

The U.S. Trade and Development Agency

2003

COMMERCIAL
SOLUTIONS TO
DEVELOPMENT
CHALLENGES



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Director's Message

We have concluded yet another year of development and commercial successes and I am pleased to present to you this report, which highlights our achievements with our many partners in the advancement of key overseas development objectives.

A survey of the diverse activities funded by the U.S. Trade and Development Agency (USTDA) in fiscal year (FY) 2003 demonstrates the agency's strong commitment to support quality overseas development projects. Already, these activities have laid important groundwork for cooperation between U.S. firms and overseas project sponsors that will produce significant commercial and developmental results as the related projects are implemented.

USTDA's experienced and dedicated staff is the cornerstone of our success, but the agency cannot fulfill its mission alone. At every level, USTDA relies on small and medium-sized U.S. businesses to provide us with technical expertise. In fact, small enterprises have received more than one-third of USTDA funding, including both program and administrative activities, over the past five years.

One of the highlights of 2003 was the seminar USTDA sponsored at the agency's headquarters for small and medium-sized firms seeking to expand their international business. This event drew participants from across the country interested in joining the

pool of available experts to perform USTDA-funded activities. Similar events are planned for 2004 to expose even more small businesses to opportunities to work with USTDA.

USTDA is known for tailoring the most appropriate and effective method of assistance to a potential project. During 2003, USTDA provided more than \$20 million to support trade capacity-building activities. This area is an important component of the agency's mission and includes many examples of the way the agency brings the right elements together to achieve key development objectives.

These innovative activities, which include a mix of both traditional and more expansive policy-based activities, seek to promote economic development in host countries by establishing the necessary framework for increased trade. Examples include: technical assistance for the primary telecommunications provider in Serbia to comply with new, more market-based regulations; an orientation visit for officials from Southern African Customs Union countries as part of the free trade agreement negotiation process; a

demonstration of a secure supply chain system in Thailand; a feasibility study on an internet-based government procurement system in Russia; and a transportation security conference in support of the Secure Trade in the Asia-Pacific Economic Cooperation (APEC) Region, or STAR, Initiative. These activities all contribute to the capacity of the host countries to promote economic growth through trade.

USTDA trade capacity-building activities offer important opportunities for U.S. firms to play a role in the development of these tangible projects. As they are implemented, these projects will have a broader positive impact on U.S. firms doing business overseas and on host countries in terms of their ability to participate in the global market.

During 2003, USTDA activities in a wide range of sectors and regions opened other significant opportunities for U.S. firms. For example, the agency's portfolio in Romania, our 2003 Country of the Year, is exceptionally diverse, garnering projects in the information technology, telecommunications, electricity, petrochemicals, oil and gas, and transportation sectors. This outstanding

portfolio represents numerous opportunities for U.S. company involvement.

USTDA's remarkable record during FY 2003 reflects the strong interest in the agency's program around the world. Developing countries are reaching out to learn from the world's best practices and asking for U.S. expert analysis and advice as they promote economic growth and sustainable development.

As we respond to this demand, it is important to measure our results. The Bush Administration has placed a strong emphasis on commercially oriented development in U.S. foreign assistance programs. This focus, a longstanding component of the USTDA program, is critical because it represents an effective strategy to achieve long-term developmental objectives around the globe.

For many years, USTDA has used U.S. exports as an indicator of our success. It is significant to note that the value of U.S. exports associated with USTDA investments topped \$21 billion last year. This total shows the export value of our program and tells part of the story regarding developmental impact on host countries.

To ensure that the story of the effectiveness of the USTDA program is fully told, USTDA is engaged in a process of strengthening our analysis of the developmental impact of our

activities. This effort is designed to provide all of us, USTDA, the business community, foreign project sponsors, and other parts of the U.S. Government, with a more complete picture of the full impact of our joint efforts. USTDA has a unique dual trade and development mission and it is important that we account for the results in both areas and report on those successes.

Critical to our future success is the participation and support that USTDA receives from our many partners, including other U.S. Government agencies, overseas project sponsors, and the U.S. business community. I look forward to sharing the results of our continued joint efforts.

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



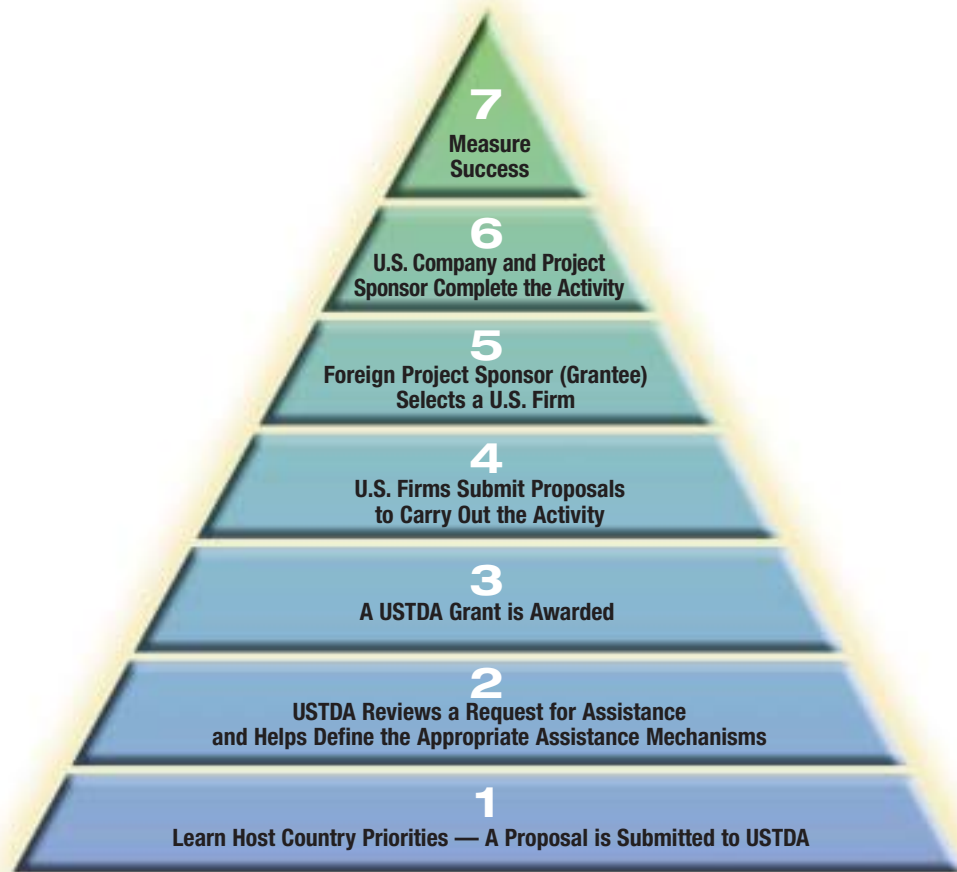
Thelma J. Askey
Director, U.S. Trade and Development Agency

“ A survey of the diverse activities funded by the U.S. Trade and Development Agency in fiscal year 2003 demonstrates the agency's strong commitment to support quality overseas development projects. ”

USTDA Viewpoint

The global environment in which the agency operates is rapidly evolving and USTDA is using its program to respond effectively to these challenges. A quick-response agency of President George W. Bush's foreign assistance team, USTDA has a proven reputation as an efficient and dynamic organization that delivers tailored solutions and tangible results for U.S. businesses seeking opportunities in an ever-changing global environment.

Roadmap to Success



The agency's dual mandate of promoting U.S. commercial interests and host country development gives USTDA the unique ability to foster public-private partnerships. These efforts are designed to engage U.S. private sector technologies, expertise, and best practices in meeting overseas developmental challenges. USTDA activities play a key role in establishing the infrastructure necessary for economies to grow and for trade to take place, and enhance the ability of U.S. firms to do business overseas.

USTDA uses a tested model that provides a successful "road map" to success for U.S. companies.

As the diagram represents, USTDA assists both U.S. companies and foreign project sponsors through a seven-tiered approach:

- **Level 1** — USTDA works with a host country to learn of its developmental priorities and needs that are likely to garner U.S. commercial interest. The host country project sponsor then submits a request for project planning assistance.

- **Level 2** — USTDA reviews the proposal by carrying out a two step process:

- 1) USTDA staff conducts an internal review to determine if the project satisfies basic requirements (listed below); and
- 2) If the proposal passes this preliminary review, a U.S. specialist is hired to conduct in-depth analysis. This may require a visit to the country, known as a definitional mission (DM), or a desk study (DS) review, depending on the level of detail needed.

- **Level 3** — The proposal is evaluated in terms of USTDA priorities and available budget resources. If funding is approved, USTDA signs an agreement awarding a grant to the foreign project sponsor (Grantee).

- **Level 4** — If a contractor has not already been identified by the Grantee, a solicitation is 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.

- **Level 5** — The Grantee competitively selects which U.S. company will receive the contract.
- **Level 6** — The U.S. company works with the Grantee until the activity is complete. Invoices from the U.S. firm are sent to the Grantee for its review and approval before being forwarded to USTDA for payment.
- **Level 7** — An assessment is made on whether or not USTDA's activity led to project implementation. From here, success is assessed in terms of USTDA's hit rate, export multiplier and developmental impact.

USTDA Eligibility Criteria

For funding consideration, most proposals submitted to USTDA are evaluated based on the following criteria:

- The likelihood of receiving implementation financing and having a procurement process that provides "equal access" to U.S. firms;
- Whether the proposal represents an opportunity for sales of U.S. goods and services that is many times greater than the initial investment of USTDA assistance;

- The priority of the proposal to the project sponsor and the country where the project is located; and
- Whether competition from foreign companies that may receive other support from their governments is involved.

Due to budgetary constraints and the high demand for USTDA funding, not all projects that meet USTDA funding criteria can be supported. USTDA's priorities vary from country to country and the level of assistance depends on the agency's annual appropriated budget, the commitment by the developing country to trade reform or infrastructure development, U.S. commercial and national security interests, and USTDA's capability to deliver assistance and measure results.

USTDA supports over 360 activities each year designed to engage U.S. private sector technologies, expertise and best practices in meeting the challenges of developing countries. The agency's focus is on economic sectors that represent significant export potential or policy impact, including energy and power, environmental services, transportation, health care, education, telecommunications and mining and minerals development. The agency's brand of foreign assistance is country-driven and commercially oriented, creating excellent prospects for private sector-led economic growth and development.

The USTDA Tool Chest

USTDA provides early project planning support to overseas development projects. The agency's tool chest is comprised of a wide variety of program activities designed to support developmental activities and U.S. commercial interests, including: (1) technical assistance and training, (2) feasibility and specialized studies, (3) conferences, (4) orientation visits for host country representatives, and (5) definitional missions and desk studies.

- **Technical Assistance:** USTDA provides technical assistance (TA) typically related to the legal and regulatory framework necessary for successful project implementation or the development of a specific sector. TA also can help a country to adopt market-opening policies and procedures so that it can more effectively participate in the benefits of trade and the world economy. USTDA also provides



USTDA sponsors seminars for U.S. firms on how USTDA-funded activities can help them to open new business opportunities overseas. Pictured here is USTDA Deputy Director Barbara Bradford in a one-on-one meeting with a representative of a U.S. company at a seminar in April 2003.

trade-related training in support of bids by U.S. firms that face significant foreign competition in seeking to implement a project.

USTDA funded 75 TA and 4 training activities in FY 2003.

TECHNICAL ASSISTANCE SUCCESS:

TA

USTDA awarded a \$550,000 grant to the Government of Argentina to encourage foreign investment in the country's mining sector. The grant analyzed Argentina's investment regime and offered advice on how the country could improve its legal and regulatory system. Argentine officials credit the TA with helping them to change their foreign investment laws, which resulted in a substantial inflow of foreign capital in mining. More than \$400 million in U.S. exports, such as engineering services and mining equipment, are associated with this USTDA activity.

TRAINING SUCCESS:

TR

USTDA grants associated with the Fez Controlled Landfill in Morocco are an example of how the agency follows projects through to implementation and how USTDA's involvement can help U.S. firms to secure lucrative overseas contracts. Following the success of a USTDA-funded feasibility study, the agency awarded a \$100,000 training grant in support of the bid by Edgeboro International, Inc. and Sadat International, both of New Jersey, to construct and operate the landfill. In 2002, the U.S. consortium was awarded the \$14 million contract. During FY 2003, USTDA-funded training began for Moroccan waste management officials on the treatment of leachate, which involves the collection of potentially hazardous liquids in landfills.



Jack Clemons (left), Vice President for Strategic Systems of Lockheed Martin Transportation and Security Solutions, and Dhimitraq Rafiti (right), Albanian Deputy Minister of Transport and Telecommunications, sign an agreement to implement a new air traffic management system for Albania. A feasibility study co-funded by USTDA and Lockheed Martin laid the ground work for this \$33 million contract.

• **Feasibility and Other Specialized Studies:**

Feasibility studies (FS) assess a project's viability by evaluating its technical, financial, legal, environmental, and economic aspects. These studies provide U.S. companies with an opportunity to get in on the "ground floor" of a project's development by highlighting U.S. solutions for its implementation.

In FY 2003, USTDA funded 98 feasibility studies.

Specialized studies take a variety of forms. They can facilitate trade negotiations or enhance a country's trade capacity in a particular sector. Examples include trade and investment barrier studies, portions of larger feasibility studies, and needs assessment and market studies.

• **Conferences:** USTDA sponsors forums for U.S. firms to conduct one-on-one meetings with key international procurement officials and decision makers. USTDA conferences aim to familiarize project sponsors with U.S. goods and services and build relationships in the process.

Attendees receive project resource guides that contain financial, technical, and contact details for the showcased projects. A U.S. company representative can expect to meet between 20-25 project sponsors at a typical conference. During the period between 1995 and 2002, USTDA's

conferences helped U.S. companies report \$559 million in exports of U.S. goods and services.

In FY 2003, USTDA hosted 7 conferences in sectors such as electronic government, waste-to-energy and renewable energy, flood management, Afghanistan reconstruction, and transportation security under the Secure Trade in the Asia-

Pacific Economic Cooperation (APEC) Region, or STAR, Initiative.

• **Orientation Visits:** USTDA sponsors visits to the United States by foreign procurement officials interested in purchasing American goods and services to view U.S. technology and products first hand. These trips are called orientation visits (OV). In FY 2003, USTDA hosted 34 OVs.

FEASIBILITY STUDY SUCCESS:

FS

USTDA has funded a series of activities in the water sector in Venezuela, including three water supply and control feasibility studies for the Ministry of Water Resources and Environment. The feasibility study contractors, Bechtel, Harza Engineers, and Tudor Engineering, were hired by Venezuelan officials under USTDA grants to provide detailed engineering and financing plans for the projects. As a result of the USTDA-funded work performed by the U.S. contractors, nearly \$300 million in U.S. exports resulted and U.S. Export-Import Bank of the United States funding was utilized.

CONFERENCE SUCCESS:

C

The **Transportation and Energy Projects in Southeast Europe Conference** that USTDA sponsored in October 2000 in Philadelphia is an example of how connections made at USTDA conferences can result in concrete overseas business to U.S. companies. For this Conference, Southeast Europe was defined as Albania, Bosnia, Bulgaria, Croatia, Macedonia, Montenegro and Romania. The conference highlighted projects funded by the World Bank and the European Bank for Reconstruction and Development (EBRD). This event was designed to bring together key project sponsors from the six countries and over 200 U.S. companies to a forum where country needs could be matched with technologies and capabilities offered by American firms. As a result of this event, officials from Westinghouse Process Control, which later became a division of Emerson, met with representatives of the Macedonian power company and were awarded a contract to supply electrical control systems and low voltage equipment. This contract garnered over \$14 million in U.S. exports.

• **Definitional Missions and Desk Studies:**

Before projects are approved for grant assistance, USTDA requires that independent evaluations of the proposals be prepared. These independent evaluations can take the form of either a definitional mission (DM) or a desk study (DS). A DM provides a detailed evaluation of the proposal, involving travel to the designated region. A DS provides quick analysis of a proposal and is produced within the United States. Both DMs and DSs are carried out exclusively by small U.S.

businesses and often enable small firms to establish contacts that lead to other international opportunities.

In the coming year, USTDA plans to further utilize this tool chest in working towards a more integrated approach to projects. Specifically, the agency will look at the outcome of initial investments made and determine if additional support is necessary to move specific projects forward to implementation. ■



The Honorable Hector V. Barreto, Administrator of the U.S. Small Business Administration, shakes hands with USTDA Director Askey at the USTDA small business conference in April 2003.

USTDA Helps Small and Medium-Size Firms Compete in Overseas Markets

USTDA has a strong record of supporting small business. For example, small U.S. firms carry out all initial USTDA-funded project research through definitional mission (DM) and desk study (DS) contracts. In fiscal year 2003, USTDA worked with 82 different small enterprises on over 46 DMs and 122 DSs. In fact, USTDA would not be able to succeed in accomplishing its mission without the efforts of the many small and medium-sized businesses that work with the agency.

To encourage new small businesses to work with the agency, USTDA sponsored a one-day contract opportunities seminar for small and medium-sized businesses. The highlight of the day's events was a keynote address by the Honorable Hector V. Barreto, Administrator of the U.S. Small Business Administration, who emphasized the Bush Administration's commitment to supporting opportunities for small businesses both

domestically and internationally. The program included practical information about how firms can avail themselves of the business opportunities supported by the USTDA program. Representatives of the Overseas Private Investment Corporation, the Export-Import Bank of the United States, the U.S. Small Business Administration, the Northern Virginia U.S. Export Assistance Center of the U.S. Department of Commerce, and the Small Business Exporters Association gave presentations on effective ways for firms to work with them. The day concluded with one-on-one meetings for participants to discuss with representatives of U.S. firms the most appropriate means for them to compete for overseas opportunities.

USTDA plans to build on its small business track record by sponsoring similar events in 2004 designed to assist firms in expanding their international portfolios. ■

ORIENTATION VISIT SUCCESS:

OV

When the Electric Generating Authority of Thailand (EGAT) was considering the privatization of their newest generation plants, they requested that USTDA organize an OV for their officials to examine how privately owned plants in the United States operate. EGAT later signed contracts with the technical consultants who organized the visit. The two companies facilitated the bidding process and helped EGAT to establish a transparent process. The results were lower electricity costs for EGAT and a more efficient plant operation.

DEFINITIONAL MISSION AND DESK STUDY SUCCESS:

DM/DS

Millennium Science & Engineering, an environmental consulting firm, is a prime example of a small U.S. firm's entry into the international arena through USTDA. In 1996, Millennium Science & Engineering was awarded its first DS and DM contracts. Having gained an understanding about USTDA, the company proposed a feasibility study for a wastewater treatment project at the MOL Duna Refinery in Hungary. After completing the study, the firm won several contracts related to the project that Earth Tech, a U.S. company, signed with MOL to construct and operate the wastewater treatment facility.

Building Alliances With Other Agencies

USTDA works effectively with other U.S. Government agencies to bring their particular expertise and resources to a development objective. As such, USTDA is an active member of the Trade Policy Coordinating Committee (TPCC), supporting interagency efforts to benefit U.S. companies operating around the globe. In fact, during FY 2003, USTDA hosted two separate one-week TPCC training sessions for employees of TPCC member agencies in its Business Center. By coordinating its efforts with those of other agencies, USTDA is able to significantly enhance its value to U.S. businesses and increase its effectiveness in supporting U.S. trade, economic development and foreign policy goals. Examples include:



USTDA maintains an active program in Pakistan that covers a number of critical infrastructure areas, such as telecommunications, housing, and water supply, and increases the country's trade capacity. Pictured here (left to right) are U.S. Treasury Secretary John Snow, U.S. Ambassador to Pakistan Nancy Powell, and USTDA Director Askey during a visit to Pakistan in September 2003.

OFFICE OF THE U.S. TRADE REPRESENTATIVE (USTR):

Trade capacity-building activities associated with World Trade Organization and free trade agreement (FTA) negotiations, such as the U.S.-Central American FTA and the U.S.-Southern African Customs Union FTA.

DEPARTMENT OF STATE:

USTDA receives policy guidance from the Department of State and works closely with the U.S. Agency for International Development (USAID) and U.S. Embassies and Consulates around the globe. USTDA has funded a number of activities in direct support of the STAR Initiative, in which the State Department serves as the lead agency.

EXPORT-IMPORT BANK OF THE UNITED STATES (EX-IM):

Thirty percent of U.S. exports associated with USTDA-funded activities are financed by Ex-Im Bank loans and guarantees. USTDA reports are designed to facilitate financing by Ex-Im and other financial entities accessible to foreign project sponsors wanting to buy U.S. equipment.

DEPARTMENT OF COMMERCE'S FOREIGN COMMERCIAL SERVICE (FCS):

Combining USTDA activities with FCS local contacts and expertise provides U.S. companies with an enhanced level of service.

DEPARTMENT OF TRANSPORTATION (DOT):

USTDA draws upon private sector resources and DOT technical expertise, including the Federal Aviation Administration, in the area of aviation safety.

DEPARTMENT OF HOMELAND SECURITY:

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

DEPARTMENT OF THE TREASURY:

Treasury and USTDA engage in cooperative efforts on economic and trade issues to encourage market economics and greater transparency in developing markets.

SMALL BUSINESS ADMINISTRATION (SBA):

SBA and USTDA both support efforts by small businesses to export their goods and services. SBA Administrator Hector Barreto was a keynote speaker at a USTDA Small Business Outreach Seminar in April 2003 as illustrated in more detail on page 7.

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.



USTDA Chief of Staff Carl Kress (far left) participated in a trade delegation to Africa in FY 2003 led by U.S. Commerce Secretary Donald Evans (second from left). Pictured here (left to right) are Kress; Evans; Mr. Viet Ngo, President and CEO of Lemna International; Mr. J. N. A. Nunoo, Managing Director of Ghana Water Company; and, Ms. Theresa Tagoe, Deputy Minister of Works and Housing. During the delegation's visit to Ghana, Lemna International of Minneapolis, Minnesota, and the Ghana Water Company Limited signed a contract to expand and rehabilitate the drinking water system for the city of Sunyani and 16 surrounding communities. USTDA funded a feasibility study on the project in 2001.

Performance and Development Measurement

For many years, USTDA has used its hit rate and export multiplier to measure its success in furthering U.S. foreign commercial objectives. Through these tools, USTDA also measured, in part, its developmental impact on host countries. In FY 2003, USTDA worked in coordination with the Office of Management and Budget (OMB) to design a more complete measurement of the agency's impact on host country economic development. With all of USTDA measurements, it is important to understand that the projects that the agency supports often take many years to reach implementation and begin producing measurable results.

Developmental Impact

In FY 2003, USTDA participated in its first Performance Assessment Rating Tool (PART) exercise facilitated by OMB. Through this exercise, USTDA adopted additional measurement criteria focused on: 1) infrastructure and industrial projects; 2) the adoption of market-oriented reform; 3) the creation of 10 or more host country jobs, or the training of 10 or more individuals; and 4) the transfer of advanced technology or increased productivity. This evaluation procedure involves

tracking implemented USTDA-supported projects that produce results in some or all of these four categories.

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. Since USTDA's creation, agency-supported projects have produced over \$21 billion in exports. Within the last ten-year period for which USTDA has sufficient data (1992–2001), the agency's work has helped U.S. companies export more than \$35 for every \$1 of USTDA funds invested in these projects.

The Hit Rate

The hit rate consists of the proportion of USTDA activities that produce U.S. exports. USTDA's hit rate is currently over 35%, meaning that over 35% of USTDA projects result in U.S. exports. This is a notable percentage since projects in developing economies are inherently high risk due to local economic factors and competition from other nations.

USTDA uses a variety of tools to garner tangible results that effect the development of host countries and further the export of U.S. goods and services.



Front Office

LEFT TO RIGHT:

Micheal Hillier, *Resource Advisor*
Thelma J. Askey, *Director (seated)*
Barbara Bradford, *Deputy Director*
Geoffrey Jackson, *Assistant to the Director for Policy Planning*
Carl B. Kress, *Chief of Staff (seated)*
Leocadia I. Zak, *General Counsel*
Susan Yang, *Assistant to the Director and Deputy Director*

Country of the Year Romania: *A Dynamic Partnership*

THE STORY OF ROMANIA'S ECONOMIC PERFORMANCE IN RECENT YEARS IS AMONG THE MOST INTERESTING — AND MOST EXCITING — IN CENTRAL EUROPE.

An unstable political environment in the transition years and a hard felt three-year recession at the end of the 1990s have today given way to macroeconomic stability and strong economic growth. Inflation is down, the stock market and foreign direct investment are up, and economic growth may top five percent in 2003. At the same time, Romanian membership in the Euro-Atlantic institutions, such as the North Atlantic Treaty Organization and the European Union (EU), is in sight. While there is much more to accomplish, Romania's achievements have been impressive.

Pointed turrets rise from the towers of Peles Castle in Sinaia, Transylvania, Romania. Rich in tradition and natural beauty, Romania is also forward looking and a center of technology development.



With the help of a USTDA-funded feasibility study, the Houston, Texas firm FMC Technologies built this in-line blending system to help the Romanian petroleum refiner Rompetrol meet tough new environmental standards for their fuel products.

The USTDA partnership with Romania is yielding benefits for both Romania's economic development and American exporters.

Throughout this period, Romania has looked outward to strengthen its economic and strategic partnership with the United States. The country has been particularly adept at partnering with USTDA in pursuit of that objective.

USTDA has a long and productive track record in Romania. In FY 2003, the country was the leading USTDA grant recipient in Europe for the second year running, with 19 activities totaling \$3.1 million. This portfolio included investments in the information technology, telecommunications, electricity, petrochemicals, oil and gas, and transportation sectors.

Most importantly, the USTDA partnership with Romania is yielding benefits for both Romania's economic development and American exporters. In fact, the total number of successful USTDA projects doubled during the past year alone. In one example, USTDA funded a pilot project a year ago to examine technologies that would reduce the risks and damages of flooding. As a result of this early planning assistance, in the Fall of 2003, Lockheed Martin Corporation of Bethesda, Maryland signed a \$46 million commercial contract, a first step toward



The National Dispatch Center (NDC) in Romania, which is operated by the Romanian state-owned transmission system operator, is implementing a major SCADA investment with the assistance of a USTDA grant. Pictured here on a tour of the NDC (left to right) are: Jean Constantinescu, Director General of NDC; USTDA Chief of Staff Carl Kress; USTDA Regional Director for Europe Ned Cabot; and Razvan Purdila, Director of the Project Management Unit at NDC.

implementation of the DESWAT, or Destructive Waters, project.

While the DESWAT project was the most recent chapter in the successful USTDA-Romania partnership, there have been many others. Among them, perhaps the most enduring focus for the agency in Romania, has been in the energy sector. The highlight of USTDA's Romania program in FY 2003 was an OV for a delegation of Romanian energy officials, led by the Romanian Minister of Economy and Commerce Dan Ion Popescu. The OV also included the heads



of every major state-owned energy company in the country and a large delegation of Romanian private sector leaders. This year also saw several new feasibility study grants in the energy sector: two separate activities for the transmission company Transelectrica, one looking at a transmission substation and a second at a telecommunications plant; and refinery modernization studies for Petrom and Rompetrol, the leading Romanian public and private sector oil refiners, respectively.

As a result of this strong and diverse relationship, Romania's impressive economic performance, and the successful impact of the agency's activities in Romania, USTDA is proud to honor Romania as its 2003 Country of the Year.

USTDA continues to believe that Romania is an outstanding environment for the agency's special brand of commercially-oriented development assistance, given the breadth of development assistance opportunities in the

country. The business climate in Romania, and throughout the region, is not without its challenges, but attractive trade and investment opportunities together with pending EU accession indicate that now is an excellent time for U.S. companies to focus on this market. USTDA looks forward to maintaining a strong commitment to Romania's development and to all the countries of Southeast Europe during the coming year. ■



In July 2003, USTDA awarded a grant to fund technical assistance on the modernization and restructuring of the civil aviation system in Romania. Pictured here shaking hands at the ceremony where the grant was conferred are USTDA Regional Director for Europe Ned Cabot (left) and His Excellency Miron Tudor Mitrea (right), Romanian Minister of Public Works, Transport and Housing.

Supporting U.S. Foreign Policy Initiatives

The U.S. Trade and Development Agency is known for its rapid response to developments in a dynamic and challenging world. The agency's size provides the agility necessary to react quickly to global events and developments, thereby effectively supporting important U.S. foreign policy initiatives. Highlights of USTDA foreign policy-related activities in FY 2003 include:

Transportation and Supply Chain Security Management

The terrorist attacks on September 11, 2001 and continuing terrorism around the world illustrate how critical the international transport system is to economic and national security. Economies must promote the efficient and reliable movement of people and goods across borders, while preventing the tools of transport from becoming tools of terrorism.

USTDA has established mechanisms to deliver essential capacity building, technical assistance, training, and project planning expertise to developing countries for supply chain security and management projects. In doing so, USTDA works with countries on early project definition to aid them in fully clarifying their institutional capacity needs along with their developmental goals.

In FY 2003, the agency engaged in a large number of activities that directly supported U.S. global transportation and security objectives. Many activities relate to the goals put forth by the United States and other

Asia-Pacific Economic Cooperation (APEC) members in the Secure Trade in the APEC Region (STAR) Initiative. During FY 2003, USTDA sponsored a widely attended STAR conference in Bangkok that highlighted transportation and supply chain security management projects in the Asia-Pacific region.

Examples of USTDA activities in this sector in other parts of the world include studies on the development of a civil aviation security master plan in Romania, the introduction of an automated manifest verification technology in Central America, and the construction of a vessel traffic system in the Gulf of Suez.

Trade Capacity Building

Trade capacity building is an important part of the USTDA portfolio, and is an area where the agency has had significant success. During FY 2003, USTDA provided over \$20 million in trade capacity-building assistance worldwide. USTDA works closely with the Office of the U.S. Trade Representative (USTR) to focus the agency's trade capacity-building efforts in areas that are most useful

and effective. USTDA supports many important activities involving World Trade Organization (WTO) commitments, the negotiation of free trade agreements, customs reform and modernization, the development of industry standards and regulations, intellectual property rights (IPR) enforcement, and infrastructure modernization to facilitate trade.

USTDA's priorities vary from country to country and the level of assistance provided depends on budgetary resources, the



Geoffrey Jackson, USTDA Assistant to the Director for Policy Planning and Regional Director for Asia, moderated the opening plenary at the STAR Conference in Bangkok, Thailand in February 2003. Jackson (far left) is pictured here with the speakers from that session (left to right): Piamsak Milintachinda, Executive Director of the APEC Secretariat; Darryl Johnson, U.S. Ambassador to Thailand; Tej Bunnag, Permanent Secretary of Foreign Affairs at the Ministry of Foreign Affairs of Thailand; and Larry Greenwood, U.S. Ambassador to APEC.



In August 2003, USTDA awarded a grant to the Customs General Administration of China to partially fund a feasibility study on streamlining and modernizing supply chain capabilities and operations at Chinese ports. Pictured here (holding folders in the center) are Clark T. Randt, Jr. (left), U.S. Ambassador to China, and Gong Zheng (right), Vice Commissioner of China Customs, following the signing ceremony where the grant was conferred.

commitment by the developing country to trade reform, U.S. commercial and national security interests, and the agency's ability to deliver assistance and measure results. The agency works with countries in order to define their own developmental goals and needs to ensure that USTDA support is both productive and effective.

An example is USTDA's work in the information technology (IT) sector in Central America as part of the U.S.-Central American Free Trade Agreement (CAFTA) negotiations. Specifically, USTDA is assisting Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua in advancing locally identified trade-related IT priority projects. In addition to helping U.S. and regional firms to maximize the benefits of the CAFTA agreement when it is concluded and implemented, these projects also are expected to benefit U.S. firms through procurement opportunities associated with their implementation.

Reconstruction Efforts and Natural Disaster Management

Fostering both short- and long-term economic reconstruction projects in Afghanistan and Iraq is critical to the successful rebuilding of both countries. USTDA is uniquely situated to provide the commercially oriented assistance that is crucial to achieving this goal in each nation.

USTDA was able to move quickly to deliver assistance in Afghanistan, and the agency is in the initial stages of doing so in Iraq. In Afghanistan, USTDA's early activities already have led to specific investments by U.S. companies in hotel and airline projects that will support the overall reconstruction effort. USTDA's *Afghanistan: Rebuilding a Nation* conference, held in June 2003, also is beginning to have an impact, as U.S. companies explore new commercial opportunities in that country. USTDA policy-oriented work in Afghanistan, particularly in the telecommunications sector, also is bearing fruit, with the launch of a new cellular network in the summer of 2003.

In Iraq, there is an important role for USTDA to play in putting the private sector to work in many industrial sectors essential to development efforts, including transportation, telecommunications, electric power, and oil and gas (upstream development, as well as refineries and petrochemicals, including fertilizer production). These are key infrastructure sectors, in which the need will be great for new investment and in which the population will receive direct and tangible benefits.

In addition to man-made disasters such as war, natural disasters can inflict terrible suffering and economic ruin on the countries where they strike. The good news is that



sophisticated U.S. technologies can mitigate the effects of natural disasters by predicting their occurrence and helping governments to manage their responses more effectively.

USTDA is supporting a variety of activities designed to assist countries in responding to future natural disasters. For example, USTDA sponsored a *Flood Management Strategies: Recovery and Prevention* symposium in Prague during FY 2003.

The symposium was part of the U.S. Government's response to the devastation caused by the historic floods in 2002 in Central Europe and provided a forum for discussion on reconstruction efforts and strategies to prevent future flood damage. Since this event, USTDA has awarded two grants related to specific flood prevention projects in the region.

USTDA is also supporting flood prevention activities in other parts of the world. In

E-government can promote trade capacity by improving government efficiency, increasing transparency, and providing a more welcoming atmosphere for investment. Pictured here are the speakers from the opening plenary at an e-government conference cosponsored by USTDA in FY 2003 (left to right): E. Anthony Wayne, Assistant Secretary for Economic and Business Affairs at the U.S. Department of State; Jos Nickmans, Vice President of International Business Development at Hewlett Packard; Moshen Khalil, Director of the Global ICT Department at the World Bank and International Finance Corporation; Mark Malloch Brown, Administrator of the United Nations Development Programme; His Excellency Phillip Paulwell, Minister of Commerce, Science and Technology of Jamaica; and USTDA Director Askey.



USTDA General Counsel Leocadia I. Zak speaks in Prague to participants at the USTDA-sponsored Flood Management Strategies: Recovery and Prevention symposium.



In May 2003, USTDA awarded a grant to the Thailand Royal Irrigation Department (RID) to maximize the efficacy and coverage of RID's flood forecasting and warning system. Pictured here are the participants in the ceremony where the grant was conferred, including Stacy Bonnaffons (fifth from left), USTDA Asia Business Development Manager; Geoffrey Jackson (sixth from left), USTDA Assistant to the Director for Policy Planning and Regional Director for Asia; and Samart Chokkanapitak (seventh from left), Director General of RID.

Thailand, for example, USTDA is funding a study on a flood forecasting and warning system.

Environmental Services

Basic environmental services, such as clean water, wastewater treatment, and solid waste management, are vital resources for growth in developing countries. In 2003, USTDA continued a strong program designed to give developing countries the technical assistance, training, and improved access to innovative U.S. technologies and the engineering and financial expertise needed to solve their environmental challenges.

The implementation of several USTDA-funded projects this year is testimony to the

success of USTDA's environmental program. In Hungary, a USTDA-funded study assisted a private Hungarian oil company in its efforts to improve the environmental standards of its refinery on the Danube River. This project yielded a \$35 million 15-year contract award to Earth Tech of Long Beach, California, for the construction and operation of a major wastewater treatment plant. In Morocco, a New Jersey consortium was awarded a build-operate-transfer contract for the Fez Landfill following a USTDA-funded study and training grant.

Financing is critical for any infrastructure project. This year, several USTDA projects addressed the need for fresh approaches to financing for water supply projects. In India, USTDA awarded a grant to Tamil Nadu Urban Infrastructure Financial Services Ltd. to fund an innovative technical assistance project that will help secure sub-sovereign financing by issuing bonds through a water and sanitation pooled fund. In Ghana, LEMNA International of Minneapolis, Minnesota, recently won a contract for a water infrastructure rehabilitation and expansion project using an innovative public-private financing structure based on a combination of grant funds and user fees.

In Latin America, several projects funded in FY 2003 focused on developing the legal and regulatory institutions required to keep up

with increased trade and investment. For example, in Brazil, officials from the Institute for the Environment and Natural Resources participated in an orientation visit designed to familiarize them with U.S. environmental practices related to offshore oil production. In the Dominican Republic, USTDA provided technical assistance to Unidad Corporativa Minera Corporation on environmental issues in the mining sector. In Chile, a USTDA definitional mission is identifying opportunities for technical assistance related to the environmental chapter of U.S.-Chile Free Trade Agreement.

Sustainable energy infrastructure is another essential requirement for long-term economic growth in developing countries. In this regard, USTDA has funded a number of clean energy activities this year, including a *Waste-to-Energy and Renewable Energy Conference* for Central and Eastern Europe, where 20 projects were presented. In addition, USTDA awarded five grants, totaling \$1.2 million, in FY 2003 for renewable energy projects in the Europe region alone. In Mexico, another waste-to-energy project, the Monterey Solid Waste Management Project, has led to the construction of a 7MW biogas generated power plant, the largest of its kind in Latin America.

During FY 2003, USTDA also focused on renewable energy projects to help African



USTDA sponsored a Waste-to-Energy and Renewable Energy in FY 2003 highlighting over 20 projects in Central and Eastern Europe. Pictured here are members of a regulatory panel at the conference.

nations achieve their power needs, including projects such as the Al-Ibrahymia and Hofa Wind Power project in Jordan, the Biomass Generation Project in Ghana, and the *East Africa Geothermal Conference*. USTDA funding for coal bed methane development projects in India, China and Botswana promises to provide significant amounts of clean burning natural gas to these energy deficit countries.

Middle East Partnership Initiative (MEPI)

USTDA's well-known commercially focused programs promote the Middle East Partnership Initiative (MEPI) objectives of

global competitiveness and foreign and domestic investment in MEPI countries.

USTDA has a long history of supporting transportation projects in the region, such as aviation safety and infrastructure improvements, port expansions and upgrades, and vessel traffic management. The agency is planning a transportation and trade security conference to take place in the Middle East in FY 2004 that will support U.S. Government led anti-terrorism initiatives in the transportation of goods into the U.S. customs territory.

In addition, USTDA has considerable experience in the region in telecommunications and IT sector development. The agency looks forward to developing more programs that support the MEPI "Digital Readiness Cross-Cut" theme as U.S. economic ties with our trading partners in the Middle East continue to strengthen.

By opening new business opportunities for U.S. firms, USTDA activities help to advance U.S. commercial interests overseas. At the same time, USTDA's development activities promote long-term bilateral relationships that facilitate U.S. foreign policy objectives.



Contracts

LEFT TO RIGHT:

Forestine Winters, *Contracts Specialist*

Della Glenn, *Contracting Officer*

Anthony Grayson, *Contracts Manager*

Phyllis Jackson, *Contracts Assistant**

Carolyn Venson, *Program Operations Assistant*



LEFT TO RIGHT:

Paul Marin, Country Manager

Doug Shuster, Country Manager

Geoffrey Jackson, Regional Director

Tom Hardy, Country Manager

NOT PICTURED:

Stacy Bonnaffons, Manager, Asia
Business Development, Bangkok Office

Building Capacity to Facilitate Trade

In 2003, the USTDA Asia regional program continued to encourage economic development in a number of critical sectors, creating many opportunities for U.S. exporters.

At the same time, the Asia program is supporting regional cooperation and expanding activities in emerging economies throughout the region, including Sri Lanka and Pakistan. Asian governments are demonstrating commitments to supporting key infrastructure sectors and prioritizing overall government and business efficiency to improve their investment potential. As such, USTDA focused attention on development themes in areas including information and communications, environment, energy and natural resources, and transportation security and efficiency.

Investment in the effective development and use of information and communications technology (ICT) is a top priority for operational efficiency in Asia's

public and private sectors. In Thailand, USTDA awarded a technical assistance grant to create a national spatial data infrastructure that will promote the sharing and better use of geographic information systems (GIS) data throughout the public and private sectors. Furthermore, USTDA is funding a GIS project to help Vietnam's leading ICT officials meet their investment plans in the electricity sector. Additionally, USTDA is funding training assistance to be used for Malaysia's commercial communications services such as telephone, data, and video transmissions for digital audio broadcast, business networks, and other data services.

USTDA grants were also used to support ICT applications in Asia's banking, transportation security,

“ There are numerous opportunities for U.S. firms to provide technology and know-how to meet Asia's trade and development priorities. Many countries are looking to improve their transportation infrastructure, including customs modernization, trade logistics, supply chain security, and maritime and aviation industry improvements. Countries in the region also are interested in utilizing new environmental and information and communications technology to help sustain economic development. ”

Geoffrey Jackson

Assistant to the Director for Policy Planning and Regional Director, Asia



U.S. Ambassador to Pakistan Nancy Powell and Vice Admiral Ahmad Hayat, Chairman of the Karachi Port Trust, exchange documents at the signing ceremony where USTDA awarded a grant to partially fund a study on a proposed desalination plant in Karachi, Pakistan.

and emergency response sectors. In the area of core banking and human resource systems development, USTDA provided a grant to Thailand's Bank for Agriculture and Agricultural Cooperatives. Indonesia is applying USTDA funds for ICT planning to improve operations and security at the Port

of Tanjung Priok, the country's largest international seaport. Elsewhere, the agency introduced ICT applications for emergency response in China.

USTDA's programs continue to promote the implementation of high priority environmental infrastructure activities. In China, USTDA funded several projects related to water supply, wastewater treatment, and solid waste management. In India, the agency funded an orientation visit to familiarize water supply and wastewater treatment officials from five Indian states with U.S. technologies and best practices in that sector. In Pakistan, USTDA developed a multi-sector program to develop basic infrastructure. One example is the Karachi Port Trust Desalination project, which will assess the viability of large-scale desalination in that country for the first time.



In China, USTDA awarded a grant to the Beijing Municipal Administration Commission (BMAC) to partially fund a feasibility study on the construction of five composting facilities in Beijing. Seated here are Craig Allen (left), Senior Commercial Officer at the U.S. Embassy in Beijing, and Liang Guangsheng (right), Deputy Chairman of BMAC, at the signing ceremony where the grant was conferred.



The Asia program continues to focus on energy and natural resource development projects in the region. This includes promoting business efficiency in the power sector in Thailand, improving rural electrification in the Philippines, providing technical assistance for a coal-fired power plant in Sri Lanka, and developing the petroleum sector in East Timor. The latter assistance helped a U.S. consortium negotiate a multi-billion dollar liquefied natural gas project. In both India and China, USTDA continued promoting the development of coalbed methane, a clean burning alternative fuel source.

In Asia-Pacific Economic Cooperation (APEC) economies, USTDA supported a

USTDA signed two Memoranda of Understanding (MOU) during the State Visit to the United States of Philippine President Gloria Macapagal-Arroyo in May 2003. In the photo above, Philippine Ambassador to the United States Albert F. Del Rosario (seated left) speaks to USTDA Director Aske (seated right) at the signing of an MOU stating the interest of USTDA in assisting the Philippines in meeting the objectives of the STAR Initiative. Standing (left to right) are Philippine President Macapagal-Arroyo and U.S. Ambassador to the Philippines Francis J. Ricciardone, Jr.



U.S. Secretary of State Colin Powell participated in a demonstration of the STAR-BEST project at the APEC CEO Summit meeting in Bangkok, Thailand in October 2003. Earlier in the year, USTDA awarded a grant to the Ministry of Foreign Affairs of Thailand to fund cost-benefit analysis related to the STAR-BEST project.

number of activities related to the **Secure Trade in the APEC Region (STAR) Initiative**. In particular, USTDA funded a regional STAR conference that brought together public and private sector representatives to identify solutions to regional security challenges. Recognizing the importance of security throughout the entire APEC region, USTDA is working with Thailand to advance supply chain security and trade

facilitation through the implementation of the STAR-Bangkok/Laem Chabang Port Efficient and Secure Trade project, known as STAR-BEST. Moreover, based on the recommendations of a USTDA funded security assessment, Thailand has begun to improve its transportation security infrastructure by approving the budget and redesign of the in-line baggage screening system at its new international airport. Significant U.S. exports are expected for this project.

USTDA is assisting Sri Lanka with an assessment of its non-intrusive inspection equipment needs to maintain port security. An Indian aviation security orientation visit will bring senior officials to the United States to identify appropriate technologies for their airports. Another grant targets the advancement of aviation safety in China. In addition, USTDA funded a feasibility study that will help China develop a trade capacity training program focused on increasing the efficiency and production of its customs system.

For the upcoming year, USTDA will continue to build upon its trade capacity-building work in Asia. As countries in the Asia region seek improved trade facilitation measures, USTDA will assist in identifying and supporting projects that help the region meet the demands of increasing trade volumes in a tighter security environment. ■

SPOTLIGHT ON THAILAND



Thailand is a leader among developing countries in the Asia region and has coordinated effectively with USTDA on projects that offer opportunities for U.S. firms. During FY 2003, USTDA activities in Thailand focused on transportation security, banking, the environment, electric power, information technology and communications, and health care.

In particular, Thailand is advancing a number of transportation security-related projects with support from USTDA. Among these are a demonstration project on the electronic sealing and tracking of cargo containers and a baggage screening system and digital ground communications radio system at Thailand's new international airport. Thailand also took the lead on a USTDA-funded aviation safety technical assistance program designed to benefit seven Asian countries. In addition, Thailand served as the host for a USTDA regional transportation security conference.

Through these and many other activities, USTDA's program in Thailand is helping to increase U.S. trade with and economic development in Thailand and throughout the region.

In FY 2003, USTDA awarded a grant to Kluaynamthai (KNT) Hospital Group to study the expansion of KNT's home health care program for the elderly in Thailand. Pictured here (left to right) are USTDA Asia Business Development Manager Stacy Bonnaffons; U.S. Ambassador to Thailand Darryl Johnson; the Vice President of KNT Hospital, Sranyoo Chanate; and the President of KNT Hospital, Uraisri Chanate.



Promoting Reconstruction, Economic Reform and Regional Cooperation

The U.S. Trade and Development Agency Eurasia program continues to advance a number of important U.S. foreign policy goals, including reconstruction efforts in Afghanistan and the establishment of market economies in the countries of the former Soviet Union. USTDA's ability to deliver rapid assistance makes the agency ideally suited for a region in which political and economic evolution is a continuing reality.

USTDA's work in Afghanistan serve to highlight the breadth of USTDA activities and the agency's ability to respond quickly in a rapidly changing environment. In 2003, USTDA utilized the full range of its activities in Afghanistan, including desk studies, definitional missions, orientation visits,

feasibility studies, technical assistance, a major conference, and training.

The highlight of USTDA's 2003 Afghan program was the highly successful *Afghanistan: Rebuilding a Nation Conference*, held in Chicago in June 2003. Key ministers of the Afghan government,

“ In FY 2004, USTDA's Eurasia program will reflect a growing recognition of the strategic importance of diversifying U.S. energy supplies, as well as the revival of economic growth and commitment to reform in key countries in the region, particularly Russia and Turkey. ”

Daniel D. Stein
Regional Director, Eurasia



LEFT TO RIGHT:

Rachael Turner, Country Manager
Daniel D. Stein, Regional Director
Joshua Sussman, Project Analyst*

NOT PICTURED:

Jennifer Snyder, Manager, Eurasia Business Development, Ankara Office



Ambassador William Taylor, Jr., State Department Coordinator of Assistance for Afghanistan, delivers a keynote address at USTDA's Afghanistan: Rebuilding a Nation conference in June 2003.



USTDA Director Askey (third from left) traveled to Afghanistan in September 2003 with U.S. Treasury Secretary John Snow (second from left). During their visit, they attended the opening of the Central Bank of Afghanistan in Kabul. Pictured here on the far right is Dr. Anwar-ul-Haq Ahady, Governor of the Central Bank of Afghanistan.

as well as the Afghan Ambassador to the United States, addressed the conference. During the conference, dozens of one-on-one meetings were held between Afghan officials and U.S. companies to discuss specific project opportunities. At one of the conference lunches, the Overseas Private Investment Corporation signed a letter of commitment for the Hyatt Kabul project. The groundwork for that project was laid by a USTDA hotel assessment carried out in early 2002.

USTDA anticipates a strong program in Afghanistan in FY 2004, as the Bush Administration increases its assistance to that country, and the U.S.-Afghan commercial relationships established at the Chicago conference begin to evolve. Additional capacity-building activities are contemplated in the civil aviation and petroleum sectors, as well as in the consulting engineering field.

USTDA has worked hard to identify regional projects within Eurasia, which allow the countries of the region to work together to achieve common goals. Thus, in FY 2003, USTDA provided continuing support for the Baku-Tbilisi-Ceyhan Oil Pipeline and the Shah Deniz Gas Pipeline projects. These important projects will stimulate the economies of the countries involved, including Azerbaijan, Georgia, and Turkey, and will help guarantee their independence and territorial integrity. In a similar vein,



In Russia, a USTDA grant to the Agency for the Development of International Cooperation, an office of the Cabinet of Ministers of Tatarstan, is funding Phase I of a feasibility study on the development of an investment bank. Pictured here at the grant signing ceremony are Pavel V. Emekeev (far left), Director of the Agency for the Development of International Cooperation, and John R. Beyrle (far right), Deputy Chief of Mission at the U.S. Embassy in Moscow.

USTDA provided a grant for a regional air traffic management project that will coordinate the efforts of five countries: Armenia; Azerbaijan; Georgia; Moldova; and Ukraine.

Russia remains an important country for USTDA, and the agency supported a wide range of activities there in FY 2003. These included feasibility studies on an e-procurement project, a fiberglass project, a saline solution project, a regional development bank project, and a telecommunications project. As Russia continues to reform its economy, USTDA has provided support by funding technical assistance in drafting new ports legislation, a seminar on medical/pharmaceutical standards, and assistance related to establishing a legal regime for aircraft leasing.

USTDA has been active in Turkey since the early 1980s, and FY 2003 was no exception. Despite the economic problems the country has been experiencing in recent years, Turkey remains a growing market for U.S. companies, with opportunities in many different sectors. In the past year, USTDA has supported projects as diverse as beef cattle farming, mortgage lending, and information technology for public transportation.

Following a banner year in 2002, USTDA remained active in Central Asia this year with projects in Uzbekistan on aircraft co-production, airport security, and water resources, and in Kyrgyzstan on gold mining. The agency also supported its first project in Moldova in many years, a feasibility study on upgrading the customs system. In the Caucasus, USTDA supported technical assistance in the restructuring of SOCAR, Azerbaijan's state-owned oil company, a feasibility study on establishing an MBA program in Baku, and a feasibility study on a satellite earth station project in Armenia.

Building on the strength of partnerships between U.S. firms and Eurasian project sponsors, USTDA's diverse program in Eurasia is helping countries in the region to achieve important development objectives. At the same time, USTDA is advancing U.S. foreign policy and security interests in the region. ■



In February 2003, USTDA signed a grant agreement to provide funds for the establishment and operation for one year of the Eurasia Sales and Service Training Center, a regional platform for the U.S. industry. USTDA Country Manager Rachael Turner (second from left) signs as a witness to the grant signing, while U.S. Ambassador to Russia Alexander Vershbow (far left) looks on.



A USTDA-funded study in Ukraine is focusing on modernizing the shipping capabilities of Gostomel Airport located outside of Kiev. Pictured here at the grant signing ceremony (seated left to right) are former U.S. Ambassador to Ukraine Carlos Pascual and General Director of Antonov ASTC Volodymyr Korol.

SPOTLIGHT ON

AFGHANISTAN

Afghanistan is an example of how USTDA can move quickly to respond to U.S. foreign policy and strategic objectives, while supporting both economic development and U.S. commercial interests. In the past two years, USTDA has provided \$3.5 million in assistance in the Afghan telecommunications, oil and gas, power, civil aviation, tourism, and education sectors.

The highlight of USTDA's 2003 Afghan program was the **Afghanistan: Rebuilding a Nation** conference, which drew attendance by over 300 U.S. company representatives. Key Afghan ministers and officials addressed the conference and a letter from President Bush was read followed by the showing of a videotaped greeting from Afghan President Karzai.

In September 2003, USTDA Director Askey traveled to Afghanistan where she announced an Industrial Capacity and Market Development Initiative. This initiative will help to develop local capacity in manufacturing, assembly, and services, and will support Afghanistan's efforts to improve its physical infrastructure and human resource base.



During FY 2003, USTDA awarded a grant to Pinar ET Group to fund a study on the economic feasibility of using the North American model of beef cattle farming in Turkey. Pictured here at the signing ceremony (left to right) are Jennifer Snyder, USTDA Eurasia Business Development Manager; the Honorable Robert Pearson, U.S. Ambassador to Turkey; and Selçuk Yaşar, Chairman of Yaşar Holding a.s., the parent company of Pinar.

Central & Eastern Europe

Albania • Bosnia & Herzegovina • Bulgaria • Croatia • Czech Republic • Hungary • Poland • Romania • Serbia & Montenegro • Slovak Republic • Yugoslavia



LEFT TO RIGHT:

Peter Dalrymple, Country Manager

Scott Greenip, Country Manager

Ned Cabot, Regional Director,
Central and Eastern Europe

Andrea Lupo, Country Manager

Energizing the Emerging Europe

USTDA supports a diverse program in Central and Eastern Europe that is reinforced by local project sponsors committed to advancing critical development objectives. During 2003, this region was the only one in the world to receive an increase in foreign direct investment, reflecting its strong potential for growth.

The continued success of USTDA investments in Central and Eastern Europe is an indication of the strong opportunities for U.S. firms in this dynamic region. Highlights of the year's activities include: a record \$3.1 million in USTDA support for projects in Romania, USTDA's 2003 Country of the Year (*see special feature on page 10*); new activities in aviation safety and security; support for creative new financing tools; and a continued focus on the oil, gas, and waste-to-energy/renewable energy sectors.

The agency's activities in Europe benefit both the development agendas of USTDA partners in the region and American exporters. For example, USTDA is playing an active role in helping to advance aviation safety and security project across the region. In Serbia and Montenegro, Poland, Romania, and Bulgaria, USTDA is funding technical assistance to improve aviation safety performance and to ensure that secure aviation links with the United States are maintained. In Serbia and Montenegro, USTDA is

“As the European Union expands next year, I think, on the whole, the climate for American companies doing business in Central Europe will improve. USTDA will continue to promote commercial relationships between the U.S. and Central Europe in the new member states and all the other countries of the region.”

Ned Cabot

Regional Director, Central and Eastern Europe

providing training to improve the ability of air traffic control officials to implement an upcoming equipment investment. The agency is also funding a feasibility study of commercialization opportunities at the Belgrade airport.

Financing is a critical issue for project sponsors across many sectors in the region. For this reason, USTDA remains focused on stimulating the establishment of creative new financing tools. Through our partnership with the International Finance Corporation, USTDA is providing consultants to assist with the development of a new financing tool for energy efficiency investments. In addition, USTDA is working with the European Bank for Reconstruction and Development (EBRD) to identify and prepare municipal infrastructure projects for potential EBRD financing.

Housing finance remains an area with great growth potential in the Europe region. In



U.S. Secretary of Energy Spencer Abraham (seated center) looks on as U.S. Ambassador to Hungary Nancy Brinker signs as a witness to a USTDA grant agreement awarding funds to support a study on a wind farm project in Hungary.

this sector, USTDA, in conjunction with Multinational Strategies of New York, New York, is financing a study that will build a business case for a regional mortgage financial institution.

The oil and gas sector is an area in which USTDA has consistently made significant European investments over the past several years. In Croatia, grants were awarded to consider the establishment of an underground gas storage facility and carbon dioxide injection as a method of enhancing oil recovery from depleted oil wells. USTDA also sponsored an orientation visit of Hungarian officials involved in the development and implementation of a new gas structure in that country.

USTDA registered several successes during FY 2003 in the oil and gas sector in Europe from activities funded in previous years. Following the completion of a USTDA cost-shared feasibility study in the oil-refining sector in Croatia, preliminary contracts were put in place this year laying the groundwork for U.S. contracts worth several hundred million dollars. As a result of a previously funded feasibility study in Romania, the private Romanian oil company Rompetrol recently awarded a contract to Houston-based FMC Technologies to build a new in-line blending unit at the company's Petromedia refinery. In a separate contract, FMC was successful in



During USTDA's Waste-to-Energy and Renewable Energy Conference, the agency awarded a grant to Slovnaft, a.s. for a study on the upgrade of the company's incinerators in Slovakia. Pictured here (left to right) at the grant signing are USTDA Country Manager Scott Greenip, USTDA General Counsel Leocadia I. Zak, and Slovnaft Deputy General Manager for Strategy Pavol Parák.

using the contacts it developed through a USTDA energy sector OV to win a contract to build a truck and rail car marketing terminal for Petrom's Petrobrazi refinery.

USTDA remains committed to supporting the use of economically viable waste-to-energy and renewable energy technologies. Following the success of USTDA's *Waste-to-Energy and Renewable Energy Conference* in Prague during FY 2003, the agency provided support to clean energy projects in the region. Examples include studies on

potential wind energy projects in Poland and Hungary, as well as a study on a biomass co-generation project at a district heating plant in the Czech Republic.

USTDA is working with many partners in Central and Eastern Europe to advance projects that promote economic growth in the region and open new opportunities for involvement by U.S. firms. USTDA anticipates many future successes in this dynamic region. ■

Africa & the Middle East

Algeria • Botswana • Cameroon • Cape Verde • Egypt • Ethiopia • Ghana • Jordan • Kenya • Lebanon • Morocco • Namibia • Nigeria • Rwanda • Senegal • South Africa • Tanzania • Togo • Tunisia • Uganda • Zambia



LEFT TO RIGHT:

Cybill Sigler, *Country Manager*
Bryce Ternet, *Country Manager*
Henry Steingass, *Regional Director*
Carrie Walczak, *Country Manager*
Olivia Kennedy, *Administrative Assistant*

NOT PICTURED:

Lance J. Ludman, *Manager, Africa Business Development, Johannesburg Office*

Empowering Regional Approaches

In FY 2003, the USTDA Africa and Middle East regional program placed special emphasis on activities advancing a regional integration approach to economic partnership. With many small economies and limited regional trade, this approach advances U.S. policy goals to facilitate development in both sub-regions through greatly enhanced trade capacity.

In all, USTDA supported many projects proposing regional solutions to developmental challenges in Africa and the Middle East. The agency invested in key capacity-building activities that further regional initiatives, such as the free trade negotiations with the Southern Africa Customs Union (SACU), the expanding trade relationship envisioned by the African Growth and Opportunity Act (AGOA), the economic cooperation aspects

of the Middle East Partnership Initiative (MEPI), and projects supported by the New Partnership for Africa's Development (NEPAD).

In Southern Africa, for example, the agency funded an important regional transportation enhancement through the financing of the early project development of the TransKalahari Corridor, a project connecting Namibia, Botswana, and South Africa.

“ Last year we saw a broader cross-section of U.S. companies seeking new business opportunities in both sub-Saharan Africa and the Middle East. There is a growing awareness that more countries in this dynamic region are embracing private sector-led economic policies. The Africa and Middle East team look forward to meeting the increased demand for USTDA services from U.S. companies and project sponsors across the region. ”

Henry Steingass
Regional Director, Africa & the Middle East

In addition, USTDA supported a NEPAD-designated priority project, the Nacala Corridor, by funding a study of the project's extension from Malawi and Mozambique into Zambia. Similarly, the agency engaged in two major regional aviation safety and security projects, funding technical assistance for the implementation of Global Positioning System/Global Navigation Satellite System technologies for the East African Community and a similar program that will be based in Oman. The latter project is designed to serve the aviation community in North Africa and the Middle East. These projects also incorporate USTDA's emphasis in important transportation projects to enhance transportation security.



The Honorable C. David Welch (left), U.S. Ambassador to Egypt, and Admiral Eng. Samir Tewfik Ibrahim (right), Chairman of the River Transport Authority, shake hands after signing an agreement under which USTDA will partially fund a study on navigation and traffic management improvements on the Nile River between Cairo and Aswan.

During FY 2003, USTDA committed almost \$10 million in funding across a broad range of countries and sectors in Africa and the Middle East, with Egypt emerging as the largest portfolio in the region. It is important to note that all of the grant recipients in Egypt during 2003 were first-time beneficiaries of USTDA's program. This fact highlights the effectiveness of USTDA's outreach in leading to new and diverse projects that will play a leading role as Egypt continues to integrate itself into the global economy.

USTDA maintained a strong and diverse portfolio in Nigeria, the most populous nation in sub-Saharan Africa, due in part to the support that the agency received from the U.S. State Department and the Embassy in Lagos. In addition to providing valuable assistance to USTDA in the field, the Embassy supported a request for additional transfer funds to further expand USTDA's program in Nigeria.

This funding is playing an important role as USTDA engages the largest market in Africa. In particular, USTDA is working to ensure that the Nigerian market is open to U.S. companies interested in diversifying the country's economic base. The sponsors of the two most promising projects in Nigeria are both first time developers in the Nigerian market. Specifically, these projects should contribute to expanded telecommunications



USTDA Deputy Director Barbara Bradford (right) shakes hands with the President of Zambia (left), His Excellency Levy Mwanawasa. During FY 2003, USTDA awarded a grant to support the regional Nacala Corridor Rail Project serving Eastern Zambia.



USTDA Director Askey (seated right) and the President of Botswana, His Excellency Festus G. Mogae, sign a Memorandum of Understanding stating the intention of USTDA to support funding related to the Eastern Botswana Coal Bed Methane Project. A USTDA feasibility study grant was awarded for this project later in FY 2003.



USTDA maintains an office in Johannesburg, South Africa to identify areas for USTDA support and to serve as an on-the-ground contact for project sponsors in the region. USTDA Africa Business Development Manager Lance Ludman staffs the office. Pictured here outside USTDA's Johannesburg office (left to right) are USTDA Country Manager Tom Hardy, Ludman, and USTDA Regional Director for Africa and the Middle East Henry Steingass.

services in Rivers State and to build a can manufacturing facility in Lagos State. During 2003, tremendous progress was made on these projects and they are likely to lead to thousands of new jobs in the most impoverished areas of Nigeria.

Another highlight in the Africa and the Middle East region in FY 2003 was the study tour that USTDA funded for the 24 lead trade negotiators from SACU countries in preparation for the U.S.-SACU FTA negotiations. The visit provided the delegates with an opportunity to meet their counterpart trade negotiators within the U.S. Government and to better understand the breadth of the negotiations. In addition to this visit, USTDA continues to support trade capacity-building needs of the SACU countries as they arise. In support of this goal,

USTDA has actively engaged Namibia, the lead country on trade capacity building in Africa, and funded two priority infrastructure projects that are integral for Namibia to take advantage of the benefits of free trade. Those projects include the TransKalahari Corridor project and upgrading the Walvis Bay Airport to allow for more efficient transportation of goods into and out of Namibia.

USTDA's Africa and Middle East team will continue to build upon the diverse program developed in 2003, in order to better ensure that both the trade and development priorities are key features to any project that USTDA supports. In particular, USTDA will continue to forge partnerships between U.S. companies and regional project sponsors to achieve our important development objectives. ■

During FY 2003, USTDA and Brewtech Nigeria, Limited entered into a grant agreement to partially fund a feasibility study on the development of a two-piece aluminum can manufacturing facility in Lagos State, Nigeria. Pictured here at the signing ceremony (left to right) are John Moore, Director of Business Development at Roeslein and Associates, the U.S. firm that will perform the study; U.S. Ambassador to Nigeria Howard F. Jeter, USTDA Country Manager Tom Hardy; and Major General Mohammed Magoro, President of Slok Enterprises, a potential financier of the project.



In September 2003, USTDA sponsored an Ethiopian manufacturing orientation visit (OV) to promote trade under the African Growth and Opportunity Act. Pictured here are participants in a USTDA business briefing related to the OV (left to right): USTDA Country Manager Carrie Walczak; former U.S. Ambassador to Ethiopia Tibor Nagy; Minister Tadesse Haile, State Minister of Trade and Industry of Ethiopia; Ambassador Kassahun Ayele, Ethiopian Ambassador to the United States; USTDA Regional Director for Africa and the Middle East Henry Steingass; and Gezahgen Kebede, President of the Ethio-American Trade and Investment Council.

SPOTLIGHT ON EGYPT

Egypt is an important U.S. partner in the Middle East and plays a prominent role in economic integration efforts in Africa. During FY 2003, Egypt was the largest recipient of USTDA assistance in the Africa and the Middle East region, with grants totaling \$1.6 million.

Highlights of the USTDA Egypt program in FY 2003 include grants to study the establishment of a greenfield linear alkyl benzene plant in Alexandria, navigation safety and traffic management improvements for the Nile River, wastewater treatment and reuse at Sadat City, and the establishment of a greenfield propane dehydrogenation plant at Ain El-Sukhna. These projects have strong development components as Egypt continues to liberalize its economy and represent sectors with the potential for U.S. involvement.

USTDA anticipates a strong program in Egypt in the future, accentuated by the country's selection as the venue for the USTDA Africa and Middle East Transportation and Trade Security Forum in early 2004.



Latin America and the Caribbean

Bolivia • Brazil • Chile • Colombia • Dominican Republic • El Salvador • Honduras • Mexico • Panama • Paraguay • Peru • Uruguay

Expanding Trade Capacity

During 2003, the U.S. Trade and Development Agency's regional program in Latin America and the Caribbean reached new levels of support for trade capacity building. In particular, USTDA focused on support for bilateral and regional initiatives, like the U.S.-Central American Free Trade Agreement (CAFTA), the Free Trade Area of the Americas (FTAA), and Plan Puebla-Panama (PPP).

In direct support of the CAFTA negotiations, USTDA provided funding in fiscal year (FY) 2003 for key technical and trade capacity building needs of the CAFTA countries: Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. In response to requests for assistance from these countries, USTDA dispatched technical specialists to each country to work with their respective governments to identify and define their

needs in the areas of information technology and telecommunications. When this identification and definition process is complete, USTDA intends to support key priority project proposals in each country. USTDA is also responding to requests from each of the CAFTA countries in other sectors. For example, USTDA is helping El Salvador with the development of a long-term energy policy and Honduras with a

“ As the United States completes negotiations on a free trade agreement in Central America, USTDA will help fund the technical assistance needed to convert the regional trade relationship envisioned by that agreement into reality. We look forward to replicating this model throughout the hemisphere as the Free Trade Area of the Americas (FTAA) negotiations increase in intensity. ”

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



LEFT TO RIGHT:
H. Trevan Van Buren, III *Project Analyst**
Megan Webster, *Administrative Assistant*
Kenneth J. Miller, *Country Manager*
Albert W. Angulo, *Regional Director*
Keith M. Eischeid, *Country Manager*
Anne McKinney, *Country Manager*



USTDA awarded a grant in FY 2003 to Unidad Administrativa Especial de Aeronáutica Civil (AEROCIVIL), the civil aviation authority of Colombia, to help prepare an aeronautical meteorology system development plan in Colombia for the years 2004-2014. Pictured here at the grant signing ceremony (seated left to right) are Bernando Ortiz, Minister and Deputy Chief of Mission at the Colombian Embassy in the United States; Juan Carlos Velez Uribe, Director General of AEROCIVIL; USTDA Director Askey; and Carl Kress, USTDA Chief of Staff. Standing is Harvey Van Buren, III, USTDA Project Analyst.

SPOTLIGHT ON

HONDURAS

In the Latin America and the Caribbean region, Honduras is an example of a small country where USTDA is having a large impact. During FY 2003, USTDA funded activities related to four projects in Honduras and sent a definitional mission to identify projects in the information technology sector. In FY 2003, Honduras was the third largest USTDA portfolio in the region behind Peru and Mexico.

A strong focus of the USTDA program in Honduras is on activities that support trade liberalization through the negotiations on the U.S.-Central American Free Trade Agreement (CAFTA). Highlights of this diversified portfolio include technical assistance on telecommunications regulations, studies on fiber optic expansion and a geothermal energy plant, and a definitional mission on port expansion and security improvements at the Port of Cortés.



geothermal feasibility study and a port development project.

Regionally, USTDA is working jointly with the Inter-American Development Bank and the Inter-American Investment Corporation by providing technical assistance for the development of a PPP transportation geographic information systems study. The PPP is a comprehensive multilateral development plan strengthening the trade and transportation capacity of Mexico, Panama, the five CAFTA countries and Belize.

In Mexico, USTDA continues a strong program supporting the Partnership for Prosperity initiative agreed to by U.S. President George W. Bush and Mexico's President Vicente Fox in 2002. USTDA has supported a wide range of projects in this country portfolio, including airport modernization, an intelligent transportation standards system for surface transportation, and a sophisticated hydrocarbons research facility expected to help Mexico maximize the value of its hydrocarbons through downstream processing.

In addition, USTDA hosted several orientation visits (OV) in different sectors, a highlight of which was a Mexican hydropower OV held in July 2003. The delegation was led by the head of Mexico's hydroelectric operations and included a visit to Waterpower XIII, an



In June 2003, USTDA supported the Partnership for Prosperity by signing a Memorandum of Understanding (MOU) with Aeropuertos y Servicios Auxiliares (ASA), Mexico's national airport operator. Following this signing, USTDA funded a study on the expansion and modernization of the Ciudad Obregón International Airport in Sonora, Mexico. Pictured here at the MOU signing ceremony are James Derham, Deputy Assistant Secretary at the U.S. Department of State; USTDA Deputy Director Barbara Bradford; José Luis Fernandez Bueno, ASA Deputy Director for Operations and Finance; Mario Laborin Gómez, General Director of Nacional Financiera (NAFIN), a potential financier of the project; and Federico Patiño Marquez, Deputy General Director of NAFIN. Standing is USTDA Country Manager Kenneth J. Miller.

industry-wide conference. These events are effective tools for positioning U.S. companies in developing new businesses.

For the upcoming year, USTDA's program in Latin America and the Caribbean will focus on improving human skills, facilitating the transportation of goods, and providing clean and efficient power and water systems. Trade capacity building will continue to be a priority, as well as the agency's support for region-wide initiatives. USTDA will continue to play a significant role in supporting U.S. trade and development policies in Latin America and the Caribbean. ■



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@tda.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.tda.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.tda.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.

Definitional Mission (DM) Hotline

Small U.S. firms interested in performing DMs can obtain information about available opportunities by calling the agency's DM Hotline at 703-875-7447. New listings are added on Fridays.

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.tda.gov.



External Relations

LEFT TO RIGHT:

Cherilyn McCall, Congressional Relations Advisor
Brenda Heggs, Special Projects Officer*
Carl B. Kress, Chief of Staff
Donna Thiessen, Communications Policy Advisor
Brandon Moore, External Relations Assistant*

Office of General Counsel

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David Hester, Attorney Advisor
Leocadia I. Zak, General Counsel (seated)
Pat Smith, Grants Administrator (standing)
Maria Aber, Administrative Assistant
Caryn Hines, Attorney Advisor



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David Whittle, Finance Assistant*
Rosa Jackson, Financial Management Analyst

Operations Staff

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P.J. Taei, LAN Administrator*
Carolyn Hum, Administrative Officer
Sally Mitchell, Administrative Coordinator*
Ronny Robinson, Systems Programmer* (seated)
Tyrone Johnson, Administrative Assistant (standing)



Evaluations

LEFT TO RIGHT:

Kathryn Dorminey, Evaluations Analyst*
David Denny, Evaluations Officer/Economist
Maha Armush, Evaluations Analyst*



Information Resource Center

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Chris Sheldon, IRC Project Information Specialist*
Jim Thayer, IRC Information Resource Specialist*
Peter Jones, IRC Project Information Specialist*

* Contractors

FY 2003 Program Activities — By Region

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
AFRICA/MIDDLE EAST						
Algeria	Airspace Management System	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Algeria	Airspace Management System	Feasibility Study	Northrup Grumman Overseas Service Corporation	Linthicum	MD	465,000
Algeria	Solar-Gas Hybrid Power Generation	Desk Study	Intratech, Inc.	McLean	VA	4,000
Botswana	Coal Bed Methane	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	4,000
Botswana	Coal Bed Methane	Feasibility Study	Advanced Resourced International, Inc.	Arlington	VA	525,000
Cameroon	Nickel-Cobalt Mining Third Party Review	Technical Assistance	Gustavson Associates, Inc.	Boulder	CO	5,300
Cameroon	Polyclinique Bonanjo	Feasibility Study	WorldMed, Inc.	Houston	TX	289,180
Cameroon	Channel Africa	Desk Study	Marty Morell	New York	NY	2,500
Cape Verde	Amilcar Cabral International Airport	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Cape Verde	Amilcar Cabral International Airport	Feasibility Study	Selection in progress			291,650
Cape Verde	OTEC Renewable Energy	Desk Study	Domus A.D., LLC	New York	NY	3,900
Egypt	Textile Plants Rehabilitation	Desk Study	The Peoples Group	Arlington	VA	2,500
Egypt	Petrochemical Projects	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	5,000
Egypt	Petrochemical Projects — Linear Alkyl Benzene	Feasibility Study	Fluor Enterprises, Inc.	Greenville	SC	756,000
Egypt	Cairo-Aswan Vessel Traffic Management	Desk Study	Leonard Sugin, C. E.	Ghent	NY	2,500
Egypt	Cairo-Aswan Vessel Traffic Management	Feasibility Study	Radar Digital Systems, Inc.	Soquel	CA	257,000
Egypt	Sadat City Wastewater Treatment	Desk Study	Performance Technology, Inc.	Lewiston	ME	2,500
Egypt	Sadat City Wastewater Treatment	Feasibility Study	ARTCTECH, Inc.	Chantilly	VA	350,000
Egypt	Sharm Neurological Institute	Desk Study	OMMA Healthcare, LLC	Rollinsville	CO	2,500
Egypt	Propane Dehydrogenation	Feasibility Study	Nexant, Inc.	White Plains	NY	253,000
Ethiopia	AGOA Manufacturing	Orientation Visit	Ethio-American Trade & Investment Council	Houston	TX	99,610
Ghana	AGOA Manufacturing	Orientation Visit	Millennium Science & Engineering, Inc. (MSE)	McLean	VA	777
Ghana	Rural Fixed Wireless	Desk Study	Jennifer Windus	Great Falls	VA	3,590
Ghana	Rural Fixed Wireless	Feasibility Study	Warren Development Corporation	Los Angeles	CA	275,000
Ghana	Biomass Power Generation	Desk Study	Todd R. Bartholf	Boulder	CO	2,500
Ghana	Biomass Power Generation	Feasibility Study	Schaffer & Associates, International, LLC	Baton Rouge	LA	245,686
Jordan	Al-Ibrahyymia and Hofa Wind Power	Desk Study	ENPRO	Walnut Creek	CA	2,500
Jordan	Al-Ibrahyymia and Hofa Wind Power	Feasibility Study	Delenova Energy, LLC	Fairfax	VA	179,124
Kenya	Kenyatta National Hospital	Definitional Mission	KUPS International	Cabin John	MD	24,990
Lebanon	Beirut Emerging Technology Industrial and Research Center	Desk Study	Global Resources	Irvine	CA	2,500
Lebanon	Caza of Byblos Solid Waste Management	Feasibility Study	ECODIT, Inc.	Arlington	VA	199,575
Lebanon	Reclaimed Land — Multi-Use Development	Feasibility Study	Paul C. Rizzo Associates, Inc.	Monroeville	PA	448,320
Lebanon	Management Information System	Desk Study	Marty Morell	New York	NY	4,650
Morocco	Tourism Infrastructure	Definitional Mission	Associates for International Resources and Development	Cambridge	MA	30,000
Morocco	Tourism Infrastructure	Desk Study	SW Associates	Washington	DC	1,000
Morocco	Tourism Infrastructure — Casablanca Convention Center	Feasibility Study	Selection in progress			344,752
Morocco	Fisheries Sector Modernization I	Desk Study	Global Marketing & Communications	Boston	MA	2,500
Morocco	Fisheries Sector Modernization II	Desk Study	Emercon LLC	Arlington	VA	2,500
Namibia	Fishing Sector	Orientation Visit	Global Marketing & Communications	Boston	MA	5,516
Namibia	Walvis Bay Airport Upgrade	Feasibility Study	Selection in progress			381,260
Namibia	Trans Kalahari Corridor	Desk Study	Harral, Winner, Thompson, Sharp, Lawrence, Inc.	Arlington	VA	2,495
Namibia	Trans Kalahari Corridor	Feasibility Study	TERA International Group	Sterling	VA	294,900
Nigeria	Port Sector	Definitional Mission	KUPS International	Cabin John	MD	250
Nigeria	Akwa Ibom State Fertilizer Complex	Desk Study	Delta Research Company	Chicago	IL	1,500
Nigeria	Agricultural Sector	Definitional Mission	KUPS International	Cabin John	MD	250
Nigeria	Rivers State Fixed Wireless Project	Feasibility Study	Unicorn Communications, Inc.	Dewey	OK	200,000
Nigeria	Rivers State Fixed Wireless Project	Desk Study	Jennifer Windus	Great Falls	VA	2,500
Nigeria	Rivers State Fixed Wireless Project	Technical Assistance	Tusk, LLC	Washington	DC	131,854
Nigeria	Aluminum Can Manufacturing	Desk Study	McKittrick & Associates, Inc.	Oakton	VA	2,500
Nigeria	Aluminum Can Manufacturing	Feasibility Study	Roeslein & Associates, Inc.	St. Louis	MO	251,080
Nigeria	NITEL Expansion of Digital Network	Training	Motorola, Inc.	Schaumburg	IL	123,600
Nigeria	Kano State Agro-Processing	Feasibility Study	The Peoples Group	Arlington	VA	116,000
Nigeria	Mining Sector	Definitional Mission	Gustavson Associates, Inc.	Boulder	CO	29,200
Nigeria	Small Oil Refinery — Anambra	Desk Study	Delta Research Company	Chicago	IL	2,500
Nigeria	Port and Supply Chain Security and Customs	Desk Study	Global Resources	Irvine	CA	4,000
Nigeria	Port Harcourt Hospital Development	Desk Study	OMMA Healthcare, LLC	Rollinsville	CO	4,000
Rwanda	Lake Kivu Methane Gas	Desk Study	Intratech, Inc.	McLean	VA	5,000
Senegal	Food Supplement Plant	Feasibility Study	Bernard Wolnak and Associates, Inc.	Chicago	IL	143,967
South Africa	Forest Oil Offshore Gas — Ibhubesi Third Party Review	Technical Assistance	Intratech, Inc.	McLean	VA	10,000
South Africa	Entertainment Park	Desk Study	S.W. Associates	Washington	DC	4,000

FY 2003 PROGRAM ACTIVITIES — BY REGION

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Tanzania	Mtibwa Sugar Estate	Desk Study	Intratech, Inc.	McLean	VA	2,500
Togo	Sea Point Africa Container Facility	Feasibility Study	Sea Point LLC	New Orleans	LA	364,687
Tunisia	Vessel Traffic System	Desk Study	Leonard Sugin, C. E.	Ghent	NY	2,500
Uganda	Entebbe Airport Development	Desk Study	Airline Capital Associates, Inc.	New York	NY	2,500
Uganda	Sukulu Hills Phosphate	Desk Study	Gustavson Associates, Inc.	Boulder	CO	3,800
Uganda	Sukulu Hills Phosphate	Feasibility Study	Selection in progress			360,000
Zambia	Bus Transportation	Desk Study	Tusk, LLC	Washington	DC	3,500
Africa/ME Reg ¹	North Africa/Middle East Aviation Sector	Technical Assistance	Decision/Analysis Partners	Vienna	VA	1,972
Africa/ME Reg ¹	Project Analyst	Technical Assistance	Michael Bryce Ternet	Washington	DC	51,135
Africa/ME Reg ¹	Sub-Saharan Africa Regional Trade and Development Office	Technical Assistance	Lance J. Ludman	Washington	DC	110,490
Africa/ME Reg ¹	CNS/ATM Transition Plan	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Africa/ME Reg ¹	Air Cargo Transport Part I	Orientation Visit	Koeppe, Elliott & Associates, Ltd. (KEA)	Washington	DC	1,000
Africa/ME Reg ¹	Global Positioning System	Desk Study	JDA Aviation Technology Solutions	Washington	DC	3,900
Africa/ME Reg ¹	Global Positioning System	Feasibility Study	Selection in progress			460,000
Africa/ME Reg ¹	ASECNA U.S. Opportunities	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	2,500
Africa/ME Reg ¹	Ethiopia/Djibouti Multi-Sector	Definitional Mission	KUPS International	Cabin John	MD	39,690
Africa/ME Reg ¹	GNSS Project for East Africa Community	Desk Study	JDA Aviation Technology Solutions	Washington	DC	2,500
Africa/ME Reg ¹	GNSS Project for East Africa Community	Technical Assistance	Selection in progress			199,960
Africa/ME Reg ¹	Regional Trade Negotiation Study Tour	Orientation Visit	Business Council for International Understanding	New York	NY	232,380
Africa/ME Reg ¹	Integrated Deepwater System	Definitional Mission	Finance Specialists LLC	Menlo Park	CA	39,787
Africa/ME Reg ¹	CCA U.S.-Africa Business Summit Logistics & Aviation Workshop	Technical Symposium	Decision/Analysis Partners	Vienna	VA	125,077
Africa/ME Reg ¹	CCA U.S.-Africa Business Summit NEPAD Workshop	Technical Assistance	AfricaGlobal & Associates International, LLC	Washington	DC	29,800
Africa/ME Reg ¹	Chipata Rail Extension	Desk Study	S. Rowitz & Associates	Buffalo Grove	IL	2,500
Africa/ME Reg ¹	Chipata Rail Extension	Feasibility Study	Selection in progress			210,450
Africa/ME Reg ¹	Gabon/Sao Tome and Principe	Definitional Mission	Capital Energy Inc.	North Miami	FL	34,998
Africa/ME Reg ¹	Atlantic Africa Hydrocarbon and Power	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	40,000
Africa/ME Reg ¹	Transportation and Trade Security Forum	Technical Symposium	Various U.S. entities			406,311

Total for Africa / Middle East

\$9,548,913

ASIA

China	Inland Waterways	Orientation Visit	Koeppe, Elliott & Associates, Ltd. (KEA)	Washington	DC	2,000
China	USFCS Officer Wan Xiaolei	Technical Assistance	US and Foreign Commercial Service	Washington	DC	16,028
China	Oil and Gas Sector — Underground Gas Storage	Feasibility Study	Parsons Brinckerhoff Energy Storage Services, Inc. (PB-ESS)	Houston	TX	460,000
China	E-Commerce/Telecommunications Projects — Emergency 911	Orientation Visit	The Louis Berger Group, Inc.	Washington	DC	136,210
China	Beijing Olympics Infrastructure — Advanced Traffic Management System	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	5,000
China	Tianjin Hazardous Waste Procurement Audit	Desk Study	Dayton J. Carpenter	Syracuse	NY	5,350
China	Shanghai Power Reliability	Feasibility Study	EPRI PEAC Corporation	Knoxville	TN	376,320
China	Trade Capacity Building Training Program	Desk Study	Global Technology Management, Inc.	Fairfax	VA	2,500
China	Trade Capacity Building Training Program	Feasibility Study	Global Alliance for Trade Efficiency	Washington	DC	585,250
China	SW China Aviation Security	Feasibility Study	Selection in progress			272,660
China	Di-Methyl Ether Plant	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
China	Di-Methyl Ether Plant	Feasibility Study	Fluor Daniel China Services, Inc.	Aliso Viejo	CA	675,000
China	Environmental Sector	Definitional Mission	ECODIT, Inc.	Arlington	VA	24,996
China	Environmental Sector — Bioconversion/Composting for BMAC	Feasibility Study	Eric'sons, The Naturnomics Company	Dallas	GA	312,000
China	Shanghai Emergency Response	Orientation Visit	Koeppe, Elliott & Associates, Ltd. (KEA)	Washington	DC	122,963
China	Cable Television Industry	Orientation Visit	Decision/Analysis Partners	Vienna	VA	121,120
China	Shanghai Centralized Medical Waste Treatment Facility	Feasibility Study	Tetra Tech, Inc.	Pasadena	CA	204,900
China	Hazardous Waste Treatment and Disposal	Definitional Mission	Eurasia Environmental Associates, LLC	Reston	VA	23,940
China	Low-Emission Diesel Fuel	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	4,000
China	Railway Intermodal Container Transport	Desk Study	William F. Hennessey	Lenoir City	TN	2,500
China	Sludge Management / Beijing Drainage	Feasibility Study	Selection in progress			350,000
China	Coal Bed Methane	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	86,076
China	Urban Water	Technical Assistance	Selection in progress			397,000
China	Water and Wastewater Treatment/Beijing	Feasibility Study	Selection in progress			250,000
East Timor	Energy Sector	Definitional Mission	Merklein & Associates, Inc.	Washington	DC	25,000
India	Ambaji Group Mining Project	Feasibility Study	Steffen, Robertson, and Kirsten Consulting, Inc. (SRK)	Lakewood	CO	67,840
India	Ambaji Group Mining Project	Desk Study	Gustavson Associates, Inc.	Boulder	CO	2,400
India	Wireless Infrastructure Project	Desk Study	Teleworld Solutions, Inc.	McLean	VA	2,430
India	Pulp and Paper Clean Technology	Orientation Visit	Decision/Analysis Partners	Vienna	VA	124,486
India	Specialty Medical Hospital	Desk Study	OMMA Healthcare, LLC	Rollinsville	CO	4,000
India	Specialty Medical Hospital	Feasibility Study	Selection in progress			283,800

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
India	Water and Wastewater Treatment	Orientation Visit	Princeton Energy Resources International, LLC	Rockville	MD	124,997
India	Coal Bed Methane Development	Orientation Visit	Power Tech Associates, P.C.	Paramus	NJ	49,997
India	Tamil Nadu Sub-Sovereign Finance-Water	Technical Assistance	Selection in progress			300,000
India	Energy Sector	Definitional Mission	MT Energy Associates	Vienna	VA	23,640
India	Aviation Security	Orientation Visit	Decision/Analysis Partners	Vienna	VA	129,717
India	Biodiesel Fuel	Desk Study	PDR & Associates	East Brunswick	NJ	2,500
Indonesia	Transportation Security	Definitional Mission	Quasars, Inc.	Washington	DC	36,717
Indonesia	Transportation Security Tanjung Priok IT and Telecom	Technical Assistance	Selection in progress			555,000
Indonesia	Hang Nadim Airport Security Assessment	Technical Assistance	Selection in progress			290,000
Indonesia	Power Transmission and Distribution	Definitional Mission	J. W. Price & Associates, Inc.	Stone Mountain	GA	35,000
Korea	PICKO Rail/Ports	Orientation Visit	Chemonics International, Inc.	Washington	DC	14,902
Malaysia	MEASAT-3 Binariang Satellite Project	Training	Boeing Satellite Systems International	Los Angeles	CA	500,000
Malaysia	MEASAT-3 Binariang Satellite Project	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Pakistan	Karachi Port Desalination Plant	Feasibility Study	California Enviro-Management, Inc.	Lafayette	CA	287,480
Pakistan	Karachi Port Desalination Plant	Desk Study	O&M Consultants, Inc.	Frederick	MD	1,000
Pakistan	Undersea Fiber Optic Cable	Desk Study	James T. Reilly	Red Bank	NJ	2,500
Pakistan	Undersea Fiber Optic Cable	Feasibility Study	T. Soja and Associates, Inc	Boston	MA	145,000
Pakistan	Secondary Mortgage Market Entity	Desk Study	Michael Schaeffer	Washington	DC	4,000
Pakistan	Secondary Mortgage Market Entity	Feasibility Study	Bearing Point	McLean	VA	125,000*
Pakistan	Administrative Barriers to Investment Study	Technical Assistance	Selection in progress			135,050
Philippines	Meralco Power Quality Project	Desk Study	J.W. Price & Associates	Tucker	GA	1,000
Philippines	MVIETS Pilot Project	Feasibility Study	Mustang Dynamometer	Twinsburg	OH	100,000
Philippines	Mindanao Appropriate Irrigation Program	Feasibility Study	WorldWater Corp.	Pennington	NJ	22,562
Philippines	Rural Electrification Financing	Desk Study	Commonwealth Power Corporation	Norfolk	VA	2,500
Philippines	Rural Electrification Financing	Technical Assistance	NRECA International, Ltd.	Arlington	VA	446,909
Philippines	Transportation and Security	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	24,994
Philippines	Petron Hydrocracker Facility Development	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	5,000
Philippines	Air Quality	Desk Study	Kim Phan	Arlington	VA	5,000
Philippines	Seafarer's Identification Document System	Technical Assistance	Selection in progress			515,000
Sri Lanka	Power Sector — 300 MW Coal-Fired Power Plant	Technical Assistance	Selection in progress			560,000
Sri Lanka	Power Sector — 300 MW Coal-Fired Power Plant — Contractor	Technical Assistance	Brooks Howell and Co., LLC	Herndon	VA	14,967
Sri Lanka	Aviation Sector	Orientation Visit	MFM Group, Inc.	Miami	FL	89,364
Sri Lanka	CSI NII Procurements	Technical Assistance	Aerospace Services International, Inc. (ASI)	Chantilly	VA	105,000
Thailand	Flood Forecasting and Warning System	Feasibility Study	URS Corporation	Oakland	CA	115,807
Thailand	Flood Forecasting and Warning System	Desk Study	Chesapeake Analytics Group	Arlington	VA	2,500
Thailand	Home Health Care — KNT	Feasibility Study	V&S Coporation	Williamsville	NY	294,526
Thailand	PEA Dispatching and Optical Fiber	Feasibility Study	KEMA Consulting, Inc.	Fairfax	VA	342,000
Thailand	GISTDA Nat'l Spatial Data Infrastructure	Feasibility Study	ESRI, Inc.	Redlands	CA	207,600
Thailand	IT Integration for BAAC	Desk Study	Marty Morell	New York	NY	2,500
Thailand	IT Integration for BAAC	Technical Assistance	Agora Consulting	Roanoke	VA	186,326
Thailand	Information and Communication Technology (ICT)	Definitional Mission	Global Resources	Irvine	CA	34,961
Thailand	AEROTHAI Digital Radio Ground Communications	Feasibility Study	The Mitre Corporation	McLean	VA	139,887
Thailand	TCB Bangkok-Laem Chabang Trade	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	2,500
Thailand	TCB Bangkok-Laem Chabang Trade — STAR — Laem Chabang Supply Chain	Technical Assistance	Savi Technology, Inc.	Sunnyvale	CA	500,000
Vietnam	EVN Financial Management Information System	Desk Study	J.W. Price & Associates	Tucker	GA	1,000
Vietnam	Treasury IT Procurement Plan	Desk Study	Global Resources	Irvine	CA	1,000
Vietnam	Aircraft Engine Procurement	Training	General Electric Company	Princeton	NJ	300,000
Vietnam	Information and Communications Tech	Orientation Visit	Decision/Analysis Partners	Vienna	VA	125,750
Vietnam	Medical Equipment	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	114,065
Vietnam	AM/FM/GIS for EVN	Feasibility Study	Selection in progress			320,000
Vietnam	O Mon Power Plant	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
Vietnam	Blocks B and 52 Gas Pipeline	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
Vietnam	Fire Safety and Rescue	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	124,441
Asia Regional	Asia Regional Office — PSC	Technical Assistance	US and Foreign Commercial Service	Washington	DC	98,930
Asia Regional	Regional Project Analyst	Technical Assistance	Collins Russell Alt	Beltsville	MD	14,400
Asia Regional	STAR Conference	Technical Symposium	MFM Group, Inc.	Miami	FL	199,302
Asia Regional	APEC Satellite Navigation	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	5,000
Asia Regional	APEC Satellite Navigation	Technical Assistance	MITRE Corporation	McLean	VA	568,700
Asia Regional	Communication Infrastructure Conference	Technical Symposium	Various U.S. entities			308,109
Total for Asia						\$13,494,868

FY 2003 PROGRAM ACTIVITIES — BY REGION

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
EURASIA						
Afghanistan	Telecommunications Policy Review — Extension	Technical Assistance	Network Dynamics Associates, LLC	Brooklyn	NY	136,408
Afghanistan	Reconstruction Conference	Technical Symposium	Various U.S. Entities			485,592
Afghanistan	Aviation Sector — Ariana and MOCAT	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	100,518
Afghanistan	Aviation Sector — Aviation Law and Regulatory Travel	Technical Assistance	Jeffrey Klang	Washington	DC	9,185
Afghanistan	FSN for Embassy — Kabul	Technical Assistance	U.S. Embassy — Kabul			32,171
Afghanistan	Power Sector	Orientation Visit	Various U.S. Entities			84,044
Afghanistan	Records Management System	Desk Study	Washington Strategic Advisors	New York	NY	5,000
Afghanistan	Strategic Business Plan, Ariana Airlines	Feasibility Study	Selection in progress			333,034
Afghanistan	Gas and Oil Sector — MMI	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	70,170
Afghanistan	American University of Afghanistan	Desk Study	Center For Quality Assurance In International Education	Washington	DC	5,000
Afghanistan	American University of Afghanistan	Feasibility Study	Coordinating Council for International Universities	Washington	DC	553,475
Afghanistan	Telecommunications Backbone	Feasibility Study	Alcatel USA International Marketing, Inc.	Plano	TX	280,081
Afghanistan	Hydrocarbon Resource Survey — Stage 1	Technical Assistance	U.S. Geological Survey National Center	Reston	VA	210,000
Afghanistan	Construction Sector Materials	Definitional Mission	George Gouda	Potomac	MD	35,000
Armenia	Garni Satellite Station	Definitional Mission	Pythia International Inc.	Alexandria	VA	18,804
Armenia	Garni Satellite Station	Feasibility Study	Selection in progress			275,980
Azerbaijan	Establishment of an American MBA Program	Desk Study	KUPS International	Cabin John	MD	4,000
Azerbaijan	Establishment of an American MBA Program	Feasibility Study	University of Kansas	Lawrence	KA	271,670
Azerbaijan	EBRD SOCAR Restructuring	Technical Assistance	Selection in progress			700,000
Georgia	Agricultural Production Modernization	Desk Study	Agland Investment Services, Inc.	San Rafael	CA	1,000
Georgia	Trans-Caspian Pipeline	Technical Assistance	Michael Cowgill	Austin	TX	72,000
Georgia	Tkibuli Coal Energy Complex	Definitional Mission	Brooks Howell and Co., LLC	Herndon	VA	24,989
Iraq	Telecom Sector	Technical Assistance	Washington Strategic Advisors, LLC	Washington	DC	79,858
Kazakhstan	Astana Telecommunications Network	Desk Study	Global Resources	Irvine	CA	5,000
Kyrgyzstan	Utilization of Kyrgyz Gold Deposit — Small Gold Deposits	Technical Assistance	Selection in progress			290,000
Moldova	Telecommunications for Customs	Desk Study	Marty Morell	New York	NY	4,500
Moldova	Telecommunications for Customs	Feasibility Study	KUPS International	Cabin John	MD	189,000
Russia	Vladivostok Commercial Port Construction	Desk Study	Leonard Sugin, C. E.	Ghent	NY	1,000
Russia	Sheremetyevo Airport Information Technology Upgrades	Desk Study	W.M. Associates	Camdenton	MO	1,000
Russia	SIBUR Ethylene Upgrades Modernizations	Feasibility Study	ABB Lummus	Bloomfield	NJ	720,000
Russia	Internet Portal for Government Procurement	Feasibility Study	C-WIN	Chamblee	GA	316,686
Russia	Saline Solution Production and Packaging	Feasibility Study	American Resources International, Inc.	Durham	NC	300,000
Russia	Tatarstan Regional Development Bank	Feasibility Study	Hogan & Hartson	Washington	DC	170,658
Russia	Broadband Network Development	Desk Study	Washington Strategic Advisors	New York	NY	5,000
Russia	Pultruded Fiberglass Products	Desk Study	PDR & Associates	East Brunswick	NJ	4,875
Russia	Pultruded Fiberglass Products	Feasibility Study	Hatch Associates Consultants, Inc.	Pittsburgh	PA	110,000
Russia	Review of Draft Ports Legislation	Desk Study	Joseph Thomas Procak, Jr.	San Francisco	CA	4,495
Russia	Review of Draft Ports Legislation — EBRD Ports Development	Technical Assistance	Selection in progress			565,000
Russia	Support for Seminar on Trade in Civil Aircraft	Technical Assistance	U.S. Trade Representative	Washington	DC	10,300
Russia	EBRD St. Petersburg Flood Barrier	Desk Study	Rudo International Advisors	Washington	DC	4,000
Russia	EBRD St. Petersburg Flood Barrier	Technical Assistance	Selection in progress			390,000
Russia	Vnukovo Airport Expansion — Phase II	Desk Study	Rudo International Advisors	Washington	DC	2,500
Russia	TETRA-Volga Federal District	Desk Study	Jennifer Windus	Great Falls	VA	4,900
Russia	TETRA-Volga Federal District	Feasibility Study	Selection in progress			325,000
Russia	Workshop on Medical/Pharmaceutical Standards	Technical Assistance	Commerce Department	Washington	DC	61,000
Russia	Regional Mortgage Development	Desk Study	Calhoun Consulting	Annandale	VA	3,500
Russia	Coalbed Methane Recovery / Kuznetsk	Desk Study	MT Energy Associates	Vienna	VA	5,000
Russia	EBRD Capetown Convention	Technical Assistance	Selection in progress			270,000
Turkey	Ankara Water Loss Management System	Feasibility Study	Montgomery Watson Harza	Chicago	IL	64,650
Turkey	Information and Communications Technology Sector — Izmir Public Transportation	Feasibility Study	Louis Berger International	Washington	DC	216,907
Turkey	OYAK Mortgage Program	Technical Assistance	Fannie Mae	Washington	DC	256,918
Turkey	Beef Cattle Farm Development	Feasibility Study	RunAgra Company LLC	Kansas City	MO	460,000
Turkey	Waste to Energy Project in Tuzla	Desk Study	Brooks Howell and Co., LLC	Herndon	VA	6,500
Turkey	Electric Power 2003 Conference	Orientation Visit	US and Foreign Commercial Service	Washington	DC	3,000
Turkey	Office and Retail Complex in Downtown Izmir	Desk Study	Emerecon LLC	Arlington	VA	4,950
Turkey	FAA Aviation Safety and Security	Training	USDOT/FAA/Office of International Aviation	Washington	DC	106,627
Turkey	MBA PowerPak	Desk Study	KUPS International	Cabin John	MD	4,000
Turkey	Real Estate Information System	Desk Study	Domus A.D., LLC	New York	NY	4,700
Turkmenistan	Construction Equipment for Infrastructure	Desk Study	Washington Strategic Advisors	New York	NY	1,500
Ukraine	Air Cargo Hub at Gostomel Airport	Feasibility Study	Solid Team LLC	Claremont	CA	408,121

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Ukraine	Municipal Solid Waste Management	Desk Study	Eurasia Environmental Associates, LLC	Reston	VA	4,000
Ukraine	Municipal Solid Waste Management	Desk Study	AJGB Environmental Engineering Specialists	Bellevue	WA	2,500
Uzbekistan	Upgrade of Civil Aviation Security	Feasibility Study	Selection in progress			549,995
Uzbekistan	IL-114-X00 Aircraft Production	Desk Study	A. Paul Hansen	Fort Lauderdale	FL	10,000
Uzbekistan	IL-114-X00 Aircraft Production	Feasibility Study	Ernst and Young LLP	Nw York	NY	260,000
Uzbekistan	Interpretation Services and Transportation	Other	Aries Charter Transportation, Inc.	Naperville	IL	6,200
Uzbekistan	Water Management, Irrigation and Land Reclamation	Definitional Mission	Eurasia Environmental Associates, LLC	Reston	VA	33,000
Uzbekistan	Water Management, Irrigation and Land Reclamation	Feasibility Study	Selection in progress			545,410
Uzbekistan	Downstream Petrochemical Products	Definitional Mission	Intratech, Inc.	McLean	VA	24,823
Eurasia Regional	Caspian Finance Center — Additional Funding	Technical Assistance	U.S. Department of State	Washington	DC	223,300
Eurasia Regional	Printing, Publishing, and Converting	Technical Assistance	NPES (The Association for Suppliers of Printing, Publishing, and Converting Tech)	Reston	VA	164,600
Eurasia Regional	CNS/ATM — Azerbaijan, Georgia, Moldova, and Ukraine	Feasibility Study	Robinson Aviation	Falls Church	VA	666,830
Eurasia Regional	CNS/ATM — Azerbaijan, Georgia, Moldova, and Ukraine	Technical Assistance	Montgomery Consulting Group, Inc.	Winter Park	FL	15,000
Eurasia Regional	Project Analyst	Technical Assistance	Joshua Sussman	Washington	DC	73,000
Eurasia Regional	Petrochemical Sector	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	35,000
Eurasia Regional	ATM/CNS — Central Asia	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	24,999
Eurasia Regional	Caucasus Airlines Expansion	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	5,000
Eurasia Regional	Agriculture and Agribusiness	Definitional Mission	World Perspectives, Inc.	Washington	DC	39,080
Eurasia Regional	Eurasian Market Development	Technical Assistance	Various U.S. Entities			28,819
Eurasia Regional	Tourism Infrastructure Development	Definitional Mission	SW Associates	Washington	DC	39,763
Total for Eurasia						\$11,840,582
EUROPE						
Albania	Port of Vlore Development	Feasibility Study	Selection in progress			526,600
Bosnia & Herzegovina	Zekc SCADA Project	Feasibility Study	Elektrotek Concepts, Inc.	Arlington	VA	65,900
Bulgaria	Civil Aviation Security Master Plan	Technical Assistance	Selection in progress			296,530
Bulgaria	Bulgarian State Railways Line 3	Desk Study	William F. Hennessey	Exeter	NH	5,000
Bulgaria	Civil Aviation Training — FAA	Technical Assistance	Federal Aviation Administration (FAA)	Washington	DC	114,715
Croatia	Oil and Gas — INA Underground Natural Gas Storage	Feasibility Study	Selection in progress			290,000
Croatia	INA CO2 Enhanced Oil Recovery	Feasibility Study	Selection in progress			420,000
Croatia	Wastewater Treatment Plant	Desk Study	Finance Specialists LLC	Menlo Park	CA	5,000
Czech Republic	Railways Restructuring Project	Desk Study	S. Rowitz & Associates	Buffalo Grove	IL	1,000
Czech Republic	Flood Control and Reconstruction — IEMS Emergency Management	Technical Assistance	Selection in progress			395,000
Czech Republic	KH Tebis Co-Generation Biomass to Energy	Feasibility Study	Framatome ANP DE&S, Inc.	Charlotte	NC	160,900
Czech Republic	Mydlovary MAPE Remediation	Feasibility Study	Selection in progress			245,900
Hungary	Budapest Airport Regional Hub — Review	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	1,000
Hungary	Greenery Wind Farm	Feasibility Study	AWS Scientific, Inc.	Albany	NY	138,000
Hungary	Greenery Wind Farm — Contractor Selection Review	Desk Study	Commonwealth Power Corporation	Norfolk	VA	2,500
Hungary	Oil and Gas Policy	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	87,864
Hungary	Arsenic Removal Water	Desk Study	EnviroSmith Engineering, Inc.	Suwanee	GA	2,500
Hungary	Arsenic Removal Water	Feasibility Study	AP International Finance Corporation	New York	NY	264,828
Poland	Elana CHP Modernization	Feasibility Study	CJ Aron Associates Inc.	Brooklyn	NY	418,398
Poland	Elana CHP Modernization Invoice Review	Desk Study	ENPRO	Walnut Creek	CA	6,650
Poland	Three HPA Waste-to-Energy	Desk Study	Pan Eurasian Enterprises, Inc.	Providence	RI	2,500
Poland	250MW Slupsk Shoals Offshore Wind	Feasibility Study	AWS Scientific, Inc.	Albany	NY	250,000
Poland	Electric Power 2003 Travel	Orientation Visit	World Travel Service	McLean	VA	3,000
Poland	Air Safety	Desk Study	JDA Aviation Technology Solutions	Washington	DC	2,500
Poland	Air Safety	Technical Assistance	The PBN Group	Washington	DC	200,560
Poland	Emergency Management	Orientation Visit	The Louis Berger Group, Inc.	Washington	DC	85,449
Romania	DESWAT Abatement and Control of Water Disasters	Feasibility Study	Burgess & Niple	Columbus	OH	78,000
Romania	DESWAT Abatement and Control of Water Disasters	Desk Study	AJGB Environmental Engineering Specialists	Bellevue	WA	2,500
Romania	Tender Preparation for IT Equipment — IT Expansion Phase II	Feasibility Study	Selection in progress			257,120
Romania	Electric Power 2003 Conference Delegate	Technical Assistance	World Travel Service	McLean	VA	1,107
Romania	Information and Communications	Definitional Mission	Pythia International Inc.	Alexandria	VA	19,960
Romania	Information and Communications — IWAREMS	Feasibility Study	Selection in progress			517,960
Romania	Petrochemicals	Definitional Mission	Appropriate Energy Management, Inc.	West Jefferson	OH	24,332
Romania	Energy Sector	Orientation Visit	Beta Corporation International	Albuquerque	NM	136,294
Romania	Civil Aviation Security Master Plan	Technical Assistance	Booz Allen Hamilton, Inc.	McLean	VA	547,790
Romania	E-Government	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	84,956
Romania	Positive Train Control	Desk Study	Harral, Winner, Thompson, Sharp, Lawrence, Inc.	Arlington	VA	2,495
Romania	Sulfur Recovery	Feasibility Study	Selection in progress			331,045

FY 2003 PROGRAM ACTIVITIES — BY REGION

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Romania	In-Line Blending System	Feasibility Study	Selection in progress			216,240
Romania	Transelectrica Substation Improvement	Feasibility Study	Selection in progress			247,450
Romania	Telecommunications Commercialization	Feasibility Study	Selection in progress			186,100
Romania	National Forestry Cadastre System	Feasibility Study	Selection in progress			175,600
Romania	Underground Gas Storage	Feasibility Study	International Project Development, Inc. USA	St. Pete Beach	FL	248,000
Serbia and Montenegro	Kosovo Multi-Sector	Definitional Mission	CORE International	Washington	DC	45,000
Serbia and Montenegro	Kosovo Multi-Sector: EBRD Kosovo Telecom Regulatory Technical Assistance	Technical Assistance	Selection in progress			291,000
Serbia and Montenegro	Belgrade Airport Expansion	Desk Study	Airline Capital Associates, Inc.	New York	NY	5,000
Serbia and Montenegro	Belgrade Airport Expansion	Feasibility Study	Squire, Sanders and Dempsey	Washington	DC	376,000
Serbia and Montenegro	Civil Aviation Legal and Regulatory	Technical Assistance	USDOT/FAA/Office of International Aviation	Washington	DC	66,716
Serbia and Montenegro	SBB Fiber-Optic Backbone	Feasibility Study	Selection in progress			325,936
Serbia and Montenegro	Telecom Srbija Telecom Law Conformity	Technical Assistance	Selection in progress			293,814
Serbia and Montenegro	Telekom Srbija Business Plan	Technical Assistance	Selection in progress			253,314
Serbia and Montenegro	Montenegro Telecom	Definitional Mission	Marty Morell	New York	NY	19,505
Slovak Republic	GHIC Smart Card	Feasibility Study	META Group, Inc	Stamford	CT	149,550
Slovak Republic	Slovnaft Incinerator Upgrade	Feasibility Study	Stone & Webster International, Inc.	Stoughton	MA	250,000
Yugoslavia	Aviation Sector — FATCA	Technical Assistance	The Mitre Corporation	McLean	VA	190,985
Europe Regional	Southeast Europe Initiative — 2002 Office Expenses	Technical Assistance	U.S. Department of State	Washington	DC	11,000
Europe Regional	Waste to Energy / Renewable Briefing Book	Technical Symposium	Princeton Energy Resources International, LLC	Rockville	MD	27,379
Europe Regional	Project Analyst	Technical Assistance	Peter Plenk Dalrymple	Washington	DC	51,000
Europe Regional	Regional Finance Institution	Feasibility Study	Multinational Strategies, Inc.	New York	NY	262,000
Europe Regional	IFC Energy Efficiency Financing	Desk Study	Todd R. Bartholf	Boulder	CO	2,500
Europe Regional	IFC Energy Efficiency Financing	Technical Assistance	Energy Efficiency Financing Corp.	Seattle	WA	400,000
Europe Regional	Energy Sector in Bulgaria and Romania	Definitional Mission	Brooks Howell and Co., LLC	Herndon	VA	32,972
Europe Regional	Yugoslavia and Albania Telecom	Definitional Mission	Marty Morell	New York	NY	30,992
Europe Regional	Bulgaria and Romania Civil Aviation	Definitional Mission	Contingency & Security Solutions International	Savannah	GA	25,000
Europe Regional	LPG Facilities in Bulgaria and Macedonia	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
Europe Regional	Energy Projects	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	24,906
Europe Regional	EBRD MP4	Technical Assistance	Selection in progress			400,000
Total for Europe						\$10,606,311
LATIN AMERICA						
Bolivia	Pacific Liquefied Natural Gas	Technical Assistance	Global Energy Consultants	Houston	TX	27,780
Bolivia	Pacific Liquefied Natural Gas	Desk Study	Ellington & Associates, Inc.	Houston	TX	2,330
Brazil	Sao Paulo Inner Beltway ITS	Desk Study	J.M. Morales & Associates, P.C.	Reston	VA	1,000
Brazil	ADTP Gas-Fired Cogeneration Power Projects Phase I	Desk Study	Commonwealth Power Corporation	Virginia Beach	VA	1,000
Brazil	ANTF Rail Concessionaires Integration	Desk Study	AMRAIL Consulting	Boca Raton	FL	4,835
Brazil	ANTF Rail Concessionaires Integration	Technical Assistance	Transporation Technology Center, Inc.	Pueblo	CO	231,560
Brazil	Light Rail Urban Transport	Definitional Mission	Transport and Management Consultants, Inc.	Arlington	VA	24,996
Brazil	Sao Paulo Underground Utilities	Definitional Mission	Powertech Associates, PC	Paramus	NJ	24,983
Brazil	Customs and Transportation Security	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	44,977
Brazil	Petrobras Refinery Fire Control	Definitional Mission	Ronald Robinson	Maplewood	NJ	24,134
Brazil	ANTF Rail Officials	Orientation Visit	Global Marketing & Communications	Boston	MA	124,233
Brazil	Ibama Environmental E & P	Orientation Visit	Technical Resources International, Inc. (TRI)	Bethesda	MD	91,936
Chile	Calama Wind Farm	Feasibility Study	SeaWest Wind Power	San Diego	CA	55,000
Chile	IDB Modernization of Public Real Estate Administration	Technical Assistance	Urban Institute	Washington	DC	350,500
Chile	Agricultural Production and Storage	Orientation Visit	Agland Investment Services, Inc.	San Rafael	CA	63,512
Chile	Environmental Projects — FTA	Definitional Mission	AJGB Environmental Engineering Specialists	Bellevue	WA	39,602
Chile	Hospital Salvador	Definitional Mission	Stephen F. Dachi	Arlington	VA	29,942
Colombia	TermoSebastopol Combined Cycle Power Plant	Desk Study	Commonwealth Power Corporation	Virginia Beach	VA	4,975
Colombia	Aeronautical Meteorology System	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	5,000
Colombia	Aeronautical Meteorology System	Technical Assistance	Selection in progress			370,000
Colombia	CRA Water Treatment and Regulation	Technical Assistance	Selection in progress			482,000
Colombia	Bogota Mass Transit Modernization	Desk Study	Hernan E. Pena, Jr.	Charleston	SC	4,895
Dominican Republic	Cerro de Maimon Mine	Desk Study	Norwest Mine Services, Inc.	Salt Lake City	UT	3,700
Dominican Republic	Cerro de Maimon Mine	Feasibility Study	Pincock, Allen, and Holt	Denver	CO	300,000
El Salvador	National Energy Policy Development	Definitional Mission	Merklein & Associates, Inc.	Washington	DC	30,000
Honduras	CONATEL Telecommunications	Technical Assistance	Strategic Policy Research	Bethesda	MD	359,000
Honduras	Platanares Geothermal	Desk Study	Stephen Hirsch	Reston	VA	2,500
Honduras	IDB Platanares Geothermal	Feasibility Study	Selection in progress			150,000
Honduras	Port of Cortes Modernization	Definitional Mission	Leonard Sugin, C. E.	Ghent	NY	30,000

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Honduras	ENEE Fiber-Optic Telecom Network	Desk Study	Jennifer Windus	Great Falls	VA	2,500
Honduras	ENEE Fiber-Optic Telecom Network	Feasibility Study	Project Finance Advisors	Bethesda	MD	300,000
Mexico	National E-Mexico System	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	19,930
Mexico	Support for Strengthening Competition Policy — FTC	Technical Assistance	U.S. Federal Trade Commission	Washington	DC	68,640
Mexico	Sonora Airport Projects	Definitional Mission	Overseas Systems Corporation	Miami	FL	22,189
Mexico	Sonora Airport Projects — Ciudad Obregon Int'l Airport	Feasibility Study	Selection in progress			450,000
Mexico	Hydropower Rehabilitation and Modernization	Orientation Visit	Global Marketing & Communications	Boston	MA	98,804
Mexico	Battelle/IMP Veracruz Institute	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	3,500
Mexico	Battelle/IMP Veracruz Institute	Feasibility Study	Battelle Memorial Institute	Columbus	OH	332,000
Mexico	Intelligent Transportation Systems	Desk Study	Hernan E. Pena, Jr.	Charleston	SC	5,000
Mexico	Intelligent Transportation Systems	Technical Assistance	Selection in progress			431,000
Mexico	North American Inland Port Network	Desk Study	S. Rowitz & Associates	Buffalo Grove	IL	5,000
Panama	Panama Bay Cleanup	Desk Study	Overseas Systems Corporation	Miami	FL	2,500
Paraguay	IDB Asuncion Coastal Development	Desk Study	Solana Incorporated	Portland	ME	5,000
Peru	Transportation in Lima — Urban Rail Project	Feasibility Study	Selection in progress			325,000
Peru	IDB Urban Transport and ITS	Desk Study	Transport and Management Consultants, Inc.	Arlington	VA	2,500
Peru	IDB Urban Transport and ITS — Lima Operational & Traffic Signal Control System	Technical Assistance	Selection in progress			200,000
Peru	IDB Urban Transport and ITS — Lima Collection System	Technical Assistance	Selection in progress			250,000
Peru	Perupetro Hydrocarbon Exploration	Technical Assistance	Selection in progress			465,500
Peru	Telecom Capacity Building	Technical Assistance	Selection in progress			325,830
Peru	Port of Callao Container Terminal	Desk Study	Leonard Sugin, C. E.	Ghent	NY	5,000
Peru	Port of Callao Container Terminal	Feasibility Study	Selection in progress			300,000
Uruguay	International Airport Concession	Technical Symposium	The Louis Berger Group, Inc.	Washington	DC	10,926
Latin America Reg'l	Project Analyst	Technical Assistance	Peter Reed	Washington	DC	25,000
Latin America Reg'l	Project Analyst	Technical Assistance	Michael Thomas Derham	Arlington	VA	25,000
Latin America Reg'l	Project Analyst	Technical Assistance	Harvey Van Buren, III	Stafford	VA	45,000
Latin America Reg'l	Trade Capacity Technology — US-CAFTA Negotiations — Costa Rica/El Salvador	Definitional Mission	Computer Frontiers, Inc.	Germantown	MD	98,691
Latin America Reg'l	Trade Capacity Technology — US-CAFTA Negotiations — Guatemala and Coordination	Definitional Mission	Associates for International Resources and Development	Cambridge	MA	69,949
Latin America Reg'l	Trade Capacity Technology — US-CAFTA Negotiations — Honduras and Nicaragua	Definitional Mission	Decision/Analysis Partners	Vienna	VA	77,169
Latin America Reg'l	IDB Evergreen Fund Analysis	Technical Assistance	Econergy International Corporation	Boulder	CO	45,000*
Latin America Reg'l	Inter-American E-Business Fellowship — 2003	Technical Assistance	USDOC/International Trade Administration	Washington	DC	80,000
Latin America Reg'l	GNSS Implementation for Six Countries	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Latin America Reg'l	GIS Plan-Puebla-Panama	Desk Study	Brooner Associates	N. Bethesda	MD	2,500
Total for Latin America						\$6,941,018
MULTI-REGIONAL						
Multi-Regional	E-Government Conference — Travel Expenses	Other	World Travel Service	McLean	VA	188,000
Multi-Regional	Europe and Eurasia District Energy/Combined Heat and Power (CHP)	Orientation Visit	Global Marketing & Communications (& other U.S. entities)	Boston	MA	190,832
Total for Multi-Regional						\$378,832
GRAND TOTAL						\$52,810,524

* An asterick indicates activities where USDA authorized the use of existing funds at various multilateral development banks. As such, those amounts are not reflected in the FY 2003 funding totals.

FY 2003 Program Activities — Appendix

FY 2003 BASIC STATISTICS

Program Budget: \$52.81 million

# of Projects	314
# of Activities	388
# of New Projects	226
# of Countries	68

USTDA ACTIVITIES

By Type and Number of Activities

	2001		2002		2003	
DM/Desk Studies	198	45.6%	209	42.1%	168	43.3%
Feasibility Studies	121	27.9%	139	28.0%	98	25.3%
Orientation Visits	42	9.7%	48	9.7%	34	8.8%
Technical Assistance	52	11.9%	77	15.5%	75	19.3%
Trade-Related Training	2	0.5%	5	1.0%	4	1.0%
Procurement Assistance	2	0.5%	1	0.2%	0	0.0%
Conferences	15	3.4%	18	3.6%	7	1.8%
Other	2	0.5%	0	0.0%	2	0.5%
TOTALS	434	100%	497	100%	388	100%

USTDA ACTIVITIES

By Value of Obligations

	2001		2002		2003	
DM/Desk Studies	\$1,734,904	3.3%	\$2,328,565	3.1%	\$1,886,484	3.6%
Feasibility Studies	\$35,847,849	69.0%	\$45,319,461	60.2%	\$29,105,287	55.1%
Orientation Visits	\$3,089,214	8.0%	\$4,178,003	5.6%	\$2,949,035	5.6%
Technical Assistance	\$7,759,910	14.9%	\$18,704,296	24.9%	\$16,237,508	30.8%
Trade-Related Training	\$543,000	1.0%	\$1,908,000	2.5%	\$1,030,227	1.9%
Procurement Assistance	\$48,074	0.1%	\$6,200	0.0%	\$0	0.0% *
Conferences	\$2,772,016	5.3%	\$2,801,005	3.7%	\$1,407,783	2.7%
Other	\$184,502	0.4%	\$0	0.0%	\$194,200	0.5%
TOTALS	\$51,979,469	100%	\$75,245,530	100%	\$52,810,524	100%

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

FY 2003 USTDA PROGRAM FUNDS

By Region

	Core Budget	*Additional Funds	Total Funds
Africa/Middle East	\$9,417,059	\$131,854	\$9,548,913
Asia/Pacific	\$13,494,868	0	\$13,494,868
Europe	\$3,163,477	\$7,442,834	\$10,606,311
Latin America	\$6,941,018	0	\$6,941,018
Eurasia	\$7,746,918	\$4,093,664	\$11,840,582
Multi-Regional	\$378,832	0	\$378,832
TOTAL	\$41,142,172	\$11,668,352	\$52,810,524

*USTDA receives transfers from other agencies to supplement its program, including funds from the Freedom Support Act for its Eurasia Program and funds from the Support for Eastern Europe Democracy Act for its Europe Program. This also includes No Year funds.

USTDA ACTIVITIES BY REGION

By Number of Activities

	2001		2002		2003	
Africa/Middle East	89	20.5%	111	22.3%	87	22.4%
Asia	104	23.9%	110	22.1%	90	23.2%
Eurasia	48	11.1%	81	16.3%	80	20.6%
Europe	107	24.6%	101	20.3%	67	17.3%
Latin America	81	18.7%	92	18.5%	62	16.0%
Multi-Regional	5	1.2%	2	0.4%	2	0.5%
TOTALS	434	100%	497	100%	388	100%

USTDA ACTIVITIES BY REGION

By Funding Levels

	2001		2002		2003	
Africa/Middle East	\$9,846,577	18.9%	\$14,529,770	19.3%	\$9,548,913	18.0%
Asia	\$13,897,549	26.7%	\$19,068,948	25.3%	\$13,494,868	25.5%
Eurasia	\$6,928,822	13.3%	\$14,610,240	19.4%	\$11,840,582	22.4%
Europe	\$11,796,433	22.6%	\$13,573,685	18.0%	\$10,606,311	20.0%
Latin America	\$9,187,119	17.6%	\$13,207,826	17.5%	\$6,941,018	13.1%
Multi-Regional	\$322,970	0.6%	\$255,062	0.3%	\$378,832	0.7%
TOTALS	\$51,979,469	100%	\$75,245,530	100%	\$52,810,524	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR

By Number of Activities

	2001		2002		2003	
Agribusiness	22	5.1%	22	4.4%	7	1.8%
Energy & Power	65	15.0%	58	11.7%	59	15.2%
Human Resources	18	4.1%	10	2.0%	9	2.3%
Manufacturing	34	7.8%	47	9.5%	23	5.9%
Mining & Natural Resources	53	12.2%	48	9.7%	28	7.2%
Multisector & Other	24	5.5%	33	6.6%	45	11.6%
Services	25	5.8%	48	9.7%	45	11.6%
Telecommunications	30	6.9%	50	10.1%	42	10.8%
Transportation	89	20.5%	114	22.9%	94	24.2%
Water & Environment	74	17.0%	67	13.4%	36	9.3%
TOTALS	434	100%	497	100%	388	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR

By Value Of Obligations

	2001		2002		2003	
Agribusiness	\$1,630,664	3.1%	\$2,404,991	3.1%	\$685,358	1.2%
Energy & Power	\$7,953,792	15.3%	\$9,245,776	12.2%	\$7,125,246	13.4%
Human Resources	\$1,305,408	2.5%	\$977,526	1.2%	\$1,077,379	2.0%
Manufacturing	\$4,287,525	8.2%	\$8,397,766	11.1%	\$4,112,146	7.7%
Mining & Natural Resources	\$8,833,715	16.9%	\$8,186,421	10.8%	\$3,500,959	6.6%
Multisector & Other	\$2,199,055	4.2%	\$4,177,532	5.5%	\$4,883,061	9.2%
Services	\$2,360,224	4.5%	\$7,073,787	9.4%	\$5,011,167	9.4%
Telecommunications	\$1,968,849	3.7%	\$6,647,862	8.8%	\$6,991,871	13.2%
Transportation	\$12,512,637	24.0%	\$17,240,581	22.9%	\$13,933,433	26.3%
Water & Environment	\$8,927,595	17.1%	\$10,893,282	14.4%	\$5,489,900	10.3%
TOTALS	\$51,979,469	100%	\$75,245,530	100%	\$52,810,524	100%

2003 PROGRAM ACTIVITIES

Africa and The Middle East	Asia	Central and Eastern Europe	Eurasia	Latin America and The Caribbean
Algeria	China	Albania	Afghanistan	Bolivia
Botswana	East Timor	Bosnia & Herzegovina	Armenia	Brazil
Cameroon	India	Bulgaria	Azerbaijan	Chile
Cape Verde	Indonesia	Croatia	Georgia	Colombia
Egypt	Korea	Czech Republic	Iraq	Dominican Republic
Ethiopia	Malaysia	Hungary	Kazakhstan	El Salvador
Ghana	Pakistan	Poland	Kyrgyzstan	Honduras
Jordan	Philippines	Romania	Moldova	Mexico
Kenya	Sri Lanka	Serbia and Montenegro	Russia	Panama
Lebanon	Thailand	Slovak Republic	Turkey	Paraguay
Morocco	Vietnam	Slovenia	Turkmenistan	Peru
Namibia		Yugoslavia	Ukraine	Uruguay
Nigeria			Uzbekistan	
Rwanda				
Senegal				
South Africa				
Tanzania				
Togo				
Tunisia				
Uganda				
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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 investment 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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