

# GOAL ACHIEVED



## Agency Priority Goal Action Plan

# Remove Foreign Trade Barriers

### Goal Leaders:

Jeffrey Kessler, Assistant Secretary for Enforcement & Compliance, Office of the Under Secretary for International Trade

\*Ian Steff, Assistant Secretary for Global Markets and Director General of the U.S. Foreign & Commercial Service, Office of the Under Secretary for International Trade

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\*Performing the non-exclusive functions and duties of the position.

# Overview

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## Goal Statement

- **The International Trade Administration (ITA) will facilitate fair competition in international trade for U.S. firms and workers by improving the number of trade barriers reduced, removed, or prevented by 10 percent annually in fiscal years 2018 and 2019.**

## Challenge

- Unfair trade practices and increasingly complex international markets can place U.S. businesses at a disadvantage in global markets. Today, there is foreign competition in virtually every industry, challenging U.S. firms to keep up with foreign competitors in rapidly-changing markets and industries. These challenges and barriers must be addressed if U.S. companies are to succeed internationally, supporting the American economy and workers across the country.

## Opportunity

- With industry, trade agreement, and country experts located in Washington, D.C., and teams spread across 118 international cities in 76 countries and 106 locations throughout the United States, ITA is well positioned to eliminate trade barriers, negotiate fair trade deals, ensure compliance with trade laws and agreements, and expand trade.

## International Trade Administration

Acting Under Secretary  
**\*Joe Semsar**

### Goal Leaders

#### Industry & Analysis

**Nazak Nikakhtar**, Assistant Secretary  
for Industry & Analysis

#### Enforcement & Compliance

**Jeffrey Kessler**, Assistant Secretary for  
Enforcement & Compliance

#### Global Markets

**\*Ian Steff**, Assistant Secretary for Global  
Markets and Director General of the U.S.  
Foreign & Commercial Service

\*Performing the non-exclusive functions and duties of the  
position.

# Goal Structure & Strategies

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ITA leveraged the unique roles and skill-sets of each ITA unit to remove current trade barriers and developed plans for heading off new and emerging barriers. The ITA-wide effort included:

- 1) Senior ITA leadership communicating the organizational-wide focus of the APG to all staff across offices worldwide. Office Directors or their equivalent will reinforce the priority and clarify roles in support of the APG. Additional efforts will include:
  - Outreach and education of ITA-staff; and,
  - Written guidance on the use of ITA's customer relationship management system to capture trade barrier cases and data patterns that point to possible barriers.
- 2) Implementing a unified process across all offices to identify and communicate early warnings of existing and potential trade barriers to staff across the organization, U.S. industry, and other stakeholders;
- 3) Rolling-out a unified system to gather and implement best practices and continuously improve approaches to identifying existing barriers and potential barriers;

# Goal Structure & Strategies

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- 4) Leveraging the expertise of issue, industry, and country experts to develop and improve solutions through collaboration; and,
- 5) Deploying senior officials (in and outside ITA) to engage with our trading partners at critical junctures, using all available tools to engage with foreign governments on problem issues.

Training and Outreach: ITA coordination of education and training for all client-facing staff on their role in contributing to the Agency Priority Goal.

Foreign Engagement: Through multilateral/bilateral active engagement with foreign governments, ITA endeavored to remove and/or mitigate foreign trade barriers adversely affecting U.S. exports in a commercially-meaningful timeframe that is faster and more cost-effective than pursuing formal legal dispute settlement proceedings.

# Summary of Progress – FY 19 Q4

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**The cumulative number of trade barrier cases successfully resolved through the fourth quarter of fiscal year 2019 is 140 with a preliminary impact value of \$15.2 billion supporting nearly 80,000 U.S. jobs. Despite the loss of 35 days due to a government shutdown, this result exceeds the annual target of 136 by approximately 3 percent.** This is the second year in a row that the ITA has not only met but exceeded the established goal. ITA's focus on trade barriers over the last two years has allowed it to concentrate on an essential mission area where significant progress and change was needed to ensure fair and reciprocal trade through the enforcement of our trade laws and trade agreements.

- ITA recognizes the work on trade barriers, and related successes, is not a linear exercise and short-term gains provide no assurances of meeting year-end goals. Keys to success are tied to the identification of new cases and persistent work on enforcement.
- To continue to achieve its objectives here, ITA must remain vigilant in identifying trade barriers, developing strategies to overcome them, and continuing to apply what it has learned over the last two years.

# Key Milestones

Senior ITA leadership communicating the organizational-wide focus of the APG to staff across offices worldwide.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone status	Change from last month	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Reiterate roles and responsibilities of ITA staff in addressing trade barriers	Continuous throughout FY19 – FY20	Ongoing	Continued training, outreach to clarify roles/ responsibilities (organizational level)	ITA Taskforce	
Plan ITA-wide communication and messaging by senior leadership to reinforce the APG and convey roles and responsibilities	Continuous throughout FY19 – FY20	Ongoing	Sr. Level messaging, along with weekly ITA updates on progress/WINs	ITA Taskforce	This remains an ongoing effort to reinforce the APG and to provide proper direction as ITA manages competing priorities related to enforcement.
Provide outreach and education to ITA-staff via the Trade Barrier Taskforce	Continuous throughout FY19 – FY20	In progress (needs to be a continuous effort)	Continued training and outreach is taking place, this includes State Dept. training	ITA Taskforce	This remains an ongoing effort to ensure that relevant ITA staff are fully briefed and properly trained in trade barrier identification, monitoring, and enforcement.
Provide written guidance on the use of ITA's customer relationship management system and identify any changes therein.	Continuous throughout FY19 – FY20	Ongoing	New improvements being rolled out, updated guidance to follow in coming months	ITA Taskforce	Updates to be provided on an ongoing basis to reflect feedback and improvements.

# Key Milestones

Implement a unified process across all business units to identify and communicate early warnings of existing and potential trade barriers to staff across the organization, U.S. industry, and other stakeholders.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone status	Change from last month	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Roll-out the unified system to identify and communicate early warning signals of existing or potential trade barriers across the organization, industry and our partners	(Continuous throughout FY19 – FY20)	Ongoing	Continued outreach and training to ensure proper use of system (training on updates to come)	ITA Taskforce	This remains an ongoing effort to ensure that relevant ITA staff are fully briefed and properly trained in trade barrier identification, monitoring, and enforcement.
Develop external communications plan to educate stakeholders about the existence of ITA's trade barrier teams and resources available to industry	Continuous throughout FY	Ongoing		ITA Taskforce	External communication plan to be developed and updated on an ongoing basis to reflect office plans and scheduling. Dates still to be determined pending budget considerations. This will include materials and an outreach schedule that will be updated as improvements and opportunities arise to provide further outreach and education.
Create brochures/infographics (consider key portfolios to (TBT, anti-corruption, GPA, etc.)	August 2019	Ongoing	Drafts completed, waiting for contractor to finalize	ITA Taskforce	Waiting on contractor to complete.
Make appropriate use of trade barrier promotional videos in conjunction with ITA website updates.	Continuous throughout FY19-20	Video now available via YouTube and Website	Video finalized and made publicly available	ITA Taskforce	Trade barrier video has been created and will be used for websites/training/education. Additional videos and success stories to be developed to help expand understanding and training. <a href="https://www.trade.gov/videos/eb-breaking-through-trade-barriers-021919.mp4">https://www.trade.gov/videos/eb-breaking-through-trade-barriers-021919.mp4</a>

# Key Milestones

Roll-out a unified system to gather and implement best practices and continuously improve approaches to identifying barriers and potential barriers.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Change from last month	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Modify PowerPoint Training Materials to reflect updates and changes to system – <ul style="list-style-type: none"> <li>Trade Barrier 101</li> <li>Trade Barrier 201</li> <li>Initiating a New Case/Case Management</li> </ul>	Continuous throughout FY	Ongoing	101 Finalized, 201 awaiting System Updates before finalizing	ITA Taskforce	Draft 201 training materials were developed based on current feedback and results from the Trade Barrier 101 training. Additional feedback from the 101 training is needed to further inform second level training. 201 training also needs to incorporate system updates that are still being implemented.
Create online Training Modules and short training videos – 101, 201, specialized portfolio/issue training (IPR, Digital, Services, etc.)	Ongoing	Project for New FY		ITA Taskforce	Development of online Training Module/videos will need to be coordinated with anticipated updates to the customer relationship management system and feedback/results from ongoing training.
Provide USTR all active/inactive cases re: trade barriers (by country) to be included in the National Trade Estimate (NTE) report.	Feb/March 2019	Completed		TPSC Secretariat/ ITA Country/ Industry Desks	Despite the short time available, met the challenge to identify and include all trade barrier cases ( <u>both active and inactive</u> ) for inclusion in the 2019 NTE report.
Develop strategy to increase the intake of new, and the tracking of existing, anti-corruption-related cases.	Continuous throughout FY	Ongoing		ITA Anti-corruption Team	Activity needs to be coordinated with updates to the customer relationship management system. Efforts underway to identify current cases with elements related to corruption.

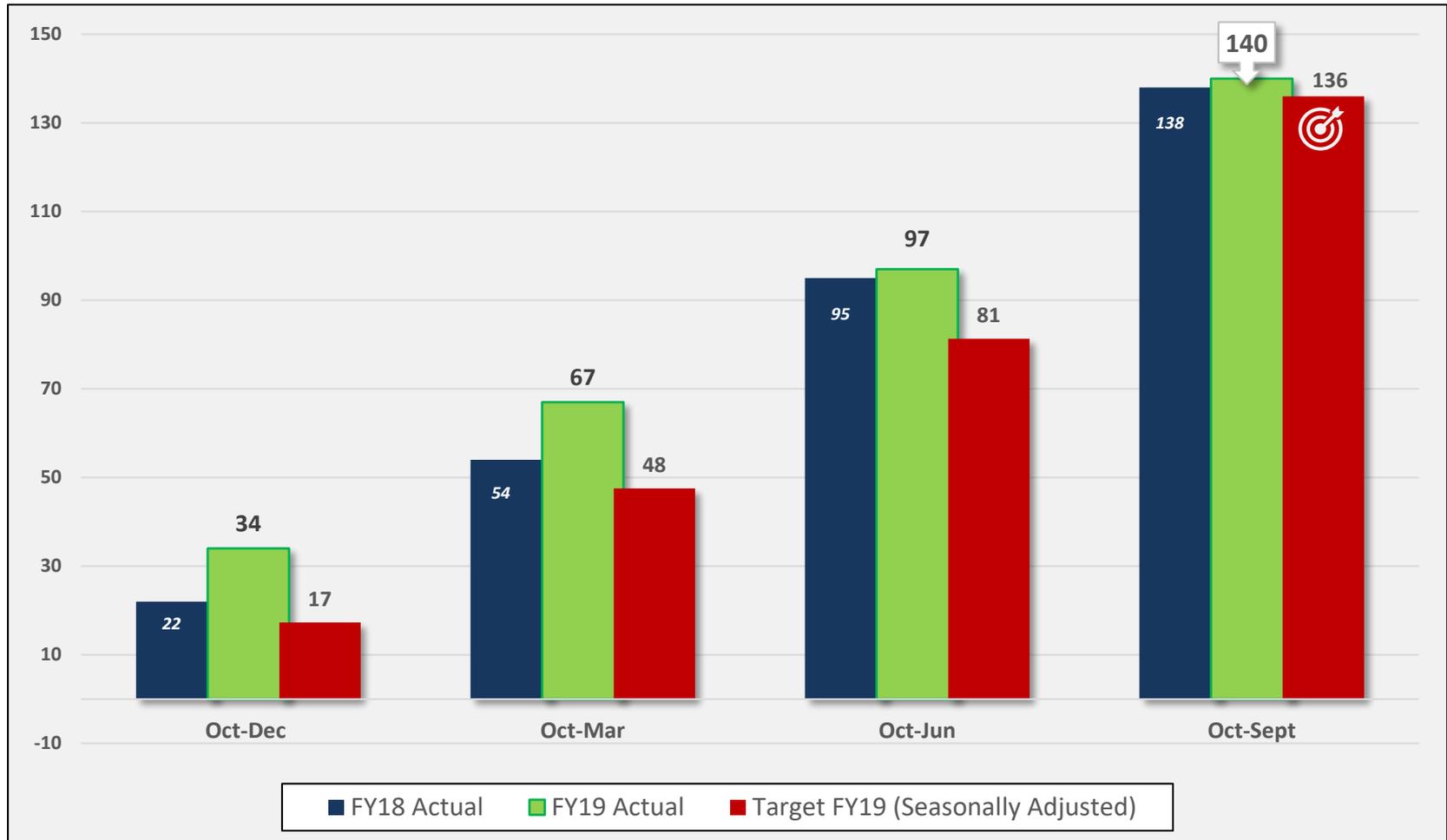
# Key Milestones

Leverage the expertise of issue, industry, and country experts to develop and improve solutions through collaboration.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone status	Change from last month	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Coordinate the expertise of issue, industry and market experts, from both government and the private sector to develop solutions to reduce, remove or prevent trade barriers	Continuous throughout FY	In progress	Meetings w/ clients, coordinate efforts for casework	ITA Taskforce; case teams	Trade Barrier work transcends all government agencies and coordinating USG efforts towards the same goal is a significant challenge.
Provide education and outreach to ITA constituents about ITA services and about existing or potential trade barriers	Continuous throughout FY	In progress	Meetings with Industry, ITACs, trade shows, etc.	ITA Taskforce; case teams	

# Key Indicators

Cumulative Number of Trade Barriers Reduced, Removed, Prevented  
FY2019 (October 2018– September 2019)



# Data Accuracy and Reliability

MEASUREMENT: the number of trade barriers removed, reduced, or prevented. For additional insights into the impact of the APG, ITA will estimate the increase in U.S. export revenue for the first year after a barrier is removed and report this dollar value figure on an annual, lagging basis. This analysis will not extrapolate or estimate any longer-term or jobs impact of this work.

All numbers provided by industry sources will include Harmonized Tariff Schedule (HTS) coverage, export values, and valuation formulae. ITA economists will be responsible for evaluating and analyzing all trade barrier activities, particularly those that cannot be evaluated using a partial-equilibrium approximation formula, to ensure consistency and accuracy in valuation.

Three options can be used to estimate the export impact on the removal of the trade barrier:

- 1) Company sourced estimates – Industry will provide estimates of the dollar value of exports that will occur as a result of the removal of the trade barrier and the HTS numbers associated with its exports.
- 2) Use of a partial-equilibrium approximation formula – elasticity data will be sourced from the World Bank. The following formula will calculate the dollar impact of the removal of the trade barrier:

*Initial Export Value x Import Demand Elasticity x Ad Valorem Equivalent Tariff Rate = \$ Change in Exports*

- 3) Case-specific or tailored estimations (to be used in circumstances where the previous two options are not available) will be determined and calculated by ITA's economists.

# Contributing Programs

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## Organizations:

- International Trade Administration (Industry & Analysis, Global Markets, and Enforcement & Compliance)
- Other Department of Commerce Bureaus (National Oceanic and Atmospheric Administration (NOAA), National Institute of Standards and Technology (NIST), United States Patent and Trademark Office (USPTO), Bureau of Industry and Security (BIS))
- Other U.S. Government agencies involved in trade (i.e., U.S. Trade Representative (USTR), U.S. Department of State, U.S. Department of Agriculture (USDA))

## Program Activities:

- Achieve full implementation of the ITA Global Compliance Strategy
- Liaise with Industry Trade Advisory Committees (ITAC) that provide detailed policy and technical advice and recommendations

## Other Federal Activities:

- Interagency Compliance Taskforce
- USDA Trade Barrier Team
- [National Trade Estimate Report](#)
- World Trade Organization (WTO)/United States-Mexico-Canada Agreement Dispute Settlement
- Relevant Trade Law (e.g., Section 301) Enforcement

# Stakeholders

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- Efforts continue to roll-out a unified system to identify and communicate early warning signals of existing or potential trade barriers across the organization, industry and our partners.
- ITA continues to leverage its resources and coordinate the expertise of issue, industry and market experts, from both government and the private sector, to develop solutions to reduce, remove or prevent trade barriers.
- Important stakeholders include:
  - U.S. companies (including overseas affiliates)
  - American workers and their representatives
  - U.S. exporters (goods and services)
  - U.S. industry associations
  - Congressional representatives/constituents
  - Other U.S. government agencies (i.e., USTR, State Department, USDA)

# External Communications Plan

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External communications plan included:

- Informing stakeholders about the existence of ITA's trade barrier teams and the resources that are available to help them address barriers;
- Developing standard brochures and promotional materials to include videos and a streamlined website presence to support outreach and education on our trade barrier work;
- Issuing press releases and promotional pieces to share approved successes and highlight the benefits of ITA assistance;
- Conducting outreach and education for Congressional offices to share the work being done on behalf of their constituents;
- Conducting outreach and education to other U.S. government agencies about ITA's trade barrier work and how we can collaborate to address trade barriers globally; and,
- Educating and leveraging support from international organizations like WTO, Asia- Pacific Economic Cooperation, The Organisation for Economic Co-operation and Development, The World Intellectual Property Organization, etc.