

出國報告 「出國類別：其他（語文訓練）」

## 經濟部 108 年國際經濟商務人員赴美 國喬治城大學語文訓練報告

服務機關：經濟部投資業務處

姓名職稱：李宗曜 組員

派赴國家/地區：美國華盛頓特區

出國期間：108 年 8 月 20 日至 109 年 4 月 13 日

報告日期：109 年 7 月 6 日

## 摘要

職奉派於 108 年 8 月 20 日至 109 年 4 月 13 日赴美國華盛頓特區喬治城大學接受「經濟部 108 年國際經濟商務人員語文訓練計畫」，語訓學程係該校進修教育學院之「專業英語密集學程」(Intensive Professional English, IPE)，課程主要透過「專業英語閱讀及寫作」(Professional Reading and Writing)、「專業英語會話技巧」(Professional Communication Skills)及「專業選修課」(Advanced Elective)等三大面向，提升學員於專業英語之聽、說、讀、寫能力。

除前述語言課程外，我駐美國代表處經濟組亦精心規劃經貿相關課程，盼學員親自赴美國著名公關公司及法律事務所聆聽研討會簡報，會後與講者交流討論，進而深入瞭解美國貿易政策及制定程序、美國各部會對制定經貿政策所關切之議題、美國貿易政策及美中貿易衝突最新動向等，為本次語訓獲致實益。

為把握此次赴世界政經重鎮華府難得機會，職於課餘期間參加當地各大知名智庫研討會及喬治城大學專題演講，除增進跨領域之專業知識，亦透過研討會拓展人脈，藉此與華府智庫研究員、學者及他國駐外人員交流互動，使此次語文訓練無論在專業英語、經貿專業知識及人員交流上皆收穫豐碩。

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## 壹、 出國目的

國際商務人員語文訓練係經濟部為提升駐外經濟商務人員外國語文及涉外事務工作能力，特依據公務人員訓練進修法第七條第二項訂定之。

職於 107 年考取國際經濟商務人員英語組，然過去未有赴英語系國家留學或旅居之經驗;考量國際經濟商務人員所涉業務，外語能力無疑為不可或缺之專業技能，爰盼透過本次「美國喬治城大學語文訓練計畫」，提升自身專業英語能力及涉外事務工作能力。

## 貳、 進修過程

### 一、 學程簡介

本次國際經濟商務人員語言訓練地點於美國華盛頓特區「喬治城大學進修教育學院」(Georgetown University School of Continuing Studies)，學程名稱為「專業英語密集學程」(Intensive Professional English, IPE)，共分成「秋季班」及「春季班」；秋季班課程內容側重於「商業管理」(Business Management)，並細分為第一學期及第二學期，每學期計8週，共16週；春季班課程內容則著重於「公共政策」(Public Policy)，亦分為第一學期及第二學期，每學期計8週，共16週。

#### (一) 課程內容

前述「專業英語密集學程」(IPE)主要以「專業英語閱讀及寫作」(Professional Reading and Writing)、  
「專業英語會話技巧」(Professional Communication Skills)及「專業選修課」(Advanced Elective)為課程主軸，並視課程內容安排相關校外參訪行程。前述課程內容概述如次：

## **1. 「專業英語閱讀及寫作」(Professional Reading and Writing)**

- (1)進階閱讀練習：非政府組織指南（NGO Guidebook）、哈佛商學院商業英文撰寫技巧（HBR Guide to Better Business Writing）、哈佛商學院個案研究（Harvard Business Case Studies）、美國當代政治（U.S Politics Today）。
- (2)閱讀週記(Reading Log): 閱讀並摘要經濟學人、紐約時報、華爾街日報等學術文章。
- (3)文法練習及測驗
- (4)政策備忘錄撰寫（Policy memo）
- (5)商業計畫書撰寫
- (6)隨堂單字測驗

## **2. 專業英語會話技巧（Professional Communication Skills）**

- (1)英語聽力能力及筆記能力訓練（Listening and Note-Taking Practice）
- (2)隨堂議題討論（Interactive Listening and Speaking）

- (3)美語腔調練習 ( American Accent Training )
- (4)美國常見片語 ( American Idioms )
- (5)商業會議模擬 ( Business Meeting Simulation )
- (6)商業及財經數據用詞及分析技巧

### **3. 進階選修課程 (Advanced Elective)**

- (1)專業英語社交技巧 ( Advanced Elective:  
Professional Networking in English )
- (2)社區參與 ( Community Engagement )
- (3)喬治城大學課程旁聽: 解開中東之謎 ( Untangling  
the Middle East )
- (4)敘事技巧 ( Storytelling )

### **4. 校外參訪**

- (1)新聞博物館 ( Newseum )
- (2)美國國會暨國會圖書館 ( US Capitol & Library of  
Congress )
- (3)美國聯邦最高法院 ( US Supreme Court )

### **5. 期末報告 (詳附件)**

- (1)秋季班:募資大會( **Venture Capital Conference** )  
榮獲第一

期末報告以募資大會之形式進行，學員須於當日向別班同學簡報自己的商業計畫書，其他班級的同学得依個人理念、喜好選擇想要投資的商業計畫。募資大會結束後，教授將票選獲得最多募資的商業計畫，並頒獎狀乙張以茲鼓勵。

職有幸榮獲該次募資大會「第一名」，商業計畫為 **Virtually Seafood**；鑒於西方國家素食主義逐漸盛行，然而超商及餐廳僅有素豬肉及素牛肉等素食選項，同時考量近年全世界普遍有「過漁」（**Overfishing**）之問題，**Virtually Seafood** 盼提供消費者另一種永續、健康及環保的飲食選擇。

## **(2)春季班：NGO 專題報告(NGO Needs Analysis)**

### **---美國農業與貿易政策研究所 (IATP)**

學員得自行選定一美國非政府組織進行研究，就該組織之宗旨、結構、任務及經營模式等進行分析，並撰寫一篇專題報告提供改進建議。

## **(二) 課表**

### **1. 秋季班**

#### **(1)第一學期**



課程	教授	授課時間
專業英語閱讀及寫作	Prof. Glen Penrod	週一至週四 9 時至 11 時 15 分
專業英語會話技巧	Prof. Heather Gregg Zitlau	週二及週四 12 時 45 分至 15 時
專業英語社交技巧	Prof. Heather Gregg Zitlau	週一及週三 12 時 45 分至 15 時

## (2)第二學期

課程	教授	授課時間
專業英語閱讀及寫作	Prof. Glen Penrod	週一至週四 9 時至 11 時 15 分
專業英語會話技巧	Prof. Jane Stanga	週二及週四 12 時 45 分至 15 時
社區參與	Prof. Katrina LeMense	週一及週三 12 時 45 分至 15 時

## 2. 春季班

### (1)第一學期

課程	教授	授課時間
專業英語閱讀及寫作	Prof. Nancy Overman	週一至週四 9 時至 11 時 15 分
專業英語會話技巧	Prof. Glen Penrod	週二及週四 13 時至 15 時 15 分
喬治城大學旁聽：解開中東之謎	Prof. Andrew Screen Prof. Ori Z Soltes	週二 18 時 30 分至 21 時 30 分

### (2)第二學期

課程	教授	授課時間
專業英語閱讀及寫作	Prof. Nancy Overman	週一至週四 9 時至 11 時 15 分
專業英語會話技巧	Prof. Glen Penrod	週二及週四 12 時 45 分至 15 時

社區參與	Prof. Katrina LeMense	週一及週三 13 時至 15 時 15 分
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## 二、 駐館專業課程及活動安排

(一) C&M 公關顧問公司：從華府視角探討貿易政策之制定

(The View from Washington: How Trade Policy is Made)

(二) 安慶國際法律事務所( Akin Gump Strauss Hauer & Feld

LLP )：美國與亞洲地區最新貿易動向 ( Latest Developments in U.S.-Asia Trade )

(三) 華府僑社「美京中華會館」升旗典禮

(四) 2019 雙橡園國慶晚宴

## 三、 課外自主學習

(一) 華府智庫研討會

1. 美國卡托研究所( Cato Institute )Crisis of Conscience: Whistleblowing in an Age of Fraud
2. 美國企業研究院 ( American Enterprise Institute, AEI ) Demographic decline: National crisis or moral panic?
3. 戰略與國際研究中心 ( CSIS ) Dividing America: A Conversation with Senator Michael Bennet
4. 美國威爾遜中心 ( Wilson Center ) The Right Honourable Catherine Ashton in Conversation with the Honorable Nasser Judeh

5. 戰略與國際研究中心（CSIS）SDG #11: Sustainable Cities and Communities
6. 美國傳統基金會（Heritage Foundation）America's Indo-Pacific Policy: Prospects during a Critical Time of Change
7. 戰略與國際研究中心（CSIS）Beyond the Brink: Escalation Dominance in the U.S.-China Trade War
8. 戰略與國際研究中心（CSIS）「面對新世紀下的貿易挑戰」論壇（Schieffer Series: Confronting the Challenges of Trade in a New Century）
9. 華府世宗協會（The Sejong Society of Washington, D.C.）「日韓貿易爭端」論壇（Republic of Korea-Japan trade feud ）
10. 布魯金斯學會（Brookings Institution）「彈劾、他國干預及 2020 大選之國安影響」論壇（Impeachment, foreign interference, and election security in 2020）
11. 美國企業研究院（American Enterprise Institute, AEI）「英國大選對國內及歐洲之影響」論壇（After the UK election: Whither the United Kingdom and Europe?）

- 12.美國企業研究院（American Enterprise Institute, AEI）「2020 世界銀行經商環境報告」論壇（Simeon Djankov on the 2020 World Bank “Doing Business” report）
- 13.哈德遜研究院（Hudson Institute）「中國對臺灣主權之威脅」論壇（The Chinese Threat to Taiwanese Sovereignty）
- 14.布魯金斯學會（Brookings Institution）「評估中國於東亞所扮演之角色」論壇（Global China: Assessing China’s role in East Asia）
- 15.美國戰略與國際研究中心（Center For Strategic and International Studies, CSIS）「中國影響力」辯論會（China's Power: Up for Debate）
- 16.美國戰略與國際研究中心（Center For Strategic and International Studies, CSIS）「戰略日本：樹立令和時代下的法治秩序」論壇（Strategic Japan: Shaping the Rules Based Order in the Reiwa Era）
- 17.美國戰略與國際研究中心（CSIS）「席弗系列：綜觀 2020 之挑戰」（2020 Challenges Ahead）

- 18.美國戰略與國際研究中心（CSIS）「刷新跨大西洋貿易關係」（Refreshing Transatlantic Trade Relations）

## （二）喬治城大學專題演講

1. 「美國對全球難民危機之對策」（Initiative on Catholic Social Thought and Public Life, the U.S. Response to the Global Migration Crisis）
2. 「照顧全人：身、心、靈健康」（Cura Personalis: Mental, Physical, and Spiritual Well-Being）

## （三）公益活動

1. 赴華府親子社福機構（Child & Family Services Agency）協助萬聖節 Trick or Treat 志工活動。
2. 赴華府知名社福機構「瑪莎的餐桌」（Martha's table）協助中央廚房烘培糕點。

## 參、心得及建議

### （一）心得

職於本次語文訓練無論在專業英語、經貿專業知識及人員交流上皆收穫豐碩，除期末商業計畫書有幸榮獲第一名佳績，亦代表全體學程學生於結業式中致詞。非常感謝經濟部派赴新進國際經濟商務人員赴國外接受語文訓練，藉此提升我商務人員外語專業能力及涉外事務工作能力，也非常感激我駐美代表處經濟組於業務繁忙之餘，為語訓學員精心安排經貿相關課程，使本次赴華府語訓學員得滿載而歸。

### （二）建議

喬治城大學為美國頂尖名校之一，校內匯集來自世界各地的政經領域人士，亦時有重量級講者應邀演講。然鑒於本次語訓之進修教育學院（Georgetown University School of Continuing Studies）並非位於該校校本部校區，且學程學員皆為非英語母語外國人士，建議可向校方提議增加語訓學員與校本部校區之交流機會，如開放更多校本部課程供學生修習、仿照校本部安排外籍生一名當地學伴、洽邀校內知名學者及教授至進修教育學院演講等。

## 肆、 附錄

### 一、 秋季班期末報告：募資大會（Venture Capital Conference）

## **Virtually Seafood business plan**

**By Richard Lee**

### **1. Background**

Recently, more and more people are shifting their diet from meat-based to plant-based foods for various reasons: health, environment, religion, and many more. As a result, it is increasingly common to see plant-based meat in the supermarket aisle these days, with products ranging from burger patties, hot dogs, chicken breasts, steaks, and even ribs. However, *it is less likely to see an alternative choice for plant-based seafood* in restaurants and on supermarket shelves. For example, if you crave sushi, it is almost impossible to enjoy that indulgent flavor of sashimi with a touch of wasabi if you are either a vegetarian or a vegan. Hence, alongside the growing trend of plant-based red meat, ***Virtually Seafood* will create another wave of demand and profit, generating a revolution of plant-based alternatives for seafood.**

## 2. Product

- Raw fish: salmon and tuna
- Fish fillets: salmon, tuna, and cod
- Shrimps
- Calamari

All of the above-mentioned products are some of the most popular choices that a fish market can offer, by combining different types of legumes to imitate the taste of actual seafood, vegans and vegetarians can enjoy a *virtually seafood* taste while living up to their concepts and beliefs.

## 3. Goals

***Virtually Seafood* aims to provide marine delicacies for a better future.** With that in mind, from production to plate we take into account three key factors: environmental issues, concepts, and food safety.

- **Environment**

According to WWF (World Wildlife Fund), overfishing is one of the most significant causes of decline in ocean wildlife populations as the increase for the demand of fish and other seafood surpassed the reproduction pace of



marine life, and it has also done damage beyond the marine environment.

The World Economic Forum (WEF) reported that nearly 90% of the global fish reserves were either fully exploited, overexploited, or depleted. To address this issue, *Virtually Seafood* provides an alternative source of seafood-like products for consumers to choose from.

- **Concept**

*Virtually Seafood* aims to provide food choices for those who adore seafood but at the same time wish to go for a plant-based option. With the products provided by *Virtually Seafood*, you can enjoy your afternoon by the wharf with a plate of fresh catch just as your non-herbivorous friends!

- **Food safety**

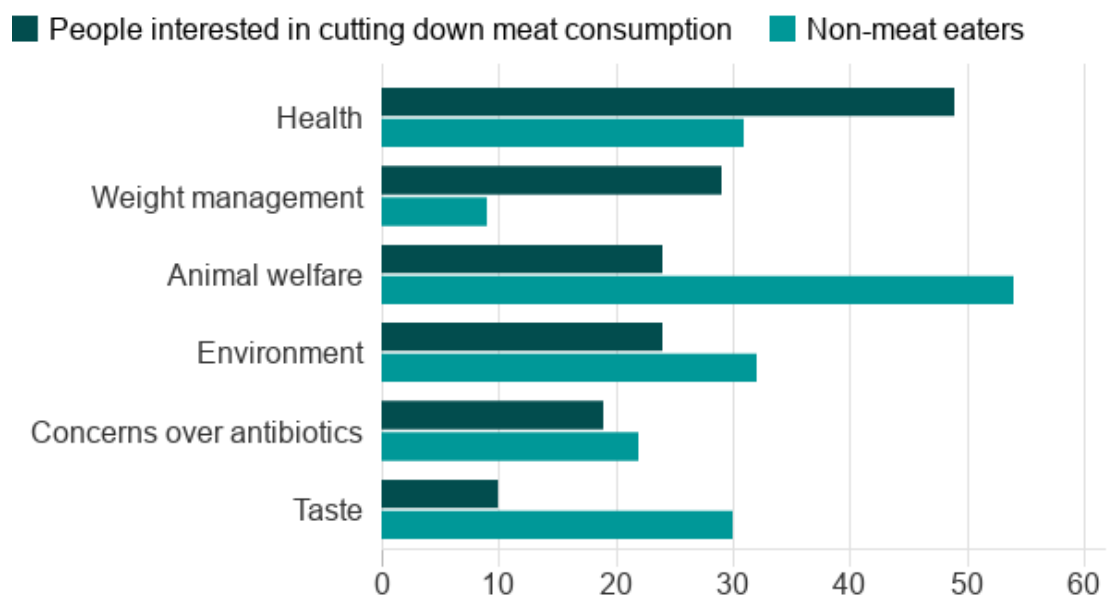
Apart from offering an environmentally-friendly solution to overfishing, *Virtually Seafood* also helps you avoid the negative impacts of fishing farming such as sea lice, antibiotics, and mercury contamination. On top of that, plant-based seafood can also prevent you from being poisoned by fish and shrimp.

#### 4. Key customers

The key consumers for plant-based seafood consist of primarily three groups: herbivores, environmentalists, and those allergic to seafood. Studies show that the top reason for the interest in plant-based meat and seafood consumption lies in climate change and health concerns, not animal welfare, a factor that is both

#### People give a variety of reasons for eating less meat

% of respondents citing each reason (more than one could be given)



Note: Survey of 1,040 British adults. Source: Lightspeed/Mintel



important for vegetarians and vegans. (BBC) Hence, providing a product that fulfill both climate and health concerns will be an optimal strategy to attract a greater number of consumers. However, to further expand that demand, given the size of the market for plant-based meat (including plant-based seafood) while

taking into account the difference in diet restriction between vegans and vegetarians, the content of our product will be focused on vegan diets. Products targeting vegan consumers will be both cost-efficient and effective, for vegetarians have a wider range of diets that also include that of the vegans, and at the same time, meet the expectation and the needs of environmentalists as well as those allergic to seafood.

## **5. Market potential**

The growing trend in meat substitute across restaurant menu coupled with increasing awareness of both the environment and health issues has provided *Virtually Seafood* an ideal moment to enter the market. According to Euromonitor, sales in the packaged meat substitute industry of U.S alone have risen an average of 15.4% for five consecutive years from 2013 to 2018, surpassing the annual growth rate of processed meat across the same period. In terms of industry value, plant-based meat alternatives could reach \$85 billion by 2030. (New York Times)

Apart from the existing source of plant-based product consumption, environmentalist and health-conscious consumers alike constitute a great market potential for businesses to exploit. In fact, 77% of American consumers

expressed concern about climate change, with 64% of them having already taken everyday actions such as food choices to have a positive impact on the environment. For those who are concerned about the health impact of consuming meat, 20% of them have actively cut down meat. All of the aforementioned consumers create a potential market for plant-based products, and the percentage of environmentalist and health-conscious customers willing to shift from meat to plant-based diets is set to increase in the next five years.

## **6. The competition**

The biggest competition that *Virtually Seafood* will be facing is Good Catch. Good Catch shared the same market in plant-based seafood with products such as tuna, crab cakes, and burger patties. Through popular supermarket chains such as Wholefoods, Yes Organic, and MOMs, Good Catch products are available on these store shelves as well as their own online shops. In order to differentiate from the existing competitor, *Virtually Seafood* offers three products that will stand out from the crowd: raw fish, shrimp, and calamari.

On the other hand, apart from distributing our product through well-known supermarkets, *Virtually Seafood* will be partnering with restaurants across the country to gain first-mover advantages. It is not rare to see restaurants across the

country offering plant-based menus to substitute for beef, pork, and chicken, however, such alternatives are not yet common in seafood. Therefore, through partnering with seafood restaurants and fast-food chains, not only can *Virtually Seafood* achieve first-mover advantage among its competitors, it can also gain a great scale of marketing opportunity with brand exposure in menus across different restaurants.

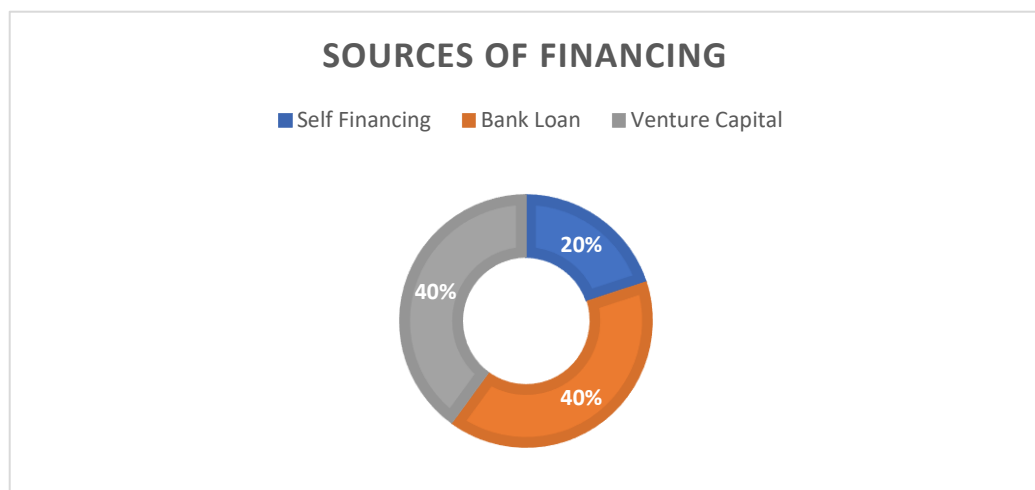
## **7. Management team**

In the early stages of the business, the organizational structure of *Virtually Seafood* will include four key positions namely chief executive officer, chief financial officer, chief marketing officer, and other staffs. The CEO of *Virtually Seafood* will be in charge of making major corporate decisions, integrating operations and resources across the company. On the other hand, our chief financial officer plays an important role in setting and tracking financial forecasts, goals, and budgets. A transparent and healthy balance sheet will not only ensure the stability of the business, but will also build up mutual trusts between *Virtually Seafood* and its investors. In order to execute a sound strategy to launch our products, our chief marketing officer will guide the marketing division in carrying out different marketing activities. Finally, staff is the backbone of *Virtually*

*Seafood*. Through quarterly performance meeting between our employees and the management team, we will ensure that every employee working in *Virtually Seafood* are satisfied with their workplace.

## 8. Sources of financing

Virtually Seafood aims to diversify our sources of financing: 20% will be self-financing, 40% will be loans from banks, and the other 40% will be gather through venture capitals as shown below:



## 9. Financial forecasts

As shown in the 5-year-forecast below, the annual sale of *Virtually Seafood* will have a steady growth of 40% in the first two years. As business begin to take off, 50% increase in sales will be expected starting from the third year.

	2019	2020	2021	2022	2023
Cash at the start of the month	108,400	65,955	147,630	367,171	852,201
<b>Cash inflows</b>					
Loans	48,400	0	0	0	0
Sales	355,875	498,225	697,515	1,046,273	1,569,409
<b>Total Cash inflows</b>	<b>404,275</b>	<b>498,225</b>	<b>697,515</b>	<b>1,046,273</b>	<b>1,569,409</b>
<b>Cash outflows</b>					
Utility rental fee	1,700	1,700	1,700	1,700	1,700
Kitchen rental fee	5,245	5,245	5,245	5,245	5,245
Utility expense	700	800	850	700	700
Machinery	98,300	0	0	0	0
Materials	71,175	99,645	139,503	209,255	313,882
Salary	195,600	215,160	236,676	260,343	286,377
Insurance	24,000	24,000	24,000	24,000	24,000
Marketing	50,000	50,000	50,000	40,000	40,000
Loans payment	0	20,000	20,000	20,000	
<b>Total Cash outflows</b>	<b>446,720</b>	<b>416,550</b>	<b>477,974</b>	<b>561,243</b>	<b>671,904</b>
<b>Total Cash flow</b>	<b>65,955</b>	<b>147,630</b>	<b>367,171</b>	<b>852,201</b>	<b>1,749,707</b>

## 10. Exit strategy

*Virtually Seafood* strongly believes in a sustainable dietary habit that will have a positive impact on both health and the environment. To this end, we welcome acquisition from like-minded partners that are devoted in creating a responsible, ecological, and sustainable product to the market. At the same time, we also

consider options such as taking the company through an initial public offering (IPO), and the selling of company outright to pass on our value to any kinds of corporations and entities.

## **Sources:**

### **Beyond Meat, Other Plant-Based Alternatives Still Have Long Growth Runway**

<https://www.forbes.com/sites/andriacheng/2019/06/30/plant-based-meat-alternatives-s-till-have--long-growth-runway/#7874cba178f2>

### **Plant-based fish is the new plant-based meat**

<https://www.ft.com/content/6431d338-b937-11e9-96bd-8e884d3ea203>

### **Plant-based fish could be the next Impossible Foods win, and save the oceans**

<https://www.cnbc.com/2019/08/05/plant-based-fish-could-be-next-impossible-foods-win-and-save-oceans.html>

### **Euromonitor: What's the driving force behind plant-based eating?**

<https://www.foodnavigator-usa.com/Article/2019/05/17/Euromonitor-What-s-the-driving-force-behind-plant-based-eating>

### **Examples of Exit Plans**

<https://corporatefinanceinstitute.com/resources/knowledge/strategy/exit-strategies-plans/>

The New Makers of Plant-Based Meat? Big Meat Companies



<https://www.nytimes.com/2019/10/14/business/the-new-makers-of-plant-based-meat-big-meat-companies.html>

## 二、 春季班期末報告：NGO 專題報告（NGO Needs Analysis）---

### 美國農業與貿易政策研究所（IATP）

#### **NGO Final Project: Analysis on the Institute for Agriculture & Trade Policy**

By Richard Lee

#### **Introduction**

There are over 10 million Non-government organizations (NGOs) across the world, and 1.5 million of them are in the United States alone (U.S. Department of State).

Although every NGO may have its specific field of interest ranging from human rights, environmental issues, to government policy, they all have one thing in common: to bring awareness on the issues that they target. The Institute for Agriculture & Trade Policy (IATP) is no exception. The purpose of this report is to provide readers with a better understanding of IATP, as well as an in-depth analysis of areas for improvements followed by concrete advice and solutions.

#### **Background**

IATP was established in 1986, the year when leaders of rural and farm movements around the world gathered together in Geneva to address the effects of international trade agreements on rural farmers and local communities. The following year, IATP began to analyse and report on the then newly-launched round of trade negotiations on agricultural trade in the General Agreement on Tariffs and Trade (GATT), which

over the course of decades became the World Trade Organization that exist today. As rules set in the international arena have a significant impact on the national and local farm policies, subsequently, they also pose a great impact on interest groups across the agricultural sector. Hence, the IATP has been analysing closely and summarizing ramification of these policies and their effects on local communities to ensure fairness and sustainability.

Over the years, IATP has also adjusted its area of focus from its initial focus on international policymaking institution such as the WTO to the promotion of positive measures involving agriculture, climate change, community food systems, rural development, industrial livestock, and trade. This also allow the institute to expand the scope of its cooperation with other partners; now with offices and staff in both the U.S. and Europe, IATP is working with actors across the globe to fulfil its mission: to work “locally and globally at the intersection of policy and practice to ensure fair and sustainable food, farm and trade systems” (IATP official website).

As various trade-related bodies and agreements have emerged in the past few decades, apart from the aforementioned work the IATP has been conducting, the institute has also harnessed different platforms such as podcasts, events, and news articles to keep interest groups informed on the latest topics. In summary, IATP “envision[s] agriculture, trade and food systems that are good for people, farmers and food system

workers, ecosystems, and social justice globally. To grow these systems requires a long-term, sustained effort to build and mobilize public will, to invigorate and fortify political will and to effectively democratize power relationships” (IATP official website).

### **Needs Analysis**

Although IATP mention an array of focused areas on its website including trade, there is still room to clarify the methods and channels through which the organization cooperates with interest groups among the agricultural sector in policy advocating, policymaking, and policy monitoring. In other words, as government plays an important part in the signing and mending of trade regulations, it will be vital for the local communities to grasp how the institute plays its part in ensuring that the existent policies are beneficial to the farming industry, and what the institute has done to amend those policies that do not reflect fairness and sustainability on the local communities.

A clearer illustration of the structure of the institute will also be necessary for the general public to further understand the role of the staff as well as the breadth of the organizational structure of IATP.

Given the nature of any NGO, its source of funding, for the most part, comes from donations, grants, and sales of goods and services. However, the financials section of

the IATP official website showcases only a list of Form 990 for the past decade, which for clarity, requires adjustments.

### **Proposed Solutions**

There are three ways to clarify the cooperation between IATP and other interest groups among the agriculture sector: First and foremost, create a section on the official website of IATP specifically designed to provide information on the means and methods through which the organization interacts with its interest groups. Second, IATP can also make good use of the existent resources on the official website, such as the articles, events, and podcast section, to showcase its cooperation with other parties. The third way to clarify is by providing a brief summary in the “About IATP” section on its website to illustrate how IATP is working with others in the agriculture sector.

For a better understanding on the organizational structure of IATP, it should complement the “Staff Directory” and “Board of Directors” section of its official website with an organizational chart, that way, the relationship between the staff and board of directors will be clearer.

Finally, apart from the Form 990 on the official website, providing additional information in the financials section will be easier for people to understand the sources from which IATP is receiving its funding. The description can either be in text, which lists all the sources of funding; in visuals which present the percentages of

IATP's sources of income; or in a combination of narrative description and graphs for greater details.

## **Conclusion**

For nearly three and a half decades, IATP has shifted its focus from monitoring trade policies to ensuring fairness and welfare among local communities on agriculture, climate change, community food system, rural development, industrial livestock, and trade (IATP official website). Even though the organization began to establish its influence among the agriculture sector, there is still room for improvement. A more in-depth description on the cooperation and interaction between IATP and related parties, together with a clearer illustration on the organizational structure as well as the sources of funding will enhance the clarity and credibility of IATP.

**Sources:**

Non-Governmental Organizations (NGOs) in the United States

<https://www.state.gov/non-governmental-organizations-ngos-in-the-united-states/>

Institute for Agriculture & Trade Policy

<https://www.iatp.org/>