



United States Department of Agriculture

Animal and Plant Health Inspection Services  
International Service – Administrative Division

UNITED STATES DEPARTMENT OF AGRICULTURE

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Animal and Plant Health Inspection Services (APHIS)

## Ideal Workforce Composition

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APHIS-IS Overseas Staffing Model

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*To be Approved by:*  
*Josezetta Alexander*  
*Branch Chief, Policy & Workforce Planning*  
*International Services*

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## Background

Ideal Workforce Composition (IWC) planning is a necessary and critical tool that supports U.S. Government Agencies in providing quality services to the American public and ensuring that the appropriate personnel is in place to accomplish the mission of the organization. APHIS-IS has fully embraced this concept and developed this Workforce Composition to support its initiatives on behalf of APHIS, USDA, the U.S. Government and the American People. APHIS-IS officials are faced with a few challenges that significantly affect the organization, including the need to size the workforce for future business conditions

APHIS-IS strategic efforts focus on enhancing services to the American agricultural stakeholders, as well as supporting APHIS and USDA goals. One of the initial steps is to update its analysis on current international post locations. The objective is to focus its efforts strategically on, international locations, and resources to magnify the APHIS return on investment in the form of protecting the health and value of American agriculture and natural resources abroad; monitoring emergent pests and diseases; facilitating agricultural trade and the potential for increase of U.S. export markets.

This strategic initiative translates to increased FSO positions at strategically selected posts, which would allow APHIS-IS to expand its reach to multiple countries; and provide succession planning, mentorship and guidance to junior FSOs. Mentorship is critical, especially at overseas posts, but has been very difficult to achieve because of the structure of the overseas posts, many of which, over the years, have been posted by only one FSO. During those years, this assignment structure was not conducive to providing continuity of operations, guidance or transfer of knowledge. With the implementation of the proposed Ideal Workforce Composition, APHIS-IS will see a tremendous improvement in the conditions identified above.

APHIS-IS represents the Agency abroad and advances its mission of protecting the health and value of U.S. agriculture and natural resources. The strategic placement of APHIS-IS' international workforce allows the U.S. to monitor emergent pest and disease threats; develop international strategies and partnerships to thwart the spread of economically devastating pests and diseases; and provide on-the-ground support to protect and expand U.S. agricultural exports abroad. For example, through its International Capacity Building program, APHIS-IS facilitates training and technology transfer to assist foreign partners in building their animal and plant health infrastructures which helps to reduce the likelihood of undetected agricultural threats pathways into the United States. APHIS-IS promotes safe global trade and facilitates the development of technical regulatory systems internationally.

To put the Agency on the right footing to face and overcome all the critical challenges outlined above, the Agency will adopt the IWC plan as presented in this document. The IWC is a strategy that supports the Agency's desire to become a first-class Foreign Service organization laying out strategic initiatives to expand the workforce, expand the number of overseas locations and recommending key organizational and personnel changes. This document provides a very good picture of the current APHIS-IS and its workforce, an Ideal workforce and stages on how to get to the ideal level and once done, APHIS-IS will be the organization it desires to become. As outlined in this document, none of this will be easy or quick but with determination and clear strategic sight, APHIS will see itself as a professional and a classic Foreign Service organization. See the next sections for full details on the IWF plan

The ideal workforce size for the Animal and Plant Health Inspection Services (APHIS) is projected at 70 Foreign Service Officers (FSO), an increase of 32 positions over the current overseas and domestic staff. These 70 officers will represent the core of International Services (IS) activities overseas and will be



supplemented by subject matter experts (SME) as needed in Special Action Programs (SAP). The proposed increase in the workforce is within the 125 officers approved by the Office of Personnel Management (OPM) in 1982 for APHIS-IS FS staffing (refer to next section "USDA/APHIS FOREIGN SERVICE BACKGROUND" for specific details ).

**Commented [OTGA1]:** I don't think this is OPM. OPM is not involved with Foreign Service. The Executive Order granted APHIS the 125 positions.

For FY 2021-2022, as part of the Global Review process, APHIS-IS has proposed increasing FS staffing by 12 positions from a current authorized level of 35 overseas positions. Currently, there are 33 FSOs (including three FSOs sitting at Headquarters in administrative roles). This increases overseas positions to 47. Rumik agrees with the proposed changes based on our research and analysis as outlined in the recommendation's sections. Furthermore, Rumik is recommending six additional positions to continue to meet the demands of the growing challenges in Europe, Latin America and Africa.

Additionally, we recommend that APHIS-IS recruit career foreign services officers to fill the FS positions overseas instead of relying on LNA rotations.

This document further outlines recommendations on actions required to reach the ideal staffing numbers by FY 2025, including justifications for additional positions to meet new goals mandated by the Secretary of the United States Department of Agriculture (USDA). Rumik recommends that APHIS-IS proceed in stages to reach 53 FSOs. The first stage should be to fill current vacancies with second tour officers at large posts.

If we achieve targets outline in Stage 1 and Stage 2 recommendations, we will reach 53 career FSO workforce as outlined in the chart below:

APHIS-IS Workforce Augmentation Target		
REGION	Total Current Positions	FY2022 – FY2024 Target
North Asia and Pacific Region	8 FSO 1 SFS	8 FSO 1 SFS
South Asia and Pacific Region	4 FSO 2 SFS	6 FSO 2 SFS
Europe, Africa, Middle East Region	9 FSO	17 FSO 1 SFS
North America Region	3 FSO 1 SFS	5 FSO 1 SFS
Latin America & Caribbean Region	6 FSO 1 SFS	11 FSO 1 SFS
Washington, D.C. Assignments*	1 FSO* 2 SFS *	2 FSO* 1 SFS*
<b>TOTALS</b>	<b>30 FSO 5 SFS</b>	<b>47 FSO 6 SFS</b>

\* Excluded from total counts

**USDA/APHIS FOREIGN SERVICE BACKGROUND**

On May 21, 1982, two years after the implementation of the Foreign Service Act of 1980, the Secretary of USDA established the APHIS Foreign Service via Executive Order 12363 - The Foreign Service of the United States as follows:



“On May 21, 1982, Sec. 10. Pursuant to Section 202(a)(2)(B) and (a)(3)(B) of the Act (22 USC.3922(a)(2)(B), (a)(3)(B)) it is hereby determined to be necessary, in order to enable the Department of Agriculture and the Department of Commerce to carry out functions which require service abroad, for the respective Secretaries, in consultation with the Office of Personnel Management and the Office of Management and Budget, to be able to utilize the Foreign Service personnel system with respect to personnel of the following:

(a) The Animal and Plant Health Inspection Service of the Department of Agriculture, not to exceed 125 positions, without the prior approval of the Director of the Office of Personnel Management.”

On May 21, 1982, the Secretary of USDA also granted APHIS six SFS positions.

**Commented [OTGA2]:** I don't believe this is true. we have searched for documentation over the years that states how many SFS IS can carry and there is none.

### ORGANIZATION BREAKDOWN

APHIS-IS' Foreign Service is divided into five regions with a Regional Manager leading each region.

The five APHIS-IS regions are as follows:

1. Latin America & Caribbean Region
2. North Asia and Pacific Region
3. South Asia and Pacific Region
4. Europe, Africa, Middle East Region
5. North America Region

The five Regional Managers are located as follows:

1. Latin America & Caribbean Region: Santo Domingo, Dominican Republic
2. North Asia and Pacific Region: Tokyo, Japan
3. South Asia and Pacific Region: Bangkok, Thailand
4. Europe, Africa, Middle East Region: Brussels, Belgium
5. North America Region: Mexico City, Mexico

There are five Area Directors in the five regions with responsibility for multiple countries within their respective regions.

**Commented [CJ3]:** Maurice: Do we need to distinguish between FPs, FOs and SFS? Is it mentioned anyone else that senior officers are best to keep at different posts?

APHIS-IS also provides specialized support to countries and international organizations known as Action Programs (SAP). The SAP programs are staffed with Civil Service (CS) employees on Limited Non-Career Appointments (LNA) and are located overseas in Guatemala City, Guatemala, and Panama City, Panama.

**Commented [AJ-ARM4]:** Tracy, please confirm if this should be LNA (I remember some discussion about this earlier this FY)

### CURRENT APHIS-IS FOREIGN SERVICE STAFFING

The current authorized overseas FSO position count is 35 excluding three officers in Washington, DC:

\*In the chart below it is listed as LNA. Rumik will need to be consistent.

- 35 FSO positions overseas
  - 30 FSOs overseas
    - 4 APHIS- IS Senior Foreign Service Officers
    - 19 APHIS- IS Foreign Service Officers
    - 6 Limited Non-Career Assignments (including 1 SFS)
  - 5 FSO vacancies overseas
- Washington, DC assignments
  - 2 APHIS-IS Senior Foreign Service Officers
  - 1 APHIS-IS Foreign Service Officer

**Commented [OTGA5R4]:** LNA is the correct term used by State Department



Region /Country	Post	Total FS Positions	Incumbent Workforce Breakdown			
			FE-01/03	FO-01/04	FP-01/04	Vacancies
<b>Region 1</b>	<b>North Asia</b>					
China	Beijing	4			3 (2 LNA)	1
Japan	Tokyo	3	1	1	1	
Korea	Seoul	1				1
Taiwan	Taipei	1		1		
<b>Region 2</b>	<b>South Asia</b>					
India	New Delhi	1	1 (LNA)			
Philippines	Manila	1			1 (LNA)	
Thailand	Bangkok	2	1		1	
Vietnam	Hanoi	2		1	1	
<b>Region 3</b>	<b>Europe/Africa/Middle East</b>					
Belgium	Brussels	3		1	1	1
Italy	Rome	2		1	1 (LNA)	
France	Paris	1			1 (LNA)	
South Africa	Pretoria	2		1	1	
Egypt	Cairo	2		1	1	
<b>Region 4</b>	<b>North American Region</b>					
Mexico	Mexico City	4	1	1	2 (1 LNA)	
<b>Region 5</b>	<b>Latin America and Caribbean</b>					
Brazil	Brasilia	2			1	1
Peru	Lima	2			2	
Columbia	Bogota	1				1
Dominican Republic	Santo Domingo	2	1			1
	<b>Grand Totals</b>	<b>36</b>	<b>5 (1 LNA)</b>	<b>8</b>	<b>17 (6 LNA)</b>	<b>6</b>

Senior Foreign Service

There are two SFS detailed to Washington, D.C. There are no current SFS vacancies overseas. In calendar year 2021, two of the six SFS officers in the APHIS-IS workforce are scheduled to retire creating opportunities for two overseas SFS assignments. This would put the current SFS officers within the six-position cap authorized by the Secretary of USDA.

FO-01 – FO-04

APHIS-IS currently has eight FSOs operating overseas and one FSO assigned to the Washington, DC office. This professional staff has at least one tour under their belt and will be an asset to the organization moving forward. With additional training and positive performances, the FO-03/04s will be able to manage a post following their second assignment. These positions represent the core of the professional foreign service and are the starting point for rebuilding a fully staffed foreign service.

**Commented [CJ6]:** Maurice – what is the impact of a reduced SFS count?

**Commented [CJ7]:** Maurice – Can you please include a description for why this positions are important?



FP-01 – FP-04

There are 11 APHIS-IS officers within their first tour, or the first year of their second tour. IS also has 6 officers from the Civil Service on Limited Non-Career Assignments (LNA). Some of the officers are at a post alone, while others are assisting a more senior FSO on their third or fourth assignment. These officers are gaining experience to be commissioned officers in the next few years. We would hope the with exception of special assignments, all officer currently in LNA be converted to or replaced by officers on the commission officers tract.

**Commented [CJ8]:** Maurice – Please include a decision of why these employee grades are less desirable.

Vacancies: FO-01 – FO-04

Of the five overseas vacant positions, three in the Latin America & Caribbean Region and two positions are located in the North Asia and Pacific Region. Each of these positions is at the FO-02 level or lower. For FY2022, current vacant positions will have to be filled from both current Foreign Service Trainees and the remainder from the Civil Service ranks because APHIS-IS will not have sufficient time to recruit and train new officers. To meet current needs, five mid-level officers are needed. During the 2021 Global Review process, 12 new FS positions have been proposed, ranging from FO-01 to FO-04. If these positions are approved, this will create an additional 12 vacancies in the APHIS-IS workforce.

**Commented [CJ9]:** Does this look correct?

**Commented [w10R9]:** now or then?

## IDEAL FOREIGN SERVICE STAFFING

### Overview

The new Global Review process implemented by APHIS-IS in FY 2021 resulted in the proposal of 12 new FSO and eight new Locally Employed (LE) staff positions. This will increase the number of FSO positions from 35 to 47. Rumik is proposing an additional six positions for a greater presence in Europe, the Middle East and Latin America. The suggested APHIS-IS FS workforce would then increase to 53 positions over the next two to three years. All post with only one FSO should be manned by no less than a second tour commissioned officer. Please see the [New Position Justification by Post](#) for Rumik's suggested prioritization of staffing.

The new position requests are designed to enhance U.S. agricultural trade potential and link overseas staffing decisions with strategic goals and foreign policy priorities. Notably, in Africa, burgeoning trade with the U.S. can be greatly facilitated by an APHIS-IS presence. In the UAE, Austria, Ghana, Ethiopia and Kenya, APHIS-IS will have greater opportunities to influence the discussion to adapt regulatory, sanitary and phytosanitary (SPS) guidelines in international organizations based in the region.

The primary impediments to filling the current vacancies and proposed new FSO positions are the lack of FSOs in the pipeline and a relative lack of FSOs to fill mid-level positions. Unless FSOs can be harvested from the Civil Service ranks, it would be virtually impossible to fashion a team to meet the FY2022 timetable, and APHIS-IS will be hard-pressed to meet FY2023 needs. Therefore, Rumik recommends that APHIS-IS proceed in stages to reach 47 FSOs. The first stage should be to fill current vacancies with second tour officers at large posts. Some prior overseas experience is needed to manage a Post alone - a second tour officer could easily handle the complexity in these smaller posts. Posts with seasoned FSOs already in place can fill additional vacancies with the four APHIS-IS Foreign Service Trainees (FST) currently in the pipeline.

**Commented [AJ-ARM11]:** Rumik – is this this recommendation for the FSTs to manage a Post as their first tour? Please clarify.

**Commented [CJ12R11]:** Maurice - I reworded some of this sentence – please confirm this look appropriate.

**Commented [AJ-ARM13]:** Rumik – please elaborate here...needed for? Please specify.

**Commented [CJ14R13]:** Maurice – Content needs to be changed to something more assertive

**Commented [CJ15]:** Maurice – Because this document has been a moving target, is Dec accurate for this deadline?

Rumik thinks that 53 officers are needed for APHIS-IS to meet immediate needs of the and match needs and goal of according to USDA strategic plan. Rumik does not recommend filling the 12 positions in FY2022 unless recruitment, training, and selection occur by December 2021. The National Security Decision Directive 38 (NSDD-38) process to establish the position will take at least three to six months.

**Commented [CJ16]:** Maurice - NSDD-38 will take 3-6 months, or does think include all of the additional (background, security, medical checks, etc). Should we spell those out?

**Commented [w17R16]:** yes everything as we discussed.



Training (including language training and mandatory management courses) of mid-level officers from the CS workforce will take time. Rumik recommends a more feasible FY2023 timetable for the 12 proposed FSO positions.

Rumik further recommends APHIS-IS commit to a more professional Foreign Service. Rumik agrees that this has not been the preferred strategy in recent years, in part because of a lack of understanding of the importance of a professional FS cadre. In both the USDA Foreign Agricultural Service (FAS) and the Department of State (DOS), recent political sentiment has suggested that a professional service was not necessary. Most issues related to foreign policy, whether it be trade policy, defense policy, or diplomacy, should be the purview of the political class. With the U.S. seemingly leading the balkanization of its interests overseas, many of our traditional trade allies have gone their own way.

The World Trade Organization (WTO), World Organization for Animal Health (OIE), and the Food and Agriculture Organization (FAO) of the United Nations have been relatively silenced. In contrast, most countries have formed their own trading blocs, with rules geared more towards protecting their internal markets. Most of the protections these countries use to limit the exposure of their agricultural producers to competition have been through SPS barrier, mostly through technical barriers to trade (TBT)

As one of the many regional trade agreements, the renewed North American Trade Alliance is also a strong reason for the need for a highly professional trade staff, able to spot potential technical barriers to trade. This is a skill beyond protecting the U.S. from pests and diseases that may economically impact U.S. agriculture. The combination of these skills would distinguish APHIS-IS FSOs from its domestic service and reaffirm the U.S. commitment to protecting our agricultural resources and free and fair trade. Committing to a professional Foreign Service would build an optimum workforce to provide for rotations, retirements, and attrition. Furthermore, it would eliminate the ad hoc yearly search to find volunteers among civil servants who lack the training and depth of experience that comes with a fully committed professional Foreign Service approach.

### Recommendation: Staged Approach

Rumik recommends that APHIS-IS adopt the following strategy for a robust and fully staffed Foreign Service. Rumik believes APHIS should put forward all efforts to fill the current **five** vacancies. Rumik also concurs with the IS working groups' proposal for the approved Global Review positions for Posts to be filled as soon as possible.

To reach the ideal level of 53 FSOs, APHIS-IS must implement several steps in at least three stages. The [table above](#) represents the current workforce, including vacancies. There are currently vacancies representing 15 percent of the already approved positions. This would be a good starting point, along with the 12 new positions proposed via the Global Review process. In this stage, the workforce would, with little further justification, increase to 47 FSOs.

#### Stage 1

Stage 1 Goal: Fill current vacancies and implement a full recruitment effort by:

1. Producing a recruitment video with APHIS-IS American officers at overseas posts and in Washington, D.C., providing a visual and audio of the range of officers employed by the Agency with their comments on the critical nature of their mission.
2. Developing entry-level standards to target recruitment, ensuring the standards reflect the goals and objectives of the Agency to attract the appropriate individuals.

**Commented [CJ18]:** 6 Vacancies

**Commented [AJ-ARM19R18]:** Tracy, please confirm

**Commented [OTGA20R18]:** Is this including the 2 positions in LAC and NAP that are being filled by trainees?



- 3. Launching a targeted recruitment program to attract underrepresented minorities in professional plant and animal science programs; and
- 4. Making a concerted effort to hire a minimum of ten new professionals each year to ensure a sufficient number for an organized assignment program and to backfill those who retire or leave the Agency.

Stage 2

Stage 2 Goal: Fill all proposed positions by FY 2023.

APHIS-IS must fill the 12 new positions (proposed as part of FY2021 Global Review) according to the suggested priority list below. APHIS-IS must provide all the training necessary to equip their new staff with skills that allow them to lead effectively and efficiently in a diplomatic environment. In the FY2022 Global Review, APHIS-IS can propose the six positions recommended by Rumik, in addition to positions that may be needed to assist with based on conditions and circumstances in each region over the course of the year.

New Position Priority List

POST	Position Grade	Position
<b>FY 2021/FY2022</b>		
Nairobi	FE-01	New
Nairobi	FO-02/03	New
Accra	FO-01	New
Accra	FO-03/04	New
Panama City	FO-01/02	New
Ottawa	FO-01	New
Ottawa	FO-02/04	New
<b>FY 2022/FY2023</b>		
Manila	FO-1/2	New
Vienna	FO-2	New
New Delhi	FO-03/04	New
Bogota	FO-03/04	New
Dubai	FO-01	New
Dubai	FO-03/04	New
Buenos Aires	FO-02	New
Addis Ababa	FO-01/02	New
Addis Ababa	FO-03/04	New
<b>FY 2023/FY2024</b>		
Santiago	FO-02	New
Santiago	FO-04	New

**Commented [CJ21]:** Maurice – GR has approved 8 new positions... Are we recommending they propose 2 more in FY2022 GR? To get to 10 additional?

**Commented [w22R21]:** we havent reduced any positions in China and Brussels.

**Commented [AJ-ARM23]:** Rumik - Please clarify. Are you stating that this chart is the Priority List?

**Commented [w24R23]:** yes

Stage 3

Stage 3 Goal: Professionalize the APHIS-IS Foreign Service.

Create at professional Foreign Service by having sufficiently trained FSOs for all approved Posts and domestic positions. This, of course, would mean doing what is called for in these three goals. In addition, APHIS-IS needs to offer serious training in foreign languages, diplomacy, area



studies, communication, and management, all of which can be achieved during either/both domestic and overseas assignments.

Stage 4

Stage 4 Goal: Move all Regional Managers to Riverdale/WDC.

BY moving all of the Regional Managers to APHIS Headquarters allows FSO's in the field to concentrate more work hours on issues in their areas. There have been a number of complaints from officers having to split their time between administrative duties and the workload related to their work as veterinarians and Plant Protection and Quarantine (PPQ) specialists. These regional managers will be responsible for initiating personnel actions, managing annual performance evaluation processes and policy coordination between officers and USDA agencies. These positions can become a part of the 70 position rotational process for Senior and midlevel officers. Within the normal rotation, these positions will increase Rumik's proposed position count to 53 and the current area managers would have the new title of Regional Director.

NEW POSITION JUSTIFICATION BY POST

North Asia and Pacific Region

Beijing, China

Current Staffing – Beijing, China		
FSO Positions	Current Staff	Vacancies
1.	LNA (FP-01)	
2.	LNA (FP-03)	
3.	FSO (FP-04)	
4.		FO-03/04

Recommended Staffing – Beijing, China	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/04)
3.	FSO (FO-03/04)
4.	FSO (FO-03/04)

There are four FSO positions in Beijing, China, including one vacancy Rumik recommends filling immediately. There are also three LE staff positions in Beijing. The APHIS-IS Beijing office maintains technical working relationships with its Chinese counterparts to resolve SPS issues when they arise. In addition, the office maintains direct contact with industry trade groups, importers, and exporters to assist and facilitate the resolution of trade-related issues as they occur at Chinese ports of entry.

China has been actively seeking a more significant leadership role in international policy fora, including agricultural trade and food safety issues. Recent examples include Beijing's successful effort to secure the election of a Chinese official to head the FAO and China's role as host of the Codex Alimentarius (Codex) committees on Food Additives and Pesticide Residues. China joins the United States as one of only two countries currently chairing two or more Codex committees. At the same time, China's policy priorities and decisions continue to be influenced by the European Union (EU) and international standards-setting bodies such as the WTO and Codex. For example, China and the EU recently announced a bilateral agreement to recognize and protect European and Chinese geographical

Commented [OTGA25]: One trainee has been assigned to Beijing for arrival summer 2022.

Commented [w26R25]:

Commented [w27R25]: great



indications (GIs) for a range of agricultural products, and China has referred to Codex standards on maximum residue limits (MRL) for pesticides and veterinary drugs while it works to develop its own national MRL standards.

China is the world's top producer and consumer of rice and pork. The African Swine Fever outbreak in 2019 decreased hog production by about 30 percent and caused pork prices to increase by nearly three-fold, leading to a sharp rise in overall food prices that year. For 2020, USDA data and forecasts indicate that China's pork production will fall to 36 million metric tons (MMT), a decrease of more than 33 percent from 2018. China's 2020 pork imports are expected to reach a record 3.7 MMT, more than double its imports in 2018. Meat industry modernization is a key driver in feed demand, and Chinese consumer desire for meat also requires significant imports on top of domestic production to meet the consumer demand. Rice and pork are not China's only products. China is also a major producer of many grains (wheat, corn, rice, millet and oat), oilseeds (corn, soybean, sunflower, rapeseed, sesame), and other crops (citrus, sugar (cane and beet) and tea). Lastly, China has a thriving aquaculture industry, producing about one-third of all aquatic products worldwide.

It is critical to note China's growing role as a "rule and standard maker" and not just a "rule and standard taker" when it comes to global trade. China is seeking to create new global institutions in banking, foreign aid, and food safety. China's intention to mold global trade and investment rules is more pronounced, ranging from delays in deregulating biotechnology to maintaining sets of standards that do not conform with Codex.

For these reasons, Rumik recommends the above staffing pattern.

Taipei, Taiwan

Current Staffing – Taipei, Taiwan		
FSO Positions	Current Staff	Vacancies
1.	FSO (FO-02)	

Recommended Staffing – Taipei, Taiwan	
FSO Positions	Recommended Grades
1.	FSO (FO-02)

APHIS-IS has an office with one FSO and one LE staff located in Taipei, Taiwan. The APHIS-IS office is co-located with the FAS offices. APHIS-IS works on market access for various products, and cooperative projects with Taiwan on the control of animal and plant diseases. U.S. exporters face several problems that continue to limit market access and export opportunities. The two key issues that have stymied both the U.S.-Taiwan agricultural policy relationship and the overall trade relationship for over a decade are pork and beef access. On pork (and beef offal), Taiwan has notified the adoption of maximum residue limits (MRLs) for ractopamine, with implementation was implemented on January 1, 2021. Implementing a new country of origin labeling scheme threatens the full realization of expected benefits. On beef, Taiwan has failed to implement a 2009 agreement that would bring Taiwan's laws/regulations on bovine spongiform encephalopathy in line with international standards. Still, it is scheduled to take a small first step toward that goal with the elimination of over thirty-month cattle restrictions also starting on January 1, 2021.

Key APHIS work areas:

- SPS and Agricultural Standards Working Group Consultations – since 1992 (APHIS/FAS)
- Work Plan for Plants in Growing Media from Taiwan (Orchid Export Program) – since 2004 (APHIS)

Commented [CJ28]: Maurice - Not sure these numbers make sense to me

Commented [w29R28]: african Swine fever.

Commented [CJ30]: Maurice.- is this Seafood? Or something else?

Commented [w31R30]: no.. It could be shrimp, asuan catfish, crawfish ect

Commented [AJ-ARM32]: Rumik - Did this take place as scheduled? Should Rumik change this sentence to:

...which was implemented on January 1, 2021.

Commented [CJ33R32]: Maurice – Please take a look at this sentence again... I'm not understanding it well.

Commented [w34R32]: It took place as scheduled

Commented [CJ35]: Maurice - Notified who of the adoption of MRLs?

Commented [w36R35]: International regulatory body.



- Protocol of Bovine Spongiform Encephalopathy (BSE) - Related Measures for the Importation of Beef and Beef Products – since 2009 (USDA)

For continued progress in these key work areas, Rumik recommends continuing to operate the Taipei office with the current staffing level. However, if the Seoul FSO position remains vacant, the Taipei office may need additional positions in the future.

**Commented [CJ37]:** Maurice – Please Summarize our recommendation here

Seoul, Korea

Current Staffing – Seoul, Korea		
FSO Positions	Current Staff	Vacancies
1.		FO-02

Recommended Staffing – Seoul, Korea	
FSO Positions	Recommended Grades
1.	FSO (FO-02)

APHIS-IS is actively engaged in Seoul, Korea by maintaining a three-person office (1 FSO and 2 LE staff) and it is co-located with the Agriculture Trade Office. Please note that APHIS-IS does not presently have an FSO resident in Seoul; the officer in Taipei is covering at a distance. Post routinely works with the APHIS-IS staff to resolve numerous Sanitary and Phytosanitary (SPS)/Technical Barriers to Trade (TBT) issues impacting trade with Korea. Market access and trade barriers on U.S. fruit and vegetables, beef, poultry, and biotech products are priorities. APHIS-IS regularly assists releasing stuck U.S. consignments related to certification concerns and conducts pre-clearance for Korean produce exported to the United States.

Since May 2013, the Korean Customs Service (KCS) has been investigating country of origin certifications (to determine eligibility for Korea and US (KORUS) duty rates) on a range of agricultural products, including meat, fruits, and frozen potatoes. Importers are facing excessive documentation requests and are threatened with penalties. Korea Custom Service’s unwillingness to accept U.S. government-issued phytosanitary certificates and health certificates as proof of origin aggravates the situation. After numerous KORUS Free Trade Agreement (FTA) meetings, the number of cases of origin certification investigations has dropped slightly. However, from time to time, when a lone customs agent tries to make an issue, FAS Seoul has been able to get the investigation dropped by working with KCS headquarters that is aware of the bilateral discussions on this issue.

Although the Korean government has increased investment in biotechnology over the years, most of these funds are provided to research non-agricultural products, such as biomedicine, stem cell cloning, and gene therapy. Public sentiment about food biotechnology is extremely negative, and the government tends to be cautious in making any policy decision regarding agricultural biotechnology.

Due to the difficulties in the KCS’ acceptance of the certificates necessary for import, Rumik recommends prioritizing this FSO vacancy as one of the first to be filled.

**Commented [CJ38]:** Maurice – Please help clarify More or Less staff? Staff IN Korea? Or afar is okay?

Tokyo, Japan



Current Staffing – Tokyo, Japan		
FSO Positions	Current Staff	Vacancies
1.	FSO (FE-03)	
2.	FSO (FO-02)	
3.	FSO (FP-04)	

Recommended Staffing – Tokyo, Japan	
FSO Positions	Recommended Grades
1.	FSO (FE-03)
2.	FSO (FO-02)
3.	FSO (FO-04)

APHIS-IS maintains an office of three FSOs and four LE staff positions, with current oversight of the APHIS-IS office in Seoul, Korea. The APHIS-IS Tokyo office maintains technical working relationships with its Japanese counterparts to resolve SPS issues, including at port of entry. APHIS-IS Tokyo represents the United States at the annual animal and plant health bilateral meetings with the Ministry of Agriculture Forestry and Fisheries (MAFF). The APHIS-IS Tokyo office also has regional coverage of North Asia.

The United States saw growth in key commodities, including beef, pork, dairy, and wheat, which capitalized on tariff gains under the U.S.-Japan Trade Agreement (USJTA) and recaptured shares from competitors. Under the USJTA, nearly 90 percent of U.S. food and agricultural products are duty-free or receive preferential tariff access. Notably, the agreement provided tariff parity for most products with the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) countries and the European Union. However, some products remain to be addressed in the next round of negotiations including rice, butter, raisins, grapes, fresh strawberries, seafood, and wood which account for approximately \$1.7 billion in U.S. exports to Japan. Furthermore, despite the benefits of USJTA, import competition is likely to increase as Japan pursues trade agreements with other countries, including Thailand, Turkey, and the United Kingdom.

Rumik feels current staffing is adequate given the high level of SPS and biotechnological synchronization.

### South Asia and Pacific Region

#### New Delhi, India

Current Staffing – New Delhi, India		
FSO Positions	Current Staff	Vacancies
1.	LNA (FE-02)	

Recommended Staffing – New Delhi, India	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)
2.	FSO (FO-03/04)

One FSO Agriculturalist currently staffs the APHIS-IS New Delhi office. This FSO position has routinely been staffed at either the FO-02 or FO-01 level since the APHIS-IS office was opened in 2007, with two LE staff members. With only one officer at Post, office coverage has been provided by the APHIS-IS FSOs in neighboring Posts (e.g., Bangkok, Hanoi, etc.) when the APHIS-IS FSO is away from the office. This type of office coverage is far from ideal. To enhance continuity of operation, APHIS-IS assigned a second FSO Agriculturalist position at the Embassy New Delhi office at the junior-level FO-04 or FO-03 level through the Global Review process. A second position will help to ensure that the APHIS-IS New Delhi office remains fully operational when one APHIS-IS officer is away from the office. It also allows the office to provide a continued high-level of service to U.S. industry representatives, Embassy colleagues,

**Commented [OTGA39]:** 2<sup>nd</sup> position has already been approved. Rumik have a trainee scheduled to arrive FY 2022



and our government counterparts in the South Asia area of coverage (India, Sri Lanka, Bangladesh, Nepal, Pakistan, Afghanistan, Bhutan, and the Maldives).

India is the 13th largest importer of U.S. agricultural products valued at \$1.8 billion in 2019, and with a population of 1.3 billion and a growing economy, it has massive potential for future U.S. agricultural export growth. Additionally, the two-way agricultural trade portfolio between the U.S. and India is currently at \$4.5 billion. APHIS-IS maintains an active safeguarding focus and posture for Indian exports to the United States. An additional FSO position would strengthen the office’s expertise in animal and plant health issues by allowing APHIS-IS to place both a veterinarian and a plant health scientist (entomologist/plant pathologist/botanist) in the New Delhi office. This would better enable the Agency to proactively address bilateral animal and plant health issues and help ensure immediate responses to local government and public inquiries that routinely escalate to the highest-level, involving U.S. Trade Representative (USTR )and the broader U.S. government inter-agency group.

Rumik strongly supports this additional position in New Delhi.

Hanoi, Vietnam

Current Staffing – Hanoi, Vietnam		
FSO Positions	Current Staff	Vacancies
1.	FSO (FO-01)	
2.	FSO (FP-03)	

Recommended Staffing – Hanoi, Vietnam	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03)

The APHIS-IS has a dedicated office in Hanoi with two FSOs and three LE staff members. APHIS-IS works with Ministry of Agriculture (MARD) on market access requests and resolves SPS issues when they arise. APHIS-IS is currently conducting capacity building programs to help Vietnam recover from the African Swine Fever epidemic. APHIS-IS also had a Pre-Clearance Program to inspect Vietnamese fruit exports to the United States.

Vietnam’s continued implementation of a number of trade import policies that are often lacking scientific risk assessments, or are not based on internationally recognized standards, are the source of more recent problems. These actions also require extensive engagement by APHIS-IS Vietnam. For example, in 2018, MARD instituted a zero-tolerance regime for the presence of the weed seed *Cirsium arvense* (Canada Thistle), resulting in increased difficulties for U.S. wheat and soybean imports. As Vietnam lacks a transparent and effective testing protocol to enforce such regimes, these regulations can contribute to uncertainty and risk in the trading environment, reducing imports of U.S. agricultural imports.

Rumik recommends a continued APHIS presence in Vietnam at current levels.

Manila, Philippines

- Commented [AJ-ARM40]:** This sentence is hard to read as-is, consider splitting into 2+ sentences.
- Commented [CJ41R40]:** Maurice – are you able to simplify this sentence?
- Commented [AJ-ARM42]:** Rumik made the recommendation and supports the recommendation?
- Commented [w43R42]:** supports



Current Staffing – Manila, Philippines		
FSO Positions	Current Staff	Vacancies
1.	FSO (FP-01)	

Recommended Staffing – Manila, Philippines	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/04)

APHIS-IS works in partnership with FAS Manila and animal/plant health government regulatory counterparts in the Philippines to facilitate new trade opportunities and ensure existing trade between the two economies flows smoothly. In addition, APHIS-IS and FAS Manila maintain direct contact with industry trade groups, importers, and exporters to assist and facilitate the resolution of trade-related issues as they occur at the ports of entry. APHIS-IS maintains a dedicated office in Manila with two FSOs and two LE staff.

**Commented [CJ44]:** Maurice - We are recommending/supporting an additional FSO, should we explain why?

**Commented [w45R44]:** Thought there were two there already

Bangkok, Thailand

Current Staffing – Bangkok, Thailand		
FSO Positions	Current Staff	Vacancies
1.	SFS (FE-01)	
2.	FSO (FP-04)	

Recommended Staffing – Bangkok, Thailand	
FSO Positions	Recommended Grades
1.	SFS (FE-01)
2.	FSO (FO-04)

Rumik recommends that APHIS-IS maintain the present staffing in Thailand. Thailand’s food industry is governed by the Food Act of 1979 and subsequent laws stipulated by the Ministry of Public Health. The Ministry of Public Health’s Food and Drug Administration regulates imports of processed foods. In general, processed food imports require only a general import license, standard labeling, and Good Manufacturing Practice compliance certification of food manufacturers according to domestic regulations. A special processed product registration is required for only a limited number of “specifically-controlled” food products. The Ministry of Agriculture and Cooperatives monitors the import of unprocessed food products, including meat, fruits, and vegetables. These products require an import permit in advance and usually must be accompanied by phytosanitary or sanitary certificates. Thailand’s import regime for agricultural and food products does not favor free trade, and tariff protection for Thai agriculture is high. The administration of tariff-rate-quota on some agricultural products is non-transparent, and in several cases, import restrictions or bans are applied on an arbitrary or non-science basis. Thailand’s food safety regime is generally consistent with existing Codex, International Plant Protection Convention (IPPC), and OIE guidelines. However, Thai regulators tend to be very risk averse and adopt excessive measures that are not science-based and inconsistent with international standards (e.g., maximum residue levels (MRL) for synthetic food coloring.

APHIS is working in partnership with FAS Bangkok and animal/plant health government regulatory counterparts in Thailand to facilitate new trade opportunities and ensure existing trade between the two economies flows smoothly. In addition, APHIS-IS and FAS Bangkok maintain direct contact with industry trade groups, importers, and exporters to assist and facilitate resolution of trade-related issues as they occur at the ports of entry. APHIS-IS has a dedicated office in Bangkok with two FSOs and 3 LE staff. Additionally, APHIS-IS’ South Asia Regional Manager is based in Bangkok.



Europe, Africa and Middle East Region

Brussels, Belgium

Current Staffing – Brussels, Belgium		
FSO Positions	Current Staff	Vacancies
1.	FSO (FO-01)	
2.	FSO (FO-03/04)	
3.	FSO (FP-03)	1

Recommended Staffing – Brussels, Belgium	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/04)
3	FSO (FO-03/04)

Brussels currently has two FSO positions: an FO-01 and an FP-03/04 and one vacant FO position.

Brussels is the capital of the EU. As such, most of the SPS rules are issued out of EU phytosanitary authority for the 28 Member States. APHIS-IS Europe/Africa/Middle East (EAME) regional headquarters office in Brussels provides technical trade, safeguarding, and capacity building leadership for all zoological SPS issues with the EU, Iceland, Norway, and Switzerland. Another APHIS-IS office in Vienna covers 19 countries, including other European countries, Russia, other former Soviet States, and Turkey. APHIS conducts meetings of the US-EU Animal Health Technical Working Group and US-EU Plant Health Technical Working Group on an annual basis or more frequently as warranted. The APHIS-IS Brussels office also helps manage multiple activities related to helping U.S. exporters gain market access in the EU for animal and plant products, facilitating the release of shipments which are stuck in EU ports, and the multitude of market access requests by the 28 EU Member States for export to the United States. Based on the day-to-day demands on the FSOs in Brussels and the regional demands within the EU and Africa, Rumik recommends that, the Brussels office vacancy be filled, bring the total to 3 FSO's. Vienna office should be headed by an FSO as a newly created position.

Commented [CJ46]: Maurice – I'm Not sure what this means...

Vienna, Austria

Recommended Staffing – Vienna, Austria	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)

Vienna has no FSO; therefore, the two LE staff in Vienna are supervised by one of the FSOs in Brussels—currently the Regional Manager. That FSO spends a considerable amount of time traveling within Vienna's area of coverage and meeting with host country officials in addition to a rather full set of obligations in Brussels and throughout the EU. An FSO can conduct this work more efficiently and effectively from Vienna. The presence of an FSO would also help with capacity-building workshops, where liaison with other USG departments can be essential, and a "technical" officer would be more effective than relying on FAS.

The presence of an FSO in Vienna to work with the International Atomic Energy Agency (IAEA) would also increase U.S. influence in the organization—much like our FSOs in Rome do at FAO. Adding an FO-2 position to Vienna would also allow the Regional Manager to function 100% as a Regional Manager



rather than split time between regional issues and acting as the first-line supervisor for the Vienna office.

Rumik believes the new position in Vienna is warranted, but also recommends that the vacant position in Brussels be filled as well. Brussels offers tremendous challenges for US exporters, as many of the more important trade items are subject to TBT and SPS constraints.

Paris, France

Current Staffing – Paris, France		
FSO Positions	Current Staff	Vacancies
1.	LNA (FP-02)	

Recommended Staffing – Paris, France	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)

The vast majority of food safety regulations are harmonized with the EU and France implements rules and directives coming from the European Commission. However, France increasingly tends to exceed EU requirements and implement national legislations that are stricter than EU requirements. This attitude, known in the EU as “gold-plating”, can affect both domestic production and imports. On production, as an example, France implements the European Regulation on Classified Installation to protect the environment starting at 450 hogs for pig farms and 100 cows for dairy farms while the minimum European requirement is 2,000 hogs and 300 dairy cows. These stricter requirements significantly increase costs for French farmers compared to their German or Spanish counterparts.

Commented [CJ47]: Maurice - How are the staffing levels? Should we increase? Stay the same?

Commented [w48R47]:

Accra, Ghana

Recommended Staffing – Accra, Ghana	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)
2.	FSO (FO-03/04)

With a population of over 30 million people, and a growing U.S. import trade valued at \$840 million in 2019 (agricultural \$100 million) and increasing, Ghana is an emerging market that would greatly benefit from the attention of a full-time FSO. Ghana is a major market for an increasingly diverse portfolio of U.S. products, including bulk grains such as U.S. wheat.

Commented [CJ49]: Maurice - Are we recommending 1 or 2 positions in Accra?

Commented [w50R49]: 2

The position would expand market access for U.S. agricultural products to Ghana and other countries in the West and Central African regions. It would engage with regional partners such as the African Union and Economic Community of West African States (ECOWAS) to support science-based SPS standards for trade. Additionally, it would directly link with other US government offices such as the Centers for Disease Control and Prevention (CDC) to support the One Health Initiative. APHIS-IS would also be able to more effectively engage Foreign Agriculture Service (FAS) as well as the U.S. Agency for International Development (USAID) Ghana and USAID West Africa. These partnerships would better support African Growth and Opportunity Act (AGOA) and Feed the Future efforts in Ghana and the West African region as a whole.

Commented [AJ-ARM51]: Hard to read as-is.

Commented [CJ52R51]: Maurice - Looks like you edited this one! Read through again to make sure it makes sense after I edited a bit.

Commented [w53R51]: 2



The Attaché would serve as Area Director for West and Central Africa and would have the responsibility to provide office and regional coverage in a 24-country region of growing importance for trade and capacity development. The Attaché would also be responsible for coordination with FAS, USAID, CDC, and State programs, thus increasing APHIS-IS' collaboration on long-term trade and development initiatives. These initiatives include implementation of the Free Trade Agreement (FTA) between the U.S. and Ghana, Feed the Future, AGOA., SPS capacity building for trade, and to encourage new agricultural investments in Africa.

As the lead regulatory agency for agriculture trade, APHIS-IS has a key role in ensuring science-based regulations are adopted as part of the new Africa free trade agreement. The USG also has a keen interest in presenting the U.S. viewpoint on agriculture regulatory policy to regional intergovernmental bodies such as the African Union and the East African Community. The Attaché would work closely with organizations such as the African Union's Free Trade Agreement office and ECOWAS to implement science-based sanitary and phytosanitary regulatory policy. With the African Continental Free Trade Area (AfCFTA), founded in 2018 and the largest FTA by area in the world, having trade commencing as of January 1, 2021, this coordination becomes even more critical.

Given the scope of the regional programs and the diversity of contacts, it is essential to have someone in person to meet with counterparts and coordinate with other agencies on the ground. It is necessary to create one position to promote U.S. agricultural product trade access, coordinate effectively with other Departments and Agencies, and promote science-based trade standards with governments and intergovernmental organizations in the region.

Position coverage: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo, Cameroon, Chad, Congo, the Democratic Republic of the Congo, Gabon, Equatorial Guinea, Central African Republic, and São Tomé & Príncipe.

Positions would allow APHIS-IS to meet growing program needs in Ghana and the West and Central African regions.

Nairobi, Kenya

Recommended Staffing – Nairobi, Kenya	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/04)

An APHIS-IS office in Nairobi would have responsibility to provide coverage for Kenya and regional coverage in an eight-country region of growing importance for trade and capacity development. The office would also have lead responsibility for coordination and liaison with other USG offices such as the CDC to support the One Health Initiative, USDA Foreign Agriculture Service as well as USAID Kenya and USAID East Africa to support AGOA and Feed the Future efforts in Kenya and the East African region as a whole, as well as State programs.

The USG also has a keen interest in presenting the US viewpoint on agriculture regulatory policy to

**Commented [CJ54]:** Maurice - Do we need the scope? We do not have this listed in other justifications that cover multiple countries

**Commented [w55R54]:** its a new post



regional intergovernmental bodies such as the African Union (AU) and the East African Community. The office would work closely with organizations such as the African Union’s Inter-African Bureau for Animal Resources (AU-IBAR, the AU’s veterinary headquarters), whose mission is to support and coordinate the utilization of animals (livestock, fisheries and wildlife) as a resource for human wellbeing in the Member States of the African Union and to contribute to economic development, and the East African Community Food and Agriculture pillar to implement science based sanitary and phytosanitary regulatory policy at a technical level.

APHIS has had a long history in Kenya with office for many years in Nairobi covering most of east and west Africa. This office would cover Kenya, Tanzania, Uganda, Rwanda, Burundi.

Addis Ababa, Ethiopia

Recommended Staffing – Addis Ababa, Ethiopia	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)
2.	FSO (FO-03/04)

Ethiopia is a major market for an increasingly diverse portfolio of U.S. products like bulk grains. The population is over 115 million people and growing with the U.S. import trade valued at \$141 million (2020). Ethiopia is an emerging market that would greatly benefit from the attention of at least one full-time FSO.

Adding two positions would grow market access for U.S. agricultural products to Ethiopia and other countries in the region. Similarly to Ghana, an APHIS-IS presence would engage with regional partners such as the African Union to support science-based SPS standards for trade. Additionally, it would directly link with other USG offices such as the CDC to support the One Health Initiative, USDA FAS, and USAID Ethiopia, and USAID East Africa to support AGOA and Feed the Future efforts in the East African region as a whole.

The Attaché would serve as Area Director for East Africa and would have the responsibility to provide office and regional coverage in an eight-country region of growing importance for trade and capacity development. The Attaché would also have responsibility for coordination and liaison with FAS, USAID, CDC, and State programs. This would increase our collaboration on long-term trade and development initiatives, including implementation of the Free Trade Agreement between the U.S. and Kenya. This office would also be responsible for Feed the Future, AGOA, and various high-level initiatives in the region such as SPS Capacity Building for trade, and the USG initiative to encourage new agricultural investments in Africa.

Coverage: Ethiopia, South Sudan and Somalia. The position is here because Ethiopia is home to the African Union and APHIS-IS have a long history of animal health capacity building with our Ethiopian counterparts.

Positions would allow APHIS to meet growing program needs in the region.

**Commented [CJ56]:** Maurice - Should this be Nairobi? Since Ethipoia was not approved in the GR? I also do not have a section for Nairobi...

**Commented [w57R56]:** i recommend both whether they choose it is of course not on me.



Pretoria, South Africa

Current Staffing – Pretoria, South Africa		
FSO Positions	Current Staff	Vacancies
1.	FSO (FP-03)	
2.		FO-02

Recommended Staffing – Pretoria, South Africa	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-03/04)

After years of negotiations, the South Africa market was opened for U.S. beef, pork, and poultry in 2016. The big breakthrough occurred in June 2015 in Paris, when representatives from the South African and U.S. poultry industries, representatives from South Africa, USDA, and representatives from the both countries' departments of Trade found a path forward for market access of U.S. meat products and agreed on a 65,000-ton tariff-rate quota for U.S. bone-in chicken. In January 2016, the United States and South Africa concluded negotiations of the final health certificates, and the first shipment of United States poultry landed in South Africa in March 2016. Exports continued, and as a result, the United States exported about 20,000 tons of poultry meat to South Africa at a value of almost \$18 million in FY2016. In FY2017, it increased to 74,000 tons at a high historical value of \$73 million. This positive trend continued in FY2018 and FY2019 with the U.S. exporting 95,000 tons (\$103 Million) and 98,000 tons (\$89 Million), respectively.

Commented [AJ-ARM58]: Hard to read as-is.

Commented [CJ59]: Maurice - We do not have an recommendations or support for more or less staff in South Africa. Please add context.

Dakar, Senegal

SPS work in the region includes supporting the ECOWAS Phytosanitary Working Group, support towards pesticide registration harmonization, and the new program supporting the Network of Food Safety Actors, Plant Protection and Quarantine (PPQ) program works with FAS Global programs to lead annual Pre-Commission Phytosanitary Measures (Pre-CPM) meetings for ECOWAS Member States. The U.S. Forest Service (USFS) project "Sustainable and Thriving Environments for West Africa." With the location of the new AfCFTA Secretariat in Accra, Post has a unique opportunity, in concert with other USG agencies, including the U.S. Codex Office and other FAS offices in Africa, to develop a close working relationship with the institution on matters of agricultural trade policy. This Post will be moving to Accra as requested in the global review. As trade activity in this region is growing but not yet high-level, Rumik concurs with the transfer request. Rumik does, however, feel that APHIS should maintain relations with ECOWAS and the working group. This can be done from Accra.

Commented [CJ60]: Need to spell out this acronym

Commented [w61R60]:

Dubai, United Arabs Emirates

Recommended Staffing – Dubai, UAE



FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/4)

In the past decade, agricultural trade with UAE has nearly quadrupled: growing from \$341 million annually to a high of nearly \$1.3 billion in 2020. This is in our top thirty largest agricultural export markets; a demand that far outsizes its relative population. As such, APHIS-IS has a great interest in maintaining and expanding this important market. Because a portion of the UAE imports are re-exported onward to other countries in the region and beyond, facilitating trade with these additional partners is of interest to APHIS and the UAE.

These positions will support USDA and APHIS strategic goals and objectives by appropriately placing personnel for more efficient and effective program delivery where growth and opportunity are found. Furthermore, it will demonstrate continued responsiveness to our stakeholder’s priorities. For example, one of these priorities is to maintain and expand the market for U.S. poultry in the UAE and the Middle East. In particular, APHIS-IS’ expertise is valuable to maintain trade in the event of highly pathogenic avian influenza (HPAI) outbreaks in the United States. Our industry would like to see the scientific, risk-based response demonstrated by the UAE in response to recent U.S. HPAI outbreaks adopted by other countries in the region.

An APHIS-IS office in Dubai would support the Integrated Country Strategy Mission of increasing U.S. agricultural exports to the UAE, the Gulf Corporation Council (GCC) and Africa by overcoming trade barriers, implementing internationally recognized import standards that create a favorable climate for U.S. firms to operate. As part of APHIS-IS’ mandate to promote safe agricultural trade, the FSOs become knowledgeable about the strengths and weaknesses of a countries’ plant and animal health programs. They can aid in identifying and developing programs that build technical and regulatory capacity in UAE and the region.

Historically, APHIS-IS has offered a range of sophisticated technical courses such as basic epidemiology, risk assessment, risk-based sampling, and transboundary animal diseases, often in partnership with other departments’ agencies including FAS, Department of Defense (DOD), USAID, and DOS. Similarly, APHIS-IS collaborates with international organizations, most notably FAO, on animal and plant health issues. These programs are useful in enhancing our bilateral relationships, encouraging regional dialogue, and promoting a coordinated regional response. Working with UAE as a self-funded partner would allow us to help consolidate its position as a regional leader at a time when our own budget is severely limited.

An APHIS-IS office in the UAE would be focused on institutional development and professional exchange programs. According to the Airport Council International’s figures, Dubai was the world’s busiest international hub in 2019, serving 86.3 million passengers. This trend will continue, as Dubai airports plan to increase that number to 118 million by 2023. While the U.S. enjoys a net agricultural trade surplus to UAE, \$54 million in agricultural products were exported to the U.S. in 2020, with an additional \$52 million from other GCC countries.



These figures illustrate the importance of positioning personnel here to prevent the export entry of plant and animal pests and diseases into the U.S. either through passenger or cargo movement, especially as the U.S. animal population is perhaps at its highest level of health. Working bilaterally or regionally to conduct disease surveillance or control activities helps prevent their introduction in the U.S. It is a cost-effective way of safeguarding American agriculture and natural resources that allow U.S. producers to prosper.

Rumik strongly recommends the opening of this post and a continued presence in the UAE for years to come.

Commented [CJ62]: Maurice – Please Include a comment on our recommendation?

Commented [w63R62]: dont know what you mean

Cairo, Egypt

Current Staffing – Cairo, Egypt		
FSO Positions	Current Staff	Vacancies
1.	FSO (FO-02)	
2.	FSO (FP-04)	

Recommended Staffing – Cairo, Egypt	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-04)

APHIS-IS currently has staff in Cairo but is managed by a Regional Manager in Brussels, Belgium. APHIS-IS assigned two FSOs to Cairo in 2020. APHIS-IS in Cairo supports U.S. agricultural interests in Egypt by facilitating trade and safeguarding U.S. agriculture.

Egypt has a complex array of food and agricultural products standard. Inspection and testing arrangements are cumbersome, and the slew of organizations involved with SPS and TBT measures hinder coordination. Egypt’s SPS and TBT measures are often inconsistent with WTO commitments and can impact trade. Products that are considered strategic commodities, such as wheat and soybeans for processing, tend to face less barriers than packaged products or other goods that can be sourced locally.

The Egyptian government is consolidating the national food safety system. Implementation is through Prime Ministerial Executive Regulation 412 (February 2019) – National Food Safety Authority (NFSA). On January 2, 2017, Egypt’s parliament approved Law No. 1 (2017), establishing the National Food Safety Authority, publishing it in the country’s official gazette on January 10, 2017. The implementing regulation mandates that the National Food Safety Authority assume full responsibility from other ministries, public institutions, government agencies, and municipalities for regulating provisions.

This law eliminates the previous patchwork of food-related regulation, creating confusion and inefficiencies for Egyptian exporters and importers alike. The National Food Safety Authority is expanding its regulatory reach and plans to assume full regulatory control for food safety by 2020. Egyptian entities charged with overseeing food safety until then will continue to function. For example, the General Organization for Export and Import Control (GOEIC) continues to do laboratory sample testing, but on behalf of the National Food Safety Authority.

Currently, the National Food Safety Authority is taking steps to harmonize the food safety regulations and implementation by signing protocols with national regulatory bodies. NFSA has signed protocols with the Egyptian Organization for Standardization, the Central Administration of Plant Quarantine, the Horticultural Export Improvement Association (HEIA), General Organization for Export and Import



Control, and the Port Said Chamber of Trade. The protocols specify the means of cooperation and mechanisms that allow each organization to implement its scope of work. They also specify the standards for licensing and issuing certificates according to the organization’s mandate.

Rumik recommends at least two FSOs in Cairo to deal with the myriad of trade issues pending.

Rome, Italy

Current Staffing – Rome, Italy		
FSO Positions	Current Staff	Vacancies
1.	FSO (FO-02)	
2.	LNA (FP-02)	

Recommended Staffing – Rome, Italy	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-02)

APHIS-Plant Protection and Quarantine (PPQ) represents the U.S. in the International Plant Protection Convention (IPPC) and works with FAS to lead annual Pre-Commission Phytosanitary Measures (Pre-CPM) meetings in West Africa. The FSOs serve as the UN FAO liaison for APHIS-IS. There is typically one PPQ and one animal health FSO. The FSO Plant Officer serves as the liaison for information exchange and facilitating FAO headquarters office communications and contacts with USDA staff at the U.S. Mission to the FAO in Rome.

The Animal Health Officer serves as liaison officer for information exchange and facilitating FAO head communication and contacts with APHIS-IS and FAS staff at the U.S. Mission to the FAO in Rome. They serve on various committees for Animal Disease coordination, the building of regional FAO headquarters Capabilities.

These are essential functions, and Rumik recommends maintaining this office at its current staffing levels.

**Commented [OTGA64]:** ? Doesn't the IS position (John Gilmore) do this? To my knowledge PPQ doesn't have anything to do with our positions there. One position is IS, the second position is filled by a Veterinary Services employee. Once this VS employee departs both positions will be filled by IS FSOs.

**Commented [CJ65R64]:** Maurice – Maybe we need to be more clear about the roles of the FSOs at this Post?

**Commented [w66R64]:** don't understand . Their roles are the same. I want to emphasize FSO not LNA.

North America Region

Ottawa, Canada

Recommended Staffing – Ottawa, Canada	
FSO Positions	Recommended Grades
1.	FSO (FO-01)
2.	FSO (FO-03/04)

Canada is the top destination for American agricultural exports, accounting for 15 percent of the country’s total agricultural exports in 2019 (\$24 billion). Conversely, the U.S. is the foremost buyer of Canadian agricultural products, accounting for 58% of total Canadian agricultural exports. In 2020, total



Canada-U.S. bilateral agricultural trade totaled \$62.3 billion. Though U.S./Canada relations are certainly agreeable, there are innumerable reasons to reopen the APHIS-IS office in Canada including:

- A global APHIS-IS footprint focusing on trade and agriculture must include, at the least, a minimal presence in Canada.
- Under the previous administration, APHIS-IS saw a dramatic increase in U.S./Canada trade irritants and a genuine degrading of the U.S./Canada bilateral relationship. A well-staffed APHIS-IS presence will contribute to a more “normalized” relationship with an important trading and political partner in the region.
- The current administration’s goals include a closer agricultural relationship with Canada with specific areas of collaboration, including continued support of a multilateral trading system in North American that is science-based.
- The new United States-Mexico-Canada Agreement (USMCA) has several changes and updated provisions that require APHIS-IS’ management and oversight. Many of the USMCA topics affect agricultural trade and agricultural biotechnology. Secretary Vilsack has said that one of his top priorities will be making sure Canada and Mexico live up to their promises under the U.S.-Mexico-Canada Agreement.
- APHIS-IS’ goals for a more regionalized approach to pest/disease monitoring and eradication will be best supported via a permanent Canadian presence.
- Management of the Canada IS office by the Mexico regional office will ensure a stronger trilateral approach to APHIS-IS objectives in the region.
- There are innumerable outstanding SPS trade issues that would benefit significantly from an increased APHIS-IS presence in Canada.

The Ottawa office has historically been an important office for APHIS-IS. However, leading up to the office closure in 2013, some significant human resources issues at Post resulted in lackluster performance. This, as with any underperforming Post, led to APHIS-IS Trade Support Team (TST) systematically avoiding working through the APHIS-IS Canada office. When these units were polled before the 2013 office closing, their response was a resounding “we don’t need APHIS-IS there, the Canadians speak English”. When APHIS-IS departed, there was a widespread incorrect assumption that a healthy (non-IS) APHIS dialogue functioned well. From the first hint of the closing of the Post in Ottawa, the Government of Canada expressed frustration to other trade-focused agencies at the U.S. Embassy. Though APHIS no longer has an office in Ottawa, APHIS-IS still expends considerable resources asking APHIS-TST staff to manage issues, negotiations, workshops, etc., with Canada. Rumik recommends that a full office be reestablish to address longstanding issues and developing issues under the new trade agreement.

- Commented [AJ-ARM67]: Rumik – please spell out
- Commented [CJ68R67]: Maurice - What is the APHIS-TST staff?
- Commented [w69R67]: got it.

Mexico City, Mexico

Current Staffing – Mexico City, Mexico		
FSO Positions	Current Staff	Vacancies
1.	SFS (FE-02)	
2.	FSO (FO-01)	
3.	LNA (FP-02)	
4.	FSO (FP-04)	

Recommended Staffing – Mexico City, Mexico	
FSO Positions	Recommended Grades
1.	SFS (FE-03)
2.	FSO (FO-01)
3.	FSO (FO-02)
4.	FSO (FO-03/04)



There are four FSOs and upwards of 124 LE staff throughout the country, making Mexico the largest program in the world for APHIS-IS. The Agency provides certification at the product origin of a tremendous number of Mexican commodities exported to the U.S. through the commodity pre-clearance program, seeks to expand and maintain Mexican access for U.S. agricultural products, and intervenes directly for shipments detained at Mexican ports of entry.

APHIS-IS has a long history of work in Mexico and worked to eradicate foot and mouth disease (FMD) and screwworm. In addition, APHIS-IS has been very successful in keeping the medfly out of southern Mexico, a huge plus for U.S. agricultural imports from Mexico. This is also important because in 2018, Mexico surpassed China as the second-largest agricultural partner with a total agricultural bilateral trade of \$45 billion. And Mexico relies on the U.S. to buy the majority of its agricultural products. This is a major sea change for agricultural trade between these two countries, and the role of APHIS-IS has expanded to maintain the quality of both exports and imports in both countries.

With the long successful APHIS-IS relationship in Mexico, it is difficult to recommend any changes, although the many LES's there raise concerns. However, that relationship has yielded positive outcomes to the mutual benefit of the two countries. With the ever-expanding agricultural trade between the U.S. and Mexico, it is very important for APHIS-IS to maintain its presence in that important market, protecting U.S. agricultural imports from Mexico under the pre-clearance program and intervening, when necessary, when U.S. exports are detained at Mexican ports of entry. Rumik recommends maintaining the current level of FSOs and the LE staff numbers.

Commented [CJ70]: Maurice - Why would this raise concerns?

Commented [w71R70]: there's too many. Think Mexico needs and audit.

### Latin American and Caribbean Region

#### Panama City, Panama

Recommended Staffing – Panama City, Panama	
FSO Positions	Recommended Grades
1.	FSO (FO-02)

Central America was left with no FSOs to manage a significant portfolio of trade, safeguarding, and capacity building issues. Six of the top 50 importers of U.S. agriculture are in this region. It should be noted, that while Spanish is the language spoken in Central America, the seven countries included are culturally, geographically, and economically distinct from South America.

In 2020, exports reached \$4.3 billion, with imports of \$5.9 billion. Central America ranks as our #6 export market, ahead of Vietnam and is behind China, Canada, Mexico, and Japan in bilateral trade. It is clearly a significant market. The area is currently managed from Lima, Peru- a situation that is far from ideal. Travel logistics to Central America from Lima are complex and expensive and will result in tremendous inefficiencies. Since the pandemic, no in-person meetings have been possible, and given ongoing “in-country only” travel policies, there is no resolution in sight. Having an FSO in the area would facilitate interactions with our counterparts.



Stationing an FSO back into Central America would allow the Lima office to maintain two FSOs dedicated to the Andean region, as described to the Embassy in Lima. when our second position was approved. Rumik recommends adding this position in Panama to improve APHIS-IS coverage in the region.

Bogota, Columbia

Current Staffing – Bogota, Columbia		
FSO Positions	Current Staff	Vacancies
1.		FO-03

Recommended Staffing – Bogota, Columbia	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-03/4)

Previous efforts to create a second FSO position in Bogota should be renewed and continued. The position will be a second tour officer who would be the Area Director for Colombia, Venezuela, and Ecuador. This allows allow APHIS-IS to fill the existing manger position with an SFS. This would move the Regional Manager to an office where numerous high-profile and political plant and animal health issues require diplomatic experience.

Bogota was the regional office prior to 2019. It still houses the region’s regional administrative staff and would reunite the manager with the administrative team. Bogota is more suitable for a regional office with better infrastructure and transportation than other choices. The U.S. exported \$2.8 billion worth of agricultural goods to Colombia in 2020, making the country its 10th largest market for farm commodities, nearly double the volume of exports to the Caribbean.

There is one FSO position and three LE staff in Bogota to manage this regional office to oversee all domestic programs to protect U.S. species as well as training and capacity building programs. In addition, the staff also manage technical meetings with counterparts in the region. APHIS-IS represents the U.S. in the OIE and works very closely with other USDA agencies. APHIS-IS works in coordination with the USDA-organized biannual OIE Code Chapter Meetings to prepare Western Hemisphere delegates for the OIE General Session. APHIS-IS’ role in the region has expanded based on Columbia’s aggressive agricultural exports to the U.S. in the way of flowers, bananas, palm oil, and coffee.

There is a wealth of government support for Columbian agriculture, mostly aimed at deepening research, strengthening agricultural management skills, and working with APHIS-IS in preventing animal and plant health issues. While Columbia agrees to accept international and SPS food standards, implementing science-based protocols and standards has been a challenge, especially at ports of entry. In particular, over the past few years, a large number of U.S. agricultural shipments have needed the intervention of APHIS-IS and FAS to be released after being detained by port inspectors.

While the demands on the FSOs and LE staff are not excessive, in the absence of their interventions in port detained products and, more importantly, their influence with health and SPS authorities helps to prevent U.S. trade from being negatively impacted. Therefore, it is recommended that at least one FSO and three LE staff remain at Post.



Buenos Aires, Argentina

Recommended Staffing – Buenos Aires, Argentina	
FSO Positions	Recommended Grades
1.	FSO (FO-02)

Currently, coverage of Brazil, Suriname, Guyana, French Guiana, Argentina, Bolivia, Paraguay, and Uruguay is managed by one FSO in Brazil, while a second FSO position remains vacant. The vast geographic area works in five languages and has a wide range of climates and agricultural systems, along with the diseases and pest that live in them. Rumik recommends adding an office in Argentina with an FSO and a technical LE staff. This would allow the team in Brazil to be dedicated to Portuguese-speaking counterparts, with some attention to the Guyana’s and Suriname, which speak English, French and Dutch.

The Spanish-speaking portion of the subregion includes Argentina, Bolivia, Paraguay, and Uruguay. Until last summer, this portfolio had two fully engaged technical staff. Most trade issues are with Argentina, with the U.S. exporting over \$300 million per year of food, fruits/vegetables, and animal products to Argentina (2019 values). While U.S. exports are fundamental to our work, it should be noted that the U.S. imports nearly \$2 billion in agricultural products from this area. Imports have previously required technical or diplomatic interventions. In addition to Trade Facilitation, in both directions, the longstanding relationships of our local staff allow APHIS-IS to lobby on behalf of U.S. interests in matters such as OIE representation. Adding an additional LE staff position would allow a phased transition of the Mercosur portfolio, starting with one technical LE staff working in Argentina and Uruguay, while our current LE staff continues more than 17 years of work in Bolivia and Paraguay.

**Commented [CJ72]:** Maurice - We do not have record of an LE already in Argentina.  
**Commented [w73R72]:** not sure

In its current configuration, the Latin America & Caribbean Region is underserved by APHIS-IS. This region includes 16 of the top 50 export markets – more than 30% - yet has only five FSO positions and 11 technical LE staff. Brazil’s currently managed countries present the biggest challenge with only two FSO positions in Portuguese-speaking Brazil, and no FSOs elsewhere in the subregion. The reason APHIS-IS has FSOs overseas is to be in the country/countries they work with. This is not possible with our current configuration. Adding an office in Argentina with one FSO and one LE staff would greatly improve this situation.

Santa Domingo, Dominican Republic

Current Staffing – Santa Domingo, DR		
FSO Positions	Current Staff	Vacancies
1.	SFS (FE-03)	
2.		FO-02

Recommended Staffing – Santa Domingo, DR	
FSO Positions	Recommended Grades
1.	SFS (FE-03)
2.	FSO (FO-02/03)

There are two FSOs, and three LE staff in the Dominican Republic (DR). The new government came to power in 2020 and from the outset proposed to improve food security by making sure every citizen had access to food. They also proposed to strengthen and renew institutions, including restructuring the Ministry of Agriculture and other institutions related to the agricultural sector. The government further



proposed to improve infrastructure for the agricultural sector, including new financing programs and insurance mechanisms for agricultural sector. The government has moved forward on some of these issues, but still has a long way to go. APHIS-IS works to overcome technical SPS barriers to trade, including detained shipments, increasing market access and negotiating or renegotiating SPS imports requirements for U.S. agriculture. Some capacity building projects are also conducted. APHIS-IS offices in Santo Domingo also coordinate with other USDA agencies assigned in the DR.

Based on what must be done at Post by the APHIS-IS FSOs, it is recommended that the regional office position be transferred to Washington, D.C. and two FSOs remain at Post. It is also recommended that at least one LE staff be hired to help with relationship-building and language issues.

**Commented [CJ74]:** Maurice - Would you like the SFS to be transferred to Columbia? Or to DC? Are you recommending any other Regional Managers be transferred to DC?

**Commented [w75R74]:**

**Commented [w76R74]:**

Lima, Peru

Current Staffing – Lima, Peru		
FSO Positions	Current Staff	Vacancies
1.	FSO (FP-02)	
2.		FO-03/04

Recommended Staffing – Lima, Peru	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-3/4)

APHIS-IS has two FSOs and one LE staff assigned to Lima. Peru has a well-developed, and well-functioning food safety, and SPS regulatory system regulations are based on science. Still the risk assessment and rulemaking process can be slow and burdensome.

The Ministry of Health is responsible for sanitization and registration of processed food and beverages destined for human consumption. The Ministry of Health human Consumption the APHIS-IS equivalent to the U.S. Food and Drug Administration. The National Agricultural Sanitary and Phytosanitary Service (SENASA) is responsible for developing and implementing Peru's sanitary and phytosanitary regulations and regulations for non-processed foods for human consumption. SENASA is equivalent to APHIS-IS and the Food Safety and Inspection Service (FSIS). APHIS-IS' role in Peru is very important in the huge seasonal mango pre-clearance program and managing technical and regulatory capacity building programs offered to their counterparts.

Based on the day-to-day demands on the staff in Peru, it is recommended that the two FSOs remain and a second LE staff be added to expand the coverage in the region.

Brasilia, Brazil

Current Staffing – Brasilia, Brazil		
FSO Positions	Current Staff	Vacancies
1.	FSO (FP-03)	
2.		FO-01/02

Recommended Staffing – Brasilia, Brazil	
FSO Positions	Recommended Grades
1.	FSO (FO-01/02)
2.	FSO (FO-03/04)

There are two FSOs in Brazil and two LE staff. Brazil is considered an upper-middle-income country and is the 8th largest economy globally. Brazil represents 47% of land and 48% of the population of South America. As such, it is Latin America's most economical and political country and has emerged as a



global player on issues in agriculture, security, and energy. Agriculture is a very important sector of the Brazilian economy, and Brazil is considered the number one agricultural importer in South America. Brazil’s long track record of being involved with multinational institutions such as CODEX, General Agreement on Tarriffs and Trade (GATT), WTO, U.S./Brazil’s like-minded approach to science-based agricultural trade rules makes for a real alliance in agricultural trade. It makes for a great partner on international issues in agricultural trade as well.

APHIS-IS Brazil’s primary role has been to maintain technical working relationships with Brazilian counterparts to resolve SPS issues whenever they occur. In addition, the office maintains direct contact with industry trade groups, importers, and exporters to assist and facilitate the resolution of trade related issues as they occur at Brazil’s ports of entry. Equally as important is APHIS-IS overseeing the pre-clearance programs in Brazil, making it easier to ship and import quality agricultural products into the U.S..

Based on the ease of working with the Brazilians and the day-to-day demands on the FSOs in Brazil and its powerful agricultural machinery, it is recommended that, at a minimum, two officers remain in Brazil and that one LE staff be added to help administratively with coordination with local officials.

Santiago, Chile

Recommended Staffing – Santiago, Chile	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-04)

There are two LE staff in Chile, with the FSOs located in Lima, Peru. The FAS office in Chile supports the APHIS-IS FSOs located in Lima, Peru. APHIS-IS works directly with the Chilean government on regulatory issues. APHIS-IS facilitates market access negotiations for plant products and live animals and animal products. APHIS-IS also has an agricultural pre-clearance program for multiple commodities with five inspectors on-site throughout Chile, and APHIS partners with the fruit exporters association and the agricultural livestock service in Chile. APHIS-IS coordinates with other USDA agencies resident in Chile to support their operations.

Chile has a unique relationship with the U.S. in that the two countries are aligned on trade policy, science and technology exchanges, and sanitary regulations and is one of a few countries that have a free trade agreement (FTA). Chile is the only Latin American country with a visa waiver program with the U.S. Chile is very active in trade liberalization and is a member of WTO, Cairns Group, and the Group of 20. Agriculture is the main economic activity of Chile; the U.S. is the largest export market for Chilean food products. Rumik recommends that 2 positions be established in Santiago, Chile in the future.

Port Au Prince, Haiti

Recommended Staffing – Port AU Prince, Haiti	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-04)



Haiti is one of the poorest countries in the western hemisphere. Beset by numerous natural catastrophes, coupled with a history malevolent international intervention, Haiti has struggled to gain its economic footing. Frequent earthquakes, swine fever and cholera are further limits on development, particularly in the agricultural sectors.

In geographical terms Haiti is within the physical and economic zone of concern to the United States. With the current outbreak of African Swine fever (ASF) in both Haiti and the Dominican Republic this notion has been brought to our full attention. This outbreak is the first known outbreak of the most virulent form of swine fever in the western hemisphere. African swine fever is a highly contagious and deadly viral disease affecting both domestic and feral swine of all ages.

APHIS does not want this disease to enter the US. The impact on the US hog industries and pork production would be devastating. To do this, Rumik concurs that APHIS must be proactive. Rumik propose the opening of an office in Haiti to help advise and direct resources to responsible Haitian government entities and international and private organizations involved in eradication efforts.

Commented [w77]:

In addition, these and other calamities, combined with political and economic instability in Haiti, have led recent issues with massive numbers of migrants seeking entry into the U.S. in this backdrop, there are a number of ways that APHIS can aid in the effort to improve the agricultural economy in Haiti along with the Presidents mandate and USDA’s long-term goals.

Rumik propose of two FSO and two supporting local staff members to facilitate AHPIS’s goals in Haiti.

Recommended Staffing – Santiago, Chile	
FSO Positions	Recommended Grades
1.	FSO (FO-02)
2.	FSO (FO-04)

### FUTURE RELATIONSHIP RECOMMENDATIONS

#### Australia and New Zealand

APHIS-IS has no local staff in Australia or New Zealand with correspondence being handled out of their Manila regional office. The APHIS-IS staff in Washington, D.C. is also in continuous dialogue with the Australian government regarding access issues for U.S. products to Australia and vice-versa. Under the U.S./Australia Free Trade Agreement arrangements, APHIS-IS is the lead USDA agency for bilateral plant & animal meetings. APHIS-IS also manages the bilateral plant and animal health technical meetings and actively participates with counterparts in the animal and plant health quadrilaterals along with Canada and New Zealand. APHIS conducts audits Australia’s irradiation program for exports to the U.S.

Commented [CJ78]: Maurice - Who conducts these audits?

#### Indonesia

The APHIS-IS regional office in Bangkok, Thailand maintains technical working relationships with counterparts at the Indonesian Ministry of Agriculture to resolve Sanitary and Phytosanitary issues. Indonesia was the tenth largest export market for U.S. agricultural products in 2019, with U.S. agricultural, fish, and forestry product exports reaching \$2.93 billion. Key U.S. exports to Indonesia include soybeans, cotton, wheat, feed ingredients, dairy, beef, and fresh fruit.



Despite significant trade, market access challenges for U.S. exports remain an unfortunate aspect of the bilateral agricultural trade relationship. Although no actions similar to the 2013 shutdown of Indonesia’s \$1 billion soybean market have occurred recently, numerous other market access issues present significant trade barriers.

### World Trade Organization Consultations

The U.S. initiated a WTO dispute settlement process with Indonesia in 2013, following Indonesia’s failure to address import licensing regimes for horticulture and meat products. Along with New Zealand, the U.S. filed additional complaints in 2013 and 2014 to address modifications to Indonesia’s import licensing restrictions. In December 2016, the WTO panel agreed with the U.S. on 18 out of 18 claims that Indonesia is applying import restrictions and prohibitions inconsistent with WTO rules. In November 2017, the WTO Appellate Body upheld the claims. Since the initial complaint filing in 2013, Indonesia has improved many aspects of its import licensing system, particularly as it relates to beef. However, the case remains open and has been the subject of recent senior-level discussions between FAS and USTR and Indonesian counterparts at Ministry of trade (MOT), Ministry of Agriculture (MOA), and Coordinating Ministry for Economic Affairs.

### CONCLUSION

Rumik is addressing the immediate needs of the APHIS-IS foreign service. Of critical nature is staffing vacant position. This is to stabilize a **badly** needed baseline service and also allow for expansion into areas where U.S. trade interests have expanded or improved. This cannot be accomplished in the timespan of the normal rotation, as APHIS is beset by a critical manpower shortage, particularly at mid-level positions. Rumik has also recommended expedited recruitment and has seen recent progress in recruiting new potential Foreign Service officers. These new recruits are currently being placed in overseas positions and barring poor retention rates, should be primed to arrive at their first Post in Quarter 3 of FY2022.

APHIS employee demographics would suggest that an aging work force will require a steady recruitment rate just to stay at current levels. To reach the ideal size, those efforts will have to be improved. There are also some decisions that must be made regarding the professionalizing of the APHIS foreign service. It is imperative that current senior level staff address the need to fully professionalize the APHIS foreign service and its need to adhere to common practices of other foreign service agencies. To assure the transition and succession within the service will not undermine the quality and long-term goals and role of the institution, this commitment to a professional workforce must be made..

Rumik has outlined the initial steps toward a positioning of APHIS-IS within the norms of the larger foreign Service. **In future papers Rumik will propose operational guidelines for achieving ideal workforce staffing levels and the suggested rules for an effective and sustainable foreign service component of USDA/APHIS.**

The short term goal is to **reach 46 FSOs through 2022-2023**. And, as Rumik and APHIS-IS Policy and Workforce Planning review the needs and opportunities annually, the goal of 70 officers in the APHIS foreign service will be achieved.

**Commented [CJ79]:** Maurice - Should we discuss our next piece of work?

**Commented [w80R79]:**

**Commented [w81R79]:** your call