



# ***Annual Performance Report 2000***

***Expanding U.S. Export Opportunities...  
...Promoting World Food Security!***

The Foreign Agricultural Service  
United States Department  
of Agriculture

January 2001

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**FOREIGN AGRICULTURAL SERVICE  
FY 2000 ANNUAL PERFORMANCE REPORT**

**SELECTED PERFORMANCE INFORMATION**

<b>Resources</b>	<b>FY 2000</b>
FAS Appropriated FY 2000 Funding	\$113 m
FAS Reimbursable FY 2000 Funding	\$55 m
Number of Employees (Appropriated / Reimbursable)	811 / 129
International Field Structure	
• Agricultural Counselor, Attache, and FSN Offices	64
• Agricultural Trade Offices	17
• Foreign Country Coverage	130
	<b>FY 2000 Actual</b>
<b>Performance Goals / Indicators</b>	
Gross trade value of markets created, expanded, or retained annually due to market access activities, WTO Notifications, and through the development of trade guidelines, recommendations and standards in international organizations	\$5.2B
Number of small businesses directly benefitting from MAP/FMD program funds	507
Direct sales reported by U.S. participants at international trade shows	\$367M
Direct sales reported by U.S. participants on marketing services of AgExport Connection (trade leads, buyer alerts, importer lists)	\$62M
U.S. agricultural exports supported by GSM export programs (GSM-102/103, Supplier Credit, Facility Credit)	\$3.08B
Number of research, training, and technical assistance activities that promote sustainable agricultural development worldwide and agribusiness and trade facilitation (e.g., food safety, biotechnology, SPS, nutrition, and food aid coordination)	967
U.S. agricultural exports supporting world food security (P.L. 480 Title I, Food for Progress, and Section 416(b) programs)	\$802M

## LETTER TO FAS CUSTOMERS, PARTNERS AND STAKEHOLDERS

### A MESSAGE FROM ADMINISTRATOR TIMOTHY J. GALVIN

U.S. agricultural exports rebounded in fiscal year (FY) 2000 after a disappointing year in FY 1999, registering \$1.7 billion in sales growth. FAS expects this trend is expected to continue in FY 2001, with agricultural exports forecast to reach \$53 billion, up \$2.1 billion over the final FY 2000 figure of \$50.9 billion. Much of the gain is expected in Asia, as that region's economic growth continues to rebound from the financial crisis of 1997-99. Export prospects are promising in both value and volume terms for most major commodities, including corn, wheat, soybeans, soybean meal, livestock products, and horticultural products.

The Agency also achieved several important milestones over the past year. From a policy standpoint, perhaps the most significant achievement was the comprehensive World Trade Organization (WTO) proposal we tabled in Geneva in June. This proposal reflected a lot of hard work across the Agency, and contributed greatly to helping establish U.S. leadership in trade negotiations.

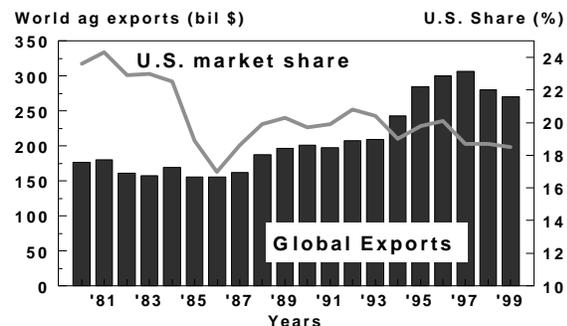
I am also proud of the continued good work of FAS on the food aid front, and we now have a new Global Food for Education initiative on top of the ongoing food aid programs that FAS administers. This is a high profile program that has received considerable attention from Congress and among our customers and stakeholders. Certainly, there are great expectations for this new program as we look to FY 2001.

I also believe we have made good progress with FAS's strategic planning process. Over the past year, we revised the strategic plan to include measurable targets at the goal level. We now have two high level goals: 1) to increase the U.S. market share of global agricultural trade from its current 18.5-percent level to 22 percent by the year 2010, and 2) to use our food aid and technical assistance programs to help achieve the World Food Summit (of 1996) goal of reducing by half the 800 million-plus hungry people in the world in 1996 by the year 2015.

While we have made progress, there still remains much work ahead of us. Reversing the long-term negative trend in U.S. market share in global markets must continue to be a major priority. Reclaiming the 22-percent share of the world market that we had in the early 1990s is an ambitious but doable goal. The benefits in terms of additional U.S. exports and farm income would be

substantial. Given the expected level of global agricultural trade by 2010, a 3.5-percent increase in U.S. market share would translate into a gain of \$14 billion in U.S. exports and an estimated \$3.5 billion in

**U.S. Share of World Agricultural Trade**



farm income.

As we move forward in the 1<sup>st</sup> decade of the 21<sup>st</sup> century, I see some major challenges. Foremost among these is engaging the developing world in the development and implementation of appropriate trading rules and guidelines. The challenge is to explore intensively all opportunities — bilateral, regional, and multilateral — to forge consensus with this group of countries on issues of common interest. This undertaking will be very labor- and time-intensive, but worth the investment if we desire to move the U.S. global trade liberalization strategy forward. The importance of this alliance cannot be underestimated because these countries represent our future growth markets. Moreover, if trade liberalization is to occur in multinational bodies such as the World Trade Organization (WTO), the views and issues of concern to developing countries, which make up the vast majority of the membership, can no longer be ignored.

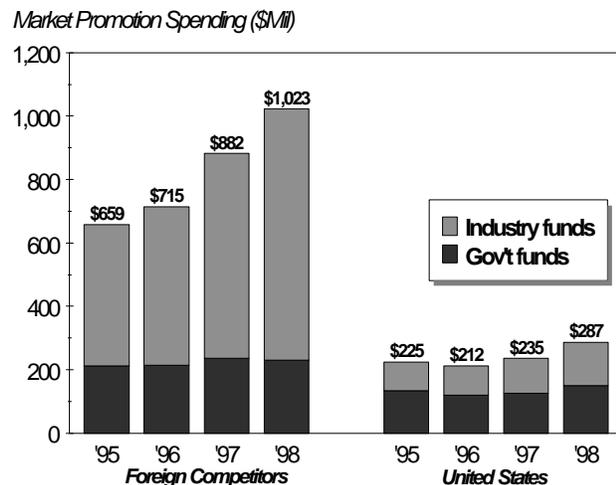
Another closely related challenge is the growing cacophony over food safety and biotechnology issues. It is imperative that we find a way to better coordinate these issues both within our own borders, and with our trading partners. We simply cannot meet the food security challenge of feeding a burgeoning worldwide population without biotechnology. Education and outreach to key customers, partners, and stakeholders will be critical to successfully managing the growing number of bilateral, regional, and multilateral food safety and biotechnology issues.

A third major challenge will be to match our foreign competitors' savvy and funding levels for market development activities. Given that foreign competitors continue to expand their funding of market development activities, more funds will have to be committed. FAS is currently in the process of developing a global marketing plan that will target those markets that offer the most growth opportunity. To capture the opportunities and address the challenges that lie ahead, FAS needs to build

on the considerable progress it has made in the past three and a half years in implementing strategic planning at all levels of the Agency.

In anticipation of future budget and Farm Bill negotiations, I have asked that a cross-agency team be established to develop the international component of a Global Marketing Plan the Department committed to develop in its revised FY 2001 - 2005 strategic plan. Specifically, I envision this plan describing, in concise detail, how FAS can assist U.S. agriculture in implementing strategies to reverse the decline in market share, and explaining why this should be an important component of farm policy.

### Competitors' vs U.S. Investment in Market Promotion Support



We must protect our hard-won gains in mature markets of Western Europe and Japan, and at the same time set aggressive but achievable growth targets in those markets that offer the most upside potential. This will require a thorough evaluation of the U.S. opportunities and challenges in those markets, and close coordination with our private industry partners to turn the opportunities to our advantage and the challenges into opportunities. In the next 10 years, the growth markets are likely to be the developing countries in Asia (especially China and South East Asia, and possibly India) and Latin America (especially South America). Gaining market share in these high-growth markets is the most effective way to increase market share globally.

Alleviating hunger and malnutrition in the world also presents a weighty challenge. One means to ensure this issue is addressed appropriately is to identify within the Global Marketing Plan the food security challenges that currently exist and are likely to emerge over the next decade in the growth markets. Specific strategies can be developed that FAS expects to deploy to see measurable gains in reducing world food insecurity. FAS administers several food aid programs on behalf of USDA that can be used as part of a menu of tools to help developing countries who lack the financial means to meet their populations' food needs. Additionally, President Clinton recently announced the U.S. sponsorship of a Global Food for Education Initiative, similar to the highly successful domestic school lunch program. FAS will be a key player in administering this new initiative to reduce world hunger, as well.

FAS is committed to expanding export opportunities for U.S. agricultural, fish, and forest products, and to doing its part to help alleviate world hunger and food insecurity. Given the budgetary constraints we live with day to day, these goals must be accomplished through better public/private sector collaboration, strategic planning, and resource management. I ask for your full support and assistance to help us tackle the challenges facing us as we enter the 21<sup>st</sup> century. I feel certain that, working together, we can help U.S. agriculture reverse the negative trends and regain our stature in the international marketplace.

---

Timothy J. Galvin  
Administrator

## FY 2000 ACCOMPLISHMENTS

**Goal No. 1:** Expand export opportunities for agricultural, fish, and forest products. FAS' standard for success is set at reaching 22 percent of the international agricultural export market by the year 2010.

**Objective No. 1.1:** Open, maintain, and expand foreign market access for U.S. agricultural, fish, and forest products.

- In March 2000, the **World Trade Organization (WTO)** initiated negotiations on further liberalization of trade in agricultural goods. In June 2000, the United States tabled the first comprehensive proposal for the direction of these negotiations, calling for the elimination of export subsidies, reductions in trade distorting domestic support and reduction in disparities of tariffs worldwide to provide **better market opportunities** for U.S. exports of food and agricultural products.
- Monitoring of the **WTO Agreement on Agriculture** has been critical to maintaining market gains negotiated in the Uruguay Round (UR) for U.S. food and agricultural exports. In fiscal year 1999/2000, the United States reviewed 237 notifications for Agriculture Committee meetings and raised 46 cases with WTO members either relating to these notifications or to other trade-inhibiting practices. These actions help protect approximately \$524 million worth of U.S. trade in agricultural products.
- USDA worked successfully to **open, expand, and maintain markets for U.S. agriculture**. We made a major effort along with other U.S. Government agencies to **open the Chinese market**, ensuring that, once China joins the WTO, U.S. agricultural trade will expand by an estimated \$2 billion a year. In concert with other U.S. Government agencies and industry groups, we ensured that U.S. exports were able to comply with **Taiwan's July 2000 pesticide requirements** with no trade disruptions. U.S. fresh fruit and vegetable exports to Taiwan were valued at \$170 million in 1999. Due to implementation of a 1999 WTO ruling on **Japanese varietal testing**, the Japanese market is now open to new varieties of U.S. apples and nectarines. A final ruling by a WTO Appellate Body panel on the **Canadian milk pricing and pooling system** called on Canada to change its dairy export subsidy policies, creating opportunities for U.S. dairy producers. As a result of successful dispute settlement negotiations under the WTO, **India agreed to eliminate import restrictions** on a wide range of agricultural products by April 2001. Some restrictions have already been removed.
- Despite an ongoing **European Union (EU) import ban on U.S. beef** from cattle treated with growth promotants, we successfully fought to maintain U.S. red meat exports to the EU valued at about \$100 million annually. USDA and other U.S. Government agencies are working to address issues to ensure the safe use and trade of agricultural **biotechnology** products. We are working bilaterally with key trading partners such as Argentina, Chile, the EU, Japan, and Canada, as well as multilaterally through organizations such as the Asia Pacific Economic Cooperation forum.
- The U.S. Government continues to implement two **major trade agreements—the Uruguay Round Agreement on Agriculture and the North American Free Trade Agreement**—as well as numerous bilateral agreements to open markets for U.S. agricultural products. U.S. exports to our two NAFTA partners—Canada and Mexico—continue to be a bright spot in the export picture. Exports to those two countries accounted for 27 percent of total U.S. agricultural, fish, and forestry exports in fiscal 1999. The United States is also pursuing additional trade agreements, such as the **Free Trade Area of the Americas and the Caribbean Basin Trade Partnership Act**. These agreements will further enhance U.S. agricultural trade opportunities.
- USDA is working closely with other U.S. Government agencies to **encourage fundamental economic development and open trade in Africa** by coordinating technical assistance and U.S. trade policy. To foster better agricultural trade and development cooperation, USDA is participating in **bi-national commissions with key countries such as Russia, Ukraine, South Africa, and Mexico**. Similarly, USDA has entered into **Consultative Committees on Agriculture with Chile and Argentina**. This participation ensures that agricultural issues are represented in discussions with these key trading partners.
- FAS agricultural representatives in several posts overseas worked to remove unfair **sanitary and phytosanitary trade barriers**, preventing serious disruptions of U.S. exports of such products as

processed and raw poultry in Venezuela and solid wood packing material in Russia.

**Objective No. 1.2:** In cooperation with private industry partners, identify and develop new export opportunities and assist the U.S. agricultural sector in responding effectively.

- FAS allocated \$90 million to 65 U.S. trade organizations for fiscal year 2000 export promotion activities under the **Market Access Program**. MAP uses funds from USDA's Commodity Credit Corporation to share the costs of overseas marketing and promotional activities in specified countries with U.S. agricultural trade organizations, state regional groups, and cooperatives.
- On February 9, 2000, USDA/FAS announced the first funding allocations totaling \$1.2 million under a pilot **Quality Samples Program** (QSP) designed to expand export markets for U.S. agricultural products. The goal of the pilot program is to encourage new purchases by helping U.S. exporters provide samples of American commodities to foreign buyers who have not previously used them.
- On June 21, Secretary Glickman announced the **Clean Wheat Export Initiative**, a two-step effort designed to make U.S. wheat more competitive in world markets by encouraging the export of cleaner wheat. One was to decrease the acceptable maximum dockage levels in wheat purchased for U.S. foreign food assistance programs. The other was to seek public comments on establishing an official U.S. standard for maximum dockage levels in exported wheat. The dockage specifications for food aid were lowered from 1.0 percent dockage level to 0.8 percent as a first step. FAS worked with GIPSA and FSA to develop this initiative, which will continue over the next few fiscal years.
- In an effort to strengthen the market development impact of U.S. food aid donations, FAS has worked with GIPSA and FSA on the **improvement of wheat specifications for food aid to facilitate market development** by developing tighter quality specifications for aid shipments made by the Commodity Credit Corporation (CCC). This is helping to familiarize food aid recipients that are now also commercial importers, or that will be in the future, with the high quality of U.S. wheat.
- During FY 2000, implementation of provisions in the **U.S.-China Agricultural Cooperation Agreement** relating to TCK smut disease in wheat was begun. In May, a team of Chinese scientists came to the United States to discuss TCK and devise a one-year program of work to ultimately reach bilateral agreement regarding any adjustment or the elimination of the TCK tolerance level. The next phase of the project, now underway, involves joint field research.
- **Several victories for U.S. produce exports** this year included Yemen lifting its import ban on U.S. fresh apples after lengthy efforts by FAS. It's estimated that U.S. apple sales could approach \$8 million by 2005. In June, Australia opened its market to imports of sweet cherries from approved counties in Washington, Oregon, and Idaho. And in August, Japan's Ministry of Agriculture, Forestry, and Fisheries approved importation of all varieties of U.S. nectarines. This market is estimated to have \$2 million in sales potential for U.S. exporters.

**Objective No. 1.3:** Provide world market agricultural intelligence services to support the accomplishment of other FAS strategic objectives and to meet the market intelligence of internal and external users.

- During 2000, nearly 6,000 users searched the **FAS website** each business day for information on exporting products to overseas markets. In addition, nearly 1,800 users subscribe to an email program through which they automatically receive press releases and attache reports. A new website design was unveiled to the public in early April along with updates to all of the website's primary search engines. New searches were added to the site for domestic and international trade shows, state and regional contacts, and buyer alerts. FAS programs for food aid, exporter assistance, export sales and international development were highlighted on the USDA website.

**Objective No. 1.4:** Focus financial and marketing assistance programs to meet foreign market development needs.

- Commercial GSM Export Credit Guarantees - For FY 2000, USDA announced allocations of \$5.4 billion under **export credit guarantee programs** to support commercial sales of U.S. agricultural products to countries where credit constraints might otherwise present a barrier. U.S. exporters used these programs to register more than \$3 billion in sales to more than 30 countries and regions. Under the 4-year-old Supplier Credit Guarantee Program, which guarantees short-term credit

provided by exporters directly to their foreign buyers, sales registrations reached a record \$116 million, up 150 percent from FY 1999 and more than six times that in FY 1998.

- Under the **Dairy Export Incentive Program (DEIP)**, USDA provided bonuses to help U.S. dairy product exporters develop markets and match prevailing prices in the Caribbean, Central America, and other regions. In FY 2000, USDA awarded DEIP bonuses totaling \$77 million for exports of more than 95,000 metric tons of dry milk, milk powder, butter, cheese, and other dairy products. USDA used the **Export Enhancement Program (EEP)** to partly compensate poultry producers for lost markets due to European Union trade policies. For FY 2000, USDA awarded \$1.6 million in EEP bonuses for 2,529 metric tons of U.S. frozen poultry exported to the Middle East.

**Goal No. 2:** Promote world food security. Success is measured by the level of achievement towards the World Food Summit target of reducing the 1996 estimate of 841 million undernourished people by half (425 million) by 2015.

**Objective No. 2.1:** Develop and implement research, training, and technical assistance activities which promote development and adoption of policies that help meet world food security challenges as outlined in the 7 priority strategies in the *U.S. Action Plan on Food Security*.

- The **Cochran Program**, funded 7,500 participants from 70 countries worldwide. Cochran Fellows receive training in a host of fields ranging from agricultural economics to livestock management.
- FAS, through the **Profession Development Program** provided training in the United States and East Africa to harmonize transportation issues through the Africa Trade and Investment Policy (ATRIP) program. This training will expedite the movement of U.S. goods throughout the African region.
- Through the **Trade and Investment Program** FAS finalized a Memorandum of Understanding with the ministries of agriculture in three Baltic states: Estonia, Latvia, and Lithuania. The cooperative agreement has opened trade for the United States and provided technology transfer for these newly independent states.
- FAS worked through the U.S. Agency for International Development to provide \$13 million in **technical assistance for small- and medium-sized agricultural producers and their communities affected by hurricanes**. Approximately 70 percent of the funds were directed at activities in Honduras and Nicaragua, the two most affected countries. The remainder was for other affected areas in Central America and the Caribbean.
- The U.S.-Ireland Cooperation Program in Agriculture, Science, and Technology, co-hosted an **international conference on food safety** in Cork, Ireland, providing a forum for discussion and formulation of collaborative research programs to address the importance of food safety to the health of consumers on both sides of the Atlantic.
- Through the **Scientific Cooperation and Research Program (SCRIP)**, FAS provided funding and oversight for 26 collaborative agricultural research projects this year and oversaw more than 250 research projects in more than 65 countries. The SCRIP supports international cooperative research focused on practical uses of science to help solve critical problems affecting food, agriculture and the environment in both the United States and collaborating countries.
- Through the **District of Columbia Teachers Initiative 2000**, FAS sponsored a professional exchange for D.C. educators and facilitated teacher exchanges to South Africa and Costa Rica. The program is designed to stimulate enthusiasm for agricultural science topics among urban educators

**Objective No. 2.2:** Develop and administer food aid and other assistance programs to meet international food security challenges and U.S. government commitments.

- USDA allocated around 4.5 million metric tons of U.S. agricultural commodities for needy nations under FY 2000 **USDA food assistance programs**, including donation and concessional loan programs. Donations under USDA's Section 416(b) and Food for Progress programs totaled about 3.6 million tons to more than 40 countries. Major donated products included wheat and wheat products, soybeans and products, rice, corn and corn meal, nonfat dry milk, and corn-soy blends. A large portion of U.S. food aid was monetized to finance local agricultural, economic, and educational development projects.
- In response to the severe drought in the Horn of Africa and other regional needs, USDA allocated close to 1 million metric tons (959,000) in **food aid to Sub-Saharan African nations** under FY 2000 programs. This is nearly triple the tonnage provided to the continent the previous year. Most

of the aid was targeted to drought-ravaged or war-afflicted countries such as Ethiopia, Eritrea, Kenya, and Sudan. About three-fourths of the commodities provided were monetized to support such projects as financing for small business, building small mills and bakeries, and creating a women's credit fund.

- In September 2000, Secretary Glickman launched the **Global Food for Education (GFE) initiative** by inviting proposals for school feeding and related child nutrition projects in developing countries. In the first year pilot program for FY 2001, USDA will commit \$300 million for U.S. commodities and transportation to improve access to basic education and nutrition for up to 9 million needy children.

**FOREIGN AGRICULTURAL SERVICE  
FY 2000 ANNUAL PROGRAM PERFORMANCE REPORT**

**Mission:** FAS serves U.S. agriculture's international interests by expanding export opportunities for U.S. agricultural, fish, and forest products and promoting world food security.

This FY 2000 Annual Performance Report (APR) is based upon and in alignment with the FY 2000 Revised Annual Performance Plan (APP).

FAS administers the following programs and activities:

- Market Access Barrier Reduction
- Foreign Import Regulations Service
- Foreign Market Development Program (FMD)
- Export Credit Guarantee Programs (GSM)
  - GSM-103/103 Programs
  - Supplier Credit Guarantee Program
  - Facilities Financing Guarantee Program
- Cochran Fellowship Program
- Professional Development Program
- P.L. 480 Title I Food Assistance Program
- Food for Progress Program
- Export Sales Reporting Program
- Refined Sugar Re-Export Program
- Production of Polyhydric Alcohol Sugar Program
- WTO Notification Alerts
- Market Access Program (MAP)
- Market Intelligence Services
- Dairy Export Incentive Program (DEIP)
- Export Enhancement Program (EEP)
- Research and Scientific Exchanges
- Trade and Investment Program
- Section 416(b) Foreign Donations
- Emerging Markets Program
- Sugar-Containing Products Re-Export Program
- U.S. Dairy Import Program
- Ag Export Connections
- Trade Assistance and Promotion Office

Additional information about FAS is contained in the published Strategic and Annual Performance Plans and like those plans, this report was produced solely by FAS employees.

The following table is a performance summary depicting performance goal achievements that are linked to the Agency's goals and objectives. Additional information concerning specific performance measures can be found in the appendix of USDA's FY 2000 Annual Performance Report that will be posted to the USDA Home Page [www.USDA.GOV](http://www.USDA.GOV).

FOREIGN AGRICULTURAL SERVICE PERFORMANCE SUMMARY			
Strategic Goal/ Management Initiative	FY 2000 Performance Goals	Performance	
		Target	Actual
<b>Goal 1:</b> Expand export opportunities for U.S. agricultural, fish, and forest products. FAS' standard of success is set at reaching 22 percent of the international agricultural export market by the year 2010.	Estimated trade opportunities preserved annually by assuring implementation of existing trade agreements by signatory countries through the WTO notification process (\$Mil.)	\$2,000	\$837.43
	Estimated trade opportunities preserved annually through development of trade-appropriate guidelines, recommendations, and standards in international organizations (\$Mil.)	\$5,000	\$0
	Gross trade value of markets created, expanded or retained annually due to market access activities (other than WTO notifications and/or standards) (\$Mil.)	\$2,000	\$4,349.2
	Percent of successfully defended NAFTA/WTO legal challenges of U.S. compliance with regional and multilateral agricultural trade commitments	100%	0%
	Percent completion of regional and multilateral trade rules to minimize/eliminate trade-distorting practices		
	* WTO (% of Seattle Round negotiation completed)	25%	25%
	* APEC (% of EVSL negotiation completed)	60%	65%
	* FTAA (% of negotiation completed)	10%	10%
	Level of agricultural, fish and forestry exports resulting from Unified Export Strategy (UES) program participants market development activities (MAP & FMD)		
	Number of FAS program participants that improve their strategic planning process	14	26
	Cumulative number of organizations that have coordinated at least one activity with another participant in the UES process	44	48
	Average ratio of industry contribution to program funds expended	80%	96%
	Number of foreign market constraints (other than trade policy) addressed annually through UES	1,510	1,565
	Number of small businesses budgeted for MAP activities (individually through the Branded program and within Cooperator organizations)	558	507(p)
	Direct sales reported by U.S. participants at international trade shows (\$Mil)	\$250	\$367.3
	Direct sales reported by U.S. participants based on marketing services of AgExport Connections (trade leads, Buyer Alerts, importer lists) (\$Mil)	\$100	\$61.5
	Direct sales reported by U.S. participants at attache-sponsored events (AMP activities) (\$Mil)	\$10	\$12.52
	Percent of external customers who rate FAS market intelligence as important or essential to their businesses; and Percent of internal stakeholders who rate FAS market intelligence as important or essential to their work		
	Percent of FAS circulars that are complete, meet scheduled release dates, and contain no data errors	95%	100%
	Number of average daily user sessions accessing FAS home page over the internet by non-FAS users	3,500	4,600
Forecasting reliability of WASDE projections (Avg percent reliable: difference between February projection and final estimates for wheat, corn, rice, soybeans, and cotton)			
World exports	95.95%	96.21%	
U.S. exports	93.90%	95.69%	
Foreign (non-U.S.) production	95.00%	98.98%	
Number of countries assessed in FY 1999 for Y2K readiness in the international food supply sector and monitored in FY 2000	75	160	
U.S. agricultural exports supported by GSM export programs (GSM-102/103, Supplier Credit, and Facilities Financing Guarantee programs) (\$Mil. registered)	\$3,787	\$3,082	
U.S. agricultural exports supported by Subsidy Programs (EEP and DEIP) (\$Mil.)	\$250	\$261	
Annual number of GSM programs analyzed for market opportunities and risk	54	56	
Assuring Commercial Program Integrity: Percent of identified administrative actions resolved (e.g., for nonperformance, suspensions and disbarments, etc.).	77%	73%	

FOREIGN AGRICULTURAL SERVICE PERFORMANCE SUMMARY			
Strategic Goal/ Management Initiative	FY 2000 Performance Goals	Performance	
		Target	Actual
<b>Goal 2:</b> Promote world food security. Success is measured by the level of achievement towards the World Food Summit target of reducing the 1996 estimate of 841 million undernourished people by half (420 million) by 2015.	Reduce food insecurity in 10 index countries by an average of 50% by 2015. (Index countries have been selected from the list of the 66 countries as estimated in the USDA Economic Research Service "Food Security Assessment Report".)		
	Direct resources in support of agricultural related issues within the 7 priority strategies in the <u>U.S. Action Plan on Food Security</u> (\$Mil.)	\$46.0	\$53.8
	Contributions (in kind and direct financial by non federal government sources) to total funds expended upon the 7 priority strategies in the <u>U.S. Action Plan on Food Security</u>	9.0%	9.6%
	Number of research, training, and technical assistance activities that promote sustainable agricultural development worldwide and agribusiness and trade facilitation (e.g., nutrition, food aid coordination, SPS, food safety, and biotechnology) in emerging markets	823	967
	Number of agricultural development and environment agreements negotiated, implemented or monitored.	7	6
	Number of U.S. citizens assisted in obtaining senior management positions in international organizations representing agricultural interests	10	8
	U.S. agricultural exports supporting world food security: <ul style="list-style-type: none"> <li>o P.L. 480, Title I (\$Mil.)</li> <li>o CCC-funded Food for Progress (\$Mil.)</li> <li>o Section 416(b) (\$Mil.)</li> </ul>	\$227.9 \$100.7 \$139.7	\$232.1 \$68.5 \$501.5
	Number of food aid agreements signed (Title I, Food for Progress, Section 416(b))	90	91
	Percent of P.L. 480 Title I and Food for Progress program allocated to support expanded private sector activities in recipient countries	13%	20%
	Number of Food for Progress and Section 416(b) agreements monitored and evaluated	189	250
<b>MI 1:</b> Provide fair and equal treatment in agency employment and the delivery of FAS programs	Implement Civil Rights Implementation Team (CRIT) recommendations:		
	Administer Civil Rights Program Delivery Plan focused on increasing the involvement of minority organizations and universities.	75%	0%
	Implement Conflict Management Policy and Procedures and train all managers (CRIT 3.3)	100%	0%
	Develop Agency Workforce Plans and implement Human Resources Evaluation Program, Worklife Survey, and Exit Interviews (CRIT 3.5)	80%	0%
	Implement Competency-based Management Training and complete Peer Surveys (CRIT 3.6)	50%	0%
	Provide Civil Rights Training to all employees (CRIT 4.1)	100%	%
	Percent of managers who have had 80 or more hours of management/leadership training (FAS Goal is that 90% of its managers will have had 80 or more hours of Management/Leadership training by 2007).	40%	40.7%

(p) = preliminary data