

Annual Report
2004

THE U.S. TRADE AND DEVELOPMENT AGENCY



Building the Environment for Trade

USTDA Annual Report 2004

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

Director's Message

AS WE COMPLETE ANOTHER SUCCESSFUL YEAR AND EMBARK ON AN AGENCY RESTRUCTURING THAT REFLECTS THE CHALLENGES OF OUR CHANGING WORLD, I AM PLEASED TO PRESENT THIS REPORT ON THE AGENCY'S ACHIEVEMENTS DURING FISCAL YEAR 2004 IN ADVANCING PRIORITY OVERSEAS DEVELOPMENTAL OBJECTIVES.

During the past year, USTDA's accomplishments built on its greatest strength, enhancing the capacity for countries to benefit from participating in the global trading system. Overall, the agency applied its extensive development experience in programming a wide array of activities in a broad range of sectors. Highlights include the agency's trade capacity-building and transportation security activities, as well as its continuing support for reconstruction efforts in Afghanistan and Iraq.

Trade capacity-building assistance, which includes a mix of both traditional infrastructure and policy-based activities, remained a priority for USTDA last year. Agency obligations in this area totaled more than \$18.3 million and included the

addition of trade-related environmental capacity-building activities as a new area for USTDA involvement.

Around the world, developing countries are seeking the technology and expertise that U.S. firms possess to help them address environmental issues. As a result, this sector is a natural area for USTDA assistance. During 2004, the agency funded its first environmental capacity-building activity associated with a free trade agreement (FTA) by assisting Chile with the development of a national regulatory framework for environmental remediation projects. USTDA anticipates support for additional FTA environmental capacity-building activities in the future.

Over the past year, the agency also provided considerable support for numerous transportation security activities. Examples include a successful regional conference covering Africa, the Middle East and South Asia on *Secure Trade Through New Partnerships and New Technologies*, and technical assistance to support, in part, security at the Port of Cortés in Honduras. Another example is the funding USTDA provided for countries in Latin America and the Caribbean, as well as selected Asia-Pacific Economic Cooperation economies, to receive training on meeting the International Maritime Organization's International Ship and Port Facility Security Code.

Infrastructure development is the focal point of reconstruction in Afghanistan and

Iraq, and USTDA is making important contributions in that effort. Already, the agency's activities in Afghanistan have yielded results in the hotel and telecommunications sector. During fiscal year 2004, the agency added activities in the oil, gas and telecommunications sectors, and funded the development of a training program for Afghan entrepreneurs on preparing business plans.

In Iraq, USTDA's training and orientation visit programs were centerpieces of the agency's newest country portfolio. Last year, USTDA awarded training contracts for Iraqis in international accounting standards and the information and communications technology sector. In addition, the agency funded orientation visits in the transportation, private banking, housing and construction, and e-learning sectors. USTDA is further promoting economic development in Iraq by funding the development of a strategic business plan for Iraq Republic Railways.

In each of these examples, USTDA has demonstrated its commitment to meet the

challenges of development through private sector solutions. In developing its global portfolio, the agency responds to the priorities that overseas project sponsors have established for themselves. This mutually beneficial aspect of the agency's program is one of its cornerstones and was a principal factor in the selection of Mexico as USTDA's 2004 Country of the Year. At the same time, USTDA funds activities that present strong commercial opportunities for U.S. firms.

Additionally, USTDA is known for its ability to adapt its program rapidly to new development priorities. Just as the agency responded to the needs of Central and Eastern Europe and Eurasia in the early 1990s, USTDA restructured itself at the start of FY 2005 to reflect the challenges of today.

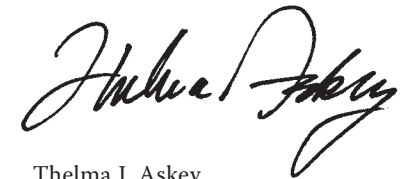
As a result of this reorganization, USTDA's program activity began the new fiscal year organized under five restructured regions: Asia; the Middle East, North Africa and South Asia; Sub-Saharan Africa; Europe

and Eurasia; and Latin America and the Caribbean. These changes build on USTDA's successful history of adapting to meet new challenges.

Looking to the future, USTDA will continue to evolve and modify its internal structure in response to a changing world. The agency's broad-based infrastructure development experience has established a model for development assistance that produces consistent results. These outcomes have made USTDA a reliable administrator of U.S. foreign assistance. At the same time, the way the agency targets its program in support of U.S. policy objectives also makes it an effective means to help advance these important goals.

USTDA's regional reorganization presents an exciting opportunity to make our results-oriented program even more effective. As always, the strength of our relationship with our overseas partners, the U.S. business community, and other U.S. Government agencies, combined with the talent and experience of USTDA's dedicated

staff, will ensure our success. I look forward to working with the agency's many partners to realize this outcome.



Thelma J. Askey

Director

U.S. Trade and Development Agency

USTDA: Strategic Focus

USTDA PROVIDES A BRIDGE TO U.S. TECHNICAL KNOW-HOW AND EXPERIENCE FOR DEVELOPING AND MIDDLE-INCOME COUNTRIES. THE FOCUS OF THE AGENCY IS UNIQUE IN THAT IT CREATES PUBLIC-PRIVATE PARTNERSHIPS IN RESPONSE TO PROJECT SPONSOR NEEDS AND PRIORITIES. USTDA FUNDS HELP IDENTIFY AND PREPARE PROJECTS FOR IMPLEMENTATION THAT WILL ESTABLISH THE INFRASTRUCTURE NECESSARY FOR ECONOMIES TO EXPAND. AT THE SAME TIME, THE AGENCY'S ACTIVITIES DEVELOP TRADE PARTNERSHIPS BY ENHANCING THE ABILITY OF U.S. FIRMS TO CONDUCT BUSINESS OVERSEAS.



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

Step 1

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

Step 2

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

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

USTDA Eligibility Criteria

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

- Priority to the project sponsors and the countries where they are located and the likelihood the project will receive implementation financing;
- Whether they offer mutual economic benefit for the host country and the United States, including opportunities for commercial cooperation with U.S. firms; and
- Whether there is competition from foreign companies that may receive subsidies and other support from their governments.

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

Each year, USTDA funds over 360 activities aimed at assisting countries' economic development by providing foreign project sponsors with access to U.S. private sector technologies, expertise and best practices. In the coming year, USTDA will continue to focus on sectors

Step 3

Proposals are evaluated in terms of USTDA priorities and available budget resources. If USTDA approves funding, it signs a Grant Agreement with the project sponsor (Grantee).

Step 4

Solicitation announcements are posted on the Federal Business Opportunities website (www.fedbizopps.gov) to generate proposals from U.S. companies to perform the activity funded by the USTDA grant. In some cases, the Grantee may pre-identify a contractor.

Step 5

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

Step 6

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

Step 7

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

and initiatives that represent significant policy impact or export potential, including trade capacity-building, transportation safety and security, post-conflict reconstruction efforts in Iraq and Afghanistan, environmental services, energy and power development, health care, education, and telecommunications.

The USTDA Program

The projects supported by USTDA are designed to help countries establish a favorable trading environment and modern infrastructure that promotes sustainable economic development. To this end, the agency funds overseas project sponsor access to U.S. private sector expertise through a variety of program activities that include: (1) technical assistance and train-

ing; (2) definitional missions and desk studies; (3) feasibility and other specialized studies; (4) orientation visits; (5) conferences and workshops; and (6) procurement assistance.

• **Technical Assistance:** USTDA provides technical assistance in the development of sector strategies, industry standards, and legal and regulatory regimes that are necessary for successful project implementation. This assistance can help a country adopt market-opening policies and procedures that promote a favorable business and trade environment. In FY 2004, transportation safety and security were particularly important sectors for USTDA's technical assistance work.

USTDA also provides training for foreign

decision-makers in economic sectors where there are opportunities for the sale of U.S. equipment and services. The training is normally focused on technology or regulatory issues and is designed to give project sponsors a better understanding of U.S. experience and capabilities. Training can be conducted in the United States and/or in the host country.

In FY 2004, USTDA funded 93 technical assistance and three training activities.

• **Definitional Missions and Desk Studies:** One of the earliest stages of project planning is the definition of technical, environmental, financial, and other factors that must be addressed before an investment decision can be made. USTDA helps to ensure that a proj-

ect is properly conceived by contracting with technical specialists to perform independent evaluations of project proposals. Using private sector resources and expertise, USTDA funds definitional missions or desk studies to supply preliminary assessments of the economic viability of proposed projects. A definitional mission provides a detailed evaluation of the proposal, involving travel to a designated region. A desk study provides a quick analysis of a proposal and is produced within the United States. Preparing these reports, which are carried out exclusively by U.S. small businesses, provides American companies with overseas experience and important working relationships that often lead to other international opportunities.



USTDA sponsors seminars for U.S. firms on how the agency's activities can help lead them to new business opportunities overseas. Pictured here is USTDA Deputy Director Barbara Bradford in a meeting with U.S. business representatives at a seminar in March.

USTDA funded 59 definitional missions and 106 desk studies in FY 2004.

• **Feasibility and Other Specialized Studies:**

USTDA provides grants for overseas infrastructure project planning assistance, including feasibility and early investment analysis. Feasibility studies evaluate the technical, financial, legal, environmental, and other critical aspects of infrastructure development projects that are of interest to potential lenders and investors. Host country project sponsors select the U.S. companies, normally through open competitions, which perform the studies. A feasibility study is a unique opportunity for U.S. companies to participate in the initial stages of a project's development.

In FY 2004, USTDA funded 59 feasibility studies.

USTDA also funds specialized studies that encompass an array of sectors and objectives. They can facilitate trade negotiations or enhance a country's trade capacity in a specific sector. Examples include trade and investment barrier studies, detailed design and engineering studies, and needs assessment and market studies.

• **Orientation Visits:** Orientation visits bring foreign project sponsors to the United States to observe the design, manufacture, demonstration, and operation of U.S. products



USTDA orientation visits bring key foreign decision makers to the United States to view U.S. technology that they can use to achieve their development goals. In early 2004, USTDA Assistant Director for Program and Policy Geoffrey Jackson met with delegates from India participating in an aviation security orientation visit.

and services that can help them achieve their developmental goals. USTDA hosted 30 orientation visits in FY 2004.

• **Conferences and Workshops:** USTDA organizes business conferences, workshops, and technical symposia worldwide. These events are sector or project-oriented and connect overseas project sponsors with U.S. firms and entities that supply project finance, technology, and expertise that may be useful in implementing a development project.

In addition to showcasing products, U.S. company representatives are informed of export opportunities in emerging markets and can expect to meet between 20-25 project sponsors while building significant business relationships. Attendees benefit from the training components included

on many USTDA conference agendas and receive project resource guides that contain financial, technical, and contact details for the showcased products.

Between 1996 and 2003, USTDA-sponsored conferences led to \$389,503,770 in U.S. exports. In FY 2004, the agency sponsored 11 conferences and workshops.

• **Procurement Assistance:** To promote project transparency and integrity, USTDA provides grants to assist in the establishment and oversight of international project procurement activities. Support can take the form of developing appropriate bidding procedures, assisting in the evaluation of technical proposals, and identifying potential suppliers and bidders. USTDA funded one procurement assistance activity in FY 2004.



USTDA conferences present opportunities for U.S. firms to meet with project sponsors about potential business opportunities. Pictured here in a meeting at the South Asia Communications Conference are Mr. Zaffar Khan (left), Chairman of Pakistan Telecommunications Company Limited, and Ms. Molly Gavin (right), International Government Affairs at QUALCOMM Incorporated.

USTDA Success

TRADE CAPACITY BUILDING SUCCESS:

As a result of USTDA-funded training in the agricultural biotechnology sector in China, this important export market for U.S. soybean farmers was opened to U.S. shipments during 2004. The training was supported by a 2002 USTDA grant to the U.S.-Sino Agricultural Biotechnology Safety Assessment Cooperation program. The program included three major components: (1) study tours for Chinese professionals to the United States, (2) science-policy fellowships for Chinese regulators, and (3) travel by U.S. experts to China to conduct training.



FEASIBILITY STUDY SUCCESS:

In 2004, the Export-Import Bank of the United States approved a \$38.8 million loan related to the purchase of equipment, technology and services from Lockheed Martin and its U.S. suppliers to modernize meteorological and hydrological infrastructure in Romania. This financing came, in part, as a result of the findings of a USTDA-funded study for the Romanian National Institute of Meteorology, Hydrology and Water Management analyzing the feasibility of a flood forecasting system for emergency management of Romania's 11 river basins. In addition to Lockheed Martin, other U.S. firms benefiting from the implementation of this project include Baron Services Inc. (Alaska), Cisco Systems Inc. (California); Comsat Technology (Maryland), Dell Computer Corp. (Texas); Hach Co. (Colorado); and Harris Corp. (Florida).

CONFERENCE AND TRAINING SUCCESS:

Communications infrastructure in South Asia was the focus of a major conference sponsored by USTDA in India during 2004. Under the theme *A United States – South Asia Dialogue on Regulatory Change and Market Growth*, the conference was designed to provide a forum for the discussion of policy trends, development strategies, and near-term trade and investment opportunities in South Asia. The conference included participation by senior U.S. Government and regional officials from Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka. The projects featured present partnership and procurement opportunities for U.S. companies with security expertise totaling over \$14 billion.

A result of this event was the announcement of a South Asia Telecommunications Management Technical Assistance Training Program. Under this initiative, USTDA is funding training at the U.S.



Opening plenary speakers at the South Asia communications conference were (left to right) Ambassador David A. Gross; FICCI Secretary General Dr. Amit Mitra; Deputy Chief of Mission Robert O. Blake; Chairman of the Telecom Regulatory Authority of India Pradip Bajjal; USTDA General Counsel Leocadia I. Zak; and USTDA Regional Director Carl B. Kress.

Telecommunications Training Institute to increase participants' knowledge in the areas of spectrum management; information and communications technology policy and network management/design; regulatory frameworks and privatization; and Internet technology. The training is intended to improve communications infrastructure policy within South Asia and facilitate economic development in the region.

TECHNICAL ASSISTANCE SUCCESS:

USTDA awarded a \$269,000 grant to the Ministry of Planning of Jordan in 2001 to fund technical assistance related to wireless sector market liberalization, as well as the deployment, development, and licensing of advanced wireless technology. Based on the success of the technical assistance, the project sponsors developed business plans that led to the award of a trunking license in 2004 to a local consortium planning to deploy a Motorola iDEN® network. Besides Motorola, U.S. companies that are providing services and equipment for the deployment of this system include Kathrein Inc., Scala Division (Oregon); Transistor Devices Inc. (New Jersey); K&L Microwave Inc. (Maryland); Ditech Communications Corp. (California);



Pictured here at the grant signing ceremony in Jordan are (left to right) USTDA Country Manager Cybill Sigler; USTDA Regional Director Henry Steingass; U.S. Ambassador to Jordan Edward W. Gnehm; USTDA Director Askey; and Jordanian Ministers Dr. Fawaz Zu'bi and Dr. Bassem Awadallah.

Oracle Corporation (Maryland); Sun Microsystems Inc. (California); JIT Warehouse Inc. (Arkansas); and Southern Distribution Telcom (New Mexico).

DEFINITIONAL MISSION AND DESK STUDY SUCCESS:

High quality definitional missions and desk studies are critical to the ongoing success of USTDA's program. At the same time, contractors can expand their business portfolios as a result of this added experience. An example of the commercial opportunities that definitional missions and desk studies present is demonstrated by the experience of decision/analysis partners, a small management consulting firm based in Northern Virginia that has been involved in USTDA's program since 2001. The firm's success with definitional mission and desk study contracts enabled it to showcase its technical and problem-solving expertise, while increasing its country knowledge and expanding its qualifications. For example, decision/analysis partners was awarded a contract for technical work supporting a USTDA port security conference in Cairo following its successful completion of a port definitional mission in Morocco.

Building Alliances with Other Agencies

As a foreign assistance agency that delivers commercially based results for trade and development initiatives, USTDA works in coordination with numerous U.S. Government agencies. In FY 2004, USTDA formed and chaired an inter-agency Committee on International Aviation Safety and Security (CIASS). USTDA also continues to participate in the Trade Policy Coordinating Committee (TPCC) process, working especially closely with the U.S. Trade Representative in delivering trade capacity-

building assistance in connection with ongoing free trade and World Trade Organization negotiations and agreements. The agency also supports environmental initiatives under the Interagency Working Group on Environmental Cooperation associated with free trade agreements.

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

USTDA coordinates with USTR on trade capacity-building activities designed to support World Trade Organization and free trade agreement (FTA) negotiations, such as the

U.S.-Central American FTA, the U.S.-Andean 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 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 interested in purchasing equipment in the United States.

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.

Overseas Private Investment Corporation (OPIC):

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

Department of Transportation (DOT):

USTDA draws upon private sector resources and DOT technical expertise, including the Federal Aviation Administration (FAA), in the area of aviation safety. USTDA and the FAA serve as co-chairs of CIASS.



USTDA Director Askey joined Transportation Secretary Norman Mineta in bilateral meetings at the APEC Transportation Ministerial Meeting in Indonesia in July. Pictured here are (left to right) USTDA Director Askey, Vice Minister of Transportation of Vietnam Tran Doan Tho, Secretary Mineta, and U.S. Ambassador to APEC Lauren Moriarty.

Department of Homeland Security:

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

Department of the Treasury:

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



U.S. Trade Representative Robert Zoellick (third standing from left), China's Vice Premier Wu Yi (fourth standing from left), Agriculture Secretary Ann Veneman (fifth standing from left), and U.S. Commerce Secretary Donald Evans (sixth standing from left) were present at the signing of a Memorandum of Understanding (MOU) between USTDA and China's Ministry of Commerce (MOFCOM) in April. The MOU, which was signed by MOFCOM Vice Minister Ma Xiuhong (seated left) and USTDA Director Askey (seated right), promotes closer cooperation in the areas of health care, intellectual property rights protection, and civil aviation. USTDA Chief of Staff Thomas R. Hardy is standing on the far right.

Performance and Development Measurement

As a result of the agency's first Performance Assessment Rating Tool (PART) exercise in FY 2003, which included the establishment of criteria to more fully evaluate the developmental impact of the agency's program on host countries, USTDA moved in FY 2004 to systematically implement those recommendations. This new evaluation tool complements the use of the "hit rate" and "export multiplier," which the agency traditionally uses to measure the commercial impact of its activities, as well as provides a partial measurement of developmental impact. These measurements play an important role in evaluating the effectiveness of the USTDA program.

Developmental Impact:

Through PART, USTDA adopted a series of measurement criteria focused on: 1) infrastructure 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 produc-

tivity. Implemented USTDA-funded projects are evaluated based on results in some or all four categories.

The Hit Rate:

The hit rate consists of the proportion of USTDA activities that produce U.S. exports. Currently, USTDA's hit rate is over 36%, meaning that over 36% of USTDA projects resulted in U.S. exports.

The Export Multiplier Ratio:

The export multiplier ratio measures U.S. exports associated with foreign projects that USTDA has assisted relative to the amount invested in USTDA activities. Since its inception, USTDA-supported projects have generated over \$22 billion in U.S. exports. Over the last decade, USTDA data shows the agency's projects have resulted in U.S. companies exporting more than \$36 for every \$1 of USTDA funds invested.



USTDA Director Askey speaks to inter-agency participants at the inaugural CIASS meeting in May.

USTDA Leads Inter-Agency International Aviation Safety and Security Committee

USTDA is co-chairing an inter-agency Committee on International Aviation Safety and Security (CIASS) that was formed during 2004 to coordinate U.S. Government technical assistance in the areas of aviation safety and security in developing countries.

CIASS is strengthening the impact of U.S. aviation and security assistance through a strategic, government-wide focus on priority projects. The Committee Secretariat, composed of USTDA and the Federal Aviation Administration (FAA), maintains a database of U.S. Government-sponsored technical assistance activities, and disseminates information to CIASS member departments and agencies.

In addition to USTDA and FAA, six other U.S. Government agencies serve on the committee: the Departments of Transportation, State, Commerce, and Defense; the Transportation Security Administration; the U.S. Agency for International Development; and the Export-Import Bank of the United States.

Committee members meet regularly to establish priorities and strategies for the delivery of technical assistance. Through this coordination, CIASS is enhancing the overall effectiveness of U.S. Government-sponsored technical assistance in developing countries.

Mexico: *A Partnership For Prosperity*



Mexico's impressive decade of development can be attributed, to a great extent, to its partnership in the North American Free Trade Agreement (NAFTA). Negotiated in 1992, NAFTA provided the framework necessary to bring Mexico out from the depths of its 1994-95 economic crash to a surging economy stabilized by a flourishing democracy. Over the past decade, trade between the United States and Mexico has more than doubled, foreign direct investment has escalated, and macroeconomic indicators all point to a promising future. Mexico has not only proven to be an invaluable trading partner for the United States, but a partner in the economic prosperity of the citizens of North America.

Ancient Mexican ruins and New Spain's colonial architecture fuse at El Zocalo, an imposing square that is representative of Mexico's rich history, beauty, and spirit. Marking the seat of Mexican democracy, El Zocalo embodies the country's connection to its past, its present success and its aspirations for the future.

USTDA Director Askey (right) and the Chief of Staff for Public Policy in the Office of the President of Mexico, Dr. Eduardo Sojo (left), were among the senior U.S. and Mexican officials at the 2004 Partnership for Prosperity Entrepreneurial Workshop.



"Understanding the importance of the U.S.-Mexico socio-economic relationship, USTDA focused its active program for FY04 on enhancing Mexico's competitiveness..."

In 2001, a joint statement by Mexican President Vicente Fox and U.S. President George W. Bush announced the foundation of the Partnership for Prosperity (P4P): "Among our highest priorities is unfettering the economic potential of every citizen, so each may contribute fully to narrowing the economic gaps between and within our societies." The Partnership seeks to leverage private resources to create jobs and promote prosperity throughout Mexico. USTDA plays a key role in the Partnership's action plan of advancing concrete and innovative initiatives on housing, infrastructure, transportation, environmental remediation, development financing, and information technologies.

USTDA's investments in Mexico furthered the goals of the Partnership and those of increasing Mexico's competitiveness by supporting regional multimodal ports, airport modernization projects, regulatory reforms to promote venture capital opportunities, housing finance market reforms, secure transportation networks, water and waste systems, and private sector min-

ing operations. Partnering with Mexican project sponsors, both public and private, USTDA invested over one million dollars in FY 2004 to strengthen Mexico's general physical infrastructure. Specifically, USTDA activities in Mexico last year supported airport modernization projects in the State of Yucatán, multimodal rail transportation projects in Tijuana, mining operations in the state of Chihuahua, and water and waste programs along the U.S.-Mexico border. These projects are central to the development of Mexico's infrastructure. At the same time, they also present U.S. companies with excellent opportunities to export their goods and services throughout the implementation of these and other related projects.

In addition, USTDA advanced the Partnership's competitiveness objectives during 2004 by helping Mexico to develop its venture capital markets. For example, under the leadership of USTDA Director Thelma J. Askey and Nacional Financiera General Director Mario Laborín Gómez, USTDA partnered with Mexico's premier national development



Christina Kappaz (at podium), a Partner with Millenia Consulting, LLC, presents the findings of a USTDA-funded study on the development of a venture capital market in Mexico, while John B. McNee (left), a Partner with Luce, Forward, Hamilton & Scripps, LLP; USTDA Director Askey (second from right); and Nacional Financiera (NAFIN) Deputy Director Federico Patiño (far right) listen. The study was conducted for NAFIN by Ms. Kappaz and Mr. McNee at a USTDA-sponsored symposium in Mexico in June.

bank in co-hosting a conference on expanding the venture capital funds market and related opportunities in Mexico.

Further engaging the spirit of the Partnership for Prosperity, USTDA has taken the lead in responding to the growing demand for enhanced trade security in Mexico. As a direct result of the USTDA-sponsored Partnership roundtable in Guadalajara, Mexico in June, entitled "Enhancing Infrastructure, Security and Logistics," USTDA developed a series of technical symposia focused on supply chain security. This highly effective seminar series was held in four of Mexico's top industrial centers, and successfully brought together U.S. and Mexican Government and private sector representatives to discuss how to

best modernize and secure crucial supply chains throughout the region. This work has benefited both the United States and Mexico, offering opportunities for American firms to assist in making Mexican trade more secure, and providing Mexican public and private sectors with a host of solutions to the challenges of increasing trade security.

As a result of the promising partnerships between USTDA and Mexican project sponsors in FY 2004, the agency is proud to honor Mexico as its 2004 Country of the Year. USTDA looks forward to continuing its partnership with Mexico and the rest of Latin America and the Caribbean in enabling a fertile environment for trade, investment and sustainable economic development.

Advancing U.S. Foreign Policy Initiatives

THE U.S. TRADE AND DEVELOPMENT AGENCY'S RESULTS-DRIVEN PROGRAM, SIZE AND AGILITY MAKE IT AN EFFECTIVE TOOL TO RESPOND TO DEVELOPMENTS IN OUR RAPIDLY CHANGING WORLD. AT THE SAME TIME, USTDA HAS A PROVEN RECORD OF ACTIVITIES THAT ADVANCE KEY U.S. FOREIGN POLICY INITIATIVES. HIGHLIGHTS OF USTDA'S FOREIGN POLICY-RELATED ACTIVITIES IN 2004 INCLUDE:

Streamlining El Salvador's import processing procedures is the goal of a USTDA trade capacity-building grant to the Ministry of Economy of El Salvador. Pictured here at the grant signing ceremony are (left to right) Vice Minister of Foreign Relations Roberto Interiano, Minister of Economy Miguel Lacayo, USTDA Director Askey, USTDA Country Manager Kenny Miller, and Minister of Environment Walter Jokisch.



Trade Capacity-Building

Trade capacity-building (TCB) constitutes a central aspect of USTDA overseas development work, and is an area where the agency has had significant success. During 2004, USTDA provided over \$18.3 million of TCB assistance to developing and middle-income countries. As USTDA has coordinated its TCB efforts, the agency has developed a close relationship with the Office of the U.S. Trade Representative (USTR). Given USTR's

role in establishing U.S. trade policy, this relationship has helped to target USTDA resources in the most effective and useful manner. This focus has led to USTDA support for many important activities involving World Trade Organization commitments, the negotiation of free trade agreements, customs reform and modernization, supply chain security, the development of industry standards and regulations, intellectual property rights enforcement, and infrastructure modernization in order to facilitate trade.

USTDA's country strategies are derived from coordination with host country economic leaders, both private and public. Priorities vary from country to country and the level of assistance provided depends on budgetary resources, the developing country's commitment to trade reform, U.S. commercial and national security interests, and the agency's



USTDA Director Askey (left) and Romanian Minister of Transport, Construction and Tourism Miron Tudor Mitrea (center) signed a USTDA grant agreement to help Romania achieve higher rail safety standards and increase its rail capacity through the completion of a study on the implementation of a satellite-based train control system.

ability to deliver assistance and measure results. USTDA has the in-house trade policy expertise and foreign assistance contract and grants vehicles in place to help many of the countries that are taking steps to open their markets, yet are in need of technical assistance and project definition.

Transportation Efficiency, Safety and Security

The safety, efficiency and reliability of the international transportation system is key to U.S. economic and national security. In addition, modern and efficient transportation

systems remain key components of short and long-term development.

Effective coordination among U.S. agencies is vital to the success of efforts to meet these needs and USTDA is taking a lead role in that regard. In the aviation sub-sector, USTDA is pleased to co-chair the inter-agency Committee on International Aviation Safety and Security (CIASS). Formed during 2004, CIASS is playing a principal role in shaping the agency's aviation sector portfolio through its government-wide focus on priority projects. USTDA sponsored a symposia series to help Latin America and Caribbean officials prepare to implement reduced vertical separation minimum technology (RVSM), in accordance with International Civil



USTDA Regional Director Albert W. Angulo addressed senior Latin American and Caribbean civil aviation officials and airline operators at a USTDA-sponsored symposium on implementing RVSM technology in air management systems throughout the hemisphere in compliance with ICAO requirements.

Aviation Organization (ICAO) requirements, as an immediate and direct result of CIASS coordination.

In Asia, USTDA is likewise taking a leading role in supporting a number of regional initiatives. For example, agency funding for the Aviation Cooperation Program in China is likely to produce a pipeline of projects for potential USTDA support. USTDA also awarded a grant at the Asia-Pacific Economic Cooperation (APEC) Transportation Ministerial in Indonesia to implement a global navigation satellite system (GNSS) test bed project. This pilot project will serve as an initial step in defining, developing, and implementing regional GNSS capabilities in the region.

More broadly, USTDA continued its support for activities related to the Secure Trade in the APEC Region (STAR) Initiative. Additionally, the Regional Trade and Financial Security Initiative at the Asian Development Bank will result in additional opportunities for USTDA to assist with plans to enhance transportation systems in the region.

Working closely with the Department of Homeland Security, USTDA is providing technical assistance and training to countries in Latin America, Africa, the Middle East, and Asia to comply with the new International Maritime Organization's



USTDA awarded three grants in 2004 to Indonesia's Directorate General of Air Communications during the APEC Transportation Ministerial. Pictured here following the grant signing ceremony are (left to right) Transportation Secretary Norman Mineta, USTDA Director Askey, Indonesia's Director General of Air Communications Cucuk Suryo Suprojo, and Ad Interim Minister of Communications of Indonesia Soenarno.

International Ship and Port Facility Security Code. This assistance will lessen the threat of terrorism and ensure safe and secure trade.

Supply-chain security is a related aspect of transportation systems that is vital in today's global economy. The threat of terrorism makes it equally important that trade mechanisms be secure, and provide for effective monitoring. These improvements make good business sense as well, given the quickening pace of decision-making and manufacturing and sales needs. USTDA funded a pilot project to enhance supply chain security and efficiency between seaports in Southern Africa and the United Kingdom and the United States as an outcome of the success of a USTDA-sponsored regional transportation security conference.



Deputy Commissioner of Customs and Border Protection at the U.S. Department of Homeland Security Douglas M. Browning addressed participants from Africa, the Middle East, and South Asia at USTDA's Secure Trade Through New Partnerships and New Technologies conference in February.

Post-Conflict Reconstruction Efforts

Recognizing the importance of economic growth, job creation, and higher standards of living to the successful rebuilding of Afghanistan and Iraq, USTDA has developed strong country programs that are designed to help achieve these goals. Given its reconstruction experience elsewhere in the world and its unique mission, USTDA is well situated to provide the targeted commercially oriented assistance that will support these objectives.

In Afghanistan, USTDA's early activities have already led to specific investments by U.S. companies in hotel and airline projects that will enhance economic development. The agency's policy-oriented work in Afghanistan, particularly in the telecommunications sector, also is bearing fruit with



USTDA Regional Director Carl B. Kress (left) and Iraq's Minister of Finance Adil Abdul Mahdi (right) shake hands at the inaugural meeting of the U.S.-Iraq Joint Economic Commission.

the launch of separate cellular and satellite-based communications networks. USTDA also provided follow-on assistance in 2004 for a fiber optic project that will result in a telecommunications backbone to parallel the ring road that is being constructed to link Afghanistan's major cities.

USTDA expects its capacity-building program in Afghanistan to continue, with new activities involving training programs for Afghan consulting engineers and entrepreneurs moving to the implementation stage. During 2004, USTDA also built on its previous extensive experience in the oil and gas sector by funding the second phase of a hydrocarbon resource assessment to help determine the level of potential oil and gas reserves in northern Afghanistan.

In Iraq, USTDA is facilitating reconstruction efforts through planning activities related to improving basic infrastructure. Examples include agency-sponsored orientation visits in the transportation, private banking, construction and housing, oil and gas, and e-learning sectors. In addition, USTDA is funding training programs for Iraqi professionals in the accounting and information and communications technology sectors, as well as a strategic business plan for Iraq Republic Railways.



A USTDA grant to the Shanxi Jincheng Anthracite Coal Mining Group Company, Limited (JMC) is funding technical assistance on the development of a 120-megawatt power plant in China that will use coal bed methane and coal mine methane as feedstock. Pictured here at the grant signing are (left to right) the Deputy Commercial Counselor at the U.S. Embassy in Beijing, William Brekke; U.S. Ambassador to China Clark T. Randt, Jr.; JMC Chairman Yuan Zongben; and the Deputy Director General of the Department of American and Oceanian Affairs at China's Ministry of Commerce, Jin Xu.

Environment

U.S. firms are global leaders in environmental management and have the engineering expertise needed to solve environmental challenges around the world. USTDA serves as a bridge for overseas environmental project sponsors to tap into U.S. knowledge and technology in this critical arena.

USTDA is an active participant in the White House-sponsored Inter-Agency Working Group on Trade-Related Environmental Capacity Building Activities and is well positioned to support the Administration's ambitious trade strategy and its priority on negotiating Environmental Cooperation Mechanisms (ECM) directly linked to free

trade agreements (FTA). During 2004, USTDA funded its first FTA environmental capacity-building activity in Chile, assisting the National Commission for the Environment in developing the nation's regulatory framework for environmental remediation projects.

Currently, USTDA is planning to develop a program of environmental capacity-building activities that responds to host country priorities and the ECM work programs. Areas of assistance include:

- Institutional Capacity Building and Regulatory Assistance,
- Industry Best Practices and Voluntary Mechanisms,
- Industry Project Investment Analysis, and
- Methods of Financing Environmental Project Development.

Energy: Oil and Gas Development

USTDA has long focused on energy projects in response to the priority that developing countries have placed in this area and the sector's strategic importance. Developing countries recognize the critical nature of reliable and cost-efficient energy supplies to their ability to promote and sustain economic growth. At the same time, energy projects, particularly in the oil and gas sector, can be a key source of revenue for host countries. This interest in developing new oil

and gas resources also supports U.S. interests in diversifying global energy sources.

USTDA activities in the oil and gas sub-sector span a wide range of projects, including pipelines, refineries, and clean energy. In addition, USTDA has supported numerous refinery modernization projects in Romania and Bulgaria. USTDA also funded a study on the utilization of natural gas and liquefied natural gas for motor vehicles in Bangkok, Thailand.

In addition to supporting specific projects, USTDA has funded activities designed to help countries establish the necessary regulatory framework for the development of the oil and gas sector. In East Timor, for instance, USTDA funded technical assistance on the establishment of a petroleum directorate to undertake fiscal and regulatory control of the oil and gas sector.



In 2004, USTDA sponsored a visit by transportation officials from Thailand (pictured here) involved in establishing a Natural Gas Vehicle Development Program to see how similar U.S. transit programs were implemented.



Front Office

LEFT TO RIGHT:

- Geoffrey Jackson**, Assistant Director for Policy and Program
- Barbara R. Bradford**, Deputy Director
- Kevin Fandl**, Special Assistant to the Deputy Director
- Thelma J. Askey**, Director
- Micheal Hillier**, Resource Advisor
- Thomas R. Hardy**, Chief of Staff
- Leocadia I. Zak**, General Counsel
- Susan Yang**, Special Assistant to the Director

USTDA's rapid response to emerging global priorities helps to achieve important U.S. foreign policy objectives. By tailoring its assistance to the unique development needs associated with each project, USTDA has established a proven record of results at home and abroad.

AFRICA & THE MIDDLE EAST:

Bridging the “Risk Gap” for Trade and Investment

EXPERIENCE DEMONSTRATES THAT TRADE PLAYS A CENTRAL ROLE IN FOSTERING DEVELOPMENT. IN AFRICAN AND MIDDLE EASTERN COUNTRIES, THE MAJOR DETERRENTS TO TRADE ARE RISKS – BOTH REAL AND PERCEIVED. TO HELP OVERCOME THESE RESTRAINTS, USTDA SUPPORTED NUMEROUS ACTIVITIES IN 2004 THAT SOUGHT TO BOTH MITIGATE RISKS IN THE REGION THAT DISCOURAGE TRADE, AND ADVANCE PROJECTS WITH STRONG INVESTMENT POTENTIAL.



U.S. Ambassador to Egypt C. David Welch (seated left) and USTDA Regional Director Henry Steingass (seated right) listen to opening remarks by Admiral Essam El Deen Badawy, Head of Egyptian Maritime Transport, at USTDA's Transportation Security Forum in Cairo in February.



U.S. Ambassador to Madagascar Wanda L. Nesbitt (seated left) and Madagascar's Deputy Prime Minister Zaza Manitranga Ramandimbison (seated right) sign a USTDA grant agreement providing funds for a study on critical infrastructure upgrades at the Port of Mahajanga in Madagascar. The USTDA-funded study will focus on the development of a local and regional barge lightering system to enable cargo from larger ships to more efficiently transit the port.

At its core, trade is a function of the logistics and security infrastructure that support it. On this basis, USTDA made key investments during 2004 targeting transportation security and industrial investment projects in Africa and the Middle East.

For example, USTDA hosted the U.S. Government's successful Transportation Security Forum in Cairo, Egypt to highlight new cargo and vessel security procedures and technologies. The event, which drew over 300 participants, sought to foster discussion among public and private sector transportation representatives from Africa, the Middle East, and South Asia. The results included the launching of new supply chain security projects in Southern Africa, Egypt, and Jordan. Further, USTDA announced

funding for training courses to assist Middle Eastern countries with their efforts to comply with the International Maritime Organization's International Ship and Port Facility Security code.

USTDA funded a related activity with the award of a \$600,000 grant to co-finance a \$1.3 million Smart and Secure Tradelanes for Africa pilot project in South Africa and Namibia. This project examines the use of industry-led best practices in radio frequency identification on tradelanes connecting Southern Africa, Europe, and the United States.

To address efficiency risks to trade, many African countries are attempting to develop modern trade and transportation infrastructure for cargo transiting to and from Europe, Asia, and the Americas. USTDA has assisted in this effort by investing in feasibility studies examining port projects in Cape Verde, Algeria, Djibouti, and Madagascar. In Sao Tome & Principe, USTDA provided grants for studies to develop a regional airport and new deepwater port to serve both the country's developing oil industry and its transshipment potential in the Gulf of Guinea.

In addition, USTDA continued its focus on regional infrastructure solutions to development challenges in Africa. During 2004, USTDA provided cost sharing for studies examining Uganda's potential as a regional air cargo hub for East Africa, the possibil-



Managing Director of the Civil Aviation Authority of Uganda (CAALU) Ambrose Akandonda (right) speaks to U.S. Ambassador to Uganda Jimmy Kolker (left) at a USTDA grant signing ceremony awarding funds to partially support a study on the expansion of Entebbe International Airport. The expansion will facilitate Uganda's business and tourism travel, and expand its trade capacity.

ity of extending Mozambique's Nacala Rail Corridor across Malawi to a new inland port in eastern Zambia at Chipata, and the feasibility of an intermodal port-rail-road for the Trans Kalahari Corridor from Walvis Bay, Namibia to Botswana and South Africa.

USTDA also focused attention on prominent risks to development in sub-Saharan Africa. Examples include the agency's support for strategic planning of aviation investment in Gabon's new national park system, where eco-tourism can potentially play a leading role in development across the Congo River Basin. Another example is USTDA's assistance to plan the development of private hospital and healthcare services in Port Harcourt, Nigeria. The agency also funded a study on the use of waste sugarcane bagasse to produce supplemental electric power in energy-poor Tanzania. These and other efforts reinforce USTDA's flexibility to promote varied commercial solutions to African development challenges.

In the Middle East, USTDA supported projects with strong commercial interest, such as the Egyptian Petrochemical Holding Company's (ECHEM) plans to serve Egypt's domestic markets and increase the value of Egyptian exports to Europe and the Middle East. To assist in this effort, USTDA worked with ECHEM on both polyvinyl chloride and methanol projects. Already, USTDA is



U.S. Ambassador to Gabon Kenneth P. Moorefield (seated left) and Minister of Foreign Affairs of Gabon Jean Ping (seated right) sign a USTDA grant to fund technical assistance related to the development of transportation infrastructure to serve Gabon's national park system. The grant is making an important contribution to the development of the ecotourism sector in Gabon.



Chargé d'Affaires at the U.S. Embassy in Tanzania Michael S. Owen (left) and Director of Tanzania Sugar Industries Co. Limited Nassor A. Seif (right) shake hands following the award of a USTDA grant to partially fund a study on the development of a bagasse-fueled cogeneration plant at the Mtibwa Sugar Estate in Tanzania.

witnessing implementation success resulting from activities that USTDA funded for ECHEM in this sector two years ago. Those projects are creating hundreds of new high-level manufacturing jobs in Egypt, as well as commercial success for U.S. engineering and petrochemical firms.

USTDA also continued its emphasis on improved environmental performance in the region by cost-sharing a major planning study in Egypt on hazardous waste management and disposal. If implemented, this project may serve as a model that can be replicated throughout the region.

Overall, USTDA continued its ongoing engagement in 2004 in the major regional initiatives to facilitate trade and development, including the Africa Growth and Opportunity Act, the Middle East Free Trade Area initiative, and the New Partnership for Africa's Development. USTDA expects to provide even greater focus to these efforts through a regional realignment that separates the sub-Saharan Africa and Middle East-North Africa sub-regions into distinct regional portfolios.



USTDA Deputy Director Barbara Bradford (left) shakes hands with Dr. Sherif Ismail (right), Chairman of Egyptian Petrochemicals Holding Company (ECHEM), following a USTDA business briefing on opportunities for U.S. firms to participate in ECHEM projects. Also pictured are USTDA Regional Director Henry Steingass (left) and USTDA Country Manager Cybill Sigler (right).



Ms. Robyn Hinson-Jones (left), Consul General at U.S. Consulate in Lagos, signs a USTDA grant agreement to provide funds to The Hospital Company Ltd. for a study on a private hospital project in Port Harcourt, Nigeria, a major city in Nigeria's underdeveloped but oil-rich delta region. Also pictured are Mr. Theophilus Emuwa (center), General Counsel, and Dr. Charles Okorie (right), Executive Vice President, both of The Hospital Company Ltd.

SPOTLIGHT ON:

Egypt

A crossroads country of 70 million people, Egypt is uniquely situated as an important voice for the Middle East, as well as a major partner for growth in Africa. During FY 2004, USTDA's Egypt portfolio reflected these economic and strategic realities, and built on the strength of the country's bilateral relationship with the United States to support a variety of economic development and capacity-building programs.



One highlight was the agency's Transportation and Trade Security Forum, which was held in Cairo in early 2004 and attracted over 300 participants from throughout the region. The great success of that event led to a number of USTDA supply chain security activities, including technical assistance to evaluate the cost and benefit of security upgrades for Sokhna Port in Egypt.



USTDA also worked with strong Egyptian partners in FY 2004 to promote economic development through expansion of the country's petrochemical industry and by supporting efforts to improve the country's hazardous waste treatment and disposal capabilities. Given the strength of USTDA's portfolio in Egypt, the agency is well positioned to continue offering support for priority development projects and trade capacity-building initiatives in the future.



ASIA:

Facilitating Commercial Solutions to Development Challenges

ASIA'S EXTENSIVE TRADE CAPACITY AND ECONOMIC DEVELOPMENT NEEDS CONTINUE TO BE AN IMPORTANT COMPONENT OF USTDA'S PROGRAM. THE INTEREST OF COUNTRIES IN THE REGION IN FINDING COMMERCIAL SOLUTIONS TO THOSE NEEDS COMPLEMENTS USTDA'S UNIQUE BRAND OF FOREIGN ASSISTANCE.



Early in FY 2004, USTDA signed a Memorandum of Understanding (MOU) with the Ministry of Foreign Affairs of Sri Lanka to promote cooperation in the areas of civil aviation, biotechnology, and information and communication technology. The MOU follows USTDA grants to assist Sri Lanka in developing transportation security, power generation, and civil aviation projects. Pictured here at the MOU signing ceremony are Ambassador to the United States from Sri Lanka Devinda R. Subasinghe, Prime Minister of Sri Lanka Ranil Wickremesinghe, Foreign Minister of Sri Lanka Tyronne Fernando, USTDA Director Askey, U.S. Trade Representative Robert Zoellick, and U.S. Ambassador to Sri Lanka Jeffrey J. Lunstead.

Making international trade safer and more efficient was a priority for USTDA in Asia during 2004. In this arena, the Asian Development Bank's (ADB) Regional Trade and Financial Security Initiative (RTFSI) was a focal point of USTDA activity. USTDA assistance in support of this effort included funding for ADB access to U.S. technical expertise in preparing transportation security projects for possible bank loans, as well as training for Asian transport officials on new International Maritime Organization regulations governing seaport operations.

USTDA also sponsored two separate and successful Asian capacity-building conferences involving information and communications technology and aviation. The first event, *A United States-South*



Asia Dialogue on Regulatory Change and Market Growth South Asia

Communications Conference, was designed to promote regional cooperation on telecommunications infrastructure development and to support the policy framework necessary for investment. As a follow-up to this event, USTDA is funding training on spectrum planning and management for South Asian country representatives.

USTDA and the China Civil Aviation Administration (CAAC), in association with the Federal Aviation Administration (FAA)

A highlight of USTDA's China aviation conference in April was the formation of the U.S.-China Aviation Cooperation Program (ACP), a public-private partnership to provide a channel for unified communication with the CAAC on issues related to the development of China's aviation sector. A USTDA grant in support of the ACP is funding training for Chinese officials on the management systems and structures used by U.S. air carriers, and a survey of the CAAC's Transport Aircraft Certification process. Pictured here at the China aviation conference are (left to right) CAAC Vice Minister Li Jun, USTDA Director Askey, Congressman and Mrs. Roger Wicker, and CAAC Minister Yang Yuanyuan.



USTDA Deputy Director Barbara Bradford participated in an interagency business development mission to Pakistan in June. Pictured here during the delegation's visit are (left to right) Overseas Private Investment Corporation Vice President for Insurance Michael Lempres, Export-Import Bank of the United States Vice Chair and First Vice President April Foley, U.S. Ambassador to Pakistan Nancy Powell, then Finance Minister and current Prime Minister of Pakistan Shaukat Aziz, and USTDA Deputy Director Bradford.



USTDA Asia Business Development Manager Stacy Bonnaffons identifies projects for USTDA support from the agency's office in Bangkok, Thailand. Here she addresses participants at USTDA's South Asia Communications Conference in April on the agency's role in developing telecommunications infrastructure in the region.

and U.S. industry, organized the second event, *Aviation's Biggest Emerging Market: Aviation System Development in China*.

The purpose was to promote U.S. aviation capabilities related to China's airport and air traffic control modernization plans. At the conference, USTDA, the FAA, the American Chamber of Commerce in Beijing, and U.S. industry joined in creating the U.S.-China Aviation Cooperation Program. This public-private partnership seeks to more efficiently direct, in the face of strong foreign competition, limited resources to priority aviation projects in China that can benefit U.S. exporters.

In a broader context, USTDA supported many Asia-Pacific Economic Cooperation (APEC) plans to advance trade, health and economic security. For example,

USTDA Director Askey participated in the 2004 APEC Transportation Ministerial, which enabled her to meet with decision makers from 20 other APEC economies to discuss on-going activities and areas for future cooperation.

Furthermore, USTDA supported several projects throughout the region to help improve transportation safety and security, and energy development. For instance, Indonesia, the largest recipient of USTDA program assistance in Southeast Asia, received grants to address the country's power transmission and distribution priorities. In East Timor, USTDA provided assistance to help establish the country's fiscal and regulatory environment for the development of its natural resources. In Vietnam, USTDA is working with the U.S. private sector to develop a gas pipeline to address the country's growing power generation needs. Finally, Thai Airways received a USTDA grant to help establish security systems and procedures for its operations at Thailand's new international airport.

Across South Asia, USTDA funded activities designed to improve environmental management, such as a grant in Pakistan to help modernize the refinery industry. In the energy sector in India, USTDA advanced bilateral cooperation with grants to support natural gas and electric power distribution.

In Bangladesh, USTDA's program is fostering the development of a private sector hospital to help meet the country's healthcare challenges, while in Sri Lanka, USTDA provided technical assistance to advance the development of the country's aviation sector.

During 2004, USTDA continued to help strengthen China's environmental, aviation and energy sectors. In addition to the aviation conference mentioned earlier, highlights



In September, USTDA awarded a grant to Thai Airways International Public Company Limited to develop a threat assessment and security implementation plan for the airline's operations at the new Bangkok Suvarnabhumi Airport. The technical assistance supports regional APEC and ADB initiatives to advance regional economic growth and security. Seen here following the grant signing ceremony are (left to right) USTDA Asia Business Development Manager Stacy Bonnaffons, Thai Airways Managing Director for Cargo and Mail Chanchai Singtoroj, U.S. Commercial Counselor at the U.S. Embassy in Bangkok Judy Reinke, U.S. Ambassador to Thailand Darryl N. Johnson, Thai Airways President Kanok Abhiradee, Thai Airways Senior Executive Vice President Kobchai Srivilas, and Thai Airways Executive Vice President Narongsak Sangapong.



Chairman of GAIL (India) Ltd. Proshanto Banerjee (left) and U.S. Ambassador to India David C. Mulford (right) shake hands following the award of a USTDA grant to GAIL to partially fund a study on a natural gas transmission pipeline network in India.

optic cable to Pakistan, air- and water-monitoring equipment to China, and refinery technology to India.

USTDA looks forward to working with the U.S. private sector, its U.S. Government counterparts, and overseas project sponsors to advance its dynamic portfolio in Asia. In addition, the agency will continue to build on its successful record under the regional realignment that incorporates South Asia into the new Middle East, North Africa and South Asia region.

include grants supporting three hazardous waste management projects, a flood control and drought relief technical assistance program, and a hazardous emissions reduction program for one of the largest coal-fired power plants in China. USTDA and China also agreed in 2004 to make healthcare sector development a focus of USTDA's program in China. USTDA looks forward to working with strong partners in China in this arena in the future.

USTDA also marked several notable U.S. export and project development success stories in Asia during 2004. These examples include areas where the agency helped to create a level playing field for U.S. businesses. They include sales of airline engines to Vietnam, undersea fiber



A USTDA grant to the Ho Chi Minh City (HCMC) Investment Fund for Urban Development (HIFU) is being used to analyze and recommend ways in which Vietnam's sub-national governments can access domestic financial markets to plan, equip, and finance their infrastructure needs. Shown above following the USTDA grant signing ceremony are (left to right) Principal U.S. Commercial Officer Robert Bannerman, U.S. Consul General Emi Yamauchi, HIFU General Director Giao Thi Yen, and Director of the HCMC Financial Services Nguyen Thi Hong.

SPOTLIGHT ON:

Indonesia

USTDA's FY 2004 portfolio in Indonesia grew dramatically, owing to heightened U.S. corporate interest in this dynamic market and stronger governmental ties. The agency's activities focused on providing technical assistance to help the country meet its development goals in the aviation, information and communications technology, and power transmission and distribution sectors.

control infrastructure and to promote appropriate regulations governing airline competition.

USTDA's Indonesia portfolio presents significant potential commercial opportunities for U.S. firms and support U.S. bilateral aviation objectives, including the recently signed Open Skies Agreement with Indonesia. The agency will build on these ties in FY 2005 by focusing its Indonesia program on projects of mutual benefit and interest to both countries.

Throughout the year, USTDA and Indonesia worked closely together within the Asia-Pacific Economic Cooperation (APEC) forum to advance the goals of the Secure Trade in the APEC Region (STAR) Initiative. In particular, USTDA is funding security assessments at several Indonesian international and local airports. In addition, the agency's assistance includes activities to develop Indonesia's air traffic



EURASIA:

Advancing U.S. Regional Policy Priorities

RECOGNIZING THE POTENTIAL FOR POST-CONFLICT STATES TO BECOME LAUNCH PADS FOR TERRORISM, DRUG TRAFFICKING AND OTHER THREATS TO U.S. NATIONAL INTERESTS, USTDA IS INCREASINGLY ENGAGED IN RECONSTRUCTION EFFORTS. BUILDING ON ITS EXTENSIVE EXPERIENCE IN THIS FIELD, INITIALLY IN THE BALKANS IN THE 1990S AND SINCE 2002 IN AFGHANISTAN, THE AGENCY INAUGURATED ITS PROGRAM IN IRAQ DURING 2004 AND EXPANDED ITS ACTIVITIES IN AFGHANISTAN. IN FACT, USTDA COMMITTED MORE THAN HALF OF ITS 2004 EURASIA REGIONAL PROGRAM FUNDS TO PROJECTS IN THESE TWO KEY COUNTRIES.



Orientation visits were a focus of USTDA's program in Iraq during FY 2004. Pictured above are the U.S. and Iraqi participants in an orientation visit on the reconstruction and modernization of Iraq's private banking sector.

In Iraq, USTDA is undertaking a wide range of activities in a number of different sectors. Among the activities funded during 2004 were orientation visits for Iraqi officials in the transportation, private banking, oil and gas, construction and housing, and e-learning sectors. USTDA also funded several Iraqi training programs, including one for accountants in international accounting standards and a separate "train the trainers" program in information and communications



USTDA assistance in Afghanistan is funding technical assistance to implement a fiber optic backbone network that will parallel the ring road that is being constructed to connect the nation's largest cities. Pictured here at the grant signing ceremony in August are (seated left to right) Afghanistan's Deputy Minister of Communications Hassam Baryali, Deputy Chief of Mission at the U.S. Embassy in Kabul Dick Christensen, and USTDA Regional Director Daniel Stein.

technology. In addition, USTDA provided funding for the development of a strategic business plan for Iraq Republic Railways (IRR). The need for such a plan surfaced during a USTDA-sponsored orientation visit for IRR earlier in the year. USTDA will look to build on the successful launching of its Iraq program in 2005 under the regional realignment that incorporates that country portfolio into the new Middle East, North Africa, and South Asia region.

Afghanistan was a major recipient of USTDA funding in 2003, and remained so in 2004. This year, USTDA built on its previous extensive work in the oil and gas sector by funding the second phase of a hydrocarbon resource assessment to help determine the level of potential oil and gas reserves in northern Afghanistan. USTDA also provided follow-on assistance for a fiber optic project that will result in a telecommunications backbone to parallel the ring



In Turkey, a USTDA grant is funding a study on the development of a power plant at the Germencik geothermal site. Shown here are (left to right) USTDA Europe and Eurasia Business Development Manager Jennifer Snyder and GEC Electricity Production Corporation General Manager Ali Karaduman.

road that will link Afghanistan's major cities. USTDA funded the initial feasibility study for this project in 2003, and the additional grant in 2004 will help the Ministry of Communications prepare tenders for project implementation. A separate USTDA grant will facilitate Afghanistan's economic development by training Afghan entrepreneurs in preparing business plans.

In addition to the agency's strong reconstruction portfolio, USTDA remained active in other parts of Eurasia during 2004. For example, in Azerbaijan, the agency provided capacity-building technical assistance to the State Oil Fund in asset and risk management and extended a grant to the Ministry of Sports, Youth, and Tourism for development of an integrated tourism strategy. USTDA also extended for an additional year its assistance to the Government of Azerbaijan on the country's accession to the World Trade Organization.

In Uzbekistan, a key U.S. ally in the war on terrorism, USTDA provided support for an e-government project that will bring greater transparency to government operations. USTDA also extended a technical assistance program for the National Bank of Uzbekistan that is helping to provide small and medium-sized Uzbek enterprises with access to a credit line from the Export-Import Bank of the United States. In Russia,



the agency funded procurement assistance related to a power transmission project that is being financed by the European Bank for Reconstruction and Development. In Ukraine, USTDA awarded a grant for a feasibility study on a solid waste management project in Yalta, while in Turkmenistan, a USTDA training grant assisted an American manufacturer in capturing a major contract to provide heavy construction equipment. USTDA also provided support for a regional CNS/ATM project for Central Asia, which

USTDA Director Askey (left) met with Georgian President Mikheil Saakashvili (right) to discuss potential partnerships between USTDA and project sponsors in Georgia to facilitate that nation's development. Following the meeting, USTDA funded a Definitional Mission to Georgia that led to a road maintenance and equipment leasing project.



A USTDA grant to Kazaeronavigatsiya, the air traffic control agency of Kazakhstan, is funding a feasibility study on a communications, navigation and surveillance/air traffic management (CNS/ATM) modernization project for the Central Asia Region. The grant was the third awarded by USTDA related to regional CNS/ATM systems in Eurasia. Pictured here at the grant signing ceremony are (left to right) USTDA Europe and Eurasia Business Development Manager Jennifer Snyder, Deputy Chief of Mission at the U.S. Embassy in Bishkek Mark Asquino, General Director of Kazaeronavigatsiya Sergey Kulnazarov and General Director of Kyrgyzaeronavigatsiya Karim Butabayev.

is being coordinated by Kazakhstan's civil aviation authority.

As the Turkish economy has recovered and the political situation has stabilized, USTDA has redoubled its efforts to provide assistance to this important U.S. ally. During 2004, the agency supported a real estate information system project in Istanbul, a "mini-MBA" management training program, and a feasibility study on a power project at the Germencik geothermal site.

USTDA activities in Eurasia have helped project sponsors in this key region to achieve priority development goals, while opening new opportunities for commercial partnerships with U.S. firms. As a result, USTDA's program in Eurasia is advancing important U.S. policy objectives in this critical region. USTDA will continue to build on its broad-based development experience to provide a tangible response to development needs in Eurasia.



In Turkey, USTDA is funding a study and pilot project related to the implementation of the MBA PowerPak program, which is designed to provide management training to working professionals. Shown here at the signing ceremony where the grant was conferred are (left to right) USTDA Europe and Eurasia Business Development Manager Jennifer Snyder, USTDA Country Manager Rachael Turner, U.S. Ambassador to Turkey Eric Edelman, Mobilsoft /Ankara Cyberpark at Meteksan Sistem General Manager Mustafa Atilla, Meteksan Sistem General Manager Murat Gun, and U.S. Commercial Service Officer Serdar Cetinkaya.

SPOTLIGHT ON:

Azerbaijan

The successful economic and political transformation of the countries of the former Soviet Union is critical to U.S. national security. In particular, Azerbaijan, located in the Southern Caucasus, sits at the crossroads of a burgeoning East-West energy corridor, and is itself a major producer of oil and gas.

Since 1998, USTDA has provided \$7 million for activities supporting important development priorities in Azerbaijan. Traditionally, this country portfolio has focused on oil and gas projects, two of which moved from the planning stage to implementation in FY 2004. In response to those successes, USTDA's focus shifted to developing programs that utilize Azerbaijan's natural resource wealth to create the necessary conditions for sustained economic development. For example, in an effort to conserve a portion of Azerbaijan's petroleum wealth for future

generations, USTDA is providing technical assistance on asset and risk management to support the Government of Azerbaijan's State Oil Fund. In addition, USTDA is helping to reorganize the energy sector through support for the restructuring of SOCAR, the state oil company. In the tourism sector, USTDA is helping to establish an integrated strategy for sector development.

USTDA is proud to support Azerbaijan in its efforts to reform and diversify its economy to ensure that its oil and gas wealth is utilized for the long-term benefit of its people.



CENTRAL & EASTERN EUROPE:

Assisting Regional Transformation

THE EUROPEAN UNION'S (EU) WELCOMING OF TEN NEW MEMBERS DURING 2004 WAS A LANDMARK ACHIEVEMENT MARKING THE CONCLUSION OF AN EXTRAORDINARY EFFORT BY THE GOVERNMENTS, CITIZENS AND PRIVATE SECTORS IN ALL TEN COUNTRIES. USTDA IS PROUD TO HAVE PLAYED A SUPPORTING ROLE IN HELPING THE NEW EU MEMBERS TO TRANSFORM THEMSELVES INTO MARKET ECONOMIES AND IMPORTANT ECONOMIC, POLITICAL, AND MILITARY PARTNERS FOR THE UNITED STATES AND ITS ALLIES.

USTDA's program in Europe has changed along with the transformation of the region. The agency began its Central European program with 26 activities in 1990 valued at nearly \$6.5 million. These activities, principally in Poland, Hungary, and Czechoslovakia, were focused on telecommunications, electricity transmission, and environmental projects. One year later, the agency's program in the region grew to \$11 million in 63 different activities in Europe, while adding Bulgaria, Slovakia, and Yugoslavia to the regional portfolio. As the

projects associated with the activities in both years were implemented, U.S. companies accrued sales of more than \$458 million.

Over the years, the agency continued to add new countries and to expand its scope of activities across the region. Some of those new countries were the successor states to Yugoslavia, as USTDA played a critical role in the economic reconstruction of those post-conflict societies. The agency now maintains strong programs in each of the countries that comprised the former



Yugoslavia. USTDA will remain open for business throughout the region following the agency's reorganization at the start of 2005, though the focus of the agency's investments will continue to migrate to the southern and eastern parts of the region.

Despite that shift, Poland, Hungary, and the other new EU member states have continued to enjoy USTDA support for priority development projects that represent significant opportunities to partner with U.S. suppliers. In 2004, the agency continued its focus on

Mr. Marek Rakowicz (left), President of Miejskie Przedsiębiorstwo Energetyki Ciepłej Wrocław SA (MPEC Wrocław), and U.S. Ambassador to Poland Christopher Hill (right) shake hands following a USTDA grant signing in July. Under the grant agreement, USTDA is partially funding a study on the proposed expansion of a metropolitan area telecommunications network in Wrocław, Poland. USTDA Regional Director Ned Cabot applauds the grant award on the far right.



A USTDA grant to the Office of the Vice-President for Economic Policy and Development of the Republic of Montenegro is funding technical assistance in the preparation of a telecommunications sector development policy document. Shown here at the grant signing ceremony are (left to right) USTDA Regional Director Ned Cabot, Principal Officer at the U.S. Consulate in Podgorica Hoyt Brian Yee, and Vice-President of the Government of Montenegro Branimir Gvozdenovic.



U.S. Ambassador to Serbia and Montenegro William D. Montgomery (left) and Acting Minister of Energy and Mining of the Government of Serbia Nikola Nikolic (right) shake hands at a USTDA grant signing ceremony in February. A USTDA grant to the Ministry is funding a study on a proposed co-generation district heating plant in Belgrade.

renewable energy projects with support for a Hungarian geothermal plant under consideration by the Hungarian oil company MOL, and a feasibility study grant for a waste recycling project being developed by the Polish firm Metalko. Other USTDA activities in the new EU member states in 2004 included support for expanding styrene production at the Polish chemicals firm Dwory; assistance in the development of a telecommunications network at the district heating company in Wroclaw, Poland; and support for a waste heat recovery project at the Czech district heating firm Teplarna Otrokovice.

The agency's overall focus on security and emergency management was reflected in Europe through USTDA support for a high priority port security project at the Lithuanian Port of Klaipeda. In Bulgaria, USTDA provided a grant to assist the national government with emergency management planning, and the agency hosted a high-level Bulgarian delegation for a visit to the United States on that same subject. USTDA and the Government of Romania have worked together for the past three years on a national system that will enable the country to forecast, and thus prepare for, dangerous flood conditions and other water emergencies. That partnership continued this year with USTDA support for Romania's new meteorologi-



In September, USTDA awarded a grant to BH Telecom, a Sarajevo-based national telecommunications operator, to fund a pilot project on the deployment of a broadband network in Bosnia and Herzegovina. Pictured here at the grant signing ceremony are (left to right) USTDA Country Manager Peter Dalrymple; Deputy Chief of Mission at the U.S. Embassy in Sarajevo Tina S. Kaidanow; and Chief Executive Officer Hamdo Katica and Executive Director Nedim Dzaferovic, both of BH Telecom.



U.S. Ambassador to Lithuania Stephen Mull (left) and Lithuanian Minister of Transport and Communications Zigmantas Belcytis (right) shake hands after the award of a USTDA grant to provide technical assistance on security measures at the Port of Klaipeda in Lithuania.

cal system INTEROPERATE and extended into the potable water field with the WATFRAME program.

Aviation remained an important sector across the Europe region in 2004. Highlights include plans to work with the European Bank for Reconstruction and Development (EBRD) to implement a new air traffic management loan in Bosnia and Herzegovina. Elsewhere, Bulgaria is using a USTDA grant to look at that country's aviation safety performance. The agency also continued its support for Poland's transition to a satel-

ite navigation environment and for Serbia and Montenegro's commercialization of the Belgrade airport. The latter project saw a new partnership established to help the EBRD implement a new air traffic management loan.

USTDA continues to see an important role for the agency in the region, particularly in Southeast Europe. Building on the agency's impressive track record in the region, investments in the energy, transportation, telecommunications, information technology, and health care sectors are under development.



A USTDA grant is partially funding the completion of a study on the redevelopment and expansion of Belgrade International Airport. Pictured here at the grant signing ceremony are Roderick W. Moore (left), Chargé d'Affaires at the U.S. Embassy in Belgrade, and His Excellency Velimir Ilic (right), Minister of Capital Investment of the Republic of Serbia.

SPOTLIGHT ON:

Croatia

USTDA's partnership with Croatia was strong in FY 2004. Thanks to a USTDA feasibility study, work was completed on a new power plant near Zagreb that was built using U.S. technology. USTDA continued this successful partnership in FY 2004 with a separate grant to assist in planning another new plant.



A strong focus for USTDA in Croatia was the energy sector. Highlights of this portfolio include a grant to help enhance oil recovery using CO₂ injection into largely depleted oil wells. In addition, the Croatian oil company INA benefited from a USTDA feasibility study that led to a contract with Chevron Lummus Global to perform a more detailed study of a major refinery investment.

Croatia has fought hard – and successfully – to move beyond the challenges of the 1990s to begin EU accession negotiations in 2004. Looking ahead, as Croatia continues to pursue EU membership, USTDA will bring to bear the full range of the agency's tools to assist the country in pursuing its economic potential.



LATIN AMERICA & THE CARIBBEAN:

Supporting Regional Development and U.S. Policy Initiatives

ADVANCING U.S. COMMERCIAL AND FOREIGN POLICY INITIATIVES WAS THE FOCUS OF USTDA'S PROGRAM IN LATIN AMERICA AND THE CARIBBEAN DURING 2004. ACROSS THE REGION, USTDA SUPPORT FOR THESE EFFORTS WAS DESIGNED TO PROMOTE ECONOMIC DEVELOPMENT BY INCREASING THE ABILITY OF COUNTRIES TO COMPETE IN THE GLOBAL MARKET.



Consistent with the trade expansion goals of the CAFTA agreement, USTDA awarded a grant to the National Port Authority of Honduras to fund technical assistance related to the modernization of port operations and safety management systems at the Port of Cortés. Shown here following the grant signing are (left to right) Brenda Membreño, Counselor at the Embassy of Honduras in the United States; USTDA Director Askey; ENP General Manager Ing. Fernando Enrique Alvarez L.; and USTDA Regional Director Albert W. Angulo.



USTDA is funding technical assistance for the Supervisory Authority for Investment in Public Transportation (OSITRAN), the Peruvian transportation investment regulatory agency, to strengthen its capacity to supervise transportation investments and operators in Peru. Pictured here at the USTDA grant signing ceremony are (left to right) USTDA Country Manager Keith Eischeid, U.S. Ambassador to Peru J. Curtis Struble, OSITRAN Chairman Alejandro Chang, and OSITRAN General Manager Jorge Alfaro.

A highlight of the year's activities includes the agency's record funding commitments to advance trade capacity-building activities related to the U.S.-Central America Free Trade Agreement (CAFTA). They include activities targeting port modernization and security, improved access to trade information for small and medium enterprises, telecommunications infrastructure and regulatory modernization, and energy policy reforms. Specific examples include separate grants in Honduras on the modernization of the Port of Cortés and the development of a web-based trade information exchange portal and a grant in El Salvador to establish national import processing procedures.

During 2004, USTDA also expanded the scope of its activities in support of free trade agreements to include a focus on the environment. USTDA's first grant in this arena was associated with the U.S.-Chile Free Trade Agreement. Recognizing that reducing mining pollution is one of the cooperative environmental goals identified under the agreement, USTDA awarded a grant to Chile's National Commission for the Environment to provide technical assistance in developing the regulatory framework needed to ensure effective environmental remediation efforts.

Reflecting on the ongoing importance of bilateral relations with Mexico, USTDA continued

its strong support for the Partnership for Prosperity (P4P). During 2004, the agency funded over \$1.3 million in activities that supported the Partnership's objectives of fostering stronger regional development in Mexico. For example, USTDA provided funding for activities related to multimodal transportation, secure transportation networks, airport modernization, private sector mining development, and venture capital markets.

Agency support for two technical symposia focused on the utilization of advanced air-space technology in Latin America and the Caribbean also furthered the objectives of the USTDA-led inter-agency Committee on International Aviation Safety and Security. During the events, senior regional civil aviation officials and airline operators and carriers met with U.S. Federal Aviation Administration officials and U.S. industry representatives to discuss the implementation of reduced vertical separation minimum (RVSM) technology in air management systems in the Western Hemisphere. The USTDA-funded symposia were designed to assist countries in implementing RVSM standards by the January 20, 2005 deadline established last year by Grupo Regional CAR/SAM de Planificación y Ejecución, the Latin American regional planning and implementing group of the International Civil Aviation Organization.

Another regional highlight during 2004 was an orientation visit for Brazilian public and private port officials focused on implementation of the International Maritime Organization's International Ship and Port Facility Security Code. During their visit, the delegates toured several U.S. ports to learn more about the implementation of security measures at U.S. ports and to meet with U.S. suppliers.

Near the end of 2004, USTDA approved a definitional mission to Haiti that is designed to complement ongoing U.S. Government efforts to accelerate economic growth in Haiti. The definitional mission is focused on support for the development of infrastructure projects in areas such as flood control, electricity generation and transportation that will enable Haiti to move forward in achieving its development goals.

Overall, USTDA activities in Latin America and the Caribbean are having a strong impact in terms of their support for U.S. policy initiatives in the region. The results of these activities will serve as a catalyst for economic development in the region and increased business opportunities for U.S. firms.



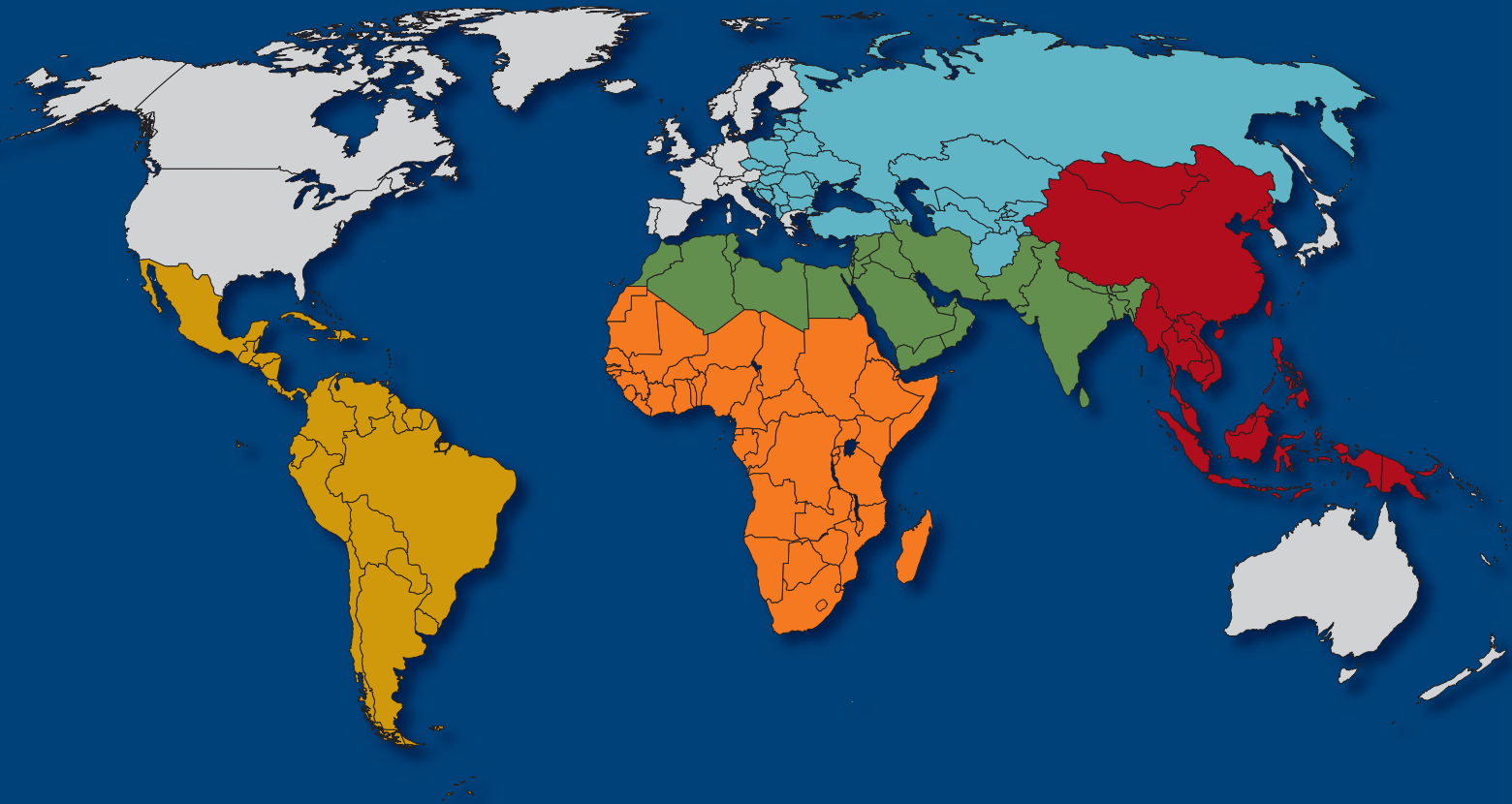
Mr. Juan Carlos Paiz Mendoza, President and CEO of Guatemala's Association of Exporters of Non-Traditional Products (AGEXPRONT) speaks at a USTDA grant signing ceremony in July. In direct support of the trade capacity-building goals of the CAFTA agreement, a USTDA grant is helping AGEXPRONT to develop a digital certificates and training program structure for the effective dissemination of key information needed to enhance Guatemala's trade relationship with the United States. Also shown in the picture are (seated left to right) Senior Commercial Officer Mitch Larsen, U.S. Ambassador to Guatemala John Hamilton, and AGEXPRONT Development Division Director Dan Mooney.



In Honduras, a USTDA grant is funding technical assistance related to the development of a web-based trade information portal. Pictured here at the grant signing ceremony are (left to right) U.S. Ambassador to Honduras Larry Palmer and Minister of Industry and Trade of Honduras Norman Garcia.

USTDA Regional Reorganization:

IN ORDER TO MOST EFFECTIVELY PROVIDE U.S. TRADE AND DEVELOPMENT AGENCY SERVICES IN OUR RAPIDLY CHANGING WORLD, USTDA ANNOUNCED A REORGANIZATION OF THE AGENCY'S REGIONAL STRUCTURE EFFECTIVE OCTOBER 1, 2004. THIS CHANGE, THE FIRST SINCE THE EARLY 1990S, PRESENTS AN EXCITING OPPORTUNITY TO STRENGTHEN THE OVERALL IMPACT OF USTDA'S GLOBAL PROGRAM.



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

Responding to a Changing World

USTDA's program activity is now organized under five restructured regions:

- Asia;
- Europe and Eurasia;
- Sub-Saharan Africa;
- Middle East, North Africa and South Asia; and
- Latin America and the Caribbean.

This reorganization has three primary features. First is the newly created region comprised of the Middle East, North Africa and South Asia that establishes a focal point for emerging priorities in those areas. Second, the combination of the agency's Europe and Eurasia regions will enable better coordination of economic development activities in those parts of the world. Finally, the restructuring results in increased resources for activities in sub-Saharan Africa, particularly those related to the Africa Growth and Opportunity Act.

In Asia, the reorganization allows greater attention to development needs in China and Southeast Asia, where opportunities for U.S. private sector participation are significant. USTDA's Latin America and the Caribbean region remains as it was prior to the restructuring, but with renewed emphasis on trade capacity-building activities throughout the region.

These changes build on USTDA's successful history of adapting to meet new challenges. The agency's goal is to enhance the way its many partners interact with it and to expand its coordination with other U.S. Government agencies. As always, USTDA will maintain the same high level of support for U.S. commercial involvement in overseas development projects.

Looking Ahead: Regional Priorities

ASIA

In Asia, USTDA anticipates a growing portfolio of trade capacity-building and infrastructure activities focusing on growth-oriented sectors of commercial interest to the U.S. business community, as well as regional priorities for economic development. Potential areas for USTDA involvement include the U.S. free trade negotiations with Thailand, intellectual property rights protection, customs modernization, technical barriers to trade, and other activities designed to help facilitate trade in goods and services. In addition, transportation efficiency, safety and security; the environment; information and communications technology; and infrastructure project finance will be leading areas for USTDA involvement in both Southeast Asia and China.

Regional priorities likely to receive USTDA support include those related to secure trade and transportation under the Regional Trade and Financial Security Initiative and the Secure Trade in the Asia-Pacific Economic Cooperation (APEC) Region, or STAR, Initiative. In addition, USTDA expects to become more involved in APEC projects involving aviation, port security standards and health care.



LEFT TO RIGHT:
Paul Marin,
Country Manager
Henry Steingass,
Regional Director

NOT PICTURED:
Stacy Bonnaffons,
*Manager, Asia Business Development**

“USTDA's Asia region will place special emphasis in 2005 on our work with the Asia Pacific Economic Cooperation forum (APEC). We will target increased development by improving U.S.-APEC trade and transportation security and new initiatives in the area of intellectual property protection. In China, projects in improved environmental management, efficient energy production and critical healthcare initiatives will continue to stress mutual U.S.-China benefits.”

— Henry Steingass, Regional Director

EUROPE AND EURASIA

In Europe and Eurasia, USTDA will seek to leverage the lessons learned from the countries in the region that have already moved toward market-based economies to assist those seeking to facilitate their own economic liberalization. Transportation and the development of natural resources will be leading sectors for USTDA involvement in many countries of the region. In addition, high oil and gas prices and increasing demand for power may result in greater emphasis on renewable energy resources and energy conservation and lead to additional opportunities for USTDA activity.

USTDA expects that Afghanistan will remain a major recipient of USTDA assistance. In addition to infrastructure and capacity-building activities, USTDA will support Afghanistan's development by promoting activities that facilitate that nation's economic integration with its Central Asian neighbors and with Pakistan.



LEFT TO RIGHT:

Peter Dalrymple, Country Manager
Daniel D. Stein, Regional Director
Andrea Lupo, Country Manager
Scott Greenip, Country Manager

NOT PICTURED:

Marian Bassett, Project Analyst*
Jennifer Snyder, Manager,
 Europe and Eurasia Business Development

"In 2005, USTDA will utilize the lessons learned from the EU accession countries to assist other Central and Eastern European nations as they move toward the same goal. At the same time, we will continue to support basic capacity-building measures essential to the progress of the least developed countries of Eurasia, particularly Afghanistan."

— Daniel D. Stein, Regional Director

SUB-SAHARAN AFRICA

In recent years, USTDA has seen a marked increase in the opportunities to deliver developmental assistance in sub-Saharan Africa. This increase has led to a diversification of the agency's regional program to include innovative solutions to facilitate economic development. This approach encompasses closer regional economic and political relationships, and support for capacity-building measures that facilitate a transfer of knowledge and skills.

Overall, USTDA will continue to focus its program in sub-Saharan Africa on five core areas that are most likely to lead to economic development in the region and represent commercial opportunities for U.S. firms. Those areas are: transportation and trade infrastructure; trade agreements and trade facilitation; water, health and the environment; energy, power and rural electrification; and communications and information technology.

"In sub-Saharan Africa, USTDA is placing a special focus on private investment, especially in the infrastructure sectors. In particular, we will look for ways to overcome hurdles that may prevent major capital investments from moving forward. This will result in important economic benefits to both our host country partners and to U.S. companies doing business in the region."

—Ned Cabot, Regional Director

LEFT TO RIGHT:

Melissa Mason, Project Analyst*
Bryce Ternet, Country Manager
Ned Cabot, Regional Director
Doug Shuster, Manager, Africa Business Development* (Spring 2005)
Carrie Walczak, Country Manager



MIDDLE EAST, NORTH AFRICA, AND SOUTH ASIA

Throughout the Middle East, North Africa, and South Asia, aviation safety, port expansion and modernization, aircraft and vessel traffic management, and transportation security are priority sectors. Activities that support regional initiatives, such as the Middle East Free Trade Area Initiative, the Middle East Partnership Initiative, and the bilateral free trade agreements with Jordan and Morocco, will also be prominent.

In addition, USTDA will promote regional cooperation in vital sectors, such as energy and telecommunications, and will further the Administration's Digital Readiness Initiative by supporting specific projects where U.S. technologies can bridge the digital divide. Likewise, environmental and petrochemical upgrade projects will remain strong sub-sectors for investment. Finally, USTDA will target assistance towards new educational initiatives in the region.



LEFT TO RIGHT:
Doug Shuster, Country Manager
Leila Aridi Afas, Country Manager
Carl B. Kress, Regional Director
Lance Ludman,
 Assistant to the Regional Director for the
 Middle East, North Africa and South Asia*

NOT PICTURED:
Diana Rossiter, Project Analyst*
Stacy Bonnaffons, Manager,
 Asia Business Development*

“USTDA’s new Middle East, North Africa and South Asia region was formed to enhance the agency’s ability to connect critical economic development efforts in the region with American experience, technologies and know-how. U.S. firms are increasingly engaging in important and challenging projects throughout this region, and USTDA is tailoring its program to maximize its assistance on behalf of these companies and their regional partners.”

— Carl B. Kress, Regional Director

LATIN AMERICA AND THE CARIBBEAN

In Latin America and the Caribbean, USTDA has identified a strong pipeline of transportation, trade security, and environmental activities throughout the region. In addition, trade capacity-building activities in support of the free trade negotiations with the Andean region and with Panama will remain a USTDA focus. Early in fiscal year 2005, USTDA sponsored technical symposia in four major Mexican industrial centers. These symposia brought together U.S. and Mexican government officials and the private sector to discuss supply chain security and the modernization of infrastructure that supports international trade and economic development. USTDA also hosted a technical symposium in Jacksonville, Florida for Latin American and Caribbean port officials on vessel and port security requirements.



“Recognizing the important connection between trade and development, USTDA is supporting trade capacity-building activities within the free trade agreements actively being pursued in Latin America and the Caribbean. This assistance is helping to establish the necessary infrastructure required for trade liberalization to serve as a catalyst for development throughout the region.”

— Albert W. Angulo,
 Regional Director

LEFT TO RIGHT:
Karina Blanco, Project Analyst*
Anne McKinney,
 Country Manager (seated)
Kenneth J. Miller,
 Country Manager
Albert W. Angulo,
 Regional Director
Max Diaz,
 Special Projects (EPA Detailee)
Silvia Ortiz,
 Administrative Assistant (seated)
Keith M. Eischeid,
 Country Manager



Contracts

LEFT TO RIGHT:

Virginia Johnson,
*Contracts Assistant**
Walter Knott,
*Contracting Support**
Lynda Kindrick,
Contracts Specialist (seated)
Della Glenn,
Contracting Officer



Finance

LEFT TO RIGHT:

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



External Relations

LEFT TO RIGHT:

Donna Thiessen, *Communications Policy Advisor*
Brandon Moore, *External Relations Assistant**
Tom Hardy, *Chief of Staff*
Brenda Heggs, *Special Projects Officer**



Office of General Counsel

LEFT TO RIGHT:

David Hester, *Attorney Advisor*
Maria Aber, *Administrative Assistant (seated)*
Leocadia I. Zak, *General Counsel*
Cam Trowbridge, *Attorney Advisor (seated)*
Pat Daughettee, *Grants Administrator (standing)*
Enoh Ebong, *Attorney Advisor*



Evaluations

LEFT TO RIGHT:

Kathryn Dorminey,
Evaluations Analyst
David Denny, *Evaluations
Officer/Economist (seated)*
Adam Heltzer,
*Evaluations Analyst**

Operations Staff

FRONT ROW, LEFT TO RIGHT:

Amy Mellin,
*Administrative Coordinator**
Barbara Bradford,
Deputy Director
Eatrice James,
Administrative Assistant
Carolyn Hum,
Administrative Officer

BACK ROW, LEFT TO RIGHT:

Kevin Fandl,
*Special Assistant to
the Deputy Director*
Tyrone Johnson,
Administrative Assistant
Ronny Robinson,
*IT Project Manager**
Salim Khoury, *LAN Administrator**
Evan Poteet, *Help Desk Technician**

NOT PICTURED:

Sandra Boyden,
*Personnel Contractor**



Information Resource Center

LEFT TO RIGHT: FRONT ROW

Dan Dondero,
*IRC Project Information Specialist**
Angeleen Godbey, *IRC Manager**
Sonia Moldovan,
*Contracts Assistant**
Evangela Kunene,
*Procurement Data Manager**

BACK ROW, LEFT TO RIGHT:

Chris Sheldon,
*IRC Project Information Specialist**
Jarrett Creasy,
*IRC Information Resource Assistant**
Jacquelyn Rushing, *Receptionist**
Jim Thayer,
*IRC Information Resource Specialist**

*Contractors

USTDA Client Resources

Customer Resources

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

Publications

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

Internet — www.ustda.gov

USTDA's home page features a catalog of USTDA library holdings, agency news, information on USTDA-sponsored studies, executive summaries of completed feasibility studies, up-to-the-minute details on projects and more.

Requests for Proposals (RFP)

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

On-Line Consultant Database

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



FY 2004 Program Activities Listed By Region

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
AFRICA/MIDDLE EAST						
Algeria	Port of Algiers Container Terminal–Phase 2	Feasibility Study	Global Insight, Inc.	Lexington	MA	610,665
Algeria	Port of Algiers Second Container Terminal 2	Desk Study	Planning Systems International, Inc.	Olympia	WA	2,500
Cameroon	Airspace Management and Airport Concessions–Airport Security	Technical Assistance	LPA Group	Columbia	SC	237,178
Cape Verde	Transshipment Port Development	Desk Study	Tusk, LLC	Washington	DC	3,250
Cape Verde	Transshipment Port Development	Feasibility Study	Don Breazeale & Associates	Rancho Santa Fe	CA	420,432
Djibouti	Djibouti City Seawater Desalinization	Feasibility Study	Selection in progress			281,790
Djibouti	Port of Doraleh Container Terminal	Desk Study	KUPS International	Cabin John	MD	2,400
Djibouti	Port of Doraleh Container Terminal	Feasibility Study	Han-Padron Associates	New York	NY	348,378
Egypt	Specialized Mobile Radio Network	Desk Study	Marty Morrell	New York	NY	2,500
Egypt	Polyvinyl Chloride Plant	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
Egypt	Polyvinyl Chloride Plant	Feasibility Study	Selection in progress			271,000
Egypt	Methanol Facility	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	2,500
Egypt	Methanol Facility	Feasibility Study	Granherne, Inc.	Houston	TX	701,801
Egypt	Hazardous Waste Management	Desk Study	Charles Peterson	Easton	PA	3,500
Egypt	Hazardous Waste Management	Feasibility Study	Enviro Associates International	Commack	NY	391,200
Egypt	Port Said Sugar Beet Refinery	Desk Study	The Peoples Group	Arlington	VA	3,500
Egypt	Sokhna Port Security	Desk Study	Decision/Analysis Partners	Vienna	VA	2,500
Egypt	Sokhna Port Security	Technical Assistance	Lion Associates, LLC	Alexandria	VA	83,256
Ethiopia	Aluto Langano Geothermal Plant	Desk Study	Intratech, Inc.	McLean	VA	1,000
Ethiopia	Aluto Langano Geothermal Plant	Technical Assistance	Stephen Hirsch	Reston	VA	43,556
Ethiopia	Addis Ababa Landfill Gas to Electric	Desk Study	Charles Peterson	Easton	PA	2,500
Gabon	National Park Transportation	Technical Assistance	Decision/Analysis Partners	Vienna	VA	162,000
Gambia	Petroleum Product Storage Depot	Desk Study	Delta Research Company	Chicago	IL	2,500
Ghana	Esiama Combined Cycle Power Plant	Desk Study	Commonwealth Power Corporation	Virginia Beach	VA	2,500
Ghana	Rural Fixed Wireless	Desk Study	TRS International	Great Falls	VA	2,500
Ghana	Urban Mass Transit	Desk Study	Hernan E. Pena, Jr.	Charleston	SC	2,500
Jordan	Port of Aqaba LPG Storage Facility–FS Review	Desk Study	Intratech, Inc.	McLean	VA	3,500
Jordan	Aqaba Science and Tech Incubator	Desk Study	Domus A.D., LLC	New York	NY	4,000
Jordan	Aqaba Science and Tech Incubator	Desk Study	TRS International	Great Falls	VA	3,500
Jordan	250 MW Combined Cycle Power Plant	Desk Study	Power Tech Associates, P.C.	Paramus	NJ	3,500
Kenya	Kenyatta National Hospital Resource Management	Technical Assistance	Selection in progress			396,125
Kenya	Lake Victoria South Water/Wastewater	Desk Study	Performance Technology, Inc.	Lewiston	ME	3,000
Kenya	Integrated Tax System	Technical Assistance	Selection in progress			344,000
Madagascar	Infrastructure	Definitional Mission	Econergy International Corporation (EIC)	Washington	DC	39,990
Madagascar	Infrastructure–Mahajanga Barge–Lightering	Feasibility Study	Selection in progress			374,250
Namibia	Trans Kalahari Corridor	Orientation Visit	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	111,598
Nigeria	Ekiti State Potable Water System Infrastructure Improvements	Desk Study	Performance Technology, Inc.	Lewiston	ME	2,500
Nigeria	Mining Sector–Coal Resource Development	Feasibility Study	Selection in progress			410,800
Nigeria	Port Harcourt Hospital Development	Feasibility Study	The Peoples Group	Arlington	VA	284,215
Nigeria	Starex Petroleum	Desk Study	Delta Research Company	Chicago	IL	3,500
Nigeria	Akwa Ibom International Airport	Desk Study	Domus A.D., LLC	New York	NY	3,500
Sao Tome & Principe	Sao Tome Deepwater Port	Feasibility Study	TEC Infrastructure Consultants, LLC	Annapolis	MD	450,000
Sao Tome & Principe	Sao Tome Island Airport	Technical Assistance	The LPA Group, Inc.	Columbia	SC	350,000
Sao Tome & Principe	Sao Tome & Principe Procurement	Technical Assistance	Steve Cowper & Associates	Austin	TX	30,000
Senegal	Food Supplement Plant	Desk Study	The Peoples Group	Arlington	VA	1,000
South Africa	Port Security	Orientation Visit	US Commercial Service Johannesburg	Johannesburg		25,805
South Africa	Latex Manufacturing	Desk Study	Domus A.D., LLC	New York	NY	2,500
Tanzania	Mtibwa Sugar Estate–Fueled Cogeneration	Feasibility Study	John H. Payne, Inc.	Pukalani	HI	166,912
Uganda	Northern Corridor Pipeline	Desk Study	Intratech, Inc.	McLean	VA	2,500
Uganda	Entebbe Airport Development Additional	Feasibility Study	The LPA Group, Inc.	Columbia	SC	542,249
Uganda	National ICT Master Plan	Feasibility Study	Selection in progress			317,975
Yemen	Taiz Wastewater System	Desk Study	AJGB International Incorporated	Bellevue	WA	4,942
Zambia	Kansanshi Mine Power Transmission–Third Party Review	Desk Study	Intratech, Inc.	McLean	VA	2,500
Africa/ME Regional	Project Analyst–Travel	Technical Assistance	Michael Bryce Ternet	Washington	DC	12,000
Africa/ME Regional	Sub-Saharan Africa Regional Trade and Development Office	Technical Assistance	Lance J. Ludman	Washington	DC	14,720
Africa/ME Regional	SADC CNS/ATM Transition Plan	Feasibility Study	Selection in Progress			208,359
Africa/ME Regional	Gabon/Sao Tome and Principe	Definitional Mission	Capital Energy Inc.	North Miami	FL	16,575
Africa/ME Regional	Atlantic Africa Hydrocarbon and Power	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	\$900
Africa/ME Regional	Transportation and Trade Security Forum–Substantive and Travel	Technical Symposium	Decision/Analysis Partners	Vienna	VA	51,816
Africa/ME Regional	Transportation and Trade Security Forum–Logistics	Technical Symposium	MFM Group, Inc.	Miami	FL	25,690
Africa/ME Regional	Smart and Secure Trade Lanes	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	2,500
Africa/ME Regional	Smart and Secure Trade Lanes	Feasibility Study	SaviTech	Sunnyvale	CA	602,450
Africa/ME Regional	ICT Projects	Definitional Mission	KUPS International	Cabin John	MD	44,450
Africa/ME Regional	Energy Sector–Ghana and Cameroon	Definitional Mission	Econergy International Corporation (EIC)	Washington	DC	29,375

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Africa/ME Regional	Project Analyst	Technical Assistance	Melissa Mason	Arlington	VA	25,000
Africa/ME Regional	Agriculture–Benin and Mali	Definitional Mission	The Peoples Group	Arlington	VA	34,914
Africa/ME Regional	Jordan–Iraq Electrical Interconnection	Definitional Mission	U.S. Power Consult LLC	Alpine	NJ	27,502
Africa/ME Regional	East Africa Transportation	Definitional Mission	Harral, Winner, Thompson, Sharp, Lawrence, Inc.	Arlington	VA	49,983
Africa/ME Regional	Zambia/Tanzania/Kenya Power Interconnector	Orientation Visit	The Louis Berger Group, Inc.	Washington	DC	152,133
Africa/ME Regional	U.S.–SACU FTA Business Roundtable	Technical Symposium	Business Council for International Understanding (BCIU)	New York	NY	84,576
Africa/ME Regional	UEMOA Transportation	Definitional Mission	Tusk, LLC	Washington	DC	39,507
Africa/ME Regional	NEPAD Infrastructure Capacity-Building	Desk Study	Tusk, LLC	Washington	DC	2,500
Africa/ME Regional	Port Security Technical Assistance Workshop (TCB)	Technical Assistance	Decision/Analysis Partners	Vienna	VA	104,000
TOTAL FOR AFRICA/MIDDLE EAST						\$ 9,003,217
ASIA						
Bangladesh	Healthcare Officials	Orientation Visit	Decision/Analysis Partners	Vienna	VA	124,926
China	USFCS Officer Wan Xiaolei	Technical Assistance	U.S. Foreign and Commercial Service			35,253
China	Guangzhou Metro Line 3	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	1,000
China	WB Shanghai Urban Environment Project	Technical Assistance	The Louis Berger Group, Inc.	Florham Park	NJ	165,360
China	WB Shanghai Urban Environment Project	Desk Study	Mayflower Partners LLC	Menlo Park	CA	1,000
China	Trade Capacity-Building Training Program	Feasibility Study	Global Alliance for Trade Efficiency	Washington	DC	85,042
China	Hazardous Waste Treatment and Disposal–Suzhou Central	Feasibility Study	Tetra Tech EM Inc.	Reston	VA	284,364
China	Railway Intermodal Container Transport	Feasibility Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	679,550
China	Shanghai Wastewater Treatment	Desk Study	O&M Consultants, Inc.	Frederick	MD	2,500
China	Shanghai Wastewater Treatment	Feasibility Study	BioChem Technology, Inc.	King of Prussia	PA	299,293
China	Western China Aviation Conference	Technical Symposium	American Association of Airport Executives (AAAE)	Alexandria	VA	199,938
China	ATM Navigation	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
China	Hangzhou Hazardous Waste Management	Feasibility Study	The Louis Berger Group, Inc.	Florham Park	NJ	223,256
China	Healthcare	Definitional Mission	OMMA Healthcare, LLC	Rollinsville	CO	34,743
China	Wright Brothers Partnership U.S.-China Aviation Cooperation Program	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	5,000
China	Wright Brothers Partnership U.S.-China Aviation Cooperation Program	Technical Assistance	Aerospace Industries Association	Arlington	VA	500,000
China	National Hazardous Waste Thermal Destruction	Technical Assistance	PA Government Services, Inc.	Arlington	VA	193,269
China	Automated Fare Collection	Desk Study	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	2,500
China	Flood Control and Drought Relief	Desk Study	Chesapeake Analytics Group	Arlington	VA	2,500
China	Flood Control and Drought Relief	Feasibility Study	Hewlett-Packard	Palo Alto	CA	348,185
China	Eastern CAAC Aviation Plan	Desk Study	The Berkeley Group	Bethesda	MD	2,500
China	Environmental Emissions Control	Desk Study	Brooks Howell and Co, LLC	Hacks Neck	VA	4,000
China	Banking Sector Prudent Lending Practices	Desk Study	Mayflower Partners LLC	Menlo Park	CA	2,500
China	Coal Mine/Coal Bed Methane Power Plant	Desk Study	MT Energy Associates	Vienna	VA	2,500
China	Coal Mine/Coal Bed Methane Power Plant	Technical Assistance	Selection in progress			502,850
China	Environmental Emissions Control	Feasibility Study	Selection in progress			304,830
China	Petrochemical/Energy Sector	Definitional Mission	Intratech, Inc.	McLean	VA	29,958
East Timor	Petroleum Sector–Phase II	Technical Assistance	Gaffney, Cline & Associates, Inc.	Houston	TX	644,000
India	Energy Sector–National Gas Grid	Feasibility Study	Selection in progress			690,000
India	Biodiesel Fuel	Desk Study	Alpha-Gamma Technologies, Inc.	Raleigh	NC	2,500
India	Biodiesel Fuel	Feasibility Study	Biodiesel Industries, Inc.	Santa Barbara	CA	70,000
India	Gujarat Water Supply	Feasibility Study	Chiang, Patel & Yerby, Inc.	Dallas	TX	180,000
India	Power Generation, Transmission and Distribution	Definitional Mission	Commonwealth Power Corporation	Virginia Beach	VA	24,960
India	Waste to Energy	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	25,000
India	Fire Safety and Rescue	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	123,620
India	NDPL Distribution Automation	Technical Assistance	Selection in progress			414,000
Indonesia	Power Transmission and Distribution–PLN Metro Jakarta	Technical Assistance	Selection in progress			340,000
Indonesia	PLN Java-Bali Power Transmission	Technical Assistance	Selection in progress			311,000
Indonesia	PLN IT Systems	Technical Assistance	Selection in progress			360,000
Indonesia	Air Traffic Control and Aviation	Definitional Mission	CORE International	Washington	DC	35,000
Indonesia	Air Traffic Control and Aviation–Natuna Island ATC and Airspace Management	Technical Assistance	Selection in progress			627,000
Indonesia	Makassar Strait Gathering System	Desk Study	MT Energy Associates	Vienna	VA	5,000
Indonesia	IFMIS	Orientation Visit	Decision/Analysis Partners	Vienna	VA	96,407
Indonesia	Airline Computer Reservation Systems	Technical Assistance	Selection in progress			117,000
Indonesia	Airports Safety and Security Assessment	Technical Assistance	Selection in progress			443,500
Mongolia	Transportation Sector	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	34,866
Mongolia	Mining Sector	Definitional Mission	Gerald V. Jergensen	Black Forest	CO	34,450
Pakistan	Rawalpindi Refinery Upgrade	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	4,000
Pakistan	Rawalpindi Refinery Upgrade–Attock	Feasibility Study	Foster Wheeler USA Corporation	Houston	TX	500,000
Pakistan	Oil Spill Response and Recovery	Orientation Visit	Decision/Analysis Partners	Vienna	VA	129,586
Philippines	Secondary Mortgage Institution	Desk Study	Calhoun Consulting	Annandale	VA	4,000
Sri Lanka	Civil Aviation	Definitional Mission	Airline Capital Associates, Inc.	New York	NY	25,000

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Thailand	GINet Information Technology	Technical Assistance	Booz-Allen and Hamilton, Inc.	McLean	VA	53,028
Thailand	Natural Gas Vehicle Development	Feasibility Study	Nexant, Inc.	Wilmington	DE	125,482
Thailand	Municipal Wastewater Rehabilitation	Desk Study	Enviro Associates International	Commack	NY	3,750
Thailand	E-Customs	Desk Study	Decision/Analysis Partners	Vienna	VA	5,000
Thailand	LNG Receiving Terminal and Power Generation	Definitional Mission	Power Tech Associates, P.C.	Paramus	NJ	34,945
Thailand	Thai Airways Threat Assessment	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	4,000
Thailand	Thai Airways Threat Assessment	Technical Assistance	Selection in progress			530,000
Thailand	Wetland Restoration	Desk Study	Chesapeake Analytics Group	Arlington	VA	2,500
Vietnam	Treasury IT Procurement Plan	Desk Study	Global Resources	Irvine	CA	1,000
Vietnam	Blocks B and 52 Gas Pipeline	Feasibility Study	Selection in progress			591,000
Vietnam	TABMIS	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	97,174
Vietnam	Sub-Sovereign Urban and Infrastructure	Technical Assistance	Selection in progress			350,000
Vietnam	FAA Safety Oversight	Technical Assistance	USDOT/FAA/Office of International Aviation	Washington	DC	21,500
Vietnam	Son La Environmental and Management	Orientation Visit	Global Marketing & Communications	Boston	MA	119,902
Vietnam	PetroVietnam Petrochemical Complex	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	4,900
Asia Regional	Asia Regional Office-PSC	Technical Assistance	US and Foreign Commercial Service	Washington	DC	102,392
Asia Regional	Communication Infrastructure Conference-Briefing Book	Technical Assistance	Network Dynamics Associates, LLC	Brooklyn	NY	7,200
Asia Regional	Project Analyst	Technical Assistance	Leila L. Aridi	Montgomery Village	MD	50,000
Asia Regional	ADB Counter-Terrorism Technical Advisory Services	Definitional Mission	Decision/Analysis Partners	Vienna	VA	25,000
Asia Regional	ADB Counter-Terrorism Technical Advisory Services	Technical Assistance	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	499,999
Asia Regional	Project Analyst	Technical Assistance	Charles Kellett	Alexandria	VA	5,481
Asia Regional	Telecommunications Management Training	Technical Assistance	U.S. Telecommunications Training Institute	Washington	DC	225,000
Asia Regional	GPS Demonstration	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Asia Regional	GPS Demonstration-GNSS Testbed	Technical Assistance	Selection in progress			675,000
Asia Regional	SE Asia ICT Conference	Technical Symposium	MFM Group, Inc.	Miami	FL	227,282
Asia Regional	SE Asia ICT Conference-Briefing Book	Technical Assistance	Network Dynamics Associates, LLC	Brooklyn	NY	99,990

TOTAL FOR ASIA

\$ 13,144,231

EURASIA

Afghanistan	FSN for Embassy-Kabul	Technical Assistance	U.S. Embassy (Kabul)			33,779
Afghanistan	Strategic Business Plan, Ariana Airlines	Feasibility Study	Selection in progress			333,034
Afghanistan	Strategic Business Plan, Ariana Airlines	Technical Assistance	The Berkeley Group	Bethesda	MD	24,999
Afghanistan	Telecommunications Backbone	Definitional Mission	Pythia International Inc.	Alexandria	VA	29,682
Afghanistan	Telecommunications Backbone-Fiber Optic Backbone Network	Technical Assistance	Selection in progress			219,550
Afghanistan	Hydrocarbon Resource Survey	Desk Study	Intratech, Inc.	McLean	VA	1,000
Afghanistan	Hydrocarbon Resource Survey-Stage II	Technical Assistance	USDOI/USGS	Reston	VA	1,646,329
Afghanistan	Civil Aviation Training Center	Technical Assistance	Stanley L. Bradley			35,700
Afghanistan	Industrial Capacity and Market Development	Definitional Mission	CORE International	Washington	DC	34,994
Afghanistan	Industrial Capacity and Market Development-Ind. Parks	Technical Assistance	Selection in progress			373,000
Afghanistan	Industrial Capacity and Market Development-Ind. Parks Contractor Selection	Technical Assistance	Washington Strategic Advisors, LLC	Washington	DC	24,969
Afghanistan	Oversight of Oil and Gas Projects	Technical Assistance	Petroleum Equities, Inc.	McLean	VA	80,000
Afghanistan	Standards Development	Definitional Mission	Masri International	Sterling	VA	40,000
Azerbaijan	WTO Accession	Desk Study	The Peoples Group	Arlington	VA	1,000
Azerbaijan	WTO Accession-Extension	Technical Assistance	Booz-Allen and Hamilton, Inc.	McLean	VA	943,247
Azerbaijan	Tourism Strategy	Technical Assistance	Caspian Group Consulting	Washington	DC	308,050
Azerbaijan	Capacity Building for State Oil Fund	Technical Assistance	Selection in progress			1,091,840
Azerbaijan	Telecommunications Sector	Definitional Mission	Global Resources	Irvine	CA	21,742
Iraq	Telecom Sector-Follow On	Technical Assistance	Washington Strategic Advisors, LLC	Washington	DC	138,832
Iraq	Railway Reconstruction	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	96,114
Iraq	Oil and Gas Reconstruction	Orientation Visit	MFM Group, Inc.	Miami	FL	202,124
Iraq	Communications-Based Train Control	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	99,465
Iraq	E-Learning	Orientation Visit	Decision/Analysis Partners	Vienna	VA	203,944
Iraq	Private Banking	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	246,677
Iraq	Rail Development	Desk Study	S. Rowitz & Associates	Buffalo Grove	IL	5,000
Iraq	Rail Development	Technical Assistance	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	600,000
Iraq	Inventory Management	Technical Assistance	Beachhead Technologies, Inc.	New York	NY	20,500
Iraq	Housing Finance	Orientation Visit	Global Marketing & Communications	Boston	MA	348,479
Iraq	Women's ICT Center	Feasibility Study	Telecom/Telematique, Inc.	Washington	DC	937,435
Iraq	ICT Training for Trainers	Training	Knowledge Corporation	Falls Church	VA	979,837
Iraq	International Accounting Standards Training	Training	InfoExchange LLC dba Expodio	Newport Beach	CA	1,290,428
Iraq	Audit of Iraq OVs	Technical Assistance	Parker, Whitfield & Co., Inc.	Arlington	VA	34,500
Iraq	Telecom Regulatory Authority	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	212,516
Kazakhstan	Atyrau Airport Redevelopment	Desk Study	CRJ & Associates, INC.	Miami	FL	4,500
Kazakhstan	Poltoratskoye and Akytobe Underground Gas Storage	Desk Study	LJC Group, Ltd.	Anchorage	AK	4,775

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Kyrgyzstan	E-Government	Desk Study	Washington Strategic Advisors	New York	NY	1,000
Kyrgyzstan	Utilization of Kyrgyz Gold Deposit—Contractor	Technical Assistance	Gustavson Associates, Inc.	Boulder	CO	18,874
Russia	Makhachkala Port	Desk Study	Leonard Sugin, C.E.	Ghent	NY	1,000
Russia	Oil Spill Prevention Association	Desk Study	Bruce Vernor	Herndon	VA	1,000
Russia	Broadband Network Development	Desk Study	Washington Strategic Advisors, LLC	Washington	DC	5,000
Russia	EBRD St. Petersburg Flood Barrier	Technical Assistance	Selection in progress			60,000
Russia	Dry Spent Nuclear Fuel Storage	Desk Study	Enviromation Incorporated	Spotsylvania	VA	5,600
Russia	Health Care Sector	Definitional Mission	McCarthy-Komendera Associates, LLC	New Orleans	LA	22,302
Russia	Oil and Gas Sector	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	44,998
Russia	Aeroflot Fleet Revitalization	Desk Study	John Lentz	Bethesda	MD	5,000
Russia	Management Technology and Education	Desk Study	Council On Quality Assurance In International Education	Washington	DC	5,000
Russia	Standards Review and Accreditation—Rail	Desk Study	Harral, Winner, Thompson, Sharp, Lawrence, Inc.	Arlington	VA	5,000
Russia	Russian Federation SCADA / EMS (EBRD)	Desk Study	Brooks Howell and Co, LLC	Hacks Neck	VA	2,500
Russia	Russian Federation SCADA / EMS (EBRD)	Technical Assistance	Selection in progress			120,340
Tajikistan	Sugd Cotton Gin	Desk Study	Jennifer Windus	Great Falls	VA	4,900
Turkey	OYAK Mortgage Program—Final Report Review	Desk Study	Calhoun Consulting	Annandale	VA	1,000
Turkey	MBA PowerPak	Feasibility Study	Global Resources	Irvine	CA	568,744
Turkey	Real Estate Information System	Feasibility Study	Stewart Information, Inc.	Houston	TX	114,000
Turkey	Financing Models for Water	Desk Study	Rudo International Advisors	Washington	DC	5,000
Turkey	Turk Telecom IT Management	Definitional Mission	Marty Morrell	New York	NY	23,435
Turkey	Germencik Geothermal	Desk Study	Energy Technology Enterprises Corporation	McLean	VA	4,825
Turkey	Germencik Geothermal	Feasibility Study	Shaw Group	Baton Rouge	LA	259,621
Turkmenistan	Construction Equipment for Infrastructure	Training	Caterpillar, Inc.	Peoria	IL	300,000
Ukraine	Municipal Solid Waste Management	Feasibility Study	Shaw Group	Baton Rouge	LA	300,000
Ukraine	Municipal Solid Waste Management	Technical Assistance	U.S. Embassy (Kiev)			5438
Uzbekistan	Fertilizer	Desk Study	S.H. Lucas & Associates, Inc.	Pasadena	CA	1,000
Uzbekistan	Center for Women's Training in Telecom & IT	Desk Study	Washington Strategic Advisors	New York	NY	1,000
Uzbekistan	Small and Medium Enterprise Project	Technical Assistance	TCG Capital, LLC	Lombard	IL	172,920
Uzbekistan	Postal Modernization	Desk Study	Washington Strategic Advisors	New York	NY	1,000
Uzbekistan	Syrdarya Power Plant	Desk Study	Power Tech Associates, P.C.	Paramus	NJ	1,000
Uzbekistan	E-Government	Definitional Mission	Pythia International Inc.	Alexandria	VA	20,974
Uzbekistan	E-Government Implementation Plan and Tax Pilot	Technical Assistance	Selection in progress			502,600
Uzbekistan	E-Government Implementation Plan and Tax Pilot—Contractor Selection	Technical Assistance	Pythia International Inc.	Alexandria	VA	19,990
Eurasia Regional	Caspian Finance Center	Technical Assistance	U.S. Department of State			395,500
Eurasia Regional	Tourism Infrastructure Conference	Technical Symposium	MFM Group, Inc.	Miami	FL	16,915
Eurasia Regional	Project Analyst	Technical Assistance	Joshua Sussman	Washington	DC	37,000
Eurasia Regional	ATM/CNS—Central Asia	Feasibility Study	DORS, Inc.	Washington	DC	540,015
Eurasia Regional	ATM/CNS—Central Asia—Contractor Selection	Technical Assistance	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	24,986
Eurasia Regional	Eurasian Market Development	Technical Assistance	Various USTDA Staff			69,447
Eurasia Regional	Project Analyst	Technical Assistance	Bassett, Marian	Brooklyn	NY	68,000
Eurasia Regional	South Caucasus Highway	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	41,373
Eurasia Regional	Renewable Energy	Definitional Mission	Enviromation Incorporated	Spotsylvania	VA	34,875
Eurasia Regional	Agribusiness Food Processing in Tajikistan and Kazakhstan	Definitional Mission	The Peoples Group	Arlington	VA	34,993
Eurasia Regional	Tajikistan/Kyrgyzstan Hydroelectric Power Generation	Definitional Mission	CJ Aron Associates Inc.	Brooklyn	NY	40,000

TOTAL FOR EURASIA

\$ 14,571,206

EUROPE

Bosnia & Herzegovina	Telecommunications	Definitional Mission	Pythia International Inc.	Alexandria	VA	23,995
Bosnia & Herzegovina	Telecommunications—Wireless Fidelity Broadband	Feasibility Study	Selection in progress			230,850
Bosnia & Herzegovina	Civil Aviation	Definitional Mission	Airline Capital Associates, Inc.	New York	NY	29,954
Bosnia & Herzegovina	Civil Aviation—EBRD Air Traffic Management Audit	Technical Assistance	European Bank for Reconstruction and Development (EBRD)	London, England		400,000
Bosnia & Herzegovina	Civil Aviation—Follow On	Desk Study	Airline Capital Associates, Inc.	New York	NY	3,000
Bosnia & Herzegovina	Broadband Metropolitan Network	Technical Assistance	Selection in progress			490,800
Bulgaria	Wind Farm	Desk Study	ENPRO	Walnut Creek	CA	5,000
Bulgaria	Wind Farm	Feasibility Study	Elektrotek Concepts	Cupertino	CA	384,531
Bulgaria	Emergency Management	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	111,680
Bulgaria	Air Safety	Desk Study	Joseph Del Balzo	Washington	DC	1,000
Bulgaria	Air Safety	Technical Assistance	Robinson Aviation, Inc.	Oklahoma City	OK	200,060
Bulgaria	IEMS Emergency Management	Desk Study	James T. Reilly	Red Bank	NJ	5,200
Croatia	INA CO ₂ Enhanced Oil Recovery	Feasibility Study	Ryder Scott	Houston	TX	249,600
Croatia	Environmental Projects	Definitional Mission	The QED Group, LLC	Washington	DC	29,501
Croatia	Environmental Projects—Medical Waste Management	Feasibility Study	Selection in progress			105,000
Croatia	Environmental Projects	Orientation Visit	Global Marketing & Communications	Boston	MA	105,493
Croatia	Zagreb Power Project	Feasibility Study	Black & Veatch International	Overland Park	KS	457,890

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Czech Republic	Flood Control and Reconstruction Invoice Review Consultant	Desk Study	James T. Reilly	Red Bank	NJ	4,300
Czech Republic	Teplarna Otrokovice Waste Heat	Feasibility Study	Selection in progress			175,000
Czech Republic	Healthcare/Information Technology	Definitional Mission	Service Associates International, Inc.	Silver Spring	MD	24,060
Hungary	Geothermal Plant	Feasibility Study	Selection in progress			167,000
Lithuania	Klaipeda Port Security	Technical Assistance	Selection in progress			415,000
Macedonia	SBDI Railroad Safety Equipment	Procurement Assistance	General Electric Transportation Systems	Kansas City	MO	95,910
Macedonia	SBDI Railroad Safety Equipment	Desk Study	William F. Hennessey	Lenoir City	TN	4,800
Macedonia	Energy Sector	Definitional Mission	Enviromation Incorporated	Spotsylvania	VA	24,766
Poland	CNS/Air Traffic Management-Additional Funding	Feasibility Study	DORS, Inc.	Washington	DC	170,000
Poland	CNS/Air Traffic Management	Orientation Visit	DORS, Inc.	Washington	DC	26,414
Poland	250MW Slupsk Shoals Offshore Wind	Desk Study	Princeton Energy Resources International, LLC	Rockville	MD	1,000
Poland	New Warsaw Airport	Desk Study	The Berkeley Group	Bethesda	MD	4,000
Poland	Information Technology	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	18,293
Poland	Dwory Styrene Expansion	Desk Study	Intratech, Inc.	McLean	VA	3,500
Poland	Dwory Styrene Expansion	Feasibility Study	Selection in progress			218,000
Poland	Metalko Waste Recycling	Feasibility Study	Team Systems International, LLC	Reston	VA	352,600
Poland	MPEC Wroclaw Telecom Network	Feasibility Study	Reston Consulting Group	Herndon	VA	429,098
Romania	Energy Sector	Orientation Visit	Beta Corporation International	Albuquerque	NM	7,733
Romania	Positive Train Control	Feasibility Study	The Seneca Group, LLC	Washington	DC	250,000
Romania	Rovinari Privatization	Desk Study	Brooks Howell and Co., LLC	Herndon	VA	9,480
Romania	Energy Project	Definitional Mission	Brooks Howell and Co., LLC	Herndon	VA	24,981
Romania	Energy Project-Craiova II Sulfur Dioxide Reduction	Feasibility Study	Selection in progress			415,430
Romania	Siret River Basin WATFRAME	Feasibility Study	Selection in progress			562,080
Romania	Integrated System for Meteorology-Phase II	Desk Study	Pythia International Inc.	Alexandria	VA	5,000
Romania	Integrated System for Meteorology-Phase II-INTEROPERATE	Feasibility Study	Selection in progress			340,100
Romania	National Environmental Laboratories	Feasibility Study	Selection in progress			281,105
Romania	Information Technology	Definitional Mission	Chesapeake Analytics Group	Arlington	VA	24,880
Romania	Buzau District Heating	Technical Assistance	Beacon Energy	McLean	VA	276,821
Romania	ELCHEN Bucharest Combined Heat and Power	Feasibility Study	Selection in progress			220,840
Serbia and Montenegro	Belgrade Airport Expansion-Phase II	Desk Study	Airline Capital Associates, Inc.	New York	NY	4,500
Serbia and Montenegro	Belgrade Airport Expansion-Phase II	Feasibility Study	Squire, Sanders and Dempsey	Washington	DC	414,219
Serbia and Montenegro	Montenegro Telecom	Technical Assistance	Arthur D. Little	Boston	MA	306,711
Serbia and Montenegro	Agribusiness and Food Processing	Definitional Mission	The Peoples Group	Arlington	VA	29,981
Serbia and Montenegro	Construction	Orientation Visit	Koeppen, Elliott & Associates, Ltd. (KEA)	Washington	DC	60,230
Serbia and Montenegro	ATM Modernization	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	5,000
Serbia and Montenegro	ATM Modernization	Technical Assistance	The Mitre Corporation	McLean	VA	643,260
Serbia and Montenegro	Belgrade District Heating	Feasibility Study	Selection in progress			757,245
Serbia and Montenegro	Aviation Security	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	88,700
Serbia and Montenegro	Kosovo Telecommunications	Definitional Mission	Washington Strategic Advisors	New York	NY	29,779
Europe Regional	Project Analyst-Travel	Technical Assistance	Peter Plenk Dalrymple	Washington	DC	2,000
Europe Regional	Energy Projects	Definitional Mission	S.H. Lucas & Associates, Inc.	Pasadena	CA	15,102
Europe Regional	Environmental Projects-Bulgaria and Romania	Definitional Mission	Eurasia Environmental Associates, LLC	Reston	VA	40,499
Europe Regional	Mining Projects-Bulgaria and Romania	Definitional Mission	Behre Dolbear	Yardley	PA	39,925
Europe Regional	Waste-to-Energy and Renewable Energy	Definitional Mission	Enviromation Incorporated	Spotsylvania	VA	44,600
Europe Regional	IT/Telecommunications-Poland and Hungary	Definitional Mission	Marty Morrell	New York	NY	32,256
Europe Regional	Constanta to Trieste Oil Pipeline	Orientation Visit	Millennium Science & Engineering, Inc. (MSE)	McLean	VA	111,667
Europe Regional	Transportation Security	Definitional Mission	Leonard Sugin, C.E.	Ghent	NY	35,000
Europe Regional	Smart Card	Orientation Visit	Computer Frontiers, Inc.	Germantown	MD	98,853

TOTAL FOR EUROPE

\$ 10,145,272

LATIN AMERICA AND THE CARIBBEAN

Argentina	National Airports System Privatization-Osna TOR Review	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	2,500
Argentina	TCB ICT	Definitional Mission	The M Group Inc.	Chandler	AZ	24,948
Bolivia	Pacific Liquefied Natural Gas	Desk Study	Ellington & Associates, Inc.	Houston	TX	1,000
Bolivia	Karachipampa Refinery and Smelter	Desk Study	Gustavson Associates, Inc.	Boulder	CO	4,500
Brazil	Light Rail Urban Transport-Juiz de Fora	Feasibility Study	Ernst and Young LLP	Nw York	NY	225,000
Brazil	Sao Paulo Underground Utilities	Technical Assistance	Selection in progress			145,198
Brazil	Customs and Transportation Security-Port Security	Orientation Visit	Decision/Analysis Partners	Vienna	VA	131,453
Brazil	Petrobras Refinery Fire Control	Technical Assistance	Selection in progress			630,864
Brazil	Petrobras Refinery Fire Control	Desk Study	Ronald Robinson	Maplewood	NJ	1,000
Brazil	ANTF Rail Officials	Orientation Visit	Selection in progress			14,145
Brazil	Sao Paulo Environmental	Definitional Mission	KUPS International	Cabin John	MD	34,870
Brazil	Intelligent Transportation	Definitional Mission	Hernan E. Pena, Jr.	Charleston	SC	19,991
Brazil	Telecom Sector and ICT	Definitional Mission	Marty Morrell	New York	NY	22,973

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Chile	Environmental Projects–FTA	Desk Study	A/GB International Incorporated	Bellevue	WA	1,000
Chile	Environmental Projects–FTA–Mining Remediation	Technical Assistance	Selection in progress			326,462
Chile	Hospital Salvador	Technical Assistance	Selection in progress			310,840
Chile	Rural Connectivity	Desk Study	Black Oak Capital Advisors, LLC	Washington	DC	5,000
Chile	Rural Connectivity	Feasibility Study	Selection in progress			253,402
Chile	Ports ITS	Definitional Mission	Transportation & Economic Research Associates, Inc. (TERA)	Sterling	VA	34,975
Chile	Steel Bridge Technology	Orientation Visit	Technical Resources International, Inc. (TRI)	Bethesda	MD	79,995
Chile	Global Cargo Information Clearinghouse Project	Desk Study	Decision/Analysis Partners	Vienna	VA	\$992
Colombia	Telecommunications	Definitional Mission	Telecom/Telematique, Inc.	Washington	DC	35,000
Colombia	Alternative Energy	Definitional Mission	Econergy International Corporation (EIC)	Washington	DC	25,000
Colombia	Agroindustrial Inspection and Distribution	Definitional Mission	The Peoples Group	Arlington	VA	24,819
Colombia	IDB Health Services Reform	Desk Study	Stephen F. Dachi	Arlington	VA	3,450
Ecuador	El Reventador Hydroelectric	Desk Study	Solana Incorporated	Portland	ME	4,750
Ecuador	Guayaquil Water, Wastewater, and Drainage	Desk Study	Performance Technology, Inc.	Lewiston	ME	4,000
El Salvador	National Energy Policy Development	Technical Assistance	KEMA Consulting, Inc.	Fairfax	VA	337,235
El Salvador	National Import Processing System	Technical Assistance	Selection in progress			387,492
Guatemala	Training and Digital Certificates Agreement	Technical Assistance	Selection in progress			403,855
Haiti	Multi-Sector Exploratory	Definitional Mission	CORE International	Washington	DC	24,463
Honduras	Port of Cortes Modernization	Technical Assistance	DMJM & Harris, Inc.	New York	NY	525,000
Honduras	Trade Information Exchange Portal	Technical Assistance	Selection in progress			402,525
Honduras	San Francisco del Valle Coal-Fired Power	Desk Study	Brooks Howell and Co, LLC	Hacks Neck	VA	4,980
Jamaica	E-Government Modernization	Desk Study	Decision/Analysis Partners	Vienna	VA	5,000
Jamaica	E-Government Modernization	Technical Assistance	Selection in progress			381,475
Jamaica	Submarine Telecom Cable Regulations	Desk Study	Marty Morrell	New York	NY	2,500
Mexico	NAFIN–Financing Energy Efficiency	Desk Study	Solana Incorporated	Portland	ME	2,000
Mexico	Hydropower Rehabilitation and Modernization	Orientation Visit	Global Marketing & Communications	Boston	MA	23,543
Mexico	Terrazas Zinc-Copper Mining	Desk Study	Technomine Services, LLC	Salt Lake City	UT	7,000
Mexico	Terrazas Zinc-Copper Mining	Feasibility Study	Selection in progress			605,950
Mexico	NW Border Multi-modal Ports	Definitional Mission	S. Rowitz & Associates	Buffalo Grove	IL	24,975
Mexico	Tijuana Water and Waste Modernization	Definitional Mission	Overseas Systems Corporation	Miami	FL	19,945
Mexico	Merida-Progreso Multi-Modal Airport	Desk Study	QED Airport & Aviation Consultants	Ridgefield	CT	4,925
Mexico	Merida-Progreso Multi-Modal Airport	Feasibility Study	Burns & McDonnell International, Inc.	Kansas City	MO	445,250
Mexico	NAFIN Venture Capital Conference	Technical Symposium	Institute of the Americas	La Jolla	CA	50,000
Mexico	Housing Finance Reform	Desk Study	Brooner Associates	N. Bethesda	MD	4,990
Mexico	Secure Supply Chain	Technical Symposium	Decision/Analysis Partners	Vienna	VA	187,261
Nicaragua	Core Optical Network Capacity Expansion	Technical Assistance	KEMA Consulting, Inc.	Fairfax	VA	359,420
Panama	Panama Bay Cleanup	Technical Assistance	Hazen and Sawyer	Coral Gables	FL	101,517
Paraguay	IDB Asuncion Coastal Development	Technical Assistance	Adb Associates	Cambridge	MA	482,000
Paraguay	Asuncion Airport Business Briefing	Technical Symposium	The Louis Berger Group, Inc.	Washington	DC	33,255
Peru	Telecom Capacity Building	Technical Assistance	Clifford Chance US, LLP	Washington	DC	28,000
Peru	OSITRAN Technical Advisor	Desk Study	Harral, Winner, Thompson, Sharp, Lawrence, Inc.	Arlington	VA	5,000
Peru	OSITRAN Technical Advisor	Technical Assistance	Selection in progress			311,500
Peru	PERUPETRO Hydrocarbon	Definitional Mission	Merklein & Associates, Inc.	Washington	DC	25,000
Peru	PCM E-Government	Definitional Mission	Washington Strategic Advisors, LLC	Washington	DC	20,687
Peru	Transportation Infrastructure Operations	Orientation Visit	Labat-Anderson, Incorporated	McLean	VA	129,976
Latin America Regional	Project Analyst–Travel	Technical Assistance	Harvey Van Buren, III	Stafford	VA	31,165
Latin America Regional	GNSS Implementation for Six Countries	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	3,200
Latin America Regional	GNSS Implementation for Six Countries	Technical Assistance	Selection in progress			548,600
Latin America Regional	GIS Plan–Puebla–Panama–IDB	Technical Assistance	Inter-American Development Bank (IDB)	Washington	DC	250,000
Latin America Regional	Project Analyst	Technical Assistance	Karina Blanco	Arlington	VA	21,123
Latin America Regional	RVSM Aviation System–Symposium	Technical Symposium	MFM Group, Inc.	Miami	FL	185,004
Latin America Regional	RVSM Aviation System–Training	Technical Assistance	CSSL, Inc.	Washington	DC	69,859
Latin America Regional	TCB Vessel and Port Security Conference	Technical Symposium	Han-Padron Associates	New York	NY	253,870
TOTAL FOR LATIN AMERICA						\$ 9,077,667
WORLDWIDE & OTHER						
Worldwide	APEC Regional ISPS Code Training	Technical Assistance	Science Applications International Corporation (SAIC)	Tuscon	AZ	229,946
TOTAL FOR WORLDWIDE & OTHER						\$ 229,946
GRAND TOTAL						\$ 56,171,539

Summary of FY 2004 Program Activities

FY 2004 BASIC STATISTICS

Program Budget:	\$56.17 million
# of Activities*	362
# of Projects**	305
# of New Projects***	210
# of Countries	69

* See chart below for a breakdown of USDA activities.

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

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

USDA ACTIVITIES

By Type and Number of Activities

	2002		2003		2004	
DM/Desk Studies	209	42.1%	168	43.3%	165	45.6%
Feasibility Studies	139	28.0%	98	25.3%	59	16.3%
Orientation Visits	48	9.7%	34	8.8%	30	8.3%
Technical Assistance	77	15.5%	75	19.3%	93	25.7%
Trade-Related Training	5	1.0%	4	1.0%	3	0.8%
Procurement Assistance	1	0.2%	0	0.0%	1	0.3%
Conferences	18	3.6%	7	1.8%	11	3.0%
Other	0	0.0%	2	0.5%	0	0.0%
TOTALS	497	100%	388	100%	362	100%

USDA ACTIVITIES

By Value of Obligations

	2002		2003		2004	
DM/Desk Studies	\$2,328,565	3.1%	\$1,886,484	3.6%	\$2,105,820	3.8%
Feasibility Studies	\$45,319,461	60.2%	\$29,105,287	55.1%	\$21,526,517	38.3%
Orientation Visits	\$4,178,003	5.6%	\$2,949,035	5.6%	\$3,398,645	6.0%
Technical Assistance	\$18,704,296	24.9%	\$16,237,508	30.8%	\$25,158,775	44.8%
Trade-Related Training	\$1,908,000	2.5%	\$1,030,227	1.9%	\$2,570,265	4.6%
Procurement Assistance	\$6,200	0.0%	\$0	0.0%	\$95,910	0.2% *
Conferences	\$2,801,005	3.7%	\$1,407,783	2.7%	\$1,315,607	2.3%
Other	\$0	0.0%	\$194,200	0.5%	\$0	0.0%
TOTALS	\$75,245,530	100%	\$52,810,524	100%	\$56,171,539	100%

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

FY 2004 USDA PROGRAM FUNDS

By Region

	Core Budget	*Additional Funds	Total Funds
Africa/Middle East	\$8,480,769	\$ 522,448	\$9,003,217
Asia/Pacific	\$13,073,231	\$71,000	\$13,144,231
Europe	\$4,230,413	\$5,914,859	\$10,145,272
Latin America	\$8,507,107	\$570,560	\$9,077,667
Eurasia	\$3,634,635	\$10,936,571	\$14,571,206
Special Projects	\$229,946	0	\$229,946
TOTAL	\$38,156,101	\$18,015,438	\$56,171,539

*USDA 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.

USDA ACTIVITIES BY REGION

By Number of Activities

	2002		2003		2004	
Africa/Middle East	111	22.3%	87	22.4%	73	20.2%
Asia	110	22.1%	90	23.2%	78	21.5%
Eurasia	81	16.3%	80	20.6%	79	21.8%
Europe	101	20.3%	67	17.3%	65	18.0%
Latin America	92	18.5%	62	16.0%	66	18.2%
Multi-Regional	2	0.4%	2	0.5%	1	0.3%
TOTALS	497	100%	388	100%	362	100%

USDA ACTIVITIES BY REGION

By Funding Levels

	2002		2003		2004	
Africa/Middle East	\$14,529,770	19.3%	\$9,548,913	18.0%	\$9,003,217	16.0%
Asia	\$19,068,948	25.3%	\$13,494,868	25.5%	\$13,144,231	23.4%
Eurasia	\$14,610,240	19.4%	\$11,840,582	22.4%	\$14,571,206	25.9%
Europe	\$13,573,685	18.0%	\$10,606,311	20.0%	\$10,145,272	18.0%
Latin America	\$13,207,826	17.5%	\$6,941,018	13.1%	\$9,077,667	16.1%
Multi-Regional	\$255,062	0.3%	\$378,832	0.7%	\$229,946	0.4%
TOTALS	\$75,245,530	100%	\$52,810,524	100%	\$56,171,539	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR**By Number of Activities**

	2002		2003		2004	
Agribusiness	22	4.4%	7	1.8%	6	1.7%
Energy & Power	58	11.7%	59	15.2%	56	15.5%
Human Resources	10	2.0%	9	2.3%	14	3.9%
Manufacturing	47	9.5%	23	5.9%	13	3.6%
Mining & Natural Resources	48	9.7%	28	7.2%	23	6.3%
Multisector & Other	33	6.6%	45	11.6%	37	10.2%
Services	48	9.7%	45	11.6%	47	13.0%
Telecommunications	50	10.1%	42	10.8%	26	7.2%
Transportation	114	22.9%	94	24.2%	99	27.3%
Water & Environment	67	13.4%	36	9.3%	41	11.3%
TOTALS	497	100%	388	100%	362	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR**By Value Of Obligations**

	2002		2003		2004	
Agribusiness	\$2,404,991	3.1%	\$685,358	1.2%	\$133,106	0.2%
Energy & Power	\$9,245,776	12.2%	\$7,125,246	13.4%	\$8,302,079	14.8%
Human Resources	\$977,526	1.2%	\$1,077,379	2.0%	\$3,999,621	7.1%
Manufacturing	\$8,397,766	11.1%	\$4,112,146	7.7%	\$1,713,702	3.1%
Mining & Natural Resources	\$8,186,421	10.8%	\$3,500,959	6.6%	\$4,146,391	7.4%
Multisector & Other	\$4,177,532	5.5%	\$4,883,061	9.2%	\$4,343,071	7.7%
Services	\$7,073,787	9.4%	\$5,011,167	9.4%	\$8,151,868	14.5%
Telecommunications	\$6,647,862	8.8%	\$6,991,871	13.2%	\$2,950,536	5.3%
Transportation	\$17,240,581	22.9%	\$13,933,433	26.3%	\$16,508,766	29.4%
Water & Environment	\$10,893,282	14.4%	\$5,489,900	10.3%	\$5,922,399	10.5%
TOTALS	\$75,245,530	100%	\$52,810,524	100%	\$56,171,539	100%

2004 PROGRAM ACTIVITIES

Africa and The Middle East	Asia	Central and Eastern Europe	Eurasia	Latin America and The Caribbean
Algeria	Bangladesh	Bosnia & Herzegovina	Afghanistan	Argentina
Cameroon	China	Bulgaria	Azerbaijan	Bolivia
Cape Verde	East Timor	Croatia	Iraq	Brazil
Djibouti	India	Czech Republic	Kazakhstan	Chile
Egypt	Indonesia	Hungary	Kyrgyzstan	Colombia
Ethiopia	Mongolia	Lithuania	Russia	Ecuador
Gabon	Pakistan	Macedonia	Tajikistan	El Salvador
Gambia	Philippines	Poland	Turkey	Guatemala
Ghana	Sri Lanka	Romania	Turkmenistan	Haiti
Jordan	Thailand	Serbia and Montenegro	Ukraine	Honduras
Kenya	Vietnam		Uzbekistan	Jamaica
Madagascar				Mexico
Namibia				Nicaragua
Nigeria				Panama
Sao Tome & Principe				Paraguay
Senegal				Peru
South Africa				
Tanzania				
Uganda				
Yemen				
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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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