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**UNCLASSIFIED**

**Annual Budget  
Submission**

**FY-1994**

**INTERNATIONAL  
BUSINESS  
DEVELOPMENT**

SEPTEMBER 1992



**Agency for International Development  
Washington, D.C. 20523**

**UNCLASSIFIED**

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Program Overview Narrative  
Office of International Business Development

Mission:

The mission of the Office of International Business Development is to serve as a catalyst to:

- expand the use of private sector solutions and approaches within A.I.D. development assistance programming;
- increase participation of U.S. businesses in developmentally sound, commercial activities in selected A.I.D.-assisted countries;
- serve as a catalyst to leverage and rationalize U.S. government resources targeted on trade and investment promotion in developing countries;
- respond to requests for commercial and economic information and referrals from the U.S. private sector, its counterparts in developing countries, and USAID Missions;
- find ways to facilitate the identification and presentation to the U.S. private sector of business leads in developing countries in order to forge economically viable links between the U.S. and indigenous private sectors in ways which contribute to A.I.D.'s development mandate.

IBD activities are coordinated with regional bureaus and are implemented in full cooperation with USAID Missions. IBD has established liaison officers to work with each A.I.D./W regional bureau to ensure the closest possible cooperation and avoid both duplication of effort and miscommunication. Since March 1992, PRE/IBD liaison officers attend regular meetings with designated representatives from each of A.I.D./W's regional and technical bureaus.

Such meetings have proved very profitable for the exchange of information vital for planning and coordination of field activities. In particular, close coordination with NIS is proving to be exceptionally valuable. In the case of NIS, the PRE bureau has undertaken the role of analyzing the large number of unsolicited proposals sent to NIS and recommending those which appear to offer good prospects. IBD intends to continue to work closely with each of the regional and technical bureaus in the period ahead and to offer its varied services to USAID Missions around the world.

Current Program (FY 1992 & 1993):

The Office of International Business Development (IBD) houses three private sector grant projects: the Trade and Investment Services Project (TIS) (940-0013), the Market and Technology Access Project (MTAP) (936-4053), and the Center for Trade and Investment Services (CTIS), (940-0102). TIS is a \$3.584 million project with an FY 1993 PACD. MTAP has an authorized level of \$5.510 million and a PACD of FY 1993. CTIS was authorized in FY 1992 at an LOP level of \$12.0 million for a five-year period.

The goal of the TIS project is to improve the competitiveness of companies in the less developed and advanced developing countries and in emerging democracies. The TIS program uses IESC's network of 12,000 volunteer industry experts, both retired and active, to promote trade and investment transactions. The project directly supports TIS activities in nine countries.

The goal of the MTAP project is to help business enterprises in selected developing countries to increase productivity and employment by improving their access to new technologies and markets. The MTAP project is carried out principally by Interamerican Management Consulting Corporation (IMCC), an 8(a) firm based in Florida, with an office in Arlington, Virginia; and by the National Association of State Development Agencies (NASDA) in Washington.

Both the TIS and the MTAP projects have been effective in attaining their goals. Missions around the world have frequently attested to the utility of the projects by utilizing Mission funds to buy in to each project. In fact, both TIS and MTAP are support projects for the Missions and do not operate without Mission programs. TIS specifically funds the U.S. costs, and Missions fund the local costs of TIS projects. To date, the total level of Mission buy-ins to MTAP is \$6,800,000, and \$18,800,000 has been committed by Missions for TIS buy-ins.

The Center for Trade and Investment Services (CTIS) is IBD's newest activity. CTIS is the Agency's first full-service, one-stop shop to provide information to the U.S. private sector on A.I.D. and other USG programs and activities which support trade and investment in developing countries. CTIS serves as the Agency's principal point of contact with the U.S. business community regarding trade and investment activities and opportunities in the lesser developed countries. CTIS will become fully operational on September 1, 1992.

**Description of CTIS**

**CTIS** will serve as a full-service, comprehensive "one-stop" information center within A.I.D. to provide information on Agency

private sector programs, along with trade and investment information and support services. **CTIS** will be A.I.D.'s focal point for the collection and dissemination of information to U.S. firms and organizations on programs and activities that support international private enterprise in developing countries.

**CTIS** assistance will progress from providing general country-profile and program information to providing transaction support, as indicated below:

- Information and Orientation Service - Providing standard country profiles and fact sheets to promote awareness of A.I.D.-supported activities;
- Trade and Investment Clearinghouse Service - Clarifying inquiries, interpreting the need for available information and/or referral to appropriate resources;
- Business Transaction Services - Accessing A.I.D. resources to identify and facilitate direct investments and other commercial interests by U.S. businesses in developing countries. This will include marketing targeted business opportunities in selected countries.

The principal goal of **CTIS** is to serve the Agency as a catalyst to significantly increase the participation of U.S. businesses in developmentally sound, commercial opportunities in developing countries.

#### **The Operation of CTIS**

**CTIS** will be the primary A.I.D. point of information for inquiries from the U.S. private sector, other federal agencies and, as needed, representatives of developing countries. This information will encompass Agency private sector programs and developmentally-sound trade and investment opportunities. This inventory of information will include all A.I.D.-managed projects and programs, as well as references to, and resources available from, other government agencies.

The following is a sample listing of the products and business advisory services which would be available from **CTIS**:

- **CTIS** analysts will provide standard country profiles and fact sheets, commercial information on developing country investment codes, business regulations, the general business climate and specific opportunities for commercial ventures;
- **CTIS** will provide information on all federal programs providing trade assistance and investment promotion services, including intermediaries and contacts providing services in such areas as counseling, locating overseas

buyers and representatives, financing aid, technical assistance and various documentation and licensing requirements;

- **CTIS** will provide information from sources such as: the National Trade Data Bank's system for trade promotion and international market information; calendars of conferences, missions, fairs and other domestic and overseas trade activities; and, its own data sources to be assembled and developed over the course of its operations.
- **CTIS** will provide referral services to foster developmentally sound commercial linkages between indigenous private sectors of A.I.D.-assisted countries and the U.S. private sector. To this end, **CTIS** will access A.I.D.'s and PRE's network of U.S. business organizations, financial institutions, graduate schools of business, industry and professional associations.
- **CTIS** will serve as the "entry" point of contact for the Agency -- responding to inquiries, facilitating contacts with Agency technical staff and, when appropriate, direct referrals to Missions. The Center will work closely with desk officers and technical resource personnel to coordinate activities, as well as with other USG agencies, to assist U.S. business in gaining access to information on developing countries' policy-makers, business leaders and intermediaries.

**CTIS** will be closely linked to the Department of Commerce's Trade Information Center, other U.S. government agencies, international organizations such as the World Bank Group and the United Nations' International Trade Center, as well as networks of private sources of trade and investment information services. The Center will seek agreements with Commerce, TDP, OPIC, and SBA for cross-training and personnel exchanges of specialists.

**CTIS** will develop a comprehensive, Agency-wide reporting and "results tracking" system to provide for aggregation of data for reporting to the Congress, as well as for A.I.D.'s internal analytical purposes.

**CTIS** will endeavor to provide information to and from "clients" and A.I.D. officials regarding trade and investment environments. **CTIS** will seek to concentrate its efforts in those countries that have addressed the needs and preconditions necessary to attract new investment and profitable, commercial opportunities. The Center will also endeavor to implement recommendations of the Administrator's Business Advisory Council -- adjusting its portfolio of informational products and services as may be required -- so as to better serve its various client constituencies.

**CTIS** is scheduled to formally begin operations on September 1, 1992. The Center will be open from 9:00 a.m. to 5:30 p.m., Monday through Friday, with a message service operating after hours. A toll-free telephone number and a toll-free telecommunications device for the hearing-impaired are available. The toll-free telephone number is 1-800-USAID-4-U.

### **Description of Markets Served**

The principal targets of **CTIS** will be U.S. companies and business organizations which have not engaged in trade or investment, primarily because of lack of information or perceived opportunity. As described by the SBA, this universe amounts to almost 70,000 small- and medium-sized businesses. With only a small number of businesses turning to USG sources for trade and investment assistance, the potential demand for **CTIS** services is significant. During its start-up phase, **CTIS** will promote its services only within its capabilities to effectively respond. As the Center gains experience, it will be able to better utilize other A.I.D. personnel and the network of missions.

Initial efforts must focus internally on developing relationships and identifying informational assistance sources and needs of the geographic bureaus. Through the Bureaus, **CTIS** will develop linkages with the projects and resources within Missions. **CTIS'** eventual ability to effectively communicate with U.S. businesses about commercial opportunities in selected developing countries will depend upon these relationships. Therefore, **CTIS** representatives are working directly with Bureaus, attending staff meetings and participating in other activities, as appropriate.

In order to initially reach its target audience, **CTIS** must demonstrate early success through first-rate personal services, an effective network of cooperating state and federal agencies, and a reliable information system. The Center will begin its outreach program modestly so as not to be overwhelmed by "low-end" inquiries. **CTIS** will begin its international marketing efforts for two or three countries in each region, expanding regional portfolios gradually. **CTIS** will respond to all incoming inquiries but will attempt to market -- to create awareness and generate interest -- in a focused, strategic manner in order to optimize the use of its limited resources.

Its primary resource for identifying and marketing business opportunities will be the International Executive Service Corps (IESC), a private voluntary organization which will link the need for markets, capital and technology to its more than 12,000 executive volunteers. To be effective in reaching those firms and organizations, **CTIS** will work directly with key U.S. firms,

associations and industry groups to identify countries of highest potential.

At the same time, CTIS will work closely with Missions in selected countries to identify sector-specific opportunities for direct partnering (through IESC) in the United States. CTIS will, to the extent it conforms with Mission programs, engage other PVOs and NGOs through a nationwide business development network for marketing developmentally sound trade and investment opportunities.

### **The CTIS Competition/Alternative**

CTIS' comparative advantage for the provision of the services described above is that no other sources exist within the U.S. Government for such services, as they relate to developing countries. Virtually all trade and investment services currently available focus on developed countries. USG agencies -- such as the Departments of Commerce and Agriculture, EXIM, TDP, and SBA - - primarily focus on exports from the U.S. There is a major lack of available services provided to U.S. businesses interested in trade and investment opportunities in developing countries. CTIS will fill that gap.

A.I.D. personnel are located in many countries where no other USG agencies are represented. Of the 80 A.I.D.-recipient countries, the US&FCS is present in 33, while Agriculture's FAS is present in 28. Furthermore, in each of the 25 countries where the three agencies are jointly represented, there is little or no overlap in purpose and/or resource utilization.

A.I.D.'s field network places the Agency in a position to help businesses establish important trade and investment relationships. With A.I.D.'s emphases in developing countries, and with special attention on providing support services on investment opportunities, A.I.D. has a different role to play from other federal agencies. At the same time, CTIS will work closely with agencies such as TDP and OPIC which have programs in the developing world to ensure complementarity and efficiency of purpose.

In summary, CTIS has and will continue to make every effort to coordinate with other federal agencies in providing trade and investment services. Rather than competitors, CTIS views other federal agencies as partners. CTIS has, in fact, developed a particularly close relationship with the personnel of the Department of Commerce's Trade Information Center (TIC). TIC and CTIS officers have visited each other's offices to observe office procedures. Informal, brief personnel exchanges between CTIS and TIC are planned. Similarly, the 23 IESC/TIS project officers in

Stamford, Connecticut, plan on visiting CTIS over the next several months.

### **CTIS vs. Duplication**

Even though the Center for Trade and Investment Services was established as a key element of the Administrator's "Partnership for Business and Development" initiative and functions in support of an important United States Government policy objective, the Center's role in this partnership apparently is misperceived by some in A.I.D.

Perhaps no issue concerning CTIS has received as much attention as the question of duplication. This question has been fully and satisfactorily explained to the Congress and has been further explained in several internal A.I.D. documents. However, the issue merits comment in detail in the ABS since misinformation and misunderstanding regarding the role of CTIS versus other organizations persist in some quarters in A.I.D.

#### **Department of Commerce:**

The Trade Information Center (TIC) at the Department of Commerce was established in May of 1991. TIC is staffed by a Director and eight Presidential Management Interns (PMIs) who serve for a one-year period. TIC's major objective is to promote the export of U.S. goods to the developed world, principally to Europe, Canada and Mexico. In general, TIC refers inquiries about trade and investment issues in the lesser developed countries (LDCs) to A.I.D. All such inquiries can now be handled by CTIS.

During the seven months prior to the formal establishment of CTIS, IBD officers met frequently at Commerce with TIC personnel to gain the benefit of "lessons learned" in responding to the U.S. private sector via an 800 telephone line, which CTIS will also employ. Since February 1992, CTIS and TIC personnel have developed a close and mutually supportive relationship. Each organization welcomes the other, and each views the other as complementary. The "exporting" niche on which TIC focuses is quite distinct from the "information and transaction" niche in A.I.D. countries in the underdeveloped world on which CTIS focuses. Thus, no duplication of effort exists between Commerce's Trade Information Center (TIC) and A.I.D.'s Center for Trade and Investment Services (CTIS).

#### **Latin America/Caribbean Business Development Center:**

Prior to the opening of CTIS, the LAC bureau financed the establishment in the Department of Commerce of the "Latin

America/Caribbean Business Development Center." This center "promotes and facilitates private sector business development in Latin America and the Caribbean."

This A.I.D.-financed center represents a clear overlap, if not duplication, of the services CTIS will provide. An important difference is that CTIS uses A.I.D. direct hire and contract personnel familiar with A.I.D.'s programs, policies, projects and personnel. In addition, one of the databases available to CTIS is the CDIE database containing more than 70,000 entries on A.I.D.-financed projects and activities -- past, present and future. Senior A.I.D. management needs to focus on this duplication of effort and decide whether in these difficult times of diminishing resources the services being provided at Commerce with A.I.D. funds are sufficiently unique and distinct from those provided by CTIS to merit continued A.I.D. financing.

**LAC/TI:**

The activities of LAC's Office of Trade and Investment could be duplicative of CTIS's services provided to the portion of the U.S. business community interested in information and opportunities in that region. CTIS has met with representatives of LAC/TI to avoid, to the extent possible, duplication of effort. Nevertheless, this bears watching and perhaps further discussion by senior A.I.D. management.

**Eastern Europe Business Information Center:**

A.I.D. also partially finances the Eastern European Business Information Center (EEBIC), in the Department of Commerce. If EEBIC is charged with responding to questions about A.I.D. activities in the eastern Europe region, then overlap and duplication do exist. If so, A.I.D. needs to re-examine the utility of expending scarce resources for another USG entity to furnish data on A.I.D. programs.

**Business Information Services\Newly Independent States:**

In June 1992, A.I.D. financed the establishment in the Department of Commerce of the Business Information Services for the Newly Independent States (BISNIS), another "one-stop shop" for U.S. firms interested in doing business in NIS. BISNIS does not have an 800 number, but office space, supplies and personnel have been provided. BISNIS is to provide market opportunities, perform matchmaking services, and offer a range of advice to the U.S. business community on how to do business in NIS.

In order to avoid duplication of services, CTIS's role in NIS is one which was negotiated between PRE management, NIS and other senior A.I.D. officials. AA/PRE agreed to limit CTIS's role to answering questions from U.S. businesses exclusively about

A.I.D.-financed activities planned and implemented in NIS.

IBD/CTIS has designated an officer to serve as liaison with A.I.D./NIS. That officer attends NIS staff meetings and attempts to gather all available information about A.I.D. programs/projects. Thus, while some duplication may occur, the duties of each entity have been determined through consultation and consensus. Whether this arrangement will prove to be an efficient and satisfactory one in the long run remains to be seen.

It is important to note that at the time the A.I.D.-financed centers in Commerce were established (except for BISNIS), CTIS was not in operation. However, with the formal and full opening of CTIS in September 1992, the questions of overlap, duplication and the utilization of scarce and shrinking financial and human resources in A.I.D. require a careful reexamination of priorities.

**IBD/CTIS Strategy:**

To a significant degree, the many A.I.D. documents already written about IBD and CTIS lay out a strategic road map to achieve the goals set for both the stand-alone projects and for the Center itself. Several major actions regarding CTIS are pending. Principal among these are staffing, marketing the Center's services to the U.S. private sector, providing qualified leads in a "firm neutral" way to the U.S. private sector, and keeping track of transactions.

1. **Staffing:** The effectiveness and efficiency of CTIS depends to a very large degree on the expertise of the direct-hire and contractor staff brought on board to serve the public. A buy-in to the AED-CDIE contract was signed on July 8, 1992. Under the buy-in, AED will provide a Trade and Investment manager, two trade and investment analysts, a data processor, an administrative assistant and a receptionist. These contractors officially begin work in CTIS on August 10, 1992.

The authorized level of A.I.D. direct-hire staff in IBD includes an Office Director (FSO at the SFS level), a Deputy Office Director (at the GM-15 level); seven General Business Specialists (GS-14s), and a secretary (GS-8). Efforts are being made to attract a minimum of one FSO who has at least five years of overseas service.

PRE will continue to pursue formal and informal arrangements under which officials from other USG agencies involved in international business, e.g. SBA, OPIC, TIC, EXIM, etc., spend time in CTIS as technical advisors to the Center's

operation. These officers would not simply observe CTIS, but would fully participate in providing CTIS's services to the public and contribute their own unique expertise at the same time. PRE will attempt to work out non-reimbursable exchanges for up to one year with other Federal agencies. Such arrangements would not only bring diverse trade and investment expertise under one roof, but would also demonstrate a high level of inter-agency cooperation in the furtherance of a major USG policy objective.

**2. Marketing:** There are many firms in the private sector who claim marketing expertise. However, we are trying to reach those elements of the U.S. private sector, principally small-to-medium sized businesses, who have not been involved in international trade and investment activities. Therefore, some marketing firms may be much better than others for this purpose. A thorough, professional marketing of CTIS to appropriate business organizations throughout the United States is very important in the Center's initial stages.

**3. Identifying Transactions:** Currently, about 1200 of IESC's Volunteer Executives travel abroad each year under A.I.D. financing to A.I.D.-assisted countries to perform sector/industry surveys in selected industries, and to meet with business and government leaders in efforts to identify potential trade and investment opportunities for the U.S. private sector. On their return to the U.S., the VEs write a trip report and submit it to IESC headquarters in Stamford. Headquarters mails these reports to selected executives for their review, but IESC action stops at this point. Transactions which have been identified (qualified) in the reports must then be marketed in a firm-neutral manner.

**4. Marketing Qualified Information (Transactions):**

There is general agreement among PRE/IBD/CTIS staff and IESC executives that the highly valuable work and written product of the returning VEs is not being fully utilized. We believe that after selected sector/industry reports have been transmitted to perhaps 50 U.S. business leaders for their review, CTIS/IESC should host a one-day meeting in an appropriate U.S. city where the VE who wrote the report could meet with the business leaders who wish to have a first-hand chance to explore real business opportunities. The opportunity for U.S. businessmen to meet with one of their own to discuss identified business opportunities in a given country brings more credibility to business

opportunities than any other single action. In the first year, at least eight such one-day meetings should be conducted. Adequate funds to conduct such workshops have been included in the IBD buy-in to the CDIE-AED contract.

**The Future:**

Essentially, the first year will serve as a "shake-down" cruise during which time we will learn a great deal about what the demand is for the services CTIS can provide. We may be on target; we may have under or overestimated. But, by the end of our first year we should be able to make the kinds of adjustments - financial, personnel, and strategic - necessary to fine tune CTIS's operations so that we can honestly, effectively and efficiently serve the needs of the U.S. business community interested in doing business in countries where A.I.D. has a presence.

By the end of the first year, we must be able to count on a fast and reliable information and tracking system which allows us to easily access all useful data about the work we have accomplished during the previous twelve months. We will need to have at our fingertips as much transaction specific data as possible, in order to be able to demonstrate how much our services have been used, by whom, under what conditions, where, and to what result. This kind of specific information will be invaluable in making adjustments to the operation of CTIS in efforts to continue improving the Center's value to the U.S. business community and the indigenous private sectors in A.I.D.-assisted countries.

Program Changes in FY 1993:

TIS has a PACD of May 1993. The project was evaluated in May 1992. MTAP is scheduled to terminate in August 1993. It had a mid-term evaluation in June 1988, and a final evaluation is being scheduled. Rather than extend TIS and develop a completely new successor project to MTAP, PRE intends to formulate a comprehensive follow-on project that utilizes the best aspects of each project.

The TIS project, utilizing the many valuable assets of the IESC, has one of the best and least expensive networking systems for developing joint ventures, technology transfer, management upgrading, and export assistance. MTAP has made valuable contributions in trade and investment program development, training, trade association accessing, the utilization of NASDA, and the benefits of MTAP research.

TIS is scheduled to terminate in early FY 1993 and MTAP in late FY 1993. While the services provided under both projects are important and should be continued, there is similarity among some of the principal elements of each. Thus, in order to continue to provide an important range of appropriate trade and investment services both to USAID Missions and to the private sector in LDCs and ADCs, IBD will design a single follow-on project, with a single project manager.

An analysis of how and on what schedule a new project design can be accomplished will take place over the next few months. Since the goals of the current TIS and MTAP projects are fully consistent with those of CTIS, a redesigned follow-on project is expected to complement CTIS even more closely. CTIS will be able to take advantage of IESC networks and programs, and it is important to design the follow-on project accordingly.

IBD has an IQC contract to obtain external assistance in this comprehensive review of the TIS and MTAP programs, and in the analysis and design for the new project. The findings and recommendations of the MTAP evaluations and the May 1992 TIS final evaluation will be taken into account in formulating a design concept for a new project. IBD will also solicit the views of the regional bureaus and missions to assist in designing the follow-on project. The project paper will be presented in the second quarter of FY 1993.

It is anticipated that a follow-on project, at an estimated level of \$12.0 million, with a buy-in level of \$40.0 million, will be presented in the first quarter of FY 1993 for a five-year authorization.

#### **New Initiatives:**

No new starts in the Office of International Business Development are anticipated in FY 1994. A consolidated follow-on project to the current MTAP/TIS projects, to be authorized in FY 1993, will continue through FY 1998; the Center for Trade and Investment Services project will continue until FY 1997. Presently, these activities are sufficient in scope to ensure that the overall goals of IBD are met.

TABLE I : APPROPRIATION SUMMARY (\$000)

ACCOUNT	FY 1991 ACTUAL	FY 1992 ESTIMATE	FY 1993 CP	FY 1993 PLANNED	FY 1994 PROPOSED	FY 1995 PROPOSED
AGR, RUR DEV & NUTRITION	1,215	750	1,000	1,000	1,000	1,000
PVT. SECTOR, ENV & ENERGY	660	2,675	3,700	3,700	3,700	3,700
FUNCTIONAL DEVELOPMENT ASSISTANCE TOTAL:	1,875	3,425	4,700	4,700	4,700	4,700
DEVELOPMENT ASSISTANCE TOTAL:	1,875	3,425	4,700	4,700	4,700	4,700
DA & ESF TOTAL:	1,875	3,425	4,700	4,700	4,700	4,700

TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE		--TOTAL COST--		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995 OBLIG PROP	
			INIT/FINAL	AUTH	PLAN	OBLIG ATIONS		EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES			
936-4053			MARKET AND TECHNOLOGY ACCESS													
	FN G	PA	83	92	5,510	5,439	4,689	750	1,400		1,071					
	SD G	PA	83	92												
	PROJECT TOTAL:				5,510	5,439	4,689	750	1,400	0	1,071	0	0	0	0	0
940-0013			TRADE AND INVESTMENT SERVICES/IESC													
	FN G	PA	88	92	260	260	260									
	SD G	PA	88	92	3,324	3,284	1,884	1,400	1,400		596					
	PROJECT TOTAL:				3,584	3,544	2,144	1,400	1,400	0	596	0	0	0	0	0
940-0102			CENTER FOR TRADE AND INVESTMENT SERVICES													
	SD G	PA	92	96	12,000	12,000		1,275	400	2,300	1,900	8,425	2,300	2,300	2,300	
940-0103			TRADE AND INVESTMENT													
	FN G	PA	93	97		5,000				1,000	500	4,000	1,000	1,000	1,000	
	SD G	PA	93	97		7,000				1,400	700	5,600	1,400	1,400	1,400	
	PROJECT TOTAL:				0	12,000	0	0	0	2,400	1,200	9,600	2,400	2,400	2,400	2,400
	REPORT TOTAL:				21,094	32,983	6,833	3,425	3,200	4,700	4,767	18,025	4,700	4,700	4,700	4,700
APPROPRIATION SUMMARY																
	FN							750	1,400	1,000	1,571	4,000	1,000	1,000	1,000	
	SD							2,675	1,800	3,700	3,196	14,025	3,700	3,700	3,700	
	REPORT TOTAL:							3,425	3,200	4,700	4,767	18,025	4,700	4,700	4,700	

PRE INTERNATIONAL BUSINESS STAFF (971)  
FY 1994 ANNUAL BUDGET SUBMISSION

TABLE V : PROPOSED PROGRAM RANKING

RANK	PROJECT	TITLE	PROGRAM FUNDING (\$000)	
			APPROP	INCR
MCC LEVEL				
	940-0102	CENTER FOR TRADE AND INVESTMENT SERVICES	SD	2,300
	940-0103	TRADE AND INVESTMENT	FN	1,000
	940-0103	TRADE AND INVESTMENT	SD	1,400
		TOTAL MCC REQUEST		4,700
INCREMENT LEVEL				
		TOTAL INCREMENT REQUEST		0
		TOTAL REQUEST		4,700

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**Table VII - Schedule of Evaluations Completed and Planned**  
**(FY 92, 93, 94)**

**A.I.D./W - PRE/IBD**

<b><u>Project</u></b>	<b><u>Date of Evaluation</u></b>	<b><u>PACD</u></b>	<b><u>Cost Est. (\$ 000)</u></b>
936-4053 Market & Technology Access	12/92 (Final)	9/30/93	80
940-0013 Trade & Investment Services/IESC	5/92 (Interim)	5/31/93	80
940-0102 Center for Trade & Investment Services	To be completed by 6/94 (Interim)	7/97	100
940-0103 Trade & Investment (Proposed project)	To be completed by 9/95	9/00	80

## Workforce and OE Levels

### Background:

PRE/IBD has a total USDH FTE request level of ten. This includes an Office Director (Senior Foreign Service), a Deputy Director, seven general business specialists and a secretary. The seven business specialists are engaged in activities such as the following:

- project monitoring/implementation:
  - Market Technology and Access Project, under which there are major contracts with Interamerican Management Consulting Corporation (IMCC) and the National Association of State Development Agencies (NASDA); and
  - Trade and Investment Services Project which is run under the auspices of the International Executive Service Corps (IESC).
- Center for Trade and Investment Services (CTIS):
  - Supplying standard country profiles and fact sheets to promote awareness of A.I.D.-supported activities;
  - Clarifying inquiries, ascertaining the need for and availability of information and making referrals to the appropriate A.I.D. office or to other organizations;
  - Accessing A.I.D. resources to identify opportunities and facilitate U.S. trade and investment activities in developing countries; and,
- -- Marketing CTIS' services to (i) the private sector in the U.S. at approximately seven annual regional marketing conferences, and (ii) selected pilot USAID Missions abroad by means of approximately eight periodic (annual) international coordination and program development TDYs by the business specialist assigned to the appropriate region.

### Operating Expenses:

The official opening of CTIS in September 1992 will effectively double the PRE/IBD staff over the previous year's level and add significant new OE requirements as well. The general travel budget request for FY 1993 must therefore take into consideration the above-described additional marketing requirements imposed by CTIS. For CTIS in FY 1993, we request \$26,200 -- consisting of \$4,800 to send one officer to six two-day domestic regional marketing conferences; \$14,400 to cover the cost of eight TDYs to

selected USAID missions for program coordination and development, and \$7,000 to send four persons to San Diego for ten days to attend the Commerce Department's Export Promotion course. The remaining \$17,300 of the total \$43,500 FY 1993 travel budget request is for travel by PRE/IBD management and non-CTIS project officers.

Allowing 10 percent for inflation and modest growth in CTIS activities as the Center becomes better known and more active, our travel budget request for FY 1994 stands at \$47,850.

TABLE VIII(e)  
 BPC: 16440 ID  
 Washington Operating Budget

EXPENSE CATEGORY	FUNC CODE	FY 1993		FY 1994			FY 1994	
		REQUEST	UNITS	DECREASE & NON RECURRING	WAGE & PRICE INCREASES	OTHER INCREASES	REQUEST	UNITS
IPAs/DETAILS-IN:	N200	0.0					0.0	
EQUIPMENT PURCHASES:								
User Resources Software	P322	0.0					0.0	
AID/W GENERAL TRAVEL:								
Site Visits - Proj/Prog Support	T510	36736.5	14.0			3673.7	40410.2	14.0
Site Visits - Admin Support	T520	1963.5	1.0			196.4	2159.9	1.0
Conferences / Seminars / Meetings	T530	4800.0	6.0			480.0	5280.0	6.0
Retreats	T540	0.0				0.0	0.0	
Experts / Consultants	T550	0.0				0.0	0.0	
Invitational Travel	T560	0.0				0.0	0.0	
Orientation Travel	T570	0.0				0.0	0.0	
Impact Evaluation Travel	T581	0.0				0.0	0.0	
Disaster Travel	T582	0.0				0.0	0.0	
Assessment Travel	T583	0.0				0.0	0.0	
Other Travel	T590	0.0				0.0	0.0	
Subtotal	T500	43500.0		0.0	0.0	4350.0	47850.0	
MISCELLANEOUS SERVICES:								
Data Entry/Retrieval Services	V911	0.0					0.0	
Clerical Services	V912	0.0					0.0	
Consultant Services	V913	0.0					0.0	
All Other Manpower Services	V919	0.0					0.0	
DCAA Audits	V921	0.0					0.0	
HHS Audits	V922	0.0					0.0	
Other Federal Audits	V923	0.0					0.0	
Non-Federal Audits	V924	0.0					0.0	
OPM Background Investigations	V925	0.0					0.0	
Contract Background Investigation	V926	0.0					0.0	
Special Investigations	V927	0.0					0.0	
All Other Audit/Investigation	V929	0.0					0.0	
AID Hosted Confs/Mtgs/Seminars	V931	0.0					0.0	
Meetings and Workshops	V932	0.0					0.0	
Seminars	V933	0.0					0.0	
All Other Conf/Mtgs/Seminars	V939	0.0					0.0	
Internal Studies & Analysis	V951	0.0					0.0	
Congressional Studies	V952	0.0					0.0	
OMB Studies	V953	0.0					0.0	
All Other Studies/Analysis	V959	0.0					0.0	
Boards - Review	V961	0.0					0.0	
Recruiting - Advertising	V962	0.0					0.0	
Recruiting - All Other	V963	0.0					0.0	
Grievances	V964	0.0					0.0	
Outplacement	V965	0.0					0.0	
FSN Activities	V966	0.0					0.0	
All Other Pers Spt Activity	V969	0.0					0.0	
All Other Miscellaneous Service	V990	0.0					0.0	
Subtotal	V900	0.0		0.0	0.0	0.0	0.0	
TOTAL BUDGET		43500.0		0.0	0.0	4350.0	47850.0	

TABLE VIII(c)  
 BPC: 16440 IND  
 PRE/WASHINGTON

WORKFORCE CATEGORY	FY 1992				FY 1993				FY 1994			
	OE	TF	PROG	TOTAL	OE	TF	PROG	TOTAL	OE	TF	PROG	TOTAL
U.S. Direct Hire	8.0			3.0	10.0			10.0	10.0			10.0
F.N. Direct Hire				0.0				0.0				0.0
U.S. PSC				0.0				0.0				0.0
F.N. PSC				0.0				0.0				0.0
OTHER U.S. GOV'T.				0.0				0.0				0.0
OTHER INSTITUTIONAL				0.0				0.0				0.0
MANPOWER CONTRACTS				0.0				0.0				0.0
<b>TOTAL FTE</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>

TABLE VIII(o)  
 ORGNO: 16440 IBD  
 PRE/WASHINGTON

WORKFORCE PLANNING HRDM

----- FY 1992 -----				
Area of Focus (1)	Area of Focus (2)	Area of Focus (3)	Other	
: Trade and	:	:	:	:
: Investment	:	:	:	:
-----				
USDH BY BACKSTOP:				
PRVT ENTPR OFF	1.0			
GEN BUS SPECIALIST	5.0			
PROGRAM ANALYST	1.0			
SECRETARY	1.0			
FNDH				
US PSC's				
FN PSC's				
Other US Gov't				
Other Institutional				
Manpower Contracts				
-----				
TOTAL WORKFORCE	8.0	0.0	0.0	0.0
=====				

----- FY 1993 -----				
Area of Focus (1)	Area of Focus (2)	Area of Focus (3)	Other	
: Trade and	:	:	:	:
: Investment	:	:	:	:
-----				
USDH BY BACKSTOP:				
PRVT ENTPR OFF	1.0			
GEN BUS SPECIALIST	7.0			
PROGRAM ANALYST	1.0			
SECRETARY	1.0			
FNDH				
US PSC's				
FN PSC's				
Other US Gov't				
Other Institutional				
Manpower Contracts				
-----				
TOTAL WORKFORCE	10.0	0.0	0.0	0.0
=====				

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FY 1994

	Area of Focus (1)	Area of Focus (2)	Area of Focus (3)	Other
: Trade and	:	:	:	:
: Investment	:	:	:	:
USDH BY BACKSTOP:				
PRVT ENTPR OFF	1.0			
GEN BUS SPECIALIST	7.0			
PROGRAM ANALYST	1.0			
SECRETARY	1.0			
FNDH				
US PSC's				
FN PSC's				
Other US Gov't				
Other Institutional				
Manpower Contracts				
TOTAL WORKFORCE	10.0	0.0	0.0	0.0

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PRE INTERNATIONAL BUSINESS STAFF (971)

FY 1994 ANNUAL BUDGET SUBMISSION

AC/SI AGGREGATE ANALYSIS  
ACTIVITY CODES  
(U.S. Dollars Thousands)

ACTIVITY	FY 1992 ESTIMATE		FY 1993 PLANNED		FY 1994 PROPOSED		FY 1995 PROPOSED	
	AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM
AGAB AGRIBUSINESS. . . . .	225	6.6 %	720	15.3 %	720	15.3 %	720	15.3 %
EVFR FORESTRY . . . . .	150	4.4 %						
PEBD BUSINESS DEVELOPMENT PROMOTION. . . . .	188	5.5 %	720	15.3 %	720	15.3 %	720	15.3 %
PETI TRADE AND INVESTMENT PROMOTION. . . . .	2,863	83.6 %	3,260	69.4 %	3,260	69.4 %	3,260	69.4 %
<b>PROGRAM TOTAL</b>	<b>3,425</b>	<b>100.0 %</b>	<b>4,700</b>	<b>100.0 %</b>	<b>4,700</b>	<b>100.0 %</b>	<b>4,700</b>	<b>100.0 %</b>

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AC/SI AGGREGATE ANALYSIS  
SPECIAL INTEREST CODES  
(U.S. Dollars Thousands)

SPECIAL INTEREST		FY 1992 ESTIMATE		FY 1993 PLANNED		FY 1994 PROPOSED		FY 1995 PROPOSED	
		AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM	AMOUNT	PCT OF TOTAL PROGRAM
<b>I. Substantive</b>									
<b>A. Spatial/Geographic Distrib. of Beneficiaries</b>									
<b>B. Special Targets</b>									
WDI	WOMEN IN DEVELOPMENT: INTEGRATED . . . . .	9	0.3 %						
PSD	PRIVATE SECTOR DEVELOPMENT . . . . .	3,425	100.0 %	4,700	100.0 %	4,700	100.0 %	4,700	100.0 %
TIP	TRADE AND INVESTMENT PROMOTION . . . . .			1,248	26.6 %	1,248	26.6 %	1,248	26.6 %
INS	INSTITUTION BUILDING . . . . .	188	5.5 %						
<b>C. Food, Agriculture &amp; Rural Development</b>									
<b>D. Energy/Environment</b>									
<b>II. Institutional Mechanisms</b>									
<b>A. Public/Private</b>									
PRT	PRIVATE ENTITY . . . . .	1,275	37.2 %	2,300	48.9 %	2,300	48.9 %	2,300	48.9 %
<b>B. PVO/NGOs</b>									
PVU	PVO/NGOs, U.S. . . . .	1,400	40.9 %						
<b>C. International Agricultural Research Centers</b>									
<b>D. Universities</b>									
<b>E. Non-Profit Organizations</b>									
<b>III. Research and Development Activities</b>									
<b>A. Applied Research</b>									
<b>B. Basic Research</b>									
<b>C. Development</b>									
<b>IV. Training</b>									

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PRE INTERNATIONAL BUSINESS STAFF (971)  
 FY 1994 ANNUAL BUDGET SUBMISSION

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AC/SI SUMMARY REPORT  
 (U.S. Dollars Thousands)

	% FY92	% FY93	% FY94/95	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
<b>PROJECT NUMBER: 936-4053      TITLE: MARKET AND TECHNOLOGY ACCESS</b>							
AGAB AGRIBUSINESS							
SI CODE: INS	25 %			56			
SI CODE: PSD	100 %			225			
TOTAL AC CODE:	30 %			225			
EVFR FORESTRY							
SI CODE: INS	25 %			37			
SI CODE: PSD	100 %			150			
TOTAL AC CODE:	20 %			150			
PEBD BUSINESS DEVELOPMENT PROMOTION							
SI CODE: INS	25 %			46			
SI CODE: PSD	100 %			187			
SI CODE: WDI	5 %			9			
TOTAL AC CODE:	25 %			187			
PETI TRADE AND INVESTMENT PROMOTION							
SI CODE: INS	25 %			46			
SI CODE: PSD	100 %			187			
TOTAL AC CODE:	25 %			187			
<b>PROJECT TOTAL</b>	<b>100 %</b>			<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROJECT NUMBER: 940-0013      TITLE: TRADE AND INVESTMENT SERVICES/IESC</b>							
PETI TRADE AND INVESTMENT PROMOTION							
SI CODE: PSD	100 %			1,400			
SI CODE: PVU	100 %			1,400			
TOTAL AC CODE:	100 %			1,400			
<b>PROJECT TOTAL</b>	<b>100 %</b>			<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROJECT NUMBER: 940-0102      TITLE: CENTER FOR TRADE AND INVESTMENT SERVICES</b>							
PETI TRADE AND INVESTMENT PROMOTION							
SI CODE: PRT	100 %	100 %	100 %	1,275	2,300	2,300	2,300

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AC/SI SUMMARY REPORT  
 (U.S. Dollars Thousands)

	% FY92	% FY93	% FY94/95	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
SI CODE: PSD	100 %	100 %	100 %	1,275	2,300	2,300	2,300
TOTAL AC CODE:	100 %	100 %	100 %	1,275	2,300	2,300	2,300
<b>PROJECT TOTAL</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>1,275</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<hr/>							
PROJECT NUMBER: 940-0103	TITLE: TRADE AND INVESTMENT						
AGAB AGRIBUSINESS							
SI CODE: PSD		100 %	100 %	720	720	720	
SI CODE: TIP		40 %	40 %	288	288	288	
TOTAL AC CODE:		30 %	30 %	720	720	720	
PEBD BUSINESS DEVELOPMENT PROMOTION							
SI CODE: PSD		100 %	100 %	720	720	720	
TOTAL AC CODE:		30 %	30 %	720	720	720	
PETI TRADE AND INVESTMENT PROMOTION							
SI CODE: PSD		100 %	100 %	960	960	960	
SI CODE: TIP		100 %	100 %	960	960	960	
TOTAL AC CODE:		40 %	40 %	960	960	960	
<b>PROJECT TOTAL</b>		<b>100 %</b>	<b>100 %</b>	<b>0</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
<b>REPORT TOTAL</b>				<b>3,425</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>

PRE INTERNATIONAL BUSINESS STAFF (971)  
FY 1994 ANNUAL BUDGET SUBMISSION

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AGGREGATION OF AC/SI CODES FOR SPECIAL ISSUES  
(U.S. Dollars Thousands)

	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
(1) Child Survival Funding	--	--	--	--
(2) Other Health	--	--	--	--
(3) Environment	150	--	--	--
(4) Energy	--	--	--	--
(5) Forestry	150	--	--	--

Refer to ABS Guidance Attachment B for aggregation basis

The above summaries are aggregations of ACs and SIs. Other aggregations consist of ACs only and can be derived from AC section of the Aggregate Analysis Report

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PRE INTERNATIONAL BUSINESS STAFF (971)  
FY 1994 ANNUAL BUDGET SUBMISSION

CONGRESSIONAL INTEREST ATTRIBUTION  
(U.S Dollars Thousands)

PROJECT NUMBER	PROJECT TITLE/AREA	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
936-4053	MARKET AND TECHNOLOGY ACCESS ENVIRONMENT	150	0	0	0
940-0013	TRADE AND INVESTMENT SERVICES/IESC				
940-0102	CENTER FOR TRADE AND INVESTMENT SERVICES				
940-0103	TRADE AND INVESTMENT				
----- REPORT TOTAL: ENVIRONMENT		150	0	0	0

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[OFFICE OF] INTERNATIONAL BUSINESS

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