



International Trade Administration

Mission Statement

To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, ensuring compliance with our trade laws and agreements, and supporting U.S. commercial interests at home and abroad.

The International Trade Administration (ITA) is dedicated to opening foreign markets, promoting and expanding export activity, and ensuring fair competition and compliance with international trade agreements for the benefit of firms, particularly small and medium-sized enterprises (SME). ITA employs approximately 2,500 people, stationed in the United States and abroad, in five major programs: Trade Development, Market Access and Compliance, Import Administration (IA), U.S. and Foreign Commercial Service (US&FCS), Executive Direction and Administration.

ITA programs perform analyses and conduct market research that enable ITA to offer export promotion assistance products, export expansion services, commercial business counseling, exporter risk mitigation services, and an array of trade-related information services.

ITA is also responsible for ensuring that competition is fair and that U.S. trading partners comply with international trade agreements. ITA plays an important role in the World Trade Organization (WTO), by advancing trade policy and participating in multilateral trade negotiations, such as the Free Trade Area of the Americas (FTAA), and the Central America Free Trade Agreement. ITA is also involved in numerous bilateral negotiations, such as trade negotiations with Morocco and Australia. ITA, through its Trade Compliance Center (TCC), ensures that trade agreements negotiated by the U.S. are monitored for evaluation of their implementation by foreign governments and for identification of compliance problems. ITA also defends U.S. industry against injurious trade practices by administering efficiently, fairly, and in a manner consistent with U.S. international obligations, the antidumping (AD) countervailing duty (CVD) laws of the U.S.

Priorities/Management Challenges

ITA faces additional demands as the international trade environment rapidly changes. Challenges and opportunities are constantly emerging, such as: new markets to target (as in the cases of Iraq, Afghanistan), new trade barriers to overcome, new firms in need of export assistance, shifts in industry dynamics (as in the case of the travel and tourism industries), and a shifting emphasis on international organizations and alliances.

- ITA's success stems from its ability to integrate efforts to support the President's goal of promoting democracy and liberty through free trade by expanding profitable markets for U.S. goods and services. ITA is working to bring free trade to the emerging economies of the world in Iraq, Afghanistan, Africa, China, and the Americas. This work reinforces U.S. efforts to bring greater geopolitical stability to uncertain areas of the globe through enhanced opportunity and economic development.

- In March 2003, Secretary Evans outlined the Manufacturing Initiative. This initiative is intended to facilitate the role of manufacturing as a driving force in increasing productivity, growing the economy, and creating jobs. ITA has taken a comprehensive look at the challenges and opportunities facing U.S. manufacturers today by meeting with manufacturers around the nation. Working in close consultation with a variety of stakeholders, ITA plans to identify the challenges manufacturers face and to determine the best practices within both the private sector and government to encourage a vital manufacturing sector.
- Many in U.S. industry view foreign standards and technical regulation as the principal non-tariff barrier in markets around the world. Divergent standards, redundant testing and compliance procedures, and unilateral and non-transparent standard setting exercises are now recognized as impediments to free trade—estimated to affect 80 percent of the world’s commodity trade. Secretary Evans announced a new Department of Commerce Standards Initiative on March 19, 2003 to address these issues. ITA began developing training programs for overseas staff in foreign markets to strengthen their capability to recognize and respond to standards issues, to expand ITA’s ability to disseminate market intelligence and information on standards developments in key foreign markets; to partner with the proposed President’s Export Council subcommittee on technology and competitiveness; and to host a series of industry-specific roundtables to gather input from U.S. industry on the most pressing standards issues and priority foreign market.
- Monitoring and confronting access to China’s market and trade law compliance problems is one of ITA’s major priorities. As trade between the United States and China has grown, the number and complexity of AD investigations on products from China has increased. ITA initiated and concluded 35 market access and trade compliance cases. These cases have been opened based on inquiries from U.S. companies or monitoring activities conducted by ITA staff in Washington and China.
- ITA completed a survey of its customer base in order to set a baseline for performance metric reporting and tracking, and to better understand the customer base it serves. The indexed survey score, benchmarked against the American Customer Satisfaction Index (ACSI), indicates that ITA employees engaged in providing services to customers are satisfied with the services. ITA is reviewing the survey findings and center implementation strategies on high impact activities. Several recommendations were made that should enhance ITA’s service delivery and improve its scores in the next survey.

FY 2003 Performance

In FY 2003, ITA successfully tailored its products and services to its clients, enhancing the global competitiveness of U.S. industry, expanding its market access, increasing its exports, and taking prompt aggressive action against unfair trade practices by enforcing the U.S. trade laws and agreements negotiated with foreign governments.

- ITA continued to focus on compliance issues associated with existing trade agreements and market access issues. ITA measures “the number of market access and compliance cases initiated.”¹ In FY 2003, ITA initiated 157 cases. The dollar value of trade barriers addressed amounted to \$31.4 billion, which stands for potential growth in the U.S. share of the foreign market for U.S. industry. ITA has used these compliance and market access gains to enhance export promotion efforts.
- ITA made progress toward addressing the export promotion component of the President’s trade strategy. ITA measures several aspects of export promotion performance:

¹ Note: Each item that appears in quotes indicates an ITA-wide performance measure included in ITA’s Annual Performance Plan and Annual Program Performance Report.

- In FY 2003, the Advocacy Center successfully managed and coordinated 53 U.S. Government advocacy actions that accounted for a reported \$5.9 billion of U.S. export content (“*dollar value of completed advocacies [U.S. export content]*”).
 - In FY 2003, “*the number of U.S. firms exporting for the first time*” was 896.
 - During FY 2003, “*the number of export transactions made as a result of ITA actions*” was 14,031.
- ITA seeks to make its programs more customer-focused. To this end, ITA conducted its first-ever organization-wide customer satisfaction survey in order to better understand the customer base it serves and to set a baseline for performance metric reporting and tracking. The CFI Group administered the data collection online via a secure survey Web site from April 7 to May 16, 2003. Specifically, the customer satisfaction survey helped ITA improve its customer relationships. ITA satisfaction scores are calculated using the same methodology as the ACSI. Overall, ITA is performing well at 70, the ACSI score, and compares favorably to other federal agencies with similar functions (in the sense of how services are offered or delivered).

ITA intends to monitor progress over time against the survey’s baseline results and continue to benchmark ITA against best practice private and public sector organizations. ITA recognizes that collecting aggregated data from across its program units on the satisfaction and value that its customers derived from ITA’s products and services is critical to its ability to function as a performance-based organization and an essential step in moving toward a more customer-focused service model.

FY 2003 Accomplishments

- *President’s Steel Initiative* — ITA led the Organization for Economic Cooperation and Development (OECD) Steel High Level Group to strengthen discipline on trade-distorting subsidies to the global steel sector. These efforts resulted in important progress towards developing the core elements of a potential new steel subsidies agreement that could ultimately be negotiated in the WTO. Additionally, ITA created a steel import licensing and monitoring system to provide the Administration and the public with the earliest accurate information possible regarding steel imports covered by the remedies imposed by the President. Since the start of the licensing program in February 2003, more than 175,000 import licenses have been issued. It has proven to be a valuable resource for the Administration and the industry since surge data from the monitoring program has formed the basis for consultations with several excluded countries regarding potentially disruptive import increases.
- *Manufacturing Initiative* — ITA helped Secretary Evans launch a Manufacturing Initiative² to create an environment conducive to revitalizing the U.S. manufacturing sector. Manufacturing generates 16 percent of the national gross domestic product and directly employs 18 million Americans, 14 percent of all workers. ITA held approximately 25 roundtables across the country to provide meaningful dialogue with manufacturers concerning status and future direction of their industries. Feedback received from these sessions is being thoughtfully reviewed.
- *China Market* — ITA aggressively pursued China’s compliance with its trade obligations. ITA’s TCC initiated and closed 35 market access (market barriers) and trade compliance (violation of trade agreements) cases. IA initiated eight AD/CVD investigations, 22 administrative reviews, and 19 new shipper reviews in AD cases involving products from China. IA issued more than 30 final determinations in investigations and reviews. In large part due to concerns arising in China cases, IA issued a policy bulletin strengthening enforcement in new shipper reviews and established a task force with the U.S. Customs Service to address issues of possible fraud and duty evasion. While pursuing

² Under Secretary Grant D. Aldonas prepared testimony before the House Committee on Small Business, April 9, 2003.

China's compliance with trade obligations, ITA work to expand trade opportunities in China for U.S. firms. As a result of numerous and significant outreach efforts, the ITA staff in China produced a recorded 236 export successes valued at more than \$3 billion. The Advocacy Center, helping companies secure international government contracts, is currently working on 16 active requests in China representing \$18 billion of business for U.S. companies.

- *Iraq Reconstruction Task Force* – ITA created the Iraq Reconstruction Task Force on May 16, 2003, to help U.S. companies participate in the economic rebuilding of Iraq. The task force works closely with other U.S. Government agencies to ensure that the U.S. business community receives the information it needs regarding Iraq reconstruction efforts. ITA launched a Web site, www.export.gov/iraq, and telephone hotline (866-352-IRAQ or 866-352-4727) as part of this effort. These services will provide U.S. companies with the most up-to-date information about prospective opportunities and commercial conditions in Iraq. For example, the “Business Guide to Iraq” on the Web site provides valuable information on key industry sectors, current reconstruction efforts and potential obstacles to doing business in Iraq.
- *Afghanistan's Reconstruction* — ITA coordinated the U.S. Government commercial strategies in Afghanistan through the Trade Promotion Coordinating Committee (TPCC), conducted trade capacity-building training for the Afghan Government and private traders on the U.S. Generalized System of Preferences program, co-sponsored the “Afghanistan: Rebuilding a Nation” conference with U.S. Trade and Development Agency, coordinated a policy fact-finding mission to Afghanistan, and created www.export.gov/afghanistan Web site to disseminate information to the U.S. business community about the reconstruction efforts.
- *Trans-Atlantic Business Dialogue (TABD)* — ITA developed details for a renewed commitment to the TABD as a key forum for government and industry discussions on transatlantic commercial matters. Secretary Evans and his European Union counterpart, Commissioner Erkki Liikanen, restated the importance of TABD on June 25, 2003. Both leaders expressed their belief that the partnership is critical for future security and prosperity in the United States, Europe, and around the world.
- *Chile and Singapore Free Trade Agreements (FTA)* — ITA provided staff support, developed economic and commercial analysis, and developed data and information related to technical problems and obstacles during the FTAs negotiations. ITA also concluded the FTAs' reciprocal market access, tough rules of origin, and customs cooperation language specific to the textile and apparel industries. Secretary Evans stated on August 1, 2003, that “...The Chile and Singapore Free Trade Agreements will build on our economy's strengths while sending an important signal to the world that America is serious about expanding free trade and creating new opportunities for our workers, farmers, ranchers and businesses...”

Addressing the President's Management Agenda (PMA)

ITA is committed to ensuring that the PMA is implemented. Key tasks were identified and are described below.

- ITA integrated budget and programs with its strategic goals and objectives. This integration makes it much easier to determine the level of investment ITA applies to its various goals, and the outcomes and results achieved because of that investment.
- ITA prepared a comprehensive orientation program to enhance mission awareness of new recruits.
- ITA developed a competitive sourcing management plan to assure full implementation of the ITA competitive sourcing initiative for FY 2002 – FY 2004.

- To improve its financial performance, ITA developed new reports to evaluate financial data and inform ITA managers about program finances. ITA is currently revamping its financial coding system to reduce errors and capture better information to enhance cost-related performance data.
- ITA has initiated a program to unify its information technology (IT) infrastructure, both internally and externally. ITA's efforts to create a more customer-centric and user-friendly Web presence are evident through the use of Web sites, such as BuyUSA.com (www.BuyUSA.com) and Export.gov (www.Export.gov). Secretary Evans in his testimony before the Senate Committee on Banking, Housing and Urban Affairs, May 21, 2003, announced the enhancement of Export.gov that makes it easier to use and adds new features to help guide new exporters through the export process. Since the enhancement, customers' satisfaction with the Web site has steadily improved during the last half of FY 2003, averaging an 82 percent satisfaction rate.

Initiatives and Priorities

ITA's top priorities will center on export promotion and enforcement of U.S. trade laws and agreements. ITA's work on export promotion and enforcement of U.S. trade laws and agreements contributed to the strong economic growth the economy and fostered the creation of conditions that will allow exporters to maximize their competitiveness and spur economic growth.

- The 2002 National Export Strategy (NES) Report lists 65 separate recommendations for improvement in the TPCC trade promotion process. As ITA implements the recommendations outlined in the NES, some of the efforts already paid off for SMEs. To illustrate, the President's e-government program included an "International Trade Process Streamlining Initiative." Under the initiative, ITA worked to create a seamless environment for SMEs to research markets, gather trade leads, and conduct a majority of their export transactions using Export.gov, the government's existing online portal for small business export assistance information. That electronic backbone for U.S. exporters in the manufacturing sector will provide more timely and accurate export information and result in cost savings for U.S. businesses by reducing the amount of time they spend trying to get information and filling out applications and forms.
- Trade opportunities in China and the Middle East argue strongly for the establishment of business centers to serve as a support function to the policy and export promotion work currently being done by ITA. These centers will be tightly linked to the existing operations of the offices covering the regions.
- The Secretary's Standards Initiative, launched in March 2003, started a process of re-evaluation of the Department's activities on standards to ensure that they are most accurately reflecting industry's main concerns and needs. The effort will lead to the preparation of the Department's Global Standards Activity Assessment, set for finalization in January 2004, that will outline where the Department's priorities should be focused. ITA plans to promote competition and open new markets for U.S. exports by eliminating foreign standards and related regulatory barriers around the world.

Targets and Performance Summary

See individual Performance Goal section for further description of each measure.

Performance Goal 1: Increase Trade Opportunities for U.S. Firms

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Number of new or enhanced ITA partnerships with public and private sector entities to promote U.S. exports	New	New	Not Implemented	50	88	X	

Performance Goal 2: Broaden and Deepen U.S. Exporter Base

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Percentage of undertaken advocacy actions completed successfully	New	New	11.8%	12% – 15% +	10%		X
Dollar value of completed advocacies (U.S. export content)	New	New	\$8.64B	\$4B to \$6B	\$5.9B	X	
Number of U.S. exporters entering new market	4,502	5,386	5,740	6,500	6,278		X
Number of U.S. firms exporting for the first time	673	742	699	800	896	X	
Number of export transactions made as a result of ITA involvement	New	11,160	12,178	13,500	14,090	X	

Performance Goal 3: Ensure Fair Competition in International Trade

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Percentage of antidumping (AD)/countervailing duty (CVD) cases completed on time	New	New	100%	100%	100%	X	
Number of market access and compliance cases initiated	New	New	253	180 to 210	144		X
Number of market access and compliance cases concluded	New	New	New	30 to 40	158	X	
Dollar value of trade barriers addressed	New	New	\$40.2B	\$15B to \$20B	\$27.2B	X	

Performance Goal 4: Advance U.S. International Commercial and Strategic Interest

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Dollar exports in targeted products and markets	New	New	\$166.3B	\$160B to \$180B	\$166.3B	X	

Performance Goal 5: Improve Customer and Stakeholder Satisfaction

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Customer satisfaction with ITA's products or services	New	New	New	66 to 70	70	X	
Customer perception of ease of access to export and trade information and data	New	New	New	60 to 80	74	X	
Level of awareness of ITA products and services	New	New	New	3.5 mean (70)	77%	X	
Employee Job Satisfaction	New	New	Not Implemented	3.5 mean	Not Implemented	X	
Number of customers acquired through proactive ITA efforts	New	New	New	1,000	Not Implemented		X
Number of U.S. exporter activities undertaken per customer surveyed	New	New	New	2	1		X

Performance Goal 6: Improve the U.S. Competitive Advantage Through Global E-Commerce

Measure	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2003 Met	FY 2003 Not Met
Number of new subscribers using BuyUSA.com e-services	New	339	564	650	2,078	X	
Customer perception of portal ease of use	New	New	84.4%	Greater than 70%	69%		X
Percentage of ITA's significant products and services provided electronically to external customers	New	New	Not Implemented	75% to 80%	82%	X	

Resource Requirements Summary

(Dollars in Millions. Funding amounts reflect total obligations.)

Information Technology (IT)

Full-Time Equivalent (FTE)

Performance Goal 1: Increase Trade Opportunities for U.S. Firms

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	28.0	30.0	17.2	13.7
Market Access and Compliance	0.0	0.0	1.9	9.0
Import Administration	0.0	0.0	0.0	0.0
US&FCS	78.0	84.0	62.4	46.6
Administration	4.0	5.0	0.0	2.7
Total Funding	110.0	118.0	81.5	72.0
IT Funding ¹	7.7	9.0	6.6	5.5
FTE	774	744	462	410

Performance Goal 2: Broaden and Deepen U.S. Exporter Base

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	16.0	17.0	21.4	28.6
Market Access and Compliance	6.0	6.0	1.9	3.4
Import Administration	0.0	0.0	0.0	0.0
US&FCS	97.0	100.0	52.0	131.9
Administration	5.0	5.0	0.0	0.9
Total Funding	124.0	129.0	75.3	164.8
IT Funding ¹	8.9	10.3	5.6	4.7
FTE	890	858	423	903

Performance Goal 3: Ensure Fair Competition in International Trade

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	4.0	5.0	6.9	4.4
Market Access and Compliance	15.0	15.0	24.2	14.3
Import Administration	34.0	39.0	40.9	31.3
US&FCS	4.0	5.0	20.8	0.7
Administration	2.0	2.0	0.0	0.0
Total Funding	59.0	68.0	92.8	50.7
IT Funding ¹	3.7	4.3	4.6	3.8
FTE	375	360	571	341

Performance Goal 4: Advance U.S. International Commercial and Strategic Interest

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	28.0	30.0	9.0	5.2
Market Access and Compliance	0.0	0.0	2.7	5.9
Import Administration	0.0	0.0	0.0	0.0
US&FCS	78.0	84.0	16.7	0.8
Administration	4.0	5.0	0.0	1.7
Total Funding	110.0	118.0	28.4	13.6
IT Funding ¹	7.7	9.0	1.1	0.9
FTE	774	744	157	79

Performance Goal 5: Improve Customer and Stakeholder Satisfaction

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	28.0	30.0	12.5	17.7
Market Access and Compliance	0.0	0.0	3.8	9.3
Import Administration	0.0	0.0	4.6	14.0
US&FCS	78.0	84.0	31.3	30.0
Administration	4.0	5.0	13.3	17.8
Total Funding	110.0	118.0	65.5	88.8
IT Funding ¹	7.7	9.0	4.2	3.5
FTE	774	744	420	552

Performance Goal 6: Improve the U.S. Competitive Advantage Through Global E-Commerce

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trade Development	7.0	7.0	2.0	0.3
Market Access and Compliance	0.0	0.0	3.8	0.1
Import Administration	0.0	0.0	0.0	0.0
US&FCS	6.0	6.0	25.0	3.4
Administration	5.0	6.0	2.3	0.0
Total Funding	41.0	43.0	33.1	3.8
IT Funding ¹	3.0	3.5	3.5	2.9
FTE	305	294	197	23

Grand Total	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Total Funding	334.0	358.0	376.9	393.7
Direct	325.0	342.0	365.8	380.9
Reimbursable ²	9.0	16.0	11.1	12.8
IT Funding ¹	23.8	27.2	25.6	21.3
FTE	2,344	2,256	2,230	2,308

¹ IT funding included in Total Funding.

² Reimbursable funding included in Total Funding.

Staff Capabilities and Skill Summary:

The following list describes ITA's core competencies:

- In-depth knowledge of international and domestic trade laws and regulations
- Country and/or industry-sector expertise
- Specialized knowledge and experience in export marketing and promotion
- Understanding of foreign trade practices, and foreign government trade programs and policies
- In-depth knowledge of trade-distorting practices
- Understanding of key trade issue areas such as intellectual property rights and standards
- Knowledge of key U.S. Government positions for country/sector specific bilateral, multilateral, and plurilateral trade negotiations
- IT skills — to deliver services to clients; to identify, analyze, and manage information; and to interface with technology to improve productivity and client service
- Leadership skills — to lead and manage ITA's missions and programs
- Customer service skills — to improve delivery of service to customers
- Project management skills — to lead and manage projects and contracted work

FY 2003 Performance Goals

Performance Goal 1: Increase Trade Opportunities for U.S. Firms

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

ITA fosters free trade and recognizes that trade must also be based on rules followed by all and it must be non-discriminatory. President Bush has consistently declared that free trade cannot be a one-way street, saying “Every time I have a conversation with world leaders when it comes to trade, I remind them that we expect there to be a level playing field.”³ With the passage of Trade Promotion Authority (TPA) and the launch of multiple new FTA negotiations, ITA ensures that the interests of U.S. industry are fully represented during these negotiations. ITA develops negotiating priorities, recommends tariff negotiation procedures, and identifies and works on a government-to-government basis to overcome non-tariff barriers.

While the goal is to improve services for U.S. companies of all sizes, ITA focuses on the needs of SMEs. ITA works with SMEs to form export marketing and business development strategies that assist U.S. companies to expand their exports and create high-paying jobs. ITA consistently updates and modifies its strategies to meet changing needs and priorities of U.S. industries. ITA is a catalyst for bringing together the resources of other Commerce Department units and U.S. Government agencies in ways that leverage support for these strategies.

Clients look to ITA for assistance in understanding how the rapidly changing international marketplace impacts U.S. businesses. The “number of new or enhanced ITA partnerships with public and private sector entities to promote U.S. exports” performance measure quantifies ITA’s efforts to form new partnerships and enhance existing partnerships with public and private sector entities in order to increase trade opportunities for U.S. firms.

FY 2003 Performance

As the United States reasserted its leadership in international trade through the TPA, ITA participated in the completion of FTAs with Chile and Singapore. ITA is part of the reinvigorated talks designed to complete a hemisphere-wide FTA of the Americas, and supported the WTO negotiations. ITA has been involved in negotiations with Morocco and Australia and the members of the South African Customs Union by providing analysis and furnishing expert staff to achieve the projected negotiating objectives.

ITA’s products and services are systematically and continually aligned to the gamut of SMEs’ needs and the specific opportunities and barriers characteristic of each country market. Through 88 partnerships with public and private sector entities, ITA created export assistance infrastructure helping to increase trade opportunities for U.S. firms. One of the examples of enhanced partnerships with non-profit export multipliers such as states, trade associations, chambers of commerce, and world trade center and other industry groups, is the Market Development Cooperator Program (MDCP). The MDCP is a

³ Remarks by Under Secretary Aldonas before the House Committee on Appropriations, Subcommittee on Commerce, Justice, State, the Judiciary, and Related Agencies, May 22, 2003.

competitive matching grant program that provides start-up costs of new export marketing ventures, which the export multipliers are often reluctant to undertake without Federal Government support. Since FY 1997, MDCP award winners have generated over \$227 million in export annually. During its ten-year history, the MDCP will have facilitated over \$2 billion of U.S. exports. When funded projects are completed, the private sector will have invested over \$78.4 million to develop foreign markets.

Measure 1a: Number of New or Enhanced ITA Partnerships with Public and Private Sector Entities to Promote U.S. Exports

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	36	50
Actual			Not Implemented	88
Met/Not Met			Not Met	Met

Explanation of Measure

This performance measure quantifies ITA's efforts to form new partnerships and enhance existing partnerships with public and private sector entities in order to increase trade opportunities for U.S. firms. Partnership is a new or enhanced relationship codified in writing through a memorandum or letter of understanding or agreement, reimbursable agreement, grant, cooperative agreement, or contract. A new partnership is defined as being with an entity with which ITA has not had a relationship in the preceding three years. An enhanced partnership is one that is changed so that it more positively affects the achievement of ITA goals and objectives.

FY 2003 Performance

The number of new and enhanced partnerships executed exceeds the FY 2003 annual target of 50 by approximately 75 percent. The difference between target and actual performance is attributed to inexperience with the performance measure. The performance measure has been fully operational for less than one year. To date, no useful leading economic, political, or programmatic indicator has surfaced that anticipates when industry and government will conceive and execute partnership agreements. Currently, no evidence exists to suggest that the partnership performance measure will grow at an accelerating pace. In fact, the performance measure may stabilize, at or perhaps below current projections, depending on the state of the economy and/or the stability or instability of world affairs.

Program Evaluation

ITA undertook a customer satisfaction survey. One of the issues addressed by the survey is customers' satisfaction with ITA's work in facilitating difficult negotiations that deal with fair trade and market access with foreign governments. Results were calculated using the same methodology as the ACSI, which is a uniform, cross-industry measure of satisfaction with goods and service available to U.S. consumers. The results show that customer service is a relative strength for ITA. ITA's score of 74 out of a possible 100 is a strong score. Although it may be difficult to substantially improve a score of 74, ITA is optimistic in improving customers' perceptions and better managing expectations where efforts have failed to meet customers' desires.

Performance Goal 2: Broaden and Deepen U.S. Exporter Base

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

The health of the U.S. economy depends on U.S. SMEs. ITA's mandate is to create an environment in which all enterprises, including SMEs, can flourish. In order to achieve this, ITA seeks to increase export opportunity awareness among U.S. companies by proactively identifying potential exporters who need assistance leveraging electronic and traditional media, centralizing relationships with customers, and developing alliances and partnerships to deliver export messages. ITA's domestic offices are located to capitalize on high-export activity areas identified by trade patterns and to facilitate aggressive outreach to traditionally under-served rural and minority communities.

ITA focuses on SMEs with less than 500 employees by tailoring existing products and services to their needs; providing technical assistance and matchmaking capability using e-commerce and the Internet; expanding established exporters into additional markets; and coordinating government-wide, collaborative advocacy efforts through TPCC. The chief aim of tailoring ITA's products and services is to consistently deliver the complete package of export assistance to U.S. businesses throughout the country in order to increase the number of U.S. exporting companies, as well as increase the value of U.S. exports to new markets.

The success of the U.S. export community depends on ITA addressing the challenges in the trade environment and meeting the expectations and needs of ITA's customers. ITA's Advocacy Center helps U.S. exporters, both large companies and SMEs, win procurement contracts, and each contract creates and retains U.S. jobs over the life of each successful advocacy project. Two performance measures capture the Advocacy Center's efforts, i.e., "percentage of undertaken advocacy actions completed successfully" and the "dollar value of completed advocacies (U.S. export content)." The "number of export transactions made as a result of ITA involvement" reflects ITA's effectiveness in increasing trade opportunities for U.S. exporters, and it captures information on the number of export transactions executed by U.S. firms that resulted directly from ITA's counseling, matchmaking, research, information products, and other trade promotion activities. ITA's success in helping U.S. companies export for the first time or enter a new overseas market shows ITA's effectiveness in promoting trade. These efforts have been reaffirmed by the Report Card on Trade II Report. The report confirmed that one in four trading companies that received support from the Department cited that it had a positive impact on their exports, or was critical to their success.

FY 2003 Performance

In FY 2003, ITA concentrated on aiding and protecting U.S. business interests abroad. ITA helped U.S. exporters conclude 14,090 export transactions despite the world economic slowdown. ITA successfully managed and coordinated 53 U.S. Government advocacy actions that accounted for a reported \$5.9 billion of U.S. exports. Even though only 10 percent of all advocacy projects were successfully completed, ITA exceeded the dollar value of completed advocacies target by \$1.9 billion. This occurred despite the downturn in the world economy and the SARS epidemic in China, where the epidemic interrupted travel plans of U.S. business representatives and hindered their efforts to complete contract negotiations. Growing the base of exporters benefits not only the exporting firm, but also other firms that are part of the export transaction, such as logistics and shipping firms. ITA introduced 896 U.S. firms to exporting and 6,278 U.S. exporters to new world markets.

ITA provided a carefully developed continuum of services to its clients. Oftentimes the first stop for SMEs is ITA's Trade Information Center (TIC). The TIC provides comprehensive export information via a toll-free line, 1-800-USA-TRADE; its Web site: <http://tradeinfo.doc.gov>; and through extensive Internet databases. In FY 2003, the TIC provided over 72,000 customers, primarily SMEs, with personalized help, and serviced over 12 million Web site hits, with general and country-specific counseling and information. The International Catalog Exhibition Program (ICEP) is a trade promotion partnership with state economic development agencies. In the past two years, ICEP has brought more than 60 active partnerships with state agencies, 2,000 service agreements with SMEs that would not otherwise have the means to explore opportunities, and promotional events in 98 cities and 55 country markets assisting more than 1,000 SMEs.

ITA recently launched a region-wide program called "Asia Now" designed to attract more U.S. exporters, and specifically more SMEs to Asia, including China. It features coordinated efforts in the areas of exhibitions, research, and client recruitment. US&FCS recorded a Web cast for U.S. exporters to China and published a brochure called "Contact China" as a guide to key organizations in China. In conjunction with the ITA Olympic task force, US&FCS distributes a newsletter to more than 3,000 firms providing information on commercial opportunities associated with China's hosting of the 2008 Summer Olympics. As a result of these numerous and significant outreach efforts, ITA's commercial officers have recorded 236 export successes valued at more than \$3 billion.

Measure 2a: Percentage of Undertaken Advocacy Actions Completed Successfully

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	15%-20%	12%-15%
Actual			11.8%	10%
Met/Not Met			Not Met	Not Met

Explanation of Measure

The success of the U.S. export community depends on ITA addressing the challenges in the trade environment and meeting the expectations and needs of ITA's customers. ITA's Advocacy Center helps U.S. exporters win procurement contracts, and each contract creates and retains U.S. jobs over the life of each successful advocacy project. The Advocacy Center advances trade promotion and deal-making to support three basic U.S. firms' needs: (1) access to new markets, (2) entry to markets, and (3) expansion of export activities.

FY 2003 Performance

Target not met. The percentage of advocacy actions completed successfully in FY 2003 fell short of the projected target. ITA received 254 new advocacy requests from U.S. firms in addition to 328 existing cases already handled by the Advocacy Center. Out of the 582 cases, eight requests for advocacy were denied; 17 cases were overtaken by events, for example, the U.S. firm requested U.S. Government advocacy too late; and 26 became inactive, for example, the foreign government postponed making a procurement decision because of economic uncertainties. Overall ITA's performance reflects the downturn in the world economy. The declining economic growth in Europe and uncertainties in Asia, such as SARS, resulted in a curtailment of procurement contracts.

Measure 2b: Dollar Value of Completed Advocacies (U.S. Export Content)

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	\$3B to \$4B	\$4B to \$6B
Actual			\$8.64B	\$5.9B
Met/Not Met			Met	Met

Explanation of Measure

The “dollar value of completed advocacies,” measures the estimated dollar value of U.S. export content of foreign contracts signed or awarded to U.S. companies during a fiscal year. The performance measure reports only on the U.S. export content of the foreign contracts. Through its advocacy program, ITA supports three basic U.S. firms’ needs through its advocacy efforts, which are access to new markets, entry to markets, and expansion of export activities.

FY 2003 Performance

The Advocacy Center successfully managed and coordinated 53 U.S. Government advocacy actions that accounted for a reported \$5.9 billion of U.S. export content. Target exceeded by \$1.9 billion despite the downturn in the world economy and the SARS epidemic, especially in China, where the epidemic interrupted travel plans of U.S. business representatives and hindered their efforts to complete contract negotiations.

Measure 2c: Number of U.S. Exporters Entering New Market

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	4,540	5,900	6,500
Actual	4,502	5,386	5,740	6,278
Met/Not Met		Met	Not Met	Not Met

Explanation of Measure

This performance measure helps to assess ITA’s success in helping U.S. exporters enter a new overseas market and to measure ITA’s effectiveness in promoting trade. ITA will record and report on a number of U.S. exporters entering new markets that transact actual verifiable export sales, which include shipment of goods and delivery of services; signing of legally binding agreements, including agent and distributor, representation, joint venture, strategic alliance, licensing, and franchising agreements; and signing of contracts with future sales expected for the first time. Additional criteria of the definition for this measure are that the firm has not exported in the previous 24 months, prior exports have resulted from unsolicited orders, and exports were made through a U.S.-based intermediary.

FY 2003 Performance

Target not met. This reflects the downturn of the world economy. ITA lost many clients as the U.S. manufacturing sector continued to decline throughout the year. The declining economic growth in Europe and uncertainties in Asia resulted in falling demand for capital goods and hindered U.S. companies' exports.

Measure 2d: Number of U.S. Firms Exporting for the First Time

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	679	800	800
Actual	673	742	699	896
Met/Not Met		Met	Not Met	Met

Explanation of Measure

ITA focuses on SMEs that are export-ready, i.e., firms that have competitive products or services and already possess a level of financial and managerial strength that enables them to export. To assess ITA's success bringing new U.S. businesses into exporting and to measure ITA's effectiveness in promoting trade, ITA will record and report on the number of U.S. firms exporting for the first time that transact an actual verifiable export sale, which includes shipment of goods or delivery of services; signing of a legally binding agreement, including agent or distributor, representation, joint venture, strategic alliance, licensing, and franchising agreements; and signing of a contract with future sales expected for the first time. Other criteria of the definition for this measure are that the firm has not exported in the previous 24 months, prior exports have resulted from unsolicited orders, and exports were made through a U.S.-based intermediary.

FY 2003 Performance

Target met despite downturn in the world economic activities. ITA has structured its operations to serve SMEs efficiently and to coordinate closely with other organizations that provide export promotion services. Additionally, programs such as Global Diversity Initiative and the Rural Export Initiative, have capitalized on U.S. diversity to increase the number of minority-owned firms that export and increased the number of rural companies engaged in exporting by ensuring better access to export assistance programs and services.

Measure 2e: Number of Export Transactions Made as a Result of ITA Involvement

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	9,253	12,300	13,500
Actual		11,160	12,178	14,090
Met/Not Met		Met	Not Met	Met

Explanation of Measure

This measure reflects ITA's effectiveness in increasing trade opportunities for U.S. exporters, and it captures information on the number of export transactions executed by U.S. firms that resulted directly from ITA's counseling, matchmaking, research, information products, and other trade promotion activities. An export transaction occurs when ITA facilitates an actual verifiable export sale—shipment of goods or delivery of services—by the client and where the direct link between the assistance provided and the resulting outcome is clearly established for each export action claimed. A transaction also takes place when ITA helps a client identify and sign with an agent or distributor or sign a contract that ensures the expectation of future sales, when there is a direct link between the assistance provided and the resulting outcome. A transaction can also include helping a U.S. firm avoid harm or loss, for example, by helping it obtain payment or resolve some other kind of trade dispute.

FY 2003 Performance

Target met. Despite the world economic slowdown, ITA was able to exceed the target due to an extensive array of services provided to SMEs to help U.S. companies enter overseas markets. ITA identifies and qualifies agents, distributors, other types of partners and end users; provides access to timely, product-specific market information and country-specific information about appropriate market entry and distribution channels; and supplies information and assistance in the critical area of export financing and payment considerations. In addition, ITA offers other services, such as trade events; effective overseas advocacy for the business interests of U.S. firms; and government-to-government efforts to ensure compliance with trade law and regulations, so that U.S. companies can compete in a fair marketplace in each country.

Program Evaluation

In FY 2003, ITA undertook a Program Assessment Rating Tool (PART) Review of US&FCS. As a result of the review ITA developed long-term measures in order to gauge long-term results in response.

Four long-term measures were developed. They are:

- By 2007, the US&FCS will increase the baseline of the “Number of U.S. firms exporting for the first time” by one percent of the total exporting base. The US&FCS has targeted 5,000 firms to begin exporting over the next six years from a baseline of 400,000 SMEs that currently do not export.
- By 2007, the US&FCS will increase the baseline of the “Number of U.S. firms entering a new market” by 20 percent of the total baseline of firms exporting to only one market. The US&FCS has targeted 40,000 firms to enter more than one market over the next six years from a baseline of 200,000 SMEs that currently export to only one market.
- By 2007, the US&FCS will increase the “Number of transaction made as a result of ITA's involvement” by 43 percent. In FY 2001, the US&FCS completed 11,160 transactions and by 2007 the US&FCS has targeted 16,000 transactions. This constitutes a 43 percent increase over 2001.
- ITA has determined that by 2007, three percent of the US&FCS program will be fee funded.

More detailed recommendations resulting from the PART process will be reflected in ITA's FY 2005 Annual Performance Plan.

Performance Goal 3: Ensure Fair Competition in International Trade

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

ITA is committed to strong enforcement of U.S. trade laws, and will do everything within the parameters prescribed by Congress to ensure U.S. domestic industries obtain effective relief from dumped and subsidized imports. ITA tracks crucial market access and compliance problems to ensure timely engagement and resolution. Cases are classified as information requests, compliance (violation of a multilateral or bilateral trade agreement), noncompliance market access (market barriers other than compliance problems preventing or limiting a U.S. firm or industry sector from market entry or expansion), or commercial disputes (a U.S. company encountering problems with an existing transaction or venture).

ITA is committed to building a rules-based trading system in which international trade is both free and fair for U.S. firms and workers by combating dumping, when foreign goods are “dumped” at less than market value; evaluating the fairness of the subsidy of imports; and ensuring compliance with negotiated trade agreements. ITA identifies and monitors import surges created by imports that are sold in the U.S. at less than fair market value, foreign subsidy practices, and other harmful import trends. ITA defends U.S. industry against injurious trade practices by administering the AD and CVD laws of the U.S. ITA deploys attachés to foreign locations to educate foreign governments and businesses about U.S. AD/CVD laws and supports U.S. AD/CVD proceedings in foreign locations. ITA expedites investigations when warranted by import surges and foreign subsidy practices, defends unfair trade practices before the WTO, and coordinates the Department of Commerce’s role in the Administration’s steel strategy. The “percentage of cases completed” highlights timeliness of casework that is essential for upholding the integrity of the AD/CVD laws as a credible and fair legal mechanism to address unfair foreign trade actions.

As the volume of world trade and investment expands and more countries enter into multilateral and bilateral trade agreements with the United States, ITA promotes compliance with trade agreements through consultation with foreign governments, quick identification of noncompliance by communicating and establishing a relationship with U.S. exporters, improvement of coordination with other agencies, rapid response to illegal acts by mobilizing strike forces, and close collaboration with the Office of the U.S. Trade Representative (USTR) on enforcement actions. ITA’s TCC monitors trade agreements for implementation by foreign governments and identification of compliance problems. The “number of market access and trade compliance cases initiated” performance measure has a direct impact on ITA’s ability to ensure fair competition. This performance measure assesses the extent of ITA’s efforts to monitor trade agreements, identify and initiate market access and compliance cases on behalf of U.S. businesses, and work to their resolution. The “dollar value of trade barriers addressed” complements the number of cases initiated by quantifying ITA’s efforts to obtain market access for U.S. exporters and achieve foreign government compliance with trade agreements.

FY 2003 Performance

ITA successfully worked directly with U.S. firms and foreign governments devising strategies in support of the ITA mission. The President is deeply committed to free and fair trade. The President has made a particular point of saying that the U.S. is going to enforce international trade laws to ensure that competition is fair⁴. To overcome market imperfections, all AD/CVD investigations, administrative reviews, and related proceedings have been completed within the statutory deadlines. ITA initiated 144 market access and trade compliance cases and successfully addressed trade barriers valued at \$27.2 billion, representing a potential growth in the U.S. share of the foreign market for both the company involved and for U.S. industry as a whole.

ITA dedicated an increasing share of its resources to ensuring China meets its WTO obligations and U.S. companies gain the market access to which they are entitled. ITA's TCC initiated and closed 35 market access (market barriers) and trade compliance (violation of trade agreements) cases. ITA continues to actively work on 23 cases (eight compliance, seven market access, and eight information requests). These cases have been opened based on inquiries from U.S. companies or monitoring activities conducted by ITA staff in Washington and China. IA initiated eight AD/CVD investigations, 22 administrative reviews, and 19 new shipper reviews in AD cases involving products from China. IA issued more than 30 final determinations in investigations and reviews. In large part due to concerns arising in China cases, IA issued a policy bulletin strengthening enforcement in new shipper reviews and established a task force with Customs to address issues of possible fraud and duty evasion.

ITA was given a clear mandate from President Bush to produce significant results in solving the underlying problems of the global steel industry—namely government intervention in the market that leads to over-capacity of steel in the global marketplace. On November 19, 2002, an amendment to the U.S.-Russia Comprehensive Agreement on Steel was signed, which allows steel producers to fully utilize the slab quota provided for under the United States 201 safeguard measure enacted by President Bush in March 2002. Under Secretary of Commerce Grant Aldonas and senior government officials from major steel producing economies formally launched talks to reduce, and ultimately eliminate, government subsidies that have distorted the global steel market for decades. The agreement was reached during the Fifth High-Level Meeting on Steel at the OECD in Paris, December 19, 2002. The agreement represents a political commitment made by the world's major steel producing nations to reach a subsidies agreement on steel. In addition, the group looked at ways industry restructuring could be accelerated to reduce inefficient excess capacity in the steel market.

On June 18, 2003, ITA issued a policy bulletin that outlines the standards for a market-based timber sales system. By addressing the underlying problems in one of the longest running and most difficult trade problems, ITA hopes to encourage an integrated North American lumber market and put an end to the softwood lumber dispute once and for all.

Measure 3a: Percentage of Antidumping (AD)/Countervailing Duty (CVD) Cases Completed On Time

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	100%	100%
Actual			100%	100%
Met/Not Met			Met	Met

⁴ Speech delivered by Secretary Evans to the Detroit Economic Club, September 15, 2003.

Explanation of Measure

The “percentage of AD/CVD cases completed on time” is a reflection of the vigilance of IA staff to complete its casework within the statutory timeframe. U.S. domestic industry generates AD/CVD cases, and timeliness of case activity is a critical factor for delivering customer satisfaction. Timeliness of casework is also essential for upholding the integrity of the AD/CVD laws as a credible and fair legal mechanism to address unfair trade actions by foreign interests. The stated target reflects management’s prioritization of adherence to statutory requirements. ITA must always complete these cases within the limits set forth in law.

FY 2003 Performance

All AD/CVD investigations, administrative reviews, and related proceedings have been completed within the statutory deadlines set forth by the Tariff Act of 1930, as amended, and the AD/CVD regulations. IA does not solicit AD/CVD petitions for relief from unfair foreign trade practices, but rather initiates and conducts investigations after petitions are accepted and determined to warrant investigation. IA also conducts administrative reviews of AD/CVD orders if petitioners and respondents in the various cases request administrative reviews as well as sunset reviews of AD/CVD orders.

Measure 3b: Number of Market Access and Compliance Cases Initiated				
	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	180 to 210
Actual			253	144
Met/Not Met			N/A	Not Met

Explanation of Measure

The “number of market access and compliance cases initiated” performance measure assesses the extent of ITA’s efforts to monitor trade agreements, identify and initiate market access and compliance cases on behalf of U.S. businesses, and work to their resolution. Market access cases arise from complaints received by ITA from U.S. companies experiencing overseas barriers to U.S. exports, which are not covered by trade agreements. Compliance cases rise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement trade agreements negotiated by the United States and through monitoring efforts by ITA compliance officers.

FY 2003 Performance

Target not met. The number of market access and trade compliance cases initiated decreased as a result of the significant slowdown in commercial activity in Asia caused by the outbreak of the SARS virus. Business travel to China, Hong Kong, Taiwan and other major Asian markets fell almost to zero, U.S. business representatives stationed in Asia were recalled, etc., resulting in a major decline in business activity from March through July of 2003. Less business activity resulted in fewer market access and compliance problems.

Measure 3c: Number of Market Access and Compliance Cases Concluded

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	30 to 40
Actual			253	158
Met/Not Met			N/A	Met

Explanation of Measure

The “number of market access and compliance cases concluded” performance measure addresses ITA’s effort to obtain market access for U.S. exporters and achieve foreign government compliance with trade agreements. The number of market access and compliance cases concluded is based on a number of cases processed by ITA where no further action by ITA is warranted: case was successfully resolved; compliant was groundless, i.e., no violation; industry decides not to pursue compliant; case referred to USTR for consideration for formal dispute settlement resolution; or problem cannot be resolved despite ITA efforts. Market access cases arise from complaints received by ITA from U.S. companies experiencing overseas barriers to U.S. exports, which are not covered by trade agreements. Compliance cases rise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement trade agreements negotiated by the United States and through monitoring efforts by ITA compliance officers.

FY 2003 Performance

Target met. This is a new performance measure introduced in FY 2003. Discrepancies between target levels and actual performance exist due to a lack of baseline data. In FY 2003, ITA concluded 161 market access and trade compliance cases valued at \$31.4 billion. This level of cases can be attributed to, among other things, our continued engagement with existing trading partners. This engagement includes, for example, meetings at Commerce, video conferences, and international meetings.

Measure 3d: Dollar Value of Trade Barriers Addressed

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	\$15B to \$20B
Actual			\$40.2B	\$27.2B
Met/Not Met			N/A	Met

Explanation of Measure

The “dollar value of trade barriers addressed” performance measure addresses ITA’s efforts to obtain market access for U.S. exporters and achieve foreign government compliance with trade agreements. The dollar value of trade barriers is based on a projection of potential growth in the U.S. share of the foreign market for both the company involved and for U.S. industry as a whole, or is based on firm/industry-provided estimates. Market access cases arise from complaints received by ITA from U.S. companies experiencing overseas barriers to U.S. exports which are not covered by trade agreements. Compliance cases rise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement trade agreements negotiated by the United States and through monitoring efforts by ITA compliance officers.

FY 2003 Performance

Target met. ITA exceeded the target despite the lower number of cases initiated due to the fact that several large cases were closed in FY 2003, which brought the total dollar value up significantly.

Program Evaluation

ITA conducted its first-ever organization-wide customer satisfaction survey in order to better understand the customer base it serves. The ITA Customer Satisfaction Survey scores for IA and North American Free Trade Agreement (NAFTA) Secretariat are the lowest across all ITA programs, but are in line with other federal regulatory agencies. IA and NAFTA Secretariat segments registered scores at 51 and 50, respectively. However, the scores compare favorably with Internal Revenue Service, 52, or Occupational Safety and Health Administration, 54. The survey results point toward the details of proceedings (one of six survey quality components) as an area for immediate improvement since customers want ITA to continue enhancing the clarity of AD/CVD questionnaires and instructions. ITA’s long-term organization-wide survey strategy is currently under development. In the meantime, ITA plans on an ongoing basis to conduct a survey biannually, implement the survey results in the off-year (2004), and to measure its progress and any increases in the export activities undertaken per customer surveyed (2005).

Performance Goal 4: Advance U.S. International Commercial and Strategic Interests

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

Changing economic, technological, and social conditions in the last decade has altered how international trade is conducted. This changing international trading environment presents U.S. exporters with numerous challenges and opportunities. ITA advances U.S. international commercial and strategic interests by creating an infrastructure that encourages economic growth, technological competitiveness, and sustainable development. This is achieved through mobilization of financing and development of commercial infrastructure in target countries, increased information flow to U.S. exporters about target countries, increased facilitation of business-to-business exchange or contact in target countries, and increased compliance with accepted business standards and potential sanctions.

ITA works with other U.S. Government agencies to encourage foreign policy initiatives and assistance programs to include a role for expanding U.S. business in economic development. ITA has had significant success in expanding U.S. exports while supporting U.S. Government foreign policy initiatives. To quote President Bush, "...Free trade is also a proven strategy for building global prosperity and adding to the momentum of political freedom..." To capture information on designated markets and products, ITA reports the dollar exports to these markets and products. By generating U.S. exports, ITA simultaneously supports the development of a stronger market-oriented economic system in areas of the world (for example, Africa), contributing both to U.S. economic goals and global stability.

FY 2003 Performance

ITA's unique relationship with U.S. industry enables it to participate in shaping and implementing U.S. trade policy and to take a leadership role in trade negotiations. ITA employees, in addition to supporting U.S. trade negotiators in the WTO, FTAA, and through bilateral FTAs, worked to encourage foreign policy and assistance programs to include a role for expanding U.S. business in economic development programs. ITA has had a significant success in expanding U.S. exports while supporting U.S. Government foreign policy initiatives in China, Russia and the other Newly Independent States, Central America, Northern Ireland, Central and Eastern Europe, and South Africa. ITA continued the commercial energy dialogue with Russia, China, and Kazakhstan by providing a forum for energy companies to identify and overcome specific barriers and promote greater cooperation in energy trade and investment. ITA's actions facilitated increased exports and simultaneously supported a stronger, market-oriented economic system in these areas of the world, which contributed both to U.S. economic goals and global stability.

ITA is also committed to rebuilding Afghanistan in a manner that encourages peace and stability, commerce and opportunity, and freedom and democracy. More specifically, the ITA's Afghanistan Reconstruction Task Force, established in February 2002, has worked with the U.S. business community to gather and disseminate information about the reconstruction efforts.

The Department of Commerce created the Iraq Reconstruction Task Force, which will help U.S. companies by serving as a clearinghouse of information on how to participate in the economic rebuilding of Iraq. The task force, comprised of industry

and trade experts within ITA, works closely with other U.S. Government agencies to ensure that the U.S. business community receives the information it needs regarding Iraq reconstruction efforts.

Measure 4a: Dollar Exports in Targeted Products and Markets

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	\$160B to \$180B
Actual			\$166.3B	\$166.3B
Met/Not Met			N/A	Met

Explanation of Measure

Exports have accounted for almost one-quarter of U.S. economic growth during the past decade.⁵ ITA promotes U.S. business abroad, supports trade policy development, ensures compliance with trade agreements, and creates market access through trade negotiations and trade agreements. ITA management identified energy, telecommunications, services, and environment as targeted market or sectors. This measure tracks dollar exports in priority markets, captures the dollar value of exports generated by U.S. businesses in targeted sectors both in total and for individual foreign markets that are attributable to ITA programs.

FY 2003 Performance

The time line for producing the Performance and Accountability Report precludes us from providing FY 2003 data for this measure since complete data will not be available until December 15, 2003. Therefore, we are reporting data that was available as of September 2002. ITA management identified energy, telecommunications, services and environment as targeted markets or sectors. Data for the services sector are limited in the detail available and frequency of publication, and there is a substantial lag (three to four months) in its publication.

Program Evaluation

The Secretary's Standards Initiative, launched in March 2003, has started a process of re-evaluation of the Department's activities, including ITA's activities, on standards to ensure that they are most accurately reflecting industry's main concerns and needs. The effort will lead to the preparation of the Department's Global Standards Activity Assessment, that will outline where the Department's priorities should be focused. As a result of the re-evaluation process and in cooperation with the National Institute of Standards and Technology, ITA will (1) develop a training program for standards liaisons and foreign commercial service officers posted abroad; (2) develop a database of best practices in addressing standards issues in foreign markets; (3) strengthen and expand "Export Alert!," a free, Web-based service to disseminate market intelligence and information on standards developments in key priority foreign markets in Europe, Asia, and Latin America; (4) support the development of a dialogue on standards within the proposed President's Export Council subcommittee on technology and competitiveness; (5) host a series of industry-specific roundtables to gather input from U.S. industry on the most pressing standards issues and priority foreign markets; and (6) ensure that industries' priorities on standards are promoted through the international policies and programs.

⁵ Radio Address of the President to the Nation, April 27, 2002

Performance Goal 5: Improve Customer and Stakeholder Satisfaction

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

The PMA describes initiatives designed to create a government that is focused on results, is more accessible to its citizens, and is client-centered. In support of the Administration's vision for government that is client-oriented, ITA is committed to improving both customer and stakeholder satisfaction.

ITA's customers are U.S. businesses. U.S. firms expressed several needs for enhanced products and service offerings and service delivery capabilities from ITA to export more successfully in a fair trade environment. U.S. businesses want online customized information products and simplified access to ITA services. Providing easy access to trade information and data helps U.S. exporters access critical information considering the initiation or expansion of exporting activities. ITA cannot always address the needs of its customers as a single agency, but ITA often partners with other agencies, both public and private, to meet its customers' needs. Other government agencies frequently join ITA in its efforts to promote trade or expand market access. ITA also works with nongovernmental organizations such as trade groups, or other private sector organizations to deliver its mission and to address the needs of U.S. businesses.

ITA's policy and promotion efforts, ranging from information to hands-on assistance, help SMEs through every stage of the export process. ITA promotes the use of technology to speed up access to relevant information for customer and service staff, and assesses the effectiveness of its products and services in meeting customer needs. Collectively, these efforts assure timely, responsive, high-quality service to the customers and stakeholders; promote continuing program improvement; and ensure efficient operations. The success of ITA efforts depends upon level or awareness of products and services available to ITA users as well as the benefits they offer. The best export promotion programs or leads are for naught if no one knows about them. ITA places a strong emphasis on building programs and supporting information that are leveraged and strategically targeted so that exporters can make the most of trade opportunities.

FY 2003 Performance

ITA conducted its first-ever organization-wide Customer Satisfaction Survey in order to better understand the customer base it serves and to set a baseline for performance metric reporting and tracking. Overall, ITA is performing well at 70, a very strong score on the ACSI score and compares favorably to other federal agencies with similar functions. The survey also highlighted ITA's strengths and identified potential problems. ITA's strength lies with customer service. Customer perception of ease of access to export and trade information and data, a major component of the survey, registered a score of 74. The level of awareness of ITA products and services registered a high 77 percent among respondents. Areas of improvement center around customers achieving desired outcomes. Additionally, the Customer Satisfaction Survey captured information on the number of U.S. exporters activities undertaken per customer surveyed. Even though ITA did not meet the target, the survey

results will help in the development of a long-term strategy for improving service delivery to ITA's customers. As previously anticipated, the survey did not provide the necessary statistical information to calculate the number of customers acquired through proactive ITA efforts. However, ITA plans to develop an agency-wide client management system, which will enable ITA to track the number of customers acquired through proactive ITA efforts.

Measure 5a: Customer Satisfaction with ITA's Product and Services

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	66 to 70
Actual				70
Met/Not Met				Met

Explanation of Measure

U.S. exporters have expressed needs for specialized, customized products that are provided fast, accurately, and are consistently updated. The "customer satisfaction with quality of ITA's products and services" performance measure gauges the satisfaction of ITA's customers with the products and services they receive. ITA will use the survey data to improve the quality of products and services. Collectively, ITA's efforts must assure timely, responsive, high-quality service to the business community to promote the ability of U.S. customers to export, thus increasing U.S. market share.

FY 2003 Performance

Target met. ITA seeks to make its programs more customer-focused. To this end, ITA conducted its first customer satisfaction survey in order to better understand the customer base it serves and to set a baseline for performance metric reporting and tracking. The data collection was administered online via a secure survey Web site from April 7 to May 16, 2003. ITA satisfaction scores were calculated using the ACSI. Scores are reported on a 0 to 100 scale, with 0 indicating poor performance and 100 indicating excellent performance. Overall, ITA is performing well at 70, the ACSI score, and compares favorably to other federal agencies with similar functions.

Measure 5b: Customer Perception of Ease of Access to Export and Trade Information and Data

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	60 to 80
Actual				74
Met/Not Met				Met

Explanation of Measure

ITA continues to enhance its product and service delivery to U.S. exporters. The “customer perception of ease of access to export and trade information and data” measure is defined as assessing the perception among ITA customers that export and trade information and data may be obtained via ITA Web sites, database applications, export assistance centers, and other personal interactions with ITA personnel in a timely and efficient manner. By monitoring its performance in this regard, ITA hopes to increase timeliness and efficiency of service delivery to U.S. businesses and improve effectiveness of information and data for persons with disabilities. ITA believes that *all* customers should be able to obtain export and trade information and data quickly, accurately, on first contact, and in a courteous manner.

FY 2003 Performance

Target met. As part of the ITA-wide Customer Satisfaction Survey, ITA customers were asked to complete the online survey and answer customer satisfaction questions related to ease of access. While a few scores indicate there is room for improvement in providing access to suitable trade leads and market representatives, the survey results told ITA that customers were overall, very satisfied with their ease of access.

Measure 5c: Level of Awareness of ITA Products and Services

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	3.5 mean rating	3.5 mean rating (70)
Actual			Not Implemented	77%
Met/Not Met			Not Met	Met

Explanation of Measure

ITA is committed to performance and accountability. The “level of awareness of ITA products and services” ensures that ITA’s potential customers are informed of the products and services available to them, as well as the benefits they offer. It addresses awareness: does potential customer know about ITA’s products and services? It asks about understanding: if aware, does customer understand the benefits of using the products or services? It seeks out potential customers: someone who has used an ITA product or service, and who may benefit from using other products or services

FY 2003 Performance

Target met. ITA conducted its first-ever organization-wide customer satisfaction survey in order to better understand the customer base it serves and to set a baseline for performance metric reporting and tracking. The data collection was administered online via a secure survey Web site from April 7 to May 16, 2003. Specifically, the Customer Satisfaction Survey will help ITA to improve its customer relationships and more effectively meet customers’ needs. ITA registered over a 77 percent level of satisfaction. This information will be important in setting a baseline for ITA to track across time.

Measure 5d: Employee Job Satisfaction

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	3.5 mean rating	3.5 mean rating
Actual			Not Implemented	Not Implemented
Met/Not Met			Not Met	Not Met

Explanation of Measure

ITA seeks to improve individual and organizational performance by recruiting and retaining a high-quality, diverse workforce that is satisfied with the quality of their work lives. This measure will help to ensure effective management of human resources (HR) and will improve ITA's organizational capabilities and flexibilities. The ultimate objective of measuring employee job satisfaction is to improve individual and organization performance by putting people first.

The measure is broadly defined. While the primary source of data will be answers to questions on the employee perception survey, other data, which can gauge the level of employee training and development and awards and recognition, will supplement this source. The measure will also involve evaluating the effectiveness of quality-of-work-life programs (for example, telework, Alternate Work Schedules, and so on) to determine the extent to which these programs have an impact on overall job satisfaction.

FY 2003 Performance

Target not met. In FY 2003, ITA did not conduct an ITA-wide employee survey to specifically measure "Job Satisfaction." However, the results of the government-wide Federal Human Capital Survey conducted in 2002 by the Office of Personnel Management provide an indication of the status of this performance measure. Although a direct correlation cannot be made between the indicators used in the Human Capital Survey and the Job Satisfaction Survey, results indicate that if the latter survey had been conducted, the overall score would not reach the target of 3.5 out of a maximum of 5. For FY 2004, ITA needs to develop a plan to address the results of the Human Capital Survey in order to improve overall job satisfaction in the organization.

Measure 5e: Number of Customers Acquired Through Proactive ITA Efforts

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	1,000
Actual				Not Implemented
Met/Not Met				Not Met

Explanation of Measure

The "number of customers acquired through proactive ITA efforts" captures information on the number of U.S. businesses responding that they used ITA products/services for the first time as a result of ITA proactive outreach efforts. ITA provides to U.S. exporters market information, advocacy assistance, trade compliance assistance, and one-on-one export counseling; organizes trade events, matchmaking, etc.; thus encourages and enables U.S. companies to take full advantage of export opportunities.

FY 2003 Performance

Target not met. Actual performance data not available. ITA has just recently completed an organization-wide survey. As previously anticipated, the survey did not provide the necessary statistical information to calculate results. In FYs 2004 and 2005, ITA plans to develop an agency-wide client management system, which will enable ITA to track the number of customers acquired through proactive ITA efforts.

Measure 5f: Number of U.S. Exporter Activities Undertaken Per Customer Surveyed

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	2
Actual				1
Met/Not Met				Not Met

Explanation of Measure

The “number of U.S exporter activities undertaken per customer surveyed” performance measure that captures information on the number of export activities that surveyed customers report having taken as a result of ITA’s service to those customers. The information collected would be after the first year of receiving ITA’s assistance, and were export orders, sales, or tangible benefits relating to exporting that can be attributed in some measure to help that ITA provided. The export activities resulting from ITA’s help to a U.S. firm could include, but not be limited to, a signed agent or representative, a signed joint-venture agreement with a foreign company, cut lead time for market entry, obtained sales leads, secured export financing, immediate sales, or signed agreement pending.

FY 2003 Performance

Target not met. The original target for this performance measure was obtained from multiple internal-to-bureau sources. The actual FY 2003 data has been derived from the ITA-wide Customer Satisfaction Survey. The results will be used in setting a baseline for ITA to track results over time. ITA plans on an ongoing basis to conduct a survey biannually, implement the survey results in the off-year (2004), and to measure its progress and any increases in the export activities undertaken per customer surveyed (2005).

Program Evaluation

ITA undertook a customer satisfaction survey. Results showing ITA satisfaction scores were calculated using the same methodology as the ACSI, which is a uniform, cross-industry measure of satisfaction with goods and service available to U.S. customers. The results show that customer service (one of several quality components comprising the survey) is a relative strength for ITA. ITA’s score of 81 is relatively high scoring and high impact, meaning it has a large influence on customer satisfaction. Although it may be difficult to substantially improve a score of 81, ITA is optimistic not to let that score slip, as a decline in customer service would cause a subsequent drop in ACSI.

Performance Goal 6: Improve the U.S. Competitive Advantage through Global E-Commerce

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Rationale for Performance Goal

ITA continues its focus on e-commerce, a major channel to further U.S. exports. ITA's e-commerce export promotion program has four main goals: (1) helping small businesses use the Internet to find markets overseas, (2) helping established U.S. IT companies to expand overseas, (3) helping emerging economies make the transition to the digital age, and (4) through negotiations ensuring that both the Internet and foreign markets are open and accessible.

ITA provides exporters that have Internet access with information on the international marketplace through the use of electronic products and services such as Export.gov and BuyUSA.gov. These two major Web sites provide basic information on navigating through the steps in the export process, in addition to international market research and online matchmaking services with foreign buyers. Through Export.gov, the U.S. Government's export portal, is a key component to the International Trade Process Streamlining e-gov initiative. Through Export.gov, users obtain information on regulatory matters and policies, and access a broader array of U.S. Government trade-related information from the Department. BuyUSA.com and Export.gov work in partnership to help SMEs complete export transactions. Using a wide variety of e-commerce tools and service from both public and private sector sources, ITA employees help U.S. business evaluate new overseas markets and take advantage of foreign sales opportunities.

Most companies prefer to use the Internet as a source of information. Exporters find the Internet the ideal mechanism for obtaining current information on changing economic conditions, regulations, and other crucial information. Many small companies want a single Web site that is easy to navigate and includes links to other U.S. Government sites where appropriate. ITA has developed two performance measures to capture users input. The ease of use of critical export-related information on Export.gov, "Customers' perceptions of portal ease of use," provides insight into how well the efforts to improve access meet the needs of the actual users. One of the most valuable services that ITA provides to U.S. exporters is information on foreign markets and trade opportunities. To measure its success in this endeavor, ITA tracks the percentage of ITA's significant products and services provided electronically to external customers since companies of all sizes view U.S. Government research as reliable and unbiased, and they generally expect the information to be current and readily available in an easy-to-use format.

On the policy side of e-commerce, ITA is working in a range of international forums, such as the FTAA and other Department of Commerce bureaus and government agencies, to develop and advocate U.S. policy positions on a range of e-commerce issues. They include privacy, consumer protection, infrastructure access, telecommunications liberalization, diffusion of IT to SMEs, standards, IT tariff elimination, and expanded IT market access.

FY 2003 Performance

The ITA's program trade specialists use a wide variety of e-commerce tools and services from both public and private sector sources to help U.S. business evaluate new overseas markets and take advantage of foreign sales opportunities. ITA has developed tools to increase the accessibility of exporting information to potential exporters. Major Web sites, such as BuyUSA.com, provide basic information on navigating through the steps in the export process, in addition to international market research and online matchmaking services with foreign buyers.

Secretary Evans, in his testimony before the Senate Committee on Banking, Housing and Urban Affairs, May 21, 2003, announced the enhancement of Export.gov that makes it easier to use and adds new features to help guide new exporters through the export process. Through Export.gov, the U.S. Government's export portal, users obtain information on regulatory matters and policies, and access a broader array of U.S. Government trade-related information from the Department. Even though the average ease of use rate of 69 percent fell below the target, the ratings have been increasing since the Web site was redesigned in April 2003, averaging 82 percent.

BuyUSA.com and Export.gov work in partnership to help SMEs complete export transactions. Providing information and services electronically and utilizing video conferencing also frees trade specialists to focus more on working in-depth with clients. Presently, about 60 percent of SME exporters use these sites as a primary source of Web-based information.⁶ In addition, an international electronic data network, e-menu, and a series of Lotus Notes databases allow the overseas posts to deliver specific information requests almost instantly to meet the needs of U.S. companies and support the export counseling programs of the domestic network. Overall, 82 percent of ITA's products and services are provided electronically to external customers.

Measure 6a: Number of New Subscribers Using BuyUSA.com E-Services

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	5,000	1,500	650
Actual		339	564	2,078
Met/Not Met		Not Met	No Met	Met

Explanation of Measure

BuyUSA.com offers U.S. exporters the unique ability to promote their products and services, create an online catalog, and respond to trade lead inquiries from a pool of foreign buyers. The site also provides the U.S. firms with information on a host of export assistance and counseling services offered in domestic offices and countries worldwide. The performance measure tracks the number of U.S. and international subscribers using BuyUSA.com e-services.

FY 2003 Performance

Target met. The original targets counted only U.S. paid subscribers to the Web site. However, there are many foreign companies seeking to buy U.S. products and services that also subscribe and use BuyUSA.com e-services. The FY 2003 actual number of subscribers reflects both paying and non-paying international and U.S. subscribers utilizing the Web site to conduct business.

⁶ *The 2002 National Export Strategy (NES)*

Measure 6b: Customer Perception of Portal Ease of Use

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	>50% Satisfaction Rate	Greater than 70%
Actual			84.4%	69%
Met/Not Met			Met	Not Met

Explanation of Measure

Customers' perceptions of the portal ease of use ties directly to the ITA performance goal that seeks to improve U.S. competitive advantage through global e-commerce. Export.gov is a first step toward consolidating export information into a single, customer-focused site where anyone can find every online federal resource related to exporting. ITA will survey online customers visiting Export.gov on an ongoing basis. The customers' responses will be optional. This performance measure will allow ITA to gauge customers' perception of portal ease of use and to increase the quality and navigability of the ITA portal based on customer feedback.

FY 2003 Performance

Target not met. However, Export.gov is meeting its target for customer usability and its numbers have steadily improved since the site's redesign in April of 2003. While Export.gov staff views this as positive, survey results reveal consistent trends in the types of export information in which visitors are interested. While many visitors indicated that Export.gov's usability was good or very good, many also indicated that they could not find, or only partially find, the types of information desired. Nearly one-third of all visitors to Export.gov come from overseas companies seeking to export to the United States and are looking for various domestic distribution and/or marketing channels. Since Export.gov's target audience is U.S. companies seeking to export to other countries, would-be importers would likely not find U.S. import information on the site. These findings portend a need to better segment Export.gov's visitors into areas of content that are increasing customized to match each visitor demographic and to create new channels to relevant information.

Measure 6c: Percentage of ITA's Significant Products and Services Provided Electronically to External Customers

	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	50%	75% to 80%
Actual			Not Implemented	82%
Met/Not Met			Not Met	Met

Explanation of Measure

Based on government Paperwork Elimination Act requirements, ITA is required to offer business processes electronically by October 2003, where practicable. U.S. exporters expressed a need for fast access to ITA products and services. This performance measure will track ITA's progress in taking advantage of IT opportunities to deliver products electronically to external customers and, in doing so, to create process efficiencies and improved services to customers.

FY 2003 Performance

This is the first year of full implementation for this measure, and ITA is pleased to report that the FY 2003 target has been met. Of the 49 significant products and services ITA delivers to its external customers, 40 (82 percent) are now provided with either maximum practicable or significant electronic capability. Two examples of those 40 products and services are Export.gov, which supplies basic information on navigating through the steps in the export process, international market research, and online matchmaking services with foreign buyers; and trade statistics and analysis offered through tse.export.gov (www.tse.export.gov) which features interactive data retrieval, user customization, data visualization on map-base interfaces, and flexible downloading and printing. Some additional examples of ITA's significant products and services designed to support U.S. commercial interests at home and abroad now being provided electronically are Electronic Subsidies Enforcement Library, market research, international travel and tourism statistics, and advocacy.

Program Evaluation

Using the *Report Card on Trade II: Assessing the Effectiveness of U.S. Government Support to Small and Mid-Sized Exporters*, published in June 12, 2002, ITA implemented a number of changes to improve coordination of services and sharing of client information both domestically and overseas. One of the major accomplishments was the enhancement of the Export.gov Web site as a key component of the International Trade Process Streamlining e-gov initiative. The site consolidates export information, including e-commerce information, from the 19 federal agencies of the TPCC into one user-friendly Web site. Secretary Evans announced the new enhanced Web site during his testimony before the Senate Committee on Banking, Housing and Urban Affairs, May 21, 2003.

ITA Data Validation and Verification

ITA is using “Panorama Business Views” (PBViews), a network-based performance management data reporting system utilizing software to fully integrate the performance management approach into ITA’s day-to-day operations and annual planning cycle. Every performance measure has a designated measure owner who gathers data and validates collected information; maintains individual measure documentation; leads cross-organizational coordination of data collection; performs quality control, including error checking and elimination of duplicates; and acts as program unit point of contact. Individual program unit managers are held accountable for the quality of the data that their staff collects and the timeliness with which the data is input into the performance management system, PBViews. Every quarter, the ITA Strategic Planning Leadership Team composed of senior career ITA line managers reviews the reports published on PBViews for data integrity and accomplishments, and recommends corrective actions as necessary. This peer review approach also serves as a validation process of whether data are appropriate for the performance measures.

The ITA Data Validation and Verification table can be found starting on the following page.

ITA Data Validation and Verification

Performance Measure	Data Source	Frequency	Data Storage	Verification	Data Limitations	Actions to be Taken
Measure 1a: Number of new or enhanced ITA partnerships with public and private sector entities to promote U.S. exports	Database of domestic or foreign for-profit or not-for-profit private sector firm or industry organization partners; federal, state, or local government agency.	Annually	ITA-wide source data to be input into Panorama Business Views (PBViews).	ITA will perform client verification survey based on the information stored in PBViews.	Global trends, political developments, and ITA resources could affect the actual numbers.	ITA is currently establishing a baseline of existing partnerships and will use this baseline to measure changes to assess progress and set meaningful targets. Targets established for FY 2003 were based on best available data at the time of this publication.
Measure 2a: Percentage of undertaken advocacy actions completed successfully	U.S. companies that benefit from U.S. Government advocacy.	Annually	Data collected from the Advocacy Center database, client management system, and stored in the PBViews database.	The Advocacy Center conducts annual verifications with follow-up calls to a significant sample of customers to verify the dollar value of exports generated through the support of U.S. Government effort.	In some cases a host government overturns awards, and the winning U.S. company then loses the project. Quality of data is dependent on client's willingness to provide the data. Some clients elect not to provide information to ITA due to business proprietary concerns. U.S. embassies in some instances do not report all advocacy projects they have worked on in a given fiscal year.	Advocacy actions reported are those recorded by the Advocacy Center, thus eliminating any possible duplications in the data reported by various ITA entities. The Advocacy Center has revised the advocacy projects database to more accurately trace the number, and status, of new advocacy requests received and processed by the Advocacy Center.
Measure 2b: Dollar value of completed advocacies (U.S. export content)	U.S. companies that benefit from U.S. Government advocacy.	Annually	Data collected from the Advocacy database, advocacy success database, and the client management system is stored in the PBViews database.	The Advocacy Center conducts annual verifications with follow-up calls to a significant sample of customers to verify the dollar value of exports generated through the support of U.S. Government effort.	Quality of data is dependent on client's willingness to provide the data. U.S. companies provide dollar estimates regarding export content. The Advocacy Center has found that after these estimates were reviewed in random audits conducted in the past three years, the individual project export content values did vary. Additionally, some clients elect not to provide information to ITA due to business proprietary concerns.	ITA has taken steps to ensure that all completed advocacies are reported and verified in the Advocacy Center database. The Advocacy Center has revised the advocacy projects database to more accurately track the number and status of new advocacy requests received and processed by the Advocacy Center.
Measure 2c: Number of U.S. exporters entering new market	U.S. exporters	Annually	Data from the client management system is stored in the PBViews database.	ITA data on client contact activities, including U.S. exporters entering new market, are collected quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	ITA's collection of data to measure a number of clients that successfully export for the first time to a new market as a result of ITA assistance is wholly dependent on a client's willingness to provide such information.	ITA reports data recorded in the Client Management System. ITA has taken steps to improve data reporting procedures.

ITA Data Validation and Verification (cont.)

Performance Measure	Data Source	Frequency	Data Storage	Verification	Data Limitations	Actions to be Taken
Measure 2d: Number of U.S. firms exporting for the first time	U.S. exporters	Annually	Data from the client management system is stored in the PBViews database.	ITA data on client contacts and activities, including U.S. firms exporting for the first time, are collected quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates and through peer review, verifies documentation.	ITA's collection of data to measure the numbers of clients that successfully export for the first time as a result of ITA assistance is wholly dependent on a client's willingness to provide such information.	ITA reports data recorded in the Client Management System. ITA has taken steps to improve data reporting procedures.
Measure 2e: Number of export transactions made as a result of ITA involvement	U.S. exporters	Annually	Data from the client management system is stored in the PBViews database.	ITA will perform client survey verification and periodic auditing of survey data and results.	Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size and response rate of periodic surveys of product users.	ITA is considering the findings of the recently completed Customer Satisfaction Survey and will develop an action plan to address the findings and recommendations presented in the report.
Measure 3a: Percentage of antidumping (AD)/countervailing duty (CVD) cases completed on time	Import Administration (IA) cases completed in accordance with the statutory deadline.	Timeliness is measured as a percentage of all completed cases and will be reported annually. Computation is total number of cases completed by statutory deadline/total number of cases.	Data from the case management system is stored in the PBViews database.	Each case is supported by final determinations, including Federal Register notices. Lotus Notes software is employed to operate the IA-wide AD/CVD case tracking and management system. ITA's case management system is updated daily and duration statistics are available at a moment's notice. Performance data are monitored and certified internally.	Depends on the number of injurious trade actions taken by foreign governments and/or foreign companies. Workload is totally controlled by U.S. firms petitioning for AD/CVD investigations and foreign companies who are respondents in the AD/CVD cases.	ITA reports data recorded in the AD/CVD case management system.
Measure 3b: Number of market access and compliance cases initiated	Petitions from U.S. firms encountering trade barriers and compliance by foreign governments with U.S. negotiated international trade agreements.	Annually	Data from the ITA compliance activity database maintained by the Trade Compliance Center (TCC) is stored in the PBViews database.	ITA data on market access and compliance cases are reported in the case database. ITA ensures system integrity (data are entered where they should be) and performs quality control, including error checking, elimination of duplicate cases reported, and through peer review, verification of documentation.	Caseload is largely driven by outreach efforts seeking private sector complaints and through U.S. Government monitoring efforts. A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments create barriers or act inconsistently with trade obligations (an exogenous factor) will impact the actual numbers.	ITA reports data recorded in the Market Access and Compliance Database Management System.

ITA Data Validation and Verification (cont.)

Performance Measure	Data Source	Frequency	Data Storage	Verification	Data Limitations	Actions to be Taken
Measure 3c: Number of market access and compliance cases concluded	ITA Compliance and Market Access Management System database, which contains data on U.S. firms encountering foreign trade barriers.	Annually	Data from the ITA Compliance and Market Access case management system is stored in the PBViews database.	Records support each case and many of the cases have been highlighted in the Commerce Secretary's Monthly Compliance Case Report. Lotus Notes software is employed to operate the ITA-wide Compliance and Market Access case management system. The Compliance and Market Access case management system is updated daily and statistics are available at a moment's notice. Performance data is monitored and certified internally.	Number of cases concluded depends on the accurate tracking of case assignment and case disposal.	ITA reports data recorded in the Compliance and Market Access case management system database.
Measure 3d: Dollar value of trade barriers addressed	Market Access and Compliance database	Annually	ITA compliance activity database, maintained by the ICC.	ITA data on market access and compliance cases are collected as cases arise. ITA ensures system integrity (data are entered where they should be), performs quality control, including error checking and elimination of duplicate cases reported, and verifies documentation through peer review.	Because data in these cases are usually estimates and often dependent on industry self-reporting, an accurate valuation may not be achievable.	Measure discontinued in FY 2004 since the data presented is based on a projection of potential growth in the U.S. share of the foreign market for both the company involved and for U.S. industry as a whole, or it is based on firm or industry-provided estimates. Dollar value of trade barriers addressed may not constitute dollar value to U.S. firms, because opportunities are available for all firms to complete.
Measure 4a: Dollar exports in targeted products and markets	Census Bureau and Bureau of Economic Analysis (BEA) trade data and U.S. export promotion participants.	Annually	Electronic retrieval of detailed Census Bureau and BEA trade data.	ITA collects data on dollar exports in targeted markets quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates, and through peer review, verifies collected data.	Data present estimates of resultant exports, but global economic variables and political or administrative developments may affect the future growth in U.S. exports to targeted markets. Data for the service sector are limited in the detail available and frequency of publication, and there is a substantial lag (three to four months) in its publication.	Data are compiled from several sources, which include lagging indicators. ITA is working to resolve or redress this situation.
Measure 5a: Customer satisfaction with ITA's products and services	ITA customers (U.S. exporters)	Broad survey conducted every two years.	Client management system and PBViews database.	ITA analyzes and certifies data internally through periodic audits of reported data in the system.	The level of response to ITA's survey limits the data.	ITA is considering the findings of the recently completed Customer Satisfaction Survey and will develop an action plan to address the findings and recommendations presented in the report.

ITA Data Validation and Verification (cont.)

Performance Measure	Data Source	Frequency	Data Storage	Verification	Data Limitations	Actions to be Taken
Measure 5b: Customer perception of ease of access to export and trade information and data	ITA customers (U.S. exporters)	Broad survey conducted every two years.	PBViews database	ITA analyzes and certifies data internally through periodic audits of reported data in the system.	Level of response to survey.	ITA is considering the findings of the recently completed Customer Satisfaction Survey and will develop an action plan to address the findings and recommendations presented in the report.
Measure 5c: Level of awareness of ITA products and services	ITA Customers (U.S. exporters and potential exporters)	Broad survey conducted every two years.	PBViews database	ITA staff will perform analysis to verify statistical results of survey data.	Level of response to survey.	ITA is considering the findings of the recently completed Customer Satisfaction Survey and will develop an action plan to address the findings and recommendations presented in the report.
Measure 5d: Employee job satisfaction	Employee perception survey; human resources (HR) reports on recruitment, attrition, exit interviews, awards and recognition, and training and development; and the Office of Personnel Management's government-wide survey.	Annually	Office of HR Management database; hard copies.	Results of annual employee perception survey will be determined and validated by an outside contractor. HR reports are generated from data stored in HR systems, which are updated biweekly; errors are identified and corrected through quality audits.	Response rate to surveys; quality of survey questions; willingness of employees to articulate concerns; accuracy of data entered into HR system.	Assessment is underway to determine if action is needed to develop an employee satisfaction score as well as proxy measures (for example, retention rates and number of complaints).
Measure 5e: Number of customers acquired through proactive ITA efforts	Customer survey	Biannually	Client management system and PBViews database.	ITA will perform client survey verification and periodic auditing of survey data and results.	Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size and response rate of periodic surveys of product users.	The actual FY 2003 data could not be derived from the ITA-wide Customer Satisfaction Survey. ITA plans to develop an agency-wide client management system in FYs 2004 and 2005. The proposed client management system will enable ITA to track the number of customers acquired through proactive ITA efforts.
Measure 5f: Number of U.S. exporter activities undertaken per customer surveyed	Customer survey	Biannually	Client management system	ITA will perform client verification survey.	Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size. Once initial data are collected, targets can be refined.	ITA is considering the findings of the recently completed Customer Satisfaction Survey and will develop an action plan to address the findings and recommendations presented in the report.

ITA Data Validation and Verification (cont.)

Performance Measure	Data Source	Frequency	Data Storage	Verification	Data Limitations	Actions to be Taken
Measure 6a: Number of new subscribers using BuyUSA.com e-services	U.S. subscribers using the BuyUSA.com Web site.	Annually	Data from the Web trends (Internet-based software tracking system) is stored in the PBViews database.	Clients visiting the Web site or domain during a specific period of time. The US&FCS collects, reviews, verifies, and signs the reports.	None. A subscriber is identified by a registered user name.	Technical difficulties prevented accurate reporting of the number of new subscribers using the Web site. A team has been created to correct this problem. Targets were set at unrealistic levels and better targets and subscriber measurement will be developed before ITA considers this data as reliable.
Measure 6b: Customer perception of portal ease of use	ITA customer portal survey	Annually	Data to be logged and stored on a database such as Microsoft Access and/or Excel spreadsheet for input into the PBViews database.	ITA employees will harvest the data from Export.gov.	Level of response to the survey, sample size, and customer misinterpretation of survey questions.	Export.gov has been enhanced. The new design makes the Web site easier to use and adds new features to help guide new exporters through the export process. ITA has revised the survey that is posted online to reflect the enhanced Web site.
Measure 6c: Percentage of ITA's significant products and services provided electronically to external customers	ITA internal survey	Annually	Data compiled in Microsoft Excel or Microsoft Access database will be stored in the PBViews database.	ITA's program staff will verify the survey data through periodic assessments of representativeness of respondents.	Level of response to the survey, sample size, and customer misinterpretation of survey questions.	ITA finalized the type of business process, the accuracy of current targets and definition of the measure. Data collected is adjusted to reflect changing status of products and services provided electronically.

