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**TDC/EED
TRADE DEVELOPMENT CENTER PROGRAM
EXPORT ENTERPRISE DEVELOPMENT
PROJECT**

TECHNICAL ORIENTATION AGENDA

**Prepared For:
USAID/Cairo
Contract No.263-0226-C-00-3095-00**

**Submitted by:
Mr. James Carney
CHEMONICS INTERNATIONAL INC.**

July 1993

6/21/93
6/18/93 DRAFT

EGYPT EXPORT ENTERPRISE DEVELOPMENT PROJECT

TECHNICAL ORIENTATION AGENDA

JULY 7, 1993

- 8:30 a.m. Welcome/Format of Day -- Jim Carney
- 9:15 a.m. Background to the EED Project:
- (a) AID/Washington - Greg Huger or ???
 - (b) Chemonics International's Proposal Writers - Janna Laudato & Peter Bittner
- 10:30 a.m. Coffee Break
- 10:45 a.m. Chemonics' Strategies for Start-up of Export Development Projects: Pam Michel & Ken Weiss (NOTE: Pam Michel will not be available after 1pm that day)
- 11:45 a.m. Review of Start-up Work Plan ~~as Proposed~~ -- Kim Kennedy, Janna Laudato
- 12:45 pm LUNCH BREAK (In-house, catered)
- 2:00 p.m. ~~Technical Discussion:~~ Exporting from Egypt to Europe and the Gulf States -- Claire Starkey (FINTRAC), representative of the Produce Marketing Association/Baltimore, representative of the Fashion Institute of Technology/New York
- 3:30 p.m. Coffee Break
- 3:45 p.m. Working in Egypt -- Chris Smith, Leo Pastore, Peter Parr
- 4:45 p.m. Closing
- 5:30 - 7 pm: Off-site Reception

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OUTLINE
TECHNICAL ASSISTANCE TO THE TRADE DEVELOPMENT CENTER - EGYPT
SOME RECOMMENDATIONS FOR IMPLEMENTATION
JULY 7, 1993

- I. TDC background (USIPO), experience, organization, and functions
- II. Advisory committees - friends or foes?
- III. Export promotion: What strings attached? How to focus? What to watch?
(Bumpers, Lautenberg, Section 599 and conflicting agendas)
- IV. Two sector/industry areas:
 - A. Fruits/vegetables: Some high risk, many vested interests
 - B. Light manufacturing: middle east markets- a lower end but not a trial market, environmental concerns-leather), what is the importance of employment-generation-carpet?
- V. Two TA tiers concept - How will it work? Training, TA, Information dissemination, etc.
- VI. TDC manages the project-not the contractor: How much is show and how much is do?
- VII. Who is AID/Cairo and what do they want?
- VIII. How to use the Chemonics HO: PS/PA, TSG, Miami, other export projects

Rick Miller

TEAM LEADER ORIENTATION AGENDA

Day 1: July 8, 1993

- 9:00 am Chemonics Policies (JNS)
- Chemonics Policy Manual
 - Egypt Local Hires Policy Manual
- 10:30 am Contract Review (KK/JNS)
- EED Contract Scope of Work (KK)
 - Contract Clauses (JNS)
- 12:00 noon Lunch Break/Errands
- 1:00 pm Chemonics Library Resources (Richard Wahl; JNS)
- 1:15 pm AID Policies and Allowances (JNS)
- FARs and AIDARs Overview
 - Allowances Notebook Review
- 2:45 pm Budget Review (JNS)
- Basic Three-Year Budget
 - Optional 4th and 5th Years
- 4:00 pm Publications Department Resources (Heather Peck; Kathy Nutt)
- Chemonics Style Manual
 - Integrated Communications Strategy
 - Resources in Promotional Materials Production
- 5:00 pm Travel Department (Anthony Groves)
- AID Travel Regulations
 - USAID/Egypt Travel Orders
- 5:30 pm Wrap-Up (KK)

TEAM LEADER ORIENTATION AGENDA

Day 2: July 9, 1993

- 8:00 am **Work Planning (KK)**
- Baseline Study vs. Ad-hoc Short Termers at Start
 - ST L.O.E. and Procedures
 - Field Office Work Plan Production
- 11:00 am **Field Accounting Overview (Ruba Freij)**
- EED Field Accounting Procedures
 - Monthly Invoice Preparation
 - Demonstration of SOLOMON Accounting Software
- 12:00 pm **Lunch Break/Errands**
- 1:00 pm **Administrative and Tracking Systems (JNS/MKH)**
- EED HO and FO File Indexes (MKH)
 - Invoice Tracker (MKH)
 - ST LOE Tracker (MKH)
 - Budget Monitor (JNS/MKH)
 - Reports and Deliverables Monitor (JNS/MKH)
- 2:00 pm **Reporting (KK)**
- Monthly Updates
 - Quarterly Progress Reports (QPRs)
 - Annual Progress Reports (APRs)
- 3:00 pm **Wrap-Up (KK)**

Messrs. Rick Miller & Hilary Wilson

**EGYPT EXPORT ENTERPRISE DEVELOPMENT (EED) PROJECT
ORIENTATION SCHEDULE**

July 6, 1993: ADMINISTRATIVE ORIENTATION

- | | | |
|-------------------|---|----------------------------|
| 8:30 a.m. | Welcome to the Team | (EAB, KK, JNS, MKH) |
| 8:45 a.m. | Overview of Orientation | (KK, JNS) |
| | <ul style="list-style-type: none">• Administrative Day• Technical Day | |
| 9:00 p.m. | Background on Chemonics | (EAB) |
| | <ul style="list-style-type: none">• Erly Industries, Los Angeles• Chemonics Industries, Phoenix• Chemonics International Consulting Division, Wash. DC• Relationship to AID/Washington and USAID/Egypt• Roles and Responsibilities; Unique Situation of EED | |
| 9:45 a.m. | The Project Management Team | (KK, JNS, MKH) |
| | <ul style="list-style-type: none">• Project Supervisor - Kimball Kennedy• Project Administrator - Jeannette Szoradi• Project Assistant - Mary Habib | |
| 10:15 a.m. | Employment Package | (LPB) |
| | <ul style="list-style-type: none">• Complete Employment Forms• Review Chemonics Benefits• Emergency Locator Form | |
| 11:15 a.m. | Accounting | (MJ) |
| | <ul style="list-style-type: none">• Payroll Deposit• Reimbursement procedures | |

11:30 a.m.	Procurement Department	(RM)
	<ul style="list-style-type: none"> • HHE and Air Freight Shipments • Project Procurement 	
12:30 p.m.	Project Notebook Review	(KK)
	(specific topics listed in notebook's Table of Contents)	
1:30 p.m.	One-hour Lunch Break/Errands	
2:30 p.m.	Administrative/Logistical briefing	(JNS)
	<ul style="list-style-type: none"> • Travel Advance/Per Diem • SOS • Ticket to Cairo • Expense Reports • Timesheets 	
3:00 p.m.	Regulations and Policies	(JNS)
	<ul style="list-style-type: none"> • Chemonics Policy Manual overview • Allowance Notebook overview • Mission Orders (e.g., Egyptian holidays) 	
4:00 p.m.	Communications	- (EAB, KK, MKH)
	<ul style="list-style-type: none"> • Approach and Tone (KK) • Procedures (e.g., fax, telephone, pouches) (MKH) • Case Study in Communications (EAB) 	
5:00 p.m.	Project Management Systems	(JNS/MKH)
	<ul style="list-style-type: none"> • Mobilization Plan Review (JNS) • Tracking systems (e.g., Budget, ST LOE) (MKH) • Filing Systems (MKH) • Inventory/PICS (JNS) • Recruitment Systems (MKH) 	
5:30 p.m.	Wrap up	(KK)

***Half-hour Office Tour was deleted. Where shall we insert it?

EGYPT EXPORT ENTERPRISE DEVELOPMENT PROJECT

JULY 7, 1993: TECHNICAL ORIENTATION

- 8:30 a.m. Welcome/Format of Day -- Jim Carney
- 9:00 a.m. Background to the EED Project: Chemonics International's Proposal Writers - Janna Laudato & Peter Bittner
- 10:00 a.m. Coffee Break
- 10:15 a.m. Goals, Objectives, and Proposal Work Plan: A Review -- Kim Kennedy, Jeannette Szoradi
- 11:30 a.m. Chemonics' Strategies for Start-up of Export Development Projects: Pam Michel & Ken Weiss
- 12:15 p.m. LUNCH BREAK (In-house, catered)
- 1:15 p.m. Exporting from Egypt to Europe and the Gulf States -- Claire Starkey (FINTRAC)
- 2:15 p.m. Working and Living in Egypt -- Ashraf Rizk, Leo Pastore, Peter Parr
- 3:15 p.m. Coffee Break
- 3:30 p.m. Goal, Objectives, and Proposal Work Plan: Suggested Changes? -- project team and panelists
- 4:30 p.m. Next Steps and Actions -- project team and panelists
- 5:15 p.m. Closing -- Jim Carney

5:30 - 7 pm: Off-site Reception

Communications: Field Office (FO) and Home Office (HO)

The FO requests clarification on an issue related to the clearance of HHE (household effects) for one of the U.S. staff members. The HO felt that it was a question that required some research but a partial answer could be given immediately. A week later when the research was completed a comprehensive response was faxed. The FO, on receiving the fax, was upset because it seemed that the fax did not help them to resolve the problem. The field team member was furious and wondered why the HO person did not call if they did not fully understand the question, especially as an answer was time-sensitive. The FO sends back an irate response in the heat of the moment which is of course distributed throughout the HO and the FO.

What went wrong?

EED PROJECT COMPONENTS:

1. PROACTIVE EXPORT PROMOTION

- a. Marketing Services**
- b. Hands-on Assistance to Producers**

2. INFORMATION SERVICES DEVELOPMENT

- a. Develop/Disseminate Promo. Materials**
- b. Maintain an information base to respond to requests from potential business partners**

EED PROJECT FOCUS:

- 1. FRUITS (NON-CITRUS) & VEGETABLES**
- 2. LIGHT MANUFACTURING**

EED PROJECT GOAL:

INCREASE EGYPT'S

SUSTAINABLE ECONOMIC GROWTH

THROUGH

EXPANDED FOREIGN EXCHANGE EARNINGS

EED PURPOSE

PROJECT PURPOSE:

**To increase non-traditional exports produced
by Egypt's private sector**

TECHNICAL ASSISTANCE CONTRACT PURPOSE:

**To strengthen the institutional capacities
and export activities of the TDC, including
improvements in its internal controls of
personnel, procurement, and finance.**

EED SPECIFIC TASKS

- **PREPARATION OF PLANS & REPORTS**
- **PROVIDE MANAGEMENT AND TRAINING ASSISTANCE TO THE TDC**
- **CARRY OUT PROACTIVE EXPORT PROMOTION ACTIVITIES**
- **ADMINISTER INFORMATION SERVICES COMPONENT**
- **ASSISTANCE ON PROCUREMENT OF NECESSARY EQUIPMENT & TECHNICAL SERVICES**

OBJECTIVES OF THE T.A. CONTRACT

- **TO SUBSTANTIALLY INCREASE EXPORTS;**
- **TO ACHIEVE ORGANIZATIONAL EFFECTIVENESS
(AUTONOMY);**
- **TO IMPROVE SERVICE DELIVERY
CAPABILITY; AND**
- **TO ATTAIN A TRAINED AND COMPETENT STAFF
IN THE TDC.**

SUGGESTED OUTLINE
FOR EED WORK PLANS & PROGRESS REPORTS

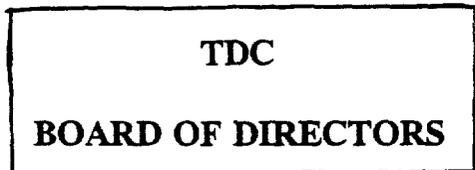
- I. Technical Components**
 - A. Proactive Export Promotion**
 - 1. Marketing Services**
 - 2. Hands-on Assistance to Producers**
 - B. Information Services Development**
 - 1. Promotional Materials**
 - 2. Information Database**

- II. Management Activities**
 - A. Staff Hiring and Reorganization**
 - B. Coordination of T.A. Activity [incl. STers]**
 - C. Improvement of Internal Control Systems**
 - 1. Personnel**
 - 2. Procurement**
 - 3. Finance**

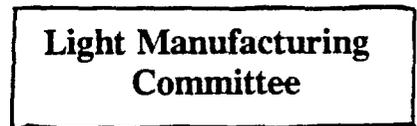
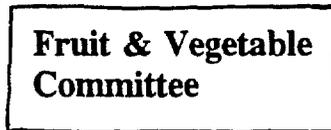
ANNEXES

- A. Financial Projections for Next U.S. Government Fiscal Year (October 1 - September 30)-- to be included only in Work Plans**
- B. Gantt Chart of Project Deliverables**
- C. Budget Monitor Summary**
- D. Short-term L.O.E. Tracker**

MANAGEMENT POLICY ADVICE AND OVERSIGHT



Industry Advisory Committees:



EXPORT PROMOTION PHILOSOPHIES

How AID's View of Sustainability Has Changed Since CBI

Theme	Phase I (1984-1987)	Phase II (1986-1990)	Phase III (1990-1992)	Phase IV (1992-)
Non-Trad. Export Subsectors	Not an immediate concern	Market forces will determine	Depends on survival of key industries	Preserve gains, spread benefits
Export Support Organizations	Institution building	Improve cost recovery	Members, users should pay	Sustainability of program, services
Targeted Industries	Too early to pick winners	Focus resources on a few	Let the market decide	Let the market decide
Producer Associations	Not an AID concern	Export support orgs. will handle	Support for specific ends	Facilitate self-sufficient activities
Priority Products/Crops	Help pre-selected few	Concentrate assistance	Market forces will decide	Need to diversify export base
Lead Enterprises	Not an AID concern	Need to understand them better	Learn from them, replicate	How keep up with them, replicate?

TYPICAL AREAS OF INTERVENTION BY AID
IN THE TRADE AND INVESTMENT AREA

MACROECONOMIC POLICY:

Macroeconomic Stability

- Promoting sound and stable fiscal and monetary policies

Sound Exchange Rate Policy

- Avoiding significant overvaluation
- Promoting open convertibility of currency

Free Trade

- Replacing quantitative trade restrictions with tariffs
- Lowering tariffs
- Making tariffs more uniform

Letting the Markets Work

- Appropriately priced financing
- Market-determined wages
- Removal of subsidies

Tax Policy

- Removing onerous direct taxes or penalties on exporters or investors
- Reforming the tax system to account for lost tariff revenue

THE BUSINESS ENVIRONMENT:

Laws

- Clear and secure property and contract rights
- Fair and appropriate procedures for settling disputes
- Clear and non-discriminatory tax and commercial codes

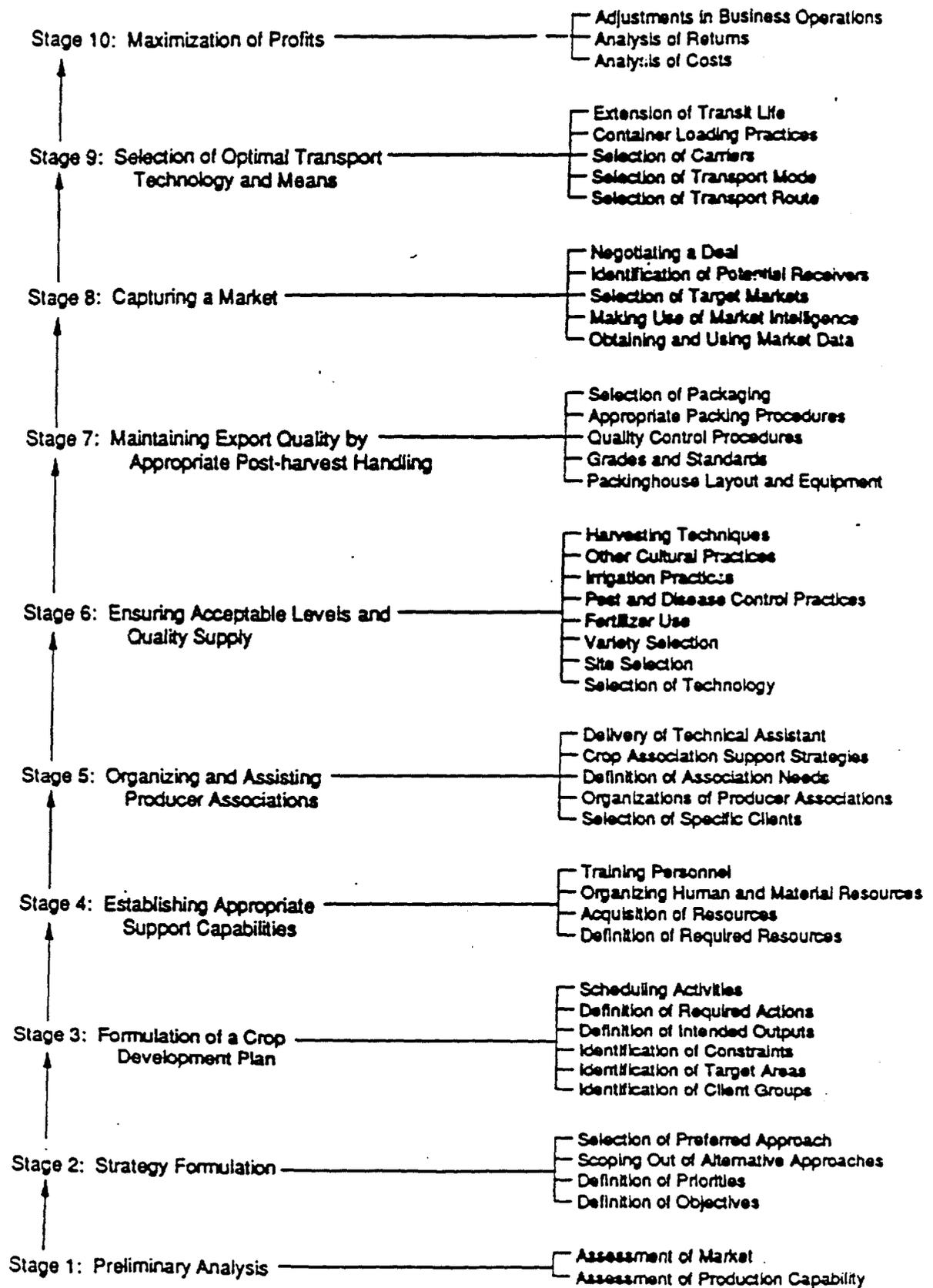
Regulations

- Lifting of onerous export and investment licensing rules
- Removal of other non-tariff trade barriers
- Removal of export requirements and local content rules
- Establishment of norms, grades and standards that are consistent with international practices

Administrative Procedures

- More effective and efficient customs procedures
- Streamlined implementation and paperwork

**ANNEX E: The Stages of Evolution of Non-Traditional Export Crops
From the Perspective of an Export Support Project Organization
(Source: PROEXAG)**



Observations Concerning the NTAE Subsector and NTAE Enterprises

1. Growth in the NTAE subsector depends above all on the establishment of viable NTAE-oriented businesses.
2. Long-term stability depends on the viability of the NTAE enterprises themselves.
3. Viability of NTAE enterprises means: (a) the ability to identify, penetrate, maintain, and expand markets; (b) the capacity to withstand losses; and (c) the ability to generate returns.
4. Non-traditional agricultural export businesses are high-risk ventures.
5. Successful NTAE enterprises are almost always built around one or more competitive advantage.
6. Competitive advantage is a relative concept.
7. Lack of know-how (product, market, technical, and managerial) is the principal cause of failure.
8. Secondary causes of failure are many.
9. NTAE enterprises generally do not need or want subsidies.
10. NTAE enterprises do want certain other minimum business conditions from their governments.

Observations Concerning the NTAE Subsector and NTAE Enterprises (continued)

11. The likelihood of achieving sustainability at the subsector level is lower in constrained or adverse environments.
12. Establishment of a prosperous and self-sustaining NTAE industry in LDCs is a long-term undertaking.
13. The main impetus and direction for NTAE development in LDCs should come from private growers/shippers/exporters; collective needs are best expressed through producer or exporter associations.

KEY QUESTIONS TO ASK WHEN CONSIDERING NEW CROPS

1. Where will I market the crop? What is its profit potential?
Local, upstate, out of state
2. What population consumes this crop and what are the demographics of this population?
3. What will I use for a market strategy? Phone sales, direct marketing, roadside marketing, farmers market, outlet store, grocery chain, packing house, gift box shipping/sales, u-pick
4. What is the competition for this particular item (current acreage and future potential)? local, US, off-shore
5. Is the crop suited for the climate and soils in South Dade?
cold hardiness, wind tolerance, flood tolerance
6. Does the ground require special preparation for the crop?
rock plowing, cross trenching, bedding
7. Are there other cultivars that can extend the production season for this crop?
8. What is the yield potential for the crop?
9. What are harvest requirements for this crop? labor intensive, insurance problems, special equipment, special training
10. What are harvest requirements and other expenses for establishment and maintenance of the crop? hedging, irrigation, mowing, fertilizing, other
11. How long from establishment to production?
12. How long from bloom to harvest?
13. What is the length of the harvest season for this crop? What time of year? days, weeks, months
14. What is the shelf life for the crop? Can this be modified and at what cost?
15. Does the crop pack and ship well? Are there special handling requirements? temperature, relative humidity, packaging
16. What is the incidence level for disease? Are controls available and costs?

EXPORT-ACTION

BULLETIN 7

DECEMBER 1988

CAN I MAKE MONEY ON THIS NTAE CROP?

Actual and prospective exporters frequently ask this question of the staff of PROEXAG and our counterpart organizations throughout Central America, after they have completed the preliminary analysis necessary to reach a tentative decision to grow a certain non-traditional agricultural export crop.

PROEXAG suggests that such entrepreneurs find answers to the following questions, in sequence, before deciding to go ahead with their new venture.

1. Based on the most recent information available from APHIS/PPQ, are you absolutely certain that this product is legally enterable into the United States from your country?
2. What is the total volume of U.S. production of this product, and what is its overall growth trend?
3. What is the total volume of U.S. imports of this product, and what is the overall growth trend?
4. What is the apparent total consumption of this product, taking into account domestic utilization and U.S. exports, both in fresh and processed form, and what are the trends in each?
5. What is the monthly availability of fresh product, expressed as a percentage of total annual supply?
6. Which are the principal producing regions within the U.S., and which other countries (especially Mexico, other CBI countries, and South American countries) currently produce for export to the U.S.?
7. What are the current volumes and historical trends for the last 3 years for this product for all significant producing areas?
8. How do the various producing areas combine to generate the seasonality of supply evident in the U.S. market?
9. What are the seasonal windows or niches, if any, that your country might aspire to fill with fresh product?

PROEXAG

NON-TRADITIONAL AGRICULTURAL EXPORT SUPPORT PROJECT FOR CENTRAL AMERICA AND PANAMA



16 Calle 4-53 • Edificio Marbella, 3er piso, Oficina 1 • Zona 10 • Guatemala, Guatemala
Tel: 37-30-01/02/03 • Fax: 37-19-61 • Telex: 5705 CAFAN/GU

PROJECT FINANCED BY AID/ROCAP AND IMPLEMENTED BY CHEMONICS INTERNATIONAL.

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EXPORT-ACTION

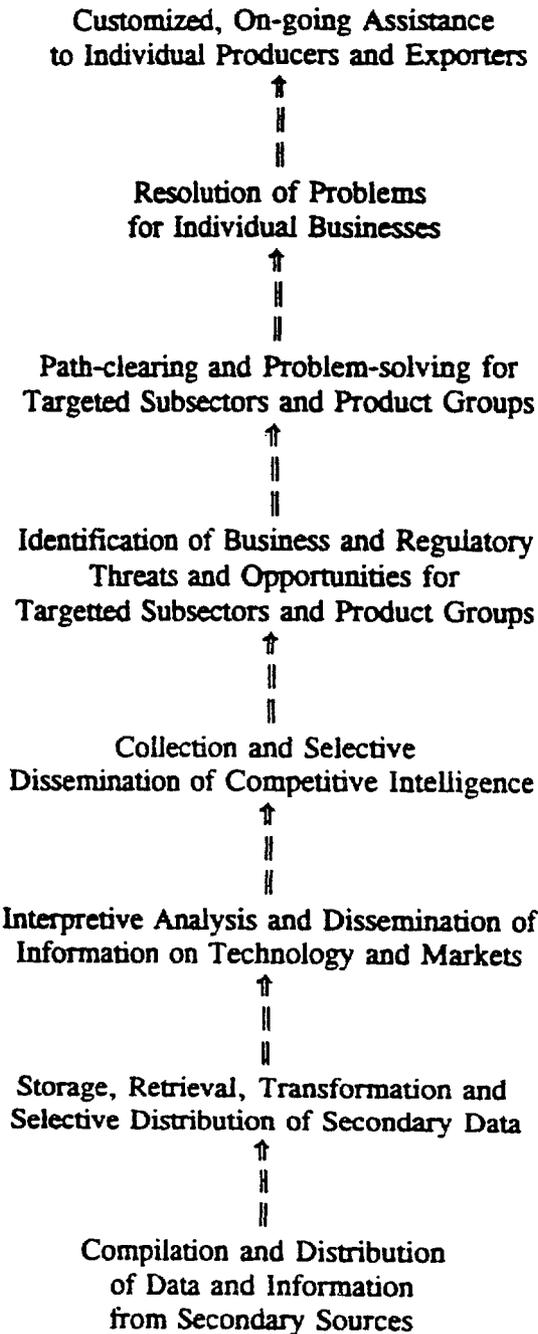
10. Which marketing area(s) within the U.S. would be accessible to a grower/shipper from your country?
11. Which countries would represent your most direct competition in the target markets during the most promising seasonal windows or for the most promising niches?
12. Which local competitors are already aiming to fill the same seasonal windows or niches?
13. What actual or potential comparative advantage do you have against these competitors?
14. What have been the historical price trends in the target markets during the seasonal windows?
15. Which are the reputable grower's sales agents handling these products in these markets during these windows?
16. What interest do they have in receiving additional product from your country during that part of the year?
17. Which varieties are these potential produce receivers interested in, and what commercial grades and standards do they apply?
18. What is the typical commission charged for this crop by these receivers in these markets for this crop?
19. Given the usual commission structure, and assuming you can achieve commercially acceptable quality, what range of delivered price could you reasonably expect to receive throughout a typical season for the crop you propose to grow and export?
20. Is there any local fresh or processed food market for your second quality product, and if so at what average price?
21. Given market conditions as you understand them, what annual sales volume can you reasonably expect to achieve over each of the next 5 years?
22. What scale of operation and level of investment would this imply?
23. What access to technical and financial resources would this business require to be successful?
24. What would be you variable costs of production, packing, and internal transport at this scale of operation?

EXPORT-ACTION

25. What export procedures and documentation are required by your government, and what are the associated costs?
26. What transport mode(s) and route(s) would you use to ship product from your country to the target market(s), and what would it cost per box?
27. What import procedures and documentation are required by the U.S. government, and which of the associated costs would you have to pay as exporter?
28. What are the official USDA grades and standards for your product, and what are the relevant phytosanitary restrictions?
29. Given the range of delivered price for the prospective crop(s), estimated import fees, probable overseas transport costs, estimated export fees, probable inland transport costs, and your estimated variable costs of production and packing, what margin can you expect per box exported?
30. What would be your fixed costs at the scale of operation assumed above?
31. How many boxes would you have to export to break even?
32. How fast can you reach the breakeven point?
33. Can you absorb the losses likely to be incurred before breakeven is reached?
34. Assuming this growth in volume, and the price and cost data generated earlier, what internal rate of return do you estimate for this venture?
35. What would happen to the profitability of the venture and to your ability to stay in business if you were 20% high on volume projections, 20% high on delivered price projections, or one year off in the rate of growth?
36. Given the results of the preceding analysis, do you still want to go ahead?
37. What is your business plan for start-up and initial operation?

Very few exporters can answer all of these questions without outside help, which can come from many different sources-- prospective buyers, other grower/shippers already in this line of business, consultants, development projects, and public and private entities involved with export promotion, financing or regulation. The entity from which you obtained this handout will

**THE HIERARCHY OF
INFORMATION AND TECHNICAL SUPPORT
IN EXPORT PROMOTION**



SUGGESTED CRITERIA FOR SELECTING AMONG ALTERNATIVE EXPORT PROMOTION ACTIVITIES

1. EXPECTED CONTRIBUTION TO THE OVERALL MISSION AND OBJECTIVES OF THE TRADE PROMOTION ORGANIZATION

(Is there a clear relationship between the activity's expected results and one or more of the organization's goals?)

2. RELATIONSHIP TO THE NEEDS OF THE INTENDED BENEFICIARIES AND/OR CLIENTS OF THE TPO

(Will the proposed activity meet an already perceived need of designated target group(s), or at least anticipate a likely future need?)

3. COMPETITIVE PROVIDERS

(Does any other developmental or commercial organization already effectively fill this niche?)

4. CAPACITY TO DELIVER

(Is the proposed activity consistent with the resources available to the TPO, and does it build on the organization's distinctive competence?)

5. EXPECTED RETURN ON THE DEVELOPMENT INVESTMENT

(Is investment in this approach, activity, service or project likely to yield sufficient results to justify the cost?)

6. PROSPECTS FOR COST RECOVERY OR SURPLUS

(Are the direct beneficiaries, clients or other interested parties willing and able to pay? If so, how much?)

**SUMMARY OF POSSIBLE ACTIVITIES AND SERVICES
FOR ORGANIZATIONS INVOLVED IN THE PROMOTION OF
NON-TRADITIONAL AGRICULTURAL EXPORTS
IN DEVELOPING COUNTRIES**

1.0 EXPORT PROMOTION IN GENERAL

1.1 GENERAL PUBLICATIONS

- 1.1.1 Introduction to the organization
- 1.1.2 "Directory of Members"
- 1.1.3 Work plans
- 1.1.4 Reports and analyses on the organization's own activities
 - 1.1.4.1 Research reports
 - 1.1.4.2 Topical reports and analyses
 - 1.1.4.3 Progress reports
- 1.1.5 "Guide to Exporting"
- 1.1.6 Magazines
- 1.1.7 Newsletters
- 1.1.8 Flash bulletins on
 - 1.1.8.1international trade agreements
 - 1.1.8.2target markets
 - 1.1.8.3priority subsectors or industries

1.2 STATISTICAL REPORTS AND ANALYSES

- 1.2.1 "Summary of Exports by
 - 1.2.1.1 Week, Month or Year"
 - 1.2.1.2 Exporter"
 - 1.2.1.3 Target Market"
 - 1.2.1.4 Crop/Product Category"
- 1.2.2 "Situation and Outlook Reports
 - 1.2.2.1 by Subsector"
 - 1.2.2.2by Target Market"

2.0 EXPORT POLICY AND STRATEGY

2.1 POLICY STUDIES AND ANALYSIS

- 2.1.1 Analyses of the impact of policy, regulatory or infrastructural constraints on exports
- 2.1.2 Analyses of the impact of proposed changes in policies, regulations or infrastructure
- 2.1.3 Monitoring and analysis of the impact on NTAE exports of actual or proposed trade agreements
 - 2.1.3.1 GATT
 - 2.1.3.2 NAFTA
 - 2.1.3.3 EC '92
 - 2.1.3.4 CBI
 - 2.1.3.5 Andean Trade Preference Act
 - 2.1.3.6 Central American agreements

2.2 LOCAL AND NATIONAL POLICY-MAKING

- 2.2.1 Participation in intermittent seminars, workshops, or conferences concerned with agricultural or export development
- 2.2.2 Participation in task forces, standing committees or formal organizations concerned with agricultural and/or export development
- 2.2.3 Lobbying for/against proposed legislation
- 2.2.4 Drafting of suggested legislation

2.3 CENTRAL AMERICAN TRADE POLICY, PRACTICES AND AGREEMENTS

- 2.3.1 Participation in intermittent seminars, workshops, or conferences concerned with agricultural and/or trade development
- 2.3.2 Participation in task forces, standing committees or organizations concerned with agricultural and/or trade development
 - 2.3.2.1 Participation in FECAEXCA
 - 2.3.2.2 Participation in the Central American Transport Users' Committee
- 2.3.3 Advice to public sector institutions concerned with agricultural trade matters

2.4 INTERNATIONAL TRADE POLICY, PRACTICES AND AGREEMENTS

- 2.4.1 Participation in intermittent seminars, workshops, or conferences concerned with international agricultural and/or trade development
- 2.4.2 Advice to task forces, standing committees or organizations concerned with international agricultural and/or trade development
- 2.4.3 Liaison/lobbying with regulatory agencies in target markets

3.0 SUPPORT AND ASSISTANCE TO EXPORT ENTREPRENEURS

3.1 BUSINESS-ORIENTED INFORMATION AND ANALYSIS

- 3.1.1 Collection, compilation, transformation, interpretation and/or dissemination of market-related data and information
 - 3.1.1.1 Daily, weekly, or monthly prices at ports of entry, shipping points or terminal markets
 - 3.1.1.2 Weekly reports on shipments leaving from Central American ports
 - 3.1.1.3 Weekly reports on shipments arriving at ports of entry in the U.S. and Canada
 - 3.1.1.4 Weekly volume offered from competing source areas
 - 3.1.1.5 Weekly analysis of the market situation, by crop or product category
- 3.1.2 Product profiles
- 3.1.3 Market profiles

- 3.1.3.1 Historical series on prices in each target market, by crop or product category
- 3.1.3.2 Historical series on volumes in each target market, by crop or product category
- 3.1.3.3 Analyses of the past season, by crop and/or market
- 3.1.3.4 Analyses of historical trends, by crop and/or market
- 3.1.3.5 Customs regulations and procedures, by target market
- 3.1.4 Market research
- 3.1.5 Analyses of comparative advantage
- 3.1.6 Pre-feasibility analyses
- 3.1.7 Feasibility analyses
- 3.1.8 Technological information
 - 3.1.8.1 Bibliographies of documents on hand
 - 3.1.8.2 Bibliographies from other information centers
 - 3.1.8.3 Electronic searches from CD-ROM services
 - 3.1.8.4 Obtaining of abstracts and full text references
 - 3.1.8.5 Monitoring and analysis of technological changes that can enhance or hurt local competitiveness
 - 3.1.8.6 Grades and standards in target markets
 - 3.1.8.7 Phytosanitary regulations and procedures, by market
 - 3.1.8.8 Guides for production, post-harvest handling, transport and/or marketing (generic, by crop group, or for specific crops)
- 3.1.9 Analyses of exports by subsector
- 3.1.10 Books, periodicals and journals concerned with NTAE crops
 - 3.1.10.1 "Table of Contents" service
 - 3.1.10.2 Clipping service for relevant articles

3.2 ASSISTANCE TO SPECIFIC ENTERPRISES

- 3.2.1 Assessments of the value of properties, plant and equipment
- 3.2.2 Evaluation of the productive potential of a given farm
- 3.2.3 Definition of alternative crops that could be produced
- 3.2.4 Design of new projects for a client enterprise
- 3.2.5 Identification and evaluation of sources of propagative material
- 3.2.6 Identification and evaluation of equipment and input suppliers
- 3.2.7 Formulation of partial budgets for new crops
- 3.2.8 Preparation of financial projections for agricultural or agroindustrial enterprises
- 3.2.9 Advice on whether and how to start a new enterprise
- 3.2.10 Assistance in obtaining financing
- 3.2.11 Advice in start-up and operation of projects
- 3.2.12 Technical advice in farm management
- 3.2.13 Identification of specific end-markets, channels of distribution and prospective buyers
- 3.2.14 Mediation of disputes between exporter and receiver
- 3.2.15 Assistance in collecting payment on export shipments
- 3.2.16 Administrative and managerial assistance to agricultural

or agroindustrial enterprises

3.2.17 Evaluation of projects already underway

3.3 ASSISTANCE TO TARGET GROUPS OR PRODUCT SEGMENTS

- 3.3.1 Training for general management in export enterprises
- 3.3.2 Training for middle management in export enterprises
- 3.3.3 Training for field technicians or processing plant technicians
- 3.3.4 Organization and execution of observational tours to production areas in other countries
- 3.3.5 Laboratory analysis
- 3.3.6 Pre-inspection services
- 3.3.7 Pre-clearance services
- 3.3.8 Inspection of quality and condition of arrivals at ports of entry
- 3.3.9 Assistance in resolving regulatory problems in target markets

3.4 COMMERCIAL PROMOTION

- 3.4.1 Design and execution of promotional programs for the country as a whole or for priority crop/product categories
- 3.4.2 Participation in international fairs and trade shows
- 3.4.3 Organization of trade missions in search of sales
- 3.4.4 Organization of strategic missions to enhance or maintain the country's image or position as a supplier
- 3.4.5 Management of visits to the country by prospective buyers or suppliers
- 3.4.6 Management of visits to target markets by growers and exporters
- 3.4.7 Organization and execution of business roundtables to encourage export-oriented joint ventures in the country

3.5 ADMINISTRATIVE AND LOGISTICAL SUPPORT

- 3.5.1 International telephone service
- 3.5.2 Fax service
- 3.5.3 Photocopy service
- 3.5.4 Translating service
- 3.5.5 Simultaneous interpretation
- 3.5.6 Secretarial support
- 3.5.7 Rental of conference facilities
- 3.5.8 Rental of office facilities
- 3.5.9 Rental of audiovisual equipment
- 3.5.10 Rental of computers

3.6 TRAINING SERVICES

- 3.6.1 Sale of educational materials
- 3.6.2 Short courses
- 3.6.3 Workshops
- 3.6.4 Seminars

- 3.6.5 Field days
- 3.6.6 Observation tours
- 3.6.7 Administration of scholarships

3.7 CONVENTIONS Y EXPOSITIONS

- 3.7.1 Representation of the country in international and region-wide conventions or expositions
- 3.7.2 Representation of individual enterprises at international and region-wide conventions or expositions
- 3.7.3 Representation of the sector or members in national or local conventions, expositions or fairs
- 3.7.4 Organization and execution of national, regional or local conventions or expositions

3.8 MANAGEMENT OF RESEARCH PROJECTS UNDER CONTRACT

- 3.8.1 Varietal introduction and testing
- 3.8.2 Applied research on cultural practices
- 3.8.3 Applied research on post-harvest handling practices
- 3.8.4 Applied research on pest and disease control
- 3.8.5 Quality and efficacy studies for agrochemicals
- 3.8.6 Environmental impact studies relating to agriculture
- 3.8.7 Sociological studies relating to agriculture
- 3.8.9 Impact analyses
- 3.8.10 Research aimed at relieving phytosanitary restrictions in target markets (i.e. trapping of pests, forced infestation, efficacy of proposed quarantine treatments)

3.9 CONTRACT MANAGEMENT OF AGRICULTURAL DEVELOPMENT PROJECTS

- 3.9.1 Design or execution of for-profit projects for client enterprises
- 3.9.2 Design or execution of development projects for non-governmental, private organizations
- 3.9.3 Design or execution of development projects for local or national public agencies
- 3.9.4 Design or execution of development projects for international donor agencies
- 3.9.5 Sale of specific consulting services to other entities concerned with export promotion

3.10 DIRECT MANAGEMENT AND EXECUTION OF FOR-PROFIT ENTERPRISES

- 3.10.1 Development of new varieties
- 3.10.2 Multiplication or propagation of planting material
- 3.10.3 Adaptation or validation of new technologies for commercial application
- 3.10.4 Purchase/sale of large volumes of agricultural inputs
- 3.10.5 Purchase/sale of or rental of machinery or equipment
- 3.10.6 Operation of collection and consolidation points for export products
- 3.10.7 Operation of storage facilities
- 3.10.8 Operation of cold storage facilities

- 3.10.9 Refrigerated or dry transport services
- 3.10.10 Freight consolidation services
- 3.10.11 Management of joint marketing services
- 3.10.12 Establishment and management of a group health plan for affiliated companies and their employees, as a means of lowering costs through the "pooling" of risks
- 3.10.13 Demonstration of the feasibility of a new export-oriented crop or product through pilot enterprises

3.11 FINANCING

- 3.11.1 Advice to specific clients in obtaining financing
- 3.11.2 Advice to banking institutions in the analysis of specific projects
- 3.11.3 Advice to banking institutions in the design and establishment of loan programs for agroexport ventures
- 3.11.4 Direct or indirect lending
- 3.11.5 Co-investment in high priority projects or enterprises

WHAT DOES SUSTAINABILITY MEAN FOR: SPECIFIC NON-TRADITIONAL EXPORT CROPS?

- IDENTIFICATION, ADAPTATION AND COMMERCIAL EXPLOITATION OF SPECIES AND CULTIVARS THAT:
 - ✓ Meet the quality requirements of target markets
 - ✓ Arrive in acceptable condition, given available transport methods and service
 - ✓ Retain sufficient shelf-life after transit to meet market expectations
 - ✓ Consistently provide acceptable levels of export quality product
 - ✓ Withstand indigenous pest pressure within legally acceptable limits of agrochemical usage
 - ✓ Do not result in intolerable levels of damage to the local environment
 - ✓ Over time, GENERATE SUFFICIENT SURPLUS OF REVENUE OVER COSTS OF PRODUCTION AND MARKETING TO RESULT IN A RETURN ON INVESTMENT ATTRACTIVE TO GROWERS

WHAT DOES SUSTAINABILITY MEAN FOR: INDIVIDUAL EXPORT-ORIENTED ENTERPRISES

- ACHIEVING TECHNICAL, MANAGERIAL AND FINANCIAL VIABILITY, DEFINED AS:
 - ✓ Capacity to withstand losses during the start-up period and during poor production or marketing seasons
 - ✓ Ability to generate an acceptable return on capital invested, over the medium- to long-term
 - ✓ Capacity to identify, penetrate, maintain or expand markets in the the face of changing technology, terms of trade and rising competition

WHAT DOES SUSTAINABILITY MEAN FOR: CROP ASSOCIATIONS

- CAPACITY TO IDENTIFY AND RESPOND TO THE FELT NEEDS OF AFFILIATED GROWERS AND SHIPPERS BY ENGAGING IN COLLECTIVE ACTION AIMED AT:
 - ✓ Resolving technical problems
 - ✓ Improving market access
 - ✓ Enhancing access to external financial and technical resources
 - ✓ Improving the economic and regulatory environment for their line of business
 - ✓ Increasing overall profitability