

06	ANNUAL REPORT
	U.S. Trade and Development Agency





The U.S. Trade and Development Agency (USTDA) advances economic development and U.S. commercial interests in developing and middle income countries. The agency funds various forms of technical assistance, early investment analysis, training, orientation visits and business workshops that support the development of a modern infrastructure and a fair and open trading environment.

USTDA's strategic use of foreign assistance funds to support sound economic policy and decision-making in host countries creates an enabling environment for trade, investment and sustainable economic development. Operating at the nexus of foreign policy and commerce, USTDA is uniquely positioned to work with U.S. firms and host countries in achieving the agency's trade and development goals. In carrying out its mission, USTDA gives emphasis to economic sectors that may benefit from U.S. exports of goods and services.

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DIRECTOR'S MESSAGE

Having completed another successful year delivering tailored programs to establish the infrastructure and capacity necessary for healthy and sustainable economic growth in developing and middle-income countries, I am pleased to present this report on the U.S. Trade and Development Agency's (USTDA) activities in fiscal year 2006.

USTDA is distinct among the U.S. government's foreign assistance agencies, as our programs focus on providing commercial solutions to developmental challenges. This approach generates mutually beneficial results through the formation of long-term business relationships that foster sustainable development, facilitate local private sector growth, improve trade and investment climates, and advance U.S. commercial interests.

In carrying out our mission, USTDA leverages the resources of the U.S. private sector in advancing the foreign policy priorities of the Administration. Our experience structuring public-private partnerships to achieve priority development objectives has defined the agency's brand of assistance.

In 2006, for example, USTDA launched a number of these innovative partnerships, including one with the American Chamber of Commerce (AmCham) in China to promote cooperation in the areas of industrial standards policy and regulatory development. Similarly, USTDA partnered with AmCham in São Paulo, Brazil, in supporting training for the State of São Paulo's intellectual property rights enforcement officers.

These partnerships are illustrative of the ways that USTDA brings the right elements together to achieve key policy objectives. In particular, they highlight the agency's focus on trade capacity building, which in 2006 again accounted for approximately 50 percent of its program activity.

The agency's capacity-building portfolio includes a mix of both traditional and more expansive policy-based activities in establishing the necessary framework for increased trade. This priority was established because trade is a catalyst for growth and development. At the same time, USTDA understands that the benefits of trade cannot accrue where the infrastructure or capacity is inadequate to support increased trade flows.

USTDA's programs also further U.S. trade policy objectives by providing support to on-going trade negotiations and assistance to countries in implementing their commitments under bilateral and multilateral trade agreements. Moreover, USTDA has committed significant resources to expanding our partner nations' trade capacity based on the importance of safety and security to the integrity of supply chains.

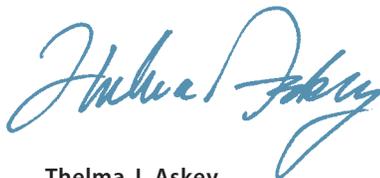
Examples of our 2006 highlights include the inauguration of USTDA's Trade Integration Initiative in support of the expanded commercial relationship envisioned under the U.S.-Dominican Republic-Central America Free Trade Agreement. Another new initiative is promoting integration among Central Asian countries, including Afghanistan and Pakistan, to further the region's ability to participate in the global economy. In Iraq, the agency funded successful training in support of the Ministry of Oil's efforts to increase its internal capacity, while in sub-Saharan Africa, the agency is fostering the development of sectors necessary for economic growth consistent with the objectives of the African Growth and Opportunity Act.

USTDA's remarkable record during 2006 reflects the strong interest by the private sector and our overseas partners in the agency's proven program. A review of USTDA country portfolios over the past year demonstrates that the agency's program in Vietnam, in particular, reflects key U.S. government priorities. As a strategic U.S. partner

in the region, USTDA's activities in Vietnam are designed to advance Asia-Pacific Economic Cooperation objectives and address issues related to the country's World Trade Organization accession and normal trade relations status. Based on the achievements already realized in Vietnam and the promise seen in the new partnerships forged by the agency there in 2006, I am pleased that USTDA has selected Vietnam as its Country of the Year (see article p. 7).

In responding to the demand for USTDA's programs in Vietnam and in developing and middle-income countries around the world, it is important that we measure our results. Year after year, USTDA exceeds its commercial and developmental goals, earning the agency the highest rating by the Office of Management and Budget at the start of 2006. It is also significant to note that the value of U.S. exports associated with the agency's program grew by \$1.7 billion in 2006 to a total of \$27 billion.

As we seek to build on USTDA's record of success in 2007, the agency is fortunate to benefit from the experience and skill of its talented and dedicated staff. Also important are the many overseas project sponsors, U.S. businesses, and other U.S. government agencies with whom we partner in implementing USTDA's programs. As we move forward in pursuing our common objective for commercially based growth and development overseas, I am confident that we will continue to achieve mutually beneficial results.



Thelma J. Askey
Director, U.S. Trade and Development Agency



“USTDA is distinct among the U.S. government’s foreign assistance agencies, as our programs focus on providing commercial solutions to developmental challenges. This approach generates mutually beneficial results through the formation of long-term business relationships that foster sustainable development, facilitate local private sector growth, improve trade and investment climates, and advance U.S. commercial interests.”

TRADE CAPACITY BUILDING:

Measurable Successes

The U.S. Trade and Development Agency is uniquely qualified to deliver targeted foreign assistance in support of the Administration's focus on private-sector led development. The centerpiece of the agency's results-oriented program is its support for activities designed to enhance countries' trade capacity and strengthen their ability to engage in international trade. This aspect of USTDA's program accounts for nearly 50 percent of its global investments.

Trade capacity building (TCB) is also an area where the agency has had significant success. In 2006, the agency's TCB portfolio produced several significant accomplishments and expanded to include new initiatives that support key U.S. trade and foreign policy objectives. USTDA's TCB priorities include building the infrastructure for development, supporting U.S. trade policy, and strengthening transportation safety and security.

Building the Infrastructure for Development

USTDA recognizes that there is a fundamental connection between infrastructure and development, as there is between trade and investment. Integrating countries into the global trading environment and sustaining the flow of goods and services to and from international markets requires investing in economic assets in the energy and power, information and communications technology, transportation, and environment sectors. The essential

foundation for broad-based and sustained economic growth also includes the development of a financial services sector and the adoption of an appropriate legal and regulatory environment to support investment in infrastructure development.

A good example of USTDA's approach is a financial services development program in China. In 2006, the Shanghai Water Service Assets Operation and Development Company, Ltd. (SWAOD) announced the issuance of the country's first ever infrastructure revenue bond for water and wastewater treatment facilities. The announcement of the 1.5 billion renminbi (approximately US\$190 million) bond followed a USTDA-funded technical assistance program focused on the financial, legal and regulatory options available for financing infrastructure projects. The financing of these core infrastructure requirements marks a milestone for China's emerging capital market and will facilitate future purchases of U.S.-based goods and services in China.

During 2006, USTDA established the foundation for potential financial sector successes in other markets, as well. In Mexico, the agency funded financial education and rural bank officer training programs under the U.S.-Mexico Partnership for Prosperity and the Security and Prosperity Partnership of North America.

USTDA is also developing innovative financial sector development programs to address the special challenges of smaller economies. In Montenegro, for example, USTDA is providing assistance to establish a revolving investment fund to help water utilities obtain the necessary resources for operational maintenance and improvements. In West Africa, USTDA is promoting regional capital market integration and intra-regional commerce through its support of cross-border securities listings between the Nigerian Stock Exchange and the Ghana Stock Exchange. Together, these programs reflect USTDA's overall strategy of providing countries with the tools necessary to mobilize the capital and



“Our goal is to further the development of infrastructure and institutions capable of supporting vibrant, growing economies. In this way, our program helps build the framework for the private sector to promote development.”

— **Leocadia I. Zak**, Deputy Director

financial resources to invest in infrastructure that will facilitate trade and economic development.

Supporting U.S. Trade Policy

In the global market, U.S. companies face trade barriers that limit their ability to succeed abroad. To address these issues, USTDA coordinates its activities with its U.S. government and private sector partners. In particular, the agency has designed programs to broadly support trade negotiations, enhance market access, and increase trade agreement compliance. In carrying out its mission, USTDA focuses its assistance on countries that have demonstrated a willingness to address the capacity constraints that limit growth and serve as disincentives to U.S. investment and business.

USTDA works closely with the Office of the U.S. Trade Representative to support countries as they continue to implement their World Trade Organization (WTO) commitments and negotiate other trade agreements. Recognizing the challenges of intellectual property rights (IPR) protection in China, for example, USTDA supported a training program for Chinese customs officials on methods and techniques to identify counterfeit and

pirated goods. This assistance resulted in the successful development of an IPR protection curriculum at China's Shanghai Customs College. Similarly, in Brazil, USTDA is fostering IPR protection through a public-private partnership with the American Chamber of Commerce in São Paulo that is supporting an IPR training program for State of São Paulo IPR enforcement officers.

In 2006, USTDA formed another partnership with U.S. industry to foster dialogue and cooperation in the development of commercial and industrial standards policy and regulatory development in China. A consistent standards and conformity assessment system in China will strengthen the country's ability to meet its WTO obligations and improve product quality, safety and reliability in both the U.S. and Chinese markets.

USTDA also announced its U.S.-Dominican Republic-Central America Free Trade Agreement (DR-CAFTA) Trade Integration Initiative in fiscal year 2006 to develop the infrastructure necessary to move goods and services efficiently. Under this Initiative, USTDA is supporting upgrades to the region's transportation corridors, energy security and the development of telecommunications infrastructure.



A USTDA-sponsored regional orientation visit brought airport security officials from Latin America to the United States to see U.S. technology in operation as they prepared to make key procurements in their respective countries. Delegates from the visit are pictured above viewing carry-on baggage screening equipment at the offices of Control Screening in Fairfield, New Jersey.

In Nigeria, USTDA is fostering the development of a robust and secure capital market through a grant to the Nigerian Stock Exchange (NSE) that is supporting technical assistance in the development of the NSE's disaster recovery and systems backup plans. USTDA Regional Director Ned Cabot is seen here ringing the stock exchange bell following the award of the USTDA grant.



The revitalization of USTDA's India portfolio was particularly notable in 2006 and included technical initiatives designed to advance the U.S.-India Agriculture Knowledge Initiative (AKI). To meet U.S. objectives under the AKI, USTDA is providing training and technical exchanges to enhance Indian trade capacity and reduce trade barriers related to cold chain operations, agricultural biotechnology, and biotechnology patent handling.

Strengthening Transportation Safety and Security

Safe, secure and efficient transportation systems are essential elements of many countries' economic development and trade capacity-building strategies. Given the significance of transportation in every trade and investment decision, this sector has become the largest for USTDA activity. Focal areas include intelligent transportation systems, satellite-based air traffic management, high-tech safety and security technology, and regional infrastructure planning. In addition, security considerations are now an integral part of almost all of the agency's transportation activities.

In partnership with the Federal Aviation Administration, USTDA has had significant success promoting aviation safety and U.S. exports to China, the world's fastest-growing aviation market. A technical assistance grant to the General Administration of Civil Aviation of China (CAAC) helped to establish an Aviation Safety Academy in 2002. By 2006, this program resulted in the establishment of a CAAC inspector

training plan and the institution of the first four inspector training courses for a CAAC Flight Standards Training Center. The training provided by the Aviation Safety Academy has allowed China to maintain safety during a period of rapid growth. Simply put, safety has enabled growth, and growth has generated export opportunities for U.S. firms. USTDA's private sector partners have credited this activity with the expansion of their commercial opportunities and sales successes in China.

Much of the agency's aviation sector activity in China falls under a broader public-private partnership formed by the agency with over 27 leading U.S. industry aviation sector companies. The overwhelming success of this initiative has resulted in the launching of a similar aviation cooperation program for India with several U.S. industry partners.

USTDA's transportation portfolio also yielded several capacity-building successes in the port sector in 2006. In March, for example, the Port of Cortés in Honduras became the first Container Security Initiative port in Central America. This designation came after USTDA provided a technical assistance grant to help modernize the port's operations. Building on this success, USTDA subsequently strengthened its support for the port with a grant to assist in the development of a new dry bulk terminal. The project also aims to improve Honduras' ability to take advantage of the trade benefits under DR-CAFTA.

Looking Ahead

USTDA expects to build on its successes in trade capacity building in 2007. In particular, the agency plans to launch a targeted customs training program and add to its standards and conformity assessment portfolio. USTDA also looks forward to strengthening its regional integration initiatives in Central America and South and Central Asia, and to assisting its emerging market trading partners in their efforts to address anti-piracy and anti-counterfeiting measures to protect intellectual property rights. Moving forward, the agency has built a strong foundation to be able to support the Administration's trade and foreign policy priorities in 2007 and beyond.



“USTDA’s statutory authorities enable the agency to focus assistance quickly and effectively on projects to advance U. S. trade objectives, and provide great flexibility in promoting innovative partnerships with the U. S. private sector on trade development initiatives.”

— James A. Wilderotter, General Counsel



COUNTRY OF THE YEAR:

VIETNAM



Vietnam is the fastest growing economy in Southeast Asia following the country's shift toward a market economy and its ongoing adoption of modern governance principles, improved investment regulations and financial sector liberalization. A strategic U.S. partner in the region, USTDA's program in Vietnam reflects key U.S. government priorities in economic reform, trade security, and integration with U.S. and international standards. Based on the success that USTDA's program has already achieved in Vietnam and the strength of the promising partnerships forged by the agency there in fiscal year 2006, USTDA is pleased to honor Vietnam as its Country of the Year. ▶

VIETNAM: Infrastructure to Support Economic Growth

In recent years, Vietnam has gradually asserted itself as an important economic participant in Southeast Asia. USTDA has responded to this emergence by playing a significant role in strengthening the U.S.-Vietnam relationship. In 2006, the agency substantially expanded its Vietnam portfolio by providing more than \$2.2 million in tailored assistance programs for activities

designed to meet priorities established in the Asia-Pacific Economic Cooperation (APEC) Forum, Vietnam's World Trade Organization (WTO) accession negotiations, and its efforts to obtain permanent normal trade relations with the United States.

Two notable USTDA successes in Vietnam stem from agency activities that were funded in recent years. USTDA assistance supported the development of a waste treatment plant project in Ho Chi Minh City that resulted in the award of two construction contracts to Lemna International of Minnesota, amounting to \$55 million. Similarly, USTDA-funded training in quality and service management supported the sale of General Electric aircraft engines and follow-on purchases with a market value of over \$125 million.

In anticipation of Vietnam's hosting of the 2006 APEC meetings, USTDA funded the implementation of a pilot eManifest system for the General Department of Vietnam Customs. The project was designed as a demonstration of the World Customs Organization's Framework to Secure and Facilitate Global Trade, which has been endorsed by all APEC economies. The project was unveiled at the APEC Forum meeting in November and validated the benefits of customs reform and modernization, public-private collaboration using modern customs clearance transactions, and secure end-to-end supply chain management systems under the Secure Trade in the APEC Region Initiative.

In the aviation sector, USTDA responded to Vietnam's substantial growth and the government's desire to meet international standards. An example is USTDA's support of an aviation oversight project for the Civil Aviation Authority of Vietnam that will improve Vietnam's air safety regulatory system. The goal is for Vietnam to obtain Category I status under the Federal Aviation Administration's International Aviation Safety Assessment Program. This will enable Vietnamese air carriers to fly directly to the United States and facilitate greater air



services investment. Through a separate USTDA grant to Vietnam Airlines (VNA), a core systems upgrade project will modernize information technology systems to ensure that the airline's business processes meet International Air Traffic Association program standards. With these improvements, VNA will be able to better serve its expanding market and enter into code-sharing arrangements with compliant international carriers.

In the financial sector, USTDA funded two major activities to promote market-oriented reform and increase transparency. The first involves early investment analysis for the State Securities Commission. When complete, the USTDA-funded study will support the development of Vietnam's expanding capital markets, increase liquidity and mobilize investment in Vietnam's nascent securities industry. Separately, USTDA promoted transparent governance in budget, economic and trade matters in compliance with International Monetary Fund requirements through assistance in upgrading the Ministry of Finance's financial statistics collection and evaluation system.

Another highlight of USTDA's Vietnam program in 2006 was the agency's support for a standards development

orientation visit that addressed Vietnam's needs at a critical stage in its WTO accession negotiations. The visit served as an opportunity for delegates from the Directorate for Standards and Quality to become acquainted with the U.S. standards system and to receive assistance in developing standards-related legislation.

Since USTDA's program was launched in Vietnam in 1996, the agency has funded 36 activities and 18 orientation visits designed to support priority development projects and procurement opportunities in Vietnam. To date, those activities and visits have been associated with \$210.5 million in U.S exports in the transportation, energy, services, water, and human resource sectors.

Across a broad range of sectors, Vietnam continues to demonstrate its dedication to infrastructure development and economic growth. In this process, USTDA is pleased to partner with strong project sponsors to support their goals. The agency looks forward to maintaining a strong commitment to Vietnam in 2007 with activities in the aviation, financial services and standards sectors that will foster an environment ripe for trade, investment and sustainable economic development.



USTDA Director Askey (left) presented the agency's Country of the Year honor to the Honorable Minister Doan Manh Giao (right), Chairman of the Office of Government, who accepted it on behalf of the Vietnamese government. The presentation took place on the occasion of the Asia-Pacific Economic Cooperation Leaders' Meeting in Hanoi in November.



A USTDA grant to Vietnam Airlines (VNA) is promoting the adoption of international standards through the implementation of a global e-commerce initiative for the airline industry. USTDA Country Manager Diana Rossiter (right) is seen here shaking hands with VNA President and Chief Executive Officer Nguyen Xuan Hien at the grant signing ceremony.

ASIA: Enhancing Trade Partnership for Mutual Benefit

U.S. trade partners among the emerging markets in Asia continue to see impressive economic expansion. This growth presents diverse opportunities for U.S. firms to participate in meeting key development priorities. To this end, USTDA targeted its resources in Asia during 2006 toward creative programs designed to develop the region's trade capacity and support key U.S. trade policy initiatives. Highlights for the year included the launching of activities in the areas of standards development, financial sector liberalization, and intellectual property rights (IPR) protection.

In addition, the agency continued its support for the development of the region's infrastructure. In terms of strategic sectors, the agency focused its resources in the aviation, energy, and information and communications technology (ICT) sectors through new activities in Indonesia and the Philippines, as well as China and Vietnam.

The year also featured new sector-focused outreach efforts to the U.S. business community and U.S. government inter-agency partners. USTDA used this approach to develop an Asia-Pacific Economic Cooperation (APEC) regional demonstration project in customs and secure trade with Vietnam Customs and U.S. corporate collaborators. The agency also employed this approach in formulating a large new initiative in the area of standards and conformity assessment. A new gas sector training program with China's National Development and Reform

Commission was also developed in this manner. In each case, private sector budgetary and in-kind contributions were essential elements of the public-private partnerships launched.

During 2006, Vietnam emerged as a significant partner in the region (see Country of the Year feature on p. 7). As this year's host for the APEC Forum, Vietnam worked closely with USTDA not only in the APEC customs demonstration project, but also in new projects related to stock market liberalization, aviation safety compliance with international and U.S. requirements, government financial statistics to promote public funding transparency, and e-commerce compliance in the airline industry.

USTDA's China portfolio also experienced another strong year, led by key trade policy initiatives. The agency teamed with several U.S. government partners and the private sector to launch the innovative U.S.-China Standards and Conformity Assessment Cooperation Program to enhance the dialogue on standards issues across a range of industry sectors. USTDA also engaged China on the subject of IPR enforcement, an area of historical concern in the economic relationship, through technical assistance to China's General Administration of Customs.

In the aviation sector, USTDA spearheaded Phase 2 of the highly successful U.S.-China Aviation Cooperation Program, supporting broad-based training for civil aviation safety professionals, as well as aircraft certification for Sino-U.S. collaboration on the ARJ-21 regional jet development. USTDA sponsored a high-level aviation summit, which attracted senior officials and business leaders from both countries, to deepen collaboration on air traffic management and capacity in China's rapidly growing aviation sector. In the environmental sector, USTDA provided support for projects designed to mitigate pollution in China through air emissions monitoring and control projects in Shanxi and Shandong provinces and water treatment in Beijing.



“The greater focus on trade capacity and policy that we launched several years ago throughout the agency is beginning to show not only in terms of developmental results, but also in the new commercial opportunities available to U.S. companies.”

— **Henry Steingass**, Regional Director for Asia



SPOTLIGHT ON Tsunami and Earthquake Response, Recovery and Reconstruction

USTDA mobilized a substantial package of technical assistance, training and other capacity-building activities in India, Indonesia, Maldives, Sri Lanka, and Thailand following the December 2004 Indian Ocean tsunami. Additional activities in Indonesia were funded following the major earthquakes and tsunami that struck that country in 2006.

Over the past two years, the agency has responded to these disasters by funding over \$9.2 million in bilateral and regional activities in the areas of early warning systems, wetlands restoration, small and medium enterprise recovery and financing, clean water supply, emergency communications systems, disaster preparedness planning, and energy systems reconstruction.

Examples of the agency's disaster response in the region include two grants to Badan Meteorologi dan Geofisika (BMG), Indonesia's meteorological and geophysics agency. In 2005, USTDA funded technical assistance to BMG related to systems integration and command and control procedures at its national operations center. In 2006, USTDA expanded this partnership through the award of a separate grant to BMG to fund the formulation of a national strategy and the identification of technology options for rapid notification of emergency information.

By providing access to U.S. technology and expertise, USTDA is strengthening BMG's ability to respond to future disasters and to save lives.

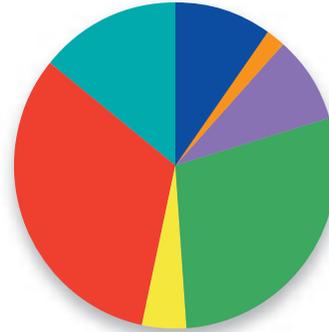
Shadow puppets are an ancient form of story telling that originated on the Indonesian island of Java.

USTDA also continued its support during 2006 for the tsunami recovery process in Indonesia through two new activities focused on improving national emergency warning capabilities and the development of a long-term strategy for transportation sector development in Aceh province, the region most impacted by the tsunami. To date, USTDA support for tsunami recovery in Indonesia and Thailand has totaled more than \$4.9 million over the past two years for 13 projects in the emergency communications, energy, transportation, environment and banking/ICT sectors.

The year was also notable for several USTDA export and project development successes in Asia. A major coal mine methane development project in China, which stemmed from a USTDA-funded feasibility study, is now under development with significant U.S. exports of power equipment. Additionally, USTDA training assistance led to a significant purchase of aircraft engines by a major Chinese airline.

Overall, USTDA engaged a wide range of host country partners, U.S. government agencies and the private sector in 2006 in implementing a dynamic and innovative program in Asia. The agency will continue to forge partnerships that bring the appropriate technology and expertise to bear in meeting the region's developmental and policy priorities.

USTDA Activities in Asia By Economic Sector and Percent of Obligation



Sector	Percent	Amount
Energy & Power	9.8%	\$869,443
Human Resources* <i>(not shown in chart)</i>	0.1%	\$4,988
Mining & Natural Resources	1.8%	\$156,195
Multi-Sector & Other	8.8%	\$786,791
Services	28.7%	\$2,551,909
Telecommunications	4.4%	\$392,000
Transportation	32.5%	\$2,894,183
Water & Environment	14.0%	\$1,248,662
	100.0%	\$8,904,171

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Asia Highlights



USTDA sponsored a U.S.-China Aviation Summit in September to encourage high-level dialogue between the U.S. and Chinese aviation industries on the development of China's aviation sector. Pictured here are the speakers from the opening plenary (left to right): U.S. Senator Ted Stevens; USTDA Director Askey; Vice Minister Yang Guoqing, General Administration of Civil Aviation of China; and Administrator Marion Blakey, Federal Aviation Administration.



A USTDA grant in the Philippines is supporting the government's commitment to modernizing and enhancing its budget management information systems by identifying process improvements and system needs to comport with international best practices. U.S. Ambassador to the Philippines Kristie Kenney (seated second from left) and DBM Secretary Rolando Andaya Jr. (seated second from right) are seen here at the USTDA grant signing ceremony.



USTDA Country Manager Diana Rossiter (center) and Regional Manager for Asia Greg Walters (second from right) visited the Hanoi Securities Training Center (HASTC) as follow-up to the award of a USTDA grant to the State Securities Commission. The grant is supporting market reforms and private sector development in Vietnam by establishing a roadmap for expanding HASTC's current operating system.



Expanding U.S. cooperation with China in agricultural biotechnology was the focus of a USTDA-funded visit to the United States by a high-level Chinese delegation of regulators, agronomists, engineers and educators, two of which are pictured here. The visit, which built on the success of a previous cooperation program supported by USTDA in 2003 and 2004, was designed to promote further understanding of U.S. and Chinese agriculture and science-based biotechnology standards.

EUROPE AND EURASIA:

Fostering Development in a Dynamic Environment

USTDA is furthering important U.S. foreign policy objectives in Europe and Eurasia by supporting key developmental priorities of strong partners in the region. At the same time, the agency is connecting U.S. firms with commercial opportunities associated with establishing the necessary infrastructure for long-term sustainable development.

In 2006, USTDA's activities in Europe and Eurasia demonstrated the agency's ability to react quickly to changes in policy and priorities around the world. As a result of its responsiveness, USTDA tailored its program to meet the challenges of a still-evolving economic and political environment.

In particular, fostering regional economic integration and energy security were core priorities for USTDA in Europe and Eurasia. For example, the agency devoted substantial effort to a new Administration initiative aimed at promoting regional cooperation in Central Asia and Afghanistan, and supported activities to enhance options for the transport and supply of oil and gas throughout the region. At the same time, USTDA continued its assistance

to countries, such as Romania and Bulgaria, which are in the process of accession to the European Union (EU).

USTDA's Central Asia Infrastructure Integration Initiative was launched during Secretary of State Condoleezza Rice's visit to the region at the start of fiscal year 2006. Covering the energy, transportation, and information and communications technology (ICT) sectors, the Initiative is designed to assist the Central Asian states and Afghanistan in their economic development goals, while hastening their integration into the world economy.

The energy sector was highlighted under this Initiative at a USTDA-sponsored regional forum on cooperation in electric power. An important outcome of this event was the signing of a Memorandum of Understanding by four countries on cooperation in creating an energy corridor to bring surplus electric power from Central Asia to meet energy shortages in Afghanistan and Pakistan. USTDA furthered this goal by funding an evaluation of the overall concept of the energy corridor and a study on a transmission system upgrade that also may become a link in the corridor.

In addition to electric power, USTDA also supported the identification of new cooperative opportunities in the transportation and ICT sectors under the agency's Central Asia Initiative. Those opportunities, particularly in aviation and telecommunications policy development, will foster enhanced investment and cross border trade, and are likely to form the basis for new USTDA projects in 2007.

The January 2006 interruption of gas supplies to Ukraine, which led to supply disruptions throughout Europe, was a reminder of the vulnerabilities caused by dependence on monopoly energy suppliers. USTDA responded to this challenge with activities that will ultimately enhance energy security, not only for the countries of the region, but for Europe and ultimately the United States, as well. The activities included major studies on new pipelines to transport Central Asian oil and gas across the Caspian Sea to Azerbaijan, and from there through Georgia to Turkey and onward to Europe.



“The countries in Europe and Eurasia vary greatly in their levels of economic and political development. One of USTDA’s strengths is its ability to tailor its program to carefully meet individual country needs and requirements. The common thread for the agency throughout the region, however, remains the desire to bring private sector solutions to development challenges.”

— **Daniel D. Stein**,
Regional Director for Europe and Eurasia



SPOTLIGHT ON **Romania**

Romania's drive to join the European Union has been the impetus for its institutional reform and economic growth over the last several years. During this time, USTDA has provided support in key economic sectors to help complete the country's economic transformation and its emergence as a leader in the Black Sea region.

A cornerstone of the agency's ongoing program has been improvements to Romania's meteorological monitoring and emergency response systems. In 2006, the agency provided assistance in integrating the many response systems that USTDA has supported in recent years. Another highlight of the agency's

Romania portfolio was the assistance provided to three new projects designed to bring some of the country's largest heat and power plants in line with EU environmental requirements.

Over the last three years, USTDA has approved over \$5 million for more than 29 projects in Romania. As it strives to meet its development goals, Romania has consistently demonstrated its commitment to work with USTDA in partnership with U.S. firms. USTDA will continue to foster this strong relationship and seek new areas for cooperation.

Palace of Parliament and fountains in Unirii Square at dusk, Bucharest, Romania

USTDA also continued its support for regional integration in Europe through an active program in Romania and Bulgaria. With EU accession pending, Romania looked to USTDA for assistance in meeting its environmental and energy planning needs, making it the largest country recipient of agency funds in Europe and Eurasia in 2006. In addition to several power plant upgrade and emissions controls projects, USTDA provided grants that are enhancing transparency in Romania's judicial system and strengthening the government's emergency management and response capabilities.

Serbia was another major recipient of USTDA assistance in 2006, as that country moved to rationalize its electric power sector and develop its ICT sector. USTDA also was active in Montenegro, following a May 2006 plebiscite which led to its independence from Serbia.

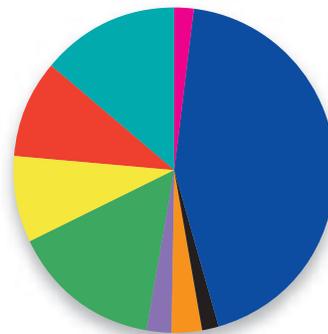
In Russia, USTDA supported orientation visits for officials in the forestry, health care, and telecommunications sectors. These visits allowed the participants to familiarize themselves with the latest U.S. equipment and technology.

Enhancing transportation security continues to be an important issue in Europe and Eurasia, as it is in other regions. To this end, USTDA provided assistance to Estonia and Latvia, in upgrading security at their respective ports.

Overall, USTDA's 2006 program in Europe and Eurasia illustrated the unique ability of the agency to meet a wide range of developmental needs and to foster an environment conducive to economic growth and trade.

Working with strong partners in the region, USTDA will continue to apply its targeted program of assistance in ways that advance U.S. policy priorities, meet important development goals and open new commercial opportunities for U.S. firms.

USTDA Activities in Europe and Eurasia
By Economic Sector and Percent of Obligation



Sector	Percent	Amount
■ Agribusiness	2.1%	\$165,760
■ Energy & Power	43.7%	\$3,492,757
■ Human Resources	1.6%	\$130,548
■ Mining & Natural Resources	3.1%	\$251,789
■ Multi-Sector & Other	2.4%	\$194,833
■ Services	15.1%	\$1,205,159
■ Telecommunications	8.4%	\$673,501
■ Transportation	9.8%	\$781,694
■ Water & Environment	13.8%	\$1,103,568
	100.0%	\$7,999,609

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Europe and Eurasia Highlights



Russian forestry officials visited Zip-O-Log Sawmills, Inc. in Eugene, Oregon, as part of a USTDA-funded orientation visit to the United States. The delegates' itinerary was designed to help them establish partnerships with U.S. industry by exposing them to U.S. equipment, technology and management practices as they prepared to rehabilitate Russia's forestry sector.



The signing of a Memorandum of Understanding (MOU) by representatives of the governments of Afghanistan, the Kyrgyz Republic, Pakistan and Tajikistan was an important outcome of USTDA's Electricity Beyond Borders Forum. Under the MOU, the parties agreed to work together to enhance regional power cooperation. The MOU complements USTDA-funded analysis of plans to develop electric power transmission and generation capacity in Central Asia for the purpose of exporting power to Afghanistan and Pakistan.



A USTDA grant in Montenegro is promoting growth and development by facilitating technical assistance in the development of a fund to finance investments in Montenegro's potable water and public sewerage infrastructure. Deputy Minister Sinisa Stankovic of the Ministry of Environmental Protection and Physical Planning is seen here signing the USTDA grant agreement.



Bulgarian and Turkish solid waste management officials examined methane extraction equipment at the Edgeboro Landfill in Edgeboro, New Jersey, as part of a USTDA-sponsored orientation visit to the United States. The visit was designed to familiarize the delegates with U.S. technology, products, management practices, and public-private partnerships in the solid and hazardous waste treatment sector.

LATIN AMERICA AND THE CARIBBEAN:

Expanding the Capacity for Growth

USTDA's support for free trade and regional integration continued to shape its engagement in Latin America and the Caribbean during fiscal year (FY) 2006. To this end, the agency supported a variety of activities designed to unleash the dynamic energy of the private sector to serve as a catalyst for growth and development.

This bold vision, and the regional integration goals sought under trade agreements like the U.S.-Dominican Republic-Central America Free Trade Agreement (DR-CAFTA), require broad-based infrastructure to support increased trade levels. The agency's response to the region's priorities for trade capacity took on a new dimension in FY 2006 with its DR-CAFTA Trade Integration Initiative, which focuses on economic growth and regional connectivity through the development of the transportation, energy, and information and communications technology (ICT) sectors.

Thus far, USTDA grants under the Initiative have totaled \$1.4 million. They include grants in Nicaragua to increase capacity, improve competitiveness and strengthen security at the Port of Corinto and the Managua International Airport. Similarly, in Honduras, agency-funded assistance to the National Port Authority is facilitating private sector investment in the development of a new dry bulk unloading terminal at the Port of Cortés. In the ICT sector, a USTDA grant is enabling the Customs Agency of El Salvador to integrate the official documentation required to import or export into a cost-effective, time-efficient, and secure single window web-based portal.

USTDA support for the expansion of trade capacity in Latin America and the Caribbean also extends to other U.S. free trade partners in the region. For example, the agency is funding technical assistance to the National Customs Service in Chile in establishing the procedures and systems necessary to issue advance rulings.

In Mexico, a \$1.3 million grant to the Secretaría de Comunicaciones y Transportes is helping to develop a Master Plan for multimodal corridors designed to strengthen North American competitiveness and ensure the continued safe, secure, and efficient exchange of goods across borders. USTDA is also expanding its partnerships with Mexican development banks to strengthen the country's financial sector and support the objectives of the U.S.-Mexico Partnership for Prosperity and the Security and Prosperity Partnership of North America. For example, the agency is working with BANSEFI, Mexico's National Savings Bank, to launch a financial literacy education project targeting low-income families. A separate agency grant to Financiera Rural, a major Mexican financial lender to agricultural and rural communities, is developing bank officers' skills in project finance, risk assessment, and credit and loan analysis so as to improve the quality of the loans they extend.



“Given the growing trade relationships between the United States and Latin American and Caribbean countries, USTDA will continue to work with committed project sponsors to strengthen the region's trade capacity. In the coming year, USTDA will respond to the demand for increased investment in the infrastructure that is needed to sustain economic growth and trade, and support activities that improve the conditions for public-private partnerships.”

— **Anne McKinney**, Regional Director
for Latin America and the Caribbean



SPOTLIGHT ON **Brazil**

USTDA's program in Brazil supports key Administration initiatives, such as the Commercial Dialogue that was launched in 2006 to focus on cooperation in business facilitation, export and investment promotion, intellectual property rights (IPR), and standards. In carrying out its mission in these key areas, USTDA is working with strong partners in Brazil to foster the infrastructure that supports economic development and increased trade.

Specific USTDA investments in 2006 included support for port logistics modernization, emergency management and response, water re-use, standards development for occupational health and hygiene in the petrochemical industry, and e-government.

In addition to this diverse program, USTDA was pleased to enter into a Memorandum of Understanding with Brazil's national development bank, Banco de Desenvolvimento Econômico e Social. This agreement established an important partnership as the agency continues to expand the scope of its portfolio in Brazil.

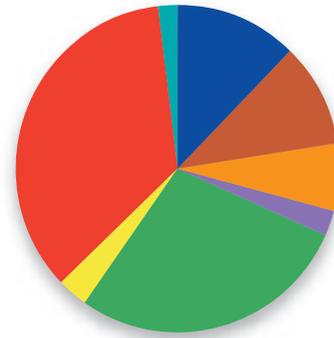
Also significant was the public-private partnership that USTDA entered into with the American Chamber of Commerce in São Paulo that will support greater intellectual property rights (IPR) protection. Through this partnership, USTDA is funding a training program that will develop the tools necessary for state officers to enforce IPR laws in the State of São Paulo.

Cristo Redentor overlooks picturesque Guanabara Bay in Rio de Janeiro, Brazil.

To further the trade expansion goals of the U.S.-Colombia Trade Promotion Agreement, USTDA is supporting an innovative effort by Sociedad Portuaria Regional de Cartagena S.A., the private operator of the Port of Cartagena, to improve maritime cargo security through the application of U.S. security guidelines and utilization of modern security and surveillance equipment. Facilitating public-private partnerships is also a focus of USTDA's program in Colombia, where the agency provided a total of \$1.35 million in technical assistance to attract new investment in the country's hydrocarbon resources. USTDA support in this area includes separate grants to Ecopetrol S.A., the state-owned oil company, in modernizing the Barrancabermeja oil refinery and strengthening the safety, security, and integrity of its pipeline system. Another agency grant seeks to improve the capacity of the National Hydrocarbons Agency to carry out its upstream licensing and tender responsibilities.

USTDA is pleased to work with many strong partners in Latin America and the Caribbean and with U.S. industry in implementing a program that supports the region's priorities and key U.S. policy initiatives. Overall, the agency's activities are strengthening the region's capacity for trade and economic development, and expanding commercial opportunities for U.S. firms.

USTDA Activities in Latin America and the Caribbean By Economic Sector and Percent of Obligation



Sector	Percent	Amount
Energy & Power	12.3%	\$1,288,926
Manufacturing	10.2%	\$1,068,099
Mining & Natural Resources	6.7%	\$704,440
Multi-Sector & Other	2.5%	\$263,399
Services	28.1%	\$2,938,348
Telecommunications	2.9%	\$301,752
Transportation	35.4%	\$3,694,061
Water & Environment	1.7%	\$179,868
	100.0%	\$10,438,893

Latin America and Caribbean Staff



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Latin America and the Caribbean Highlights



In July, USTDA signed a technical assistance agreement with the Rio de Janeiro State Secretariat for Civil Defense (SEDC) on the establishment of an emergency operations center. USTDA Director Askey (right) is seen here with Secretary of Civil Defense and Military Fire Brigade Commander Carlos Alberto de Carvalho (left), who signed the grant agreement on behalf of the SEDC.



A USTDA grant in Chile is assisting the National Customs Service in implementing its obligation under the U.S.-Chile Free Trade Agreement to issue advance customs valuation rulings. USTDA Regional Director Anne McKinney (far right) is pictured here speaking to other participants in the grant signing ceremony.



USTDA Director for Policy and Program Geoffrey Jackson (far left) speaks at a signing ceremony for a grant in Colombia that is funding a plan to strengthen aviation safety by using renewable energy resources to increase the reliability of the power supply operating the nation's remote radar installations, navigational aids sites, aeronautical communications stations, and aeronautical meteorological stations.



USTDA Director Askey (right) shakes hands with Dr. Aaron Dychter Poltolarek (left), Mexican Under Secretary of Transportation, following the award of a USTDA grant on the development of a master plan to create multimodal corridors in Mexico that meet the needs of domestic Mexican commerce and North American Free Trade Agreement (NAFTA) trade. The grant is helping to strengthen Mexico's competitiveness, in combination with U.S. and Canadian partners under NAFTA, in the global economy.

MIDDLE EAST, NORTH AFRICA & SOUTH ASIA: Promoting Private Sector Partnerships in Strategic Sectors

USTDA's specialized form of foreign assistance serves as a catalyst for U.S. technology and expertise to support economic development priorities throughout the Middle East, North Africa and South Asia (MENASA). The agency's unique ability to advance private sector-led development is helping build long-term commercial relationships that promote sustainable infrastructure development and trade and economic reforms.

A highlight of the year for the agency in the MENASA region was its work in India, where USTDA signed a Framework Agreement with the Ministry of Finance that provides the foundation for that country program. In addition, the agency assumed a central role implementing U.S.-India Agricultural Knowledge Initiative (AKI) activities that were announced by President George W. Bush and Prime Minister Manmohan Singh during President Bush's visit to India in March 2006.

Across the region, priority sectors for the agency included energy supply and security, water resource management,

transportation, information and communications technology (ICT), and disaster preparedness and recovery. Among these, energy supply and security were foremost, with a particular emphasis on partner countries' efforts to meet their growing energy demands through their own domestic resources. For example, USTDA supported a grant intended to lead to the first commercial coal bed methane project in India. USTDA is also funding an evaluation of alternate mining technology for a mine expansion project in India that will link to a new 1,000 megawatt thermal power station. Consistent with the public and private sector cooperative efforts underway as part of the U.S.-India Energy Dialogue, USTDA supported a major energy infrastructure program to build a market-oriented natural gas transmission pipeline network.

USTDA also promoted energy security in Jordan through an energy efficiency study on reducing power transmission loss and a grant to spur commercial production of the country's abundant shale oil resources. In addition, USTDA partnered with the Moroccan government in its efforts to increase competition in the electric power sector.

Also in the energy sector, the MENASA region continued implementing its Iraq Oil Training Program, which supports the Iraqi Ministry of Oil's efforts to increase its internal capacity in the areas of business management, technical and engineering skills, and human resource development and management. The training is designed to provide critical knowledge transfer and establish long-term relationships between U.S. and Iraqi oil and gas industry.

In the agricultural sector, USTDA committed \$1.3 million to the AKI in India, which seeks to enhance linkages between universities, technical institutions, and businesses to support agriculture innovation. The agency's support for the Initiative included activities to increase trade capacity and reduce barriers in cold chain operations, agricultural biotechnology, and biotechnology patent handling. Similarly, in Egypt, work began in 2006 on a USTDA-funded technical assistance



“Energy supply and security are foremost on the minds of government and business leaders throughout the world. USTDA will continue to focus attention on increasing capacity and improving efficiency in the resource-rich MENASA region. The area also holds a wealth of opportunities in other sectors, including agriculture and transportation. USTDA will continue to support economic development in the region through the use of world-class U.S. goods, services and technologies.”

— **Carl B. Kress**, Regional Director for the Middle East, North Africa and South Asia



SPOTLIGHT ON **India**

The strategic partnership between the United States and India was memorialized for USTDA in fiscal year 2006 with the signing of a Framework Agreement between the agency and the Indian Ministry of Finance. The agreement provides a mechanism for prioritizing the many mutually beneficial projects that Indian sponsors would like to pursue with USTDA.

This new cooperative arrangement led to an upsurge in USTDA activity in India, totaling nearly \$4 million in the nine months since the agreement was signed. Overall, the agency's 2006 portfolio reflects both Indian and U.S. commercial and policy priorities, including high-profile activities in the energy, transportation and agriculture sectors.

A highlight of the year was USTDA's partnership with the Federal Aviation Administration and U.S. aviation companies in forming the U.S.-India Aviation Cooperation Program to further the long-term strategic and commercial relationship between the Indian and U.S. aviation industries.

Another prominent example of this partnership is the agency's participation in the U.S.-India Agriculture Knowledge Initiative (AKI). In 2006, USTDA applied its private-sector commercial development focus to the AKI by developing a \$1.3 million program designed to enhance Indian trade capacity and reduce trade hurdles in cold chain operations, agricultural biotechnology, and biotechnology patent handling.

The Hawa Mahal, Palace of the Wind, is one of the major landmarks of Jaipur, India.

program on a cold chain development project designed to maintain the value of perishable commodities until they reach the end user.

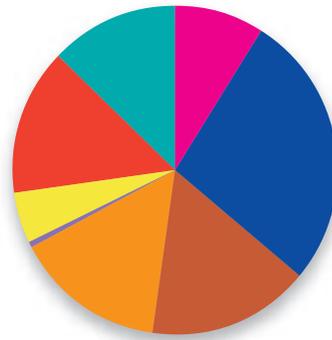
Given the tremendous need in the MENASA region for clean water for residential and commercial use, USTDA supported local efforts to treat and reuse wastewater. For example, USTDA funded a study on a wastewater treatment facility for Moroccan olive oil producers that will both improve water quality in the country's rivers and enhance this important industry's ability to export its products to the European Union.

During 2006, USTDA continued to implement a diverse tsunami relief and disaster preparedness program in Sri Lanka, focusing on disaster management and emergency communications infrastructure development, water supply and sanitation, and transportation corridor improvements. To date, USTDA has provided more than \$3 million in post-tsunami assistance to Sri Lanka.

Finally, USTDA held separate regional conferences during 2006 on the transportation and ICT sectors. The transportation conference focused on South Asia, highlighting success stories and best practices in financing and infrastructure development. The event also featured a variety of current port, airport, railway, highway, intermodal connector and inland waterway projects in the region. The ICT conference addressed key Middle East and North African policy issues and efforts to expand telecommunications infrastructure, improve delivery of government services, and support the growth of e-commerce.

USTDA's diverse and focused program in the MENASA region during 2006 reflects the scope of economic development taking place throughout the region. Working with strong partners, USTDA will continue to apply its targeted assistance in ways that advance U.S. policy priorities, meet important development goals, and open new commercial opportunities for U.S. firms.

USTDA Activities in MENASA By Economic Sector and Percent of Obligation



Sector	Percent	Amount
■ Agribusiness	9.1%	\$877,791
■ Energy & Power	27.0%	\$2,610,716
■ Manufacturing	16.2%	\$1,570,730
■ Mining & Natural Resources	14.9%	\$1,439,064
■ Multi-Sector & Other	0.6%	\$58,289
■ Services* (not shown in chart)	0.1%	\$7,500
■ Telecommunications	5.1%	\$496,650
■ Transportation	14.2%	\$1,375,140
■ Water & Environment	12.7%	\$1,231,963
	100.0%	\$9,667,843

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MENASA Highlights



In India, USTDA is helping to meet the nation's growing energy needs through a grant to Reliance Industries Limited (RIL) on the development of the country's first commercial coal bed methane project. RIL Chief Executive Officer and President PMS Prasad (left) and USTDA Regional Director Carl B. Kress (right) shake hands following the award of the USTDA grant.



Delegates from a USTDA-sponsored orientation visit (OV) for Iraqi officials from the Ministries of Power and Oil examine transportable satellite earth station equipment, which can be used to monitor infrastructure, at Globecomm Systems Inc. in Hauppauge, New York. The OV addressed joint fuels coordination between the two Ministries and operations and maintenance issues related to power infrastructure.



A USTDA grant to the Ministry of Urban Development and Water Supply in Sri Lanka is increasing the supply of safe drinking water and adequate sanitation facilities to people affected by the December 2004 Indian Ocean tsunami. Former U.S. Ambassador to Sri Lanka Jeffrey Lunstead (left) and Dr. P. B. Jayasundera (right), Secretary to the Treasury, are pictured above signing the USTDA grant agreement.



*USTDA Country Manager Leila Aridi Afas makes a presentation during USTDA's May 2006 **Making Connections in the Middle East and North Africa** project forum and policy dialogue promoting partnerships between U.S. firms and project sponsors in the development of the information and communications technology sector in the Middle East and North Africa.*

SUB-SAHARAN AFRICA:

Developing Infrastructure for Economic Growth

It is a time of cautious optimism in sub-Saharan Africa. Economic growth across the continent is running at roughly five percent. The roots of democracy continue to strengthen, and a number of long running conflicts are slowly being resolved through negotiations and democratic elections. Crises remain, HIV/AIDS and inadequate physical infrastructure among them, but there is broad movement across the continent in the right direction.

For USTDA, economic growth in sub-Saharan Africa creates a climate that enables more effective implementation of the results of agency-funded technical assistance and investment analysis. As a result, the potential development impact of USTDA's investments is rising. In addition, increased investment and trade in Africa means more opportunities on the continent for U.S. companies. The time is ripe for USTDA's unique approach to developing partnerships with U.S. companies that support Africa's economic development objectives.

It is increasingly apparent that weak infrastructure in sub-Saharan Africa, especially in transport and electric power, is a major constraint to the continent's continued economic development. In the electric power sector, USTDA is addressing this issue by helping to create an environment that welcomes the participation of private investors. Agency activities during fiscal year (FY) 2006

included working with a regulator to develop standards for the power sector in Nigeria and helping private investors develop individual independent power plant investments in Ethiopia, Nigeria, Rwanda and South Africa.

Inadequate infrastructure also constrains the ability of sub-Saharan African countries to participate in the global economy. Trade is a pillar of U.S. policy in the region, and USTDA is reinforcing that pillar with a range of trade capacity-building activities. A number of new Trade and Investment Framework Agreements (TIFA) were negotiated this year, and USTDA continues to coordinate agency activities to support those negotiations and to implement the commitments made under the TIFAs.

A highlight of the agency's program in FY 2006 was a technical assistance and outreach effort aimed at helping Lesotho maintain its leading role in textile manufacturing. Recognizing the importance of transportation infrastructure to trade, USTDA also supported port development studies in Namibia, Nigeria, and Senegal.

Access to financing is one challenge many sub-Saharan African companies face when attempting to expand their trading relationships. Africa's financial markets tend to be less liquid and less diverse than those in other regions. On this basis, USTDA sought to support the development of new financial services in the region as a major element of its investment program.

The breadth of the agency's involvement in the financial services sector is best illustrated by USTDA's work in Cameroon and Nigeria. In Cameroon, the agency is working with the International Finance Corporation to help create the legal and regulatory environment that will encourage the development of leasing as a major source of small business financing. Separately, USTDA is supporting the development of a business plan for a regional leasing operation based in Cameroon. In Nigeria, an agency grant is helping to create a specialized transaction structure to help indigenous oil service firms access medium-term financing.



“Africa is booming. Economic growth is up, it’s easier to start a business, and African leaders are working together like never before. USTDA’s catalytic investments are helping to spur growth and secure democracy and freedom across the continent.”

— **Ned Cabot**, Regional Director
for Sub-Saharan Africa



SPOTLIGHT ON Rwanda

In 2006, USTDA re-engaged its program in Rwanda in response to the substantial progress that the country has made in maintaining peace and stability and in implementing the reforms required for long-term economic growth. The agency has structured this country portfolio around its support for two pillars of the government's economic growth strategy: increasing private sector investment and developing regional solutions to infrastructure challenges.

In particular, USTDA is funding a series of technical assistance activities related to developing regional approaches to air traffic management in eastern and southern Africa. Rwanda was integrated into that effort

this year through a new grant to the Common Market for Eastern and Southern Africa. USTDA also invested in early investment analysis and an orientation visit for a Uganda-Rwanda oil products pipeline and an East African fiber optic cable project, respectively.

Through partnerships with the International Finance Corporation and other international donors, USTDA is helping to attract investors to Rwanda through its support for priority infrastructure projects designed to promote sustained economic growth. In 2007, USTDA will apply the agency's program in advancing these critical objectives.

Rwanda is known as the "Land of a Thousand Hills" due to its mountainous terrain.

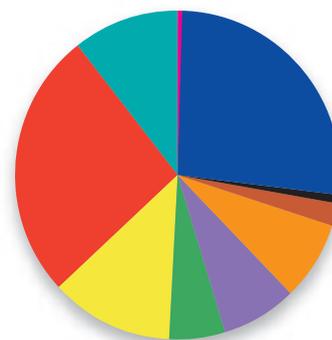
One sector that has consistently attracted financing for major projects is telecommunications. USTDA support is also strong in this sector, leading to agency investments totaling \$2.8 million in information and communications technology (ICT) projects in FY 2006. Examples included port computerization in Nigeria and an information technology system for a regional electricity distribution company in South Africa. Other USTDA investments involved training and business planning support for a wireless operator in Nigeria, an Internet service provider in Kenya, Ethiopia's College of Telecommunications and Information Technologies, and the Kenyan Broadcasting Company. Perhaps most importantly, USTDA committed funding to a major regional ICT conference that will be held in 2007 to focus attention on the development of this critical sector in the region.

As central as communications technology is to economic development, technological solutions to environmental challenges are equally important to continued economic and social development in sub-Saharan Africa. In FY 2006, USTDA focused on helping to connect regional leaders with U.S. companies that possess technologies and expertise to help them meet their environmental priorities. A highlight of that effort was the funding of a visit by a delegation of sub-Saharan African leaders to the Water Environment Federation's annual trade show. Other projects included studies on wastewater and water investments in Senegal and Botswana, respectively.

Throughout FY 2006, USTDA investments in sub-Saharan Africa focused on projects and sectors of national importance with the potential to achieve a lasting impact.

Looking forward, the agency will maximize its flexibility and creativity to maintain its focus on these priorities, while reacting quickly to new opportunities as they emerge.

USTDA Activities
in Sub-Saharan Africa
By Economic Sector and Percent of Obligation



Sector	Percent	Amount
■ Agribusiness	0.4%	\$44,962
■ Energy & Power	28.8%	\$3,062,076
■ Human Resources	0.9%	\$92,869
■ Manufacturing* (not shown in chart)	0.01%	\$1,000
■ Mining & Natural Resources	2.6%	\$272,699
■ Multi-Sector & Other	8.2%	\$874,775
■ Services	6.1%	\$647,222
■ Telecommunications	13.2%	\$1,404,874
■ Transportation	28.4%	\$3,019,736
■ Water & Environment	11.3%	\$1,201,018
	100.0%	\$10,621,231

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Sub-Saharan Africa Highlights



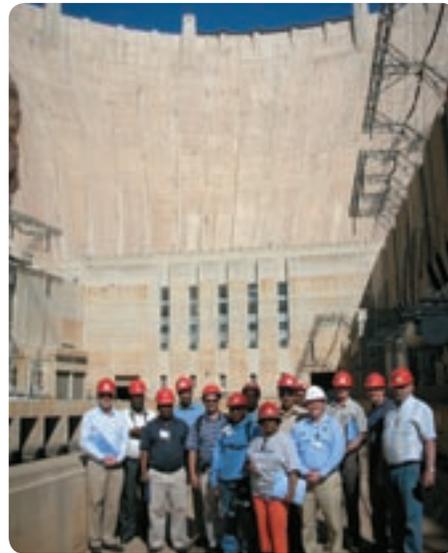
USTDA, in partnership with Eskom, South Africa's electric utility company, and the U.S. Commercial Service, sponsored a conference to acquaint U.S. firms with a number of power generation and transmission projects being developed in South Africa. Eskom Chief Executive Thulani S. Gcabashe is pictured here delivering a keynote address to conference participants.



At the U.S.-Sub-Saharan Africa Trade and Economic Cooperation Forum in June, USTDA awarded seven grants totaling \$2.77 million to strong Africa partners in the electric power, transportation and capital market development sectors. The grants were examples of the U.S. government's commitment to the region's economic growth under the framework of the Doha Development Round at the World Trade Organization and the African Growth and Opportunity Act. USTDA Regional Director Ned Cabot (third from left) is seen here with representatives of the grant recipients.



USTDA Director Askey (second from left) met with Botswanan President Festus G. Mogae (center) in August to discuss the agency's program and opportunities to support the country's development priorities. Other participants in the meeting were USTDA Regional Director Ned Cabot (far left), U.S. Ambassador to Botswana Katherine Canavan (second from right), and USTDA Africa Business Development Manager Doug Shuster (far right). Recognizing the importance of water resource management to economic growth and development, USTDA partially funded technical assistance on a borehole rehabilitation project in Botswana.



USTDA sponsored key decision makers from Cameroon, Senegal, Nigeria, Kenya, South Africa and Botswana on an orientation visit to the United States to introduce them to U.S. water management practices and to meet with U.S. firms. The delegates are seen here during a visit to Hoover Dam on the Nevada-Arizona border.

LOOKING FORWARD: Regional Priorities



“Recognizing and embracing the strengths of the private sector to drive sustainable growth, USTDA’s work in 2006 illustrates the agency’s cutting-edge approach to helping emerging markets develop the infrastructure to support trade and commerce.

As these activities move forward, USTDA is planning its support for new initiatives in 2007, including a global customs training program, standards development and innovative financial sector development projects. These are just a few examples of our goals in the coming year.”

— **Geoffrey Jackson**,
Director for Policy and Program

Asia

In 2007, USTDA will build on the targeted outreach investments it made in Asia in 2006 and seek to concentrate the program in key areas. Priorities will include trade policy initiatives and facilitation, energy security, the environment, financial sector modernization and capacity, aviation safety and security, and information and communications (ICT) technology.

As it implements its program in Asia in 2007, USTDA will maintain a dual approach of supporting activities in sectors that are likely to provide substantial U.S. exports and developmental impacts. In addition, USTDA will continue to provide responsiveness and flexibility in targeting its activities towards U.S. government policy priorities.

USTDA will continue to provide proactive oversight in 2007 to ongoing projects obligated in previous fiscal years. These include projects related to tsunami reconstruction; aviation cooperation; and trade policy initiatives in intellectual property rights enforcement, agricultural biotechnology, and industrial standards.

Europe and Eurasia

USTDA’s strategy in Europe and Eurasia reflects specific U.S. foreign policy priorities including the Central Asia Regional Infrastructure Initiative, energy security, and the integration of countries into the world economy. The agency’s activities will support early investment analysis of specific projects, as well as policy-oriented assistance tailored to encourage the private sector investments that are central to sustainable economic development.

In Central Asia, USTDA expects its initiative to gain momentum in 2007, as the benefits of cooperation become even more apparent to the countries of the region. Beyond building on the agency’s accomplishments in the electric power sector, additional activities are likely in the transportation and ICT sectors.

To advance energy security, USTDA will support projects that increase transportation options for oil and gas, as well as projects that promote energy conservation and efficiency. Finally, USTDA will continue to provide access to U.S. private sector expertise to those countries in Europe aspiring to membership in the European Union, and to others in Eurasia striving to move their economies toward market-oriented solutions.



Latin America and the Caribbean

In 2007, USTDA activities in Latin America and the Caribbean will focus on expanding the trade capacity and infrastructure for development, especially in the energy and transportation sectors. The agency's U.S.-Dominican Republic-Central America Free Trade Agreement Trade Integration Initiative, launched in fiscal year 2006, will continue to play an important role in establishing the necessary infrastructure to implement trade agreements in the region. Examples of potential agency-supported activities in Latin America and the Caribbean in 2007 include training and technical assistance to further customs modernization and support for regulatory agencies.

Energy security is also a priority for the region. In this area, USTDA activities are expected to respond to the demand for investment analysis in expanding the region's energy supplies and cooperation with host country partners in improving the conditions for private sector investment.

Sub-Saharan Africa

USTDA's sub-Saharan African activities during 2007 will focus on strengthening the role of the private sector in ways that contribute to the continent's continued economic development. These activities will support project-specific investment analysis, as well as policy-oriented technical assistance, that will further the development of an enabling environment for trade and project development.

The agency will maintain its focus on activities that represent mutually beneficial partnerships for the United States and Africa by investing in areas in which U.S. companies can deliver private sector solutions to the continent's key developmental challenges. Priorities will include strengthening transportation safety and security, promoting the development of the ICT sector, supporting U.S. trade policy, building the infrastructure for development, and enhancing global energy security. A highlight for the year will be a Spring 2007 conference featuring ICT projects that are currently under development.

Middle East, North Africa and South Asia

In the coming year, USTDA will continue to fund activities that support major regional initiatives intended to facilitate trade and development in the Middle East, North Africa and South Asia, including the Middle East Free Trade Area Initiative and the U.S.-India Energy Dialogue. The agency will also target opportunities that play a central role in advancing economic growth, particularly those that provide strong commercial opportunities for U.S. firms. Priority sectors will include energy supply and security, transportation, and trade facilitation.

In India, USTDA's program will involve numerous aviation, agriculture and biotechnology activities. The agency expects to conduct a series of workshops, training programs, and study tours in sectors that will also support U.S.-India technical cooperation. It is anticipated that the agency will develop activities intended to modernize and expand aviation and railway infrastructure in the Middle East and North Africa to promote increased trade efficiency, security, and competitiveness.

SUCCESS STORIES

Utilizing private sector expertise and technology to implement its program, USTDA is advancing priority development objectives in support of U.S. trade and foreign policy initiatives. In 2006, USTDA's evaluations of its program activities yielded early successes in developing and middle-income countries around the world and across a broad range of sectors.

USTDA continued its support for tsunami reconstruction and assistance in 2006, funding an additional six activities in Indonesia and Sri Lanka and bringing the agency's total tsunami response to more than \$9.2 million over the past two years.



ASIA

In 2006, the Shanghai Water Service Assets Operation and Development Company, Ltd. (SWAOD) announced the issuance of China's first ever infrastructure revenue bond for city water and wastewater treatment facilities. The announcement followed a USTDA-funded technical assistance program on the financial, legal and regulatory options available for financing infrastructure projects.

Traditionally, Chinese water companies have financed infrastructure projects through short-term options, including bank loans and government grants. However, the rising cost of Shanghai's urban infrastructure has made it desirable to obtain funds through longer-term financing arrangements, such as equity investments and the bond market.

SWAOD's announcement of the \$1.5 billion renminbi (approximately US\$190 million) bond following the USTDA-funded assistance marks a milestone for China's emerging capital market. The financing of these core infrastructure requirements will facilitate future purchases of U.S.-based services and environmental products in China.

USTDA provided over \$2.2 million in 2006 in support of priority projects in Vietnam in the aviation, financial, information technology, standards, and customs processing sectors, leading to its designation as the agency's Country of the Year.



“Working closely with the U.S. private sector, USTDA has effectively targeted its program to deliver results that meet the goals of the agency's strong partners overseas.”

— **Thomas R. Hardy,**
Chief of Staff

Recognizing that infrastructure is critical for the benefits of trade agreements to be realized, USTDA invested \$4.1 million in 2006 in 13 activities designed to enhance trade capacity in Latin America and the Caribbean.

LATIN AMERICA AND THE CARIBBEAN

In 2006, the Port of Cortés in Honduras became the first port in Central America to be certified by U.S. Customs and Border Protection under the Container Security Initiative (CSI), which is designed to increase security for containerized cargo shipped to the United States. This designation followed a USTDA-funded technical assistance program to the Honduran national port authority, Empresa Nacional Portuaria (ENP), to help modernize the Port's operations and enable Honduras to benefit from the provisions of the U.S.-Dominican Republic-Central America Free Trade Agreement. ENP selected DMJM & Harris, Inc., based in New York, to provide the technical assistance, which included recommendations on upgrading computer networks and software.

USTDA followed this success with a grant in 2006 to assist in the development of a new dry bulk terminal at the Port. The grant seeks to expand the Port's capacity, modernize its unloading infrastructure, lessen congestion and improve overall efficiency.



EUROPE/EURASIA

A USTDA grant to the Polish Civil Aviation Office helped Poland to regain its Category I flight status from the Federal Aviation Administration by funding technical assistance on the International Civil Aviation Organization's air safety guidelines. The technical assistance was designed to help ensure the safety of travelers in Poland, as well as help expand air links between Poland and the United States.

The USTDA-funded technical assistance addressed necessary improvements in Poland's aviation regulations and a series of organizational, training, and procedural changes. After Poland implemented the recommendations and regained its Category 1 status, LOT Polish Airlines procured seven 787 aircraft from The Boeing Company to expand its fleet. In addition, Weber Aircraft, Inc. of Texas outfitted the business class sections of the planes.



USTDA's *Electricity Beyond Borders* conference attracted more than 100 participants from the United States and Central and South Asia to discuss near-term infrastructure projects valued at \$8 billion and the possibility of exporting surplus power to meet Afghanistan and Pakistan's power needs.

To meet the rising demand for energy in the rapidly growing Middle East, North Africa and South Asia region, USTDA funded five activities in 2006, totaling nearly \$1.7 million, that promote the use of clean and efficient energy technologies.



MIDDLE EAST, NORTH AFRICA AND SOUTH ASIA

USTDA and WaterHealth International (WHI), based in Lake Forest, California, are major co-sponsors of a water disinfection and purification system program for tsunami-affected regions of Sri Lanka. WHI is installing its decentralized, scalable water purification systems to provide safe drinking water on a sustainable basis for up to 100,000 Sri Lankan tsunami survivors living in temporary and permanent shelters. This project is utilizing public and private resources to identify local needs, perform site selections, train local partners and operators, and monitor and maintain system operations.



SUB-SAHARAN AFRICA

USTDA hosted eight officials from South Africa's electric utility, Eskom, on an orientation visit to the United States. The delegation had meetings and site visits in Jacksonville and Tampa, Florida, and briefed U.S. companies in Washington, D.C. on upcoming project plans. Based, in part, on relationships Eskom developed during the visit, the company subsequently engaged Black & Veatch and Honeywell to provide engineering and U.S. technology to support its new investment program.

USTDA built on the success of this orientation visit in 2006 by sponsoring the **Building Partnerships to Power South Africa** conference. The conference, which was held in partnership with Eskom and the U.S. Commercial Service, featured over 20 projects in the electric power sector with a combined value of \$14.9 billion and attracted participation by more than 50 representatives of U.S. firms.

In 2006, USTDA invested over \$2.8 million in 14 activities to foster development in the information and communications technology sector in sub-Saharan Africa to address a major barrier to the region's economic growth.

USTDA STRATEGIC FOCUS

USTDA assists project sponsors and U.S. companies by following seven steps to success.



STEP 1

USTDA works with a host country to identify developmental priorities that can be met by U.S. commercial goods and services. The host country project sponsor submits a request for project planning assistance.

STEP 2

USTDA's due diligence review of a proposal involves two steps:

- 1) USTDA staff conducts an internal review to determine whether the proposal represents an appropriate opportunity for USTDA support.
- 2) Depending on the level of detail needed, proposals that satisfy this internal analysis are independently assessed by a USTDA-funded definitional mission that visits the host country or a desk study.

STEP 3

Proposals are evaluated in terms of USTDA priorities and available budgetary resources. If USTDA approves funding, it signs a grant agreement with the project sponsor (grantee).

STEP 4

Announcements are posted on the Federal Business Opportunities website (www.fbo.gov) to generate proposals from U.S. companies to perform the activity funded by the USTDA grant. In some cases, the grantee may bring forward a proposal with a pre-selected contractor for USTDA consideration.

STEP 5

The grantee signs a contract with the U.S. company it has selected.

STEP 6

The grantee works with the U.S. company until the activity is complete. The grantee is responsible for managing the USTDA-funded activity, including the review and approval of work and invoices that will be forwarded to USTDA for payment.

STEP 7

USTDA conducts an evaluation of whether or not the funded activity led to project implementation and opportunities for U.S. firms. The success of a project is measured in terms of USTDA's hit rate, export multiplier, and developmental impact.

USTDA Eligibility Criteria

Proposals submitted to USTDA for funding consideration are evaluated primarily on the following criteria:

- Priority of the projects to the sponsors and the countries where they are located and the likelihood that they will receive implementation financing or, in the case of USTDA's trade capacity-building work, advance trade liberalization efforts; and
- Whether they offer mutual economic benefit for the host country and the United States, including opportunities for commercial cooperation with U.S. firms.

Due to the high demand for USTDA funding, not all proposals that meet USTDA funding criteria can be supported. USTDA's program is dependent on the commitment of the host country to trade reform or infrastructure development, U.S. policy interests, and available funding.

Each year, USTDA supports activities aimed at furthering countries' economic development by providing foreign project sponsors with access to U.S. private sector technologies, expertise and best practices. USTDA pursues the Administration's trade and development priorities by

focusing on four major areas: building the infrastructure for development; supporting U.S. trade policy; enhancing global energy security; and strengthening transportation safety and security.

The USTDA Program

USTDA is a foreign assistance agency that delivers its program commitments through overseas grants, contracts with U.S. firms, and the use of its trust funds at several multilateral development banks. The projects supported by USTDA activities represent strong and measurable development priorities in host countries and offer opportunities for commercial participation by U.S. firms. Public and private sector project sponsors in developing and middle-income countries request USTDA support to assist them in implementing their development priorities.

USTDA's program is designed to help countries establish a favorable trading environment and a modern infrastructure that promotes sustainable economic development. To this end, the agency funds overseas project sponsor access to U.S. private sector expertise in the areas of: 1) trade capacity-building and sector development and 2) project definition and investment analysis.



*USTDA events provide U.S. firms with direct access to overseas project sponsors to discuss potential business opportunities. Pictured here in a meeting at USTDA's **Making Connections in the Middle East and North Africa** project forum and policy dialogue are (left to right) Mohammed Meliani, Advisor to the Prime Minister of the Kingdom of Morocco; and Motorola, Inc. representatives Jadawy al-Riyami, Country Manager, and Youssef Nounou, Oman Area Sales Manager.*

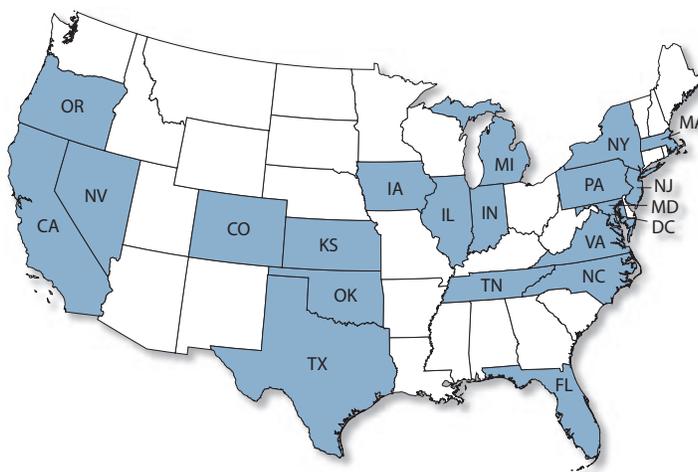


Orientation visits to the United States provide delegates with the opportunity to see U.S. technology in action. During a visit organized for officials from Transnet, the organization that operates and controls the major transport infrastructures within South Africa, delegates visited Powell Electrical Systems in Houston, Texas. There, William Mao (far right above), Business Unit Manager, showed the delegates examples of specialized control panels manufactured by the company.

Program Activities

Trade Capacity-Building and Sector Development

- **Sector Development Technical Assistance:** USTDA provides technical assistance to facilitate the development of sector strategies, industry standards, and legal and regulatory frameworks. This assistance helps to create a favorable business and trade environment. Transportation safety and security and standards development are particularly important areas of USTDA's technical assistance work.
- **Trade Agreement Support:** USTDA works closely with the Office of the U.S. Trade Representative, private industry and others to deliver trade capacity-building technical assistance. This assistance is normally associated with the negotiation and implementation of trade agreements and compliance with important international market access requirements. Areas of assistance may include customs processing and valuation, intellectual property rights (IPR), government procurement, technical barriers to trade, and trade in services. In FY 2006, USTDA support for trade capacity-building activities associated with existing and proposed trade agreements included the U.S.-Dominican Republic-Central America Free Trade Agreement (DR-CAFTA), the U.S.-Jordan Free Trade Agreement (FTA), the U.S.-Morocco FTA, the U.S.-Colombia Trade Promotion Agreement (TPA), and the U.S.-Peru TPA. USTDA also provided assistance in support of the African Growth and Opportunity Act (AGOA) framework.
- **Training:** USTDA provides training for foreign decision-makers in economic sectors where there are opportunities for the sale of U.S. equipment and services. The training is normally focused on technology or regulatory issues and is designed to give project sponsors a better understanding of U.S. experience and capabilities. Training is conducted in the United States and/or in the host country.
- **Trade and Industry Advisors:** Foreign government entities may obtain USTDA grants for trade and industry advisors. These advisors are typically located in ministries or municipalities where they can help with capacity-building activities relevant to trade regulations, standards or the import of technology and additional expertise.



In 2006, USTDA-sponsored orientation visits brought senior decision makers from developing and middle-income countries to 20 states and Washington, DC to meet with industry experts and to view U.S. technology in operation.

Project Definition and Investment Analysis

- **Project Definitional Missions and Desk Studies:** One of the earliest stages of project planning is the development of the scope of an activity that must be addressed before an investment decision can be made. USTDA helps to ensure that a project is appropriately conceived by contracting with technical specialists to perform this due diligence. Using U.S. private sector resources and expertise, these activities provide preliminary assessments of the economic viability of proposed projects and determine whether they meet USTDA's funding criteria.
- **Early Investment Analysis and Sector Development:** USTDA provides grants for overseas infrastructure project planning assistance, such as technical assistance and feasibility studies. These grants assist in the development of market-oriented reforms undertaken by overseas governments and the evaluation of the technical, financial, environmental, legal, and other critical aspects of infrastructure development projects that are of interest to potential lenders and investors. Further, USTDA supports procurement assistance to overseas partners as they undertake fair and open competitive bidding on international tenders for

infrastructure development projects. Host country project sponsors select the U.S. companies, normally through open competitions that perform USTDA-funded activities.

- **Orientation Visits:** Orientation visits bring foreign project sponsors to the United States to observe the design, manufacture, demonstration and operation of U.S. products and services that can potentially help them achieve their development goals. USTDA uses U.S. firms to assist in the preparation and management of these customized visits.
- **Workshops and Conferences:** USTDA organizes workshops, conferences and technical symposia worldwide. These events are sector or project-oriented and are aimed at connecting overseas project sponsors with U.S. firms and entities that supply project finance, technology and industry expertise that may be useful in project implementation.

Building Alliances with Other Agencies

As a foreign assistance agency that delivers commercially-based results for trade and development initiatives, USTDA works in coordination with numerous U.S. government agencies. In addition, USTDA's inter-agency cooperation continues in the reconstruction of Afghanistan and Iraq. USTDA also participates in the Trade Policy Coordinating Committee process, working closely with the USTR in delivering trade capacity-building assistance in connection with ongoing free trade and World Trade Organization negotiations and agreements.

Office of the U.S. Trade Representative (USTR):

USTDA coordinates with USTR on trade capacity-building activities designed to support bilateral and multilateral negotiations, such as CAFTA, the U.S.-Colombia TPA, the U.S.-Peru TPA; implementation of the U.S.-Chile FTA and AGOA; and Trade and Investment Framework Agreement discussions around the world.

Department of State:

USTDA coordinates with the Department of State and works closely with the U.S. Agency for International Development and U.S. embassies and consulates around the world. In particular, USTDA continues coordinating its work in Afghanistan and Iraq reconstruction.

Export-Import Bank of the United States (Ex-Im):

Approximately 30 percent of U.S. exports associated with USTDA-funded activities are financed by Ex-Im Bank loans and guarantees. USTDA reports are designed to facilitate financing by Ex-Im and other financial entities accessible to foreign project sponsors interested in purchasing equipment in the United States.

Department of Commerce:

Combining USTDA activities with the Department of Commerce's local contacts and expertise through the U.S. Commercial Service provides U.S. companies with an enhanced level of service.

Overseas Private Investment Corporation (OPIC):

USTDA activities at the front end of potential projects help to create a favorable investment climate for U.S. companies and facilitate access to OPIC financing and insurance programs.

Department of Transportation (DOT):

USTDA draws upon private sector resources and DOT technical expertise, including the Federal Aviation Administration (FAA), in the area of aviation safety. USTDA and the FAA serve as co-chairs of the inter-agency Committee on International Aviation Safety and Security.

Department of Homeland Security (DHS):

Joint activities with DHS include programs on customs and IPR training, and transportation and supply chain security.

Department of the Treasury:

USTDA and the Department of the Treasury engage in cooperative efforts on economic and trade issues to encourage sound economic development and greater transparency in developing markets.

Performance and Development Measurement

USTDA has taken several steps to ensure that its program remains results-oriented and successfully delivers commercial foreign assistance by taking on an increasingly visible role in providing trade capacity-building assistance around the world. Moreover, the adoption of the Program Assessment Rating Tool (PART) performance measures for developmental impact and closer inter-agency coordination are additional efforts taken by the agency to promote the Administration's foreign policy goals. These results benefit developing countries and enhance U.S. national security by fostering stronger and more stable countries and regions. Through the successful implementation of the PART goals, USTDA received a 92% effectiveness rating.

Developmental Impact:

Through PART, USTDA adopted a series of measurement criteria focused on: 1) infrastructure improvements; 2) the adoption of market-oriented reform; 3) human capacity-building; and 4) the transfer of advanced technology or increased productivity. Implemented USTDA-funded projects are evaluated based on results in all four categories.

The Hit Rate:

The hit rate consists of the proportion of USTDA activities that produce U.S. exports. Currently, USTDA's hit rate is approximately 33%, meaning that 33% of USTDA activities resulted in U.S. exports.

The Export Multiplier Ratio:

The export multiplier ratio measures U.S. exports associated with foreign projects that USTDA has assisted relative to the amount invested in USTDA activities. Currently, USTDA's export multiplier is approximately \$40 meaning that the agency's projects have resulted in U.S. companies exporting \$40 in goods and services for every \$1 of USTDA funds invested.

USTDA CLIENT RESOURCES

Customer Resources

General inquiries about USTDA services should be made to the USTDA library, located at the agency's office in Rosslyn, Virginia, by calling 703-875-4357 or through our general inquiry e-mail address: info@ustda.gov. Requests for library reports can be made by e-mailing library@ustda.gov. The library maintains final reports of all USTDA activities and can provide details on purchasing copies of completed studies, which may also be available through the National Technical Information Services (www.ntis.gov). USTDA hosts briefings for U.S. firms on overseas procurement opportunities in its Business Center adjacent to the USTDA library.

Publications

The agency has two regular publications: the *USTDA Pipeline* and the *USTDA Update*. The *USTDA Pipeline* provides bi-weekly information on agency-supported projects. The *USTDA Update*, published quarterly, provides highlights of USTDA programs and agency news. Both publications are available online at www.ustda.gov. You may also sign up for a free e-mail subscription to these publications on our website by signing the agency's Guestbook. A hard copy subscription to the *USTDA Pipeline* is available for a fee by contacting the Congressional Information Bureau at 703-516-4801.

Internet — www.ustda.gov

USTDA's website features information on USTDA library holdings, agency news, current activities and upcoming events.

Requests for Proposals (RFP)

USTDA lists its RFP announcements on the Federal Business Opportunities website at www.fbo.gov.

On-Line Consultant Database

Small U.S. businesses interested in being considered for contract opportunities with USTDA can register on-line on our website at www.ustda.gov.



Office of the General Counsel

LEFT TO RIGHT

Pat Daughette, *Grants Administrator*
Enoh Ebong, *Attorney Advisor (seated)*
David Hester, *Attorney Advisor*
Silvia Ortiz, *Administrative Assistant*
James A. Wilderotter, *General Counsel*
Paul Oman, *Presidential Management Fellow*
Megan Rouse, *Grants Assistant*
Kendra Link, *Attorney Advisor*

NOT PICTURED

Richard Burns, *Attorney Advisor*



Office of the Director

LEFT TO RIGHT

James A. Wilderotter, *General Counsel*
Micheal Hillier, *Resource Advisor*
Paul Marin, *Assistant Director for Policy and Program*
Thelma J. Askey, *Director*
Thomas R. Hardy, *Chief of Staff*
Leocadia I. Zak, *Deputy Director*
Cameron Arch, *Assistant to the Director and Deputy Director*

NOT PICTURED

Geoffrey Jackson, *Director for Policy and Program*



Office of Finance

LEFT TO RIGHT

David Whittle, *Finance Assistant**
Evelyn Gudger, *Finance Specialist*
Rosa Jackson, *Financial Specialist*
Michele Bivins, *Financial Analyst*
Noreen St. Louis, *Financial Manager*



Office of Contracts

LEFT TO RIGHT

Richard Sallee, *Contracting Officer*
Sonia Barnhill, *Procurement IT**
Della Glenn, *Contracting Officer*
Wanda Chandler, *Contracts Specialist**
Lynda Kindrick, *Contracts Specialist*





Office of External Relations

LEFT TO RIGHT

Amy Lorenzini, *Congressional Relations Advisor*

Donna Thiessen, *Communications Policy Advisor*

Brenda Heggs, *Special Projects Officer**

Cameron Arch, *Assistant to the Director and Deputy Director*

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Thomas R. Hardy, *Chief of Staff*

Office of Evaluations

LEFT TO RIGHT

Faiza Ali, *Evaluations Research Analyst**

Jamie Merriman, *Evaluations Analyst*

David Denny, *Evaluations Officer/Economist*

Taraneh Bastani, *Evaluations Analyst**



Office of Administration / IT

LEFT TO RIGHT

Amy Mellin, *Management and Program Coordinator*

Ronny Robinson, *IT Program Manager* (seated)*

Eatrice James, *Administrative Assistant*

Carolyn Hum, *Administrative Officer*

Tyrone Johnson, *Administrative Assistant*

Tiffany Carter, *Help Desk Technician**

NOT PICTURED

David Kunkel, *Webmaster**

Alvin Reeder, *LAN Administrator**



Information Resource Center

LEFT TO RIGHT

Gwendolyn Harper,

*Information Resource Specialist II**

Michael DeRenzo,

*Information Resource Associate**

Afrin Khan, *Project Information Specialist**

Danielle Businger, *Front Desk Associate**

Angeleen Godbey,

Information Resource Center Manager (seated)*

Chris Sheldon, *Project Information Specialist II**

Katherine Miller, *Front Desk Associate**

Evangela Kunene,

Procurement Data Manager (front right)*

NOT PICTURED

Don Gibson, *Information Resource Assistant**



FY 2006 PROGRAM ACTIVITIES Listed by Region

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
ASIA						
China	USFCS Officer Wan Xiaolei	Technical Assistance	US and Foreign Commercial Service (USFCS)	Washington	DC	\$54,239
China	Establishment of US-China Natural Gas Institute	Technical Assistance	United States Energy Association, Inc. (USEA)	Washington	DC	\$433,474
China	Flood Control and Drought Relief – Change of Scope Review	Desk Study	Chesapeake Analytics Group	Arlington	VA	\$1,000
China	NE China Environmental Sector – Shandong Flue Gas Desulfurization	Feasibility Study	Eurasia Environmental Associates, LLC	Westfield	NJ	\$515,300
China	Intellectual Property Rights Training Program	Technical Assistance	Global Alliance for Trade Efficiency	Washington	DC	\$383,000
China	U.S.-China Aviation Cooperation Program (ACP) Phase II	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$1,266,000
China	U.S.-China Aviation Cooperation Program (ACP) Phase II – FAA Transfer Agreement	Technical Assistance	Federal Aviation Administration (FAA)	Washington	DC	\$55,230
China	U.S.-China Standards and Conformity Assessment Cooperation Program	Desk Study	Standards Associates, LLC	Vienna	VA	\$5,000
China	U.S.-China Standards and Conformity Assessment Cooperation Program	Technical Assistance	National Electrical Manufacturers Association (NEMA)	Arlington	VA	\$500,000
China	U.S.-China Aviation Summit	Technical Symposium	American Association of Airport Executives (AAAE)	Alexandria	VA	\$249,603
China	Shanxi Province Emissions Monitoring Project	Feasibility Study	ThermoElectron Corporation	Waltham	MA	\$186,400
China	Chongqing Intelligent Transportation Systems (ITS)	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	\$4,978
China	Beijing Storm Water Runoff System	Desk Study	Chesapeake Analytics Group	Arlington	VA	\$4,000
China	Beijing Storm Water Runoff System	Feasibility Study	EDAW, Inc.	Alexandria	VA	\$533,016
China	Shandong Water Quality Improvement	Desk Study	Millennium Science & Engineering, Inc. (MSE)	Chantilly	VA	\$3,981
China	Hospital Accreditation	Desk Study	World Development Group	Bethesda	MD	\$4,988
Indonesia	Aceh Fuel Depots Reconstruction – TOR change	Feasibility Study	TEC, Inc.	Annapolis	MD	\$10,000
Indonesia	Aceh Intermodal Transportation Strategy	Technical Assistance	TEC, Inc.	Annapolis	MD	\$444,000
Indonesia	Jakarta – Bandung Wireless Broadband Network Deployment	Desk Study	Network Dynamics Associates, LLC	Brooklyn	NY	\$4,000
Indonesia	Jakarta – Bandung Wireless Broadband Network Deployment	Feasibility Study	Pulse, Inc.	Towson	MD	\$388,000
Indonesia	Alternative Energy Sector	Definitional Mission	Energy Markets Group	Washington	DC	\$30,929
Indonesia	National Emergency Communications Strategy	Technical Assistance	Selection in progress			\$391,000
Indonesia	Earthquake Detection & Seismology Training	Technical Assistance	U.S. Geological Survey	Washington	DC	\$76,350
Philippines	ICT and E-Government Projects	Definitional Mission	Development Finance International Inc.	Bethesda	MD	\$25,000
Philippines	ICT and E-Government Projects – DBM Financial Management System	Technical Assistance	Selection in progress			\$274,000
Philippines	Mining Sector	Orientation Visit	BCS, Inc.	Columbia	MD	\$156,195
Philippines	Bay City Desalination Plant	Desk Study	AJGB International Incorporated	Bellevue	WA	\$4,965
Philippines	Unified Multi-Purpose ID System	Desk Study	DFI, Inc.	Bethesda	MD	\$2,500
Thailand	MEA Distribution Management System and Substation Automation	Technical Assistance	Utility Consulting International (UCI)	Cupertino	CA	\$379,640
Thailand	Customs Officials	Orientation Visit	Global Marketing & Communications	Boston	MA	\$90,716
Thailand	Power Transmission Quality and Reliability Enhancement	Desk Study	U.S. Power Consult	Maywood	NJ	\$3,000
Thailand	Energy and Resources Recovery Facility	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$3,900
Vietnam	Sub-Sovereign Urban and Infrastructure – Phase II	Desk Study	Mayflower Partners LLC	Menlo Park	CA	\$3,500
Vietnam	Ministry of Finance IT Projects – Hanoi Securities Trading Center	Feasibility Study	Selection in progress			\$422,000
Vietnam	Standards Development Initiative	Orientation Visit	Millennium Science & Engineering, Inc. (MSE)	Chantilly	VA	\$77,748
Vietnam	APEC Demonstration Project	Desk Study	Decision / Analysis Partners	Vienna	VA	\$9,950
Vietnam	APEC Demonstration Project: eManifest Pilot Project	Technical Assistance	National Center for APEC	Seattle	WA	\$601,893
Vietnam	Vietnam Airlines Core Systems Upgrade	Technical Assistance	Unisys World Trade, Inc.	Blue Bell	PA	\$523,000
Vietnam	CAAV Aviation Safety – Phase I	Technical Assistance	Robinson Aviation, Inc.	Oklahoma City	OK	\$351,372
Vietnam	National Finance Statistics Information Systems Project	Technical Assistance	Selection in progress			\$272,000
Vietnam	Mong Duong Coal-Fired Power Project – Legal Advisory Services	Technical Assistance	Taylor-DeLough, Inc.	Washington	DC	\$4,500
Vietnam	Dong Nai Gas-Fired Independent Power Plant	Desk Study	Brooks Howell and Co, LLC	Pungoteague	VA	\$4,000
Regional Asia	Asia Regional Office – PSC	Technical Assistance	USDOD	Washington	DC	\$67,275
Regional Asia	Project Analyst – Extension	Technical Assistance	Jesse Jarrett Creasy	Arlington	VA	\$32,550
Regional Asia	Project Analyst	Technical Assistance	Jesse Jarrett Creasy	Arlington	VA	\$49,979
Total For Asia						\$8,904,171
EUROPE AND EURASIA						
Afghanistan	Urban Planning	Definitional Mission	Washington Strategic Advisors, LLC	Washington	DC	\$29,208
Azerbaijan	Capacity Building for State Oil Fund – Phase II	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$2,500
Azerbaijan	Renewable Energy Program for Nakhichevan – TOR and Budget Update	Desk Study	Enviromation Incorporated	Spotsylvania	VA	\$1,000
Azerbaijan	EBRD Baku Port	Desk Study	Leonard Sugin	New York	NY	\$2,500
Azerbaijan	Diplomatic Training Academy	Desk Study	Global Resources	Irvine	CA	\$6,000
Bulgaria	National Cardiology Initiative – Deliverable Review	Desk Study	Andrew E. Barrer	Washington	DC	\$2,500
Bulgaria	Dobroudja Basin Coal Bed Methane – Review	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$2,500
Bulgaria	Wind Farm	Feasibility Study	EnCon Services International	Bethesda	MD	\$36,000
Bulgaria	E-Government	Orientation Visit	Koepfen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$119,016
Estonia	Tallinn Port Security Project	Technical Assistance	Selection in progress			\$160,130

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Georgia	High Voltage Transmission Lines	Feasibility Study	Selection in progress			\$356,500
Georgia	Tourism Investment Strategy	Desk Study	Global Marketing & Communications	Boston	MA	\$4,900
Kyrgyzstan	Southern Kyrgyzstan Transmission Upgrade Project	Feasibility Study	T&D Engineers and Consultants, Inc.	Downers Grove	IL	\$186,130
Latvia	Integrated Master Port Security Plan	Technical Assistance	Selection in progress			\$390,740
Montenegro	Montenegro Revolving Water Fund for Water Utilities Improvement	Desk Study	Mayflower Partners LLC	Menlo Park	CA	\$7,000
Montenegro	Montenegro Revolving Water Fund for Water Utilities Improvement	Technical Assistance	International Association of Development Funds	Bethesda	MD	\$463,950
Montenegro	Revolving Water Fund for Water Utilities Improvement – Review	Desk Study	Rudo International Advisors	Washington	DC	\$5,000
Romania	Mining Sector Environmental Monitoring System – Cost Share Amendment Review	Desk Study	Chesapeake Analytics Group	Arlington	VA	\$1,000
Romania	Information Technology Sector – Min. of Justice E-Justice Transparency Reform	Technical Assistance	Pythia International Inc.	Halifax	VA	\$187,455
Romania	Termoelectrica Emissions Monitoring & Plant Performance Improvement	Feasibility Study	Selection in progress			\$271,054
Romania	CHP Modernization Project for the City of Iasi	Feasibility Study	EnCon Services International	Bethesda	MD	\$302,940
Romania	Environmental Projects	Definitional Mission	Chesapeake Analytics Group	Arlington	VA	\$29,950
Romania	Environmental Projects – Gorj County Ecological and Sustainable Redevelopment	Feasibility Study	Applied Ecological Services, Inc.	Brodhead	WI	\$470,982
Romania	CET Drobeta CHP Plant SO2 Reduction	Feasibility Study	Selection in progress			\$349,480
Romania	IT Integration	Technical Assistance	Selection in progress			\$266,432
Russia	Tomsk Power Plant – Final Report Review	Desk Study	Brooks Howell and Co., LLC	Herndon	VA	\$2,500
Russia	Tatarstan Regional Development Bank Phase II Proposal Review	Desk Study	Rudo International Advisors	Washington	DC	\$2,500
Russia	Forestry Sector	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$125,765
Russia	Kranoyarsk Air Transport Hub Development	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$5,000
Russia	St. Petersburg Port	Definitional Mission	Leonard Sugin	Ghent	NY	\$30,000
Russia	Medical Technology and Healthcare Management	Orientation Visit	Technical Resources International, Inc. (TRI)	Bethesda	MD	\$122,048
Russia	Wireless Internet/Distance Learning	Orientation Visit	Institute of International Education (IIE)	Washington	DC	\$109,329
Serbia	Regulatory Agency for Telecommunications Training (RATEL)	Training	Business Council for International Understanding (BCIU)	New York	NY	\$272,170
Serbia & Montenegro	Urban Planning	Definitional Mission	Foster Chesnut Associates, LLC	Portland	OR	\$29,938
Serbia & Montenegro	Intellectual Property Rights	Definitional Mission	Global Resources	Irvine	CA	\$22,735
Serbia & Montenegro	Intellectual Property Rights – IPO Operations and Organization	Technical Assistance	Selection in progress			\$465,857
Serbia & Montenegro	Integrated Emergency Management System	Desk Study	Network Dynamics Associates, LLC	Brooklyn	NY	\$5,000
Serbia & Montenegro	City of Nis CHP Plant	Feasibility Study	Selection in progress			\$434,000
Serbia & Montenegro	Biomass 5MW CHP Plant	Feasibility Study	Selection in progress			\$252,000
Tajikistan	Central Asia Power Sector Development Program	Feasibility Study	The AES Corporation	Arlington	VA	\$800,000
Ukraine	Coal Bed Methane / Coal Mine Methane	Orientation Visit	Millennium Science & Engineering, Inc. (MSE)	Chantilly	VA	\$158,495
Ukraine	Energy Efficiency	Definitional Mission	CJ Aron Associates Inc., dba GreenMax Capital Advisors	Brooklyn	NY	\$29,998
Regional Europe/Eurasia	Project Analyst – Extension	Technical Assistance	Daniel S. Dondero	Arlington	VA	\$42,010
Regional Europe/Eurasia	USTDA Program Development – Travel Expenses	Technical Assistance	USTDA Program Staff	Washington	DC	\$97,845
Regional Europe/Eurasia	ICT Sector	Definitional Mission	Marty Morell	New York	NY	\$68,035
Regional Europe/Eurasia	Transportation	Definitional Mission	LJC Group, Ltd.	Anchorage	AK	\$59,404
Regional Europe/Eurasia	Central Asia Regional Power Conference	Technical Symposium	MFM Group, Inc.	Miami	FL	\$214,897
Regional Europe/Eurasia	Central Asia Regional Power Conference – Briefing Book	Technical Symposium	Moseley Horizon	Fairfax	VA	\$115,000
Regional Europe/Eurasia	Speaker / Delegate Travel to USTDA Sponsored Conferences	Technical Assistance	USTDA	Arlington	VA	\$94,008
Regional Europe/Eurasia	Agribusiness – Azerbaijan and Moldova	Definitional Mission	The Peoples Group	Arlington	VA	\$39,995
Regional Europe/Eurasia	Serbia, Montenegro and Kosovo Energy Sector	Definitional Mission	U.S. Power Consult LLC	Alpine	NJ	\$47,250
Regional Europe/Eurasia	Estonia & Latvia Port Security	Definitional Mission	Global Trade Systems, Inc.	Scituate	MA	\$34,920
Regional Europe/Eurasia	Regional Airports Conference – Briefing Book	Technical Symposium	Montgomery Consulting Group, Inc.	Winter Park	FL	\$95,000
Regional Europe/Eurasia	Regional Airports Conference Printing Services	Technical Symposium	ASAP Screen Printing	Arlington	VA	\$4,000
Regional Europe/Eurasia	Trans Caspian Pipelines	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$39,981
Regional Europe/Eurasia	Trans Caspian Pipelines – Oversight	Technical Assistance	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$49,813
Regional Europe/Eurasia	Telecom Regulatory Projects	Definitional Mission	Marty Morell	New York	NY	\$25,980
Regional Europe/Eurasia	Custom/Border Control	Definitional Mission	Global Alliance for Trade Efficiency	Washington	DC	\$40,439
Regional Europe/Eurasia	Solid and Hazardous Waste Treatment	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$126,686
Regional Europe/Eurasia	Project Analyst	Technical Assistance	Daniel S. Dondero	Arlington	VA	\$49,979
Regional Europe/Eurasia	Flood and Environmental Monitoring (Bulgaria & Croatia)	Definitional Mission	Enviromation Incorporated	Spotsylvania	VA	\$34,179
Regional Europe/Eurasia	Central Asia Regional Telecommunications Policy Forum	Technical Symposium	Development and Training Services, Inc.	Arlington	VA	\$197,988

Total For Europe and Eurasia

\$7,999,610

LATIN AMERICA AND CARIBBEAN

Brazil	State of Ceará Data Center Project	Feasibility Study	Selection in progress			\$180,690
Brazil	Refinery and Petrochemical Environmental Projects	Definitional Mission	Ronald Robinson	Maplewood	NJ	\$37,184
Brazil	Braskem Occupational Health and Hygiene Program	Technical Assistance	Selection in progress			\$423,415
Brazil	State of Rio de Janeiro Integrated Disaster Response System	Definitional Mission	James T. Reilly	Red Bank	NJ	\$24,747
Brazil	State of Rio de Janeiro Emergency Operations Center	Technical Assistance	Selection in progress			\$704,970
Brazil	COPASA Water Re-Use Project	Desk Study	AJGB International Incorporated	Bellevue	WA	\$4,988
Brazil	COPASA Water Re-Use Project	Feasibility Study	Selection in progress			\$164,920
Brazil	Secure Supply Chain	Desk Study	Joseph John Gurskis	Great Falls	VA	\$2,500
Brazil	Intelligent Cargo and Network Port Logistics Chain	Technical Assistance	Selection in progress			\$523,500
Brazil	Intellectual Property Rights Protection Training	Training	Sandler & Travis Trade Advisory Services, Inc. (STIAS)	Washington	DC	\$167,602

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Chile	Chilean Customs Advance Rulings and Customs Valuation	Technical Assistance	Selection in progress			\$283,150
Chile	Telecom Regulatory Policies	Orientation Visit	Susan Davis International, Ltd.	Washington	DC	\$50,000
Colombia	Civil Aviation Renewable Energy Project	Feasibility Study	Selection in progress			\$700,000
Colombia	Hydrocarbon Pipeline Safety and Security Project	Feasibility Study	Selection in progress			\$500,000
Colombia	Cartagena Secure Port Initiative	Technical Assistance	Sandler & Travis Trade Advisory Services, Inc. (STIAS)	Washington	DC	\$399,962
Colombia	Barrancabermeja Refinery Modernization Project	Feasibility Study	Selection in progress			\$600,000
Colombia	ANH Licensing and Tender Capacity Project	Technical Assistance	Selection in progress			\$250,000
Colombia	Magdalena River Coal Transport Project	Desk Study	Gary Greene Engineers	Raleigh	NC	\$5,650
Colombia	Olefins and Polyethylenes Petrochemical Complex	Desk Study	Intratech, Inc.	McLean	VA	\$7,500
Costa Rica	Master Plan for the Liberia International Airport	Definitional Mission	CORE International	Washington	DC	\$25,000
Dominican Republic	CAFTA-DR Trade Integration Initiative	Definitional Mission	CORE International	Washington	DC	\$49,808
El Salvador	Single Window Electronic Customs Portal	Technical Assistance	Sandler & Travis Trade Advisory Services, Inc. (STIAS)	Washington	DC	\$252,822
Guatemala	National Energy and Mining GIS Project	Technical Assistance	Nobel Systems, Inc.	San Bernardino	CA	\$454,440
Honduras	Port of Cortes Dry Bulk Unloading Terminal Project	Feasibility Study	Selection in progress			\$470,000
Mexico	Investment Catalyst Fund Project	Technical Assistance	Cimarron Capital Partners, LLC	Oklahoma	OK	\$128,000
Mexico	Multimodal Master Plan	Definitional Mission	Garibaldi Consulting Group	McLean	VA	\$25,000
Mexico	Multimodal Master Plan	Technical Assistance	Wilbur Smith	Columbia	SC	\$1,323,900
Mexico	Agricultural and Rural Bank Officer Training Program	Technical Assistance	Selection in progress			\$847,109
Mexico	Financial Literacy Education Project	Technical Assistance	Selection in progress			\$697,550
Mexico	Agascalientes Urban Public Transportation Project	Definitional Mission	Travis Design Associates, Inc.	Lexington	SC	\$24,945
Mexico	PEMEX Cleaner Production	Definitional Mission	RKR Enterprises	Rego Park	NY	\$24,985
Nicaragua	Managua International Airport Modernization	Feasibility Study	Selection in progress			\$324,180
Nicaragua	Port of Corinto Competitiveness Upgrade Project	Technical Assistance	Selection in progress			\$430,000
Panama	Secure Maritime Trade Facilitation Program	Desk Study	Leonard Sugin	Ghent	NY	\$5,000
Panama	Secure Maritime Trade Facilitation Program	Definitional Mission	Garibaldi Consulting Group	McLean	VA	\$24,995
Paraguay	IDB Road Pavement Technology	Desk Study	Travis Design Associates, Inc.	Lexington	SC	\$4,975
Peru	Lambayeque Flood Control System	Desk Study	CEP International, Inc.	Potomac	MD	\$5,000
Peru	Lima Integrated Solid Waste Management Project	Desk Study	Envirosoft Engineering & Science Inc.	Marietta	GA	\$4,960
Trinidad	Air Traffic Services Modernization Project	Desk Study	Travis Design Associates, Inc.	Lexington	SC	\$7,425
Regional LAC	Mexico and Argentina Airport Security	Orientation Visit	Global Marketing & Communications	Boston	MA	\$32,109
Regional LAC	Project Analyst	Technical Assistance	Jorge Eduardo Esteban	Arlington	VA	\$45,989
Regional LAC	CAFTA-DR Trade Integration Initiative: Transportation	Definitional Mission	Travis Design Associates, Inc.	Lexington	SC	\$64,920
Regional LAC	CAFTA-DR Trade Integration Initiative: Energy Sector	Definitional Mission	Process Safety and Reliability Group, Inc. (PSRG)	Houston	TX	\$63,941
Regional LAC	CAFTA-DR Trade Integration Initiative: Information & Communications Tech. (ICT)	Definitional Mission	Decision / Analysis Partners	Vienna	VA	\$71,062

Total For Latin America and Caribbean

\$10,438,892

MIDDLE EAST, NORTH AFRICA AND SOUTH ASIA

Egypt	Sadat City Wastewater Treatment – Review of Work Completed	Desk Study	Performance Technology, Inc.	Lewiston	ME	\$3,500
Egypt	Aromatics Complex Project	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$3,900
Egypt	Aromatics Complex Project	Feasibility Study	Selection in progress			\$860,000
Egypt	Port of Alexandria Container Security	Desk Study	William F. Hennessey	Exeter	NH	\$4,000
Egypt	Railways Sector	Definitional Mission	William F. Hennessey	Exeter	NH	\$25,000
India	Tamil Nadu Industrial Wastewater – Review	Desk Study	Performance Technology, Inc.	Lewiston	ME	\$4,000
India	Energy Sector – National Gas Grid	Feasibility Study	Selection in progress			\$690,000
India	Diesel Retrofit Project	Technical Assistance	Selection in progress			\$296,000
India	NLC Alternate Mining Technology	Feasibility Study	Norwest Corporation	Salt Lake City	UT	\$360,000
India	Sohagpur Coal Bed Methane Project	Desk Study	MT Energy Associates	Vienna	VA	\$3,400
India	Sohagpur Coal Bed Methane Project	Technical Assistance	Advanced Resources International	Arlington	VA	\$506,000
India	Biotechnology Patent Examination Training Program	Technical Assistance	Cornell Group, Inc., The	Fairfax	VA	\$329,902
India	Agricultural Biotechnology Training Program	Technical Assistance	Advanced Engineering Associates International, Inc.	Cambridge	MA	\$349,523
India	Agricultural Biotechnology Training Program – Borlaug Program Training	Technical Assistance	U.S. Department of Agriculture Foreign Agricultural Service	Washington	DC	\$150,000
India	Cold Chain System Improvement	Definitional Mission	SPI USA, Inc.	Baltimore	MD	\$48,366
India	Essar Refinery Expansion Project	Feasibility Study	Jacobs Consultancy	Houston	TX	\$700,000
India	2007 U.S.-India Aviation Cooperation Summit	Technical Symposium	American Association of Airport Executives (AAAE)	Alexandria	VA	\$254,237
Iraq	Oil and Gas Reconstruction	Orientation Visit	MFM Group, Inc.	Miami	FL	\$24,688
Iraq	International Accounting Standards Training	Training	InfoExchange LLC dba Expodio	Newport Beach	CA	\$4,000
Iraq	Civil Aviation Reconstruction	Orientation Visit	Koepen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$25,000
Iraq	Oil Training Program – Human Resources	Training	Energy Markets Group	Washington	DC	\$499,976
Iraq	Housing Laws Reform	Desk Study	Global Marketing & Communications	Boston	MA	\$3,500
Iraq	Power Sector	Orientation Visit	Global Marketing & Communications	Boston	MA	\$254,716
Iraq	Airport Issues Conference Delegation	Technical Assistance	U.S. Department of State	Washington	DC	\$24,000
Jordan	Energy Sector – Oil Shale Resources Development	Technical Assistance	Behre Dolbear & Company, Inc.	Denver	CO	\$310,000
Jordan	NEPCO Reactive Compensation and Transmission Loss Reduction	Feasibility Study	Selection in progress			\$158,000
Morocco	Airport Modernization – Air Transport System Improvement Plan	Technical Assistance	Squire, Sanders and Dempsey	Washington	DC	\$605,584
Morocco	Electric Power Sector – ONE Reorganization	Technical Assistance	Selection in progress			\$820,000

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Morocco	Olive Oil Waste Treatment	Feasibility Study	Global Environmental Sustainability, Inc. (GESI)	Princeton	NJ	\$322,000
Morocco	OCP Hydroelectric and Seawater Use Optimization	Feasibility Study	Selection in progress			\$375,000
Sri Lanka	Power Sector – 300 MW Coal-Fired Power Plant – Review	Desk Study	Brooks M. Howell, Co. LLC	Pungoteague	VA	\$3,000
Sri Lanka	Post-Tsunami Road Equipment Requirements	Feasibility Study	Selection in progress			\$367,000
Sri Lanka	Water Supply Capacity Building	Technical Assistance	Selection in progress			\$561,000
Sri Lanka	Oil/Gas Regulatory and Licensing	Definitional Mission	Merklein & Associates, Inc.	Washington	DC	\$45,000
Sri Lanka	Emergency Communications System	Technical Assistance	Selection in progress			\$305,000
Regional MENASA	Transportation & Trade Facilitation Conference – Organizer	Technical Symposium	MFM Group, Inc.	Miami	FL	\$25,366
Regional MENASA	Refinery Sector	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$6,830
Regional MENASA	Project Analyst	Technical Assistance	Ranil Rodrigo	Annandale	VA	\$8,310
Regional MENASA	Egypt and Lebanon Port Sector	Definitional Mission	Process Safety and Reliability Group, Inc. (PSRG)	Houston	TX	\$44,953
Regional MENASA	Project Analyst	Technical Assistance	Tareq Bremer	Falls Church	VA	\$49,979
Regional MENASA	Telecommunications Management Training	Training	U.S. Telecommunications Training Institute (USTTI)	Washington	DC	\$191,650
Regional MENASA	Wastewater Treatment (Jordan and Morocco)	Definitional Mission	Tarek Tarawneh, PE, Ph.D.	Philadelphia	PA	\$45,463

Total For Middle East, North Africa and South Asia

\$9,667,843

SUB-SAHARAN AFRICA

Botswana	Coal Bed Methane	Desk Study	Intratech, Inc.	McLean	VA	\$7,500
Botswana	Water Well Rehabilitation	Technical Assistance	Roscoe Moss Manufacturing Company	Los Angeles	CA	\$500,000
Cameroon	Locam Heavy Equipment Leasing	Feasibility Study	Diamond International	Chicago	IL	\$184,152
Djibouti	Djibouti City Seawater Desalination	Desk Study	Intratech, Inc.	McLean	VA	\$1,000
Ethiopia	Telecommunications Sector – ETA and ETC Personnel Training at CTIT	Technical Assistance	Selection in progress			\$169,520
Ethiopia	Tendaho Geothermal Site	Feasibility Study	Energy Markets Group	Washington	DC	\$277,788
Kenya	Integrated Tax System	Technical Assistance	DevTech Systems, Inc.	Arlington	VA	\$30,000
Kenya	Information and Communications Technology	Definitional Mission	Computer Frontiers, Inc.	Germentown	MD	\$34,990
Kenya	Information and Communications Technology – KBC Business Planning	Technical Assistance	MFM Group, Inc.	Miami	FL	\$214,082
Kenya	Wananchi ISP Business Reengineering	Technical Assistance	Selection in progress			\$161,000
Liberia	Electric Power Sector	Definitional Mission	CORE International	Washington	DC	\$34,075
Mali	Markala Hydropower Plant	Feasibility Study	Burgess & Niple	Columbus	OH	\$26,349
Namibia	Port Development and Expansion	Technical Assistance	HudsonTrident, Inc.	Pennsauken	NJ	\$400,000
Nigeria	LP Gas Sector Policy and Regulatory Framework – Extension Review	Desk Study	Intratech, Inc.	McLean	VA	\$2,500
Nigeria	Internet Protocol Backbone Installation	Training	Selection in progress			\$180,000
Nigeria	Nigerian Stock Exchange Disaster Recovery Plan and Systems Backup	Technical Assistance	Selection in progress			\$236,410
Nigeria	Lagos State Municipal Services Maintenance Training	Technical Assistance	Sun Global, Inc.	Southfield	MI	\$251,110
Nigeria	Ministry of Transport, Port Computerization	Technical Assistance	Selection in progress			\$429,746
Nigeria	Nigerian Electricity Regulatory Commission, Health and Safety Standards	Technical Assistance	Selection in progress			\$507,647
Nigeria	Shiroro/Egbin Power Plants	Technical Assistance	Selection in progress			\$467,300
Nigeria	Polmaz Financial Structuring	Technical Assistance	Selection in progress			\$470,000
Rwanda	Power Sector	Definitional Mission	CJ Aron Associates Inc., dba GreenMax Capital Advisors	Brooklyn	NY	\$30,000
Rwanda	Transaction Advisor Hydropower Projects	Technical Assistance	Selection in progress			\$364,740
Senegal	Port Projects	Definitional Mission	Decision / Analysis Partners	Vienna	VA	\$24,467
Senegal	Port Projects – Matam Phosphate Transportation	Feasibility Study	Selection in progress			\$313,840
Senegal	Corniche West Wastewater Treatment	Feasibility Study	Selection in progress			\$418,908
Senegal	Multi-Commodity Port Complex	Feasibility Study	Selection in progress			\$326,420
South Africa	South Africa Tire Recycling	Desk Study	Intratech, Inc.	McLean	VA	\$1,000
South Africa	Western Cape E-Education	Desk Study	KUPS International	Cabin John	MD	\$4,900
South Africa	Western Cape E-Education – Phase I	Feasibility Study	Total Service Solutions	Lanham	MD	\$87,969
South Africa	Port Sector Strategic Planning	Orientation Visit	Cornell Group, Inc., The	Fairfax	VA	\$113,800
South Africa	Power Sector Suppliers Forum	Technical Symposium	MFM Group, Inc.	Miami	FL	\$166,947
South Africa	Transnet New Multi Products Pipeline Project	Orientation Visit	Millennium Science & Engineering, Inc. (MSE)	Chantilly	VA	\$108,096
South Africa	Khanya Consortium Bid Submission	Technical Assistance	AES Corporation	Arlington	VA	\$550,900
South Africa	Khanya Consortium Bid Submission – Review	Technical Assistance	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$10,000
South Africa	eThekweni Electricity Distribution Systems Integration	Technical Assistance	Selection in progress			\$500,000
Reg'l Sub-Saharan Africa	Regional Trade and Development Office	Technical Assistance	U.S. Department of State	Washington	DC	\$85,000
Reg'l Sub-Saharan Africa	Regional Trade and Development Office	Technical Assistance	JK Moving & Storage, Inc.	Sterling	VA	\$2,079
Reg'l Sub-Saharan Africa	Regional Trade and Development Office	Technical Assistance	Douglas M. Shuster	Arlington	VA	\$130,400
Reg'l Sub-Saharan Africa	Regional Trade and Development Office	Technical Assistance	U.S. Department of State	Washington	DC	\$90,500
Reg'l Sub-Saharan Africa	UEMOA Transportation – Regional Rail Integration	Feasibility Study	Selection in progress			\$614,600
Reg'l Sub-Saharan Africa	Power Sector – Equatorial Guinea	Definitional Mission	Merklein & Associates, Inc.	Washington	DC	\$17,000
Reg'l Sub-Saharan Africa	Southern African Railways and Transportation Corridors	Definitional Mission	David Robert Burns	River Forest	IL	\$48,829
Reg'l Sub-Saharan Africa	Botswana and South Africa Water Supply and Wastewater Treatment Sector	Definitional Mission	Millennium Science & Engineering, Inc. (MSE)	Chantilly	VA	\$30,000
Reg'l Sub-Saharan Africa	Southern African Power Pool Opportunities II	Definitional Mission	Econergy International Corporation (EIC)	Washington	DC	\$49,500
Reg'l Sub-Saharan Africa	West African Gas Pipeline	Definitional Mission	Intratech, Inc.	McLean	VA	\$59,830
Reg'l Sub-Saharan Africa	Port Sector – Angola and Ghana	Definitional Mission	Garibaldi Consulting Group	McLean	VA	\$44,759
Reg'l Sub-Saharan Africa	Aviation Sector – Botswana, Malawi, Mozambique, South Africa, and Zambia	Definitional Mission	Travis Design Associates, Inc.	Lexington	SC	\$49,864

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Reg'l Sub-Saharan Africa	Eastern Africa Submarine Cable System	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	\$131,026
Reg'l Sub-Saharan Africa	Project Analyst	Technical Assistance	Melissa Schweinberg	Washington	DC	\$49,979
Reg'l Sub-Saharan Africa	Information and Communications Technology Conference – Organizer	Technical Symposium	MFM Group, Inc.	Miami	FL	\$364,256
Reg'l Sub-Saharan Africa	Information and Communications Technology Conference – Briefing Book	Technical Symposium	Computer Frontiers, Inc.	Frederick	MD	\$150,000
Reg'l Sub-Saharan Africa	COMESA CNS/ATM	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$5,000
Reg'l Sub-Saharan Africa	COMESA CNS/ATM	Technical Assistance	DORS, Inc.	Washington	DC	\$294,900
Reg'l Sub-Saharan Africa	AGOA Forum	Orientation Visit	Courtesy Associates	Washington	DC	\$46,817
Reg'l Sub-Saharan Africa	Capital Markets Integration, Nigerian Stock Exchange & Ghana Stock Exchange	Technical Assistance	Selection in progress			\$191,980
Reg'l Sub-Saharan Africa	Water Sector	Orientation Visit	Koepfen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$353,510
Reg'l Sub-Saharan Africa	Venture Capital Fund for East Africa	Desk Study	Tusk, LLC	Washington	DC	\$4,680
Reg'l Sub-Saharan Africa	Rwanda – Burundi Oil Pipeline Extension Project	Desk Study	CJ Aron Associates Inc., dba GreenMax Capital Advisors	Brooklyn	NY	\$4,000
Reg'l Sub-Saharan Africa	Rwanda – Burundi Pipeline Capacity Market Analysis Phase I	Feasibility Study	Selection in progress			\$150,603
Reg'l Sub-Saharan Africa	Agriculture Sector (Burkina Faso and Gabon)	Definitional Mission	Peoples Group, The	Arlington	VA	\$44,962

Total For Sub-Saharan Africa

\$10,621,231

WORLDWIDE

Worldwide	Emergency Communications II – Indonesia, and Sri Lanka	Definitional Mission	Network Dynamics Associates, LLC	Brooklyn	NY	\$40,000
Worldwide	Travel Insurance	Technical Assistance	Travel Insurance Services	Walnut Creek	CA	\$12,500
Worldwide	IQC for TSS, OVs, TRs, & Other Events	Technical Assistance	USTDA IQC Pool	Washington	DC	\$175,000
Worldwide	Asia Business Development Officer	Technical Assistance	Gregory Walters	Arlington	VA	\$155,201
Worldwide	Asia Business Development Officer – Security Training	Technical Assistance	Gregory Walters	Arlington	VA	\$380
Worldwide	APEC Natural Gas Utilization Workshop	Technical Symposium	Koepfen, Elliott & Associates, Ltd. (KEA)	Washington	DC	\$189,305
Worldwide	USTDA Regional Office – Bangkok (Program Travel)	Technical Assistance	U.S. Department of State	Washington	DC	\$87,350

Total For Worldwide

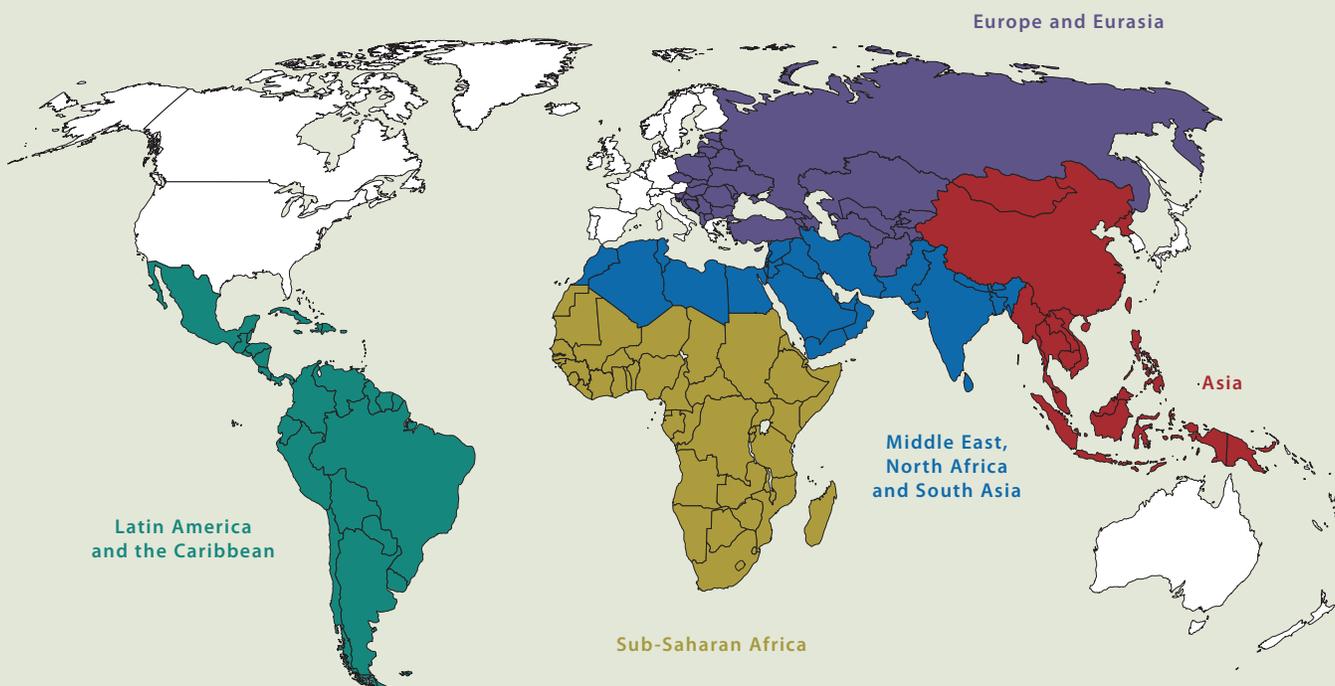
\$659,736

GRAND TOTAL

\$48,291,483

USTDA Regions

In certain nations, statutory and policy constraints limit USTDA programs. Contact USTDA directly to determine the availability of assistance.



FY 2006 BASIC STATISTICS

Program Budget: **\$48.29 million**

# of Activities*	268
# of Projects**	227
# of New Projects***	165
# of Countries	51

* See chart below for a breakdown of USTDA activities.

** In some cases, more than one USTDA activity during the covered fiscal year supported the same project.

*** The majority of USTDA activities involve projects that have not received USTDA support in prior fiscal years.

USTDA ACTIVITIES

By Type and Number of Activities

	2004		2005		2006	
DM/Desk Studies	165	45.6%	131	38.0%	99	36.9%
Feasibility Studies	59	16.3%	57	16.5%	40	14.9%
Orientation Visits	30	8.3%	31	9.0%	19	7.1%
Technical Assistance	93	25.7%	109	31.6%	91	34.0%
Trade-Related Training	3	0.8%	4	1.2%	7	2.6%
Procurement Assistance	1	0.3%	1	0.3%	0	0.0%
Conferences	11	3.0%	12	3.4%	12	4.5%
Other	0	0.0%	0	0.0%	0	0.0%
Totals	362	100%	345	100%	268	100%

USTDA ACTIVITIES

By Value of Obligations

	2004		2005		2006	
DM/Desk Studies	\$2,105,820	3.8%	\$2,044,239	3.6%	\$1,991,956	4.1%
Feasibility Studies	\$21,526,517	38.3%	\$23,493,962	41.3%	\$14,686,222	30.4%
Orientation Visits	\$3,398,645	6.0%	\$3,300,344	5.8%	\$2,225,761	4.6%
Technical Assistance	\$25,158,775	44.8%	\$23,242,559	40.8%	\$25,198,438	52.2%
Trade-Related Training	\$2,570,265	4.6%	\$2,490,920	4.4%	\$2,162,508	4.5%
Procurement Assistance	\$95,910	0.2%	\$1,070	0.0%	\$0	0.0%
Conferences	\$1,315,607	2.3%	\$2,381,570	4.2%	\$2,026,598	4.2%
Other	\$0	0.0%	\$0	0.0%	\$0	0.0%
Totals	\$56,171,539	100%	\$56,954,664	100%	\$48,291,483	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR

By Number of Activities

	2004		2005		2006	
Agribusiness	6	1.7%	11	3.2%	7	2.6%
Energy & Power	56	15.5%	62	18.0%	51	19.0%
Human Resources	14	3.9%	9	2.6%	6	2.2%
Manufacturing	13	3.6%	14	4.1%	9	3.4%
Mining & Natural Resources	23	6.3%	27	7.8%	19	7.0%
Multi-Sector & Other	37	10.2%	45	13.0%	34	12.6%
Services	47	13.0%	43	12.5%	38	14.1%
Telecommunications	26	7.2%	20	5.8%	21	7.8%
Transportation	99	27.3%	75	21.7%	55	20.5%
Water & Environment	41	11.3%	39	11.3%	28	10.4%
Totals	362	100%	345	100%	268	100%

FY 2006 USTDA PROGRAM FUNDS

By Region

	Core Budget	*Additional Funds	Total Funds
Asia	\$8,262,121	\$642,050	\$8,904,171
Europe and Eurasia	\$3,315,104	\$4,684,506	\$7,999,610
Latin American and the Caribbean	\$10,438,892	\$0	\$10,438,892
MENASA	\$9,337,477	\$330,366	\$9,667,843
Sub-Saharan Africa	\$10,131,231	\$490,000	\$10,621,231
Multi-Regional	\$619,736	\$40,000	\$659,736
Total	\$42,104,561	\$6,186,922	\$48,291,483

* USTDA receives transfers from other agencies to supplement its program. This also includes No Year funds.

USTDA ACTIVITIES BY REGION

By Number of Activities

	2004		2005		2006	
Asia	64	17.7%	75	21.7%	45	16.8%
Europe and Eurasia	129	35.6%	76	22.0%	68	25.4%
Latin America and the Caribbean	66	18.2%	60	17.4%	44	16.4%
MENASA	48	13.3%	68	19.7%	42	15.7%
Sub-Saharan Africa	54	14.9%	62	18.0%	62	23.1%
Multi-Regional	1	0.3%	4	1.2%	7	2.6%
Totals	362	100%	345	100%	268	100%

USTDA ACTIVITIES BY REGION

By Funding Levels

	2004		2005		2006	
Asia	\$10,780,639	19.2%	\$14,010,776	24.6%	\$8,904,171	18.4%
Europe and Eurasia	\$19,300,627	34.4%	\$10,756,348	18.9%	\$7,999,610	16.6%
Latin America and the Caribbean	\$9,077,667	16.2%	\$10,894,522	19.1%	\$10,438,892	21.6%
MENASA	\$10,007,809	17.8%	\$11,204,066	19.7%	\$9,667,843	20.0%
Sub-Saharan Africa	\$6,774,851	12.1%	\$9,350,404	16.4%	\$10,621,231	22.0%
Multi-Regional	\$229,946	0.4%	\$738,548	1.3%	\$659,736	1.4%
Totals	\$56,171,539	100%	\$56,954,664	100%	\$48,291,483	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR

By Value of Obligations

	2004		2005		2006	
Agribusiness	\$133,106	0.2%	\$2,265,067	4.0%	\$1,088,512	2.2%
Energy & Power	\$8,302,079	14.8%	\$10,799,517	19.0%	\$11,513,223	23.8%
Human Resources	\$3,999,621	7.1%	\$1,300,625	2.3%	\$228,405	0.4%
Manufacturing	\$1,713,702	3.1%	\$2,457,685	4.3%	\$2,639,830	5.5%
Mining & Natural Resources	\$4,146,391	7.4%	\$6,587,928	11.5%	\$2,824,187	5.8%
Multi-Sector & Other	\$4,343,071	7.7%	\$3,293,274	5.8%	\$2,608,517	5.4%
Services	\$8,151,868	14.5%	\$7,091,394	12.5%	\$7,350,139	15.2%
Telecommunications	\$2,950,536	5.3%	\$3,403,598	6.0%	\$3,308,777	6.8%
Transportation	\$16,508,766	29.4%	\$13,367,342	23.5%	\$11,764,814	24.3%
Water & Environment	\$5,922,399	10.5%	\$6,388,234	11.2%	\$4,965,079	10.2%
Totals	\$56,171,539	100%	\$56,954,664	100%	\$48,291,483	100%



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