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FOIA Requester Service Center
U.S. Trade and Development Agency
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January 25, 2023

VIA EMAIL

Re: Freedom of Information Act ("FOIA") request 2022-00001:

Thank you for your FOIA request to the U.S. Trade and Development Agency ("USTDA"), dated October 5, 2021, in which you asked for:

"A copy of the USTDA Congressional Budget Justification (CBJ) for FY2021 and the CBJ for FY2022. I did not find these documents posted on the TDA website when I tried to find them, such as here: <https://ustda.gov/congressional-budget-justification-reports/>"

In accordance with FOIA, USTDA has conducted a reasonable search for the requested records. All responsive records are being released in their entirety and are enclosed. No other responsive records were found.

This constitutes the USTDA's final response to your FOIA request. If you choose to appeal, please submit the appeal in writing, describing the issue and basis for the appeal, within ninety (90) days from receipt of this letter. The appeal should include the request number written in the subject line above and be addressed to: FOIA Appeal Authority, U.S. Trade and Development Agency, 1101 Wilson Blvd, Suite 1100, P.O. Box 12268, Arlington, VA, 22209. Additionally, you may seek dispute resolution services from the FOIA Public Liaison or the Office of Government Information Services at the National Archives and Records Administration.

Thank you again for your inquiry. There is no charge for processing this FOIA request. If you would like to modify your request, please do so, and we will consider it. This is a final action on your request. If you would like to appeal this decision you may do so. Submit your appeal to USTDA's Chief FOIA Officer, Sam Kwon at skwon@ustda.gov. If you have any questions you may send an email to foia@ustda.gov or call (703) 875-4357 and ask to speak with FOIA Associate Natasha Schultz or with me. Please do not hesitate to contact us if you have any questions about this letter.

Sincerely,

John Mantini
John C. Mantini
Attorney Advisor



USTDA

U.S. TRADE AND DEVELOPMENT AGENCY

U.S. Trade and Development Agency

Fiscal Year 2021 Congressional Budget Justification

Agency Overview

The U.S. Trade and Development Agency (USTDA)'s mandate is to support job creation at home and promote economic development abroad. USTDA does so by leveraging U.S. industry expertise to build mutually beneficial, trade- and investment-based partnerships with emerging markets. While this model of international development is still being adopted by some organizations, it has been central to USTDA's core mission for nearly three decades.

USTDA participates in this development paradigm shift by employing the knowledge, expertise and resources of the U.S. private sector: an approach that helps emerging markets achieve their development goals while supporting our own economy. The Agency's work to link U.S. businesses to global infrastructure opportunities increases exports of U.S. goods and services – which, in turn, supports high-paying American jobs.

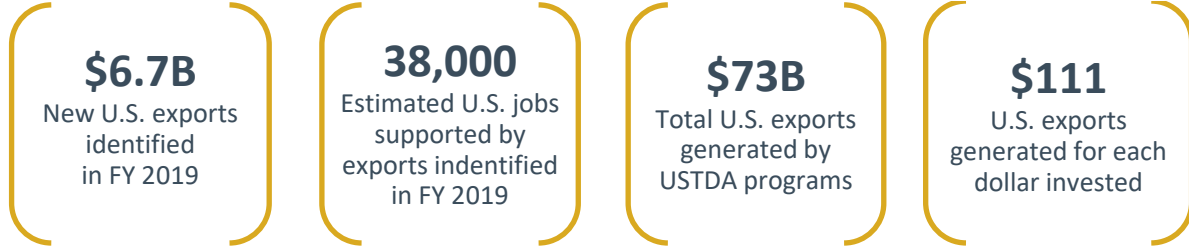
USTDA supports the private sector by engaging in development projects at the critical early stages when a project's technology options and requirements are being defined. By highlighting opportunities for the use of U.S. expertise and technologies when they can effectively be incorporated into project design, the Agency increases opportunities for the use of quality U.S. solutions in project implementation.

The Agency connects foreign project sponsors with U.S. manufacturers and service providers of quality-made American solutions to open emerging markets for the export of U.S.-manufactured goods, services and technologies through reverse trade missions, feasibility studies and pilot projects, conferences and workshops, and technical assistance.

USTDA has received unqualified audit opinions in every year of its existence as an independent agency. USTDA has a lean, experienced and innovative team that works collaboratively to achieve the Agency's mission. Their extraordinary commitment enables USTDA to leverage its resources to produce remarkable results.

Increasing U.S. Exports, Supporting U.S. Jobs

USTDA's mandate to provide infrastructure development assistance to emerging economies by leveraging the resources of the U.S. private sector helps increase U.S. exports to overseas markets and supports high-paying jobs here at home. In fact, since 2009, USTDA's export multiplier has increased from \$35 to \$111 in U.S. exports generated for every dollar programmed. The Agency's results in FY 2019 demonstrate its export promotion and job creating performance.



As part of its comprehensive effort to support job creation across the country, USTDA continued its commitment to its signature Making Global Local program, which is the centerpiece of the Agency’s domestic outreach strategy. Designed to support U.S. jobs by increasing the number of U.S. businesses that benefit from USTDA’s export promotion programs, Making Global Local enables the Agency to connect with companies of all sizes across the country. USTDA has established Making Global Local partnerships with over 90 local trade promotion organizations in 33 states across the United States. These organizations provide the Agency with market intelligence on their local business communities, including key industry clusters, cutting-edge manufacturers and innovative service providers – many of which are small and medium-sized enterprises (SMEs) – in order to connect U.S. businesses with foreign buyers.

Budget Request & Justification

The Administration believes that the Agency's mission is more appropriately served by the private sector. As part of its efforts to streamline functions and close programs across government, the Administration respectfully requests \$12.1 million in budgetary resources for FY 2021 to provide for an orderly wind-down of operations of the U.S. Trade and Development Agency. While the Administration wants U.S. businesses to invest in emerging markets to grow their businesses and create American jobs, these businesses have incentive to invest and should rely on private sector financing. In general, the United States should not provide taxpayer subsidies except in rare situations, such as when limited support is needed to offset inappropriate subsidies that disadvantage U.S. businesses. Other U.S. agencies will continue to effectively promote American exports, support American businesses overseas, and facilitate international infrastructure development. These include the U.S. Export-Import Bank, the U.S. Department of Commerce, the U.S. International Development Finance Corporation, and the U.S. Agency for International Development.

Termination Expenses

The Agency conducted a thorough, line-by-line analysis of costs necessary to conduct an orderly wind-down to terminate Agency functions in FY 2021. These costs are broken out below, and amount to an **operating budget of \$12.1 million in FY 2021.**

Personnel Expenses – \$5.8 million

This amount includes termination costs for employee severance packages, retention of essential personnel to close-out operations and contracting assistance necessary to facilitate an orderly shutdown of the Agency.

Real Property Expenses – \$4.5 million

The total real property costs necessary for an orderly wind-down amount to \$4.5 million, which includes rental payments for FY 2021 and contractual “buyout” costs for early termination of the Agency headquarters’ lease at the end of FY 2021.

Miscellaneous Expenses – \$1.8 million

The miscellaneous expenses include costs such as fulfilling requirements for archiving, scanning and records management; close-out of overseas offices including ICASS and CSCS obligations; support through shared service agreements for shutdown activities; and financial close-out costs related to closing-out grant activities and a final financial audit.

Proposed Appropriations Language

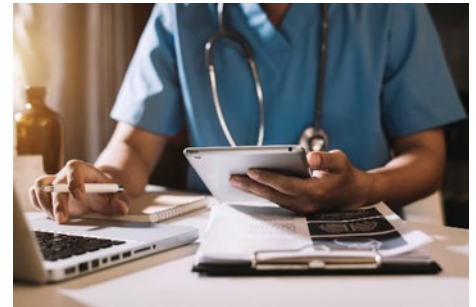
TRADE AND DEVELOPMENT AGENCY

For necessary expenses to carry out the closure of the Trade and Development Agency, \$12,105,000.



U.S. TRADE AND DEVELOPMENT AGENCY

FISCAL YEAR 2022 CONGRESSIONAL BUDGET JUSTIFICATION



Executive Summary

The United States faces growing national security and geopolitical challenges that require an ambitious, direct and innovative response. This is why President Biden has focused his Administration on tackling the global climate crisis, keeping the American middle class at the center of our foreign policy, and promoting U.S. competitiveness in the face of China's unfair trade practices and global ambitions.

In support of these policy goals, the Administration requests \$79,500,000 for the U.S. Trade and Development Agency (USTDA) for Fiscal Year 2022.

USTDA helps companies create U.S. jobs through the export of U.S. goods and services for priority infrastructure projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries. This unique dual mandate allows the Agency to respond directly to the Administration's top domestic and international priorities.

USTDA also provides a proven return on taxpayer dollars. In 2020 every \$1 USTDA programmed generated \$112 in U.S. exports. USTDA has facilitated \$74 billion in U.S. exports since its founding in 1992. The Administration's funding request for USTDA represents the promise of a foreign policy that works for the American middle class, a restoration of America's global leadership and a means toward putting the world on a sustainable climate pathway. A commitment to USTDA is also a commitment to building back better both at home and abroad.

A TARGETED AND TIMELESS MISSION

Since its creation in the *Jobs Through Exports Act* of 1992¹, USTDA has helped to usher in a new American paradigm of foreign assistance. The Agency's dual mission is unique among Federal agencies: at the same time the Agency promotes outcomes in infrastructure and economic development overseas, USTDA is mandated to help create American jobs through exports.

The U.S. Trade and Development Agency links U.S. businesses to priority infrastructure projects in emerging economies, helping to create U.S. jobs through the export of U.S. goods and services in sectors critical to economic growth in partner countries. By funding project preparation and partnership building activities, USTDA supports the development of infrastructure projects that can be financed, implemented, and sustained. USTDA's assistance bridges a critical funding gap that provides the

¹ Congress explicitly pulled USTDA out of a larger foreign assistance agency nearly 30 years ago, recognizing the needed flexibility for its program and that its job-supporting mission was lost in USAID's mission and culture of international and humanitarian assistance.

comprehensive analysis that modern, sustainable infrastructure projects need to move from concept to implementation.

AGILE, EQUIPPED AND EFFECTIVE

As a small, independent agency, USTDA serves as an agile and fast-moving entity, responsive to the targeted needs of U.S. industry and overseas partners to deliver a diversity of solutions. The Agency does not advance a traditional “donor” aid model, nor is it a development finance institution (DFI). Rather, USTDA uses its early-stage grant funding to advance infrastructure projects prioritized by its overseas partners; deploy U.S. private sector solutions; and catalyze investment from a multitude of international sources, thereby increasing the likelihood of project implementation. The success of this model has been driven, in part, on the Agency’s utilization of small and minority-owned businesses to achieve its mission, which is advancing the Administration’s Executive Order on *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*. For example, in the most recent fiscal year, 72 percent of all FAR contracts were with small businesses and of those contracts 43 percent were with small minority-owned businesses, far exceeding SBA’s minority-owned benchmarks.

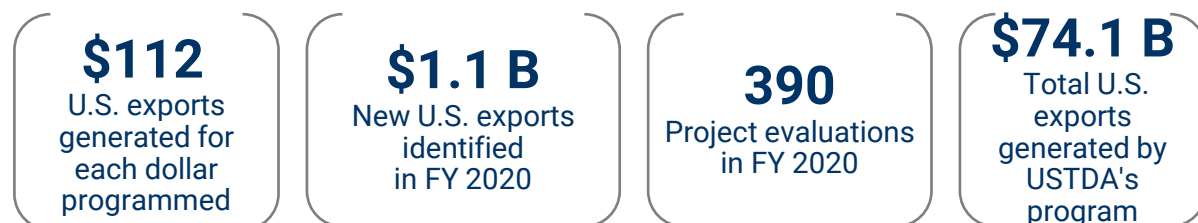
This model enables critical development outcomes in our partner countries, but in a way that positions American companies for long-term global partnerships that expand U.S. exports and support good-paying American jobs. It authentically transforms the traditional foreign assistance paradigm “from aid, to trade” – that is, it reorients the position of the United States from aid donor to partner in mutually beneficial, trade and commercially focused relationships.

USTDA targets strategic industry sectors and emerging markets to achieve maximum effectiveness and return on taxpayer funds. USTDA’s sectoral focus comes directly from its authorizing statute, which mandates that the Agency “promote United States private sector participation” in global infrastructure projects and concentrate on “economic sectors with significant United States export potential, such as energy, transportation, telecommunications, and environment.” Recognizing the effectiveness of this focused approach, the Agency has further narrowed its work to a group of “priority countries,” those with the economic, political, and regulatory environments most conducive to trade and commercial engagement with the United States. The result is a distinct, sharply focused program that helps U.S. businesses compete –and win– against foreign competition.

A RECORD OF RESULTS

The return on investment from USTDA’s program is proven through the Agency’s “export multiplier,” currently representing \$112 in U.S. exports generated for every \$1 programmed by USTDA. The current export multiplier is an all-time high, demonstrating the Agency’s continued effectiveness and important role in opening foreign markets for

the export of U.S.-manufactured goods and services amid competition from economic and geopolitical rivals such as China.



Supporting Climate-Smart Infrastructure

"Nations that work together to invest in the cleaner economy will reap rewards for their citizens. The United States is committed – we are committed to making those investments to grow our economy here at home while connecting with markets around the world. For example, we are launching a new Global Partnership for Climate-Smart Infrastructure. This will create good-paying jobs here in America by supporting development of new, clean infrastructure in our partner countries. These are the sort of partnerships that are going to be good for all of us."

*President Joseph R. Biden Jr.
April 23, 2021*

USTDA's mission and program are wholly aligned with President Biden's vision of climate as an essential component of American foreign policy and national security. With nearly three decades of experience supporting clean energy and climate-smart infrastructure in emerging markets, USTDA is well positioned to help its overseas partners transition to net-zero economies in accordance with the President's January 27, 2021 Executive Order on Tackling the Climate Crisis at Home and Abroad.

To achieve this objective, USTDA created the Global Partnership for Climate-Smart Infrastructure, which President Biden launched during the 2021 Leaders Summit on Climate. Under this initiative, USTDA is bringing U.S. industry together to advance major clean energy and transportation infrastructure projects in emerging markets.

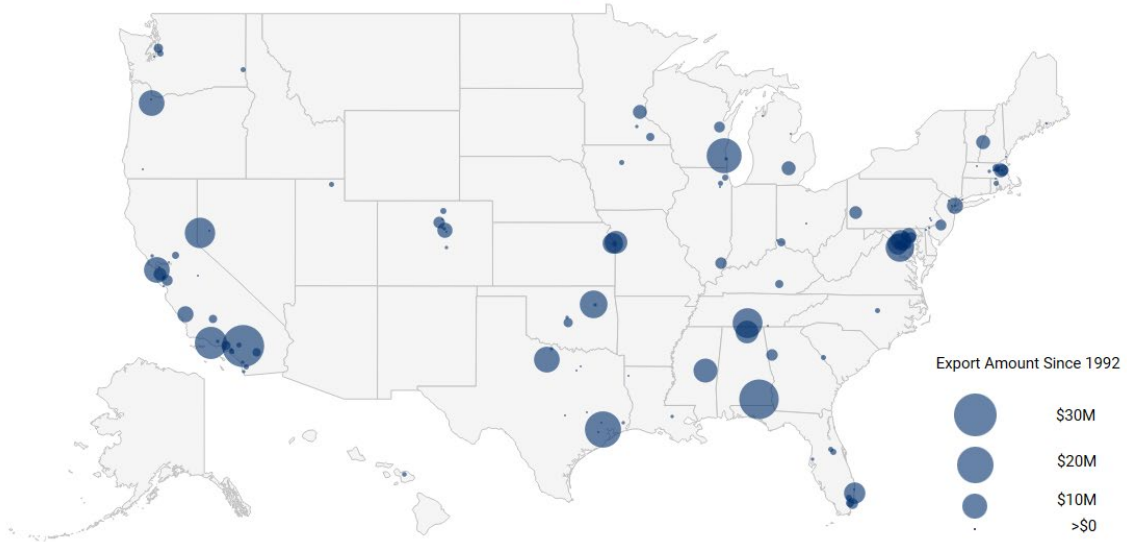
The Global Climate Partnership leverages USTDA's project preparation expertise as well as partnership-building activities to support the use of U.S. technologies and services in overseas climate-smart infrastructure projects. The initiative supports the rebuilding of the American middle class through the export of U.S.-manufactured goods and services, while enhancing economic recovery through climate-smart infrastructure development for our partners and allies globally.

In FY 2022, the Global Climate Partnership will focus on resilient and low-carbon infrastructure solutions to drive the adoption of transformational energy and transportation sector technologies that reduce greenhouse gas emissions and support resiliency to climate change. This initiative will create economic opportunities at home and abroad by leveraging public and private sector finance to catalyze the net-zero transition and help vulnerable countries and communities respond to climate impacts.

The Global Climate Partnership is built upon USTDA's existing record of success generating \$4.1 billion in U.S. climate technology exports in the clean energy and transportation sectors, including \$337 million in small business exports from 144 communities across the United States.

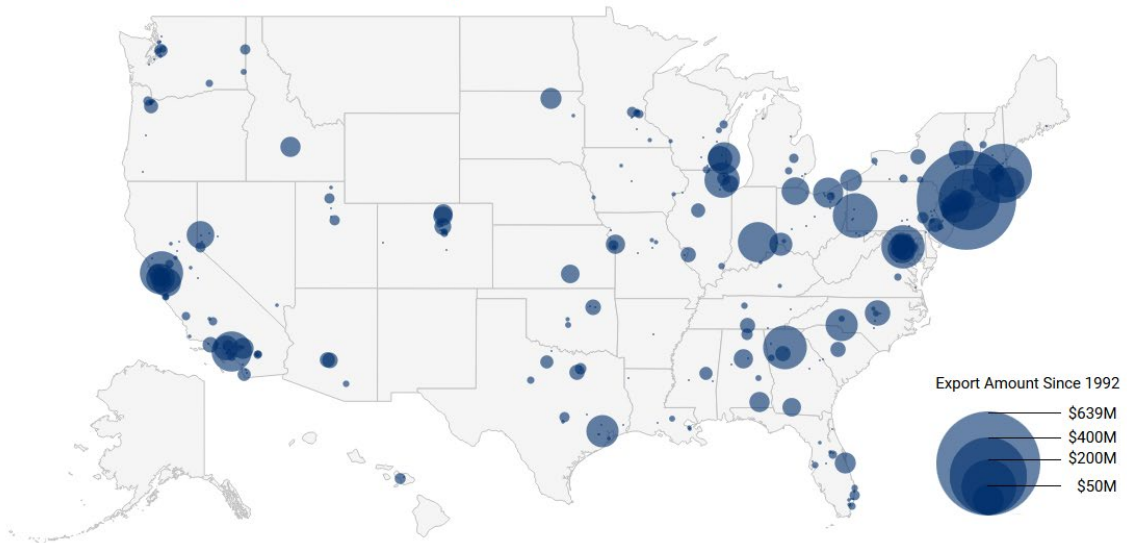
USTDA-SUPPORTED CLIMATE EXPORTS

\$337 million in small business exports from 144 communities



USTDA-SUPPORTED CLIMATE EXPORTS

\$4.1 billion in exports from 350 communities



BUILDING THE CAPACITY FOR BEST-VALUE PROCUREMENT PRACTICES

American products and services are the most competitive in the world and when given a fair opportunity, U.S. companies can compete on quality – and win – anywhere. But too often, our products and workers are blocked by unfair trade barriers that limit market access, or the procurement rules are written in a way that only the cheapest solutions can win.

USTDA was one of the first assistance agencies to address the detrimental impacts of poor project planning in emerging markets and the reliance on lowest-cost procurement methods to implement infrastructure projects. Since 2009 the Agency has required all of its studies to include a life cycle cost analysis to help its project sponsors understand the total cost of ownership for their projects. For over a decade, USTDA prioritized quality and value for money in its infrastructure development program, becoming a global leader in the field.

USTDA built upon these foundational efforts to launch the *Global Procurement Initiative: Understanding Best Value* (GPI) in 2013. Since then, the GPI has trained public officials in emerging markets on how to establish procurement practices and policies that integrate life cycle cost analysis and best value determination in a fair, transparent manner. The GPI helps countries acquire high-quality, long-lasting technologies while building smart, sustainable infrastructure with overall savings to their government. The goal of the GPI is to provide partner countries with the skills they need to move away from low-cost, low-quality solutions that have impeded their infrastructure development and economic growth.

Working in collaboration with its U.S. government partners, five multilateral development banks, and bilateral partners including Japan and Australia, USTDA will continue to provide training and grant assistance to emerging partner countries using all of the Agency's existing tools, to help address the shortcomings of individual country procurement systems.

MOVING OVERSEAS PARTNERS TOWARD AMERICAN 5G SOLUTIONS

USTDA will continue to support project preparation activities that enable, develop, and deploy secure and sustainable 5G networks. The Agency's 5G-related project preparation activities provide comprehensive analyses of technology options and requirements, including pilot projects that test commercially viable U.S. technology.

In addition to project preparation, USTDA will continue to employ a wide range of tools to enhance the international competitiveness of American 5G solutions through training grants, reverse trade missions, and technical workshops and conferences that connect U.S. companies to next generation network developers in emerging markets.

**Philippines:
Promoting
American 5G**

USTDA is advancing American 5G solutions in the Philippines by funding training to help PLDT, Inc., the Philippines' largest telecommunications company, build the technical and managerial capacity needed to deploy U.S.-based next generation technologies throughout the country.

In the 5G space in particular, U.S. firms often face an uneven playing field and competitive disadvantages in international tenders due to non-U.S. firms whose governments offer incentives to host country decision-makers that exceed the tender requirements. USTDA can help level the playing field in these circumstances by offering the host country specialized training assistance that is conditioned on the selection of American-made solutions. In addition to these efforts, USTDA will support U.S. competitiveness through reverse trade missions that bring foreign project sponsors to the United States to observe the design, manufacture and operation of U.S. products and services that support their infrastructure goals.

Regional Programming

ADVANCING A FREE AND OPEN INDO-PACIFIC REGION

China's Belt and Road Initiative (BRI) continues to pose serious economic and geopolitical challenges for the United States and numerous emerging economies across the globe. In recognition of this reality, USTDA ceased funding new program activities within its China portfolio in FY 2019. To better respond to China's expansion, USTDA has redeployed resources toward other regions to counter China's aggressive push into developing markets via the BRI and other initiatives.

The Indo-Pacific region is a principal recipient of USTDA's programmatic rebalancing as the Agency focuses on activities that challenge China's growing development assistance presence. Through comprehensive partnerships borne out of nearly three decades of experience in the region, USTDA is actively supporting the development of modern and sustainable infrastructure across the Indo-Pacific. While most Indo-Pacific countries are eligible for USTDA assistance, the Agency prioritizes markets that are most compelling for U.S. companies including India, Indonesia, the Philippines, Thailand and Vietnam.

USTDA's mission, experience and robust track record supporting sustainable climate-smart infrastructure positions the Agency well to advance the Administration's goal of addressing the ongoing climate crisis. In particular, USTDA will prioritize programming for renewable energy, energy access, smart grid, smart city and transportation projects. These activities are helping the region build

**Vietnam:
Smart Grids**

USTDA funded an information technology roadmap that is helping Vietnam's National Power Transmission Corporation better manage power sector growth and increase the efficiency of its national grid. USTDA's activity resulted in six American firms supplying advanced smart grid technology solutions that are strengthening resilience, reducing load losses and improving energy efficiency.

resilient net-zero economies and directly support USTDA's Global Climate Partnership.

Similarly, USTDA will also continue supporting early-stage ICT infrastructure development across the region. These activities provide a direct alternative to a Chinese-centric approach to deployment of ICT resources. USTDA programming will advance critical connectivity and cybersecurity projects, which open markets, create U.S. jobs through exports and support the development of open, interoperable, reliable and secure communications in the Indo-Pacific region.

DELIVERING FOR A MORE PROSPEROUS AFRICA

Over the past two decades, China has been ubiquitous in the financing of African infrastructure projects, bankrolling an estimated one in five projects and constructing one in three. In September 2018, at the annual Forum on China-Africa Cooperation, Chinese President Xi Jinping pledged \$60 billion to African governments and their state-owned enterprises under the BRI. Through USTDA's support for the whole-of-government Prosper Africa and Power Africa initiatives, as well as the Agency's own Access Africa initiative, USTDA is actively counteracting China's growing ambitions across sub-Saharan Africa through cooperation with U.S. industry and like-minded private and public sector African entities that look to the United States as their global partner of choice.

Prosper Africa

USTDA is a key supporter of Prosper Africa, the whole-of-government initiative to substantially increase two-way trade and investment between the United States and Africa. Prosper Africa coordinates the full range of U.S. government resources to connect U.S. and African businesses with new buyers, suppliers, and investment opportunities. Under Prosper Africa USTDA has aligned resources to facilitate transactions that build sub-Saharan Africa's infrastructure using American-made goods and services.

Power Africa

Launched in 2013, Power Africa is a U.S. government-led initiative that addresses one of the most pressing challenges to sustainable economic growth and development in sub-Saharan Africa: access to electrical power. Under the initiative, USTDA has built a vibrant portfolio of clean energy, energy efficiency and other climate-smart activities to benefit millions of residents and businesses across the continent.

Sub-Saharan Africa: Weather Forecasting

USTDA is supporting new resilience strategies across sub-Saharan Africa through a reverse trade mission that connected decision makers from 16 sub-Saharan African countries with U.S. firms in the weather services sector. The visit helped finalize multiple contracts for U.S. firms that are helping to modernize weather forecasting systems and advance climate resilience across the region.

Access Africa

Access Africa is a forum for discussion between USTDA and U.S. industry leaders to support the development of quality ICT infrastructure and services across sub-Saharan Africa. USTDA launched Access Africa in June 2019 at the U.S. Africa Business Summit, with an accompanying call for proposals to facilitate USTDA support for U.S. industry's top ICT priorities across the continent. As part of the Access Africa initiative, USTDA designs targeted programming to advance inclusive, secure and sustainable connectivity. In addition to project preparation activities, Access Africa will significantly increase the Agency's event programming, including more reverse trade missions that allow African developers to meet with U.S. ICT companies and better understand U.S. technology offerings to meet their specific needs, and workshops focused on commercial and industrial standards for the ICT sector in Africa.

Nigeria: Internet Connectivity

In July 2020 USTDA funded a feasibility study for the Nigerian company Backbone Connectivity Network that will lead to faster, more reliable connectivity for millions of residents and corporate customers in Port Harcourt and the neighboring coastal communities of Nigeria's South-South region.

MAINTAINING U.S. LEADERSHIP IN LATIN AMERICA AND THE CARIBBEAN

The coronavirus pandemic has created a challenging period for the Latin America and Caribbean region, bringing to the surface several important infrastructure priorities that USTDA is well positioned to support. For example, numerous markets are looking to diversify their economies beyond tourism or commodity exports by bridging their digital communications divide. Using its complete toolkit, USTDA will support the region's infrastructure priorities by linking U.S. exporters to these emerging opportunities. Key to this effort will be strengthening its strategic relationships with important regional

Brazil: ICT Resilience

The State of Ceará in northeast Brazil has placed a high priority on ICT to fuel economic growth and provide new opportunities to its citizens. USTDA-funded assistance helped the state develop a broadband network that is one of Brazil's largest and fastest, providing a variety of public services including telemedicine, distance education, digital television and videoconferencing to nearly 90 percent of Ceará's urban population. Built with American technology, this network has enhanced Ceará's economic resilience during the COVID-19 pandemic.

lenders including the Inter-American Development Bank, CAF-Development Bank of Latin America and Brazil's National Bank for Economic and Social Development. These partners are likely sources of financing for implementation of USTDA supported projects across the region.

Bilateral and multilateral commercial diplomacy will continue to underpin USTDA's engagement in the region. In Mexico and Central America, USTDA will prioritize its programming on improving infrastructure to foster greater investment, thereby strengthening the local economies and helping to mitigate the societal impacts of the global pandemic. In line with the Administration's efforts to address root causes of migration from the

Northern Central American countries, USTDA is prioritizing opportunities to support priority infrastructure projects in the energy, transportation, and ICT sectors. In line with these efforts, USTDA will build upon its digital connectivity training series to familiarize stakeholders in Costa Rica, El Salvador, Guatemala, and Honduras on U.S. best practices and technologies in the ICT sector. In addition, USTDA will continue to support the Administration's efforts to promote development in southern Mexico. Through direct engagement with leaders in southern Mexico, USTDA intends to support transportation, communications, and water sector activities that will have concrete developmental and economic impacts locally while connecting the U.S. private sector to this important region.

The Caribbean continues to face challenges with respect to energy security, lack of economic diversity and vulnerability related to natural disasters. Under the Administration's Small and Less Populous Island Economies (SALPIE) Initiative, USTDA is prioritizing its collaboration with island countries and territories in the Caribbean to promote economic recovery and development in the region. USTDA will play an instrumental role in addressing these concerns by helping to support the development of more sustainable and resilient infrastructure. COVID-19 has significantly impacted Caribbean countries whose economies are heavily reliant on tourism. Disruptions in the tourism sector due to travel restrictions are also compounded by natural disaster threats. Now more than ever, a regional approach is needed to ensure infrastructure resilience in the Caribbean. To address this regional challenge, USTDA is considering a region-wide emergency management, preparedness and response initiative, which would be particularly instrumental in fostering the development of resilient infrastructure in the Caribbean.

ADVANCING GREATER STABILITY IN THE MIDDLE EAST AND NORTH AFRICA

China has been substantially increasing its footprint throughout the Middle East and North Africa in recent years. China also sees opportunity for investment in the region and has made it a key piece of its Belt and Road Initiative. In response, USTDA intends to expand its investments in the region and continue its critical role supporting infrastructure projects that lead to broad-based economic growth. Egypt remains one of Africa's major energy economies and a driver of economic growth and job creation. After many years of restrictions on operating in Egypt, USTDA has developed a robust program focused on energy development, which marries the strength of U.S. energy companies with Egypt's efforts to modernize its broader energy sector. In FY 2022, USTDA will

Jordan: Improving Healthcare

USTDA assistance helped Jordan grow an e-health pilot project at three clinics into a nationwide program that now manages over six million registered electronic patient records using U.S. American technology. USTDA's assistance also helped enhance the quality and resilience of Jordan's healthcare management systems during some of the most challenging periods of the COVID-19 pandemic. Its platform has contributed to nationwide contact tracing efforts to help control the spread of the virus and allowed patients an easy online option to request recurring medications.

diversify its programming in Egypt to focus on cleaner and more renewable activities and develop other sector engagements that will deepen the U.S.-Egypt commercial and economic relationship. Similarly, USTDA will continue to prioritize activities in Turkey and Jordan to maintain U.S. leadership in the region while opening markets for the export of U.S.-manufactured goods and services.

Priority Countries and Sectors

USTDA targets its programming toward priority infrastructure projects in emerging markets that offer opportunities for significant exports of U.S. goods and services. These fast-growing, dynamic markets are eager for the kind of high-quality solutions that U.S. firms offer, but they are also some of the most competitive global markets where Chinese and European competitors regularly obtain significant support from their respective governments to tilt the playing field in their favor. USTDA concentrates its resources on a limited number of priority countries and sectors where it will have the greatest impact on U.S. competitiveness, exports and overseas economic development.

In FY 2022, USTDA expects to target several key regions and markets, including:

Sub-Saharan Africa:

- Cote d'Ivoire
- Ethiopia
- Ghana
- Kenya
- Nigeria
- Senegal
- South Africa
- Uganda

Indo-Pacific:

- India
- Indonesia
- Malaysia
- Philippines
- Thailand
- Vietnam

Middle East / North Africa:

- Egypt
- Jordan
- Turkey

Latin America / Caribbean:

- Brazil
- Colombia
- Ecuador
- Mexico
- Jamaica

USTDA's five priority sectors include clean energy, transportation, ICT, healthcare infrastructure and agribusiness. These are the industries where U.S. technologies are most competitive and likely to generate exports to the Agency's priority countries. USTDA uses the expertise of its in-house industry sector teams to track developments in these key sectors and utilizing this information, USTDA makes better informed decisions on that account of the greatest opportunity for growth in U.S. exports.

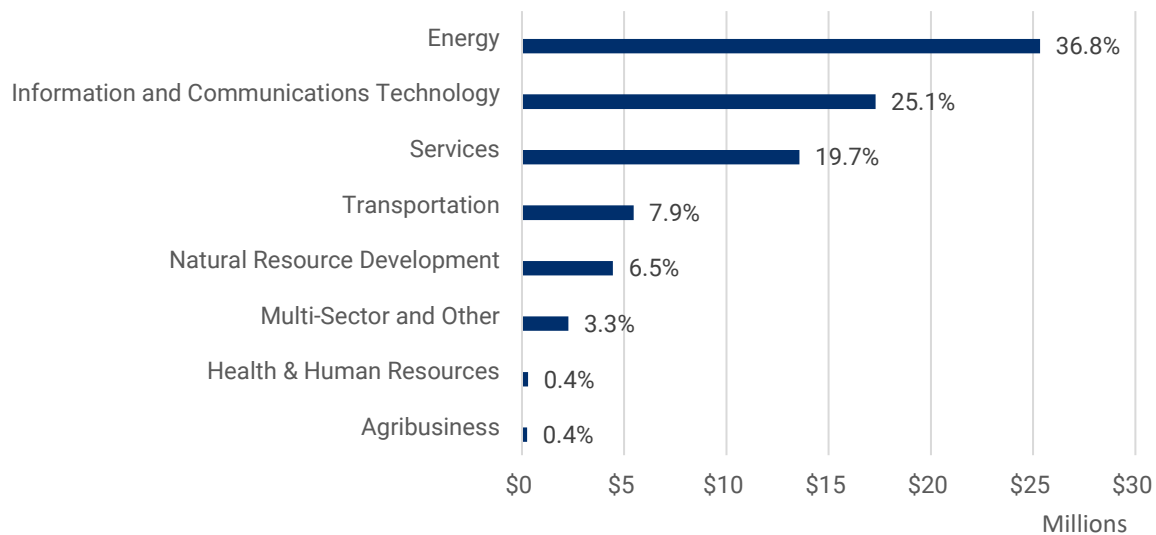
Regional and Sector Projected Breakout

The table below represents amounts of all available core and transfer funds obligated in FY 2020. The FY 2022 amounts represent the anticipated allocation of FY 2022 core funds requested in this budget request.

Region	FY 2020		FY 2022 (Requested)	
	Amount	% of Total	Amount	% of Total
Indo-Pacific	\$16,933,482	25%	\$15,000,000	25%
Latin American and the Caribbean	\$7,448,334	11%	\$11,000,000	18%
Middle East and North Africa/Europe	\$8,518,502	12.5%	\$7,500,000	12%
Sub-Saharan Africa	\$22,974,186	34%	\$19,000,000	32%
Worldwide/Global Procurement Initiative	\$11,875,580	17.5%	\$8,000,000	13%
Total	\$67,750,084	100.0%	\$60,500,000	100%

The following chart represents the Agency’s spending in FY 2020 by sector.

FY 2020 Spending by Sector



Operating Expenses

USTDA requests \$19,000,000 in operating expenses for FY 2022, an amount that is consistent with the Agency's historical proportionate share of administrative overhead to programmatic funding,

IMPROVING MANAGEMENT THROUGH IT MODERNIZATION AND INVESTING IN SHARED SERVICES

USTDA will continue to invest in efforts to modernize and integrate its operations to increase functionality and usability, leveraging shared services where available. USTDA has multiple initiatives upcoming in FY 2021-2022 that will modernize and improve the ability of USTDA to focus on mission, service and stewardship. USTDA will finalize FY 2020 initiatives including the rollout of Microsoft Enterprise level solutions and the Security Center Configuration Manager (SCCM). These improvements, as well as the recently completed implementation of a real-time security assessment solution, provide enhanced security, further identify and provide guidance for mitigating vulnerabilities, and further harden USTDA IT defenses.

Additional projects in the upcoming year include the continued development of the USTDA Privacy Program and further implementation of Insider Threat Program components. USTDA has worked hard in recent years to modernize its IT infrastructure and inoculate itself against network vulnerabilities, by laying strong foundations and keeping pace with expanded federal security requirements.² USTDA has prioritized the investment in shared services. For example, historically, USTDA has obtained many services through shared services agreements with other Federal government agencies, including the Department of State, the General Services Administration, the Department of the Interior, and the Department of Homeland Security. USTDA continues to host its external website on OMB's MAX platform. USTDA has included funding in the proposed budget to continue its active utilization of shared services and will work to identify new areas to increase shared services in FY 2022.

REPRESENTATIONAL FUNDS

In addition to its operating expenses, USTDA requests a representational fund of \$5,000. As a foreign assistance agency, it is essential that USTDA's representational funds be sufficient to allow the Agency to operate appropriately in diplomatic environments. These funds support the extensive work the Agency engages in overseas, as well as local outreach and related programs that bring emerging economy decision-makers together with the U.S. business community in fulfillment of the Agency's mission.

² Cybersecurity Act of 2015, OMB's Circular A-130, OMB Memorandums M-08-05 and M-11-11, HSPD-12, 2014 and FISMA 2014.

APPENDIX

USTDA's Mission and Tools

MISSION STATEMENT

The U.S. Trade and Development Agency helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries.

USTDA's "toolbox" of targeted activities and programs help achieve the Administration's top priority of increasing U.S. exports in support of domestic job growth.

FEASIBILITY STUDIES AND PILOT PROJECTS

Getting It Right from the Start

USTDA-funded and U.S.-led feasibility studies link foreign project sponsors with U.S. businesses at the critical early stages when technology options and project requirements are defined. These studies provide the comprehensive analysis required for major infrastructure investments to achieve financing and implementation.

In some cases, export opportunities depend on a demonstration of the U.S. seller's goods, services or technologies in the foreign buyer's setting.

Agency-funded pilot projects demonstrate the effectiveness of U.S. solutions and provide the analysis, evaluation and empirical data needed for potential foreign projects to secure funding. Pilot projects have proven to be an excellent tool for showcasing U.S. capabilities.

TECHNICAL ASSISTANCE

Creating a Favorable Business and Trade Environment

USTDA funds technical assistance that supports legal and regulatory reform, the establishment of industry standards and other activities that create a more transparent market for U.S. companies to engage. These programs, which often bridge gaps in the project development life cycle and shepherd projects through to financing, help facilitate favorable business and trade environments for U.S. goods and services.

REVERSE TRADE MISSIONS

Making Connections

USTDA's specially tailored reverse trade missions provide unique opportunities to foster business relationships between U.S. companies and overseas project sponsors. The Agency brings foreign project sponsors to the United States to observe the design, manufacture and operation of American products and services that best support their infrastructure development goals. These visits help to shine a spotlight on the Administration's commitment to U.S. job creation, as each visit is targeted to inform foreign decisions-makers of U.S. solutions as they consider their upcoming procurement decisions.

CONFERENCES AND WORKSHOPS

Identifying Opportunities, Showcasing Technologies

USTDA organizes sector and region-specific events to connect U.S. firms with foreign buyers, highlights upcoming infrastructure projects overseas and showcases U.S. goods and services. These events, which are held in the United States and overseas, help U.S. companies build partnerships and identify export opportunities by providing them with vital knowledge on specific projects and activities.

Organizational Structure

USTDA maintains a lean structure that supports the Agency's goal of functioning as an agile and responsive organization. The Agency's executive team includes the Director, Chief Operating Officer, General Counsel, Director for Program Management, and Director for Management and Operations. Program staff, organized by geographic region, prioritizes business development in markets and sectors with the highest U.S. export and developmental potential, thereby positioning U.S. companies to achieve exceptional results.

To develop actionable recommendations for effective programming, USTDA's Office of Monitoring and Evaluations continuously reviews ongoing and past performance. Additionally, the Agency's size and structure allow its executive team, with input from the Director of Program Evaluations, to review and approve every dollar of program funding before it is obligated – thus ensuring empirical, evidence-based decisions and broad accountability.

Programmatic, operational and administrative support is provided by the Offices of General Counsel, Congressional and Public Affairs, Monitoring and Evaluations, Finance, Acquisition Management, Information Technology and Administration. These positions

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are limited, however, and shared servicing agreements are utilized for support functions wherever possible. This structure allows USTDA to maximize its resources in support of the Agency's statutory, programmatic mission.