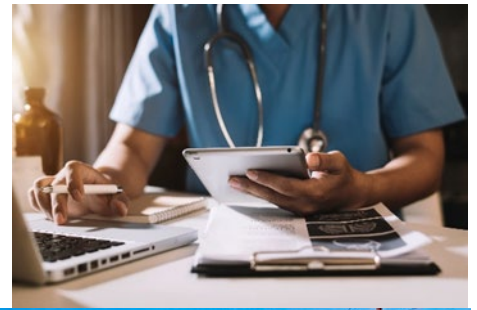




U.S. TRADE AND DEVELOPMENT AGENCY

**FISCAL YEAR 2023**

**CONGRESSIONAL BUDGET JUSTIFICATION**



## Executive Summary

The United States faces growing national security and geopolitical challenges abroad, which requires responses that are strong, direct and consistent. As the Biden Administration takes assertive measures to tackle the global climate crisis, support our workers and families through the export of Made-in-America products, and enhance the competitiveness of U.S. industry, the proposed budget properly scales the U.S. Trade and Development Agency (USTDA) to remain a key solution in advancing the Administration's foreign policy goals.

USTDA's unique dual mandate of promoting U.S. exports in support of job creation at home and sustainable infrastructure development abroad exemplifies a U.S. foreign policy agenda that benefits the American middle class while building back better overseas. Moreover, USTDA's program is perfectly suited to help meet the U.S. government's commitment to the Paris Climate Agreement and contribute to the achievement of developed countries' collective goal of mobilizing \$100 billion annually in climate finance from public and private sources.

USTDA fosters strong alliances with like-minded partners and leverages the capabilities and innovation of the U.S. private sector to advance America's leadership abroad – all while extending the frontiers for the export of American technology and enhancing economic prosperity here at home. An investment in USTDA is a commitment to an agency that provides a proven return on taxpayer dollars while simultaneously partnering with the U.S. private sector, supporting the engine of American job creation and reinforcing our economic and national security.

The Administration respectfully requests a USTDA budget of \$98 million for FY 2023 in order to build upon the Agency's track record of supporting U.S. jobs and fostering economic growth in its partner countries, as detailed in this Congressional Budget Justification.

## A TARGETED AND TIMELESS MISSION

Since its inception via the *Jobs Through Exports Act* of 1992<sup>1</sup>, USTDA has helped to usher in a new paradigm of foreign assistance that directly benefits the American middle class. 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.

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<sup>1</sup> Congress explicitly pulled USTDA out of USAID nearly 30 years ago, recognizing the needed flexibility for its program and that its job-supporting mission was buried in unrelated humanitarian and development goals within the larger agency.

USTDA achieves its mission by funding feasibility studies, technical assistance and pilot projects that integrate U.S. private sector innovation into infrastructure projects at the critical early stages when design choices and technology options are determined. The Agency also connects overseas project sponsors with U.S. partners through its reverse trade missions, industry conferences and expert workshops.

USTDA's dual mission of facilitating overseas economic development and U.S. exports is unique among federal agencies. In carrying out its mission, the Agency places particular emphasis on vital economic sectors including clean energy, information and communications technology, transportation, healthcare infrastructure and agribusiness. USTDA's assistance bridges a critical funding gap that provides the comprehensive analysis that modern, sustainable infrastructure projects need to move from concept to financing to implementation.

USTDA is the only foreign assistance agency mandated by Congress to work with the private sector to promote U.S. exports for priority infrastructure projects in developing and middle-income countries.

### A RECORD OF RESULTS

On average, as of the most recent evaluation period, each dollar USTDA programs yields \$117 in U.S. exports. This current "export multiplier" is at an all-time high, demonstrating the Agency's extraordinary effectiveness and critical 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 and Russia. By these measures, supporting USTDA is one of the most effective and efficient investments the United States can make to drive equitable economic progress at home and abroad.

The data demonstrates the Agency's track record of helping American companies and workers compete globally:



These exports have benefited U.S. companies across the country, including small businesses from more than 370 communities.

USTDA also has an excellent record of contracting with small and minority-owned businesses to facilitate the execution of its program and generation of these results, including logistics support for conferences and reverse trade missions and technical support for project definition.

In FY 2021, U.S. small businesses won 82% of all USTDA contracts under the Federal Acquisition Regulation in terms of contract award value, which is significantly higher than the 23% U.S. government-wide goal established by law. As importantly, minority-owned small businesses accounted for 42% of the total value of small business contract awards in FY 2021, significantly higher than the 5% U.S. government-wide goal.

### AGILE, EQUIPPED AND EFFECTIVE

USTDA is an agile, independent and fast-moving agency, responsive to the targeted needs of U.S. industry and overseas partners for a diversity of innovative infrastructure solutions. The Agency does not advance a traditional “donor” aid model, nor is it a development finance institution (DFI). Rather, USTDA leverages its early-stage investments in infrastructure projects to deploy U.S. private sector solutions and to catalyze investment from a multitude of international sources, thus increasing the likelihood of project implementation.

The American worker is the most productive, innovative and dedicated the world has ever known. When given a fair opportunity, U.S. companies—and American workers—can compete – and win – anywhere. But too often, our products and our workers are blocked by unfair trade barriers that limit market access for U.S. firms and unfairly subsidized foreign competition that prevents a level playing field and squeezes U.S. companies out of important markets.

USTDA is on the front lines of this international competition, helping ensure that U.S. firms can compete on their own merit by designing specifications for infrastructure projects to international standards that are consistent with what American companies can best provide. USTDA’s feasibility studies and technical assistance help ensure the implementation of infrastructure projects into which American-manufactured goods and services can be exported. This targeted, impactful assistance helps U.S. companies overcome the barriers created by China and other competitors that subsidize their enterprises in critical emerging markets from sub-Saharan Africa to the Indo-Pacific.

USTDA’s assistance 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 supports good-paying American jobs. USTDA targets strategic industry sectors and markets where it works to achieve maximum effectiveness and return on taxpayer investment. 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 with special emphasis 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 targeted its work to a group of priority countries, with the economic, political, and regulatory environments most conducive to trade and commercial engagement with the United States. The result is a distinct, well-defined program that helps U.S. businesses compete—and win—against foreign competition.

### **Supporting Administration Priorities**

USTDA's mission and program are directly aligned with the President's vision of enhancing U.S. global competitiveness and taking ambitious climate action as an essential component of American national security and foreign policy. With nearly three decades of experience supporting these priorities, USTDA is one of the most effective, targeted and proven solutions within the U.S. government to help its overseas partners transition to net zero economies and support the broader goals of the Build Back World (B3W) Initiative. The Agency's unique toolkit of project preparation and partnership-building activities also help level the playing field in emerging markets for U.S. companies facing unfair competition from China and other markets.

USTDA has an extensive portfolio of related projects that are helping its overseas partners tackle the global climate crisis using Made-in-America solutions. USTDA's deep engagement with emerging markets on clean energy and climate-smart infrastructure taps into the American private sector's peerless innovation and demonstrates American leadership that supports our global partners as they implement and build upon the Paris Agreement's commitments. USTDA's focus on promoting the export of American goods and services contributes to achieving the goal of an equitable clean energy future and advances the Administration's commitment to ensure that its foreign policy works for the middle class.

The proposed FY 2023 budget of \$98 million for USTDA would allow the Agency to achieve the following objectives:

### **ADVANCING THE PRESIDENT'S CLIMATE GOALS**

USTDA intends to target \$51 million in program funding in FY 2023 to advance climate-smart infrastructure solutions in support of the Administration's ambitious climate targets. In September 2021, the President announced a historic United States pledge to scale up U.S. international climate finance to \$11.4 billion by 2024. In alignment with the U.S. International Climate Finance Plan USTDA's investments in low- and zero-carbon and climate-resilient infrastructure projects will contribute to a whole-of-government effort to mobilize climate finance on this historic scale, by leveraging the engagement of the American private sector to ensure that American exports play a key role in the global race to respond to the climate crisis.

USTDA's primary vehicle for advancing the Administration's international climate objectives and supporting exports from America's growing clean technology sector is its Global Partnership for Climate-Smart Infrastructure, launched by President Biden during the April 2021 Leaders Summit on Climate.

This Partnership is the first global initiative of its kind by USTDA to (1) focus on U.S. jobs through climate technology exports, and (2) promote greenhouse gas reduction efforts across multiple economic sectors. Under this Partnership, USTDA has brought together 11 U.S. industry associations and U.S. government partners to connect U.S. companies to major clean energy and transportation infrastructure projects in emerging markets.

The Partnership supports the rebuilding of the U.S. middle class through the export of U.S.-manufactured goods and services, while enhancing economic recovery through climate-smart infrastructure development for our partners globally. This Partnership with U.S. industry leverages USTDA's project preparation and partnership-building tools to support the use of U.S. technologies and services in overseas climate-smart infrastructure projects. As President Biden said when he launched the Partnership, "nations that work together to invest in the cleaner economy will reap rewards for their citizens." He also referred to USTDA's work as creating "... the sort of partnerships that are going to be good for all of us."

In FY 2021, USTDA obligated nearly \$30 million toward climate-related activities including, technical assistance to deploy civil nuclear energy solutions in Poland and Romania, support for regulatory roadmaps to enable smart grid investment in Brazil and energy storage in the Dominican Republic, develop solar-powered mini-grids across Nigeria, and implement a hybrid renewable energy and battery storage project in India.

With the proposed FY 2023 funding target level of \$51 million, USTDA intends to grow its portfolio of clean energy and transportation activities projects and expand its efforts under its Global Climate Partnership to deploy cutting-edge U.S. climate technology to emerging markets. To advance the Administration's ambitious climate agenda, the Agency will consider a full range of activities including, for example, smart grids to support integration of renewable power, smart cities that utilize digital technology, mini-grids, energy storage, and small modular nuclear reactors.

The Agency will also consider activities that capture or reduce methane, in support of commitments by more than 110 countries to reduce global methane emissions by 30 percent by 2030 as part of the Global Methane Pledge. By deploying USTDA's tools to tackle methane abatement, the United States can engage the U.S. private sector in supporting a global effort to forestall more serious impacts of climate change, all while untapping a fuel resource that contributes to energy security and development.

In alignment with the President's Emergency Plan for Adaptation and Resilience (PREPARE), USTDA will continue to support climate adaption and resilience projects that will help emerging markets address pressing needs using U.S. technology. These activities may include feasibility studies, technical assistance, pilot projects, or partnership-building activities that support the development or improvement of hydrological or meteorological monitoring and other climate information systems, water



or wastewater infrastructure, and emergency preparedness and response systems that can assist partners in responding to disasters associated with climate impacts, for example.

One context in which both climate mitigation and adaptation investments will be critical is the development of advanced climate-resilient infrastructure – including associated information and communications technology systems – in urban areas. Much of the world’s current and future population growth is occurring and will occur in cities in rapidly growing developing countries. Through its unique toolkit of project preparation and partnership-build activities, USTDA is well-positioned to facilitate climate-smart urban infrastructure development in emerging markets using U.S. technology.

Finally, USTDA’s request will also enable the Agency to leverage its participation in the U.S. Department of Energy (DOE)-led Net Zero World Initiative, which aims to accelerate global energy system decarbonization by partnering with specific countries to create highly tailored, actionable technology roadmaps and investment strategies that put net zero emissions within reach. Through its participation in Net Zero World, USTDA can enhance its proven ability to advance climate-smart infrastructure in emerging markets through this coordination with the DOE’s technical experts and national laboratories.

Advancing clean-tech and climate-smart U.S. exports as described above will help our developing and middle-income country partners accelerate their own climate-resilient and clean energy transitions while contributing to growing the American economy and American leadership in key technologies and sectors.

#### **SUPPORTING THE BUILD BACK BETTER WORLD (B3W) INITIATIVE**

The Administration’s B3W Initiative encompasses several priority sectors where USTDA is actively engaged, including climate, healthcare infrastructure and digital connectivity. Complementing investments to support climate-related infrastructure as described above, USTDA intends to use its proposed budget to support efforts to advance strategic digital connectivity and healthcare infrastructure investments in developing and middle-income countries in alignment with the broader B3W agenda.

##### **Secure 5G Solutions**

USTDA will continue providing technical advisory services to evaluate and generate recommendations for project preparation related to enabling, developing, deploying, and/or upgrading secure and sustainable next generation, including 5G, networks. For international infrastructure project preparation, USTDA prioritizes feasibility studies and technical assistance to provide comprehensive analyses of technology options and requirements and support pilot projects that test commercially viable U.S. technology.

In addition to project preparation, USTDA will continue to employ a range of tools to support the 5G security campaign, such as: training grants, reverse trade missions, and technical workshops and conferences to connect U.S. companies to next generation

network projects and export opportunities in low to middle income countries. For international infrastructure tenders, USTDA will prioritize support to U.S. firms competing for a tender via a “training grant” if it is found that U.S. firm(s) face an uneven playing field and competitive disadvantage due to non-U.S. competitors offering incentives to the project sponsor (beyond the tender requirements) made possible by governmental support. Through reverse trade missions, USTDA will continue to 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.

### Building Resilient Healthcare Infrastructure

In line with the Administration’s inclusion of Health and Health Security within the B3W Initiative, USTDA will utilize a recently concluded agreement with the USA Healthcare Alliance to bolster its programming in developing resilient healthcare infrastructure globally. USTDA’s anticipated healthcare infrastructure programming will support healthcare information technology and digitization, hospital infrastructure development including advanced diagnostic and treatment technologies, and the electrification of healthcare infrastructure using clean energy solutions, for example.

## **Regional Programming**

### **INDO-PACIFIC**

USTDA is on the front lines of American-led infrastructure development in the Indo-Pacific region. In FY 2023, USTDA will build upon its three decades of experience developing comprehensive partnerships that advance vital sectors including clean energy and climate, energy security and access, and digital connectivity and cybersecurity. USTDA will coordinate with the National Security Council and the U.S. Department of State on regional priorities including the co-hosting of the Indo-Pacific Business Forum (IPBF). IPBF brings together governments and private sector leaders and emphasizes the priority the U.S. government places on engagement in the region. IPBF aligns with USTDA’s mission to advance sustainable and equitable economic growth and job creation both locally and in the United States.

While most Indo-Pacific countries are eligible for USTDA assistance, the Agency will prioritize markets that are most compelling for U.S. companies, such as India, Indonesia, Malaysia, the Philippines, Thailand and Vietnam. To better serve these clients and U.S. business interests in these markets, in FY 2021 USTDA added regional staff in Indonesia and Thailand. In FY 2022, USTDA added staff in Malaysia and expects to add new staff in India and the Philippines.

USTDA’s Indo-Pacific strategy will include continued support for Administration priorities including the Small and Less Populated Island Economies Initiative. For example, since FY 2020 USTDA has approved funding for project preparation and



partnership building activities that have included Fiji, Papua New Guinea, Samoa, and the Solomon Islands.

USTDA activities in the region will also advance the Administration's Indo-Pacific Strategy, the Digital Connectivity and Cybersecurity Partnership and U.S.-ASEAN Smart Cities Partnership, as well as USTDA's Global Partnership for Climate-Smart Infrastructure.

#### International Cooperation

USTDA will continue to coordinate with like-minded allies to develop high-quality energy infrastructure across the region, including Japan's Ministry of Economy, Trade and Industry (METI) and Australia's Department of Foreign Affairs & Trade. Continuing these partnerships will enhance USTDA's ability to identify new opportunities to deploy high-quality U.S. infrastructure solutions while enhancing the competitiveness of U.S. firms across the Indo-Pacific, including in Pacific Islands.

#### SUB-SAHARAN AFRICA

In sub-Saharan Africa, USTDA will leverage its strategic partnerships with entities such as the U.S. Chamber of Commerce and the Corporate Council on Africa to support U.S. private sector priorities across the continent. USTDA will also facilitate the development of infrastructure project pipelines for financial sector partners including the Trade and Development Bank of East and Southern Africa, InfraCredit (Nigeria), Africa Investment Forum (of the African Development Bank) and the Development Bank of South Africa. These partnerships will position USTDA to meet the Administration's climate-related foreign policy objectives including B3W.

#### Prosper Africa

USTDA will use the full breadth of its toolkit to support Prosper Africa, which President Biden reaffirmed in July 2021 through the announcement of the "Prosper Africa Build Together Campaign." Below are areas that USTDA will directly contribute to the goals of Prosper Africa.

#### Clean Energy / Power Africa

Launched in 2013, Power Africa is a U.S. government-led initiative that addresses some of the most pressing challenges to sustainable economic growth and development in sub-Saharan Africa. In FY 2023 USTDA's Power Africa portfolio will prioritize the expansion and implementation of energy access and distributed renewable energy, as well as activities focused on renewable energy, transportation sector electrification and smart grids. USTDA's Power Africa activities will advance its objectives of ending energy poverty, accelerating a carbon-free future, and unleashing U.S. private sector innovation.

### Access Africa

In FY 2023, USTDA will build upon its signature Access Africa initiative, which advances inclusive, secure and sustainable digital connectivity across the continent. Areas of activity will likely include project preparation and partnership-building activities related to Open RAN, 5G, satellite technology, and cybersecurity.

### Healthcare Infrastructure

In FY 2023, USTDA anticipates developing a continent-wide healthcare initiative to amplify the Agency's commitment to the region's post-pandemic recovery. The initiative will seek to convene myriad stakeholders including U.S. healthcare companies, the U.S. Chamber of Commerce, the Corporate Council on Africa, U.S. industry groups, teaching hospitals and universities, U.S. and international government organizations, and potential financiers. USTDA anticipates that the initiative will support the financial close of healthcare infrastructure projects including healthcare information technology, and digitization, hospital infrastructure development including advanced diagnostic and treatment technologies, and the electrification of healthcare infrastructure using clean energy solutions.

## **LATIN AMERICA AND THE CARIBBEAN**

USTDA's program in the Latin America and Caribbean (LAC) region will continue to support key Administration priorities, including addressing the root causes of migration through the timely funding of clean energy, transportation, and information and communications technology activities in Mexico and the Northern Triangle.

USTDA will also continue its support for the Administration's Small and Less Populous Island Economies Initiative by strengthening its collaboration with island countries in the Caribbean, particularly in areas related to economic growth, climate, sustainable energy, and environment. Specifically, USTDA anticipates new project opportunities for our engagement in the Dominican Republic, Guyana, and Jamaica.

USTDA will continue its support for the Administration's Digital Connectivity and Cybersecurity Partnership in the LAC region. Potential infrastructure projects may include smart grids, subsea cable and broadband technologies, and other activities that support the growth of the region's digital economy.

The global aviation industry has been deeply impacted by the COVID-19 pandemic. Utilizing its substantial experience in the aviation sector, USTDA will work across the LAC region to support the recovery of the sector through activities that promote more efficient and climate-friendly solutions and allow the region to strengthen its transportation systems that have been weakened as a result of COVID. Potential areas of support may include airspace efficiency and safety, and airport sustainability and modernization.

## MIDDLE EAST, NORTH AFRICA, EUROPE AND EURASIA

Supporting the Administration's international climate objectives will be the cornerstone of USTDA's programming in the Middle East, North Africa, Europe and Eurasia region in FY 2023. USTDA's priority countries will include Egypt, Jordan and Turkey, but the Agency will continue its consideration of viable projects that are driven by U.S. companies in strategically important sectors, especially climate. The Agency will also focus on partnership opportunities with U.S. firms to enhance Eastern Europe's energy security. One potential area of USTDA engagement in this area may include small modular reactors, a developing nuclear power technology where U.S. companies face strong global competition from Chinese and Russian firms.

## GLOBAL PROCUREMENT INITIATIVE: UNDERSTANDING BEST VALUE (GPI)

Launched in 2013, USTDA's signature initiative is reforming emerging market public procurement practices that favor lowest-cost bids and impede American exports and jobs. These antiquated practices have long plagued emerging economies, leading to failed infrastructure projects and harmful development outcomes. American companies can compete and win when the calculations are based on quality, but that is not the case when decisions are based on lowest cost.

The GPI helps public procurement officials establish practices and policies that integrate life-cycle cost analysis and best-value determinations into their procurement decisions. The initiative supports U.S. suppliers that face low-cost and poor-quality subsidized competition from other countries such as China. GPI programs are increasingly being requested by countries that face growing Chinese economic expansion. For example, in FY 2021, USTDA expanded the GPI to include Indonesia, Kenya and Thailand, bringing the total number of partner countries to 15. To date, the GPI has supported more than 70 assistance activities, including the training of more than one thousand public procurement officials in emerging markets. These global partners are seeking procurement solutions that consider quality and total cost of ownership, and not simply the lowest-cost solutions, which Chinese companies tend to offer.

## Priority Countries and Sectors

USTDA targets its investments in dynamic, growing markets where U.S. companies have the most to offer USTDA's partner countries and the most to gain from exporting to these countries. By concentrating its resources on a limited number of countries – and by strengthening its ties with the public and private sectors in those countries – USTDA invests in activities that are expected to generate the greatest opportunities for U.S. companies. The result has been an increase in demand from the U.S. private sector and host countries, and a concomitant increase in USTDA's export multiplier.

In FY 2023, USTDA expects to target several key regions and markets, including:

### *Sub-Saharan Africa:*

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

### *Indo-Pacific:*

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

### *Middle East / North Africa:*

- Egypt
- Jordan
- Turkey

### *Latin America / Caribbean:*

- Brazil
- Colombia
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Panama

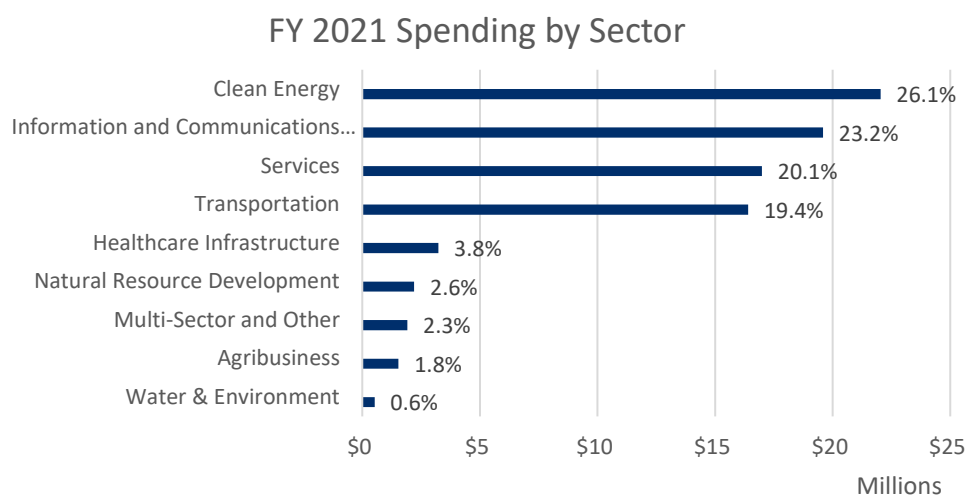
In FY 2021, USTDA invested 77 percent of its total program funding within priority countries. The Agency also focused its work on five priority industry sectors – clean energy, information and communications technology, transportation, healthcare infrastructure and agribusiness – where U.S. technology solutions are currently competitive, and that are most favorable to the export of U.S. goods and services. USTDA's in-house industry sector teams have developed expertise in key industries to understand global demand and determine where there is the greatest opportunity for growth in U.S. exports. In FY 2021, USTDA invested 74 percent of its program funding in these priority sectors.

## Regional and Sector Funding Breakout

The table below represents amounts of all available funds reserved and obligated in FY 2021, including core and transfer funding. The FY 2023 amounts represent the anticipated allocation of FY 2023 core funds requested in this budget justification.

Region	FY 2021 (Actual)		FY 2023 (Requested)	
	Amount	% of Total	Amount	% of Total
Indo-Pacific	\$21,637,314	25%	\$17,000,000	22%
Latin American and the Caribbean	\$7,727,661	9%	\$10,000,000	13%
Middle East, North Africa, Europe and Eurasia	\$15,292,811	17%	\$12,000,000	16%
Sub-Saharan Africa	\$26,619,173	30%	\$22,000,000	29%
Worldwide/Global Procurement Initiative	\$17,141,391	19%	\$16,000,000	20%
<b>Total</b>	<b>\$88,418,350</b>	<b>100%</b>	<b>\$77,000,000</b>	<b>100%</b>

The following chart represents the Agency's spending in FY 2021 by sector.



## Operating Expenses

USTDA respectfully requests \$21 million in operating expenses for FY 2023, which incorporates payroll increases per OMB guidance and includes staff resources for implementing the President's vision of tackling the climate crisis and advancing the goals of the B3W Initiative.

Our proportional share of OE spending remains relatively constant and will facilitate the employment of the personnel necessary to efficiently and effectively program and manage the requested \$77 million in program funding. Further, to advance the President's Management Agenda, USTDA must continue to invest in strengthening and modernizing its IT infrastructure and cybersecurity posture.

### STAFFING

To be responsive to the Biden-Harris Administration's focus on strengthening the domestic economy while advancing its foreign policy goals in emerging economies and national security priorities, USTDA requests an increase of 3 additional FTEs, bringing our FY 2023 FTE level to 68. This staffing level will enable USTDA to effectively advance the Administration's multi-pronged approach of re-engaging the international community. Specifically, the staffing will enable USTDA to scale to meet the Administration's climate and small business engagement commitments while advancing a U.S. private sector approach to the implementation of B3W, implementing the National Export Strategy, and ensuring that USTDA is best positioned to meet the needs of the U.S. business community as the U.S. Government works to provide an alternative to China's Belt and Road Initiative. Further, the additional FTEs would provide the necessary operations and program support to facilitate the effective programming of additional activities responsive to the Biden-Harris Administration's foreign policy and national security objectives. Additionally, this staffing level will enable USTDA to advance the President's Executive Orders on equity and USTDA's Equity Action Plan. To continue to support and strengthen talent pipelines, USTDA intends to hire paid interns starting in FY 2023. Within the budget request, USTDA will continue to leverage shared services to ensure the greatest efficiency and effectiveness of its resources.

### IMPROVING MANAGEMENT THROUGH IT MODERNIZATION AND INVESTING IN SHARED SERVICES

USTDA is continuing its efforts to invest, modernize and integrate its operations to increase functionality and usability, leveraging shared services where available. USTDA has multiple initiatives anticipated in FY 2023-2024 which will modernize the agency infrastructure as well as enhance the ability of USTDA to focus on mission, service and stewardship. USTDA will conclude FY 2022 initiatives of the LogicMonitor a cloud-based infrastructure monitoring solution, the implementation and integration of the Continuous Diagnostics and Mitigation (CDM) program a shared service that is in alignment with Executive Order 14028. Additionally, USTDA will continue enhancement of and application of SharePoint online, along with identifying supplementary enterprise tools. These improvements, as well as the participation in the CDM program in FY 2022, provide greater collaboration, enhance cybersecurity and increase security posture



visibility. As well as streamlining Federal Information Security Modernization (FISMA) reporting.

FY 2023 initiatives also include working with DHS on transitioning E<sup>3</sup>A DNS and Einstein services from our current AT&T Enterprise Infrastructure Solution (EIS) service provider to the shared service provider Verizon.

Other projects include the continual development of the USTDA Privacy Program and further implementation of Insider Threat Program components. USTDA has worked diligently in order to modernize its IT infrastructure and inoculate itself against network vulnerabilities, by laying strong foundations together with keeping pace with expanded federal security requirements.<sup>2</sup> Additionally, USTDA is continuing its ongoing assessment of its software lifecycle, older hardware infrastructure and its components for end of life and technology refresh needs. This will benefit USTDA by improving its infrastructure through evaluating its efficiency and future implementation for redundancy as well as meeting compliance in FY 2023.

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, and the Department of Homeland Security. USTDA continues to host its external website on OMB's MAX platform, and in FY 2023 will continue to consider other shared services solutions and modernization initiatives such as a contract management system. 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 FY2023.

### 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.

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

## USTDA's Mission and Tools

### ABOUT USTDA

The U.S. Trade and Development Agency 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.

USTDA achieves its mission by funding feasibility studies, technical assistance and pilot projects that integrate U.S. private sector innovation into infrastructure projects at the critical early stages when design choices and technology options are determined. The Agency also connects overseas project sponsors with U.S. partners through its reverse trade missions, industry conferences and expert workshops.

USTDA's dual mission of facilitating overseas economic development and U.S. exports is unique among federal agencies. In carrying out its mission, the Agency places particular emphasis on vital economic sectors including clean energy, information and communications technology, transportation, healthcare infrastructure and agribusiness.

### 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.

## 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 capacity- building activities. 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.

## 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 leadership includes the Director, Deputy Director, General Counsel, Chief of Staff, Director of Policy and Program Management, and the Director for Management and Operations. Program staff, organized by geographic region, prioritizes their investments 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 Program Monitoring and Evaluation continuously reviews ongoing and past performance. Additionally, the Agency's size and structure allow its senior management, with input from the Director of Program Monitoring and Evaluation, 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, Program Monitoring and Evaluation, Finance, Acquisition Management, Information Technology and Administration. These positions 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.