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

*James Sullivan, Assistant Secretary for Industry & Analysis, Office of the Under Secretary for International Trade

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

Performance.gov

Fiscal Year 2019, Quarters 1 and 2
Overview

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 108 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.
Leadership

International Trade Administration

Undersecretary
Gil Kaplan

Goal Leaders

Industry & Analysis
*James Sullivan, Assistant Secretary for Industry & Analysis
*Performing the non-exclusive functions and duties of the position

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.
ITA will leverage the unique roles and skill-sets of each ITA unit to remove current trade barriers and develop plans for heading off new and emerging barriers. The ITA-wide effort includes:

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;
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 will endeavor 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.
Through the first half of FY19, and despite 35 days of a government shutdown, the cumulative number of cases successfully resolved is 66. ITA has exceeded both the 1st and 2nd quarterly targets of 17 and 48 successes, recording 34 and 66 respectively. That is 38 percent above the half-year target and 22 percent above last year’s achievement of 54 for the same time period. ITA is successfully working toward hitting the established milestones and is on track to meet its FY19 annual goal of 136 successes.

- 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 objective, ITA remains vigilant in identifying trade barriers, developing strategies to overcome them, and continuing to apply all available resources to this priority.

- ITA's success in 2018 provides a solid foundation for achieving our FY19 goal of successfully resolving 136 cases. However, increasing ITA operational costs without proportional increases in funding negatively impacts the organization's ability to accomplish its goal, particularly while working on competing enforcement priorities.
Senior ITA leadership communicating the organizational-wide focus of the APG to staff across offices worldwide.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone status</th>
<th>Change from last month</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
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<tbody>
<tr>
<td>Reiterate roles and responsibilities of ITA staff in addressing trade barriers</td>
<td>October 2018 – May 2019</td>
<td>In progress</td>
<td>Continued training, outreach to clarify roles / responsibilities (organizational level)</td>
<td>ITA Taskforce</td>
<td>This remains an ongoing effort to reinforce the APG and to provide proper direction as ITA manages competing priorities related to enforcement.</td>
</tr>
<tr>
<td>Plan ITA-wide communication and messaging by senior leadership to reinforce the APG and convey roles and responsibilities</td>
<td>Continuous throughout FY19</td>
<td>In progress</td>
<td>Sr. Level messaging, along with weekly ITA updates on progress / WINs</td>
<td>ITA Taskforce</td>
<td>This remains an ongoing effort throughout FY19 to ensure that relevant ITA staff are fully briefed and properly trained in trade barrier identification, monitoring, and enforcement.</td>
</tr>
<tr>
<td>Provide outreach and education to ITA-staff via the Trade Barrier Taskforce</td>
<td>Continuous throughout FY19</td>
<td>In progress (needs to be a continuous effort throughout FY19)</td>
<td>Continued training and outreach is taking place, this includes State Dept. training</td>
<td>ITA Taskforce</td>
<td>This remains an ongoing effort throughout FY19 to ensure that relevant ITA staff are fully briefed and properly trained in trade barrier identification, monitoring, and enforcement.</td>
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<tr>
<td>Provide written guidance on the use of ITA's customer relationship management system and identify any changes therein.</td>
<td>Continuous throughout FY19</td>
<td>Ongoing</td>
<td>New improvements being rolled out, updated guidance to follow in coming months</td>
<td>ITA Taskforce</td>
<td>Updates to be provided on an ongoing basis to reflect feedback and improvements.</td>
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## 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.

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<tr>
<td>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</td>
<td>October 2018 - September 2019 (Continuous throughout FY19)</td>
<td>In progress</td>
<td>Continued outreach and training to ensure proper use of system (training on updates to come)</td>
<td>ITA Taskforce</td>
<td>This remains an ongoing effort throughout FY19 to ensure that relevant ITA staff are fully briefed and properly trained in trade barrier identification, monitoring, and enforcement.</td>
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<tr>
<td>Develop external communications plan to educate stakeholders about the existence of ITA’s trade barrier teams and resources available to industry</td>
<td>February/May 2019</td>
<td>In progress</td>
<td></td>
<td>ITA Taskforce</td>
<td>External communication plan to be developed based on 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.</td>
</tr>
<tr>
<td>Create brochures/infographics (consider key portfolios to (TBT, anti-corruption, GPA, etc.)</td>
<td>April 2019</td>
<td>In progress</td>
<td>Drafts developed, working with contractor to finalize</td>
<td>ITA Taskforce</td>
<td>Finalize brochure/infographic for agreements compliance elements of trade barrier work; Explore ways to expand brochure to encompass market access.</td>
</tr>
<tr>
<td>Make appropriate use of trade barrier promotional videos in conjunction with ITA website updates.</td>
<td>Continuous throughout FY19</td>
<td>In progress. Video now available via YouTube and Website</td>
<td>Video finalized and made publicly available</td>
<td>ITA Taskforce</td>
<td>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></td>
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## Key Milestones

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

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<td>Modify PowerPoint Training Materials to reflect updates and changes to system – Trade Barrier 101 Trade Barrier 201 Initiating a New Case/Case Management</td>
<td>Continuous throughout FY19</td>
<td>In progress</td>
<td>101 Finalized, 201 awaiting System Updates before finalizing</td>
<td>ITA Taskforce</td>
<td>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.</td>
</tr>
<tr>
<td>Create online Training Modules and short training videos – 101, 201, specialized portfolio/issue training (IPR, Digital, Services, etc.)</td>
<td>April 2019/Aug 2019</td>
<td>Not started</td>
<td></td>
<td>ITA Taskforce</td>
<td>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.</td>
</tr>
<tr>
<td>Provide USTR all active/inactive cases re: trade barriers (by country) to be included in the National Trade Estimate (NTE) report.</td>
<td>Feb/March 2019</td>
<td>Completed</td>
<td></td>
<td>TPSC Secretariat/ITA Country/Industry Desks</td>
<td>Despite the short time available, met the challenge to identify and include all trade barrier cases (both active and inactive) for inclusion in the 2019 NTE report.</td>
</tr>
<tr>
<td>Develop strategy to increase the intake of new, and the tracking of existing, anti-corruption-related cases.</td>
<td>April-July</td>
<td>In progress</td>
<td></td>
<td>ITA Anti-corruption Team</td>
<td></td>
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Leverage the expertise of issue, industry, and country experts to develop and improve solutions through collaboration.

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<tr>
<td>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</td>
<td>Continuous throughout FY19</td>
<td>In progress</td>
<td>Meetings w/ clients, coordinate efforts for casework</td>
<td>ITA Taskforce; case teams</td>
<td>Trade Barrier work transcends all government agencies and coordinating USG efforts towards the same goal is a significant challenge.</td>
</tr>
<tr>
<td>Provide education and outreach to ITA constituents about ITA services and about existing or potential trade barriers</td>
<td>Continuous throughout FY19</td>
<td>In progress</td>
<td>Meetings with Industry, ITACs, trade shows, etc.</td>
<td>ITA Taskforce; case teams</td>
<td></td>
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Number of Trade Barriers Reduced, Removed, Prevented
FY2019 (October 2018 – March 2019)

<table>
<thead>
<tr>
<th>Period</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY19 Target</th>
</tr>
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<tbody>
<tr>
<td>Oct-Dec</td>
<td>17</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Oct-Mar</td>
<td>54</td>
<td>66</td>
<td>48</td>
</tr>
<tr>
<td>Oct-Jun</td>
<td>95</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>Oct-Sep</td>
<td>138</td>
<td>136</td>
<td>136</td>
</tr>
</tbody>
</table>

Legend:
- FY18 Actual
- FY19 Actual
- FY19 Target (Seasonally adjusted)
**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:

   \[
   \text{Initial Export Value} \times \text{Import Demand Elasticity} \times \text{Ad Valorem Equivalent Tariff Rate} = \$ \text{Change in Exports}
   \]

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

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
• Efforts continue the roll-out of 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

External communications plan to include:
- 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.