



**Meeting the Moment, Preparing for the Future:  
Thirty Years of Quality Infrastructure**

# Promoting U.S. Exports, Developing Overseas Infrastructure

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.



## Message from the Director

USTDA has become a global force for international infrastructure development. Over the course of three decades, the Agency has worked alongside U.S. industry, overseas project sponsors and international financial institutions to develop sustainable, high-quality infrastructure in emerging economies using innovative U.S. solutions.

USTDA stands out for its unique mission within the U.S. government and for its position among the world’s premier infrastructure project preparation facilities. Our leading position is no accident. It is based on the flexibility and relevance of our tools to the needs of emerging economies and U.S. industry, as well as our mutually beneficial partnership-based model of foreign assistance.

For 30 years, USTDA has shaped the future of infrastructure in emerging economies. We have applied our tools to address some of the most pressing global development and geopolitical issues of the day, while enhancing American competitiveness, supporting U.S. jobs and advancing national security interests. The enduring, generational nature of our work allows our partners to meet the needs of the day while building resilience to the challenges of the future.

This book tells USTDA’s story. It places the Agency’s work in historical context and demonstrates our role in transforming American foreign policy into results. We look forward to building on our decades of determined progress to address the opportunities and challenges ahead.



**Enoh T. Ebong**  
Director

**Enoh T. Ebong**  
Director



## Our Tools

### Project Preparation

USTDA conducts project preparation activities to provide the comprehensive analysis required for priority infrastructure projects to achieve financing and implementation. USTDA funds grants for projects that will both advance overseas partners' development priorities and create opportunities for U.S. exports.

- **Feasibility Studies** link foreign project sponsors with U.S. businesses at the critical early stages of a project when technology options and requirements are defined.
- **Technical Assistance** helps USTDA's foreign government partners create enabling environments for high-quality infrastructure to address broad development challenges.
- **Pilot Projects** test U.S. equipment and technology in overseas settings to demonstrate the effectiveness of innovative U.S. solutions and identify opportunities for scalability and replicability.

### Partnership Building

USTDA's model is predicated on the principle that the U.S. private sector can provide solutions for project sponsors' needs in emerging economies. USTDA funds partnership-building activities to help share knowledge, build relationships, and find solutions for the infrastructure challenges that our partners face.

- **Reverse Trade Missions** bring delegations of decision-makers from emerging economies to the United States to observe the best of American infrastructure design, manufacturing and operations, while building long-term partnerships with U.S. financiers, suppliers, and regulatory and policy experts.
- **Events and Conferences** convene industry and policy leaders to help make matches and open doors for everyone.

### Leveling the Playing Field

USTDA helps emerging economies gain access to high-quality U.S. goods and services while promoting fair competition for U.S. companies pursuing infrastructure projects.

- **USTDA's Global Procurement Initiative** trains public officials in emerging economies on how to establish procurement practices based on life-cycle cost analysis and best value. These practices open markets to greater international competition, while helping partner countries acquire high-quality, sustainable infrastructure with overall savings for their governments.
- **Training Assistance** helps U.S. firms pursuing international infrastructure deals when they face competitive disadvantages from foreign competitors whose governments offer incentives exceeding tender requirements. USTDA has a proven record of helping U.S. firms overcome this disadvantage by offering grants to fund specialized training and skillset development programs for emerging economy project sponsors.

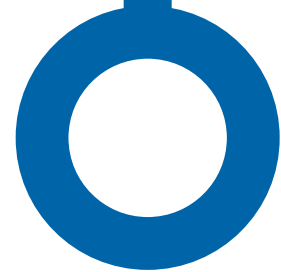


Since 1992:



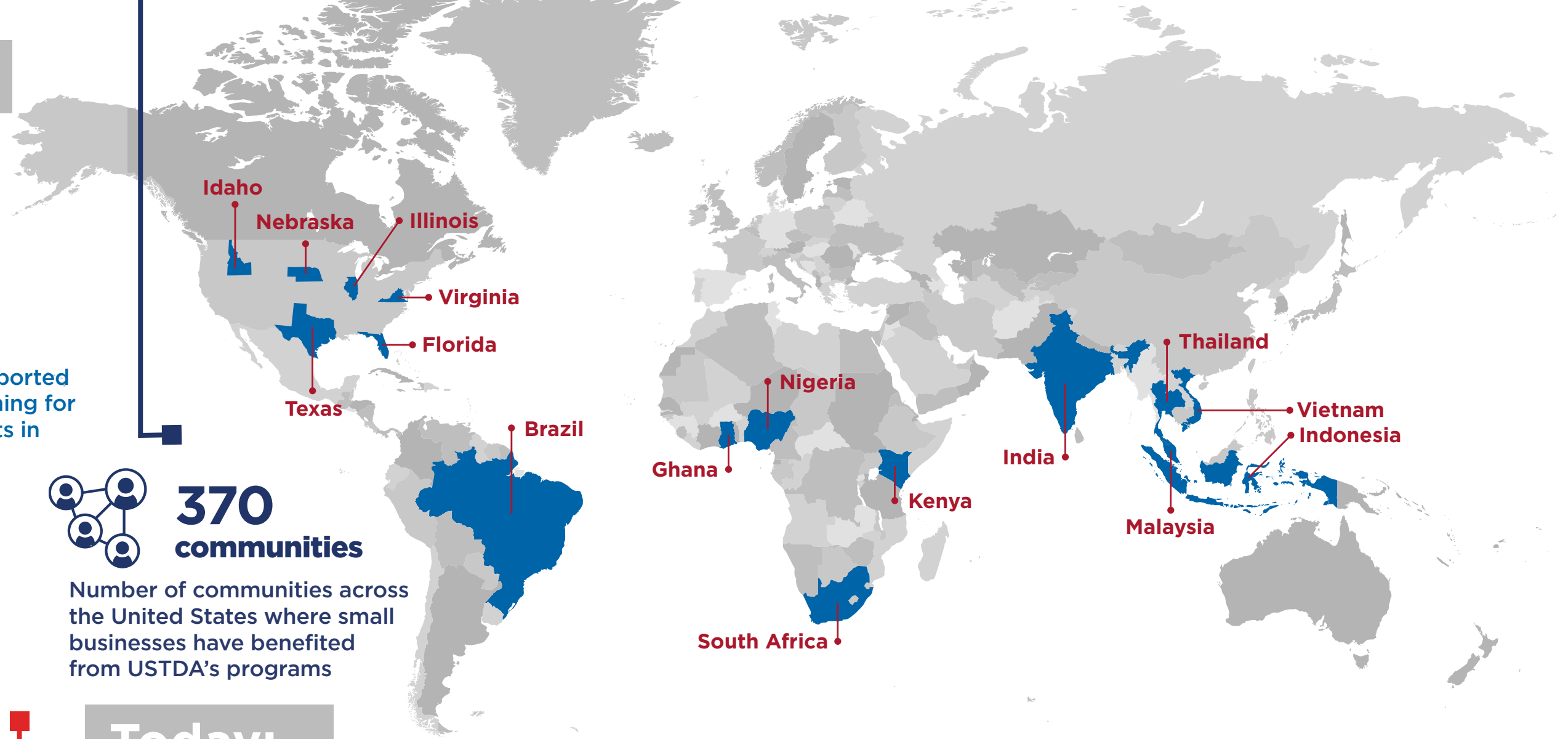
**\$115B**

Value of exports supported by USTDA programming for infrastructure projects in emerging economies



**4,000 activities**

Number of infrastructure activities supported across 139 countries



**370 communities**

Number of communities across the United States where small businesses have benefited from USTDA's programs

Today:

**\$1**   **\$136**  


**Multiplier at 30 years**

USTDA has generated an average of \$136 in U.S. exports for every dollar programmed

At 30 years:

**Country representatives in 16 locations around the world**

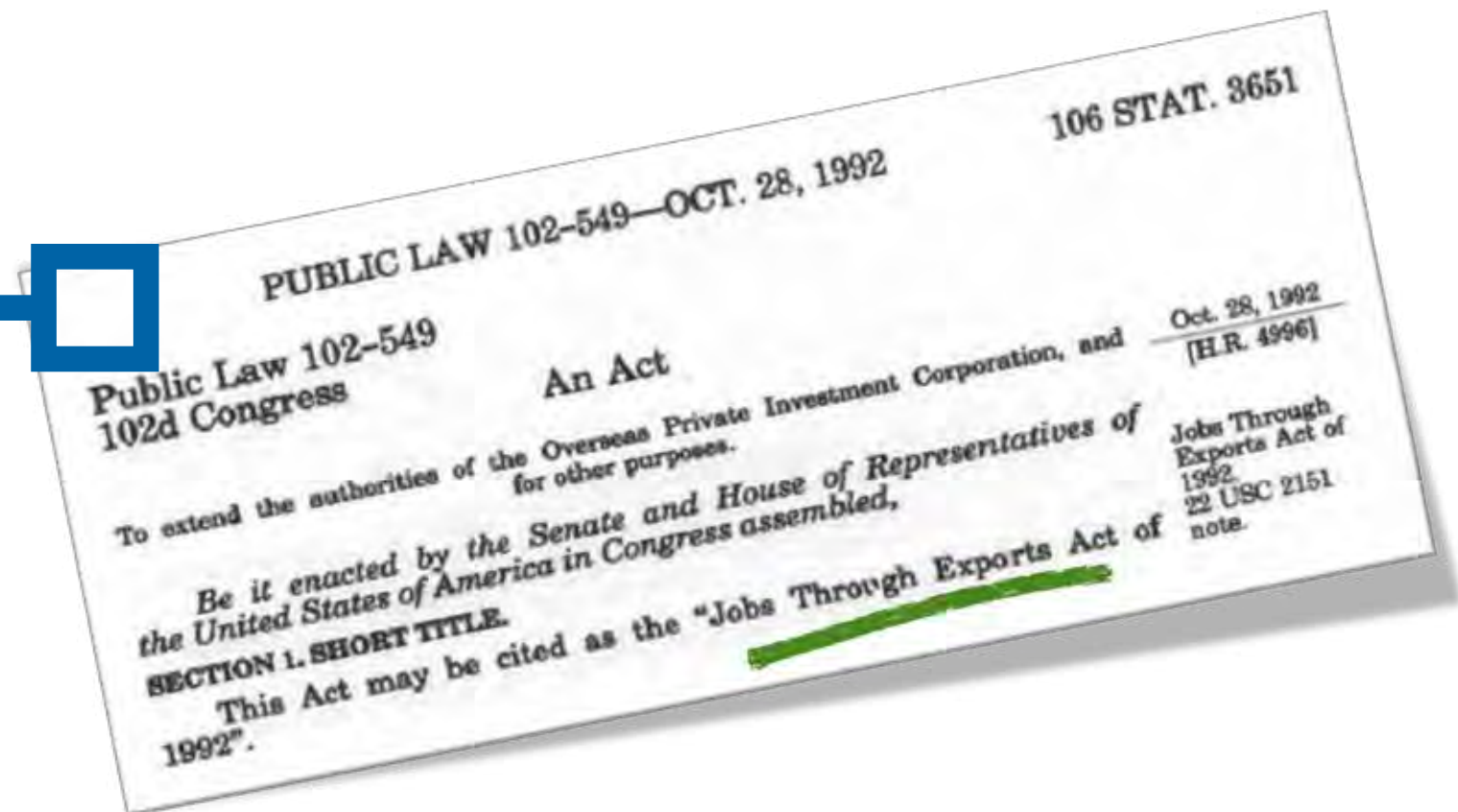


1992



**USTDA**  
U.S. TRADE AND DEVELOPMENT AGENCY

**October 28, 1992:** USTDA is born as an independent agency when President George H. W. Bush signs the Jobs Through Exports Act.





1993

## Strengthening the Newly Independent States

In its first year, USTDA played a critical role in the U.S. government's coordinated efforts to promote democracy, free markets, and private enterprise in the newly independent states (NIS) created by the breakup of the Soviet Union. USTDA's flexible and innovative approach helped these new markets use U.S. solutions to help overcome unique challenges during the region's historic transition.

### Program highlight:

At the request of the European Bank for Reconstruction and Development, USTDA-funded technical assistance helped establish the legal framework for a NIS-wide computerized airline reservation system that facilitated travel and doing business in the region, while leading to U.S. exports for its implementation.

### September 29, 1993:

President Bill Clinton endorses an interagency consensus recommendation that all feasibility studies for major federal government projects be consolidated under USTDA.

1994

## Supporting South Africa's Transition to Democracy

South Africa's first free and fair multiracial elections in 1994 installed its first Black-led government, headed by Nelson Mandela and dedicated to building a post-Apartheid era. To support this effort and strengthen commercial ties after years of U.S. sanctions on the previous regime, USTDA sponsored multiple reverse trade missions to the United States, to introduce South African decision-makers to U.S. technologies, services, and partners that could support the country's industrial development and expansion.

### Program highlight:

USTDA helped deploy satellite-based communications systems to South Africa through a 1994 reverse trade mission for the country's top telecommunications officials, led by its Minister of Posts, Telecommunications and Broadcasting. The visit familiarized them with U.S. technology, resulting in multiple contracts for U.S. firms.

**April 27, 1994:**  
Nelson Mandela is elected as South Africa's first Black chief executive.

## Fostering Middle East Peace

Following the historic signing of the Oslo Accord between the Israel government and the Palestine Liberation Organization, USTDA led a mission to the West Bank and Gaza to identify ways for U.S. private sector expertise to promote regional economic development, leading to new programming to assist in infrastructure development in the Jordan Rift Valley.



An aerial photograph of a river with vibrant turquoise water, creating white rapids as it flows over dark, jagged rocks. The river is flanked by dense green forests. The overall scene is captured from a high angle, looking down at the river's path.

# 1995

## Protecting the Environment

Promoting exports of U.S. environmental technology and services was an increasingly important part of USTDA's portfolio in the 1990s, particularly as more countries instituted environmental protection laws. USTDA programming included priorities such as wastewater treatment, air quality improvement, and hazardous waste projects, as well as enhancing the environmental sustainability of other priority infrastructure sectors.

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### Program highlight:

At the request of the Philippines' government, USTDA helped major industrial emitters identify solutions to comply with new air pollution regulations. USTDA programming facilitated the purchase of U.S. consulting services, equipment to monitor and control air pollution, and a microwave disinfection system to replace polluting incineration as a method for disposing of biomedical waste.



**December 14, 1995:**

The Dayton Peace Agreement is signed, putting an end to the Bosnian War.



**1996**

## Rebuilding Bosnia and Herzegovina

With the signing of the Dayton Peace Agreement that ended the war in Bosnia and Herzegovina, USTDA initiated programming to help reconstruct the war-torn country's infrastructure. In 1996 at the State Department's request, USTDA funded technical advisors to facilitate and promote U.S. involvement in rebuilding Bosnia and Herzegovina's energy, utilities and transportation infrastructures.

### Program highlight:

USTDA stayed with Bosnia and Herzegovina as it recovered, funding more than a dozen activities to address the country's evolving infrastructure priorities starting in 1996. In 2004, USTDA funded technical assistance to help BH Telecom plan the deployment of a broadband network throughout metropolitan areas across the country. Today, U.S.-made equipment is connecting Bosnia and Herzegovina to the world.

## Integrating the Balkans

Another USTDA priority in Southeast Europe was fulfilling President Clinton's South Balkan Development Initiative (SBDI) to improve regional transportation infrastructure and planning. The goal was to help integrate the stable democracies of Albania, Bulgaria, and today's North Macedonia into the European mainstream. In 1996, USTDA signed its first grants under the initiative.

**1997**

## Leading the Way on Cleaner Energy

Since USTDA's inception, the Agency has funded projects to produce cleaner and renewable energy in emerging economies, with early support for innovative technologies to generate new power through hydropower, biomass, nuclear, solar and to reduce the environmental impacts of using coal.

### Program highlight:

In June 1997, USTDA supported a delegation of Latin American officials traveling to the "Renewable Energy in the Americas '97" conference, resulting in sizeable exports of U.S. solar equipment to Brazil and Peru.



Senator Mitch McConnell witnesses a USTDA grant signing by U.S. Ambassador William Green Miller and Ukrainian Vice Minister for the Coal Industry Yaroslav Pidhainyi. The funding supported studies for two projects to produce energy from hazardous and otherwise wasted byproducts of Ukraine's coal mining.



Vice President Al Gore and Russian Prime Minister Victor Chernomyrdin witness the signing of a grant agreement by USTDA Director Grandmaison and the Agency's local partner. The grant funded a feasibility study on integrated solar cell manufacturing.



1998: USTDA supports its **1,000th activity** advancing infrastructure projects in emerging economies



**1998:**  
USTDA opens its first overseas office in Manila, the Philippines.



# 1998

## Navigating Asia's Financial Crisis

In July 1997 a financial crisis sparked and spread across East Asia. It was an abrupt turn for a region that had experienced dramatic growth in the previous decade, placing many infrastructure projects on hold. USTDA shifted to accommodate the new landscape by working to strengthen local financial institutions and focusing on creative solutions to navigate the region's changing business dynamic.

### Program highlight:

Seeing an opportunity for U.S. technology to support resilient banking systems during the region's economic downturn, in 1998 USTDA funded a regional conference on digital banking infrastructure that connected financial service providers from nine Southeast Asian countries with 85 U.S. business representatives.

USTDA subsequently funded feasibility studies in Thailand to help upgrade banking technology infrastructure for Thailand's Bank of Agriculture and Agricultural Cooperatives and the Thai Farmer's Bank (now Kasikornbank).

Both banks procured U.S. information technology systems that increased efficiency, standardization, and transparency.



# 1999

## Collaborating in the Caspian

As the Caspian region came into focus as a foreign policy priority in the late 1990s, USTDA's portfolio of infrastructure activities helped to diversify energy supplies, open doors for U.S. companies, strengthen newly independent states, support stability amid the region's conflicts and territorial disputes, and counterbalance Iranian influence. 1999 also saw the opening of the Caspian Finance Center in Ankara, Türkiye – a joint effort of USTDA, the Overseas Private Investment Corporation, and the Export-Import Bank of the United States.

### Program highlight:

To diversify energy sources across the region and into Europe, USTDA supported the Baku-Tbilisi-Ceyhan (BTC) pipeline to bring oil from the Caspian Sea across Azerbaijan and Georgia to a Turkish port on the Mediterranean Sea. From conception to financing, USTDA brought U.S. technologies and legal, financial, and environmental expertise to the project. In 1999, President Clinton witnessed the signing of an intergovernmental agreement between the three countries on the pipeline's framework.



“[The BTC pipeline] will help to diversify our sources of energy and help the newly independent countries of the Caucasus and central Asia stand on their own feet.”  
– President Clinton



# 2000

## Spotlight: Feasibility Studies

### Program highlight:

In 2000, to enhance its provision of citizen services, Vietnam Social Security (VSS) sought to invest in automated solutions for its data collection and management needs. USTDA supported this effort with a feasibility study that subsequently helped VSS develop a nationwide information system that connected its central headquarters with its 600 branch offices using U.S. technology.

### Program highlight:

Colombia's port sector was constrained in 2000 by its needs for more cargo handling capacity, modernization, and improved access. A USTDA feasibility study helped expand and modernize the cargo terminal at the port in Santa Marta, one of Colombia's deepest ports, making it more capable of handling large barges carrying oversized containers. In addition to helping Colombia's economy by building its trade capacity, the project led to sizeable exports from nine U.S. firms.



# 2001

## Opening Markets and Facilitating Trade

Asia's economic boom and China's 2001 accession to the World Trade Organization presented tremendous opportunities for U.S. firms. Among several activities to increase U.S. access to China's market, USTDA conducted the first in a series of training programs for Chinese officials on agricultural biotechnology and science-based regulatory principles. USTDA funded specialized training during an 18-year period, helping to improve access to the Chinese market for exports of agricultural biotechnology products from farms across the United States.

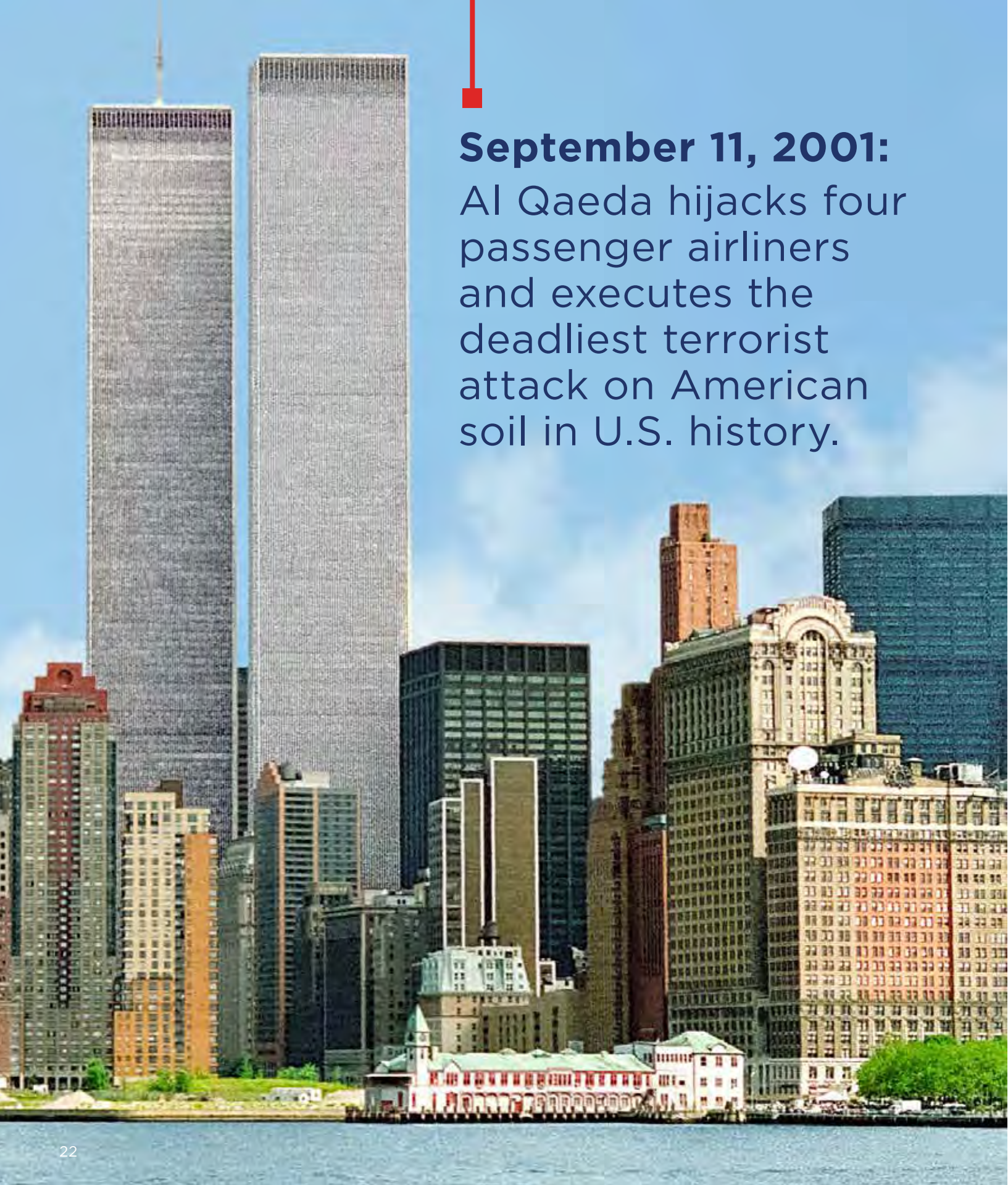


## Expanding in Africa

### October 29, 2001:

At the first African Growth and Opportunity Act (AGOA) Forum, President George W. Bush announces he has asked USTDA to establish a regional office in Johannesburg, South Africa, to provide on-the-ground support to help governments and companies take advantage of AGOA's trade benefits. For USTDA, this meant building the continent's infrastructure for trade by expanding its portfolio of energy, transportation, and digital infrastructure projects.





**September 11, 2001:**  
Al Qaeda hijacks four  
passenger airliners  
and executes the  
deadliest terrorist  
attack on American  
soil in U.S. history.

**2002**

## Securing the Skies

After the September 11, 2001, terrorist attacks, USTDA took up the challenge of strengthening transportation security in emerging economies. The Agency's first response was a series of successful conferences for foreign aviation officials to present and discuss their priority safety and security infrastructure projects. The Agency's global leadership in aviation was cemented in 2004, when USTDA co-founded and co-chaired the Interagency Committee on International Aviation Safety and Security (CIASS) with the Federal Aviation Administration (FAA). CIASS coordinated U.S. government aviation safety and security technical assistance in emerging economies.



## Assisting Afghanistan

In 2002, following the fall of Afghanistan's Taliban government, USTDA was one of the first U.S. government agencies on the ground for a first-hand assessment of the country's infrastructure needs. USTDA's programming focused primarily on the telecommunications, oil and gas, and aviation sectors, including technical assistance for regulatory reforms. USTDA also funded a feasibility study that facilitated the founding of the American University of Afghanistan, which helped educate a generation of young Afghan men and women.



2003: USTDA reaches  
**\$10 billion** in U.S. exports  
supported for infrastructure  
projects in emerging  
economies

2003

## Reconstructing Iraq

The removal of the Saddam Hussein regime turned the international community's attention toward infrastructure development in support of Iraq's reconstruction and recovery. In November 2003, Congress established the first Iraq Relief and Reconstruction Fund (IRRF), which USTDA tapped to partner with Iraqi officials and build a full portfolio around strategic focus sectors like rail infrastructure, natural resource development and digital technology.

### Program highlight:

USTDA facilitated the rehabilitation of Iraq's railways through a 2003 reverse trade mission that brought Iraqi Republic Railways (IRR) officials to the United States to learn about U.S. technologies and regulatory practices. The visit resulted in the deployment of U.S. rail equipment and technology and follow-on technical assistance in 2004 to help IRR develop a comprehensive strategic plan to build out Iraq's national rail system.





# 2004

## Delivering Results Over Time

The long timeline inherent to infrastructure development means USTDA monitors and evaluates its programming for many years. With 30 years of experience and a results-oriented approach to strategic planning, USTDA excels at meeting emerging economy infrastructure needs that have short-, medium- and longer-term implementation horizons.

### Innovating a New Brand of Partnership

Building on USTDA's preeminence within the U.S. government on aviation security in emerging economies, USTDA formed the U.S.-China Aviation Cooperation Program (ACP) in 2004 to coordinate U.S. public and private sector engagement in China's burgeoning aviation market. It was formed as a public-private partnership to allow USTDA, the FAA, the U.S. Transportation Security Administration, the U.S. Department of Transportation and U.S. companies to collectively promote U.S. aviation capabilities in the face of coordinated European competition. The U.S.-China ACP also facilitated dialogue on aviation safety and security issues and encouraged liberalization of China's airspace. USTDA approved its final U.S.-China ACP program in 2018.

The ACP's success led to its adaptation in key aviation markets including India (2007), Brazil (2012), and Southeast Asia (2019), which was expanded to include the Pacific Islands in 2023. USTDA's ACPs are strengthening global aviation systems, demonstrating the value of buying American, and leading to major U.S. aviation sector exports.



### Powering Türkiye

USTDA's highly successful support for Türkiye's geothermal sector started in 2004 with a very modest \$265,000 feasibility study grant that resulted in the construction of Türkiye's Germencik Geothermal Power Plant, the largest in the country when it opened in 2009. Subsequent USTDA-funded studies led to the implementation of the Alaşehir and Turcas Kuyucak plants, which came online in 2016 and 2017, respectively. These projects were implemented using U.S. geothermal technology, contributing to Türkiye's status as having the fourth-largest geothermal power capacity in the world.



# 2005

## Preparing for Natural Disasters

After the historic Indian Ocean tsunami devastated the region, USTDA paved the way for U.S. private sector expertise and innovation to help countries plan for reconstruction and adapt and prepare for future disasters. This increased resilience is saving lives.

### Program highlight:

Without warning, more than 35,000 Sri Lankans lost their lives to the tsunami. In response, Sri Lanka called upon USTDA for technical assistance to make their planned emergency preparedness investments as effective and efficient as possible. USTDA funding supported the comprehensive development of operating plans, capacity building, baseline IT systems, and other implementation needs. In April 2012, in response to an 8.6 magnitude earthquake in the Indian ocean, Sri Lanka successfully evacuated more than a million people from its coast with a tsunami warning system that uses U.S. technology.

In three months, USTDA identified 17 projects, totaling over six million dollars in assistance.

## USTDA Leads G8 Consortium for United States

When the G8 established an African Infrastructure Consortium, USTDA led negotiations and implementation on behalf of the United States, facilitating a strategic approach to expediting and strengthening infrastructure on the continent by coordinating donors, international financial institutions, and other stakeholders.

# 2006

## Opening New Markets for American Products

In the 2000s, the Bush Administration invited USTDA to join free trade agreement negotiations with Central America, Morocco and Thailand, to identify trade capacity building activities to advance mutual economic interests. USTDA's subsequent programming included support for activities to develop the physical infrastructure for trade using U.S. technology, and training and technical assistance on market-opening topics including standards-setting, industrial regulation and intellectual property rights protection.



### Program highlight:

In Honduras, USTDA supported the implementation of the Dominican Republic-Central America-United States Free Trade Agreement, which entered into force in 2006, by funding a feasibility study that led to the rehabilitation and expansion of Honduras' Port of Cortes dry bulk unloading terminal. Using U.S. equipment from four states, the port can now store and move a significantly larger volume of imported dry bulk materials from the United States and other markets, while reducing costs and increasing efficiency.





# 2007

## Spotlight: Conferences

### Program highlight:

In San Francisco, Apple's introduction of the first-generation iPhone was an inflection point in the Digital Revolution and a precursor of the era to come. Two months later and two miles from the launch venue, USTDA hosted a conference to assist 15 sub-Saharan African countries in navigating the rapidly changing technology landscape and to partner in envisioning possibilities for Africa's digital future. The event convened U.S. and African industry and government leaders, including Rwandan President Paul Kagame, profiled U.S. innovation, and highlighted opportunities to partner with African countries on their digital infrastructure development, including East Africa's earliest undersea fiber optic cable projects.

### Program highlight:

In 2007, USTDA and the Mexican government agreed to host the **U.S. and Mexico: Building Partnerships in Infrastructure Conference** to highlight cross-border partnership opportunities under the Government of Mexico's National Infrastructure Program. Approximately 400 U.S. and Mexican public and private sector representatives attended, including five Mexican cabinet officials. The event led to U.S. exports and upgraded infrastructure in Mexico's water, airport security, roads and ports sectors.



# 2008

## Diversifying Energy Options

With growing global demand for energy, many emerging economies sought USTDA assistance to diversify their energy mixes. USTDA's portfolio prioritized support for renewable technologies and energy conservation projects to make delivery more efficient, while also looking to liquefied natural gas (LNG) as an option for reliable power.

### Program highlight:

Today, LNG from the U.S. Gulf Coast is flowing to Lithuania thanks to a forward-looking investment by USTDA in 2008. Lithuania sought to achieve energy independence from Russian energy supplies and requested USTDA's assistance to fund project preparation for an LNG import terminal along the Baltic Sea. In 2014, the terminal began operations with capacity to fulfill 100% of Lithuania's gas needs, reducing Lithuania's dependence on Russian supplier Gazprom. This capability proved particularly valuable as the Kremlin weaponized energy during its war on Ukraine in 2022, when Lithuania was the first EU country to abandon Russian gas.



# 2009

## Spotlight: Reverse Trade Missions

Several RTMs from 2009 resulted in U.S. exports and development gains for their participants. For example:

- When the World Bank announced plans to finance \$60 million in upgrades to Ukraine's treasury system, U.S. firms turned to USTDA to fund an RTM for Ukrainian banking officials to get a firsthand look at U.S. technologies.
- When USTDA's Middle East and North Africa partners sought solutions to strengthen their food security, the Agency funded an RTM to introduce officials from Egypt, Iraq, Jordan and Morocco to modern U.S. cold chain technology that mitigates food loss and waste.

In 2009, the SEACOM undersea fiber optic cable project was launched using several hundred million dollars in U.S. content. USTDA's early-stage support for SEACOM included a 2006 RTM that linked African officials to project developers and investors in New York, as well as the Agency's 2007 San Francisco conference in which the project was profiled. Today, SEACOM provides affordable, reliable high-speed internet connection from the southern tip of Africa to northern East Africa and markets across Europe and Asia.





**2010:** USTDA reaches **\$25 billion** in U.S. exports supported for infrastructure projects in emerging economies

**March 11, 2010:**

President Obama launches the **National Export Initiative (NEI)** to help create U.S. jobs through exports and ensure a return to sustainable economic growth in the wake of the global economic and financial crisis that abated in 2009. USTDA is named as part of the new Export Promotion Cabinet.

**2010**

### **Responding to Devastation in Haiti**

When a magnitude 7.0 earthquake struck Haiti in January 2010, President Barack Obama pledged a swift, coordinated and sustained commitment to reconstruction. USTDA acted without delay, using its tools to facilitate the development of power generation and distribution infrastructure in Haiti's underserved northern region using U.S. private sector solutions. Subsequent USTDA programming in 2015 for microgrid development supported implementation of operational microgrid systems that were able to provide power to communities in the aftermath of the August 2021 earthquake.



# 2011

## Promoting Near Term Exports

After the launch of NEI, USTDA redoubled its efforts in support of near-term U.S. export opportunities. In FY 2011, among other activities, USTDA conducted 50 reverse trade missions that brought more than 600 foreign delegates to the United States to meet with more than 1,000 U.S. company representatives, including small and medium enterprises.



### Program highlight:

In 2011, USTDA launched the U.S.-China Healthcare Cooperation Program (HCP), a partnership with the U.S. private sector and U.S. and Chinese governments to help unlock China's rapidly growing healthcare sector to U.S. exports. The HCP's foundational activity was a series of reverse trade missions bringing Chinese healthcare sector officials and project sponsors to the United States to build relationships while learning about U.S. healthcare practices and suppliers, resulting in significant U.S. exports across the sector.

# 2012

## Making Global Local

With U.S. companies increasingly targeting emerging economies as export destinations, USTDA launched Making Global Local (MGL) to connect more local U.S. companies with global export opportunities. Through MGL, USTDA forms strategic partnerships with economic development organizations, chambers of commerce and small business development centers. These partner organizations connect a diverse group of U.S. firms to USTDA-funded activities that can help them find opportunities in emerging economies. When MGL celebrated its 10th anniversary in 2022, the program had grown to more than 90 U.S. partner organizations across 36 states and Sovereign Native American Nations.



# 2013

## Launching the Global Procurement Initiative: Understanding Best Value

International tenders that use lowest price as the primary deciding factor for award have long plagued emerging economies, leading to failed infrastructure projects and harmful development outcomes. They also inhibit U.S. competitiveness. In response, USTDA launched its Global Procurement Initiative (GPI) to train emerging economy procurement officials on best-value determinations and life-cycle cost analyses. These methods open markets to greater international competition, helping partner countries acquire high-quality, sustainable infrastructure with overall savings to their governments.



### Program highlight:

USTDA's "Egypt: Forward" conference connected more than 100 U.S. company representatives with 50 Egyptian leaders. The conference, complemented by four sector-specific reverse trade missions, was the first opportunity for U.S. and Egyptian public and private sector leaders to discuss the challenges and opportunities of doing business in Egypt after the Arab Spring.





2013



## Powering Sub-Saharan Africa

Having contributed to the formation of the Power Africa initiative, USTDA Director Leocadia I. Zak joined President Obama in Tanzania for its launch in 2013. A U.S. government-led partnership, Power Africa was established to increase energy access and end energy poverty in sub-Saharan Africa. From the beginning to the present, USTDA has been a major player in Power Africa, thanks to the Agency's strong presence in Africa, capacity to draw on U.S. industry expertise and proven ability to catalyze infrastructure investment for Africa's energy sector priorities.



2014

## Deepening Partnerships in Africa

In August 2014, President Obama welcomed 50 African leaders, including 37 heads of state, to the first U.S.-Africa Leaders Summit, which included a focus on trade and investment with the rapidly developing continent. The Summit was the first of its kind and the largest event that any U.S. President had held with African heads of state and government

### Program highlight:

In support of the Summit, USTDA hosted two African Leaders visits for ministers from eight of Africa's fastest-growing economies. The leaders met with U.S. industry and government experts to discuss their plans to modernize and expand their transportation and energy infrastructure. Working with its Making Global Local partners in Chicago and Houston, USTDA engaged diaspora communities and local businesses, both large and small, to highlight their solutions to Africa's infrastructure needs.



2015: USTDA reaches  
**\$50 billion** in U.S.  
exports supported for  
infrastructure projects  
in emerging economies

2015

## Spotlight: Training Grants

### Program highlight:

Ohio-based small business GatesAir faced competition from several government-backed Chinese companies for a digital broadcast television conversion project in Ethiopia. USTDA offered the decision makers training assistance if they awarded the project to GatesAir, helping the company to win the deal and supporting U.S. exports from seven states.

### Program highlight:

In Brazil, USTDA offered training assistance to the national airline, TAM Linhas Aereas S/A (TAM), if it selected U.S. company Sabre GLBL Inc. (Sabre) over government-backed competition from Europe for a new passenger service system. This offer helped Sabre secure the contract, resulting in significant U.S. exports that have helped TAM adapt to changing industry conditions, including those related to the COVID-19 pandemic.





# 2016

## Leveraging Finance

Securing financing is a major obstacle for building infrastructure in emerging economies. Over its 30-year history, USTDA has helped attract financing to infrastructure projects through project preparation assistance and relationship-building with international financial institutions, multilateral development banks, and national sovereign lenders that help identify promising projects at the outset. In 2016, USTDA created a Financing and Implementation Manager position to help find financing for energy projects in USTDA's Africa portfolio and identify obstacles where USTDA intervention could help. Seeing the position's value and potential for greater on-the-ground impact, four years later USTDA expanded the mandate to all sectors and moved the position to South Africa. In 2022, USTDA approved funding for a similar position in the Philippines.

# 2017

## Promoting U.S. Energy Exports

USTDA partnered with industry to launch its U.S. Gas Infrastructure Exports Initiative in 2017. The initiative was built on USTDA's decades of support for overseas energy sector infrastructure, and on the understanding that U.S. companies were well-positioned to build the infrastructure that emerging economies would need to facilitate the import and utilization of LNG from the United States. USTDA convened energy stakeholders and used its full toolbox to increase connections between U.S. companies and export opportunities across the gas value chain in emerging economies.

## Spotlight: Technical Assistance

### Program highlight:

Jamaica Public Service Company Limited (JPS) turned to USTDA for technical assistance to modernize its nationwide streetlighting system. As a result, in 2017 JPS began implementing recommendations, including by installing more than 110,000 reliable, longer-lasting and more efficient LED streetlights, as well as intelligent controls and metering capabilities to generate revenue. These modernizations have reduced energy demand and carbon emissions, improved safety conditions, and will underpin future smart grid investments.

# 2018

## Advancing a Free and Open Indo-Pacific

USTDA's experience on the frontlines of U.S. commercial engagement in emerging economies helped operationalize President Donald Trump's vision for a free and open Indo-Pacific. The Agency contributed to the design, launch and execution of new whole-of-government initiatives focused on developing high-quality, strategically important energy and digital infrastructure projects in the region, in collaboration with local stakeholders, U.S. industry, and regional partners including the Governments of Australia and Japan. This led to new resources that doubled USTDA's programming and presence throughout the region.



### Program highlight:

In 2018, the U.S. government launched the first-ever Indo-Pacific Business Forum (IPBF) to promote trade, investment, and economic cooperation between the United States and its partners in the Indo-Pacific region. Since then, USTDA has been a regular co-host of the event, which convenes high-ranking U.S. and Indo-Pacific government officials and private sector leaders from across the region.



2019

## Connecting Africa Through Digital Infrastructure

Building on its long-standing experience developing inclusive, secure, and sustainable digital infrastructure across Africa, USTDA launched its Access Africa initiative in 2019. Access Africa brings together U.S. and African partners to develop programming that meets their shared needs. It also connects African entities with trusted digital infrastructure providers in the United States.

### Program highlight:

More than a decade after its initial support for the SEACOM undersea fiber optic cable project, USTDA funded a feasibility study to advance SEACOM's goal of expanding from wholesale fiber telecommunications services to enterprise solutions. The study analyzed whether and where to expand infrastructure and services in Kenya, Rwanda, Tanzania and Uganda and recommended related investments, including fiber optic cabling and network equipment to increase and improve access to telecommunications services across East Africa. In 2022, SEACOM obtained up to \$260 million in financing from the International Finance Corporation to increase its enterprise services capabilities to companies, including small and medium-sized enterprises, in South Africa, East Africa, and West Africa.



2020

## Building Resilience for a Pandemic

When COVID-19 took center stage in 2020, USTDA's decades-long record of infrastructure development paid off for its global partners, who were better able to withstand the human and economic toll of the pandemic because of their investments in resilient, high-quality infrastructure. USTDA's focus on strategic sectors such as clean energy, transportation, digital and healthcare infrastructure facilitates economic growth for its partners while preparing them for the unforeseen challenges of the future.



### Program highlight:

One of Brazil's largest and fastest broadband networks is in the State of Ceará, in northern Brazil, and it was made possible by USTDA-funded technical assistance that helped to upgrade the network just prior to the onset of COVID-19. Built with American technology, the network was able to handle a 60% spike in traffic during the pandemic, with room to spare. Nearly 90 percent of Ceará's urban population had access through the network to services like telemedicine, distance education and videoconferencing.





# 2020

## Program highlight:

Jordan piloted its first E-Health initiative, “Hakeem,” to automate the public healthcare sector, including health records, and it turned to USTDA for assistance with a nationwide rollout in 2009. USTDA funded a feasibility study to guide the process, enhancing effectiveness and quality of healthcare management while reducing the cost of services delivery and improving health outcomes. The program now manages more than seven million registered electronic patient records, using modern U.S. digital infrastructure from more than 20 U.S. companies in more than ten states.

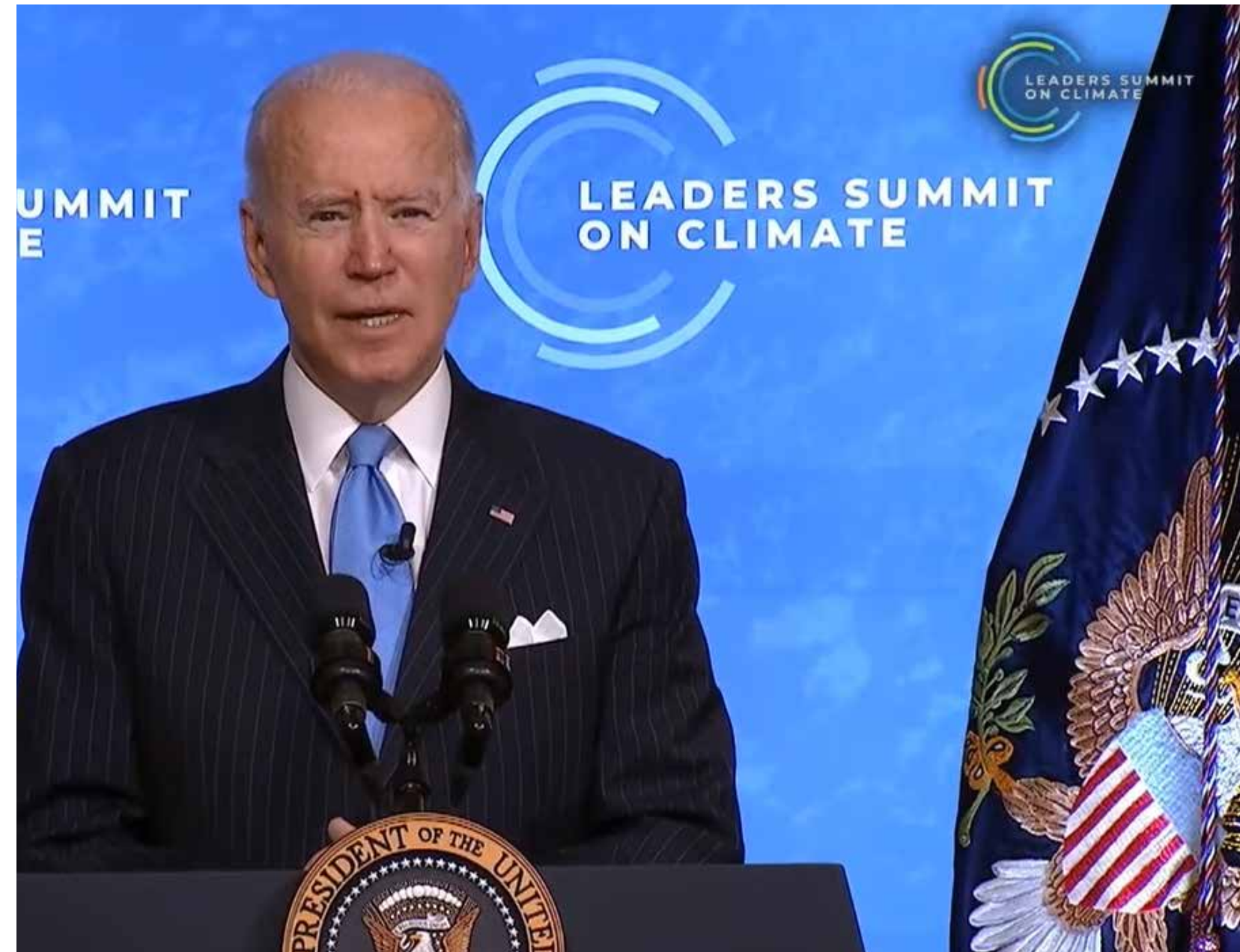
In May 2020, Jordan’s Electronic Health Solutions company announced that Hakeem would launch the first stage of a new telemedicine service for conditions including diabetes, oncology, and renal systems. The program helped patients to receive continuing care despite COVID-19 restrictions that often limited travel to healthcare facilities.



# 2021

## Combatting the Climate Crisis

In 2021, President Joe Biden launched USTDA’s Global Partnership for Climate-Smart Infrastructure, a collaboration with U.S. trade associations and other U.S. government agencies to link U.S. companies to clean energy and transportation projects in emerging economies. In the partnership’s first two years, USTDA funded more than 60 activities that were designed to help unlock \$17 billion in U.S. export opportunities and almost \$70 billion in climate finance.





## Program highlight:

Road vehicle emissions worsen the climate crisis. Traffic congestion exacerbates their impact. To address this issue, USTDA supported the Philippines' Department of Transportation with technical assistance to improve mobility and reduce traffic congestion in Metro Cebu through the deployment of U.S. intelligent transportation systems (ITS). The Agency also funded assistance to help Quito, Ecuador expand its ITS infrastructure and replace its diesel-powered buses with a fleet of electric buses.



## Program highlight:

Smart grids help integrate renewable energy into the electrical system, increase energy efficiency and reduce energy losses by optimizing power delivery. USTDA funded technical assistance for Delhi's power distributor, BSES Yamuna Power Limited, to introduce smart grid technology into its network, which reaches more than 1.7 million consumers and will help set a standard for energy efficiency that can be replicated across India.



## Program highlight:

Solar-powered minigrids with battery storage technology provide affordable access to clean, reliable power in communities that lack connection to a national power grid. USTDA partnered with the woman-owned Sosai Renewable Energies Company in Nigeria to fund a study for a project to connect more than 200,000 women, farmers and rural citizens to power using these proven U.S. technical solutions.

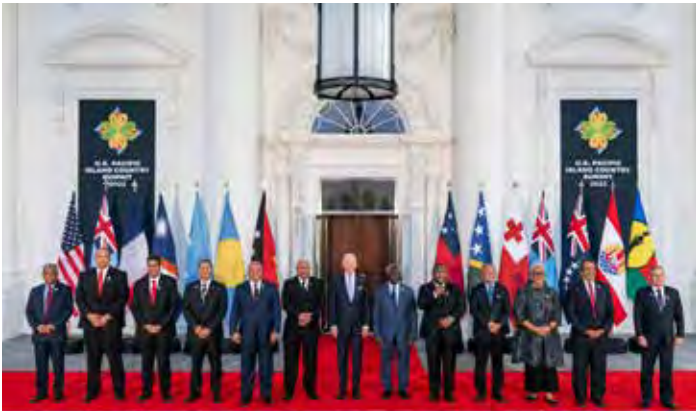


**2022: USTDA surpasses \$100 billion** in U.S. exports supported for infrastructure projects in emerging economies



Bringing Foreign Policy Priorities into Action

USTDA was at the forefront of implementation of the Partnership for Global Infrastructure and Investment (PGII), launched by G7 leaders in 2022 to deliver game-changing projects to help close the infrastructure gap in emerging economies, with an emphasis on transparency and similar values. USTDA continues to deploy its full toolkit to deliver on PGII’s infrastructure goals, with a focus on catalyzing U.S. exports and supporting American jobs.



Strengthening the Pacific Islands Partnership

With an eye on maintaining a free and open Pacific region in the face of the climate crisis and an increasingly complex geopolitical landscape, the White House designated USTDA as the lead implementing agency of the new Pacific Island Strategic Infrastructure Initiative. Announced at the U.S.-Pacific Island Country Summit, which convened more than a dozen Pacific leaders in Washington, DC, the initiative drives sustainable, secure, climate-smart infrastructure investment throughout the Pacific Islands.

Building Eastern Europe’s Clean Energy Future

In 2022, Poland selected Pennsylvania-based Westinghouse Electric Company to supply the technology for the country’s first nuclear power plant, following the completion of a front-end engineering and design (FEED) study funded by USTDA in partnership with the U.S. Departments of Energy and State. A similar FEED study in Romania, which President Biden announced at the G7 Leaders Summit in 2022, will support the development of Europe’s first nuclear power plant using U.S. small modular reactor (SMR) technology. Prior to Russia’s 2022 invasion of Ukraine, USTDA funded technical assistance to develop regulations that will allow Ukraine to eventually adopt SMR technology as part of its energy mix. These projects – and U.S. technology – will play a vital role in the long-term energy security interests of USTDA’s Eastern European partners.

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