



USTDA Update

Volume 13, Issue 1 • Winter 2006

Afghanistan: 2005 Country of the Year *Capacity-Building for Long-Term Sustainable Development*

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As a result of its strong and growing partnership with the agency, USTDA selected Afghanistan as its Country of the Year. To confer the award, USTDA Deputy Director Leocadia I. Zak presented Afghan President Hamid Karzai with a plaque at the Afghanistan Trade and Investment Conference, which was held last month in London. In addition, she announced USTDA support for a training program for Afghan entrepreneurs.

Examples of successful USTDA assistance in Afghanistan span a wide range of sectors. In the telecommunications area, the agency's policy work and subsequent studies are fostering national unity and promoting economic growth through a microwave-based communications system and a fiber optic backbone, as well as new cellular concessions.

Following USTDA-funded assistance, a 100 megawatt gas-fired power plant will be built in northern Afghanistan, which will address persistent power shortages that hinder economic growth. In addition, the accommodations and services required by international business travelers will be met as a result of a hotel project developed out of USTDA-funded analysis conducted in 2002.

Last year's groundbreaking for the American University of Afghanistan also took place after the completion of USTDA assistance in 2003. By developing the human capacity necessary for reconstruction and development, the University will have a profound effect on the nation's future in the years to come.

The evolution of USTDA's portfolio in Afghanistan reflects the way the agency tailors its assistance to meet the changing needs of developing countries. The early focus on 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, USTDA worked with the Afghan government in 2005 on developing civil aviation laws and regulations; creating a national standards agency; establishing building codes; and establishing separate training programs for Afghan consulting engineers and accountants. In addition, the agency funded a major cement study, which will result in Afghan production of this key building material.

USTDA is proud to support Afghanistan's rebirth and will continue to play an important role in coming years.



USTDA Deputy Director Leocadia I. Zak (left) presented His Excellency Hamid Karzai (right), President of Afghanistan, with USTDA's Country of the Year award at the Afghanistan Trade and Investment Conference in London.

Leocadia I. Zak Named USTDA Deputy Director

Following the retirement of USTDA Deputy Director Barbara R. Bradford (see interview on back cover), the agency's General Counsel, Leocadia I. Zak, was appointed to serve as Deputy Director.

Lee joined USTDA as General Counsel in 2000 from private practice as a partner with Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC. Prior to her arrival at USTDA, she served as counsel to



Leocadia I. Zak, Deputy Director

underwriters, developers, lenders and investors in connection with a variety of project finance transactions for energy, transportation, tourism, health care and telecommunications projects. Her work focused on innovative financing programs involving U.S. government agencies such as the Overseas Private Investment Corporation and the Export-Import Bank of the United States.

Lee received her Bachelor's degree from Mount Holyoke College and her Juris Doctor from Northeastern University. She teaches international project finance courses as an adjunct professor of law at Georgetown University Law Center.



USTDA's 2005 Annual Report is on the web at www.ustda.gov

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THELMA J. ASKEY

Director's Message

One of the hallmarks of USTDA is its talented and experienced staff. Throughout the agency are people committed to USTDA's mission, which focuses on trade as a catalyst for overseas development and service to our clients in the United States and abroad.

At the end of 2005, USTDA Deputy Director Barbara Bradford retired after 30 years of federal service, more than two decades of which were spent at USTDA. I know that I join with the rest of the agency in wishing Barbara well. She served the agency with great distinction, working with me to apply a program at the agency that reflects the real synergy between trade and development. Her leadership and dedication impacted virtually every aspect of the agency and will be felt for many years to come.

Although Barbara's presence at the agency will be missed, I was pleased to appoint Leocadia Zak, the agency's General Counsel, as her successor. Lee brings a wealth of international experience to the Deputy Director position. She has an exceptional record of service as General Counsel that is rooted in her professionalism, integrity, leadership skills and devotion to the agency's mission. I look forward to working closely with her in her new capacity as Deputy Director.

Around the world, the quality of USTDA's staff is reflected through its results in bringing private sector solutions to important developmental priorities. As always, the strength of our relationships with overseas partners, the U.S. business community, and other U.S. government agencies, is critical to the success of developing countries and USTDA's mission.

About USTDA

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.

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COUNTRY MANAGER	Stacey Chow
COUNTRY MANAGER	Diana Rossiter
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ASIA BUSINESS DEVELOPMENT MANAGER*	Vacant

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LATIN AMERICA AND THE CARIBBEAN

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ADMINISTRATIVE ASSISTANT	Ryan Myers
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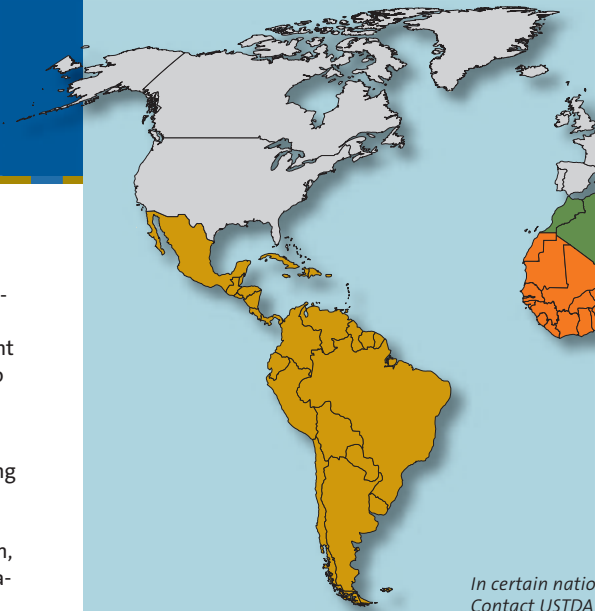
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FRONT DESK ASSOCIATE*	Jacquelyn Rushing

*Contractor working for USTDA

Regional Summaries



In certain nations
Contact USTDA

ASIA:

Targeting Trade Priorities and Growth

Asia's rapidly growing economies, increasing trade, and its response to disaster recovery priorities present strong opportunities for U.S. private sector participation in the region's development.

USTDA's 2006 program in Asia will build on the agency's capability to respond quickly to new



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USTDA signed an agreement with the General Administration of Civil Aviation of China (CAAC) in October under which the agency will support the development of China's aviation industry through an expansion of the U.S.-China Aviation Cooperation Program (ACP). Pictured here at the signing ceremony are (left to right) USTDA Policy and Program Director Geoffrey Jackson; The Boeing Company - China President and ACP Co-Chairman David Wang; U.S. Congressman John Mica; CAAC Director Minister Yang Yuanyuan (seated); FAA Administrator Marion Blakey; China's Ambassador to the United States Zhou Wenzhong; USTDA Director Askey (seated); U.S. Congressman Jim Oberstar; and Transportation Under Secretary for Policy Jeffrey Shane.

priorities with targeted assistance, while applying a progressive program that addresses developmental and trade priorities across the diverse region. USTDA will work closely with other U.S. government agencies, as well as private sector organizations, to implement this strategy.

A leading theme for USTDA in Asia will include U.S.-China trade capacity initiatives, such as training of customs officials in intellectual property rights infringement detection and interdiction, and the promotion of agricultural biotechnology regulation, standards development, banking sector modernization, and aviation safety and security cooperation. Across the Asia-Pacific Economic Cooperation (APEC) region, USTDA will continue its leading focus on transportation safety and security, as well as emergency response and preparedness initiatives that support our common objectives within APEC.

The implementation of tsunami reconstruction activities in Indonesia, and warning system development across the region will remain a priority for the agency, as will support for trade capacity initiatives under the proposed U.S.-Thailand Free Trade Agreement and the U.S.-Indonesia Trade and Investment Framework Agreement.

USTDA is also targeting diverse infrastructure development in Vietnam, Indonesia, and the Philippines ranging across aviation, mining, and e-government, as well as new financial sector modernization initiatives in Vietnam and China.

EUROPE AND EURASIA:

A Tailored Response to a Diverse Region

In 2006, USTDA is undertaking a program in Europe and Eurasia designed to support key U.S. government policy priorities. They include: (1) the Central Asia Infrastructure Integration Initiative (CAIII); and (2) promoting the region's transition to democracy and market-based economies.

USTDA assistance in Afghanistan is expected to accelerate in 2006, with increased emphasis on both human capacity-building and support for infrastructure development. An integral part of the agency's program will be the CAIII, which will promote regional political stability through economic linkages and increased foreign investment. As part of the CAIII, definitional missions will identify projects in the power, telecommunications, and transportation sectors that can contribute to regional economic cooperation.

Across the region, USTDA is tailoring its 2006 program to the needs and requirements of each country. In Southeast Europe, the focus will be on the power sector and emergency management. In Ukraine, several energy efficiency projects are

currently under review, while in Georgia, USTDA has just approved a power transmission project.

As in the past, USTDA will respond in 2006 to the changing needs and priorities of the diverse and dynamic Europe and Eurasia region.



In October, USTDA sponsored an orientation visit for a delegation from the Turkish State Oil and Gas Company (BOTAS) to visit several U.S. underground gas storage sites and to meet with U.S. equipment suppliers about technologies and procedures applicable to the implementation of the Tuz Golu underground gas storage project in Turkey. Pictured here with USTDA Country Manager Jennifer Snyder (third from left) are members of the BOTAS delegation and contractors accompanying the delegates on a tour of Spindletop's underground gas storage facilities outside of Houston, Texas.

SUB-SAHARAN AFRICA:

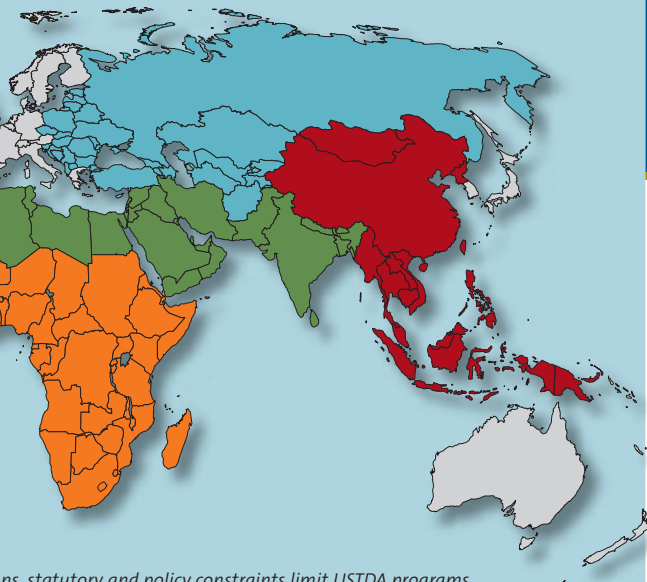
Enhancing Regional Capacity for Development

USTDA is planning a dynamic program in Africa for 2006. While remaining responsive to the changing needs of its many African partners, the agency expects to focus principally on infrastructure leadership, trade agreement support, trade security, regional integration, and West African energy.

In carrying out its Africa program, USTDA serves as the principal U.S. representative to the Infrastructure Consortium for Africa. The Consortium was established following last summer's meeting of the Group of Eight industrialized countries as a vehicle through which donors, international financial institutions, and other stakeholders can focus strategically on major regional infrastructure projects in Africa.

Throughout the region, USTDA will continue its support for activities designed to help countries benefit from the Africa Growth and Opportunity Act and to further efforts by the U.S. Trade Representative to negotiate trade agreements in the region. Recognizing that weak infrastructure is a significant barrier to trade in Africa, USTDA will also promote the development of trade-related infrastructure.

Regional cooperation is a major theme of African development and USTDA will continue to advance this approach to developmental needs in Africa. In West Africa, an important supplier of oil to the United States and a region with massive economic development challenges, USTDA is reviewing new energy sector activities to help improve service delivery and accountability to the citizens of those countries.



ns, statutory and policy constraints limit USTDA programs. directly to determine the availability of assistance.



Ministry of Finance Secretary Ashok Jha (left) and U.S. Ambassador to India David Mulford (right) shake hands following the signing of the USTDA Framework Agreement. U.S. Treasury Secretary John Snow (center) is seen applauding the signing, while Finance Minister P. Chidambaram (far left) and USTDA Director for Policy and Program Geoffrey Jackson (far right) look on.

MIDDLE EAST, NORTH AFRICA, AND SOUTH ASIA:

Promoting an Improved Trade Environment

USTDA had a strong year in the Middle East, North Africa and South Asia (MENASA) in 2005, developing a diverse project pipeline and laying a strong foundation for 2006. Priority sectors across the region for this year are transportation and trade logistics, information and communications technology (ICT), energy supply, water resource management, and disaster preparedness and recovery.

As USTDA establishes its 2006 program, the agency is maintaining a particular focus on potential projects in India, whose growing economy represents a significant opportunity for U.S. companies, particularly in the area of infrastructure development, which the country has targeted as a high priority. At the end of 2005, USTDA signed a Framework Agreement with the Indian Ministry of Finance that will govern USTDA activities with the public sector, and is expected to lead to new projects. Transportation infrastructure and energy development are two areas that are particularly promising.

Already in the planning stages are regional conferences on ICT in the Middle East and North Africa and transportation logistics and infrastructure in South Asia (see *Upcoming Events*). Both will highlight project opportunities in these key sectors that present commercial opportunities for U.S. firms.

Throughout the year, USTDA will continue its support for key sectors in the MENASA region that represent strong opportunities for U.S. firms.



USTDA sponsored the *Engineering for the Americas Symposium* in November to promote harmonized professional engineering education standards in the region. Pictured here are the speakers from the inaugural session (left to right): Benjamin Marticorena, President of the National Council of Science and Technology in Peru; Albert W. Angulo, USTDA Regional Director for Latin America and the Caribbean; Alice Abreu, Director of the Office of Education, Science and Technology at the Organization of American States (OAS); and Ronaltn Iván Ochaeta Argueta, Director of the OAS National Office in Peru.

LATIN AMERICA AND THE CARIBBEAN:

Increasing Trade Capacity

USTDA looks forward to an active 2006 in Latin America and the Caribbean supporting key policy initiatives and capacity-building activities that facilitate trade as a catalyst for growth in the region.

To further this effort, Director Askey announced a Central America-Dominican Republic Free Trade Agreement (CAFTA-DR) Trade Integration Initiative while in the region in October as part of the U.S. trade delegation led by Commerce Secretary Carlos M. Gutierrez. Under the umbrella of the CAFTA-DR Committee on Trade Capacity Building, the program aims to fulfill the needs identified by individual countries and to further the benefits obtained through the free trade agreement. In early 2006, definitional mission teams will travel to the region to develop projects in the energy, transportation, and information and communications technology sectors.

Following on the success of the *Engineering for the Americas* symposium last fall, USTDA will sponsor a conference in early March to highlight energy and transportation projects supported by multilateral development banks (see *Upcoming Events*). The conference will provide U.S. suppliers with the opportunity to meet with decision-makers from project executing agencies, as well as managers from the Inter-American Development Bank, World Bank and other financing institutions.

Supply chain security is a priority for countries throughout the region and is an essential component of the Security and Prosperity Partnership of North America. USTDA will actively support this partnership through projects that target customs and border facilitation and multimodal infrastructure enhancements to promote overall competitiveness.

Overall, USTDA will continue to support activities that present commercial opportunities for U.S. firms in providing solutions to the region's developmental needs.

Upcoming Events Lineup

U.S. Business Opportunities in Latin America at the Multilateral Development Banks (MDBs)

USTDA is sponsoring a conference to help U.S. companies successfully pursue contracts related to the implementation of up to 40 transportation and energy projects funded by the MDBs in Latin America and the Caribbean.

DATES: March 6–7, 2006
LOCATION: Washington, DC
CONTACT: Tom Roberts (949) 863-1331
E-MAIL: tom@pginside.com
WEBSITE: www.ustda1on1.com

Transportation Solutions for South Asia Trade

The U.S. Trade & Development Agency will host a conference to highlight specific short- and medium-term project and export opportunities for U.S. companies. USTDA is sponsoring the event with support from the U.S. Departments of Transportation, State, and Commerce.

DATES: March 7–9, 2006
LOCATION: Mumbai, India
CONTACTS: Kevin Craemer/Dan Lamey
 1-866-636-4729
E-MAIL: ustda-mumbai@mfmgroup.com
WEBSITE: www.trademeetings.com

Iraq Civil Aviation Orientation Visit

USTDA is sponsoring an orientation visit to the United States for key officials from the Iraqi Ministry of Transportation including its Iraq Civil Aviation Authority, Iraqi Airways, and five regional airports (Erbil, Sulimaniyah, Mosul, Najaf, and Basra). The OV will include meetings with supply sources for equipment and services and meetings with U.S. government and airport authorities.

DATES: April 17–29, 2006 (tentative)
LOCATIONS: Washington, DC; Oklahoma City, OK; Atlantic City, NJ
CONTACT: David Elliott 202-429-5245
E-MAIL: mak@kealtd.com
WEBSITE: www.kealtd.com

Middle East/North Africa Information and Communications Technology (ICT) Conference

USTDA, in collaboration with the U.S. Department of State and the Commercial Service of the U.S. Department of Commerce, is sponsoring a conference to highlight issues and opportunities for Middle Eastern and North African countries in the ICT sector. The conference will provide a forum for business and government leaders to explore specific ICT infrastructure projects in the region.

DATES: May 14–17, 2006
LOCATION: Muscat, Oman
CONTACTS: Pam Peseux/Dan Lamey
 1-866-636-4729
E-MAIL: ustda@mfmgroup.com
WEBSITE: www.trademeetings.com

Deputy Director Bradford Retires (continued from page 6)

grants in support of private sector projects. Since then, approximately 50 percent of the agency's program has been in the private sector.

At the same time, developing countries have become more sophisticated about the type of foreign assistance that they accept. USTDA has become quite adept at tailoring its program to meet host country needs and expectations.

Finally, the trade policy focus that I mentioned earlier that Director Askey brought to the agency has significantly strengthened the agency's ability to foster development led by private sector growth.

UPDATE: You came to USTDA from USAID. What attracted you to come here? Do you remember anything that surprised you about USTDA after you arrived?

BARBARA: The close relationship between USTDA, the U.S. business community and the developing world certainly were factors in my decision. I was also drawn toward it by the way the private sector could bring about development in host countries through USTDA's program.

Coming from a larger agency like USAID, I was impressed by how USTDA's small size enabled it to be so responsive to the world around it.

UPDATE: What are USTDA's strengths? How is the agency unique?

BARBARA: USTDA's greatest strength has always been its highly professional staff and "can-do" attitude. From the White House, to the State Department, to the U.S. Trade Representative's office, USTDA is often the agency called upon to deliver a tangible program of assistance to our trading partners in the developing world to help advance U.S. policy objectives.

USTDA is unique in that it is the only agency that provides funding at the earliest stages of an activity or project, funding without which it would not happen. This excites and draws additional interest and capital toward the effort. By providing funding and U.S. support for a policy change to open markets or to provide needed improvements, the agency is able to have an impact far greater than its original involvement. It impresses me that, with a staff of just 50 people, USTDA is able to sort through all of the development needs and projects in the world and identify those activities that will lead to significant economic growth and development.

UPDATE: What have you enjoyed most in your time at USTDA?

BARBARA: I very much enjoyed traveling to emerging countries around the world, and meeting the extraordinary people there who contribute so significantly to the development of their countries. From the highest levels of government to the working staff, and from successful business people from firms of all sizes,

"USTDA's greatest strength has always been its highly professional staff and 'can-do' attitude. From the White House, to the State Department, to the U.S. Trade Representative's office, USTDA is often the agency called upon to deliver a tangible program of assistance to our trading partners in the developing world to help advance U.S. policy objectives."

I have never ceased to be amazed at the sophistication and work ethic of the developing country representatives with whom I have worked.

Another aspect of USTDA that has always impressed me is the relationship between the agency and the U.S. business community. Probably because the business community helped establish the agency, there always has been excellent communication and a sharing of concerns between the private sector and the agency staff. We have worked together over the years to keep the agency's programs responsive to the needs of American firms, while at the same time making a significant contribution to countries seeking economic development.

In addition, I had the great privilege of serving with all five of the directors that the agency has had, and have seen the unique contribution that each individual director has made. In watching us grow from a relatively small program in the early 1980s to the substantial, independent agency that we are today, I have appreciated the leadership of each

director and the dedication of the unusually strong staff that characterizes USTDA.

UPDATE: What advice do you have for U.S. companies interested in commercial opportunities associated with overseas development projects?

BARBARA: The developing world represents the largest potential market for U.S. goods and services. In entering these markets, U.S. firms should consider the programs of USTDA to benefit from the knowledge and experience of the agency, as well as the possibility of funding to share the risk.

UPDATE: Finally, what are your plans for the future?

BARBARA: USTDA is a very closely knit family and we always say that no one ever really leaves the agency, they just stop working here and relate to it in another role. I will be thinking along those lines as I play golf, sit on the beach, and ski in Europe next winter.

UPDATE: Thank you very much for your time. Best wishes as you start this new chapter in your life.

USTDA Establishes a New IQC Mechanism That Includes a Training Component

USTDA contractors play a critical role in the agency's success. Contractors are especially important in carrying out the agency's orientation visits, conferences, workshops, training and outreach activities by providing expert technical and logistical support to every event.

Agency programs associated with its orientation visits, conferences and other events are typically awarded through an Indefinite Quantity Contract (IQC) mechanism that provides the agency with a pool of pre-approved expert service providers. The total duration of USTDA's IQC contract, including the exercise of all options, is five years.

Proposals from companies to participate in the new IQC were accepted by the agency last fall and a new IQC mechanism will be instituted in early 2006. In addition to the

traditional role that contractors have played with respect to orientation visits, the new IQC includes a provision that will enable contractors to coordinate and conduct training that covers a broad range of subject matter related to trade capacity building, customs issues, telecommunications, regulatory and policy trends, transportation security and safety issues and new industry technologies, among others.

The addition of this new component will allow the agency to address the training requirements of overseas decision makers as they prepare to implement development projects. Further, the training will strengthen the agency's ability to forge partnerships between U.S. firms and overseas project sponsors with developmental and commercial results.



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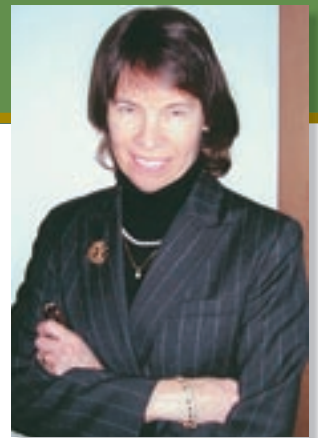
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Deputy Director Barbara R. Bradford Retires

Best wishes to USTDA Deputy Director Barbara Bradford, who retired from the agency at the end of 2005, having served in various U.S. government positions over the past 30 years. She served as Deputy Director since the beginning of 2000, bringing 14 years of experience at USTDA to the position. Previously, she served at the agency as Regional Director for Special Projects, where she gained a wealth of institutional knowledge about USTDA's operations and mission.



Prior to her arrival at USTDA, Deputy Director Bradford worked extensively in the public and private sector. At the U.S. Agency for International Development, she successfully negotiated direct loans and loan guarantees around the world. In the private sector, she served as President of an export trading company and practiced law in New York and Washington, D.C. She holds both a law degree and a Master's of Business Administration degree from Georgetown University.

Recently, *Update* had an opportunity to talk to Deputy Director Bradford about her observations about USTDA and its mission during her tenure at the agency.

UPDATE: Congratulations on your retirement. You obviously have a unique perspective on USTDA, having served as Regional Director for Special Projects for many years before becoming Deputy Director. What can you tell us about the current status of the agency and its future?

BARBARA: USTDA is well-positioned for the future due to the vision and expertise that Director Askey brought to it in recognizing that opening and increasing trade is the single best way for developing countries to strengthen their economies. By broadening the agency's program to increase technical assistance to foster fair and open trade, Director Askey has kept the agency at

the forefront of the effective delivery of development assistance.

UPDATE: What sort of change have you seen in the agency over the years?

BARBARA: Actually, one constant at the agency is its ability to continually adapt to reflect the changing world in which we live. When I came to USTDA in the mid-1980s, development assistance was solely administered government to government. Most developing countries did not have private sectors strong enough to support developmental projects. This began to change in the 1990s with the fall of the Berlin wall when the agency awarded its first