

ANNUAL REPORT
2005

BUILDING PROSPERITY THROUGH PARTNERSHIP



U.S. TRADE AND DEVELOPMENT AGENCY

OUR MISSION

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, feasibility studies, 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.

USTDA Annual Report 2005

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DIRECTOR'S MESSAGE



As 2005 draws to a close, I am delighted to report on the U.S. Trade and Development Agency's (USTDA) program of tailored activities designed to foster overseas development through our many partnerships with host country project sponsors, the U.S. business community and other U.S. government agencies.

These partnerships serve as the foundation of the agency's results-oriented program. In fiscal year (FY) 2005, following a regional restructuring, USTDA crafted a program designed to forge partnerships that reflect the challenges of today's world.

Highlights of the year include the agency's activities in response to the devastation caused by the December 2004 Indian Ocean tsunami and continued post-conflict reconstruction work in Afghanistan and Iraq. Other features are the agency's support for global transportation efficiency, safety and security, and Middle East and Sub-Saharan Africa development.

Perhaps most indicative of USTDA's focus is the fact that nearly 50 percent of agency program funds during FY 2005 were spent on trade capacity-building activities.

These activities, which develop the infrastructure and institutional capacity to support expanded trade relations, are designed to help create the conditions for trade to occur. Many of the agency's activities also support the objectives of U.S. trade negotiations and agreements. Long term, these activities help to enable trade, led by the private sector, to serve as the engine for overseas economic development.

Throughout USTDA's program, the agency's U.S. and overseas partnerships are at the center of its success. By working together, we identify common priorities and foster relationships to advance those shared objectives. In particular, these partnerships reflect the agency's ability to bring the right elements together to achieve the unique goals of each project.

Around the world, project sponsors in developing countries are seeking the technology and experience of U.S. firms and governmental entities as they pursue their developmental priorities. Through its targeted foreign assistance program, USTDA connects project sponsors with the people that have applicable products and

Throughout USTDA's program, the agency's U.S. and overseas partnerships are at the center of its success. By working together, we identify common priorities and foster relationships to advance those shared objectives. In particular, these partnerships reflect the agency's ability to bring the right elements together to achieve the unique goals of each project.

knowledge to meet specific project needs. Over time, the agency has demonstrated a clear ability to respond rapidly and effectively to new priorities.

In doing so, USTDA collaborates with strong partners in host countries around the world in a variety of areas. In 2005, transportation, energy and power, and services were the agency's leading sectors.

Equally important is the agency's relationship with the U.S. private sector. Across its program, USTDA activities not only meet the development priorities of host country project sponsors, they also represent the potential for commercial opportunities for U.S. firms. In developing its program, USTDA seeks partnerships with the private sector in areas where U.S. firms can effectively compete. The results are reflected most dramatically in the growth in U.S. exports associated with the agency's program. In 2005, this figure grew by \$3 billion, reaching a total of more than \$25 billion since the agency's inception.

Finally, USTDA's coordination with other U.S. government agencies helps to bring the expertise and the resources of those agencies to bear in the pursuit of common goals. The Office of the U.S. Trade Representative and the Departments of Commerce, Homeland Security, State, Transportation and Treasury are among the agencies with which USTDA works to advance the Administration's agenda. Many of these interagency collaborations help to advance key U.S. foreign policy initiatives around the world. By targeting our resources in similar areas, USTDA can benefit from the attention that other agencies are giving to the same objectives and thereby increase the likelihood of our success. At the same time, USTDA broadens the potential results from any one of its activities by linking it to the overarching policy associated with it.

Overall, the effectiveness of the agency's dynamic relationships in 2005 was demonstrated most clearly in Afghanistan. During the past year, a number of projects associated with early USTDA reconstruction investments moved toward implementation, while the agency funded a variety of new

activities designed to strengthen the country's human resources capacity. Together, this combination of infrastructure and capacity-building activities is helping to lay the foundation for long-term economic growth as Afghanistan's development progresses. Based on this success and the strength of the promising program forged by the agency there in FY 2005, I am pleased that USTDA has selected Afghanistan as its Country of the Year (see article p. 8).

Looking ahead, USTDA will continue to work closely with overseas project sponsors and industry to provide a favorable environment for trade, an essential vehicle for sustainable development. USTDA has a unique and important role to play in providing overseas project sponsors with the access to private sector technology and expertise that is needed for this environment to emerge. As the agency moves forward, it will prioritize projects designed to achieve this objective.

To complement its program in this area, USTDA will expand its efforts related to standards setting in developing countries. In this way, the agency will seek to establish the institutional capacity to help ensure that standards do not become barriers to trade or to the ability of developing countries to access the right technology and solutions to most effectively and efficiently meet their development needs.

USTDA's track record is not only rooted in the agency's proven method of assistance, but also the strength of our mutually beneficial partnerships in the United States and abroad. Now and in the future, USTDA's communication and collaboration with its partners will help to ensure that the agency continues to respond effectively to the priorities of a changing world. In carrying out its mission, USTDA will remain a bridge to U.S. goods, services and technologies that will help to achieve priority development goals.



Thelma J. Askey

DIRECTOR, U.S. TRADE AND DEVELOPMENT AGENCY

The U.S. Trade and Development Agency has the capability to rapidly and effectively respond to new foreign policy priorities as they emerge. The agency has a proven record of success in building the infrastructure that supports private sector-led development. Highlights from fiscal year (FY) 2005 include:

Post-Conflict Reconstruction Efforts

Reconstruction assistance continues to be a priority of U.S. foreign policy. In furtherance of this objective, USTDA provided training and technical assistance in FY 2005 that helped secure economic stability and growth by reintegrating post-conflict countries into the global economy.

In Afghanistan, USTDA provided early investment analysis assistance that resulted in a new 100 megawatt gas-fired power plant project and the implementation of a fiber optic backbone project. In addition, new mobile telephone and satellite-based communications networks were launched because of USTDA policy assistance. The agency's Afghanistan reconstruction conference, held in June 2003, continues to have an impact, as U.S. companies explore new commercial opportunities in that country.

USTDA also continues to provide development assistance to Iraq. In FY 2005, the agency focused primarily on the energy (including oil and gas), information and communications



*The success of USTDA's program in Afghanistan since 2002 led to that country's selection as the agency's 2005 Country of the Year. Many early USTDA activities in Afghanistan, such as the agency's **Afghanistan: Rebuilding a Nation** conference, are still yielding results. Pictured here is His Excellency Said Tayeb Jawad, Ambassador of Afghanistan to the United States, speaking at that event.*

technology (ICT), education, and transportation sectors. Plans were also made for a \$2.5 million training program for Iraq Ministry of Oil executives, managers, and technicians, and a 2006 orientation visit for officials to come to the United States and learn about financing oil sector projects. As Iraq's energy sector continues to develop, USTDA is committed to focusing future attention on this important sector to ensure its long-term strength.

Geoffrey Jackson

Director for Policy and Programs

Paul Marin

Assistant Director for Policy and Programs



Mr. Wanchai Sarathulthai, Permanent Secretary of Thailand's Ministry of Transport, addressed participants at a USTDA-sponsored workshop on transportation logistics in Thailand focused on supply chain modernization and the resulting trade benefits.

Foreign Policy Initiatives



Transportation is the largest sector for USTDA activity and aviation is the largest subsector. In May, USTDA awarded a grant to provide technical assistance designed to strengthen aviation safety in Mongolia. U.S. Ambassador to Mongolia Pamela H. Slutz (seated right) and Director General Dagva (seated left) of the Mongolian Civil Aviation Authority are seen here at the grant signing ceremony.

Transportation Efficiency, Safety and Security

Given the significance of transportation in every trade and investment decision, this sector is the largest for USTDA activity. In carrying out its mission, the agency effectively engages developing countries in expanding their transportation safety and security infrastructure. Agency activities span the breadth of the aviation, port, and rail sub-sectors in areas that are designed to promote economic growth.

Because safety and security considerations are now an integral part of business decisions, USTDA increased its focus on these priorities in FY 2005. Safe, secure and efficient transportation systems are essential elements of countries' ability to integrate into the global economy.

An example of the effectiveness of USTDA transportation safety and security assistance is in Poland, a country that lost its Category 1 flight status in the United States because of ongoing safety and security infractions. As a result, aircraft were not permitted to fly directly from Poland to the United States. USTDA's technical assistance support helped to put Poland

back in the top tier of the Federal Aviation Administration's safety ranking, laying the foundation for continued growth in the U.S.-Poland commercial relationship. The agency also completed similar assistance in Bulgaria, and recently signed a grant with Ukraine to provide training in this area as well.

USTDA's work in transportation security is also an example of the agency's extensive experience in harnessing both the policy priorities and the technical expertise of the U.S. government. For example, USTDA and the Department of Homeland Security (DHS) share a commitment to promote the free flow of commerce. In delivering its program, USTDA regularly coordinates with DHS to assist developing countries in areas that will increase security and build the infrastructure and capacity for trade with our partner countries. This coordination has led to the development of a program that will provide officials from more than 40 countries with training on International Civil Aviation Organization aviation security quality control standards.

Former Chargé d'Affaires at the U.S. Embassy in Dar es Salaam, Tanzania Michael Owen (far left) meets with representatives of the Tanzania Airport Authority (TAA) at the signing ceremony for a USTDA grant funding a study on a proposed common-use information and communications technology infrastructure. Listening to Mr. Owen from TAA are (left to right) Information Technology Manager Abdulrahman Mbamba, Director of Transport and Communications Dr. Bartholomew B. Rufunjo, Director General Eng. Prosper F.H.B. Tesha, and Finance Director Phillip B. Kiiza.





A *USTDA* grant to Thailand's Department of Highways (*DOH*) is funding technical assistance related to highway management and road safety in support of the objectives of the U.S.-Thailand FTA and the Road Safety Initiative under the Asia-Pacific Economic Cooperation forum. U.S. Ambassador to Thailand Ralph L. Boyce and *DOH* Director-General Terdsak Sedthamanop (seated left and right, respectively) signed a grant agreement to officially confer the award in August. Former *USTDA* Asia Business Development Manager Stacy Bonnafons is standing third from the left.

Development in the Middle East

Recognizing that democracy and prosperity in the broader Middle East and North Africa region will be difficult to achieve without policies and physical infrastructure to encourage economic growth and trade, *USTDA* developed a program of activities in FY 2005 designed to promote economic growth, enhance trade, and facilitate job creation in this critical region.

Key sectors for *USTDA* activity in the Middle East in FY 2005 include those designed to strengthen local and regional economies, such as ICT, transportation and energy. For example, the agency developed a broad program of assistance in oil spill

prevention and clean-up, energy efficiency, energy diversification, refinery upgrades, customs facilitation, and ICT investment and development.

USTDA also continues its support for activities that advance the objectives of the Middle East Free Trade Area Initiative and the Middle East Partnership Initiative. Currently, *USTDA* is planning a regional ICT conference in Oman for 2006 that is expected to identify and facilitate substantial future project opportunities for U.S. companies.

Trade Capacity-Building: Supporting U.S. Trade Negotiations

Trade capacity-building is an important and growing program activity for *USTDA*, representing nearly one-half of *USTDA*'s FY 2005 program budget allocation. By enhancing a country's capacity to trade, *USTDA* is helping to establish the infrastructure and institutions needed for countries to benefit from integration into the global economy.

Examples of *USTDA*'s trade capacity-building activities include those associated with transportation safety, supply chain security, intellectual property rights (IPR) protection enforcement, and customs modernization and trade facilitation, among others. In key emerging markets, *USTDA* funded activities designed to

USTDA Leads U.S. Role in Africa Infrastructure Consortium

Reliable infrastructure is an essential pre-requisite for poverty alleviation and economic growth. Recognizing this link, the leaders of the Group of Eight industrialized countries recommitted themselves at their July 2005 summit in Gleneagles, Scotland to supporting infrastructure development in Africa by endorsing the establishment of an African Infrastructure Consortium. The Consortium will serve as a vehicle through which donors, international financial institutions and other stakeholders such as the New Partnership for African Development and the African Union can focus

strategically on major regional infrastructure projects.

USTDA has developed an analysis of all U.S. government agencies' programs that support African infrastructure and has worked with the White House to represent the United States through the negotiation and implementation of the Consortium. The Consortium's principal objective is to coordinate and leverage the special skills and abilities of each donor or financier in order to bring major regional infrastructure projects online sooner. The Consortium will also share infrastructure-related research and best practices.



USTDA Regional Director for the Middle East, North Africa and South Asia Carl B. Kress (left) and Her Excellency Suhair Al-Ali (center), Jordanian Minister of Planning and International Cooperation, sign an agreement conferring a *USTDA* grant to advance Jordanian efforts on the development of a commercial technology innovation and research and development hub.



USTDA recognizes the importance of meeting Southern Africa's growing demand for electricity to the economic development goals of AGOA. To address this challenge, USTDA has supported the development of the coal bed methane industry in Botswana. Pictured here are the participants in a USTDA-sponsored orientation visit exploring the U.S. coal bed methane industry. The visit introduced Botswanan policy makers and business people trying to develop this new sector in Botswana to Americans who have built a multi-billion dollar coal-bed methane industry in the United States.

eliminate barriers that prevent U.S. companies from being able to compete overseas. Those barriers include inadequate IPR enforcement, irregularities in customs valuation and standards, and other technical barriers to trade.

USTDA's support for the objectives of existing and proposed free trade agreements (FTAs) is a primary means by which the agency carries out its trade capacity-building activities. In FY 2005, USTDA funded specific activities designed to advance the enhanced bilateral trade relationship envisioned with Central America, the Andean region, Morocco, Jordan, and Thailand. These activities opened substantial opportunities for business partnerships by helping to establish the necessary business environment for trade to occur. In addition, they also help to provide the means for trade to serve as a catalyst for development.

African Infrastructure / African Growth and Opportunity Act

USTDA is helping investors make decisions to invest in Sub-Saharan Africa by sharing the costs of investment analysis and business plan development. The agency partners with investors

in this way around the world, but investor-oriented activities are an especially important element of the agency's work in this region.

USTDA activities continue to reflect the economic development objectives of the African Growth and Opportunity Act (AGOA). In FY 2005, USTDA supported these goals through investment in regional infrastructure capacity. An example is the agency's work with U.S. companies, regional institutions, and African governments to strengthen African links to the global economy through increased transportation safety in West Africa. The program is designed to facilitate the movement of people and goods, and expanded electric power generation in Southern Africa to provide the energy necessary to support economic growth.



Front Office

LEFT TO RIGHT

- Leocadia I. Zak**, *General Counsel*
- Thomas R. Hardy**, *Chief of Staff*
- Thelma J. Askey**, *Director (seated)*
- Barbara R. Bradford**,
Deputy Director
- Micheal Hillier**, *Resource Advisor*
- Geoffrey Jackson**,
Director for Policy and Programs

NOT PICTURED

- Paul Marin**, *Assistant Director for Policy and Programs*
- Susan Yang**, *Special Assistant to the Director*

USTDA COUNTRY OF THE YEAR

Afgha

With its turquoise minarets and stunning cobalt blue domes, the Blue Mosque in Mazar-i-Sharif, Afghanistan is one of the most exquisite mosques in the Moslem world.

Afghanistan has taken significant steps in its development since the removal of the Taliban regime four years ago. On the political side, a transitional government has given way to an elected President and Parliament. On the economic side, the pace of reconstruction has accelerated, backed by the United States and other donors from around the world. At the same time, many Afghan refugees have returned, bringing with them skills and experience gained abroad, but also adding to the pressures for housing, power, water, and other infrastructure in a country still recovering from 25 years of war.

USTDA has committed over \$9 million to Afghanistan since early 2002. The evolution of this country portfolio over the past four years reflects the way the agency tailors its assistance to meet the changing needs of developing countries. The early focus on project planning and policy assistance, essential to support immediate infrastructure reconstruction needs, has been broadened to include capacity-building activities designed to lay the foundation for long-term economic growth. As a result of the success that USTDA's program has already achieved in Afghanistan and the strength of the promising partnerships forged by the agency there in fiscal year 2005, USTDA is pleased to honor Afghanistan as its Country of the Year.

In the first two years of the agency's program in Afghanistan, USTDA utilized a number of its familiar tools to support the reconstruction effort. This included early investment analysis of several key infrastructure projects and orientation visits that brought Afghan government officials

Afghanistan:

Capacity-Building for Long-Term Sustainable Development

to the United States to meet with their U.S. counterparts, as well as U.S. private sector firms. Policy-oriented technical assistance was provided in sectors such as telecommunications and civil aviation to encourage private investment.

In the short span of its program in Afghanistan, USTDA's initial investments are already seeing success. In particular, the implementation of telecommunications, hotel, education, and power projects initially supported by USTDA is underway. Examples in the telecommunications sector are a microwave-based communications system, a fiber optic backbone, and new cellular concessions based on the agency's earlier telecommunications policy work and subsequent feasibility studies. Two hotel projects are now under construction, arising from USTDA-funded analysis conducted in 2002. Ground was broken earlier this year for the American University of Afghanistan, based on a study USTDA funded in 2003, and a 100 megawatt gas-fired power plant will be built in northern Afghanistan as a direct result of USTDA grant assistance.



During 2005, USTDA awarded capacity-building grants in Afghanistan related to standards setting, building codes, and training for consulting engineers. Pictured here following the grant signing ceremonies are (left to right) U.S. Ambassador to Afghanistan Ronald E. Neumann, Minister of Housing and Urban Development Yusuf Pashtun, USTDA Regional Director for Europe and Eurasia Daniel D. Stein, Minister of Commerce Hedayat Amin Arsala, and Chancellor of Kabul University Ashraf Ghani.

The implementation of these and other major construction projects is largely funded by outside donors and carried out by foreign companies. This is understandable in a poor country whose basic infrastructure has been decimated. But it is clear that the long-term rehabilitation of the Afghan economy will require more than projects planned and built by foreign donors.

Ultimately, Afghanistan will have to develop its own capabilities to plan, manage, and carry out the reconstruction effort. For this reason, USTDA's recent activities in Afghanistan have focused on developing the policy framework and human resources capacity needed to achieve sustained economic growth.

In the past year, USTDA worked with the Afghan government on the following activities: (1) technical assistance in developing laws and regulations governing civil aviation; (2) technical assistance and training related to the creation of an Afghan national standards agency; (3) technical assistance in developing building codes; (4) a mentoring/training program for Afghan consulting engineers; and (5) a training program to provide Afghans basic accounting skills. In addition, the agency funded a major cement study, which will ultimately lead to Afghan production of this key building material necessary for the long-term reconstruction effort.

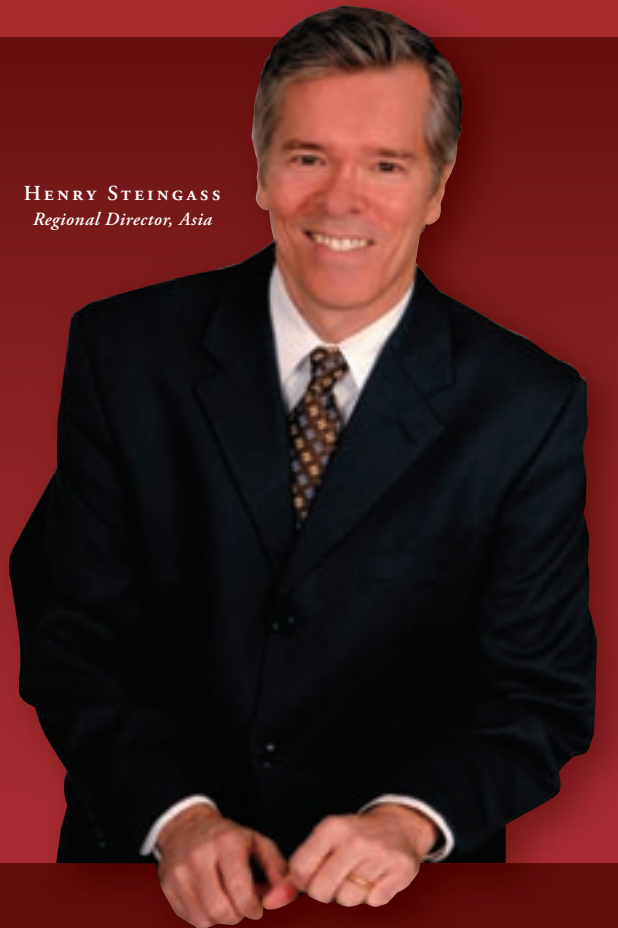
Afghanistan has now begun its recovery and, with successful presidential and parliamentary elections behind it, can focus on the path ahead. USTDA is proud to have played an important role in supporting the country's rebirth and will continue to do so in coming years.



USTDA is furthering reconstruction efforts in Afghanistan through support for study that will facilitate the development of the cement industry. Pictured here at the USTDA grant signing ceremony are (left to right) USTDA Regional Director for Europe and Eurasia Daniel D. Stein, USTDA Director Askey, and His Excellency Dip. Engineer Mir. M. Sediq, Minister of Mines and Industries.

Asia

Emergency Response and



HENRY STEINGASS
Regional Director, Asia

Asia is a robust region that presents a wide variety of commercial opportunities for U.S. firms to work with strong regional partners in meeting important developmental objectives. To this end, USTDA's unique foreign assistance program is focused on establishing the infrastructure and institutional capacity in Asia for trade to serve as a catalyst for economic growth and development in this vital region to the United States. At the same time, USTDA concentrated its program in 2005 on the urgent reconstruction and developmental needs stemming from the catastrophic December 2004 Indian Ocean tsunami.

In 2005, USTDA Director Askey (second from left) traveled to India and Thailand as part of a U.S. delegation led by Transportation Secretary Norman Y. Mineta (fifth from left). During the visit, Director Askey announced the agency's support for initiatives focusing on transportation infrastructure as a catalyst for development and tsunami recovery efforts.



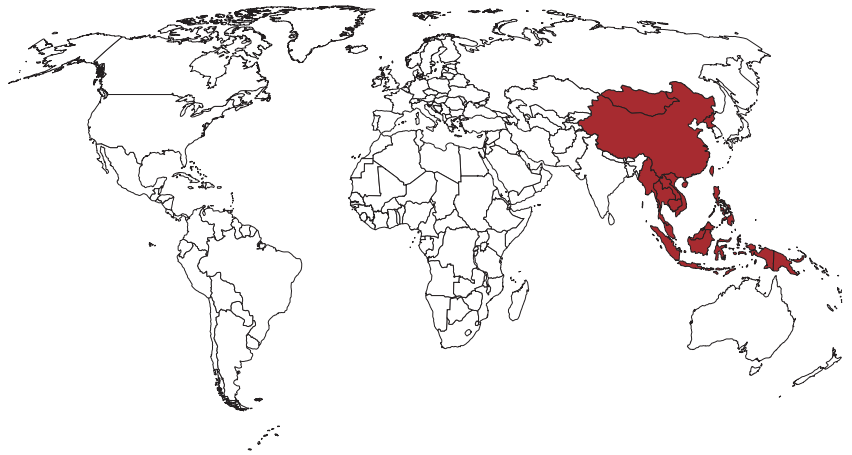


Trade Partnership

Shortly after the tsunami struck, USTDA responded quickly by joining U.S. government assessment teams, deploying infrastructure reconstruction definitional missions, and substantially increasing its program focus in Asia on Thailand and Indonesia. Throughout the year, USTDA coordinated with other U.S. government agencies and host country partners in Asia in launching a broad multi-sector tsunami response, committing \$4.3 million to bringing U.S. expertise and private sector capabilities to recovery efforts in Indonesia, Thailand, and regional activities through the Asia Pacific Economic Cooperation (APEC) forum.

As part of its tsunami response, USTDA sponsored the *Asia-Pacific All Hazards Workshop* to address warning capabilities and emergency preparedness across a range of potential natural and man-caused disasters in the APEC region. Working with the National Oceanic and Atmospheric Administration (NOAA) and over 175 participants from Indian Ocean tsunami-affected and APEC economies and international organizations, the USTDA workshop emphasized the importance of interoperability among the national warning and response systems under development in the Indian Ocean region. The event was instrumental in charting the U.S. government and private sector role in a number of tsunami-related activities that USTDA subsequently funded.

In Indonesia, USTDA supported seven major activities associated with tsunami recovery. These activities focus primarily in Aceh Province, which bore the heaviest impact of the tsunami's destructive force. They include: the reconstruction of power transmission and



distribution systems; the development of new clean energy sources; the restoration of destroyed liquid fuel depots; the development of secondary roads and modern road maintenance plans to complement the new Banda Aceh-Meulaboh road; and intermodal transportation planning. On a national scale, USTDA funded technical assistance for Indonesia's Meteorological and Geophysical Agency to implement a disaster management plan and a technology strategy for its new tsunami early warning system.

Similarly in Thailand, USTDA focused its efforts on upgrading the National Disaster Warning Center's emergency communications system and assisting the Center in meeting its

2005 Country Programs

- China
- Indonesia
- Laos
- Malaysia
- Mongolia
- Philippines
- Thailand
- Vietnam



USTDA sponsored an *Asia-Pacific All-Hazards Workshop* in response to the December 2004 Indian Ocean tsunami. The speakers at the opening plenary were (left to right) Henry Steingass, USTDA Regional Director for Asia; Geoffrey Jackson, USTDA Director for Policy and Programs; Ambassador Lauren Moriarty, U.S. Senior Official to APEC; Dr. William J. Brennan, Deputy Assistant Secretary of Commerce for International Affairs, NOAA; Ambassador Douglas A. Hartwick, U.S. Tsunami Task Force Coordinator; and Dr. Charles Groat, Director, U.S. Geological Survey.



A USTDA grant to PTT Public Company Limited is supporting Thai efforts to secure the nation's energy supply as part of its economic development. Pictured here at the grant signing ceremony are former USTDA Asia Business Development Manager Stacy Bonnaffons, Commercial Counselor Judy Reinke from the U.S. Embassy in Bangkok, U.S. Ambassador to Thailand Ralph L. Boyce, PTT President Prasert Bunsumpun, PTT Senior Executive Vice President for the Gas Business Group Dr. Chitrapongse Kwangsukstith, and PTT Senior Executive Vice President for Corporate Strategy and Development Anon Sirisaengtaksin.

Asia Staff

LEFT TO RIGHT

Steven Winkates
Country Manager

Stacey Chow
Country Manager

Jarrett Creasy
Project Analyst*

Diana Rossiter
Country Manager

Ryan Myers
Administrative Assistant

data integration needs. In response to priority Thai requests, USTDA also funded a wetlands restoration study in southern Thailand, U.S.-based training in disaster communications, and a coastal environmental damage assessment.

Throughout the year, USTDA continued building its Asia portfolio of unique activities in the areas of trade capacity and security, infrastructure development, and commercial diplomacy. USTDA also played a key role in the economic policy dialogue, actively supporting the ongoing U.S.-Thailand free trade agreement negotiations through multi-city expert workshops in transportation logistics and SME financing, and a study on intelligent transportation systems

to address severe congestion in Bangkok's new Suvarnhabumi airport corridor. Similarly, USTDA provided support for Indonesia under the Trade and Investment Framework Agreement dialogue, emphasizing programs that promote modern transportation infrastructure and trade security, including the seafarer's identification document system project.

In China, Director Askey participated in the U.S. delegation led by Commerce Secretary Carlos Gutierrez to Beijing in July to promote the resolution of trade concerns at the 16th U.S.-China Joint Commission on Commerce and Trade consultations. During the meetings, Director Askey announced USTDA sponsorship of capacity assistance in China designed to



USTDA Director Askey traveled to Beijing as part of the U.S. delegation at the Joint Commission on Commerce and Trade meetings in July. During her visit, the agency awarded a grant to promote the use of clean energy production technology through investment analysis on the development of an integrated coal gasification, power generation and district-heating project in Shenyang. Pictured here at the grant signing ceremony are (left to right) U.S. Ambassador to China Clark T. Randt; USTDA Director Askey; and Dr. Zhang Jianqiang, Director, and Mr. Gao Zhongmao, Senior Counsellor, both of Hunan International Technopolis Shenyang.





USTDA sponsored an orientation visit in 2005 for a delegation from China Railways Container Corporation (CRCTC) as a follow-up to USTDA-funded investment analysis of CRCTC's business development plans. The visit exposed the rail officials to U.S. products and expertise that could assist the Chinese decision-makers in achieving their project goals. Pictured here is CRCTC President Guo Minjie (second from left) talking to USTDA Regional Director for Asia Henry Steingass (far right) prior to a meeting in USTDA's Business Center.

accomplish trade priorities in three key areas: market opening to U.S. agricultural biotechnology products; increasing intellectual property rights protection; and strengthening bank lending practices. The promotion of U.S. commercial opportunities in China during this visit focused on specific projects in: clean power and advanced coal chemicals in northeastern China; urban environmental infrastructure in southern China; and aviation infrastructure development in the Yangtze River Delta of eastern China, among others.

Overall, USTDA's 2005 program in Asia illustrated the unique ability of the agency to meet a wide range of development needs, from the immediate tsunami-related reconstruction and recovery requirements to capacity-building activities designed to foster an environment conducive to economic growth and trade. USTDA will build on its vigorous program in Asia in 2006 to facilitate commercial partnerships involving U.S. firms that further advance the developmental and trade capacity of the region.

Spotlight on

Indonesia



In FY 2005, USTDA responded to the reconstruction challenges resulting from the December 2004 tsunami by substantially increasing its focus on countries affected by the devastation. USTDA's special role in the U.S. response to the disaster has been to help bring U.S. private sector expertise to these developmental priorities.

In Indonesia, the agency's response included support for the establishment of a national disaster management plan and emergency response technology strategy, and energy and transportation projects in heavily damaged Aceh Province.

In addition to post-tsunami reconstruction, USTDA focused

its Indonesia portfolio on trade facilitation and infrastructure investment. Indonesia's economy has grown steadily since the late 1990s, and the government has made infrastructure modernization a top priority. The United States has also prioritized increased trade and bilateral engagement with Indonesia, led by an expanded Trade and Investment Framework Agreement, in which USTDA has participated.

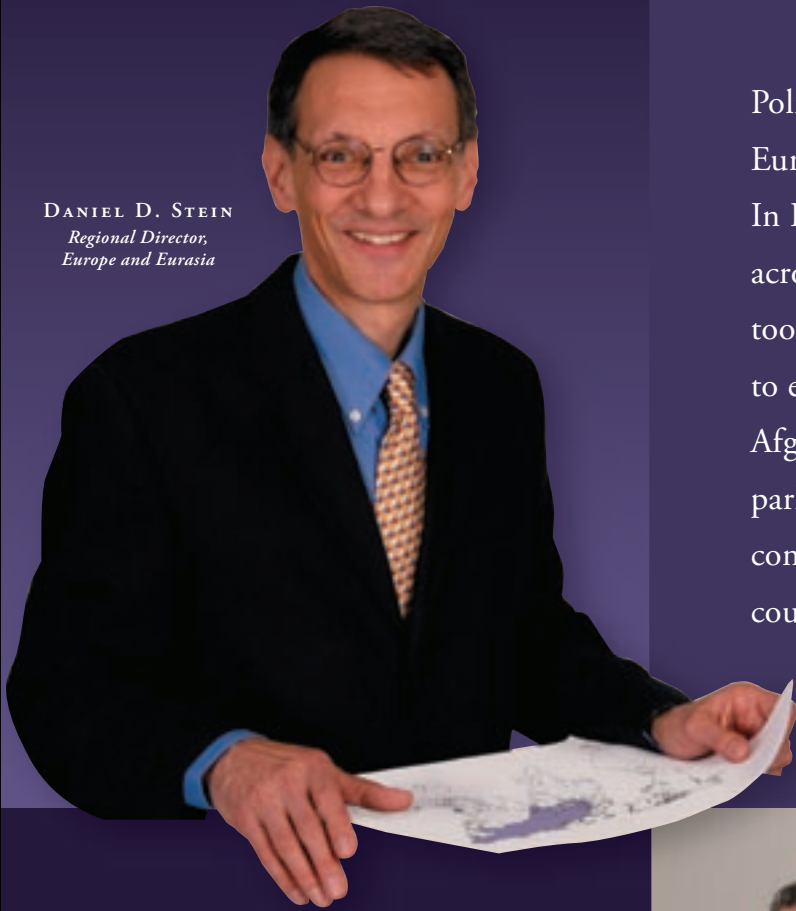
USTDA anticipates building on its Indonesian portfolio in FY 2006 by continuing to aid in its recovery from the tsunami, and by supporting efforts to improve its trade capacity, transportation security systems and processes, and infrastructure.



Part of USTDA's Indian Ocean tsunami response included a technical assistance grant to Indonesia's Meteorological and Geophysical Agency (BMG) to support the government's efforts to develop a comprehensive disaster management program and tsunami early warning system. Pictured here at the USTDA signing ceremony are (left to right) BMG Executive Secretary Sutrisno, former USTDA Asia Business Development Manager Stacy Bonaffons (standing), BMG Director Dri Woro Harijono, U.S. Ambassador to Indonesia B. Lynn Pascoe, and USTDA Regional Director for Asia Henry Steingass.

Europe and Eu

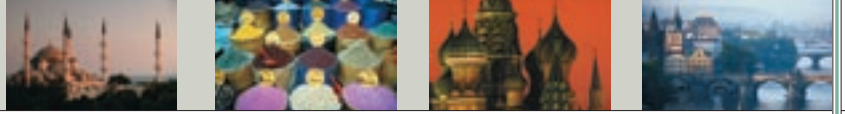
DANIEL D. STEIN
*Regional Director,
Europe and Eurasia*



Political change was the watchword in Europe and Eurasia in fiscal year (FY) 2005. In Romania, Ukraine, and other countries across the region, new governments took power and committed themselves to economic and political reform. In Afghanistan, successful presidential and parliamentary elections heralded a renewed commitment to reconstruction of that country's decimated infrastructure.

His Excellency Dr. Ali Abbasov (left), Minister of Communications and Information Technologies of Azerbaijan, and Mr. Jason Hyland, Chargé d'Affaires at the U.S. Embassy in Baku, shake hands following the award of a USFDA technical assistance grant related to the strategic and organizational restructuring of the newly created Ministry.





Eurasia

Reconstruction, Reform and Renewal



- 2005 Country Programs
- Afghanistan
 - Azerbaijan
 - Bulgaria
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 - Georgia
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 - Kyrgyzstan
 - Macedonia
 - Romania
 - Russia
 - Serbia & Montenegro
 - Tajikistan
 - Turkey
 - Ukraine
 - Uzbekistan

In response to these key developments, USTDA crafted its program to support the movement toward democracy and open markets throughout the region. In addition, the agency maintained a priority on activities in the energy and information and communications technology (ICT) sectors designed to promote the development of infrastructure necessary to support economic growth.

Romania is an example of a country where the agency's activities in FY 2005 were aimed at enhancing democratic reform and the economic development that will underpin political stability. Following presidential elections, the new Romanian government affirmed the country's commitment to open government and enhanced environmental awareness. USTDA responded to these political priorities with three new grants related to an e-government system,

a mining sector environmental monitoring project, and a national forestry cadastre system. Another example is Ukraine, where the Orange Revolution brought to power a president committed to moving that country closer to Europe and an enhanced relationship with the



USTDA Regional Director for Europe and Eurasia Daniel D. Stein (left) and Romanian Minister of Economy and Commerce Ioan-Codrut Seres (right) sign a USTDA grant agreement to support the development of a nationwide environmental monitoring system in the mining sector in Romania.

Europe and Eurasia Staff

LEFT TO RIGHT

Scott Greenip
Country Manager

Jennifer Snyder
Country Manager

Andrea Lupo
Country Manager

Dan Dondero
Project Analyst*



USTDA sponsored an orientation visit in May to familiarize Russian decision-makers with U.S. experience in creating and maintaining intelligent transportation systems. Former USTDA Country Manager Peter Dalrymple (sixth from left) is seen here with members of the Russian delegation.

North Atlantic Treaty Organization. USTDA's activities in that country in FY 2005 included a coal bed methane study and technical assistance on aviation safety, which is essential to strengthening the country's transportation linkages with Europe and the United States.

The political process in Afghanistan took an important step forward with presidential and parliamentary elections. During FY 2005, USTDA built on its earlier successes and increased its focus on activities designed to build the human capacity necessary to support long-term sustainable development. Based

on the results already seen from the agency's partnership with strong Afghan project sponsors and the innovative approach taken by the agency in Afghanistan in FY 2005, USTDA selected Afghanistan as its Country of the Year (See article on p. 8). Examples of USTDA's activities in Afghanistan during the past year include technical assistance and training in civil aviation, standards, consulting engineering, and accounting, among others. USTDA also funded a major study on the cement industry, a key sector in Afghanistan's reconstruction efforts.

In addition to the agency's strong support for reform and reconstruction in countries undergoing political transitions, USTDA remained active in other parts of Europe and Eurasia during FY 2005, particularly in the energy and ICT sectors. For example, in Tajikistan, the agency provided funding for a hydropower rehabilitation study, as well as a separate technical assistance effort aimed at helping the Tajik government to prioritize future energy investments. In Turkey and Kazakhstan, USTDA supported underground gas storage projects that will enhance energy security in each country and expand its ability to regulate and stabilize seasonal natural gas demand with sufficient supply.

In the ICT sector, USTDA supported a strategic planning project in Azerbaijan and continued to





U.S. Ambassador to Kazakhstan John M. Ordway (left) listens to remarks by the First Deputy Minister of Energy and Mineral Resources of Kazakhstan Batyrgozha Izmukhambetov (right) at the signing ceremony for a USTDA grant partially funding a study on a proposed underground gas storage project. The grant is an example of the agency's commitment to support Kazakh efforts to expand energy sector infrastructure and to regulate and stabilize seasonal natural gas supply and demand.

provide support for that country's World Trade Organization accession efforts, while in Turkey, the agency furthered a mortgage banking project that is critical to increasing home ownership in that country.

Overall, USTDA activities in Europe and Eurasia in FY 2005 helped willing governments to achieve their goals of political openness and economic reform, while creating new opportunities for commercial partnerships with U.S. firms. At the same time, the agency is helping to establish infrastructure in this critical region that is essential for long-term sustainable development.



USTDA launched its program in Tajikistan in 2005 with a grant to support the Ministry of Energy's efforts to expand electricity production through the rehabilitation of the Kairakkum and Varzob Cascade Hydropower Plants. His Excellency Jurabec Nurmakhmatovich Nurmakhmatov, Minister of Energy of Tajikistan, is pictured here speaking at the grant signing ceremony.

The Baku-Tbilisi-Ceyhan Pipeline:

Early USTDA Support Leads to Significant Foreign Policy and Commercial Success

The long lead time associated with the planning and construction of major infrastructure projects sometimes results in several years of work before the goals are achieved. An example is the agency's support for the Baku-Tbilisi-Ceyhan (BTC) pipeline project to bring oil from offshore fields in the Caspian Sea across Azerbaijan and Georgia to the Turkish port of Ceyhan on the Mediterranean Sea.

The BTC project has been a foreign policy priority of the United States, since it is viewed as contributing to the independence and territorial integrity of the countries of Central Asia and the Caucasus. Beginning in 1998, USTDA provided assistance to Turkey, Azerbaijan and Georgia

in support of the project. USTDA grants allowed the countries to hire U.S. legal, financial and environmental advisors to ensure that the fundamental project documents met international standards and that each country's interests were protected.

Pipeline construction began in earnest in 2003, culminating in the first flow of oil through the pipeline in May 2005. U.S. participation in project implementation has been significant, with financing guarantees of \$160 million from the Export-Import Bank of the United States and additional financing from the European Bank for Reconstruction and Development, the International Finance Corporation, and other lenders.



Latin America and the Car

In Latin America and the Caribbean, USTDA implemented an innovative program of activities designed to enhance the region's trade capacity. In doing so, the agency helped advance key U.S. policy priorities, such as the Partnership for Prosperity (P4P) in Mexico, the U.S.-Central America and Dominican Republic Free Trade Agreement (CAFTA-DR), the Andean and Panama Free Trade Agreement (FTA) negotiations, and infrastructure development in Haiti, as well as a variety of U.S. and international transportation safety and security initiatives.



ALBERT W. ANGULO
*Regional Director,
Latin America
and the Caribbean*



In January, USTDA Director Askey (left) met with Mexican President Vicente Fox (right) prior to the presentation of the agency's 2004 Country of the Year award.



ibbean

Expanding Trade Capacity

Following its selection as USTDA's 2004 Country of the Year, Mexico continued to play a featured role in the agency's overall program in the region in fiscal year (FY) 2005. A highlight of the year was the meeting that USTDA Director Askey had with President Vicente Fox in January. During the meeting, President Fox acknowledged the effectiveness of the agency's highly focused portfolio, noting that its impact went well beyond the actual funds invested.

Throughout the year, USTDA funded a robust portfolio in Mexico totaling over \$2.4 million and extended its Master Grant Agreement with Nacional Financiera, S.N.C. (NAFINSA), Mexico's premier development bank, until 2010. The Agreement provides a framework for USTDA and NAFINSA to work cooperatively in addressing a variety of developmental issues in Mexico. Since the original Master Grant Agreement was signed in 2002, USTDA and NAFINSA have partnered on a series of successful activities, including a number in direct support of the P4P, which seeks to leverage private resources to create jobs and promote prosperity throughout Mexico.

USTDA activities in Mexico in FY 2005 include a study on the development of an intermodal port terminal in the border city of Tijuana and the creation of an investment catalyst fund for NAFINSA. Other highlights involve initiatives for environmental clean-up of the Lake Valsequillo watershed area, water and wastewater modernization in Tijuana, housing finance reform in Sonora, and the development of an energy efficiency finance program.



Pictured here following the extension of USTDA's Master Grant Agreement with NAFINSA and the award of a technical assistance grant related to the establishment of a debt finance program for energy efficiency projects in Mexico are (left to right): NAFINSA Executive Director Mario Laborin, Senior NAFINSA Representative to the United States Adriana Elias Calles, USTDA Regional Director for Latin America and the Caribbean Albert W. Angulo, NAFINSA Deputy Director Federico Patiño, and former USTDA Project Analyst Karina Blanco.

USTDA also continued its active support in FY 2005 for trade capacity-building activities associated with trade initiatives in the region. As an active member of the CAFTA-DR Committee on Trade Capacity Building, USTDA has provided a total of nearly \$4 million in support of the National Trade Capacity Building Strategies of the CAFTA-DR countries since FY 2003. Activity areas include energy, transportation, and information and communication technology.

2005 Country Programs

- Argentina
- Brazil
- Chile
- Colombia
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Jamaica
- Mexico
- Peru
- Uruguay





USTDA arranged meetings in the United States for a delegation of Brazilian decision makers in conjunction with a USTDA-funded study on the development of a light rail system for the City of Juiz de Fora, Brazil. Seated here during a meeting at the Maryland Transit Administration (MTA) in Baltimore are (left to right) David Gunther of the MTA, Mayor Carlos Alberto Bejani of the City of Juiz de Fora, former Brazilian Senator and current Minister of Communications Hélio Costa, Director President of the Municipal Sanitation Company José Roizenbruch, and USTDA Regional Director for Latin America and the Caribbean Albert W. Angulo. Standing third from the right is USTDA Country Manager Anne McKinney.

In support of the U.S.-Andean Trade Capacity Building Working Group, USTDA committed a combined \$2.8 million in support for Colombia, Ecuador, and Peru. USTDA-funded technical experts worked directly with government officials and private sector representatives in the Andean region to define and deliver tailored assistance in areas such as agricultural product inspection and distribution, customs modernization, telecommunications, and water infrastructure. In the context of the U.S.-Panama FTA negotiations, USTDA led the bilateral discussions on trade capacity-building activities in support of the FTA.

Recognizing the importance of development to stability in Haiti, USTDA carried out a multi-sector exploratory mission in FY 2005 designed to complement ongoing U.S. efforts to support and accelerate economic growth in that country. The mission identified critical areas for USTDA involvement. USTDA's investments in Haiti are addressing necessary upgrades to the country's electric power generation, transmission,



His Excellency Jorge Lepra (left), Minister of Industry, Energy and Mines of Uruguay, and Mr. James Nealon (right), Chargé d'Affaires at the U.S. Embassy in Montevideo, sign a USTDA grant agreement funding technical assistance to Uruguay's National Directorate of Energy and Nuclear Technology associated with the expansion of the electrical power grid interconnection between Uruguay and Brazil.

and distribution infrastructure, as well as infrastructure modernization and security at its main international airport in Port-au-Prince.

Transportation security and logistics remained priorities for USTDA in Latin America and the Caribbean during FY 2005. Early in the fiscal year, 28 port officials from 12 Latin American and Caribbean countries participated in a USTDA technical symposium designed to disseminate critical information on the International Ship and Port Facility Security Code mandates by the International Maritime Organization. USTDA also continued to respond to the region's needs to improve transportation logistics to support regional and international trade.

USTDA sponsored a series of workshops in Colombia on customs modernization for government officials and private companies. In addition, two feasibility studies in Colombia will further plans for the development of a seamless and secure trade corridor for perishable agricultural products that will include an inspection and treatment facility, modernization of an airport access road, and a new air cargo



USTDA partially funded an orientation visit to the United States for a delegation from the Chilean Steel Institute and Chile's Ministry of Public Works to learn more about U.S. steel bridge construction and ways to increase its application in Chile. Former USTDA Project Analyst Karina Blanco (front row third from left) is seen here with the delegation during a visit to the American Bridge's jobsite at the Woodrow Wilson Bridge construction site in Virginia.



Strengthening pollution protection in the State of São Paulo, Brazil is the goal of USDA grant to the Companhia de Tecnologia de Saneamento Ambiental (CETESB). Pictured here are the participants in the USDA grant signing ceremony (left to right): CETESB President Antonio Rubens Costa de Lara; Acting U.S. Consul General David Wolfe; CETESB Engineering, Technology and Environmental Quality Director Lineu Jose Bossoi; Principal U.S. Commercial Officer Frank Carrico; U.S. Commercial Service Business Development Specialist Teresa Wagner; CETESB Development, Technologies and Environmental Risk Department Manager Angela de Campos Machado; and CETESB Clean Production Technology Sector Manager Flavio de Miranda Ribeiro.

terminal at Bogotá's El Dorado International Airport. In Chile, USDA provided support to the Port of San Antonio and the Port of Valparaiso to plan port logistics and supply chain improvement projects.

Overall, USDA activities in Latin America and the Caribbean had a strong impact supporting U.S. policy initiatives in the region. The results of these activities will serve as a catalyst for economic development in the region and increased business opportunities for U.S. firms.

Latin America and Caribbean Staff

LEFT TO RIGHT

Anne McKinney, *Country Manager*

Keith M. Eischeid, *Country Manager*

Kate Maloney, *Country Manager*

Sarah Konopka, *Administrative Assistant*



Spotlight on

Peru

Peru's vibrant economic growth in 2005 contributed to the development of a country portfolio focused on fostering private investment in key economic sectors such as telecommunications and hydrocarbons. In addition, USDA activities included trade capacity-building assistance in support of the negotiation of the U.S.-Andean Free Trade Agreement.



In the telecommunications sector, USDA provided grants to promote further market liberalization, a healthy environment for private investment, and the introduction of advanced information and communication technologies. The agency also supported the development of new private investment opportunities in the Peruvian oil and gas sector.

A highlight of this country portfolio in FY 2005 was an orientation visit that the agency sponsored in the transportation sector. The visit brought Peruvian regulatory officials to U.S. ports, airports, railroads, and highways to learn about U.S. best practices in transportation infrastructure oversight and management.

Over the past three years, USDA has provided over \$4.5 million for activities in Peru. Looking ahead, the agency is poised to expand its portfolio in Peru by continuing its support of critical development priorities.



USDA sponsored an orientation visit for officials from the Peruvian transportation investment regulatory agency, OSITRAN, to learn about U.S. practices in transportation infrastructure oversight and management. Pictured here in a meeting at the Port of New Orleans are (left to right) OSITRAN Regulation Manager Lincoln Flor, OSITRAN Supervision Manager Pablo Valle, Marketing Manager for Latin America at the Port of New Orleans Ana Menes, OSITRAN Regulation Manager Gonzalo Ruiz, and Division Director for Port Operations at the Port of New Orleans Paul J. Zimmermann.

Middle East, North Africa and

Encouraging Regional Economic

The world's increasingly integrated trading system provides numerous opportunities for countries to advance their development goals. Through the utilization of new technologies, countries can diversify their economies and increase productivity in order to realize accelerated economic growth. Accordingly, USTDA forged partnerships in the Middle East, North Africa and South Asia (MENASA) region in fiscal year (FY) 2005 that has allowed the agency to support regional efforts towards economic growth and market-oriented reform through the application of U.S.-based experience and solutions.



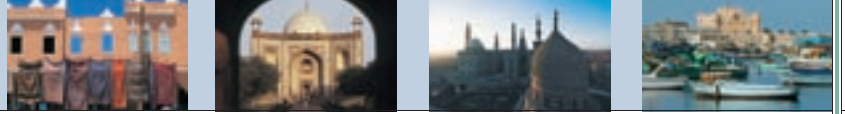
CARL B. KRESS
*Regional Director,
Middle East, North Africa
& South Asia*



During 2005, USTDA continued its support for activities designed to advance the enhanced trade relationship envisioned by the U.S.-Morocco FTA. Highlights include a technical assistance grant to promote safety and security at the Tangier-Mediterranean Project in Northern Morocco and an orientation visit to help facilitate trade between the two countries pursuant to the FTA. Pictured here is USTDA Country Manager Leila Aridi Afas (standing) in a meeting with a Moroccan delegation on trade capacity-building activities in support of the FTA.

Promoting secure trade and efficient port operations at the Chittagong Port facility in Bangladesh is the goal of a USTDA grant that was awarded to the Economic Relations Division (ERD) of Bangladesh's Ministry of Finance, acting through the National Board of Revenue. Pictured here at the USTDA grant signing ceremony (seated left to right) are ERD Deputy Secretary Kamrul Alam Rabbani, Acting Deputy Chief of Mission at the U.S. Embassy in Dhaka, and former USTDA Asia Business Development Manager Stacy Bonnaffons.





South Asia

Integration Through Development and Reconstruction

The merging of USTDA's Middle East and North Africa portfolios with that of South Asia at the beginning of FY 2005 allowed USTDA to take advantage of synergies in this dynamic region in concentrating its efforts in three key areas: promoting safety and security for international trade lanes; improving water resources to enhance quality of life; and modernizing and expanding the production and distribution of energy resources. The agency also responded directly to the needs arising from the Indian Ocean tsunami of December 2004 and the continued reconstruction opportunities in Iraq.

Throughout the year, USTDA focused on expanding transportation safety and security infrastructure and improving trade logistics throughout MENASA. For example, Morocco's entry into a free trade agreement (FTA) with the United States has opened new commercial opportunities for both countries. This has highlighted the importance of harmonizing Morocco's transportation infrastructure with U.S. and international security and safety regulations, so that U.S. and Moroccan companies can take full advantage of the FTA's benefits. To that end, for example, USTDA funded technical assistance on port security and safety at the new Tangier-Mediterranean port complex.

USTDA supported a similar activity in Bangladesh through the design of a secure trade and container scanning system that is intended to ensure that the Chittagong port facility meets international standards for



container movement and security. Likewise, in Jordan, USTDA supported a pilot project and study on a freight transportation information system that promotes trade efficiency, security, and competitiveness by allowing cargo to be catalogued and tracked across the supply chain.

USTDA also focused its program on water resource management in MENASA because of the critical obstacles to accessing potable water



U.S. Ambassador to Yemen Thomas C. Krajeski (left) and His Excellency Ahmed Mohammed Sofan (right), Yemeni Minister of Planning and International Cooperation, sign a USTDA grant agreement funding early investment analysis on a wastewater collection, disposal and treatment project for the Taiz Water and Sanitation Local Corporation.

2005 Country Programs

- Algeria
- Bangladesh
- Egypt
- India
- Iraq
- Jordan
- Lebanon
- Morocco
- Nepal
- Pakistan
- Saudi Arabia
- Sri Lanka
- Yemen



A delegation of Indian decision-makers traveled to the United States on a USTDA-sponsored orientation visit designed to develop the capacity for municipal finance of water and sanitation infrastructure projects in India. Pictured here with the delegation at a meeting with International Finance Corporation and World Bank officials in Washington, D.C. is former USTDA MENASA Project Analyst and current Asia Country Manager Diana Rossiter (eighth from left).

throughout this arid part of the world. To address this challenge in Yemen, for example, USTDA funded a study on a wastewater treatment project in Taiz, the country's third largest city. The agency also sponsored an orientation visit in support of a USTDA-funded technical assistance program to develop sub-sovereign finance mechanisms in Tamil Nadu, India for municipal water and sanitation projects.

South Asia's water and sanitation infrastructure needs were compounded by the December 2004 tsunami, and USTDA responded by funding grants for projects to improve water supply and sanitation in tsunami-affected districts in Sri Lanka. In addition, USTDA supported tsunami reconstruction efforts in the transportation and early warning/disaster management sectors by providing grants to fund critically-needed studies.

In the energy sector, USTDA emphasized activities that support sector development as an engine for promoting economic growth. For example, USTDA funded a study to evaluate a multi-phase refinery upgrade program in

Pakistan to produce cleaner fuels, improve air quality and decrease the country's dependence on fuel imports. USTDA also funded a study on the establishment of a 400 kilovolt high voltage electricity transmission line in Jordan that is intended to increase the electricity supply and improve the transmission system's overall reliability.

In Iraq, USTDA focused its program in the energy and information and communication technology (ICT) sectors. USTDA awarded two major training contracts to assist the Iraq Ministry of Oil in modernizing and upgrading its personnel management and technical/engineering skills. A third contract, in human resources development, was awarded early in FY 2006. These programs were based on the agency's



To facilitate the development of Iraq's capacity in the accounting sector in support of that country's integration in the global economy, USTDA-sponsored a series of four-week training sessions for Iraqi accountants on internationally accepted accounting standards. Pictured here are industry experts addressing accountants from Iraqi state-owned enterprises. Other training sessions were held for Iraqi accountants from the banking sector and from small and medium enterprises.

MENASA Staff

LEFT TO RIGHT

Mercedes Fitchett
Country Manager

Leila Aridi Afas
Country Manager

Marian Bassett
Country Manager





In May, USTDA sponsored an orientation visit to familiarize a delegation of Pakistani officials with U.S. policy and practices in the area of oil spill response and recovery. Members of the delegation are seen here listening to John Allen of the National Response Corporation (NRC) during a visit to Miami, Florida. The delegates toured NRC's Sentinel oil spill response vessel.

successful accountancy standards program, whereby 100 Iraqis from the public and private sectors were trained on modern international financial reporting standards. USTDA also continued implementation of its previously approved study for the Iraqi Women's ICT Center and a training program to develop in-country ICT certification programs.

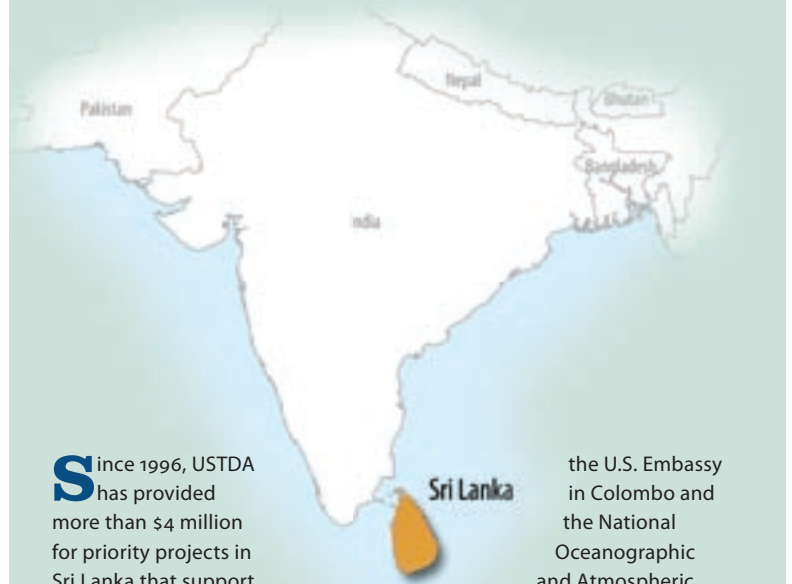
USTDA implemented a diverse and focused program in MENASA in 2005 that is already yielding results. Working with strong partners in the region, USTDA will continue to apply its targeted program of assistance in ways that advance U.S. policy priorities, meet important development goals and open new commercial opportunities for U.S. firms.



In Bangladesh, USTDA partially funded investment analysis for the Industrial and Infrastructure Development Finance Company Limited (IIDFC) on the establishment of a specialty hospital in Dhaka. Pictured here at the grant signing ceremony are (left to right): Chargé d'Affaires at the U.S. Embassy in Dhaka Judith Chammas, IIDFC Vice-President and Head of Operations Prosanta Kumar Halder, Economic/Commercial Officer at the U.S. Embassy in Dhaka Dayle John; former USTDA Asia Business Development Manager Stacy Bonnaffons, IIDFC Chairman Matiuul Islam, and Economic/Commercial Specialist at the U.S. Embassy in Dhaka Shafiqur Rahman.

Spotlight on

Sri Lanka



Since 1996, USTDA has provided more than \$4 million for priority projects in Sri Lanka that support economic growth. This year, following the tremendous physical destruction and loss of life caused by the December 2004 tsunami, USTDA provided more than \$2 million for recovery efforts in key sectors such as transportation, the environment, and disaster management.

USTDA's post-tsunami response in Sri Lanka was designed in close cooperation with key Sri Lankan Ministries and Departments. USTDA and the government of Sri Lanka received strong support from other U.S. government entities, such as

the U.S. Embassy in Colombo and the National Oceanographic and Atmospheric Administration, and U.S.

private sector representatives, in quickly identifying and pursuing strong reconstruction projects.

In addition, USTDA recently provided grants to support a comprehensive capital investment program for civil aviation infrastructure and technical assistance for the implementation of the U.S. Container Security Initiative. The projects associated with both grants are expected to promote economic growth in Sri Lanka by increasing the country's trade capacity.

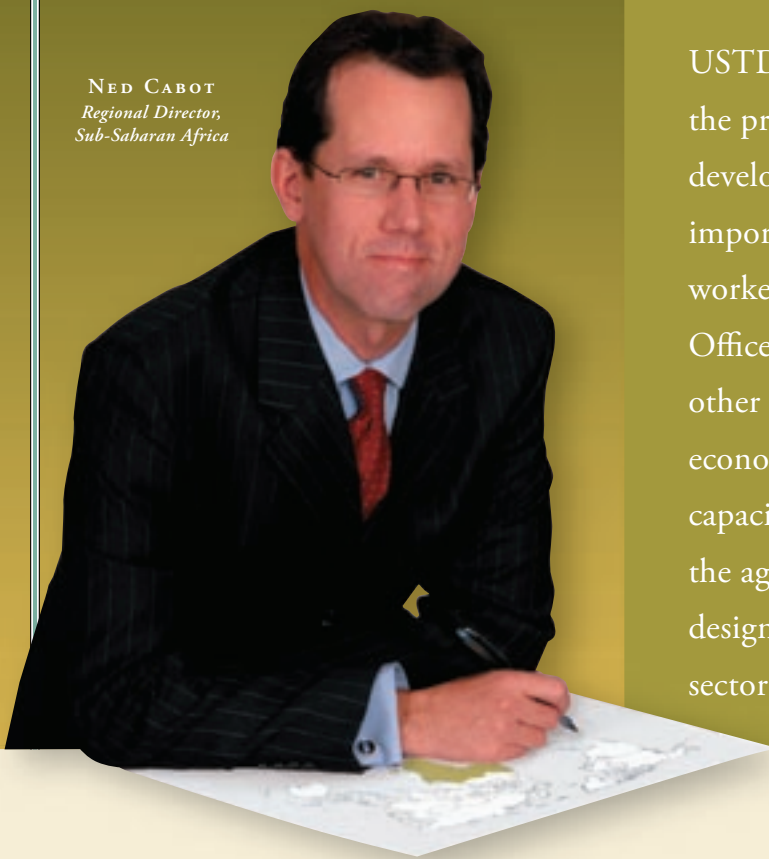


USTDA Director for Policy and Programs Geoffrey Jackson (left) and U.S. Ambassador to Sri Lanka Jeffrey J. Lunstead (right) take questions at a press conference following the award of more than \$2 million in USTDA grants to support tsunami-related reconstruction efforts in Sri Lanka related to emergency communications, water, and transportation.

Sub-Saharan

Building the Infrastructure

NED CABOT
*Regional Director,
Sub-Saharan Africa*



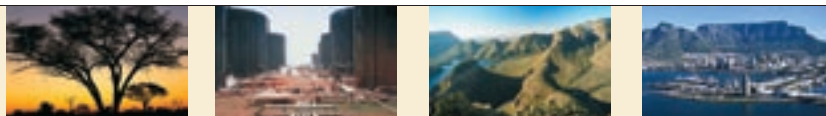
USTDA's program in Sub-Saharan Africa reflects the priority that the United States places on development in this diverse region. Recognizing the importance of trade to the region's growth, USTDA worked closely in fiscal year (FY) 2005 with the Office of the U.S. Trade Representative (USTR), other U.S. government agencies and the regional economic communities in Africa to develop the trade capacity of the agency's Africa partners. In addition, the agency funded a variety of innovative activities designed to support the development of the energy sector and environmental investments.

Increasing trade capacity in Western Africa through the development of regional transportation projects are the goals of two USTDA grants that were awarded in 2005 to the West African Economic and Monetary Union (UEMOA). The grants are supporting investment analysis on a proposed regional railway integration project and technical assistance on the development of a new aviation safety and security agency for UEMOA. Pictured here at the USTDA grant signing ceremony are UEMOA President Soumaïla Cissé (left), Assistant USTR for Africa Florizelle Liser (center), and USTDA Regional Director for Sub-Saharan Africa Ned Cabot.



Africa

and Institutions for Development



Underpinning the agency's program in Sub-Saharan Africa is the economic framework for U.S.-African trade established by the African Growth and Opportunity Act (AGOA). At the AGOA forum in July, USTDA hosted separate workshops on investing in Africa and financing major infrastructure investments. As part of the AGOA Diversification Fund announced by U.S. Secretary of State Condoleezza Rice at the forum, USTDA funded two trade capacity-building grants totaling nearly \$1 million for the Economic and Monetary Union of West Africa (UEMOA). The first grant is supporting a study on proposed new rail linkages among UEMOA states. The second grant, developed in close cooperation with both the World Bank and the International Civil Aviation Organization, will assist the UEMOA in developing a regional safety and security oversight authority.



A USTDA grant to Nouvelles Brasseries Bamakoises S.A. (NBB) is supporting the diversification of the private agribusiness sector in Mali through multi-tiered investment analysis of separate expansion plans for three private agribusiness companies. The grant reflects the interest expressed by the Malian agribusiness sector in improving competitiveness and developing new regional markets. Former Chargé d'Affaires at the U.S. Embassy in Bamako Steven Kraft (left) and NBB Directeur General Boubacar Pona (right) are seen here shaking hands following the award of the USTDA grant.



The Malian Ministry of Mines, Energy and Water received a USTDA grant in 2005 to facilitate the country's efforts to expand its energy production in support of its economic development goals. Specifically, the USTDA grant funded investment analysis of the proposed Markala Hydropower Project. U.S. Ambassador to Mali Terence P. McCulley (left) and Malian Minister of Mines, Energy and Water Ahmed Diane Semega (right) signed the grant agreement conferring the USTDA grant.

One of the major topics discussed at the AGOA forum was how to help AGOA eligible countries take better advantage of the trade benefits available to them. While textiles have dominated the news, AGOA beneficiaries also enjoy preferential access to the U.S. in many other product areas. Agricultural products top the list of areas in which exporters in Africa may be able to increase their business with the

2005 Country Programs

- Botswana
- Cameroon
- Ethiopia
- The Gambia
- Ghana
- Kenya
- Madagascar
- Mali
- Mauritius
- Mozambique
- Namibia
- Nigeria
- Sao Tome & Principe
- Senegal
- South Africa
- Tanzania
- Uganda
- Zambia



In Kenya, a USTDA grant to Kenya Tea Development Agency, Ltd. (KTDA) is funding investment analysis on a proposed integrated energy management project aimed at improving the efficiency and reliability of energy at a number of Kenyan tea factories. USTDA Regional Director for Sub-Saharan Africa Ned Cabot (standing left) and KTDA Managing Director Lerionka Tiampati (standing right) look on as U.S. Ambassador to Kenya William Bellamy (seated left) and KTDA Chairman Stephen Imanyara (seated right) sign as witnesses to the USTDA grant agreement.

Sub-Saharan Africa Staff

LEFT TO RIGHT

Pierce Davis
Country Manager

Jason Nagy
Project Analyst*

Melissa Mason
Project Analyst*

Doug Shuster
Africa Business Development Manager*

NOT PICTURED

Ursula Iszler
Country Manager

United States. In support of this goal, USTDA provided a grant this year to a small group of Malian agribusiness firms to help them explore new business lines. USTDA will continue to work with USTR and others to more fully implement AGOA objectives.

In addition to UEMOA, USTDA also partnered with other regional African institutions in FY 2005 to further Africa's development. For example, USTDA is supporting the integration of regional airspace in east Africa under a grant to the East African Community. In addition, USTDA is providing project development



Chief Executive Officer of the Namibian Electricity Control Board (ECB) Siseho C. Simasiku (left) and U.S. Ambassador Joyce A Barr (right) shake hands following the award of a USTDA technical assistance grant that will help the ECB to develop a formalized electricity market model. The grant was the second of three totaling more than \$1.25 million that USTDA awarded in 2005 to assist countries in meeting Southern Africa's growing demand for energy.

support to the New Partnership for Africa's Development (NEPAD) to help launch priority infrastructure projects.

Energy was a key sector for USTDA in Africa during FY 2005. With energy shortages constraining growth and higher prices for fossil fuels, Africa's vast hydropower potential is becoming increasingly important. For this reason, USTDA is working to develop economically viable, as well as socially and environmentally responsible, hydropower projects. Specifically, the agency made hydropower investments of approximately \$1.3 million in projects on the Luria River in Mozambique, the Volube River in Madagascar and at Markala in Mali.

Coal is another major source of electric power generation on the continent. During FY 2005, USTDA invested in studies of coal-fired power plants in Botswana and The Gambia. If implemented, the project in Botswana has the potential to become a major new energy source for southern Africa. In addition, the agency sponsored a team from the South African electric utility ESKOM on a visit to the United States to learn more about U.S. technology in coal and other areas.

USTDA is also supporting the development of other approaches to energy project development.



In Ghana, for example, the agency is supporting the Electricity Company of Ghana Ltd.'s efforts to establish small rural electricity distribution companies. In Namibia, USTDA is supporting local efforts to encourage private investment in electric power through the establishment of independent power plants.

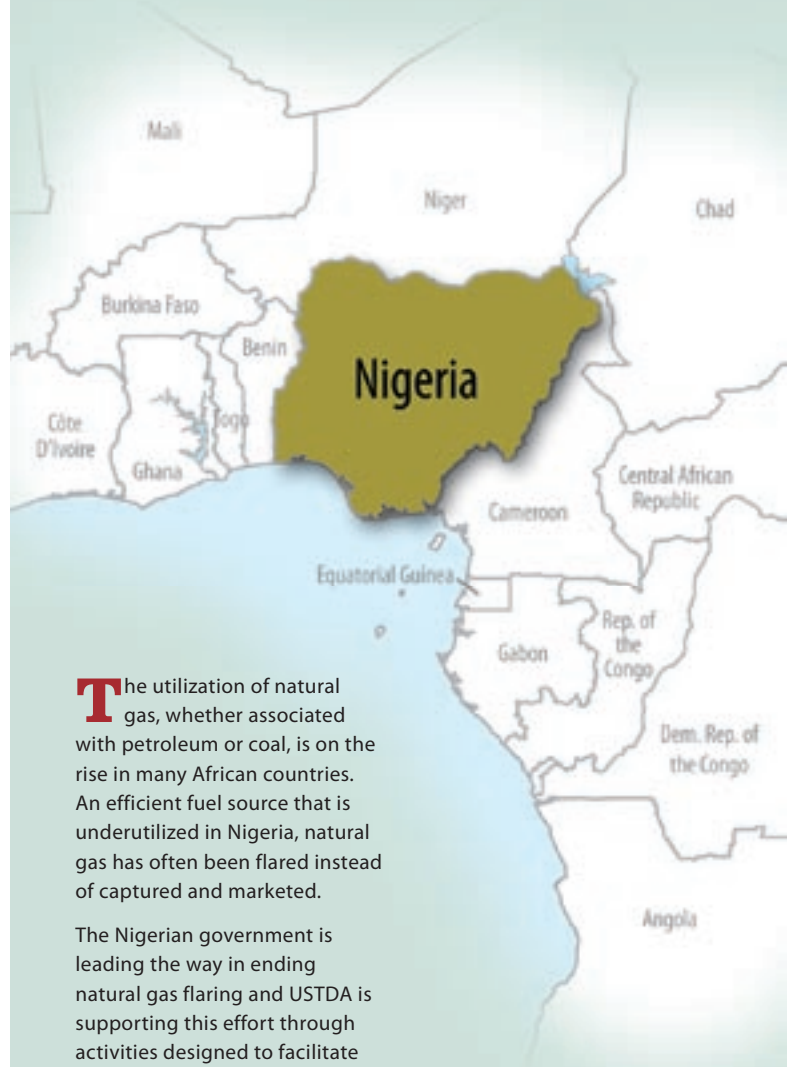
In FY 2005, USTDA took significant steps forward in working with strong partners in Africa to advance the economic growth and development priorities of U.S. policy in Africa. Looking ahead, USTDA will remain focused on establishing the infrastructure and institutions in Africa necessary to support an environment conducive to foreign investment and trade.



In June, USTDA sponsored a technical symposium on commercial opportunities in the South African energy and power sector that included delegates from Eskom, South Africa's primary energy generation and power distribution company. The event provided an opportunity for U.S. technology licensors and vendors of clean energy, conventional renewable energies, and transmission and distribution technologies to highlight their products and services for the delegates. USTDA Regional Director for Sub-Saharan Africa Ned Cabot (front row left) and former USTDA Country Manager Carrie Walczak (third row center) are seen here with the Eskom delegation, which was led by Senior General Manager Zandile Mjoli (second row center).

Spotlight on

Nigeria



The utilization of natural gas, whether associated with petroleum or coal, is on the rise in many African countries. An efficient fuel source that is underutilized in Nigeria, natural gas has often been flared instead of captured and marketed.

The Nigerian government is leading the way in ending natural gas flaring and USTDA is supporting this effort through activities designed to facilitate the creation of a local natural gas market. During FY 2005, these activities included support for a study on a gas-fired power plant and capacity-building technical assistance to the Nigerian government on the creation of a policy and regulatory framework for liquid petroleum gas.

While doing business in Nigeria may be viewed as challenging, the size of the market, its future potential and its importance to the region make it an important partner for USTDA and for many U.S. companies.



Looking Forward: REGIONAL PRIORITIES

USTDA's accomplishments were significant in 2005. They include helping to frame an important Group of Eight infrastructure initiative for Sub-Saharan Africa, expanding the agency's reconstruction record in Afghanistan and Iraq, implementing numerous post-tsunami recovery activities, and enhancing the trade capacity of CAFTA-DR countries, just to name a few. Throughout each of these areas, USTDA supported activities that illustrate the importance of trade as an essential tool for development. In 2006, USTDA will build on its record of providing private expertise and ingenuity to countries in planning and developing projects that are important to sustainable development, especially to the creation of a favorable environment for trade.



— GEOFFREY JACKSON, *Director for Policy and Programs*

Asia

USTDA's 2006 strategy in Asia builds on the agency's ability to respond quickly to new priorities, and to support leading U.S. economic, commercial, and security policies. Trade capacity, tsunami reconstruction, aviation sector development, and finance sector modernization are expected to be leading themes.

In Southeast Asia, USTDA will support the market liberalization goals of U.S. trade policy and infrastructure development that will support economic growth. The agency will also advance Asia-Pacific Economic Cooperation objectives in the areas of transportation safety and security, and emergency response and preparedness.

China will likely remain USTDA's most active portfolio in Asia. The agency will advance commercial opportunities there and the resolution of trade concerns through innovative trade capacity initiatives. In addition, USTDA will accelerate involvement in the Aviation Cooperation Program, which highlights areas for cooperation in aviation services.

"U.S. strategic concerns in trade, security, and economic capacity will drive the USTDA Asia region portfolio in 2006. We will target assistance initiatives and commercial diplomacy together to promote a strong U.S. trade presence in key countries of this growing and increasingly integrated region."

Henry Steingass
Regional Director, Asia

Europe and Eurasia

USTDA will respond to continued political and economic change in Europe and Eurasia with a program that is tailored to support market-based reforms. Of special note is the agency's Central Asian Infrastructure Integration Initiative, which is designed to facilitate the development of the infrastructure needed to foster regional cooperation and economic growth through trade.

The serious flooding and other natural disasters that have plagued parts of Europe in 2005 have awakened many countries to the need for better water basin and other environmental planning, as well as enhanced emergency management capabilities. USTDA is adept at tailoring assistance to meet the unique challenges presented in each of these areas.

Finally, building on its successful program of the past three years, USTDA expects that Afghanistan, USTDA's 2005 Country of the Year, will remain a major recipient of the agency's unique brand of targeted foreign assistance.

"In 2006, USTDA will continue to support the political and economic reforms underway in many European and Eurasian countries. In Central Asia, our Infrastructure Integration Initiative will facilitate the development of needed infrastructure to foster regional cooperation and economic growth through trade, and our capacity-building programs in Afghanistan will help to lay the groundwork for sustainable development in that land-locked country."

Daniel D. Stein
Regional Director, Europe and Eurasia

Latin America and the Caribbean

Overall, Latin America and the Caribbean is expanding its economic base and improving its productivity in order to remain competitive in the global economy. As a result, promoting secure transportation will be a priority in Latin America and the Caribbean during 2006.

Recognizing the importance of transportation infrastructure to the success of regional trade agreements, USTDA will continue to support efforts by countries to strengthen this sector so as to enhance their ability to trade.

Moreover, as the Central America and the Dominican Republic Free Trade Agreement (CAFTA-DR) enters into force and negotiations continue on the Andean and Panama FTAs, USTDA's support to the Office of the U.S. Trade Representative, will continue in helping to make the vibrant trade relationship envisioned by these agreements and negotiations a reality.

"Providing the tools for secure, reliable and swift transportation of goods across borders is our challenge in Latin America and the Caribbean in 2006. To have truly secure borders, it is essential to have stable and prospering countries on both sides of each border. USTDA understands this tenet of development and endeavors to create such conditions."

Albert W. Angulo
*Regional Director,
Latin America and the Caribbean*

Sub-Saharan Africa

In Sub-Saharan Africa, USTDA is planning an active program of support for U.S. trade and commercial policy. The agency's activities will be underpinned by the findings of separate assessment teams looking at electric power, information technology, water and wastewater, transportation, and telecommunications.

USTDA will also focus on building relationships with regional development banks, such as the African Development Bank and the development banks associated with the Regional Economic Communities.

In addition, USTDA's Manager for African Business Development, who is based in Johannesburg, will undertake a new effort to strengthen the agency's partnerships with its grant recipients during and after the conduct of activities that the agency funds.

"First class project preparation is a critical need in Africa. Good projects do exist on the continent and investors are indeed willing to take risk, but too many of Africa's projects remain poorly prepared and hence not implemented. USTDA is filling that gap and helping strong African partners to develop commercially viable projects."

Ned Cabot
*Regional Director,
Sub-Saharan Africa*

Middle East, North Africa and South Asia

USTDA will expand its diverse portfolio in the Middle East, North Africa and South Asia in 2006 by concentrating on regional priorities for economic advancement, particularly in sectors of commercial interest to U.S. industry. Leading sectors for USTDA throughout the region will include: transportation efficiency, safety, and security; water and the environment; information and communications technology (ICT); and energy.

In 2006, USTDA anticipates sponsoring a *Transportation Solutions for South Asia Trade* in Mumbai, India, which will highlight maritime port, aviation, and surface transportation projects that will improve trade flows and safety and security standards. In addition, the agency is organizing a Middle East and North Africa ICT conference in Muscat, Oman. The conference will promote a dialogue on sector development and highlight specific project opportunities related to the development of the ICT infrastructure necessary to spur regional economic growth.

"The MENASA Region is home to some of the Administration's highest priority foreign policy initiatives, and USTDA will continue to support those priorities throughout the coming year. Focusing on broad-based and effective economic development, USTDA will help to lay a critical foundation for successful economic and political transformation, as it continues to develop opportunities for partnerships between the U.S. private and public sectors and their counterparts in the region."

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

SUCCESSES

By serving as a bridge to U.S. technology and expertise, USTDA is advancing priority developmental objectives in support of U.S. trade and foreign policy initiatives. In 2005, USTDA's project evaluations led to the identification of early successes throughout the agency's five regions and across a wide range of sectors.

In Europe and Eurasia, USTDA's early investment analysis led to a **\$15 million** commitment from the U.S. government in 2005 for the establishment of the American University of Afghanistan.

Europe and Eurasia

American University of Afghanistan

USTDA funded early investment analysis to determine the feasibility of creating an American University of Afghanistan. The analysis concluded that a significant number of English-capable students would pay \$5,000 annually for the opportunity to attend such a university. The study played a

pivotal role in the decision, announced in March 2005 by First Lady Laura Bush, to provide \$15 million in U.S. assistance to create the new university. Potential courses to be offered within the next year include business administration, computer science, public policy, and administration, among others.

Asia

Timor-Leste Petroleum Sector Technical Assistance and Trade Capacity-Building

In making its difficult and successful transition to peace, Timor-Leste (East Timor) requested USTDA assistance in building the institutional capacity needed for the development of significant hydrocarbon resources that had been discovered in offshore sites, including in territories dually claimed by Timor-Leste and Australia. USTDA's grant to the Office of Petroleum achieved a major success in assisting Timor-Leste's negotiations with Australia regarding the rights to extract natural gas and transport it to a liquefied natural gas (LNG) processing facility in Darwin, Australia. The U.S. oil company Conoco-Phillips is currently developing the gas field and the LNG facility in Australia. At the same time, a U.S. contractor helped Timor-Leste to develop its petroleum legal, regulatory and contract framework and trained local officials in these disciplines.



Prime Minister Alkatiri stated "With the assistance provided by USTDA, Timor-Leste has, in a short period of time, made great progress." Similarly, the World Bank noted, "Parliament's unanimous adoption of the Petroleum Fund Act...embodies state-of-the-art petroleum revenue management arrangements for Timor-Leste's rapidly growing petroleum revenues." USTDA approved a request for additional technical support to help prepare model contracts for oil development and design and conduct a successful licensing round. USTDA is proud of its participation in these closely coordinated efforts between the government and the U.S. and international business communities.

In **3** months, USTDA identified **17** reconstruction and early warning system activities throughout Asia and the Indian Ocean region, totaling over **\$6 million** in assistance.

Middle East, North Africa and South Asia

Assistance to Morocco

In fiscal year 2005, USTDA provided \$115,000 to fund an orientation visit for Moroccan government officials involved in negotiating the newly signed Morocco-U.S. free trade agreement. Delegates were introduced to U.S. technology and expertise in three key sectors, agribusiness and general industry, electronics, and telecommunications. Industry-specific seminars were conducted in: Chicago, Illinois; Austin, Texas; and Atlanta, Georgia. The orientation visit was also designed to support Moroccan officials in the development of future public-private partnerships with U.S. firms. As a result, initial negotiations have already begun between the Moroccan government and U.S. companies with the potential for large U.S. exports.



USTDA's newly created Middle East, North Africa and South Asia region obligated nearly **\$12 million** in 2005, representing **68** activities in **14** countries.

In 2005, USTDA invested in **21** activities that promoted energy sector development totaling **\$3.5 million** in **12** Sub-Saharan Africa's countries to help address a major barrier to Africa's economic growth.

Sub-Saharan Africa

TransKalahari Corridor — Namibia

The TransKalahari Corridor connects Namibia's Atlantic coast through Botswana to the industrial heartland of South Africa. This multi-modal transport system will not only extend Namibia's ability to conduct trade, but will also create a western gateway for the entire Southern Africa Development Community. USTDA has invested in development of the project, and with the recent selection of a single logistics manager for the corridor, the project has taken a critical step closer towards successful completion.



Latin America and the Caribbean

USTDA promotes safety and security in the transportation sector

In response to the new International Ship and Port Facility Security Code (ISPS Code) of the International Maritime Organization, USTDA hosted a technical symposium in Jacksonville, Florida with the cooperation of the Port of Jacksonville in early fiscal year 2005. Twenty-eight Latin American and Caribbean port officials from 12 countries met with representatives of the U.S. Coast Guard, U.S. Customs and Border Protection, and over 30 U.S. companies to discuss maritime and supply chain security requirements.

The symposium provided an opportunity for major port terminal operators, cruise lines and steamship companies to exchange information and practical experience on preparations to meet ISPS Code and other port security requirements. The results have been cooperative approaches to maritime security issues at various ports in the region, where U.S. firms are pursuing opportunities to implement training programs and technology integration.

USTDA's Latin America and the Caribbean region invested nearly **\$3.5 million** in **6** countries in 2005 on transportation safety and security with a significant export potential in the region.

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 about developmental needs and 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 budget 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.fedbizopps.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;
- Whether they offer mutual economic benefit for the host country and the United States, including opportunities for commercial cooperation with U.S. firms; and
- Whether there is competition from foreign companies that may receive subsidies and other support from their governments.

Due to the high demand for USTDA funding, not all proposals that meet USTDA funding criteria can be supported. USTDA's priorities vary from country to country and the level of assistance available depends on the agency's annual appropriated budget, the commitment of the host country to trade reform or infrastructure development, U.S. policy interests, and USTDA's capability to deliver assistance and measure results.

Each year, USTDA funds activities aimed at assisting 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 three major areas: building the infrastructure for trade; strengthening transportation safety and security; and supporting U.S. trade policy negotiations.

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 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



USTDA's program fosters partnerships between U.S. firms and overseas project sponsors in the pursuit of important developmental goals. In Vietnam, for example, USTDA has been involved with a solid waste treatment complex since 2000, funding an orientation visit and investment analysis to further its construction. The U.S. Commercial Service in Vietnam provided significant in-country project support to complement USTDA's assistance. In 2005, the project sponsor, the Department of Natural Resources and the Environment of Ho Chi Minh City, awarded a contract to Vietstar, a wholly owned subsidiary of Lemna International of Minneapolis, Minnesota, to design, build, own and operate a sorting and processing facility that will transform garbage into high-quality compost and reprocessed low-density polyethylene plastic. Pictured here is the groundbreaking ceremony for the project.

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) project definition and investment analysis; and 2) trade capacity-building and sector development. Project definition and investment analysis involves activities that support large capital investments that contribute to overseas infrastructure development. Trade capacity-building and sector development supports the establishment of industry standards, rules and regulations, trade agreements, market liberalization and other policy reform.

Program Activities

Trade Capacity-Building and Sector Development

- **Sector Development Technical Assistance:** USTDA provides technical assistance to facilitate with 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 are particularly important sectors for USTDA's technical assistance work.

In FY 2005, USTDA focused on the aviation, energy, and information and communications technology sectors.

- **Trade Agreement Support:** USTDA works closely with the Office of the U.S. Trade Representative (USTR), private industry and others to deliver trade capacity-building technical assistance. This assistance is normally associated with the negotiation of trade agreements and compliance with

important international market access requirements. Areas of assistance may include customs processing and valuation, intellectual property rights, government procurement, technical barriers to trade, and trade in services.

In FY 2005, USTDA support for trade capacity-building activities associated with existing and proposed free trade agreements (FTA) included the U.S.-Central America-Dominican Republic FTA, the U.S.-Andean FTA, and the U.S.-Thailand FTA, as well as support for African Growth and Opportunity Act implementation.

- **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.

In FY 2005, USTDA-funded training focused on aviation safety and security.

- **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 FY 2005, USTDA advisory support included work to assist Azerbaijan with technical issues related to that country's World Trade Organization (WTO) accession.

Project Definition and Investment Analysis

- **Project Definitional Missions and Desk Studies:** One of the earliest stages of project planning is the development of terms of reference for an activity that will define the technical, economic, environmental, financial, and other factors 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 definitional missions and desk studies. These independent assessments develop the appropriate terms of reference and budget for pertinent project preparation activities. 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.

In FY 2005, USTDA funded 131 project definitional missions and desk studies.

- **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 the overseas government 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 an open competition, which perform USTDA-funded feasibility studies.

In FY 2005, USTDA funded 171 feasibility studies, technical assistance, and other activities supporting early investment analysis and sector development.

- **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.

In FY 2005, USTDA sponsored 31 orientation 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. USTDA contracts with pre-qualified professional conference specialists to organize these activities.

In FY 2005, USTDA hosted 12 conferences.

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 FY 2005, USTDA worked closely with the Department of State and other agencies in mobilizing a large new program of infrastructure reconstruction activities and technical assistance in response to the December 2004 Indian Ocean tsunami. 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 WTO negotiations and agreements.

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

USTDA coordinates with USTR on trade capacity-building activities designed to support WTO FTA negotiations, such as the U.S.-Central America-Dominican Republic FTA, the U.S.-Andean FTA, the U.S.-Thailand FTA, African Growth and Opportunity Act implementation, and the Trade and Investment Framework Agreement discussions with Indonesia.

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 the 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 Foreign Commercial Service local contacts and expertise provides U.S. companies with an enhanced level of service.



USTDA sponsored a *Southeast Asia Connections* conference in 2005 to facilitate regional growth and investment in the information and communications technology (ICT) sector. Pictured here are the speakers at the opening plenary (from left to right) Assistant Secretary of Commerce for Technology Policy Benjamin Wu, Vice Minister of the Prime Minister of Thailand's Office Kitti Limskul, U.S. Ambassador to Thailand Ralph L. Boyce, Permanent Secretary in Thailand's ICT Ministry Kraisorin Pornsutee, USTDA Director for Policy and Programs Geoffrey Jackson, and USTDA Regional Director for Asia Henry Steingass.

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:

Joint activities with Border and Transportation Security in the areas of customs and transportation and supply chain security enhance Department of Homeland Security and USTDA effectiveness in these areas.

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 36%, meaning that 36% of USTDA projects 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 \$43, meaning that the agency's projects have resulted in U.S. companies exporting \$43, on average, 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. The library maintains final reports of all USTDA activities and can provide details on purchasing copies of completed studies through the National Technical Information Services. 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 home page features a catalog of USTDA library holdings, agency news, information on USTDA-sponsored studies, executive summaries of completed feasibility studies, up-to-the-minute details on projects and more.

Requests for Proposals (RFP)

USTDA lists its RFP announcements on the Federal Business Opportunities (FedBizOpps) website at www.fedbizopps.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.



Contracts

LEFT TO RIGHT

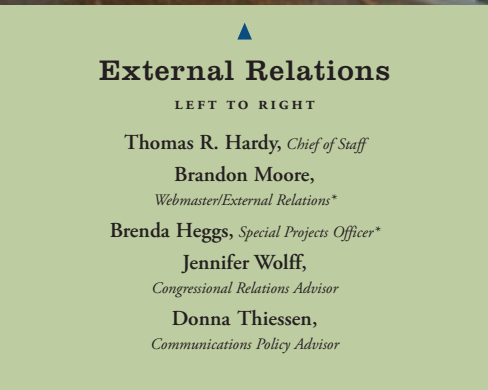
- Walter Knott, *Contracts Specialist*
- Richard Sallee, *Contracts Specialist*
- Della Glenn, *Contracting Officer (seated)*
- Lynda Kindrick, *Contracts Specialist*
- Sonia Moldovan, *Procurement IT* (seated)*



Office of the General Counsel

LEFT TO RIGHT

- Enoh Ebong, *Attorney Advisor*
- David Hester, *Attorney Advisor*
- Leocadia I. Zak, *General Counsel (seated)*
- Cam Trowbridge, *Attorney Advisor*
- Megan Rouse, *Grants Assistant (seated)*
- Pat Daughetee, *Grants Administrator*
- Kendra Link, *Attorney Advisor (seated)*
- Silvia Ortíz, *Administrative Assistant*



External Relations

LEFT TO RIGHT

- Thomas R. Hardy, *Chief of Staff*
- Brandon Moore, *Webmaster/External Relations**
- Brenda Heggs, *Special Projects Officer**
- Jennifer Wolff, *Congressional Relations Advisor*
- Donna Thiessen, *Communications Policy Advisor*



Office of Evaluations

LEFT TO RIGHT

- David Denny, *Evaluations Officer/Economist*
- Alexandra Bradley, *Evaluations Analyst**
- NOT PICTURED
- Jamie Merriman, *Evaluations Analyst*



Finance

LEFT TO RIGHT

- Rosa Jackson, *Financial Management Analyst*
- Michele Bivins, *Financial Management Analyst (seated)*
- Noreen St. Louis, *Financial Manager (standing)*
- Evelyn Gudger, *Finance Specialist*
- David Whittle, *Finance Assistant**



Information Resource Center

LEFT TO RIGHT

- Tykesha Spivey, *Information Resource Assistant**
- Jim Thayer, *Information Resource Specialist II**
- Jorge Esteban, *Project Information Specialist* (seated)*
- Chris Sheldon, *Project Information Specialist II**
- Evangela Kunene, *Procurement Data Manager* (seated)*
- Ranil Rodrigo, *Information Resource Associate**
- Jacquelyn Rushing, *Front Desk Associate**
- Angeleen Godbey, *Information Resource Center Manager**



Administration / IT

LEFT TO RIGHT

- Amy Mellin, *Management and Program Coordinator*
- Ronny Robinson, *IT Project Manager**
- Eatrice James, *Administrative Assistant (seated)*
- Tyrone Johnson, *Administrative Assistant*
- Amanda Kamp, *Help Desk Technician* (seated)*
- Carolyn Hum, *Administrative Officer*
- NOT PICTURED
- Kevin Fandl, *Research and Drafting Contractor**
- Francisco Xavier, *LAN Administrator**

FY 2005 PROGRAM ACTIVITIES LISTED BY REGION

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|-------------|--------------------------------------------------------------------------------|----------------------|--------------------------------------------------------|-----------------|-------|-----------------|
| ASIA | | | | | | |
| China | Agricultural Biotechnology Training Program – TOR & Budget Review for Phase II | Desk Study | The Peoples Group | Arlington | VA | 5,000 |
| China | Agricultural Biotechnology Training Program – Phase II | Technical Assistance | Iowa Farm Bureau Federation | West Des Moines | IA | 478,818 |
| China | Agricultural Biotechnology Training Program | Technical Assistance | U.S. Dept of Agriculture Foreign Agricultural Service | Washington | DC | 145,000 |
| China | USFCS Officer Wan Xiaolei | Technical Assistance | U.S. and Foreign Commercial Service | Washington | DC | 50,343 |
| China | Environmental Sector – Shanghai Municipal Solid Waste Project | Desk Study | BRISEA International Development, Inc. | Whippany | NJ | 2,500 |
| China | Establishment of US-China Natural Gas Institute | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 3,900 |
| China | Railway Intermodal Container Transport | Orientation Visit | TERA International Group (TERA) | Sterling | VA | 124,772 |
| China | Eastern CAAC Aviation Plan – Yangtze River Delta Aviation Inf. Development | Technical Assistance | Garfinkle & Wang Associates, LLC | Arlington | VA | 269,900 |
| China | Petrochemical/Energy Sector | Definitional Mission | Intratech, Inc. | McLean | VA | 3,500 |
| China | Shenyang Polygeneration Project | Feasibility Study | Selection in progress | | | 523,869 |
| China | Emergency Medical Response Services | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 154,538 |
| China | Guangdong Pearl River Delta Urban Environment Project | Desk Study | O&M Consultants, Inc. | Frederick | MD | 2,500 |
| China | Guangdong Pearl River Delta Urban Environment Project | Feasibility Study | Metcalf & Eddy International, Inc. | Wakefield | MA | 310,825 |
| China | Solid Waste Management Construction | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 151,364 |
| China | Tianjin / Jinghai Energy Project | Desk Study | Brooks Howell and Co, LLC | Hacks Neck | VA | 5,000 |
| China | Banking Sector Prudent Lending Practices | Desk Study | Mayflower Partners, LLC | Menlo Park | CA | 5,000 |
| China | Banking Sector Prudent Lending Practices | Technical Assistance | American Bankers Association | Washington | DC | 325,282 |
| China | China Southern Power Grid Emergency Management System (EMS) | Desk Study | J.W. Price & Associates, Inc. | Stone Mountain | GA | 4,900 |
| China | China Southern Power Grid Emergency Management System (EMS) | Technical Assistance | Utility Consulting International | Cupertino | CA | 533,682 |
| China | PetroChina Pipeline Preservation Project | Desk Study | MT Energy Associates | Vienna | VA | 3,400 |
| China | PetroChina Pipeline Preservation Project | Feasibility Study | Corpro Companies, Inc. | Medina | OH | 322,000 |
| China | NE China Environmental Sector | Definitional Mission | Eurasia Environmental Associates, LLC | Westfield | NJ | 34,000 |
| China | Shuangdao Bay Petrochemical Complex | Feasibility Study | Selection in progress | | | 871,673 |
| China | Intellectual Property Rights Training Program | Desk Study | Global Resources, Inc. | Irvine | CA | 2,500 |
| China | Bohai Sea Integrated Coastal Management and Emergency Response System | Desk Study | AJGB International Incorporated | Bellevue | WA | 4,992 |
| China | Bohai Sea Integrated Coastal Management and Emergency Response System SAF | Feasibility Study | URS Corporation | Oakland | CA | 442,500 |
| China | U.S.-China Aviation Cooperation Program (ACP) Phase II | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 5,000 |
| Indonesia | CNG / LNG Distribution Systems | Desk Study | MT Energy Associates | Vienna | VA | 4,000 |
| Indonesia | CNG / LNG Distribution Systems | Feasibility Study | Pendawa USA | Houston | TX | 487,800 |
| Indonesia | Seafarer's Identification Document System | Desk Study | TERA International Group (TERA) | Sterling | VA | 4,901 |
| Indonesia | Seafarer's Identification Document System | Technical Assistance | Selection in progress | | | 358,000 |
| Indonesia | Infrastructure and Investment Mission | Orientation Visit | Decsion/Analysis Partners | Vienna | VA | 212,644 |
| Indonesia | Energy Sector Projects | Definitional Mission | J.W. Price & Associates, Inc. | Tucker | GA | 34,700 |
| Indonesia | Seulawah Agam Geothermal Power Plant | Feasibility Study | Stone & Webster International, Inc. | Stoughton | MA | 589,000 |
| Indonesia | Disaster Management Plan and Technology Strategy | Technical Assistance | Selection in progress | | | 650,000 |
| Indonesia | Aceh Road Maintenance and Management | Technical Assistance | Selection in progress | | | 312,000 |
| Indonesia | Aceh Secondary Road Construction and Upgrade | Feasibility Study | Selection in progress | | | 370,000 |
| Indonesia | Aceh Transmission Construction and Upgrade | Technical Assistance | Selection in progress | | | 394,650 |
| Indonesia | Aceh Fuel Depots Reconstruction | Feasibility Study | Selection in progress | | | 327,300 |
| Laos | Hydropower Environmental and Project Management Standards | Orientation Visit | Global Marketing & Communications | Boston | MA | 137,224 |
| Malaysia | Aviation Security | Orientation Visit | Decsion/Analysis Partners | Vienna | VA | 100,599 |
| Mongolia | Air Traffic Management Project | Technical Assistance | Selection in progress | | | 100,051 |
| Philippines | Petrochemical Projects | Definitional Mission | S.H. Lucas & Associates, Inc. | Pasadena | CA | 34,617 |
| Philippines | Petrochemical Projects | Feasibility Study | Selection in progress | | | 570,000 |
| Thailand | LNG Receiving Terminal | Feasibility Study | Pace Global Energy Services, LLC | Fairfax | VA | 667,000 |
| Thailand | Wetland Restoration | Feasibility Study | URS Corporation | Oakland | CA | 569,944 |
| Thailand | Tsunami Response – Environmental | Technical Assistance | National Oceanic and Atmospheric Administration (NOAA) | Silver Spring | MD | 4,726 |
| Thailand | IT Systems Integration for the SME Bank | Desk Study | Marty Morell | New York | NY | 3,650 |
| Thailand | IT Systems Integration for the SME Bank | Technical Assistance | Macro Systems Inc. dba Agora Consulting | Roanoke | VA | 164,668 |
| Thailand | Traffic Data Collection System | Desk Study | S. Rowitz & Associates | Buffalo Grove | IL | 2,500 |
| Thailand | Traffic Data Collection System | Technical Assistance | Selection in progress | | | 422,855 |
| Thailand | Telecommunications and IT Training | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 67,315 |
| Thailand | Transportation Logistics Technical Workshop | Technical Symposium | MFM Group, Inc. | Miami | FL | 184,805 |
| Thailand | Biodiesel and Gasohol Production Technology | Orientation Visit | Global Marketing & Communications | Boston | MA | 124,702 |
| Thailand | Smart Corridor to Suvarnabhumi Airport | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 4,000 |
| Thailand | Smart Corridor to Suvarnabhumi Airport | Technical Assistance | Selection in progress | | | 537,000 |
| Thailand | MEA Distribution Management System and Substation Automation | Desk Study | J.W. Price & Associates, Inc. | Stone Mountain | GA | 2,500 |
| Thailand | Disaster Warning Systems Integration and Capacity Development | Technical Assistance | Pacific Disaster Center | Honolulu | HI | 597,000 |

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|---------------|------------------------------------------------------------------------|----------------------|-----------------------------------------------------|--------------|-------|-----------------|
| Vietnam | EVN Financial Management Information System – Final Deliverable Review | Desk Study | J.W. Price & Associates, Inc. | Tucker | GA | 1,000 |
| Vietnam | Nghi Son Refinery and Petrochemical Project | Orientation Visit | Global Marketing & Communications | Boston | MA | 63,965 |
| Vietnam | Ministry of Finance Information Technology Projects | Definitional Mission | KUPS International | Cabin John | MD | 30,980 |
| Regional Asia | Asia Regional Office – PSC | Technical Assistance | US and Foreign Commercial Service | Washington | DC | 70,690 |
| Regional Asia | Asia Regional Office – PSC | Technical Assistance | US and Foreign Commercial Service | Washington | DC | 110,341 |
| Regional Asia | GPS Demonstration Review of Proposed TOR Changes | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 1,000 |
| Regional Asia | Project Analyst | Technical Assistance | Stacy Chow | Arlington | VA | 26,009 |
| Regional Asia | USB Tsunami Response and Disaster Preparedness APEC Workshop | Technical Symposium | MFM Group, Inc. | Miami | FL | 265,317 |
| Regional Asia | Project Analyst | Technical Assistance | Jesse Jarrett Creasy | Arlington | VA | 24,990 |
| Regional Asia | APEC Aviation Navigation Technologies Workshop | Technical Symposium | Koepfen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 161,165 |
| Regional Asia | SME Financing and Capacity Building Workshop | Technical Symposium | Advanced Engineering Associates International, Inc. | Watertown | MA | 223,140 |
| Regional Asia | Disaster Communications Management | Orientation Visit | Koepfen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 125,270 |
| Regional Asia | Indonesia and Philippines Mining Projects | Definitional Mission | Gerald V. Jergensen | Black Forest | CO | 40,000 |
| Regional Asia | Laos and Vietnam Aviation Projects | Definitional Mission | Montgomery Consulting Group, Inc. | Winter Park | FL | 40,000 |

Total for Asia

\$14,010,776

EUROPE AND EURASIA

| | | | | | | |
|----------------|---------------------------------------------------------------------------------------|----------------------|---------------------------------------------|--------------|----|-----------|
| Afghanistan | Aviation Sector – Aviation Law and Regulatory Framework Assistance | Technical Assistance | The AeroAdvisor Group, LLC | Fairfax | VA | 309,705 |
| Afghanistan | Telecommunications Backbone – Fiber Optic Backbone Network | Technical Assistance | Alpha-Gamma Technologies, Inc. | Raleigh | NC | 136,460 |
| Afghanistan | Oversight of Oil and Gas Projects – Seismic Acquisition | Technical Assistance | Petroleum Equities, Inc. | McLean | VA | 130,000 |
| Afghanistan | Standards Development | Technical Assistance | Selection in progress | | | 564,748 |
| Afghanistan | Dairy Processing Plants | Desk Study | The Peoples Group | Arlington | VA | 3,990 |
| Afghanistan | Healthcare Sector | Definitional Mission | Barner, Andrew E. | Dallas | TX | 34,971 |
| Afghanistan | Accounting Standards | Definitional Mission | Washington Strategic Advisors, LLC | Washington | DC | 29,951 |
| Afghanistan | Accounting Standards | Technical Assistance | Selection in progress | | | 484,020 |
| Afghanistan | Cement Plant | Desk Study | McKittrick & Associates, Inc. | Oakton | VA | 5,000 |
| Afghanistan | Cement Plant | Feasibility Study | Box International Consulting L.P. | Richardson | TX | 1,200,000 |
| Afghanistan | Transportation Sector | Definitional Mission | TERA International Group (TERA) | Sterling | VA | 34,995 |
| Afghanistan | E-Government TA | Desk Study | Washington Strategic Advisors, LLC | Washington | DC | 2,500 |
| Afghanistan | Engineering Capacity Building | Technical Assistance | Civil Engineering Research Foundation | Reston | VA | 593,844 |
| Afghanistan | Building Codes | Technical Assistance | Selection in progress | | | 571,458 |
| Azerbaijan | WTO Accession | Desk Study | The Peoples Group | Arlington | VA | 1,000 |
| Azerbaijan | WTO Accession – Extension II | Technical Assistance | Booz Allen Hamilton | McLean | VA | 980,802 |
| Azerbaijan | Telecommunications Sector – Ministry of Communications and IT Strategic Restructuring | Technical Assistance | Strategic Policy Research | Bethesda | MD | 734,782 |
| Azerbaijan | Strategic Restructuring of Ministry of Communications and Information Technology | Technical Assistance | Global Resources, Inc. | Irvine | CA | 19,709 |
| Azerbaijan | Renewable Energy Program for Nakhichevan | Desk Study | Enviromation Incorporated | Spotsylvania | VA | 2,500 |
| Bulgaria | Integrated Emergency Management System (IEMS) – Phase I | Feasibility Study | Selection in progress | | | 291,340 |
| Bulgaria | Contractor Selection on the Integrated Emergency Management System (IEMS) | Technical Assistance | KUPS International | Cabin John | MD | 16,585 |
| Bulgaria | Contractor Selection on the Integrated Emergency Management System (IEMS) | Technical Assistance | US and Foreign Commercial Service | Washington | DC | 815 |
| Bulgaria | Ministry of Environment and Water GeoCadastr | Desk Study | Pythia International Inc. | Halifax | VA | 3,800 |
| Bulgaria | Pulp and Paper | Definitional Mission | Armstrong Environmental | Raleigh | NC | 19,741 |
| Czech Republic | Flood Control and Reconstruction | Desk Study | Reilly Associates | Middletown | NJ | 1,000 |
| Georgia | National Energy Strategic Advisor | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 4,400 |
| Kazakhstan | Poltoratskoye and Akyrtoke Underground Gas Storage | Feasibility Study | BSI Industries, inc. | Columbus | OH | 640,000 |
| Kyrgyzstan | E-Government | Desk Study | Washington Strategic Advisors, LLC | Washington | DC | 1,000 |
| Macedonia | SBDI Railway MIS – Review of Deliverables and Final Report | Desk Study | Marty Morell | New York | NY | 1,000 |
| Romania | Tender Preparation for IT Equipment – IT Expansion (Final Deliverable Review) | Desk Study | Pythia International Inc. | Halifax | VA | 1,000 |
| Romania | National Forestry Cadastre System | Feasibility Study | Associates in Rural Development, Inc. (ARD) | Burlington | VT | 173,987 |
| Romania | National Forestry Cadastre System | Desk Study | Pythia International Inc. | Halifax | VA | 1,000 |
| Romania | Location-Based E-Government Urban Planning, Development and Control System | Feasibility Study | Pythia International Inc. | Fairfax | VA | 245,966 |
| Romania | Invoice Review Consultant for ELCEN Bucharest Development and Control System | Desk Study | Brooks Howell and Co, LLC | Hacks Neck | VA | 10,000 |
| Romania | Mining Sector Environmental Monitoring System | Feasibility Study | Selection in progress | | | 293,682 |
| Romania | Information Technology Sector | Definitional Mission | Global Resources, Inc. | Irvine | CA | 23,329 |
| Russia | Toms Power Plant Review | Desk Study | Brooks Howell and Co, LLC | Hacks Neck | VA | 2,500 |
| Russia | Standards Review and Accreditation – Rail | Feasibility Study | Selection in progress | | | 291,664 |

FY 2005 PROGRAM ACTIVITIES LISTED BY REGION *(continued)*

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|---------------------|---------------------------------------------------------------------|----------------------|----------------------------------------------|----------------|-------|-----------------|
| Russia | Intelligent Transportation Systems | Orientation Visit | Koepfen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 128,864 |
| Serbia & Montenegro | Ipkonet Strategic Business Plan | Desk Study | Washington Strategic Advisors, LLC | Washington | DC | 5,000 |
| Tajikistan | Ranking Hydropower Investments | Technical Assistance | Econergy International Corporation (EIC) | Washington | DC | 78,000 |
| Tajikistan | Rehabilitation of Three Hydropower Projects | Feasibility Study | Selection in progress | | | 415,850 |
| Tajikistan | Three Hydropower Plants Rehabilitation Contractor Selection | Technical Assistance | CJ Aron Associates Inc. | Brooklyn | NY | 25,000 |
| Tajikistan | Three Hydropower Plants Rehabilitation Additional Translation Costs | Technical Assistance | U.S. Embassy | Washington | DC | 3,500 |
| Tajikistan | Mining Sector | Definitional Mission | Gerald V. Jergensen | Black Forest | CO | 29,950 |
| Turkey | OYAK Mortgage Program – Phase II | Technical Assistance | Fannie Mae | Washington | DC | 198,140 |
| Turkey | Underground Gas Storage and LNG Projects | Definitional Mission | S.H. Lucas & Associates, Inc. | Pasadena | CA | 24,784 |
| Turkey | Underground Gas Storage and LNG Projects | Orientation Visit | Millennium Science & Engineering, Inc. (MSE) | Chantilly | VA | 95,526 |
| Turkey | Renewable Energy | Definitional Mission | U.S. Power Consult LLC | Alpine | NJ | 28,655 |
| Turkey | Renewable Energy | Feasibility Study | Selection in progress | | | 245,780 |
| Ukraine | Coal Bed Methane / Coal Mine Methane | Feasibility Study | Advanced Resources International, Inc. (ARI) | Washington | DC | 585,570 |
| Ukraine | Air Safety | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 5,000 |
| Ukraine | Air Safety – Aviation Safety Oversight | Technical Assistance | Robinson Aviation, Inc. | New Haven | CT | 625,000 |
| Uzbekistan | Fertilizer | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 1,000 |
| Uzbekistan | IL-114-X00 Aircraft Production | Desk Study | Hansen Co. International | Hendersonville | NC | 1,000 |
| Europe/Eurasia Reg1 | Caspian Finance Center | Technical Assistance | U.S. Department of State | Washington | DC | 45,800 |
| Europe/Eurasia Reg1 | Caspian Finance Center – Close Out | Technical Assistance | U.S. Department of State | Washington | DC | 22,205 |
| Europe/Eurasia Reg1 | Eurasian Market Development | Technical Assistance | Peter Plenk Dalrymple | Washington | DC | 8,762 |
| Europe/Eurasia Reg1 | Eurasian Market Development | Technical Assistance | Dan Stein | Vienna | VA | 42,210 |
| Europe/Eurasia Reg1 | Eurasian Market Development | Technical Assistance | Scott Greenip | Crofton | MD | 18,771 |
| Europe/Eurasia Reg1 | Eurasian Market Development | Technical Assistance | Andrea Lupo | Arlington | VA | 16,881 |
| Europe/Eurasia Reg1 | Eurasian Market Development | Technical Assistance | World Travel Service | McLean | VA | 4,248 |
| Europe/Eurasia Reg1 | Coalbed Methane/Coal Mine Methane Projects | Definitional Mission | MT Energy Associates | Vienna | VA | 28,000 |
| Europe/Eurasia Reg1 | Civil Aviation – Croatia and Romania | Definitional Mission | Travis Design Associates, Inc. | Lexington | SC | 39,818 |
| Europe/Eurasia Reg1 | Project Analyst | Technical Assistance | Daniel S. Dondero | Arlington | VA | 24,998 |
| Europe/Eurasia Reg1 | Energy Projects – Armenia, Azerbaijan, Georgia, and Ukraine | Definitional Mission | U.S. Power Consult LLC | Alpine | NJ | 45,000 |
| Europe/Eurasia Reg1 | Romania and Macedonia Energy Sector | Definitional Mission | Brooks Howell and Co, LLC | Hacks Neck | VA | 49,792 |
| Europe/Eurasia Reg1 | Emergency Management Sector | Definitional Mission | James T. Reilly | Red Bank | NJ | 50,000 |

Total For Europe and Eurasia

\$10,756,348

LATIN AMERICA AND THE CARIBBEAN

| | | | | | | |
|-----------|---------------------------------------------------------------------------------|----------------------|-----------------------------------------------------|-------------|----|---------|
| Argentina | Customs Officials – Container Security Initiative | Orientation Visit | Decision/Analysis Partners | Vienna | VA | 55,565 |
| Argentina | Santa Cruz Hydroelectric Plant | Desk Study | Solana Incorporated | Portland | ME | 9,750 |
| Brazil | Light Rail Urban Transport – Juiz de Fora | Project Support | Comprehensive Language Center, Inc. | Arlington | VA | 1,070 |
| Brazil | Ibama Environmental E & P | Orientation Visit | Technical Resources International, Inc. (TRI) | Bethesda | MD | 2,928 |
| Brazil | Sao Paulo Environmental – Industrial Toxic Products Reduction Program | Technical Assistance | Selection in progress | | | 448,000 |
| Brazil | Intelligent Transportation – Rio Traffic Control and Management Systems Upgrade | Technical Assistance | Selection in progress | | | 400,000 |
| Brazil | Government Communications Network Projects – Sao Paulo and Ceara | Definitional Mission | Hellerstein & Associates | Washington | DC | 34,991 |
| Brazil | 2007 Pan American Games in Rio de Janeiro | Orientation Visit | Global Marketing & Communications | Boston | MA | 136,104 |
| Brazil | Port Sector | Definitional Mission | Leonard C. E. Sugin | New York | NY | 40,000 |
| Chile | Hospital Salvador – Infrastructure Concession Program | Orientation Visit | Technical Resources International, Inc. (TRI) | Bethesda | MD | 138,899 |
| Chile | Rural Connectivity | Feasibility Study | Selection in progress | | | 10,000 |
| Chile | Rural Connectivity – TOR Modification Review | Desk Study | Black Oak Capital Advisors, LLC | Washington | DC | 1,000 |
| Chile | Port of San Antonio Logistics Chain Improvement | Feasibility Study | SSA Marine | Seattle | WA | 438,600 |
| Chile | Port of Valparaiso Logistics Chain Improvement | Feasibility Study | Embarcadero Systems Corporation | Alameda | CA | 451,350 |
| Chile | Central Zone Airspace and Airport Infrastructure | Desk Study | QED Airport & Aviation Consultants | Ridgefield | CT | 4,980 |
| Chile | Central Zone Airspace and Airport Infrastructure | Technical Assistance | Selection in progress | | | 359,350 |
| Chile | Cleaner Production | Orientation Visit | Advanced Engineering Associates International, Inc. | Watertown | MA | 75,937 |
| Chile | Chilean Customs on Advance Rulings | Desk Study | KUPS International | Cabin John | MD | 2,500 |
| Colombia | Telecommunications Capacity Building | Technical Assistance | Selection in progress | | | 484,600 |
| Colombia | Agricultural Products Inspection and Treatment Center | Feasibility Study | Agland Investment Services, Inc. | Larkspur | CA | 304,260 |
| Colombia | IDB Health Services Reform | Technical Assistance | Inter-American Development Bank (IDB) | Washington | DC | 50,000 |
| Colombia | Customs Modernization Capacity Building | Technical Symposium | Sandler & Travis Trade Advisory Services, Inc. | Washington | DC | 71,333 |
| Colombia | West Air Cargo Terminal | Feasibility Study | Foodpro International, Inc. | Stockton | CA | 196,950 |
| Colombia | Hydrocarbons Sector Development | Definitional Mission | CORE International | Washington | DC | 32,182 |
| Colombia | Cartagena Secure Port Initiative | Desk Study | Black Oak Capital Advisors, LLC | Washington | DC | 5,000 |
| Ecuador | New Quito International Airport Access Highway – TOR and Budget Review | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 2,500 |

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|---------------------|--------------------------------------------------------------|----------------------|---------------------------------------------------|---------------|-------|-----------------|
| Ecuador | Guayaquil Water, Wastewater, and Drainage | Feasibility Study | Envirosoft Engineering & Science Inc. | Marietta | GA | 280,620 |
| Ecuador | Abanico Hydroelectric Power Project | Desk Study | TCG Capital, LLC | Lombard | IL | 3,468 |
| El Salvador | Integrated Immigration Control Project | Desk Study | Marty Morell | New York | NY | 4,250 |
| El Salvador | Single Window Electronic Customs Portal | Desk Study | Decision / Analysis Partners | Fairfax | VA | 2,500 |
| Guatemala | Energy Security and Natural Resources Regulatory Reform | Definitional Mission | MT Energy Associates | Vienna | VA | 25,000 |
| Haiti | Electricity Generation, Transmission, and Distribution | Technical Assistance | Selection in progress | | | 350,000 |
| Haiti | Port-au-Prince International Airport Security | Training | Selection in progress | | | 150,000 |
| Haiti | Port-au-Prince International Airport Modernization | Technical Assistance | Selection in progress | | | 300,000 |
| Jamaica | Submarine Telecom Cable Regulations | Technical Assistance | T. Soja and Associates, Inc | Boston | MA | 235,288 |
| Mexico | NAFINSA – Financing Energy Efficiency | Technical Assistance | Selection in progress | | | 100,000 |
| Mexico | NW Border Multi-modal Ports – Tijuana Intermodal Terminal | Feasibility Study | T.Y. Lin International | Coral Gables | FL | 427,861 |
| Mexico | Tijuana Water and Waste Modernization | Feasibility Study | Hazen and Sawyer P.C. | Coral Gables | FL | 559,750 |
| Mexico | Housing Finance Reform | Technical Assistance | National Law Center for Inter-American Free Trade | Tucson | AZ | 250,000 |
| Mexico | NAFINSA Investment Catalyst Fund | Desk Study | Mayflower Partners LLC | Menlo Park | CA | 4,000 |
| Mexico | NAFINSA Investment Catalyst Fund | Technical Assistance | Selection in progress | | | 149,300 |
| Mexico | SCT Multimodal National Plan | Definitional Mission | S. Rowitz & Associates | Buffalo Grove | IL | 24,975 |
| Mexico | Financial Education Training Programs | Definitional Mission | The Peoples Group | Arlington | VA | 34,986 |
| Mexico | Valsequillo Watershed Clean-Up Project | Desk Study | Performance Technology, Inc. | Lewiston | ME | 4,500 |
| Mexico | Valsequillo Watershed Clean-Up Project | Feasibility Study | Selection in progress | | | 797,000 |
| Mexico | Pemex Officials | Orientation Visit | Labat-Anderson, Incorporated | McLean | VA | 106,044 |
| Peru | Geochemical Database and Petroleum Systems | Technical Assistance | Selection in progress | | | 561,721 |
| Peru | Transportation Infrastructure Operations | Orientation Visit | Labat-Anderson, Incorporated | McLean | VA | 10,107 |
| Peru | Telecommunications TCB Projects | Definitional Mission | E. Farell Consulting Company | Alexandria | VA | 34,950 |
| Peru | OSIPIEL Integrated Broadband ICT | Technical Assistance | Selection in progress | | | 425,400 |
| Peru | Regional Airport Concession Process | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 5,000 |
| Peru | On-Shore Hydrocarbon Exploration Opportunities | Technical Assistance | Selection in progress | | | 700,210 |
| Peru | National Telecommunications Strategic Plan | Technical Assistance | Selection in progress | | | 425,720 |
| Uruguay | Uruguay – Brazil Electrical Interconnection Project | Desk Study | Black Oak Capital Advisors, LLC | Washington | DC | 7,000 |
| Uruguay | Uruguay – Brazil Electrical Interconnection Project | Technical Assistance | Selection in progress | | | 441,350 |
| Latin America Reg'l | Project Analyst | Technical Assistance | Karina Blanco | Arlington | VA | 42,568 |
| Latin America Reg'l | U.S. Business Opportunities In Latin America Using MDBs | Technical Symposium | Pacific Genesis, Inc. | Irvine | CA | 309,160 |
| Latin America Reg'l | Professional Engineering Education Standards in the Americas | Technical Symposium | MFM Group, Inc. | Miami | FL | 203,730 |
| Latin America Reg'l | Mexico and Argentina Airport Security | Orientation Visit | Global Marketing & Communications | Boston | MA | 160,216 |

Total For Latin America and the Caribbean

\$10,894,522

MIDDLE EAST, NORTH AFRICA AND SOUTH ASIA

| | | | | | | |
|------------|--------------------------------------------------------------------|----------------------|-------------------------------------------|--------------|----|---------|
| Algeria | SONELGAZ SCADA and Fiberoptics Project – Draft Final Report Review | Desk Study | Marty Morell | New York | NY | 1,850 |
| Algeria | Sewage Treatment Plants | Desk Study | Performance Technology, Inc. | Lewiston | ME | 3,500 |
| Algeria | Oil Spill Response and Port Security | Orientation Visit | Decision/Analysis Partners | Vienna | VA | 140,318 |
| Algeria | Oil and Chemical Spill Response Program | Desk Study | Intratech, Inc. | McLean | VA | 3,500 |
| Bangladesh | Healthcare Officials | Orientation Visit | Decision/Analysis Partners | Vienna | VA | 4,000 |
| Bangladesh | Chittagong Port Secure Trade and Container Scanning | Desk Study | Decision/Analysis Partners | Vienna | VA | 2,500 |
| Bangladesh | Chittagong Port Secure Trade and Container Scanning | Technical Assistance | Selection in progress | | | 293,615 |
| Bangladesh | American Standard International Hospital | Desk Study | OMMA Healthcare, LLC | Rollinsville | CO | 4,000 |
| Bangladesh | American Standard International Hospital | Feasibility Study | American Hospital Consortium, LLC | Pittsburgh | PA | 314,362 |
| Egypt | Port Said Sugar Beet Refinery | Feasibility Study | Schaffer & Associates International, LLC | Baton Rouge | LA | 420,000 |
| Egypt | TCB Cold Chain System | Desk Study | Intratech, Inc. | McLean | VA | 5,000 |
| Egypt | TCB Cold Chain System | Feasibility Study | Selection in progress | | | 390,000 |
| India | Jet Airways Integrated Security System | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 4,000 |
| India | Water Resource and Industrial Wastewater Treatment | Definitional Mission | RKR Enterprises | Rego Park | NY | 29,980 |
| India | MRPL Isomerization Unit – TOR Review | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 2,500 |
| India | Raytheon GAGAN-TDS – TOR Review | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 2,500 |
| India | Municipal Finance for Water and Sanitation Infrastructure | Orientation Visit | Global Marketing & Communications | Boston | MA | 129,843 |
| India | Aviation Sector | Definitional Mission | CORE International | Washington | DC | 26,500 |
| India | Diesel Retrofit Project | Desk Study | TRS International | Great Falls | VA | 4,000 |
| India | Refineries Modernization | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 140,620 |
| India | Solid and Hazardous Waste Sector | Definitional Mission | AJGB International Incorporated | Bellevue | WA | 24,973 |
| Iraq | Housing Finance | Orientation Visit | Global Marketing & Communications | Boston | MA | 1,521 |
| Iraq | International Accounting Standards Training – Health Insurance | Technical Assistance | Travel Insurance Services | Walnut Creek | CA | 7,169 |
| Iraq | Oil and Gas Sector Training Needs Assessment | Technical Assistance | CORE International | Washington | DC | 22,800 |

FY 2005 PROGRAM ACTIVITIES LISTED BY REGION *(continued)*

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|-----------------------------------------------------------|----------------------------------------------------------------------------|----------------------|-----------------------------------------------------|--------------|-------|---------------------|
| Iraq | Oil and Gas Sector – Follow-On | Technical Assistance | CORE International | Washington | DC | 25,000 |
| Iraq | Refinery Upgrade Project | Desk Study | MT Energy Associates | Vienna | VA | 3,000 |
| Iraq | Oil Training Program – Technical | Training | Telecom/Telematique, Inc. | Washington | DC | 1,000,000 |
| Iraq | Oil Training Program – Management | Training | Telecom/Telematique, Inc. | Washington | DC | 1,000,000 |
| Iraq | Civil Aviation Reconstruction | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 218,350 |
| Jordan | Aqaba Science and Tech Incubator | Feasibility Study | IC2 Institute, the University of Texas at Austin | Austin | TX | 256,000 |
| Jordan | 400KV Transmission Line | Feasibility Study | The Kuljian Corporation | Philadelphia | PA | 363,000 |
| Jordan | Freight Information System | Desk Study | Global Resources, Inc. | Irvine | CA | 4,000 |
| Jordan | Freight Information System | Feasibility Study | FreightDesk Technologies, Inc. | McLean | VA | 600,000 |
| Jordan | Oil Shale Production | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 3,900 |
| Jordan | Energy Sector | Definitional Mission | Intratech, Inc. | McLean | VA | 29,448 |
| Lebanon | Reclaimed Land – TOR Change Review | Desk Study | TRS International | Great Falls | VA | 2,000 |
| Morocco | ONAREP Upgrade | Desk Study | MT Energy Associates | Vienna | VA | 4,000 |
| Morocco | ONAREP Upgrade – Geographic Information System Procurement SAF | Technical Assistance | Selection in progress | | | 115,000 |
| Morocco | Morocco – US Free Trade Agreement | Orientation Visit | Advanse International Inc. | McLean | VA | 115,000 |
| Morocco | Water Resource and Wastewater Treatment | Definitional Mission | Internat Management and Communications Group (IMCC) | Arlington | VA | 24,757 |
| Morocco | Airport Modernization | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 4,000 |
| Morocco | Port Security and Supply Chain Management | Definitional Mission | Decision/Analysis Partners | Vienna | VA | 24,682 |
| Morocco | Port Security and Supply Chain Management – Tangier Port Security | Technical Assistance | Selection in progress | | | 374,000 |
| Morocco | Electric Power Sector | Definitional Mission | Tusk, LLC | Washington | DC | 29,929 |
| Nepal | Financial Information Management System | Orientation Visit | Computer Frontiers, Inc. | Germantown | MD | 116,148 |
| Pakistan | Karachi Port Desalination Plant | Desk Study | O&M Consultants, Inc. | Frederick | MD | 1,000 |
| Pakistan | Transportation Projects | Definitional Mission | TERA International Group (TERA) | Sterling | VA | 40,000 |
| Pakistan | PRL Refinery Modernization | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 3,900 |
| Pakistan | PRL Refinery Modernization | Feasibility Study | Foster Wheeler USA Corporation | Houston | TX | 400,000 |
| Pakistan | Sahiwal Combined Cycle Power Plant | Desk Study | S.H. Lucas & Associates, Inc. | Pasadena | CA | 4,800 |
| Saudi Arabia | Railcars Training | Training | Freight Car America | Johnstown | PA | 340,920 |
| Sri Lanka | Power Sector – 300 MW Coal-Fired Power Plant – TOR Changes Review | Desk Study | Brooks Howell and Co, LLC | Hacks Neck | VA | 1,500 |
| Sri Lanka | Civil Aviation | Technical Assistance | Selection in progress | | | 422,800 |
| Sri Lanka | IFC Tsunami Relief | Technical Assistance | International Finance Corporation (IFC) | Washington | DC | 250,000 |
| Sri Lanka | Disaster Early Warning System Capacity Development and Systems Integration | Technical Assistance | Selection in progress | | | 398,000 |
| Sri Lanka | Strategic Advisory and ICT Systems for National Disaster Management Center | Technical Assistance | Selection in progress | | | 375,000 |
| Sri Lanka | Sewerage Infrastructure for Tsunami Affected Towns | Feasibility Study | Selection in progress | | | 491,000 |
| Sri Lanka | Solar Powered Community Water Supply Pilot Program | Technical Assistance | WorldWater Corporation | Pennington | NJ | 356,000 |
| Sri Lanka | Transport Logistics in Tsunami Affected Areas | Feasibility Study | Selection in progress | | | 475,000 |
| Yemen | Taiz Wastewater System | Feasibility Study | Selection in progress | | | 492,000 |
| MENASA Regional | Project Analyst | Technical Assistance | Diana Rossiter | Richmond | VA | 49,968 |
| MENASA Regional | Regional Transition Assistance | Technical Assistance | Lance J. Ludman | Washington | DC | 15,452 |
| MENASA Regional | Transportation & Trade Facilitation Conference – Organizer | Technical Symposium | MFM Group, Inc. | Miami | FL | 228,791 |
| MENASA Regional | Transportation & Trade Facilitation Conference – Briefing Book | Technical Symposium | Domus A.D., LLC | New York | NY | 100,000 |
| MENASA Regional | Middle East and North Africa ICT Conference – Organizer | Technical Symposium | MFM Group, Inc. | Miami | FL | 306,797 |
| MENASA Regional | Middle East and North Africa ICT Conference – Briefing Book | Technical Symposium | Computer Frontiers | Germantown | MD | 119,912 |
| MENASA Regional | Refinery Sector | Definitional Mission | S.H. Lucas & Associates, Inc. | Pasadena | CA | 39,962 |
| Total For Middle East, North Africa and South Asia | | | | | | \$11,204,066 |
| SUB-SAHARAN AFRICA | | | | | | |
| Botswana | Mamabula Coal-Fired Power Plant | Technical Assistance | Selection in progress | | | 368,270 |
| Botswana | Coal Bed Methane | Orientation Visit | Koeppen, Elliott & Associates, Ltd. (KEA) | Washington | DC | 98,477 |
| Cameroon | Locam Heavy Equipment | Desk Study | Tusk, LLC | Washington | DC | 2,500 |
| Ethiopia | Aluto Langano Geothermal Plant | Technical Assistance | Stephen Hirsch | Reston | VA | 42,035 |
| Ethiopia | Aluto Langano Geothermal Plant – EEPKO Technical Advisor | Technical Assistance | Stephen Hirsch | Reston | VA | 9,831 |
| Ethiopia | Telecommunications Sector | Definitional Mission | Washington Strategic Advisors, LLC | Washington | DC | 29,864 |
| The Gambia | Petroleum Product Storage Depot | Feasibility Study | Global Management Group, LLC (GMG) | Chepachet | RI | 393,978 |
| The Gambia | Bonto Coal Fired Power Plant | Feasibility Study | Selection in progress | | | 275,000 |
| Ghana | Sunyani Municipal Water – Final Report Review | Desk Study | Performance Technology, Inc. | Lewiston | ME | 1,000 |
| Ghana | Rural Electrification | Technical Assistance | Tennessee Valley Infrastructure Group (TVIG) | Chattanooga | TN | 246,875 |
| Kenya | Kenyatta National Hospital Resource Management | Technical Assistance | Cambridge Consulting Corporation | McLean | VA | 396,125 |
| Kenya | Lake Victoria South Water/Wastewater | Feasibility Study | Selection in progress | | | 358,145 |

| COUNTRY | TITLE | ACTIVITY | U.S. FIRM | CITY | STATE | FUNDS OBLIGATED |
|-------------------------|-----------------------------------------------------------------------------|----------------------|------------------------------------------------------------|---------------|-------|-----------------|
| Kenya | Tea Development Authority Integrated Energy Management | Feasibility Study | Selection in progress | | | 341,670 |
| Madagascar | Infrastructure – Mahajanga Barge Lightering | Feasibility Study | Selection in progress | | | 15,000 |
| Madagascar | Infrastructure – Mahajanga Barge Lightering – Advisory Assistance | Technical Assistance | KUPS International | Cabin John | MD | 29,790 |
| Madagascar | Upstream Volobe Hydroelectric Power | Desk Study | Econergy International Corporation (EIC) | Washington | DC | 2,500 |
| Madagascar | Upstream Volobe Hydroelectric Power | Feasibility Study | Paul C. Rizzo Associates, Inc. | Monroeville | PA | 370,463 |
| Mali | Private Agribusiness Development | Feasibility Study | Selection in progress | | | 338,012 |
| Mali | Markala Hydropower Plant | Feasibility Study | Selection in progress | | | 272,956 |
| Mauritius | Public Utilities Regulatory | Definitional Mission | Regulatory Assistance Project | Gardiner | ME | 24,780 |
| Mauritius | Wastewater Treatment | Definitional Mission | Performance Technology, Inc. | Lewiston | ME | 24,980 |
| Mozambique | Luria River Hydropower | Feasibility Study | Selection in progress | | | 597,960 |
| Namibia | TCB-Trans Kalahari Corridor | Feasibility Study | Transportation & Economic Research Associates, Inc. (TERA) | Sterling | VA | 81,807 |
| Namibia | Trans Kalahari Corridor | Orientation Visit | Transportation & Economic Research Associates, Inc. (TERA) | Sterling | VA | 8,872 |
| Namibia | Port Development and Expansion | Definitional Mission | Leonard C. E. Sugin | New York | NY | 25,000 |
| Namibia | IPP and Investment Market Framework | Technical Assistance | Selection in progress | | | 275,700 |
| Nigeria | Imo-Abia Waste Management – Final Report Review | Desk Study | Performance Technology, Inc. | Lewiston | ME | 1,000 |
| Nigeria | Oil and Gas | Definitional Mission | Merklein & Associates, Inc. | Washington | DC | 32,910 |
| Nigeria | Oil and Gas – Follow On | Desk Study | Merklein & Associates, Inc. | Washington | DC | 10,000 |
| Nigeria | Independent Power Plant | Feasibility Study | Selection in progress | | | 353,000 |
| Nigeria | LP Gas Sector Policy and Regulatory Framework | Technical Assistance | Selection in progress | | | 562,000 |
| Nigeria | Marine Port Security and Privatization/Airport Security | Definitional Mission | Contingency & Security Solutions (C&SS) International | Savannah | GA | 35,000 |
| Nigeria | Power Sector | Definitional Mission | Merklein & Associates, Inc. | Washington | DC | 35,000 |
| Sao Tome & Principe | Sao Tome Deepwater Port | Feasibility Study | TEC Infrastructure Consultants, LLC | Annapolis | MD | 25,990 |
| Senegal | Food Supplement Plant – 2nd FS Final Report Review | Desk Study | The Peoples Group | Arlington | VA | 1,000 |
| South Africa | South African Energy and Power Opportunities | Technical Symposium | Princeton Energy Resources International, LLC | Rockville | MD | 207,420 |
| Tanzania | Tanzania Airports Authority ICT Infrastructure | Feasibility Study | Selection in progress | | | 371,750 |
| Uganda | Industrial and Municipal Water and Wastewater Treatment | Definitional Mission | Service Associates International, Inc. | Silver Spring | MD | 26,676 |
| Uganda | Jinja – Njeru Water and Wastewater | Feasibility Study | Selection in progress | | | 414,128 |
| Zambia | Mufulira Deep Mining Project – Re-evaluation | Desk Study | Gerald V. Jergensen | Black Forest | CO | 5,000 |
| Sub-Saharan Africa Reg1 | Regional Trade and Development Office | Technical Assistance | Douglas M. Shuster | Washington | DC | 132,297 |
| Sub-Saharan Africa Reg1 | Regional Trade and Development Office | Technical Assistance | U.S. Department of State | Washington | DC | 59,500 |
| Sub-Saharan Africa Reg1 | Regional Trade and Development Office | Technical Assistance | Lance J. Ludman | Washington | DC | 8,820 |
| Sub-Saharan Africa Reg1 | GNSS Project for East Africa Community | Technical Assistance | Aerospace Services International, Inc. (ASI) | Chantilly | VA | 51,829 |
| Sub-Saharan Africa Reg1 | GNSS Project for East Africa Community – Follow Up | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 1,000 |
| Sub-Saharan Africa Reg1 | Project Analyst | Technical Assistance | Melissa Mason | Arlington | VA | 40,262 |
| Sub-Saharan Africa Reg1 | UEMOA Transportation – Regional Rail Integration | Feasibility Study | Selection in progress | | | 614,600 |
| Sub-Saharan Africa Reg1 | NEPAD Infrastructure Capacity Building – Transaction and Financial Advisory | Technical Assistance | Selection in progress | | | 361,476 |
| Sub-Saharan Africa Reg1 | West Africa Mining Sector | Definitional Mission | Gerald V. Jergensen | Black Forest | CO | 44,800 |
| Sub-Saharan Africa Reg1 | Southern Africa Power Pool | Definitional Mission | Econergy International Corporation (EIC) | Washington | DC | 48,141 |
| Sub-Saharan Africa Reg1 | Kenya-Uganda Energy Sector | Definitional Mission | CJ Aron Associates Inc. | Brooklyn | NY | 40,000 |
| Sub-Saharan Africa Reg1 | West and West-Central Africa Port | Orientation Visit | Decision/Analysis Partners | Vienna | VA | 154,613 |
| Sub-Saharan Africa Reg1 | West Africa Energy Sector | Definitional Mission | Econergy International Corporation (EIC) | Washington | DC | 34,712 |
| Sub-Saharan Africa Reg1 | UEMOA Agency for Aviation Safety and Security | Technical Assistance | Selection in progress | | | 353,000 |
| Sub-Saharan Africa Reg1 | East African Community Upper Flight Information Region | Desk Study | Montgomery Consulting Group, Inc. | Winter Park | FL | 2,500 |
| Sub-Saharan Africa Reg1 | East African Community Upper Flight Information Region | Feasibility Study | Selection in progress | | | 566,000 |
| Sub-Saharan Africa Reg1 | Project Analyst | Technical Assistance | Jason Michael Nagy | Takoma Park | MD | 45,000 |
| Sub-Saharan Africa Reg1 | Nigeria/Senegal Wastewater | Definitional Mission | Performance Technology, Inc. | Lewiston | ME | 34,409 |
| Sub-Saharan Africa Reg1 | Nigeria & Ghana Stock Exchange IT | Definitional Mission | Computer Frontiers | Germantown | MD | 44,981 |

Total For Sub-Saharan Africa

\$9,350,404

WORLDWIDE

| | | | | | | |
|-----------|-------------------------------------------------------|----------------------|------------------------------------------------|--------------|----|---------|
| Worldwide | Aviation Security Quality Control | Technical Assistance | Aerospace Services International, Inc. (ASI) | Chantilly | VA | 596,491 |
| Worldwide | Environment Sector Projects – Sri Lanka and Indonesia | Definitional Mission | Millennium Science and Engineering, Inc. (MSE) | Chantilly | VA | 49,557 |
| Worldwide | South and Southeast Asia Emergency Communications | Definitional Mission | Network Dynamics Associates, LLC | Brooklyn | NY | 90,000 |
| Worldwide | Travel Insurance | Technical Assistance | Travel Insurance Services | Walnut Creek | CA | 2,500 |

Total For Worldwide

\$738,548

GRAND TOTAL

\$56,954,664

SUMMARY OF FY 2005 PROGRAM ACTIVITIES

USTDA reorganized the agency's regional structure effective October 1, 2004 for the 2005 fiscal year. USTDA program activity is organized under five restructured regions: Asia; Europe and Eurasia; Latin America and the Caribbean; the Middle East, North Africa and South Asia (MENASA); and Sub-Saharan Africa. For information regarding statistics of USTDA's past regional structure (Africa and the Middle East; Asia; Central and Eastern Europe; Eurasia; and Latin America and the Caribbean), please contact USTDA.

FY 2005 BASIC STATISTICS

Program Budget: \$56.95 million

| | |
|-----------------------------|-----|
| # of Activities* | 345 |
| # of Projects** | 271 |
| # of New Projects*** | 187 |
| # of Countries | 66 |

* 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

| | 2003 | | 2004 | | 2005 | |
|------------------------|------------|-------------|------------|-------------|------------|-------------|
| DM/Desk Studies | 168 | 43.3% | 165 | 45.6% | 131 | 38.0% |
| Feasibility Studies | 98 | 25.3% | 59 | 16.3% | 57 | 16.5% |
| Orientation Visits | 34 | 8.8% | 30 | 8.3% | 31 | 9.0% |
| Technical Assistance | 75 | 19.3% | 93 | 25.7% | 109 | 31.6% |
| Trade-Related Training | 4 | 1.0% | 3 | 0.8% | 4 | 1.2% |
| Procurement Assistance | 0 | 0.0% | 1 | 0.3% | 1 | 0.3% |
| Conferences | 7 | 1.8% | 11 | 3.0% | 12 | 3.4% |
| Other | 2 | 0.5% | 0 | 0.0% | 0 | 0.0% |
| TOTALS | 388 | 100% | 362 | 100% | 345 | 100% |

USTDA ACTIVITIES

By Value of Obligations

| | 2003 | | 2004 | | 2005 | |
|------------------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
| DM/Desk Studies | \$1,886,484 | 3.6% | \$2,105,820 | 3.8% | \$2,044,239 | 3.6% |
| Feasibility Studies | \$29,105,287 | 55.1% | \$21,526,517 | 38.3% | \$23,493,962 | 41.3% |
| Orientation Visits | \$2,949,035 | 5.6% | \$3,398,645 | 6.0% | \$3,300,344 | 5.8% |
| Technical Assistance | \$16,237,508 | 30.8% | \$25,158,775 | 44.8% | \$23,242,559 | 40.8% |
| Trade-Related Training | \$1,030,227 | 1.9% | \$2,570,265 | 4.6% | \$2,490,920 | 4.4% |
| Procurement Assistance | \$0* | 0.0% | \$95,910 | 0.2% | \$1,070 | 0.0% |
| Conferences | \$1,407,783 | 2.7% | \$1,315,607 | 2.3% | \$2,381,570 | 4.2% |
| Other | \$194,200 | 0.5% | \$0 | 0.0% | \$0 | 0.0% |
| TOTALS | \$52,810,524 | 100% | \$56,171,539 | 100% | \$56,954,664 | 100% |

* USTDA combined Procurement Assistance with Technical Assistance in FY 2003.

FY 2005 USTDA PROGRAM FUNDS

By Region

| | Core Budget | *Additional Funds | Total Funds |
|---------------------------------|---------------------|---------------------|---------------------|
| Asia | \$10,770,826 | \$3,239,950 | \$14,010,776 |
| Europe and Eurasia | \$2,760,961 | \$7,995,387 | \$10,756,348 |
| Latin America and the Caribbean | \$10,894,522 | \$0 | \$10,894,522 |
| MENASA | \$7,431,066 | \$3,773,000 | \$11,204,066 |
| Sub-Saharan Africa | \$9,350,404 | \$0 | \$9,350,404 |
| Multi-Regional | \$738,548 | \$0 | \$738,548 |
| Total | \$41,946,327 | \$15,008,337 | \$56,954,664 |

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

USTDA ACTIVITIES BY REGION

By Number of Activities

| | 2003 | | 2004 | | 2005 | |
|---------------------------------|------------|-------------|------------|-------------|------------|-------------|
| Asia | 67 | 17.3% | 64 | 17.7% | 75 | 21.7% |
| Europe and Eurasia | 146 | 37.6% | 129 | 35.6% | 76 | 22.0% |
| Latin America and the Caribbean | 62 | 16.0% | 66 | 18.2% | 60 | 17.4% |
| MENASA | 51 | 13.1% | 48 | 13.3% | 68 | 19.7% |
| Sub-Saharan Africa | 60 | 15.5% | 54 | 14.9% | 62 | 18.0% |
| Multi-Regional | 2 | 0.5% | 1 | 0.3% | 4 | 1.2% |
| Totals | 388 | 100% | 362 | 100% | 345 | 100% |

USTDA ACTIVITIES BY REGION

By Funding Levels

| | 2003 | | 2004 | | 2005 | |
|---------------------------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
| Asia | \$11,034,700 | 20.9% | \$10,780,639 | 19.2% | \$14,010,776 | 24.6% |
| Europe and Eurasia | \$22,367,035 | 42.4% | \$19,300,627 | 34.4% | \$10,756,348 | 18.9% |
| Latin America and the Caribbean | \$6,941,018 | 13.1% | \$9,077,667 | 16.2% | \$10,894,522 | 19.1% |
| MENASA | \$6,328,319 | 12.0% | \$10,007,809 | 17.8% | \$11,204,066 | 19.7% |
| Sub-Saharan Africa | \$5,760,620 | 10.9% | \$6,774,851 | 12.1% | \$9,350,404 | 16.4% |
| Multi-Regional | \$378,832 | 0.7% | \$229,946 | 0.4% | \$738,548 | 1.3% |
| Totals | \$52,810,524 | 100% | \$56,171,539 | 100% | \$56,954,664 | 100% |

USTDA ACTIVITIES BY ECONOMIC SECTOR
By Number of Activities

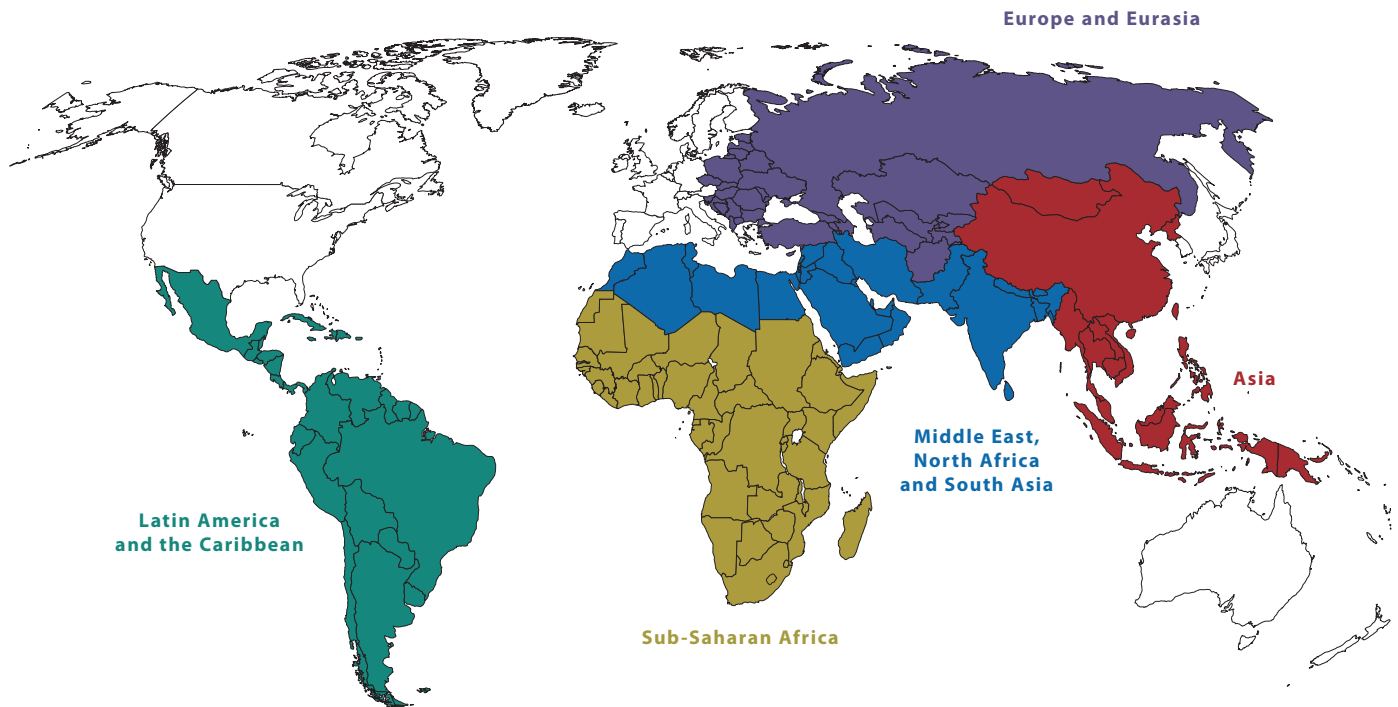
| | 2003 | | 2004 | | 2005 | |
|----------------------------|------------|-------------|------------|-------------|------------|-------------|
| Agribusiness | 7 | 1.8% | 6 | 1.7% | 11 | 3.2% |
| Energy & Power | 59 | 15.2% | 56 | 15.5% | 62 | 18.0% |
| Human Resources | 9 | 2.3% | 14 | 3.9% | 9 | 2.6% |
| Manufacturing | 23 | 5.9% | 13 | 3.6% | 14 | 4.1% |
| Mining & Natural Resources | 28 | 7.2% | 23 | 6.3% | 27 | 7.8% |
| Multi-Sector & Other | 45 | 11.6% | 37 | 10.2% | 45 | 13.0% |
| Services | 45 | 11.6% | 47 | 13.0% | 43 | 12.5% |
| Telecommunications | 42 | 10.8% | 26 | 7.2% | 20 | 5.8% |
| Transportation | 94 | 24.2% | 99 | 27.3% | 75 | 21.7% |
| Water & Environment | 36 | 9.3% | 41 | 11.3% | 39 | 11.3% |
| Total | 388 | 100% | 362 | 100% | 345 | 100% |

USTDA ACTIVITIES BY ECONOMIC SECTOR
By Value of Obligations

| | 2003 | | 2004 | | 2005 | |
|----------------------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
| Agribusiness | \$685,358 | 1.2% | \$133,106 | 0.2% | \$2,265,067 | 4.0% |
| Energy & Power | \$7,125,246 | 13.4% | \$8,302,079 | 14.8% | \$10,799,517 | 19.0% |
| Human Resources | \$1,077,379 | 2.0% | \$3,999,621 | 7.1% | \$1,300,625 | 2.3% |
| Manufacturing | \$4,112,146 | 7.7% | \$1,713,702 | 3.1% | \$2,457,685 | 4.3% |
| Mining & Natural Resources | \$3,500,959 | 6.6% | \$4,146,391 | 7.4% | \$6,587,928 | 11.5% |
| Multi-Sector & Other | \$4,883,061 | 9.2% | \$4,343,071 | 7.7% | \$3,293,274 | 5.8% |
| Services | \$5,011,167 | 9.4% | \$8,151,868 | 14.5% | \$7,091,394 | 12.5% |
| Telecommunications | \$6,991,871 | 13.2% | \$2,950,536 | 5.3% | \$3,403,598 | 6.0% |
| Transportation | \$13,933,433 | 26.3% | \$16,508,766 | 29.4% | \$13,367,342 | 23.5% |
| Water & Environment | \$5,489,900 | 10.3% | \$5,922,399 | 10.5% | \$6,388,234 | 11.2% |
| Totals | \$52,810,524 | 100% | \$56,171,539 | 100% | \$56,954,664 | 100% |

USTDA REGIONS

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



USTDA STAFF AND CONTACT INFORMATION

USTDA Staff

| | |
|--------------------------------------------------|---------------------|
| DIRECTOR | Thelma J. Askey |
| DEPUTY DIRECTOR | Barbara R. Bradford |
| GENERAL COUNSEL | Leocadia I. Zak |
| DIRECTOR FOR POLICY AND PROGRAMS | Geoffrey Jackson |
| CHIEF OF STAFF | Thomas R. Hardy |
| RESOURCE ADVISOR | Micheal Hillier |
| ASSISTANT DIRECTOR FOR POLICY AND PROGRAMS | Paul Marin |
| SPECIAL ASSISTANT TO THE DIRECTOR | Susan Yang |

ASIA

| | |
|------------------------------------------|-----------------|
| REGIONAL DIRECTOR | Henry Steingass |
| COUNTRY MANAGER | Steven Winkates |
| COUNTRY MANAGER | Stacey Chow |
| COUNTRY MANAGER | Diana Rossiter |
| PROJECT ANALYST* | Jarrett Creasy |
| ASIA BUSINESS DEVELOPMENT MANAGER* | Vacant |

EUROPE AND EURASIA

| | |
|-------------------------|-----------------|
| REGIONAL DIRECTOR | Daniel D. Stein |
| COUNTRY MANAGER | Jennifer Snyder |
| COUNTRY MANAGER | Andrea Lupo |
| COUNTRY MANAGER | Scott Greenip |
| PROJECT ANALYST* | Dan Dondero |

LATIN AMERICA AND THE CARIBBEAN

| | |
|-------------------------|-------------------|
| REGIONAL DIRECTOR | Albert W. Angulo |
| COUNTRY MANAGER | Anne McKinney |
| COUNTRY MANAGER | Keith M. Eischeid |
| COUNTRY MANAGER | Kate Maloney |

MIDDLE EAST, NORTH AFRICA AND SOUTH ASIA

| | |
|-------------------------|-------------------|
| REGIONAL DIRECTOR | Carl B. Kress |
| COUNTRY MANAGER | Mercedes Fitchett |
| COUNTRY MANAGER | Leila Aridi Afas |
| COUNTRY MANAGER | Marian Bassett |

SUB-SAHARAN AFRICA

| | |
|--------------------------------------------|---------------|
| REGIONAL DIRECTOR | Ned Cabot |
| COUNTRY MANAGER | Pierce Davis |
| COUNTRY MANAGER | Ursula Iszler |
| PROJECT ANALYST* | Melissa Mason |
| PROJECT ANALYST* | Jason Nagy |
| AFRICA BUSINESS DEVELOPMENT MANAGER* | Doug Shuster |

OFFICE OF THE GENERAL COUNSEL

| | |
|----------------------------|----------------|
| ATTORNEY ADVISOR | Cam Trowbridge |
| ATTORNEY ADVISOR | David Hester |
| ATTORNEY ADVISOR | Enoh Ebong |
| ATTORNEY ADVISOR | Kendra Link |
| GRANTS ADMINISTRATOR | Pat Daughettee |
| GRANTS ASSISTANT | Megan Rouse |

OFFICE OF EXTERNAL RELATIONS

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|---------------------------------------|----------------|
| COMMUNICATIONS POLICY ADVISOR | Donna Thiessen |
| CONGRESSIONAL RELATIONS ADVISOR | Jennifer Wolff |
| SPECIAL PROJECTS OFFICER* | Brenda Heggs |
| WEBMASTER/EXTERNAL RELATIONS* | Brandon Moore |

OFFICE OF EVALUATIONS

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| EVALUATIONS OFFICER/ECONOMIST | David Denny |
| EVALUATIONS ANALYST | Jamie Merriman |
| EVALUATIONS ANALYST* | Alexandra Bradley |

OFFICE OF FINANCE

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| FINANCIAL MANAGER | Noreen St. Louis |
| FINANCIAL MANAGEMENT ANALYST | Michele Bivins |
| FINANCIAL MANAGEMENT ANALYST | Rosa Jackson |
| FINANCE SPECIALIST | Evelyn Gudger |
| FINANCE ASSISTANT* | David Whittle |

OFFICE OF CONTRACTS

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| CONTRACTING OFFICER | Della Glenn |
| CONTRACTING OFFICER | Walter Knott |
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| CONTRACTS SPECIALIST | Lynda Kindrick |
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OFFICE OF ADMINISTRATION

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| ADMINISTRATIVE OFFICER | Carolyn Hum |
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| ADMINISTRATIVE ASSISTANT | Ryan Myers |
| ADMINISTRATIVE ASSISTANT | Sarah Konopka |
| RESEARCH AND DRAFTING CONTRACTOR* | Kevin Fandl |

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| INFORMATION TECHNOLOGY PROJECT MANAGER* | Ronny Robinson |
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| HELP DESK TECHNICIAN* | Amanda Kamp |

INFORMATION RESOURCE CENTER

| | |
|--------------------------------------------|-------------------|
| INFORMATION RESOURCE CENTER MANAGER* | Angeleen Godbey |
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| PROJECT INFORMATION SPECIALIST II* | Chris Sheldon |
| PROJECT INFORMATION SPECIALIST* | Jorge Esteban |
| INFORMATION RESOURCE ASSOCIATE* | Ranil Rodrigo |
| INFORMATION RESOURCE ASSISTANT* | Tykesha Spivey |
| FRONT DESK ASSOCIATE* | Jacquelyn Rushing |

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