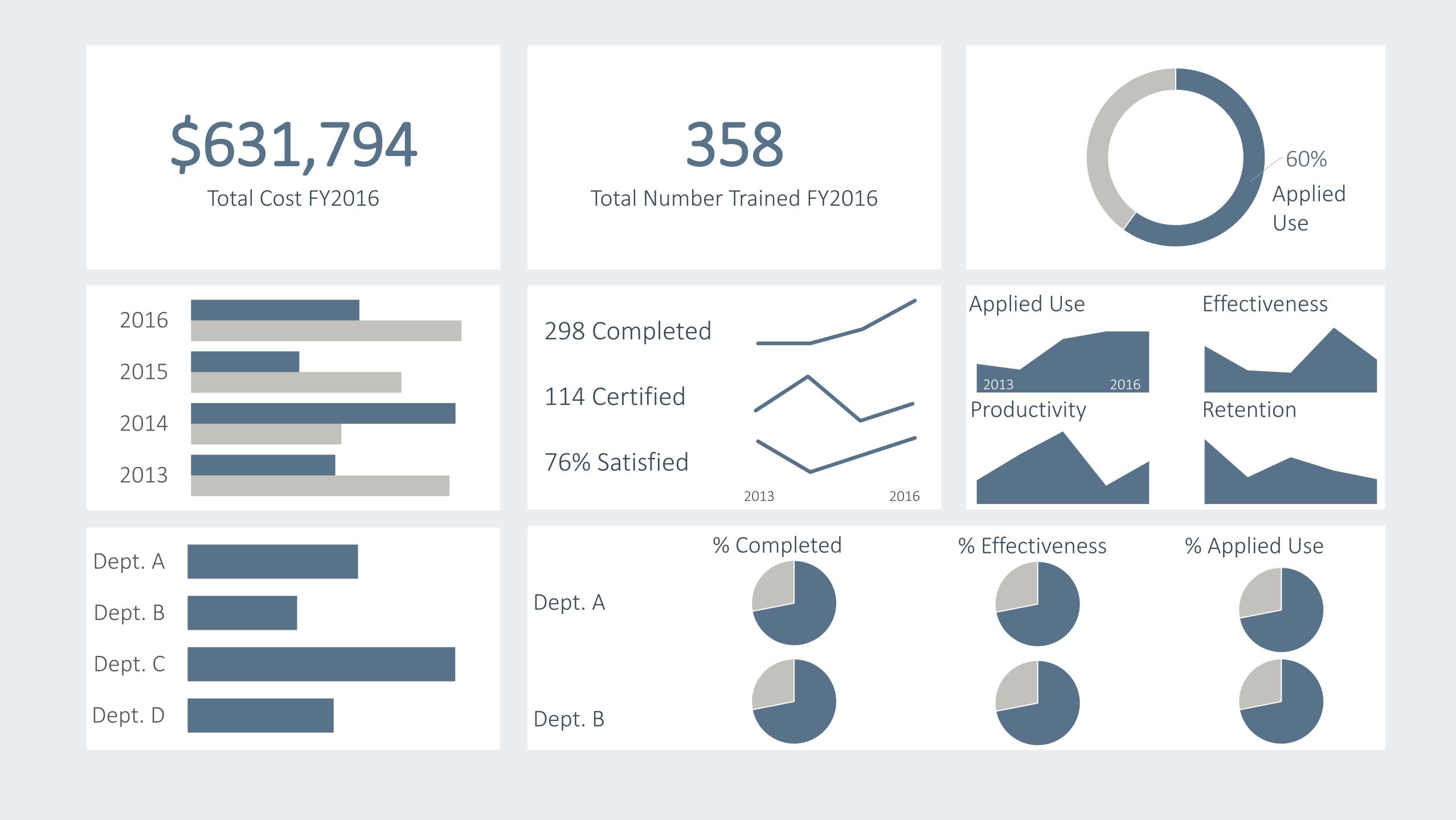
<u>Inputs</u>	Outputs	Outcomes

Top Line Results		
Inputs	Outputs	Outcomes
Historical Comparison		
111300110011		
Propharin/Pu Donto		
Breakdown/By Dept.		

Top Line Results		
Inputs	Outputs	Outcomes
Costs	# Trained	% Applying what they learned
Historical Comparison		
Breakdown/By Dept.		

Top Line Results Inputs Costs	Outputs # Trained	Outcomes % Applying what they learned
Historical Comparison		
Direct costs & person hours	# Completed/Certified % Satisfied	Increased Retention Surveys - Productivity, Use, Effectiveness
Breakdown/By Dept.		





Better Reports



Where we started:

TRENDS IN SELECTION PROCEDURES 1995-2005

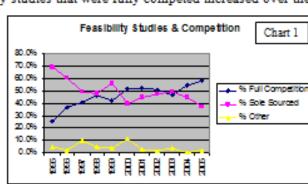
The two most common methods for selecting a feasibility study contractor are sole-sourcing and full competition. Sole-sourcing refers to situations in which a U.S. company is awarded a contract without a competitive bidding procedure. This selection process usually occurs when the host country/grantee has determined that a particular U.S. company is best suited to perform the study or when a U.S. company has submitted a proposal for a project after having made a significant prior investment in the project. In sole-source situations, USTDA generally requires cost sharing and success fee agreements with the U.S. contractor and sometimes from the grantee as well.

Full competition refers to situations for which an announcement is issued (usually on www.fedbizopps.gov) and the host country/grantee chooses from among the bidding companies. These projects are likely to be public sector projects brought to USTDA by the host country. Other forms of contractor selection include methods such as short listing, limited competition, host country competition and multilateral development bank competition. These methods are seldom used and therefore will not be the focus of this paper.

As seen in Chart 1, the percentage of feasibility studies that were sole-sourced has decreased overall since the mid 1990's. However, it must be noted that sole-sourcing peaked in 1995 at 70% - up from 32% in 1990. From 1995 to 1997, however, there was a sharp decline in sole-sourcing from 70% to 50%. Between 1997 and 2003 there were some vacillations, but by 2003 the amount of sole-sourcing was once again at 50%. In 2005, however, sole-sourcing declined significantly to 38%.

Conversely, the percentage of feasibility studies that were fully competed increased over the

same period. In 1995 only around 28% of all feasibility studies were competed as compared to 58.5% in 2005. As can be seen in Chart 1, in 1998 and 2003 the percentage of fully competed feasibility studies is nearly equal to that of sole-sourcing. In 2004 and 2005, however, the percentage of sole-sourced projects declined substantially compared to those projects which were competed. As a result, by the end of the period (2005) USTDA fully competed nearly 59% of its feasibility studies and sole-sourced about 38%. Other sources of competition remain insignificant.



The following Table 1 presents the year-to-year data regarding the two main methods for selecting USTDA contractors between 1995 and 2005. It includes the number and percentages of feasibility studies that were sole-sourced and fully competed for each year.

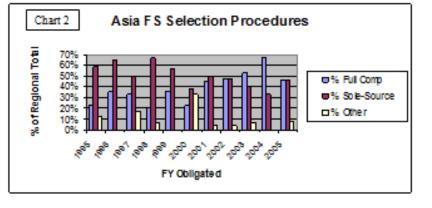
FY Obligated	Total # of F8's	# of F8 w/ Full Competit Ion	% Full Competit Ion	# of F8 w/ Sole Source	% 8 8our		
1995	123	31	25%	86		70%	
1996	95	35	37%	58		6196	
1997	103	42	4196	51		50%	
1998	108	50	46%	52		48%	
1999	114	48	42%	64		56%	
2000	95	49	52%	38		40%	l
2001	116	61	53%	52		45%	
2002	114	58	5196	54		4796	
2003	87	41	47%	43		49%	
2004	51	28	55%	23		45%	
2005	53	31	58%	20		3896	l

REGIONAL TRENDS IN SELECTION PROCEDURES 1995-2005

procedures are generally dictated by the needs of each individual project. However, occasionally economic and political factors influence selection procedures. Although this can be seen in all regions, it

Selection

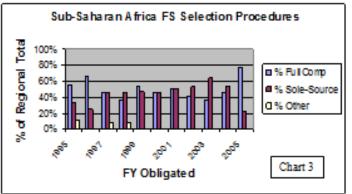
factors influence selection procedures. Although this can be seen in all regions, it is most apparent in Asia where sole-sourcing was predominantly used until 2002, when both sole-



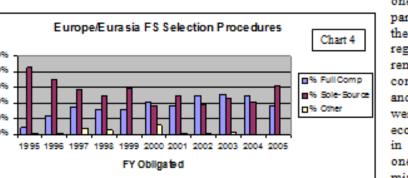
sourcing and full competition were used equally. The significant increase of full competition in 2001 is due to the political amelioration of U.S.-China relations and USTDA's return to obligating projects in China in that year. China consistently used full competition more often than sole-sourcing, in contrast

to the region as a whole which tended towards sole-sourcing. China tipped the scales in the region and instigated the relative equilibrium between sole-sourcing and full competition.

The effect of economic influences on selection procedure trends is made evident by the sharp dip in sole-sourcing in Asia in 1997 — a phenomenon that can be explained by the 1997 Asian Tigers financial crisis. Sole-sourcing most



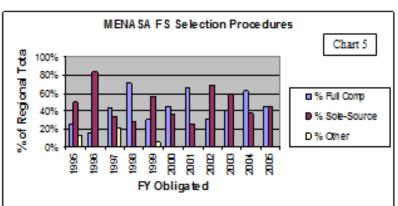
frequently occurs when a U.S. business approaches USTDA with a project proposal and therefore, it is understandable that fewer U.S. companies would be inclined to invest money at a time when the market crash was at its worst. Sole-sourcing recovered in subsequent years and, in fact, had an all time high in 1998 of approximately 68%. Success fee and cost share agreements did not diminish as a result either. The fact that the Asian financial crisis did not have as significant of an effect on the region as



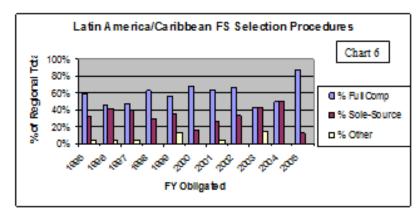
one would expect could partially be explained by the fact that USTDA's regional budgets have remained relatively consistent over the years and therefore projects were created despite the economic turmoil. This, in and of itself, fulfills one of USTDA's missions to provide

economic and development aid to both U.S. companies and grantees in countries that by nature are riskier investments.

The remaining charts demonstrate the trends in the other four regions. Another influence in selection procedures is the impact of the significant decline in the total number of FSs obligated. With a decrease in the total numbers, percentages become much more volatile. In Latin America and the Caribbean, for example, both the



Country Managers and the Regional Director indicated that they felt that often U.S. companies were not as interested in direct investment and joint ventures in the region due to the high risk and small size of the markets. As a result, fewer U.S. companies come to USTDA with project proposals and a greater percentage of the projects are fully competed. The anomalies in this trend begin after 2003 and 2004 when the number of FS's obligated were reduced by 50% per year. In 2002 15 FS's were obligated whereas in 2003 there were 7, and there were only 4 in 2004. This distinct decrease can be explained by the sharp increase in TA projects obligated in the same years (see the section on TAs below). The impact on selection procedure percentages, however, is to make them much more volatile and not as reliable an indicator of the regional influences on these factors.



In the Middle East, South East Asia, North Africa (MENASA) region there do not seem to be any discernable trends. It appears as though there is a relatively even bi-annual back and forth between sole-sourcing and fully competed projects. In 1995 and 1996 sole-sourcing was more prevalent and reached an all-time high of 83% in 1996. In 1997 and 1998 more FS's

were fully competed as they were in 2000 and 2001 and then again in 2004. In 2005 there were 5 projects that were sole-sourced and 5 that were fully competed.

In conclusion, there are a number of factors that can influence selection procedures in a region; the political and economic situation, U.S. company perception of the lucrative nature of the markets, host country policies, etc. Every regional team emphasized that they do not guide projects one way or another and that each project is unique. In certain circumstances, however, based on the host country's needs it may be suggested that they forgo sole-sourcing in an attempt to bypass the cumbersome legal obligations that come with the cost share and success fee program. If at any given time, however, the regional teams feel that the competition process is a farce in a deliberate attempt by a U.S. company to side-step the legal difficulties of sole-sourcing, then they will either demand a cost share agreement or agree to pay for a portion of the project - thereby requiring an implied cost share by the company.

9

USTDA TRENDS IN CONTRACTOR. SELECTION PROCEDURES, COST SHARING AND SUCCESS FEES 1995-2005

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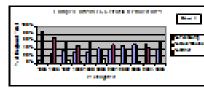
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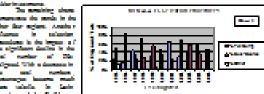
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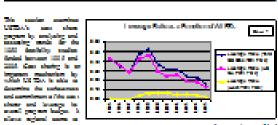
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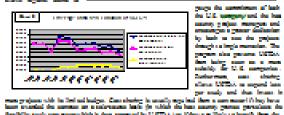


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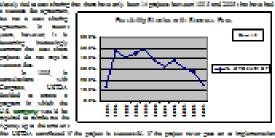
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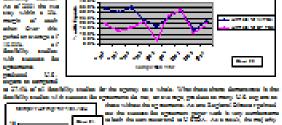
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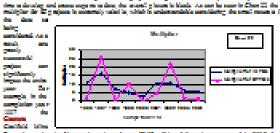
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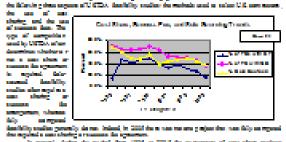
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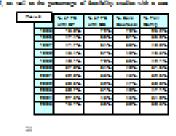
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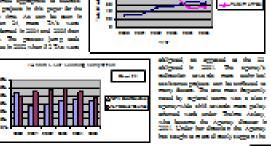
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Where we are now:

106

Since 1981, USTDA has supported 106 rail sector activities

\$2.4 B

These projects generated \$2.4 billion in U.S. exports

380

These exports came from over 380 U.S. companies.

Key challenges to implementation and exports include:

Life-Cycle Cost

Given the initial high cost of U.S. locomotive equipment, a challenge is showing foreign project sponsors the value of low life-cycle costs.

Legacy Systems

Railway projects are often hampered by interoperability issues, particularly when dealing with legacy systems that utilize standard or meter-gauge.

Diverse Supply Chain

particularly locomotive kits and engines, given the many components and diverse supply chains used in the manufacturing processes for such items.

U.S. content levels are difficult to determine for some rail equipment,

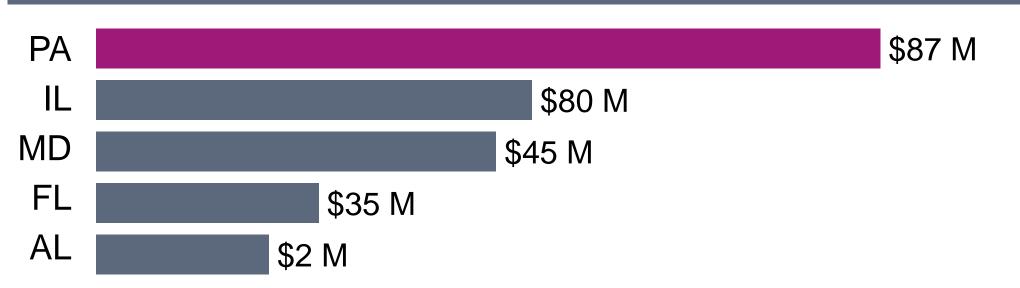
Local Content Requirements

Local content and labor requirements in some foreign markets serve as impediments to U.S. exporters.

Imbalanced Technical Specs.

Tenders requiring design specifications often favor a single supplier. Performance-based specifications, which define what a product is required to do, but not how it is made, can help level the playing field for US vendors.

USTDA's rail sector projects helped generate exports for companies in 37 states, with Pennsylvania in the lead



Growth over last decade:

16

14

12

10

6

Locomotives Engines Train Control Systems

Common exports:

1-3-25

Bottom - romt





Resources

AEA Data Viz TIG Website

eval.org/datavisualizationandreporting/home

Data Visualization Checklist

by Ann Emery and Stephanie Evergreen

Presenting Data Effectively

by Stephanie Evergreen



Canva

Visual.ly

Juice Analytics
Color Brewer 2.0
Adobe Color
Graphic River



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THANK YOU

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