

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

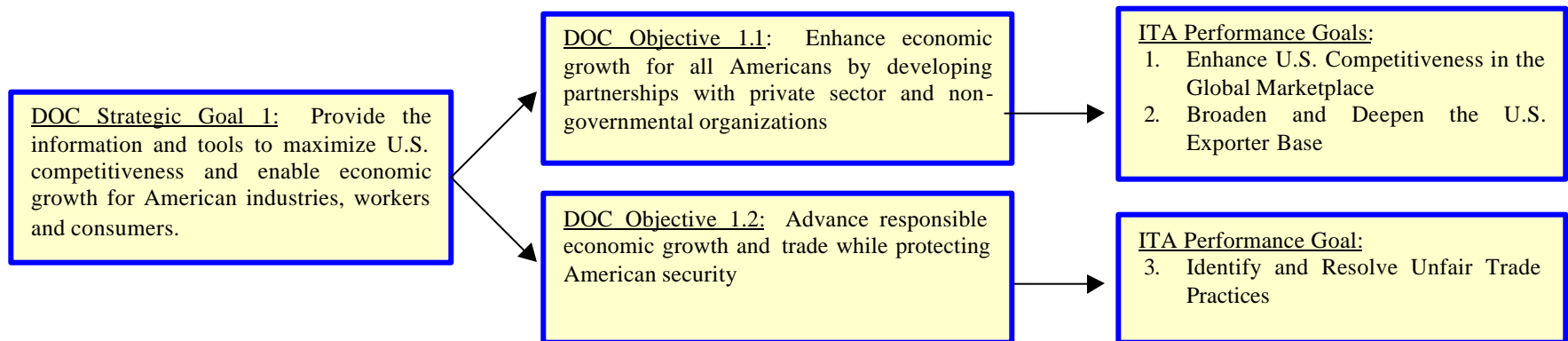
Exhibit 3a

ANNUAL PERFORMANCE PLAN

ITA Vision Statement: Foster economic growth and prosperity through global trade

ITA Mission Statement: Create prosperity by strengthening the competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements

The International Trade Administration (ITA) is committed to free and fair trade by expanding market access to new foreign markets through negotiations, assessing domestic and international competitiveness, promoting U.S. exports, and ensuring fair competition and trade compliance with international trade agreements. ITA supports the Department of Commerce's mission of creating the conditions for economic growth and opportunity by providing a variety of products and services to the U.S. exporting community. ITA's three performance goals directly tie to the Department's strategic goal and objectives. The relationship between the Department's goal and objectives and ITA's performance goals is depicted below:



This FY 2007 Annual Performance Plan (APP) has been prepared to enable ITA to face the emerging challenges of a dynamic global trading environment by building on both our FY 2006 annual program priorities and by supporting our longer term strategic direction. The President and the Secretary of Commerce rely upon ITA to use free trade to open the door to greater prosperity for developing economies. ITA accomplishes this by working closely with stakeholders in the government as well as in the business community to achieve critical economic objectives. Government and industry have worked side-by-side to support passage of several free trade agreements, advance U.S. positions in the World Trade Organization, and to expand market access and promote U.S. exports in commercially significant markets such as China and India. ITA and the Department will continue to make our region the most competitive area of the globe by eliminating

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

unnecessary regulations and removing other obstacles to growth. These efforts coupled with critical free trade agreements, like the recently passed Central American - Dominican Republic Free Trade Agreement (CAFTA-DR agreement), are critical to our country for economic reasons, strategic reasons, and symbolic reasons. As Secretary Gutierrez recently stated, "Anyone who wants to help decide the outcome of this philosophical struggle between economic isolationism and economic liberty does not belong on the sidelines. This is a critical time. We need to stand up and support freedom, democracy, free-enterprise, free trade, and entrepreneurialism."

ITA and the Commerce Department face critical challenges that must be addressed to maintain our economy and to sustain American prosperity. These challenges include strengthening American manufacturing and service sectors by ensuring that we maintain and enhance U.S. competitiveness both domestically and internationally. ITA has already moved aggressively to help the Nation's manufacturers and service sectors by assessing and evaluating industry practices, competitive posture, and structure. ITA advises the Secretary of Commerce and the Congress on the health of U.S. manufacturing and service industries. Through analysis of competitiveness and assessment of trade opportunities, ITA shapes U.S. trade policy to advance U.S. interests in the global marketplace and to eliminate trade practices that distort markets for goods, capital and labor.



"Anyone who wants to help decide the outcome of this philosophical struggle between economic isolationism and economic liberty does not belong on the sidelines. This is a critical time. We need to stand up and support freedom, democracy, free-enterprise, free trade, and entrepreneurialism."

U.S. Secretary of Commerce, Carlos M. Gutierrez's Remarks Before the Council of the Americas - Tuesday, May 3, 2005, Washington, D.C.

ITA's Trade Promotion and the U.S. & Foreign Commercial Service (Commercial Service or CS) has been modernized to deliver better products and services to business clients and to recover their full costs when applicable. The Commercial Service places primary emphasis on the promotion of goods and services from the United States, particularly by small and medium-sized enterprises (SMEs), and on the protection of U.S. business interests abroad. Currently, U.S. exports account for about 25 percent of U.S. economic growth during the past decade and support an estimated 12 million jobs. In addition, jobs in exporting plants pay wages that average up to 18 percent more than jobs in non-exporting plants.¹ Commercial Service employees work to expand the number of U.S. companies that export, expand the number of exports companies make in a market and broaden the number of companies that export to more than one country. They provide high-quality services and customized solutions through a unique global network of knowledgeable trade professionals located in over 250 offices domestically and internationally. Help is also extended to provide export assistance to rural companies and minority/women-owned firms. President Bush's top economic priority is the creation of more jobs for American workers. Free and fair trade helps create those higher-paying jobs for American workers by opening new markets for American products and services, bringing lower prices and more choices to American consumers, and attracting foreign companies to invest and hire in the United States. America is economically stronger when we participate fully in the worldwide economy. When 95% of the potential customers for American products live outside the country, America must reject policies that would result in economic isolationism.

¹ February 2005 President Bush's address to the Women's Entrepreneurship in the 21st Century Forum

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

ITA advances trade compliance and market access through its Trade Compliance Center, which works to monitor foreign countries' compliance with trade agreement obligations, addresses compliance violations promptly, and increases awareness among U.S. exporters of the rights created by these trade agreements. The Market Access and Compliance's (MAC) program takes new and proactive measures to ensure that our trading partners honor their commitments. MAC is staffed with experts in intellectual property rights, trade compliance and policy analysis. MAC works closely with the United States Trade Representative (USTR) and the U.S. Patent and Trademark Office (USPTO) to investigate and resolve violations of U.S. negotiated trade agreements.

The Import Administration (IA) program, which enforces U.S. trade laws, works extensively with U.S. businesses on a regular basis to help them understand U.S. trade laws related to dumping and foreign government subsidies. Appropriate actions are taken when violations have been identified. IA's Unfair Trade Practices Team tracks, detects and confronts unfair competition by monitoring economic data from U.S. global competitors and vigorously investigates evidence of unfair subsidization and production distortions. IA has been able to focus and sharpen expertise on China through its China Compliance office to ensure that China adheres to its accession requirements under the World Trade Organization (WTO). It is critical that ITA devotes more resources to China cases and issues unique to non-market economies, such as intellectual property rights violations and subsidization.

The productivity of American workers is unrivaled, yet their competitiveness can be compromised by unnatural and government imposed restraints on free and open markets. President Bush has consistently declared that free trade cannot be a one-way street. ITA is mindful of the dramatic impact of inequitable trade practices, and has marshaled all the resources at its disposal to level the playing field.

Priorities/Management Challenges

Although significant events are difficult to predict as one plans for FY 2007, ITA recognizes there are considerable challenges that the organization will face in the next fiscal year. These are summarized below:

- **Trade Relations with China** – China's trade has been growing rapidly with imports into China from nearly all trading partners growing at double digit rates. Imports from Asia to China in U.S. dollar terms have increased by 43 percent in 2003, while imports from Europe and the U.S. to China increased by 31 percent and 24 percent respectfully. The U.S. imports from China were \$196.7 billion in 2004 (an increase of 29% over 2003), making China the second largest exporter of goods to the United States, behind only Canada's \$256 billion export total. At current rates of growth, China will surpass Canada and become the largest supplier of U.S. imports in 2006. As these figures indicate, trade with China continues to present a number of challenges for U.S. companies. Until WTO accession is completed in 2017, aspects of the Chinese economy are still organized under principles that are inconsistent with the World Trade Organization rules, and, since it is a non-market economy, these issues impact our trading relationship. ITA, in close coordination with the USTR and other agencies, has adopted an aggressive and multi-pronged approach to ensure that China honors its WTO commitments and that U.S. companies benefit from these opportunities. Additionally, IA is focusing and sharpening expertise in China through the China Compliance office that devotes more resources to China and cases/issues unique to non-market economies. Our ability to verify whether China is in compliance with its subsidy obligations is severely hindered by an overall lack of transparency in China, which limits our ability to obtain detailed information on actual subsidy programs. Both bilaterally and at the WTO, we, in concert with the USTR, have been increasing pressure on China to improve transparency of its subsidy practices, including making its required annual notifications to the WTO Subsidies Committee – a responsibility China has failed to meet every year. ITA will remain vigilant on all trade compliance issues with China.

- **Manufacturing in America** – *Manufacturing in America, A Comprehensive Strategy to Address the Challenges to U.S. Manufacturers* (available at www.manufacturing.gov) published in January 2004, acknowledged that manufacturing is vital to the nation's economy, recognizes the unprecedented challenges to U.S. global leadership, and recommends reforms to strengthen manufacturing competitiveness. ITA is implementing the recommendations

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

made in the *Manufacturing in America* report. ITA has already addressed 33 recommendations and is working closely with its partners and stakeholders, through the interagency process, to implement the remainder. This effort is critical for U.S. commerce to ensure ITA is fostering an environment in which U.S. firms can compete and succeed in manufacturing.

- **Expanding Global Intellectual Property Rights (IPR) Enforcement** – IPR protection leads to improvements in productivity, and helps trigger new ideas and pushes inventors to improve existing technologies. IPR protection is an essential component of an economic foundation. ITA is focusing resources to enforce U.S. negotiated trade agreements, uphold the U.S. Strategy Targeting Organized Piracy (STOP available at www.stopfakes.gov) and combat violators of IPR around the world. ITA will identify perpetrators along the entire chain, including manufacturers and importers, and will exert pressure on countries where problems are found. ITA will work with U.S. industry and coordinate with other U.S. agencies, including the USPTO and the U.S. Food and Drug Administration (FDA), to investigate allegations of piracy and to help resolve market access and trade compliance cases.
- **Strengthen Federal Trade Promotion Programs and Cooperation** – Two critical annual program priorities for ITA during FY 2006 include our efforts to expand market access and promote U.S. exports in commercially significant markets and to strengthen public-private promotion and implement U.S. government-wide commercial strategies. These priorities reinforce ITA's mandate to increase and improve trade promotion activities for American businesses, especially small and medium-sized enterprises that leverage federal and other assistance programs to successfully compete in the global marketplace. Utilizing the "2005 National Export Strategy", the Secretary of Commerce announced a multi-year national trade promotion agenda to better leverage federal trade promotion programs and initiatives and ensure greater cooperation under the Trade Promotion Coordinating Committee. Recommendations in this agenda included: 1) targeted trade promotion support of markets with the greatest potential for American exporters, including those with Free Trade Agreements and/or other commercially significant market trends such as those in China, Russia, Japan and South Korea; 2) strategies to increase the number of new clients through targeting New-to-Export/New-to-Market (NTE/NTM) companies, as well as rural and minority firms; 3) expansion of mutually beneficial joint programs with trade promotion partners, such as trade associations, SBDCs, FEDEX, NAM and key U.S. and international financial institutions; and 4) strategies to help level the playing field for U.S. companies by promoting good business practices with governments abroad.
- **The Asia-Pacific Partnership (APP) for Clean Development and Climate** is an international agreement announced on July 15, 2005 at an Association of South East Asia Nations (ASEAN)² Regional Forum meeting. Member countries account for around 50% of the world's greenhouse gas emissions, energy consumption, GDP and population. The United States, Australia, China, Japan, India and South Korea agreed to cooperate on development and transfer of technology which enables reduction of greenhouse gas emissions. Russia, Canada, Mexico, Brazil and several ASEAN members have expressed interest in joining the treaty in the future. Unlike the Kyoto Protocol, which imposes mandatory limits on greenhouse gas emissions, this pact allows member countries to set their targets for reducing emissions individually. This enables each nation to achieve results and plan outcomes while considering individual country specific conditions and externalities. The U.S. continues to have a substantial commercial advantage in technologies that reduce energy consumption and limit greenhouse gas emissions.

² The founding member countries of ASEAN were Indonesia, Malaysia, the Phillipines, Singapore and Thailand. States that joined later include Brunei, Vietnam, Laos, Myanmar and Cambodia. Papua New Guinea currently holds observer status in ASEAN.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

**ITA Target and Performance Summary for Annual and Long Term Measures
(By DOC Goal/Objective and ITA Performance Goal)**

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers and consumers

DOC Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and non-governmental organizations

ITA Performance Goal 1: Enhance U.S. Competitiveness in the Global Marketplace	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2007 Target	FY 2008 Target
Annual Measures							
Number of in-depth U.S. industry analyses completed to quantify the effects of policy proposals against structural cost benchmarks*	N/A	N/A	N/A	New	New	New	New
Percent of total competitiveness impediments identified by industry and other stakeholders where ITA takes appropriate action*	N/A	N/A	N/A	New	New	New	New
Number of analyses and reports developed to improve U.S. trade compliance and market access activities/developments, for example; Miscellaneous Tariff Bill, retaliations, and GSP assessments*	N/A	N/A	N/A	New	New	New	New
Percent of milestones completed in sector specific bilateral and multilateral dialogues and negotiations for trade agreements*	N/A	N/A	N/A	New	New	New	New
Customer perception of ease of access to export and trade information and data	N/A	74	74	74	74 to 76	74 to 76	74 to 76
ITA Performance Goal 1: Enhance U.S. Competitiveness in the Global Marketplace	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	Midpoint Target	FY 2011 Target
Long Term Measure (Five Year Period)							
Number of Competitiveness Analyses to be completed	N/A	N/A	N/A	N/A	New	50% of FY 2011 Target	New

* Proposed measures are subject to change

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

**ITA Target and Performance Summary for Annual and Long Term Measures
(By DOC Goal/Objective and ITA Performance Goal) continued**

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers and consumers

DOC Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and non-governmental organizations

Performance Goal 2: Broaden and Deepen the U.S. Exporter Base	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2007 Target	FY 2008 Target
Annual Measures							
Percentage of advocacy actions completed successfully	11.8%	10%	13%	12%	12% to 15%	12% to 15%	12% to 15%
\$ Value of advocacy cases completed successfully	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline
Number of new-to-export export successes	699	896	704	620	700 to 850	700 to 850	700 to 850
Number of new-to-market export successes	5,740	6,278	4,759	4,888	4,760 to 5,500	4,760 to 5,500	4,760 to 5,500
Number of increase-to-market export successes	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline
Number of export transactions made as a result of ITA involvement (Summary)	12,178	14,090	11,382	12,518	11,385 to 13,500	11,385 to 13,500	11,385 to 13,500
Percentage of Commercial Service Fee Funded Programs	New	New	1%	2%	3%	Discontinued	Discontinued

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

ITA Performance Goal 2: Broaden and Deepen the U.S. Exporter Base	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	Midpoint Target	FY 2011 Target
Long Term Measure (Five Year Period)							
Number of new-to-export export successes	N/A	N/A	N/A	N/A	4,400	50% of FY 2011 Target	5,000
Number of new-to-market export successes	N/A	N/A	N/A	N/A	31,600	50% of FY 2011 Target	35,000
Number of increase-to-market export successes	N/A	N/A	N/A	N/A	New	50% of FY 2011 Target	Subject to FY 2006 Baseline
Number of export transactions made as a result of ITA involvement	N/A	N/A	N/A	N/A	71,500	50% of FY 2011 Target	75,000
Percentage of Commercial Service fee funded programs	N/A	N/A	N/A	2%	3%	Discontinued	Discontinued

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

**ITA Target and Performance Summary for Annual and Long Term Measures
(By DOC Goal/Objective and ITA Performance Goal) continued**

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers and consumers

DOC Objective 1.2: Advance responsible economic growth and trade while protecting American security

Performance Goal 3: Identify and Resolve Unfair Trade Practices	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2007 Target	FY 2008 Target
Annual Measures							
Percentage of AD/CVD proceedings completed within statutory deadlines	100%	100%	100%	100%	100%	100%	100%
Number of market access and compliance cases initiated	253	144	161	160	150 to 160	150 to 160	150 to 160
Number of market access and compliance cases concluded	New	158 ³	116	85	80 to 90	80 to 90	80 to 90
Percentage of market access and compliance cases initiated on behalf of small and medium-sized businesses	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline
Percentage of market access and compliance cases resolved successfully* (reduction or elimination of the market barrier)	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline
ITA Performance Goal 3: Identify and Resolve Unfair Trade Practices							
Long Term Measure (Five Year Period)	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	Midpoint Target	FY 2011 Target
Percentage of AD/CVD proceedings completed within statutory deadlines	N/A	N/A	N/A	N/A	100%	100%	100%
Percentage of market access and compliance cases initiated on behalf of small and medium-sized businesses	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline
Percentage of market access and compliance cases resolved successfully* (reduction or elimination of the market barrier)	N/A	N/A	N/A	N/A	New	Subject to FY 2006 Baseline	Subject to FY 2006 Baseline

³ In FY 2003, the number of cases concluded exceeded the number of cases initiated because the program solved simple cases first.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

**Resource Requirements Summary
(Dollars in Millions)**

ITA Performance Goal 1: Enhance U.S. Competitiveness in the Global Market Place								
	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Base	Increase/ Decrease	FY 2007 Request
Manufacturing and Services ³	\$69.2	\$69.9	\$52.3	\$58.9	\$51.5	\$47.3	\$.5	\$47.8
Executive Direction/Administration	\$ 1.9	\$ 2.8	\$ 3.7	\$ 3.7	\$ 4.6	\$ 4.3	0	\$4.3
Total Funding	\$71.1	\$72.7	\$56.0	\$62.6	\$56.1	\$51.6	\$.5	\$52.1
Direct	\$69.8	\$70.6	\$54.3	\$62.2	\$54.3	\$49.9	\$.5	\$50.4
Reimbursable	\$ 1.3	\$ 2.1	\$ 1.7	\$.4	\$ 1.8	\$ 1.7	0	\$ 1.7
IT Funding	\$ 4.4	\$ 4.0	\$ 4.0	\$ 4.2	\$ 4.1	\$ 3.7	0	\$ 3.7
FTE	391	402	287	264	258	256	0	256
ITA Performance Goal 2: Broaden and Deepen the U.S. Exporter Base								
	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Base	Increase/ Decrease	FY 2007 Request
Commercial Service	\$208.6	\$208.6	\$212.9	\$236.1	\$246.1	\$257.3	\$ 1.5	\$258.8
Executive Direction/Administration	\$ 8.4	\$ 9.1	\$ 13.5	\$ 16.6	\$ 20.6	\$ 22.0	0	\$ 22.0
Total Funding	\$217.0	\$217.7	\$226.4	\$252.7	\$266.7	\$279.3	0	\$280.8
Direct	\$204.1	\$208.4	\$217.5	\$242.1	\$241.4	\$251.6	\$ 1.5	\$253.1
Reimbursable	\$ 12.9	\$ 9.3	\$ 8.9	\$ 10.6	\$ 25.3	\$ 27.7	0	\$ 27.7
IT Funding	\$ 16.4	\$ 14.6	\$ 12.5	\$ 19.9	\$ 20.2	\$ 22.5	0	\$ 22.5
FTE	1,361	1,290	1,273	1,335	1,348	1,354	0	1,354

These figures are generated from Exhibits 5, 7 and 10. The FY 2007 budget request is \$408.8 million and the above table, which shows ITA's performance and budget integration efforts, divides this amount between the agency's three program performance goals:

Goal 1. Broaden and Deepen the U.S. Exporter Base: Commercial Service – 62%;

Goal 2. Identify and Resolve Unfair Trade Practices: MAC and IA – 26%; and

Goal 3. Enhance U.S. Competitiveness in the Global Marketplace: MAS – 12%.

³ ITA added \$9.7 million to the Travel and Tourism Expenditure fund.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

**Resource Requirements Summary
(Dollars in Millions) continued**

ITA Performance Goal 3: Identify and Resolve Unfair Trade Practices								
	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Base	Increase/ Decrease	FY 2007 Request
Market Access and Compliance	\$ 29.5	\$ 37.9	\$ 42.2	\$ 44.4	\$ 43.9	\$ 40.0	0	\$ 40.0
Import Administration	\$ 38.7	\$ 45.6	\$ 45.4	\$ 63.1	\$ 59.7	\$ 59.7	0	\$ 59.7
Executive Direction/Administration	\$ 4.4	\$ 4.6	\$ 7.0	\$ 8.3	\$ 10.3	\$ 9.2	0	\$ 9.2
Total Funding	\$ 72.6	\$ 88.1	\$ 94.6	\$115.8	\$113.9	\$108.9	0	\$108.9
Direct	\$ 72.1	\$ 87.6	\$ 92.7	\$114.7	\$110.0	\$105.3	0	\$105.3
Reimbursable	\$ 0.5	\$ 0.5	\$ 1.9	\$ 1.2	\$ 3.9	\$ 3.6	0	\$ 3.6
IT Funding	\$ 6.2	\$ 6.5	\$ 6.0	\$ 7.9	\$ 7.6	\$ 6.6	0	\$ 6.6
FTE	513	574	610	638	636	632	0	632

Grand Total								
Total Funding	\$357.7	\$376.9	\$393.7	\$431.2	\$436.7	\$439.8	2.0	\$441.8
Direct	\$342.2	\$365.8	\$380.9	\$419.0	\$405.7	\$406.8	2.0	\$408.8
Reimbursable	\$ 15.5	\$ 11.1	\$ 12.8	\$ 12.2	\$ 31.0	\$ 33.0	0	\$ 33.0
IT Funding	\$ 27.2	\$ 25.6	\$ 22.5	\$ 32.0	\$ 31.9	\$ 32.8	0	\$ 32.8
FTE	2,256	2,255	2,285	2,237	2,242	2,242	0	2,242

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Skill Summary:

The following list describes ITA's core competencies. These skills are essential to ensure the success of ITA's strategic mission. Skill gaps and additional skills are currently being identified to ensure ITA is properly equipped with newly identified capabilities to advance its program functions. At present ITA requires all of the skills listed below:

- In-depth knowledge of international and domestic trade laws and regulations, economics, and commercial diplomacy;
- Understanding of foreign trade practices, trade programs and policies;
- Regulatory economic analysis;
- Research and analytical skills to help evaluate U.S. industry conditions, domestic and overseas market/industry trends, and U.S. and foreign government policies impacting U.S. businesses;
- Skills to manage the development of trade policy impacting the competitiveness of domestic industry;
- Country, regional and/or industry-sector expertise;
- Specialized knowledge and experience in export marketing, trade mechanics and promotion;
- In-depth knowledge of trade distorting practices related to production aberrations and non-tariff barriers;
- Understanding of key trade issue areas such as intellectual property rights, non-tariff trade barriers, international standards;
- Knowledge of key U.S. government positions for country/sector specific bilateral, multilateral, and plurilateral trade negotiations;
- Information technology skills - to deliver services to clients, stakeholders and oversight authorities; to identify, analyze, and manage information and information enterprise architecture; 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 products and services to customers and, where possible, assess appropriate fees; and
- Project management skills -- to lead and manage projects and contracted work.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

ITA Performance Goal 1: Enhance U.S. Competitiveness in the Global Marketplace

Corresponding DOC Strategic Goal and Objective:

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers and consumers

DOC Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and non-governmental organizations

Rationale for ITA Performance Goal 1:

The challenges facing U.S. manufacturers raise important questions for both industry and government. For industry, the question is how best to reinforce the sector's strengths and maintain its competitive edge in an increasingly competitive global economy. The competitive pressure on U.S. manufacturers has forced them to cut costs, to adopt lean manufacturing techniques, and to implement quality assurance programs that guarantee zero defects in production. Innovation in products, processes, and services has become a key determinant for success. Fostering a competitive manufacturing sector also requires a different way of looking at government policy. The right policies in Washington, D.C.—and across the nation—can unleash the great potential of the U.S. economy and create the conditions for growth, prosperity, and job creation. For government, the ultimate question is whether the actions that it takes help or hinder American manufacturers as they compete in global markets. ITA's performance goal reflects the long-term strategy to "Enhance U.S. Competitiveness in the Global Marketplace."

The Manufacturing and Services (MAS) program in ITA is dedicated to strengthening the global competitiveness of U.S. industry and increasing exports with a special focus on U.S. manufacturers. MAS has undertaken steps to foster an environment where U.S. industries can compete in the global markets by coordinating efforts at all levels of government in support of manufacturing. The driving force behind these efforts is that good jobs need strong businesses. MAS consults with U.S. industry on challenges and opportunities, and combines industries' input with analysis to develop policy recommendations to promote expansion of U.S. industries exports. It sets strategic priorities for trade policy. Through analysis of trends in productivity, growth employment, and developments such as outsourcing and the importance of a global supply chain on U.S. industries' competitiveness, MAS ensures that U.S. industries' priorities are represented in market access negotiations. MAS advances policies and strategies that ameliorate the negative impacts of proposed domestic rules and regulations, stimulate innovation and investment, enhance economic growth, and retain jobs in U.S. industries.

ANNUAL MEASURES

Measures: Number of in-depth U.S. industry analyses completed to quantify the effects of policy proposals against structural cost benchmarks

Explanation of Measure:

This proposed measure quantifies the degree to which Manufacturing and Services (MAS) analysis: 1) assists U.S. industry understand the effects of U.S. policy; and 2) assists policy makers accurately assess the impact of policy on U.S. industry. The intended result from this measure is to improve the outcome of policy effects on negotiations and the industries affected by those negotiations.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

FY 2007 Target:

This is a new measure and an FY 2007 target will be set once an FY 2006 baseline is established.

Measures: Percent of total competitiveness impediments identified by industry and other stakeholders where ITA takes appropriate action

Explanation of Measure:

This proposed measure allows MAS to quantify the percentage of instances where ITA takes appropriate action on competitive impediments identified. The outcome is for MAS to identify and address factors that inhibit U.S. competitiveness and to gradually increase the percentage of those identified where ITA can take action.

FY 2007 Target:

This is a new measure and an FY 2007 target will be set once an FY 2006 baseline is established.

Measures: Number of analyses and reports developed to improve U.S. trade compliance and market access activities/developments

Explanation of Measure:

This proposed measure quantifies the number of analyses and reports produced by MAS which assist other agencies (such as USTR) and the U.S. industry, as a whole, to understand and take advantage of U.S. trade compliance and market access developments and activities. MAS is a program partner with ITA's Market Access and Compliance (MAC) program regarding compliance with sector-specific bilateral trade agreements. MAS also works closely with MAC on U.S. industries' perspective on WTO and FTA issues.

FY 2007 Target:

This is a new measure and an FY 2007 target will be set once an FY 2006 baseline is established.

Measures: Percent of milestones completed in sector specific bilateral and multilateral dialogues and negotiations for trade agreements

Explanation of Measure:

This proposed measure is a companion metric to the number of analyses and reports produced by MAS. Its purpose is to quantify the impact of ITA's advancement of trade policy and negotiation on both sector-specific and multilateral negotiations.

FY 2007 Target:

This is a new measure and an FY 2007 target will be set once an FY 2006 baseline is established.

Measure: Customer perception of ease of access to export and trade information and data

Explanation of Measure: ITA continues to enhance its product and service delivery to U.S. exporters. The measure assesses ITA customers' perception 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 ITA's performance in this regard, ITA hopes to increase the timeliness and efficiency of service

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

delivery to U.S. businesses and improve the effectiveness of the provision 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, and on first contact from courteous employees.

FY 2007 Target:

The FY 2007 target of 74 to 76 percent satisfied is based on survey data obtained from an ITA-wide survey conducted in FY 2003. ITA is currently conducting a second customer satisfaction survey in FY 2006 to measure its progress in customer satisfaction. The FY 2007 target will be adjusted accordingly once the customer survey results are analyzed.

LONG TERM MEASURES

Measures: Number of Competitiveness Analyses to be completed

Explanation of Measure:

This measure evaluates, over the long-term (five year period) the degree to which MAS analysis assists U.S. industry and policy makers accurately assess the impact of trade policy on U.S. industry. This measure will be used to calculate the number of in-depth U.S. industry analyses completed over five years that quantify the effects of policy proposals against structural cost benchmarks. Policy proposals include proposed legislation or regulation that would affect U.S. industry. Examples include tort reform and changes to pension liabilities. Structural cost benchmarks will be established once the baseline has been established. OMB's regulatory review methodology will be employed to ensure consistency with the regulatory process.

FY 2007 Target:

This is a new measure and an FY 2007 target will be set once an FY 2006 baseline is established.

FY 2007 Midpoint Target:

ITA will begin collecting data for this measure in FY 2006. Since this is a long-term measure, the target will be 50% of the 2011 target. The FY2011 target will be set once an FY 2006 baseline is established.

Program Evaluations:

The President has made manufacturing in America a top national priority. ITA participated in over 20 public roundtables to help identify the challenges facing the American manufacturing sector, ITA also analyzed official data that helped gauge the health of the manufacturing sector and produced a report that provides an overview of the domestic and international environment facing American manufacturing, highlights the expressed view of manufacturers regarding the challenges they face, and advances policy recommendations to help ensure that government is creating the conditions necessary for U.S. manufacturers to maximize their competitiveness.

ITA is taking steps to implement the recommendations that will strengthen and/or maintain industry's competitiveness and help American manufacturers compete and win in the 21st century. The Assistant Secretary for Manufacturing and Services has assembled a team to determine the best strategy to achieve the program's desired results. The Assistant Secretary has also identified several challenges the program will address. These include: 1) Creating the conditions for economic growth and manufacturing investment; 2) Determining the best approach for enabling the Service Industry Sector to achieve global comparative advantages in key emerging markets; 3) Lowering the cost of manufacturing in the United States; 4) Investing in innovation; and 5) Strengthening education, retraining, and economic diversification.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Crosscutting Activities:

Intra-Department of Commerce

- The USPTO-provides support to ITA during international negotiations on intellectual property rights and advises ITA on patent and trademark issues.

Other Government Agencies

- The U.S. Customs and Border Protection ensures the prompt and accurate implementation of duty collection based on ITA's decisions on antidumping or countervailing duty cases.
- The Federal Aviation Administration advises ITA on strategies to address foreign regulatory barriers and security standards for transportation.
- The Department of State's economic officers assist with market research and compliance projects in countries where the Commercial Service does not maintain or has deployed minimal commercial staff.
- The Trade Promotion Coordinating Committee coordinates implementation of trade finance and trade promotion programs of the 19 TPCC member agencies.

Government/Private Sector

The President's Export Council, chaired by the Secretary of Commerce, advises the President on trade policy issues. Its members include 28 chief executive officers of private-sector companies, officials of other agencies (Commerce, State, Treasury, Labor, Agriculture, Small Business Administration, Export-Import Bank, and U.S. Trade Representative), and 10 Congressional representatives. The Industry Consultations Program, which consists of 22 trade advisory committees, provides a mechanism for the U.S. business community to provide input to the government on trade policy issues.

External Factors and Mitigation Strategies:

All trade is subject to sharp changes in economic performance in markets around the world; changes in trade policy in foreign nations; expansion of markets just starting to open; technological advances; and large-scale, unexpected capital movement. ITA's success in achieving this goal is impacted by domestic and international economic conditions. ITA staff identifies these changes and adopt policies that continue to promote expanding overseas markets for U.S. firms and workers.

ITA will analyze the impact of other nations' trade policies on U.S. firms. ITA will focus on Free Trade Agreements and the World Trade Organization, a labor-intensive component of the U.S. negotiating agenda. ITA will provide complex industry and economic analysis, conduct and support the negotiations and measure the impact of the trade agreements. ITA will also work closely with foreign governments and regulatory officials in the developing world to devise strategies to address regulatory barriers, head off potentially harmful regulations by our trading partners, and help shape regulations and standards that facilitate business and improve the quality of life.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

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

Corresponding DOC Strategic Goal:

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers and consumers

DOC Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and non-governmental organizations

Rationale for ITA Performance Goal 2:

The health of the American economy depends on the America's small and medium-sized enterprises (SMEs). The Commercial Service program's mandate is to create an environment in which all U.S. firms, including SMEs, can flourish. In order to achieve this, the Commercial Service seeks to increase export opportunity awareness among U.S. companies by identifying potential exporters who need assistance, leveraging electronic and traditional media, centralizing relationships with customers, and developing alliances and partnerships to deliver export assistance. The Commercial Service operates a Trade Information Center that provides a single point of customer contact for all government export promotion programs; runs the Advocacy Center that supports U.S. companies bidding on major foreign contracts; and coordinates U.S. government export promotion and assistance programs through the Trade Promotion Coordinating Committee. ITA's unique global network of trade professionals located in over 250 offices, domestically and internationally, capitalizes on high export areas identified by trade patterns and facilitates aggressive outreach to traditionally under-served rural and minority communities.

The Commercial Service helps U.S. companies take advantage of world market conditions to find new buyers around the world. A growing list of free trade agreements provides price and market access benefits. ITA offers four ways to help U.S. firms grow international sales by 1) providing world-class market research, 2) organizing trade events that promote product or service to qualified overseas buyers, 3) arranging introduction to qualified buyers and distributors, and 4) offering counseling through every step of the export process.

ANNUAL MEASURES

Measure: Percentage of Advocacy Actions Completed Successfully

Explanation of Measure:

This performance measure captures information about the effectiveness of the Commercial Services' advocacy efforts by measuring the percentage of successful advocacy awards made to U.S. firms or interests during a fiscal year. ITA's Advocacy Center helps U.S. exporters win foreign government procurement contracts, and each contract creates and retains U.S. jobs over the life of each successful advocacy project. Many of these projects provide secondary suppliers with contracts. These suppliers are frequently SMEs. The Advocacy Center advances trade promotion and deal making to support three basic U.S. firm needs: (1) access to new markets, (2) entry to markets, and (3) expansion of export activities.

FY 2007 Target:

Based on historical data trends, the FY 2007 target will remain a 12% to 15% range.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Measure: Dollar Value of Advocacy Cases Completed Successfully

Explanation of Measure:

This performance measure provides specific information about the effectiveness of the Commercial Service's Advocacy efforts by determining the associated dollar volume for ITA's success providing U.S. companies the same level of coordinated, strategic government support as their foreign competitors receive from their host governments in the procurement process for contracts. This performance measure indicates the specific dollar value of U.S. export content of advocacy cases completed successfully as evidenced by a contract award, signed contract or other significant export-related benefit.

FY 2007 Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

Measure: Number of New-to-Export Export Successes

Explanation of Measure:

The Commercial Service focuses on SMEs that are export-ready. Export-ready firms are those with competitive products or services and are firms that already possess a level of financial and managerial strength that should enable them to export. The Commercial Service 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; or signing of a contract with future sales expected for the first time. Additionally, the firm must not have exported in the last 24 months, have prior exports resulting from unsolicited orders, or have exports that were made through a U.S.-based intermediary.

FY 2007 Target:

The target is 700 to 850 export successes. This target reflects current U.S. export trends attributable to uncertainties associated with global conditions and exporting expectations.

Measure: Number of New-to-Market Export Successes

Explanation of Measure:

This performance measure helps to assess the Commercial Services' success assisting in U.S. exporters who have exported into a new overseas market. It measures the Commercial Services' effectiveness in promoting trade. The Commercial Service records and reports on the number of U.S. exporters entering new markets that transact actual verifiable export sales, which include: shipment of goods or delivery of services; signing of legally binding agreements, including agent or distributor, representation, joint venture, strategic alliance, licensing, and franchising agreements; and signing of contracts with future sales expected for the first time.

FY 2007 Target:

The target is 4,760 to 5,500 export successes. This target also reflects current U.S. export trends attributable to uncertainties associated with global conditions and exporting expectations.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Measure: Number of Increase-to-Market Export Successes

Explanation of Measure:

The purpose of this measure is to gauge the success of ITA in helping U.S. suppliers expand their export transactions in markets where they have already sold U.S. products and services. The number of export sales or other significant export-related benefits achieved with the support of Commercial Service personnel or programs by a U.S. exporter in a foreign market to which it has actively exported during the immediately preceding 24-month period.

FY 2007 Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

Measure: Number of Export Transactions made as a Result of ITA Involvement

Explanation of Measure:

This performance measure captures information on the number of export transactions executed by U.S. firms that resulted directly from Commercial Services' counseling, matchmaking, research, information products, or other export promotion activities. An export transaction occurs when the Commercial Service: facilitates an actual verifiable export sale, a shipment of goods or delivery of services; helps a client identify and sign with an agent or distributor or sign a contract that ensures the expectation of future sales, where there is a direct link between the assistance provided and the resulting outcome; and helps a U.S. firm avoid harm or loss, for example, by helping it obtain payment or resolve some other kind of trade dispute.

FY 2007 Target:

The FY 2007 target range is 11,385 to 13,500 transactions. The range reflects the impact of budgetary rescissions and the expected impact of higher prices of products and services.

LONG TERM MEASURES

Measure: Number of New-to-Export Successes

Explanation of Measure:

This measure is similar to the annual New-to-Export export success measure stated above but is cumulative and is reported as a long-term measure. Similarly, the Commercial Service focuses on SMEs that are export-ready. Export-ready firms are those with competitive products or services and are firms that already possess a level of financial and managerial strength that should enable them to export. The Commercial Service 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; or signing of a contract with future sales expected for the first time. Additionally, the firm has not exported in the last 24 months, prior exports have resulted from unsolicited orders, or exports were made through a U.S.-based intermediary.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

FY 2007 Midpoint Target:

The FY 2006 target was set to meet a long-term goal of 4,400 U.S. firms to begin exporting over a period of six years (from 2001 to 2007) from a baseline of 400,000 SMEs that currently do not export. The FY 2007 midpoint target is 50% of the FY 2011 target. The FY 2011 target is 5,000 U.S. Firms.

Measure: Number of New-to-Market Successes

Explanation of Measure:

This measure is similar to the annual New-to-Market export success measure stated above but is cumulative and is reported as a long-term measure. Similarly, this performance measure helps to assess the Commercial Services' success bringing in U.S. exporters who have exported into a new overseas market. It measures the Commercial Services' effectiveness in promoting trade. The Commercial Service records and reports on the number of U.S. exporters entering new markets that transact actual verifiable export sales, which include: shipment of goods or delivery of services; signing of legally binding agreements, including agent or distributor, representation, joint venture, strategic alliance, licensing, and franchising agreements; and signing of contracts with future sales expected for the first time.

FY 2007 Midpoint Target:

The FY 2006 target predicts that the Commercial Service will help 31,600 total U.S. exporters entering a new market over a period of six years, 2001 through 2006. The FY 2007 Midpoint target is 50% of the FY 2011 target. The FY 2011 target is 35,000 exports.

Measure: Number of Increase-to-Market Export Successes

Explanation of Measure:

This measure is similar to the annual Increase-to-Market export success measure stated above but is cumulative and is reported as a long-term measure. Similarly, the purpose of this measure is to gauge the success of ITA in helping U.S. suppliers expand their export transactions in markets where they have already sold U.S. products and services. The number of export sales or other significant export-related benefits achieved with the support of Commercial Service personnel or programs by a U.S. exporter in a foreign market to which it has actively exported during the immediately preceding 24-month period.

FY 2007 Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

Measure: Number of Export Transactions made as a Result of ITA Involvement

Explanation of Measure:

This measure is similar to the Number of Export Transactions made as a Result of ITA Involvement measure stated above but is cumulative and is reported as a long-term measure. Similarly, this is a performance measure that captures information on the number of export transactions executed by U.S. firms that resulted directly from Commercial Services' counseling, matchmaking, research, information products, or other export promotion activities. An export transaction occurs when the Commercial Service: facilitates an actual verifiable export sale, a shipment of goods or delivery of services; helps a client identify and sign with an

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

agent or distributor or sign a contract that ensures the expectation of future sales, where there is a direct link between the assistance provided and the resulting outcome; and helps a U.S. firm avoid harm or loss, for example, by helping it obtain payment or resolve some other kind of trade dispute.

FY 2007 Midpoint Target:

The FY 2006 target was set to meet a long-term goal of 71,500 export transactions made as a result of ITA involvement. The FY07 midpoint target is 50% of the FY 2011 target. The FY 2011 is 75,000 export transactions.

Measure: Percentage of Commercial Services Fee Funded Programs

Explanation of Measure: In FY 2003, ITA undertook a Program Assessment Rating Tool (PART) review of the Commercial Service. As a result of the review, ITA developed a long-term efficiency measure to capture information on the Commercial Services' fee funding progress. ITA has determined that by the end of 2006, 3% of the Commercial Service programs will be fee funded. ITA has undertaken an extensive effort to collect and supplement base program operations by revenues obtained from fees. ITA anticipates discontinuing this measure after FY 2006 to be replaced by more advanced efficiency and marginal cost measures.

Program Evaluations:

During this past year, both the Inspector General and independent auditors have reviewed and found discrepancies in collected and reported Commercial Service performance data. This issue has becoming increasingly critical because of the heightened emphasis that is being placed on performance results. Commercial Service and ITA's Chief Financial Officer have initiated actions to ensure effective performance-measure oversight through close coordination with ITA measure owners and through a program of independent verification and validation reviews.

In FY 2005, ITA's Planning and Performance Management Staff, in conjunction with ITA Program "Measure Owners," have conducted Independent Verification and Validation (IV&V) Reviews of selected performance measures. This included reviews in ITA's U.S. and Foreign Commercial Service (Commercial Service or CS) program including two Commercial Service U.S Export Assistance Centers in the domestic field (Rosslyn, VA and Chicago, IL), a detailed review of the Commercial Service' Export Transaction Measure completed in conjunction with DOC staff and a review of export successes at the Commercial Service overseas posts in Brussels. In the spirit of the President's Management Agenda, these reviews have enabled ITA to verify measure data that expresses progress toward achieving ITA strategic goals.

The IV&V reviews have addressed data collection and reporting issues, inconsistencies and accountability weaknesses identified in Inspector General Inspection reports completed for Chicago, Philadelphia, Turkey, India and the Pacific Northwest; and, follow through on ITA's resulting action plans. The IV&V review in IA addressed weaknesses regarding statutory deadlines. These IV&V reviews reinforce ITA's and the Department's credibility on planning and performance management and provide an opportunity for ITA to strengthen internal controls and to clarify and harmonize performance data reporting standards worldwide.

Cross-cutting Activities:

Intra-Department of Commerce

- Office of General Counsel-to work together on guidance for interpreting existing agreements, defining the rights of U.S. firms and workers under U.S. and international trade law, and in negotiations for proposed FTA's and for future bilateral or multilateral agreements.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Other Government Agencies

- Small Business Administration, Export-Import Bank, state and local government agencies, and local Chambers of Commerce-to share clients and provide complementary counseling services.
- Department of Energy, Department of Transportation, and Department of Education-to provide industry expertise for ITA trade events.
- The Department of Defense and the U.S. Air Force provide industry expertise for ITA trade events involving aircraft sales (for example, the Paris Air Show).
- The Department of State's economic officers assist with market research projects in countries where the Commercial Service does not maintain staff.
- The Department of Labor works with ITA on worker training and employment.
- The Environmental Protection Agency works with ITA to lower burden of regulations on the U.S. industry.
- The Department of Agriculture provides grant assistance for Commercial Service export counseling in rural areas.
- The Bureau of Indian Affairs in the Department of the Interior- provides industry expertise for ITA tourism development efforts.
- The Trade Promotion Coordinating Committee coordinates the implementation of trade finance and trade promotion programs of the 19 TPCC-member agencies.

Government/Private Sector

District Export Councils (DECs) are councils of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of international business provides a source of professional advice and support for local firms and the local ITA export assistance centers. Currently there are 57 DECs composed of more than 1,500 members. DEC members provide experienced professional advice and guidance to exporting firms.

External Factors and Mitigation Strategies:

ITA's success in achieving this goal is impacted by domestic and international economic conditions. Economic shocks in foreign markets, and exchange rate fluctuations, can affect U.S. exports and demand for U.S. products. The cooperation of other TPCC-member agencies affects the level of services provided to SMEs.

ITA has developed and is utilizing Internet web services to assist exporters. For example, Export.gov and BuyUSA.com are sites that enable SMEs to have low-cost access to online information on overseas markets. Web based export services available through the U.S. government serve as one approach as one approach to minimize external factors. ITA's commercial officers stationed in over 250 offices throughout the United States and overseas, provide key information to the U.S. business community on best prospects for U.S. exporters in various countries. Through domestic offices, ITA trade specialists work directly with U.S. businesses to tailor innovative solutions to their market and exporting needs. ITA partners with state commerce departments and economic development agencies to ensure that American exporters receive the best services and support that both federal agencies and states have to offer.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Performance Goal 3: Identify and Resolve Unfair Trade Practices

Corresponding DOC Strategic Goal:

DOC Strategic Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers

DOC General Goal 1/Objective 1.2: Advance responsible economic growth and trade while protecting American security

Rationale for ITA Performance Goal 3:

U.S. industries are entitled to the benefits of trade agreements negotiated by the United States. They are also entitled to the aggressive investigation of unfair trade practices that undercut those agreements. Two program units in ITA, Import Administration (IA) and Market Access and Compliance (MAC), are committed to ensuring that the U.S. firms receive those benefits and obtain prompt relief from unfair trade practices.

Dumping and the provision of certain subsidies have been condemned by the international community as reflected in the General Agreement on Tariffs and Trade (GATT) and subsequently in the World Trade Organization (WTO) Agreement. IA's administration of the United States' Anti-Dumping/Countervailing Duty (AD/CVD) laws and its subsidy enforcement activities provide U.S. companies with appropriate remedies to address unfairly traded imports consistent with U.S. law and our international obligations. The agency's work at the WTO helps ensure that access to these needed remedies is not weakened or undermined. In addition, IA's assistance to U.S. exporters subject to foreign AD/CVD proceedings helps ensure that these companies receive fair treatment in proceedings that adhere to that country's obligations under the WTO. Further, the Steel Import Monitoring and Analysis (SIMA) system was designed to provide U.S. steel producers and users with important real-time market information in an area that has traditionally been subject to market disruptions and unfair trade in a manner consistent with the United States' WTO obligations regarding import licensing.

IA identifies and monitors import surges created by imports that are sold in the United States at less than fair market value, foreign governments subsidy practices, and other harmful import trends. It defends American industry against injurious trade practices by administering the antidumping (AD) and countervailing duty (CVD) laws of the United States. IA expedites investigations when warranted by import surges and foreign subsidy practices, defends unfair trade practices before the World Trade Organization, and coordinates the Department of Commerce's role in the Administration's steel strategy. IA's Unfair Trade Practices Team confronts unfair foreign competition by monitoring economic data from U.S. global competitors and vigorously investigates evidence of unfair subsidization and production distortions. IA's China Compliance office devotes more resources to China cases and issues unique to non-market economies, such as intellectual property rights violations affecting the U.S. textile industry.

Trade compliance with negotiated trade agreements and access to foreign markets are existing problems faced by U.S. businesses that choose to sell their products overseas. These problems require U.S. government support. The Market Access and Compliance program unit ensures market access for Americans, advances the rule of law internationally, and creates a fair, open, and predictable trading environment. In addition, the MAC program conducts critical trade policy analysis and negotiation support for the USTR and represents the Department in trade related dealings with other U.S. government agencies.

MAC uses a range of techniques to advocate on behalf of U.S. business and intervene with other governments to ensure foreign compliance with existing trade agreements and to eliminate trade barriers. Trade agreement compliance and foreign trade barriers have been a continuous problem for U.S. exporting firms, large and small. Many companies, especially small and medium sized firms, do not have the resources, knowledge or leverage to influence foreign governments,

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

their laws and regulatory regimes. Based on customer need, MAC has a sizeable caseload each year from U.S. firms that have encountered a trade barrier. In FY 2005, MAC initiated 160 cases from U.S. industries and concluded 85.

Government to government representation is often required to influence and shape trade policies developed by foreign governments so the policies don't become impediments to U.S. access of their market. The MAC program addresses the specific existing problem of helping U.S. firms become more aware of their rights and benefits under all trade agreements (bilateral, regional or multilateral) signed by the United States, and to ensure that they encounter a level playing field when they enter a foreign market. MAC monitors or oversees the monitoring of over 250 trade agreements.

ANNUAL MEASURES

Measure: Percentage of AD/CVD proceedings completed within statutory deadlines

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. 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.

Domestic products covered by these AD/CVD investigations and reviews are critical to U.S. industries. The timely completion of these cases may have a direct correlation with the ability of petitioning U.S. firms to remain viable when a firm may be subjected to unfair trading practices. Ensuring expedient completion of cases offers firms the best timeframe for determining if they are being injured by an unfair trading practice

FY 2007 Target:

The FY 2007 target of 100 % is based on the data maintained by IA. The planned target reflects the percentage of antidumping/countervailing duty cases to be completed by the unit.

Measure: Number of Market Access and Compliance Cases Initiated

Explanation of Measure: ITA faces new demands as the international trade environment changes from year to year: new barriers are erected, the role of international organizations and alliances change and other foreign regulatory measures are implemented that impact U.S. exports. 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. 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 U.S. and through monitoring efforts by ITA compliance officers.

FY 2007 Target:

The FY 2007 target of 150 to 160 cases is based on the actual number of cases initiated during FY 2005.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Measure: Number of Market Access and Compliance Cases Concluded

Explanation of Measure: This performance measure addresses ITA's efforts in obtaining 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—the case is successfully resolved; the complaint was groundless, i.e., no violation; industry decides not to pursue the complaint; the case is referred to USTR for consideration for formal dispute settlement resolution; or the 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 that are not covered by trade agreements. Compliance cases arise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement specific terms in trade agreements negotiated by the U.S. and through monitoring efforts by ITA compliance officers.

FY 2007 Target:

The FY 2007 target of 80 to 90 cases concluded is based on the actual number of cases concluded during FY 2005.

Measure: Percentage of Market Access and Compliance Cases Initiated on Behalf of Small and Medium-Sized Businesses

Explanation of Measure: The purpose of this measure is to gauge the number of SMEs (500 or fewer employees) experiencing problems with trade barriers that are served by ITA in a given year. This measure also determines the number of SMEs affected by trade barriers vs. the total number of cases initiated in a given fiscal year. The total number of market access and compliance cases initiated in a given fiscal year where the complainant is a small or medium sized business .

FY 2007 Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

Measure: Percentage of Market Access and Compliance Cases Resolved Successfully (reduction or elimination of the market barrier)

Explanation of Measure: This measure is a subset of the total number of market access and compliance cases resolved. The team working on the case in collaboration with the company/industry that initiated the case determines a success. Examples of successes include; prompting a country to remove or suspend a trade barrier, ensure that U.S. concerns are incorporated into a trade agreement or foreign regulation, prompt foreign government to adopt an internationally recognized standard or legal statute that either encourages fair trade or prevents restrictive trade barriers.

FY 2007 Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

LONG TERM MEASURES

Measure: Percentage of AD/CVD proceedings completed within statutory deadlines

Explanation of Measure: This measure is similar to the annual measure but is reported as a long-term measure. Similarly, 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. 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.

Domestic products covered by these AD/CVD investigations and reviews are critical to U.S. industries. The timely completion of these cases may have a direct correlation with the ability of petitioning U.S. firms to remain viable when a firm may be subjected to unfair trading practices. Ensuring expedient completion of cases offers firms the best timeframe for determining if they are being injured by an unfair trading practice.

FY 2007 Target:

The FY 2007 target of 100 percent is based on the data maintained by IA. The planned target reflects the percentage of antidumping/countervailing duty cases to be completed by the unit.

Measure: Percentage of Market Access and Compliance Cases Initiated on Behalf of Small and Medium-Sized Businesses

Explanation of Measure: This measure is similar to the annual measure but is reported as a long-term measure. Similarly, the purpose of this measure is to gauge the number of SMEs experiencing problems with trade barriers that are served by ITA in a given year. This measure also determines the number of SMEs affected by trade barriers vs. the total number of cases initiated in a given fiscal year. The total number of market access and compliance cases initiated in a given fiscal year where the complainant is a small or medium sized business (500 or fewer employees).

FY2007 Mid-point Annual Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline data is collected.

Measure: Percentage of Market Access and Compliance Cases Resolved Successfully (reduction or elimination of the market barrier)

Explanation of Measure: This measure is similar to the annual measure but is reported as a long-term measure. Similarly, this measure is a subset of the total number of market access and compliance cases resolved. The team working on the case in collaboration with the company/industry that initiated the case determines a success. Examples of successes include; prompting a country to remove or suspend a trade barrier, ensure that U.S. concerns are incorporated into a trade agreement or foreign regulation, prompt foreign government to adopt an internationally recognized standard or legal statute that either encourages fair trade or prevents restrictive trade barriers. The purpose of this measure is to gauge the effectiveness of the organization's efforts to successfully remove foreign trade barriers (or prevent their implementation) on behalf of U.S. industry.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

FY 2007 Midpoint Target:

This is a new ITA measure. Baseline data will begin to be collected in September 2006. The FY 2007 target will be adjusted accordingly once baseline and actual data are collected.

Program Evaluations:

Import Administration - Within the past five years, IA has been referenced in several independent cross-agency GAO studies on monitoring and enforcement and the Commerce Department's Inspector General (IG) has completed one IA-specific survey on statutory deadlines and reviews. The IG study included specific recommendations. In addition, IA participated in an ITA-wide customer survey to assess IA's effectiveness and to continuously improve its programs .

IA also conducts internal reviews to enhance the performance of its programs with respect to customer service, development of expertise, use of effective information management and timeliness. For example, IA is in the process of enhancing its information management and analytical methods by working with CBP on the International Trade Data System (ITDS), which will enable IA to expand its capacity to perform analysis and aid in the issuance of AD/CVD instructions to the Customs Border Patrol. Additionally, IA has published Federal Register notices requesting public comments on unfair trade practices, the steel import licensing system and on the non-market economy methodologies applied by IA to ensure agency responsiveness to public concerns and to provide for transparency of IA's activities.

The IG recommended that IA focus on management control processes, procedures, training needs, and technology enhancements. IA is in the process of implementing the IG January 2005 findings by upgrading internal management tools used to manage reviews. In addition, IA intends to issue a public clarification of its longstanding practice that a statutory deadline for both AD and CVD administrative reviews that falls on a weekend or legal holiday will be issued on the following business day. Lastly, in 2004, IA and the Office of the Chief Information Officer (OCIO) procured a software system to address their collective document management and web content management needs.

IA conducted a customer satisfaction survey in the spring of 2003. The survey evaluated the overall program success and the portfolio of IA's services by:

1. Benchmarking ITA and IA against other federal regulatory government agencies;
2. Identifying "quality of service" concerns;
3. Showing which aspects of service have the greatest effect on satisfaction; and
4. Identifying recommended adjustments.

ITA hired an external contractor, the CFI Group to use their patented methodology to conduct the survey to ensure the integrity of the analysis and the anonymity of the customer responses. Based on the survey findings, IA improved its web-based services to meet customers' expectations by making them aware of the particular information IA is able to provide in a timely and open manner. A second customer survey will be completed by the spring of 2006 and those results will be used to improve customer satisfaction.

Market Access and Compliance - Within the past five years, MAC has participated in five cross-agency GAO studies on monitoring and enforcement and one MAC-specific IG report on the Trade Compliance Center. In addition, MAC participated in an ITA-wide customer survey to assess customer satisfaction with MAC's products and services. These studies highlighted MAC's strengths and identified areas for development, such as increased compliance coordination throughout ITA and across trade agencies and the development of an action plan to improve case tracking. To date, MAC has addressed all recommendations.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

MAC also participated in an ITA-wide customer satisfaction survey in the spring of 2003 and is utilizing the results to enhance program operations. A second customer survey will be completed by the spring of 2006 and those results will be used to improve customer satisfaction.

Program Assessment Rating Tool Reviews – During FY 2005 and in the first quarter of FY 2006, ITA worked closely with OMB to complete Program Assessment Rating Tool (PART) reviews of both the IA and MAC programs. Results from these PART reviews have assisted both programs to gauge their strategic planning efforts and to improve their performance metrics.

The MAC program used the PART review to spur the development of improved outcome oriented measures. The IA PART review identified the need for IA to develop impact and result measures, both long-term and annual, for its AD/CVD program. These IA annual and long-term measures will be developed during FY 2006 and should be in place for initial rollout and implementation during FY 2007. Measures under the AD/CVD program must be developed carefully since the program must operate within the confines of the AD/CVD regulations, the enabling law and under the terms of the WTO subsidy agreement framework.

In FY 2005, ITA's Planning and Performance Management Staff, in conjunction with ITA Program "Measure Owners," have conducted Independent Verification and Validation (IV&V) Reviews of selected performance measures. This includes reviews in ITA's MAC and IA programs. . In the spirit of the President's Management Agenda, these reviews have enabled ITA to verify measure data that expresses progress toward achieving ITA strategic goals.

Crosscutting Activities:

Intra-Department of Commerce

- Office of General Counsel--to work together on guidance for interpreting existing agreements.

Other Government Agencies

- United States and Trade Representative - ITA works with the USTR to develop strategies for solving market access disputes and in major trade negotiations.
- International Trade Commission - ITA conducts AD/CVD investigations and the International Trade Commission concurrently conducts the industry injury investigations. If both ITA's and the International Trade Commission's investigations result in affirmative determination, then ITA issues an AD/CVD order to the U.S. Customs Service, which results in a tariff rate adjustment.
- U.S. Customs and Border Protection (CBP) - because the AD/CVD law requires collection of offsetting duties at the time merchandise enters the country, ITA communicates regularly with the CBP to ensure the prompt and accurate implementation of ITA's decisions. The CBP then collects cash deposits and final duty assessments. ITA responds to inquiries from the CBP headquarters and port offices regarding the scope and potential evasion of AD/CVD orders, as well as other enforcement concerns.
- Treasury Department - to monitor subsidy-related commitments contained in the International Monetary Fund's stabilization packages.
- Department of State - in AD/CVD proceedings, ITA verifies information provided by foreign governments and companies in those countries. ITA works closely with the Department of State to obtain country clearances, arrange meetings, make necessary trip arrangements, and obtain pertinent information on subsidy enforcement issues. ITA works on a daily basis with U.S. embassies abroad and State Department economic officers.
- Department of Justice - ITA, in conjunction with the Office of General Counsel, works with the Department of Justice's attorneys on pending AD/CVD litigation before the Court of International Trade and the Court of Appeals for the Federal Circuit.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Government/Private Sector

ITA works with U.S. small and medium-sized firms and state or local governments wherever possible in order to enable U.S. companies to take full advantage of export opportunities.

External Factors and Mitigation Strategies:

Economic or currency upheavals in foreign markets can adversely affect demand for U.S. exports; changes in trade policy by foreign nations; expansion of markets just starting to open, such as that of China; and technological advances and large-scale, unexpected capital movement. ITA staff has identified and will continue to identify these changes and adopt policies that ensure fair treatment for U.S. firms and workers in overseas markets.

ITA will address the impact of other nations' trade policies. Specifically, ITA will expand our analytical infrastructure to support timely and accurate assessments of the impact on U.S. industries of the growth of regional trade pacts and the impact of major competitors exporting their discriminatory technical regulations to third markets in the developing world. ITA will develop strategies to support bilateral and multilateral trade negotiations that prevent the adoption of discriminatory international standards and regulations against U.S. products. ITA will also work closely with foreign governments and regulatory officials in the developing world to devise strategies to address regulatory barriers, head off potentially harmful regulations, and help shape good regulations and standards.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

Data Validation and Verification

ITA is using 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 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.

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Number of in-depth U.S. industry analyses completed to quantify the effects of policy proposals against structural cost benchmarks	Data Base To Be Established	Annual	PBViews®	ITA staff will perform analysis to verify results and data sources	New Measure
Percent of total competitiveness impediments identified by industry and other stakeholders where ITA takes appropriate action	U.S Industry	Annual	PBViews®	ITA staff will perform analysis to verify results and data sources	New Measure
Number of analyses and reports developed to improve U.S. trade compliance and market access activities/developments, for example; Miscellaneous Tariff Bill, retaliations, and Generalized System of Preferences (GSP) assessments	U.S Industry & Stakeholders	Annual	PBViews®	ITA staff will perform analysis to verify results and data sources	New Measure
Percent of milestones completed in sector specific bilateral and multilateral dialogues and negotiations for trade agreements	Data Base To Be Established	Annual	PBViews®	ITA staff will perform analysis to verify results and data sources	New Measure

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Customer perception of ease of access to export and trade information and data	ITA customers (U.S. exporters)	Broad survey conducted every two years. However, ITA is currently considering an approach to increase results frequency.	PBViews®	ITA staff will perform analysis to verify statistical results of survey data.	Limitations exist in the level of response to survey.
Number of competitiveness analyses to be completed	U.S. Industry & Stakeholders	Every 5 years (Long-term Measure)	PBViews®	ITA staff will perform analysis to verify results and data sources	New Measure
Percentage of advocacy actions completed successfully	U.S. companies that benefit from U.S. government advocacy	Annually	PBViews®	The Advocacy Center conducts annual verifications with customers to confirm 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.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Dollar value of U.S. content in successful advocacy cases	Information is reported from the Trade Advocacy Center's database and verified with U.S. firms on annual basis.	Annually	PBViews®	The Advocacy Center conducts annual verifications with customers to confirm 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.
Number of new-to-export export successes	U.S. firms	Quarterly	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Number of increase-to-market export successes	U.S. firms	Quarterly	Client Management System	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Number of new-to-market export success	U.S. exporters	Quarterly	Client Management System and PB Views	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Number of export transactions made as a result of ITA Involvement	U.S. exporters	Quarterly	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Percentage of Commercial Service fee funded programs	ITA accounting system	Annually	ITA accounting system	Quarterly controls conducted by Department of Commerce	Financial coding errors
Number of new-to-export successes	U.S. exporters	Every 5 years (Long-term Measure)	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Number of new-to-market export successes	U.S. firms	Every 5 years (Long-term Measure)	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Number of export transactions made as a result of ITA involvement	U.S. exporters	Every 5 years (Long-term Measure)	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Number of increase-to-market export successes	U.S. exporters	Every 5 years (Long-term Measure)	Client Management System and PBViews®	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Percentage of Commercial Service fee funded programs	ITA accounting system	Every 5 years (Long-term Measure)	ITA accounting system	Quarterly controls conducted by DOC and are reported to OMB	None.
Percentage of AD/CVD proceedings completed within statutory deadlines	IA cases completed in accordance with the statutory deadline	Quarterly	Data from the AD/CVD Case Management System is stored in the PBViews®.	Each case is supported by final determinations, including Federal Register notices.	None
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	Quarterly	Data from the ITA compliance activity database maintained by the Trade Compliance Center (TCC) is stored in the PBViews®.	MAC ensures system integrity and performs quality control, including error checking, elimination of duplicate cases reported, and, through peer review, verification of documentation.	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.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
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	Quarterly	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. MAC ensures the integrity of the ITA-wide Compliance and Market Access Case Management System. The Compliance and Market Access Case Management System is updated daily. Performance data is monitored and certified internally.	Number of cases "concluded" depends on the accurate tracking of case assignment and case disposal.
PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Percentage of market access and compliance cases initiated on behalf of small and medium-sized businesses	ITA Compliance and Market Access Management System database	Quarterly	PBViews®	Information reported by companies can be checked against public records to verify that the business is a SME.	Relies on accurate reporting by the firm. Caseload is largely driven by private sector complaints and government monitoring efforts. A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments are creating barriers to trade.

**DEPARTMENT OF COMMERCE
INTERNATIONAL TRADE ADMINISTRATION
Budget Estimates, Fiscal Year 2007
President's Budget**

PERFORMANCE MEASURE	DATA SOURCE	FREQUENCY	DATA STORAGE	INTERNAL CONTROL PROCEDURES	DATA LIMITATIONS
Percentage of market access and compliance case resolved successfully (reduction or elimination of the market barriers)	ITA Compliance and Market Access Management System database	Every 5 years (Long-term Measure)	PBViews®	Each month, MAC office managers review case data relevant to their areas in the MAC database.	ITA cannot control the outcome of the measure. In most cases, ITA must persuade a sovereign foreign government to change or remove a law or regulatory standard in order to declare a case a success.
Percentage of AD/CVD cases completed on time	ITA Compliance and Market Access Management System database	Every 5 years (Long-term Measure)	Data from the AD/CVD Case Management System is stored in the PBViews®.	Each case is supported by final determinations including Federal Register notices.	None
Percentage of market access and compliance cases initiated on behalf of small and medium-sized businesses	ITA Compliance and Market Access Management System database	Every 5 years (Long-term Measure)	PBViews®	Information reported by companies can be checked against public records to verify that the business is a SME.	Relies on accurate reporting by the firm. Caseload is largely driven by private sector complaints and government monitoring efforts. A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments are creating barriers to trade.
Percentage of market access and compliance cases resolved successfully (reduction or elimination of the market barriers)	ITA Compliance and Market Access Management System database	Every 5 years (Long-term Measure)	PBViews®	Each month, MAC office managers review case data relevant to their areas in the MAC database.	ITA cannot control the outcome of the measure. In most cases, ITA must persuade a sovereign foreign government to change or remove a law or regulatory standard in order to declare a case a success.