



**Volunteers for Economic Growth Alliance (VEGA)  
IIE/Emerging Markets Development Advisers Program (EMDAP)**

**Leader with Associate Agreement (LWA)  
EMM-A-00-04-00002-00**

**Associate Cooperative Agreement  
No. AID-OAA-A-11-00062**

**2014 ANNUAL REPORT FOR THE JOB OPPORTUNITIES FOR BUSINESS SCALE-UP (JOBS)  
PROGRAM IN WASHINGTON, DC**

**Prepared by VEGA Member:**

**The Institute of International Education (IIE)  
Washington, DC**



**September 19, 2014**

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**I. INTRODUCTION**

Under the USAID/E3, Office of Education, funded **Job Opportunities for Business Scale-up (JOBS) Program** (Leader with Associate Agreement (LWA) EEM-A-00-04-00002-00, Associate Cooperative Agreement No. AID-OAA-A-11-00062), the Volunteers for Economic Growth Alliance (VEGA), in association with the Institute of International Education's (IIE) Emerging Markets Development Advisers Program (EMDAP), were responsible for placing Advisers to support JOBS activities. The scope of the position included advisers providing expertise and assistance in the assessment, implementation, and evolution of the JOBS Program. The advisers were based in Washington, DC and sought to initiate the JOBS Program and assist in the design of higher education partnerships and relationships with micro- and small-business enterprises. The period of performance for the contract is September 30, 2011 – September 29, 2014.

This Annual Report was prepared as a deliverable under the project to document performance and achievements. It has the following content: Program Overview, Period of Activity/Service, Summary of the Activity, Accomplishments, Recommendations, and Photo Highlights.

## II. PROGRAM OVERVIEW

The Institute of International Education is in its 22<sup>nd</sup> year of administering the Emerging Markets Development Advisers Program (EMDAP) in partnership with USAID and other international development partners. Since the program's inception in 1992, IIE has provided over 254 Advisers to 50 USAID assisted countries and some 200+ partner organizations globally.

EMDAP is designed to place recent graduates from Master's level international affairs programs in overseas organizations and USAID Missions/HQ to provide technical support in management practices to help develop and transition the organizations, and hence the countries, to compete in the global market. By targeting assistance to the requirements of micro-, small-, and medium-sized businesses and organizations that serve them, EMDAP supports USAID's strategy of human resource capacity building as an essential element in broad-based, sustainable economic growth.

In general, EMDAP Advisers use their knowledge of business management practices to identify solutions in business/business-serving organizations in an overseas environment and in this case of placements under this activity, Advisers supported USAID/HQ's needs in developing entrepreneurship programming. They help build capacity and create mechanisms to sustain their efforts after the end of their assignments. Each Adviser develops, in consultation with the host organization, and the Mission as desired, a plan that focuses on long-term needs of their host organization. Advisers also work with the host organization supervisor in setting priorities during the assignment period to most effectively meet host organization and USAID's needs.

Sponsorship of EMDAP allows USAID to support specific partners, guarantee assistance of economic growth efforts, and promote the development a strong professional workforce well versed in best practices. In addition to supporting over 254 EMDAP Advisers in 50 countries, since 2005 USAID has obligated approximately \$6.1 million to the program.

The original Cooperative Agreement under the LWA (EEM-A-00-04-0002-00) was awarded on September 30, 2011 and after a successful placement in 2012 with Mr. Kenneth Scheffler, USAID/E3 requested a second Adviser. As reported in the 2012 annual report, Mr. Gary Bittner, Director of Higher Education and Workforce Development (Mr. Scheffler's supervisor), stated that the JOBS program took a significant hit in funding (from \$11.2 M to \$1.2 M) and that Mr. Scheffler, and his potential replacement, would need to be switched to a new office due to these funding concerns. Mr. Scheffler was shifted to the Office of Science and Technology to work on the launch and implementation of the Higher Education Solutions Network (HESN) in September 2013 to accommodate this request. At the conclusion of Mr. Scheffler's assignment, the Office of Microfinance and Private Enterprise Promotion (MPEP) agreed to take over the funding of the JOBS program. MPEP is comprised of two teams: (1) Microfinance and (2) Private Enterprise. USAID requested the services of an EMDAP Adviser to work with the Private Enterprise (PE) Division within USAID. The PE focuses its work in three key areas:

- **Skills and Capacity Building:** Under President Obama's Global Engagement Initiative, USAID identifies promising entrepreneurs and rapidly growing enterprises and helps them improve their operations through training, business networks, financing through private enterprise funds and credit guarantees, and other support. This includes building financial literacy and business acumen, as well as facilitating access to markets, information, and networks.

- Access to Finance: USAID implements innovative solutions to enable entrepreneurs to access the finance they need to start and grow businesses. This includes building the strong regulatory and supervisory frameworks which encourage sound lending and fostering the growth of strong credit bureaus and collateral registries to reduce risk. USAID also encourages the adoption of financial instruments and strengthens capacity within financial intermediaries to meet the credit needs of small and medium enterprises.
- Linkages and Private Sector Engagement: USAID uses an array of resources, including enterprise funds and challenge grants, to encourage market linkages, for-profit investment, and private sector engagement in critical areas such as health, stabilization, and food security.

The EMDAP Adviser's scope was to assist MPEP in promoting entrepreneurship development. This included advocating for the importance of entrepreneurship in all appropriate fora, inside and outside the U.S. government; contributing to the communication strategy, strategic goals and the programmatic framework; reaching out to Missions as well as the private sector to promote entrepreneurship and seek partnerships; improving capacity building through training; and developing new programs that will help further develop the market innovation ecosystem in USAID-presence countries.

On May 7, 2013, IIE/EMDAP provided MPEP with six candidates to interview for the Adviser position and on May 15, 2013, three candidates were identified as the top-tier candidates who met all of the desired criteria. Key personnel approval was given to Ms. Stefanie Ridenour by MPEP Officer, Ms. Kathleen Wu. Unfortunately, Ms. Ridenour declined the position due to an employment opportunity elsewhere. On June 6, 2013, Ms. Wu gave key personnel approval to Ms. Autumn Gorman, who accepted the position. Ms. Gorman began her assignment on July 29, 2013 and ended on August 8, 2014.

Ms. Gorman supported MPEP's mission of building/improving inclusive market systems through core focus areas - SME/entrepreneurship capacity development, women's leadership for SMEs, access to finance, and private sector engagement, strategically promoting the development of entrepreneurs in emerging countries. Specifically, she:

- Brought new ideas, knowledge and international best practices to MPEP
- Helped develop sustainable new programs
- Evaluated new ideas and business plans
- Conducted market research

**III. PERIOD OF ACTIVITY/SERVICE**

Ms. Gorman successfully completed her assignment with MPEP in Washington, DC. Her official dates of activity were July 29, 2013 through August 8, 2014.

The following was the Annual Work Plan for IIE and Ms. Gorman:

**A. ANNUAL WORK PLAN**

<b>Task Description</b>	<b>Task Components</b>	<b>Action Steps</b>	<b>Review Dates/Criteria</b>
<b>CANDIDATE RECRUITMENT AND SELECTION</b>	<ol style="list-style-type: none"> <li>1. Outreach and recruitment at U.S. universities</li> <li>2. Application submissions</li> <li>3. Selection Committee</li> <li>4. Top candidates selected</li> </ol>	<ol style="list-style-type: none"> <li>a) Conduct oral presentations at U.S. universities to increase application submissions.</li> <li>b) Collect applications from candidates.</li> <li>c) Form selection committee.</li> <li>d) Select the top candidates that meet the qualifications of position description</li> </ol>	<ol style="list-style-type: none"> <li>I. January – April 2013</li> <li>II. May 2013</li> <li>III. June 2013</li> <li>IV. June 2013</li> </ol>
<b>MATCHING SCOPE OF WORK WITH VOLUNTEER EXPERTISE</b>	<ol style="list-style-type: none"> <li>1. Evaluate Scope of Work</li> </ol>	<ol style="list-style-type: none"> <li>a) Conduct oral presentations at U.S. universities.</li> <li>b) Collect applications from Candidates.</li> </ol>	<ol style="list-style-type: none"> <li>I. Ongoing, as needed</li> <li>II. June 2013</li> </ol>
<b>PRE-DEPARTURE PREPARATION AND ORIENTATION</b>	<ol style="list-style-type: none"> <li>1. Organize and deliver pre-departure orientation to prepare the Communications and Business Strategy Advisor to work and live in South Africa.</li> </ol>	<ol style="list-style-type: none"> <li>a) Conduct cross-cultural trainings and discuss program logistics, security, health/wellness, as well as settling-in issues.</li> </ol>	<ol style="list-style-type: none"> <li>I. July 2013</li> </ol>
<b>ADVISER DEPLOYMENT</b>	<ol style="list-style-type: none"> <li>1. Commence Assignment</li> </ol>	<ol style="list-style-type: none"> <li>a) Facilitate logistical arrangements.</li> </ol>	<ol style="list-style-type: none"> <li>I. July 2013</li> </ol>
<b>PROGRAM GOALS AND OUTCOMES</b>	<ol style="list-style-type: none"> <li>1. Assist MPEP in promoting entrepreneurship development. This includes advocating for the importance of entrepreneurship in</li> </ol>		<ol style="list-style-type: none"> <li>I. Varied – depended on Mission requests.</li> </ol>

	<p>all appropriate fora, inside and outside the U.S. government; contributing to the communication strategy, strategic goals and the programmatic framework; reaching out to Missions as well as the private sector to promote entrepreneurship and seek partnerships; improving capacity building through training; and developing new programs that will help further develop the market innovation ecosystem in USAID-presence countries.</p>		
<b>REPORTING</b>	<ol style="list-style-type: none"> <li>1. Submit entry, quarterly, and exit briefings to relevant MPEP staff.</li> </ol>	<ol style="list-style-type: none"> <li>a) Discuss specific deliverables and timelines; brief MPEP staff on the progress in implementing the program; and present results/recommendation.</li> </ol>	<ol style="list-style-type: none"> <li>I. Weekly reporting updates</li> </ol>

#### IV. SUMMARY OF ACTIVITY

**Ms. Autumn Gorman**, a graduate from the Josef Korbel School of International Studies at the University of Denver, was assigned to a 13 month fellowship working at the USAID E3 Bureau, Office of Microfinance and Private Enterprise Promotion (MPEP). Ms. Gorman has an International MBA and an MA in International Communications with extensive experience SME development, office operations and relationship building. This is Ms. Gorman's second EMDAP assignment; she worked in Amman, Jordan from October 2011 to August 2012 at the El Hassan Business Park for Projects Development. She assisted the Business Park management team in training and mentoring startup companies, developing sound business plans, evaluating the investment readiness of companies, helping investors conduct initial due diligence in companies, and developing new programs that helped develop an innovative entrepreneurial ecosystem in Jordan.

During the first quarter (July, August and September 2013) of her assignment, Ms. Gorman's scope of work continued to evolve as she started reporting to the interim Director of MPEP. She primarily worked on the topic of inclusive markets/inclusive growth--which not only included entrepreneurship but also value chains, extreme poverty, social safety nets, finance, technologies and more.

Due to delays with the security clearance process to allow her to work in the USAID office building, her primary contact, Kathleen Wu, had concerns as to how much Ms. Gorman would be able to accomplish. As a result, she started her assignment working from Colorado for one month before moving to Washington, DC. During this first month, she worked with the MPEP office on a concept paper on possible roles for U.S. based oil companies operating in Angola in fostering entrepreneurship and creating opportunities for small and medium enterprises (SMEs). This required extensive research in both the oil sector and entrepreneurship in Angola, including the country's history, politics and regulatory frameworks. During her transition, Ms. Gorman was able to attend two-thirds of the week-long USAID training in Engaging the Private Sector for Development in Washington, DC. This provided an opportunity for her to meet several members of the MPEP team and people working in the field. She found the training very informative—learning more about USAID culture, processes and procedures, as well as the disconnect between private enterprise officers and the private sector itself regarding language, practical knowledge and the latest research.

Ms. Gorman's work on strategy continued, including reviewing the Country Development Cooperation Strategy of each USAID presence county. She also worked with her new supervisor, Office Director Heath Cosgrove, to further define her scope of work. Her responsibilities remained the same as in the original scope of work (bring new ideas and best practices to the organization; help develop new, sustainable programs; develop strategy, outreach plans and training materials; etc.), with the context expanding beyond entrepreneurship to include market systems as well as inclusive markets and finance.

During the second quarter (October, November and December 2013) of her assignment, Ms. Gorman worked on providing comments on market and value chain assessments conducted by a Bangladeshi contractor for the Bangladesh Mission, as well as several other documents. She spent the most time becoming familiar with the horticulture sector in Tanzania in preparation for a future program. MPEP received a request from the Mission to help develop a horticulture value chain program for Tanzania to

improve both incomes and overall nutrition. After conducting research on the sector and past programs, Ms. Gorman drafted a statement of work (SOW) for an assessment to conduct end market and value chain analyses, to inform program design. This SOW is being used as a 'best practice' example across the Agency.

Concurrently, Ms. Gorman worked with her USAID colleagues on a Concept Paper for the project. The experience provided insight into the USAID program cycle, offered opportunities to meet and work with new people, and learn more about East Africa market systems and horticulture.

Ms. Gorman completed her review of the Country Development Cooperation Strategy of each USAID presence country, which she compiled into a matrix. The MPEP Director presented the matrix to the Deputy Administrator and other senior-level staff at USAID. This matrix was used in the development of the overall 3-year MPEP Office Strategy. That strategy included a summary of various Missions needs where MPEP's assistance would have the most leverage—particularly in cross-sector areas of economic growth (WASH entrepreneurship and private sector health providers for example).

During the third quarter (January, February and March 2014) of her assignment, the majority of Ms. Gorman's work focused on designing a horticulture value chain activity in Tanzania, as follow-up to the previous quarter's assessment scope of work and concept paper. This included additional research into end markets for horticulture, nutrition and indigenous vegetables to inform the program design. It also included a three-week TDY to Tanzania, during which Ms. Gorman and two other team members completed the program design and met with Mission staff, beneficiaries and many other stakeholders around the country including input suppliers, local and national government officials, a cold storage technology company, traders, processors, exporters, researchers, agronomists, financial service providers, nutritionists, civil society organizations, transporters, and *the* industry association and advocacy organization.

At the beginning of her final quarters (April, May, June, July, and August 2014), Ms. Gorman took a one-week trip to Bogota, Colombia to conduct an assessment of the financial sector in conflict-afflicted rural areas, to inform a project design. This provided an opportunity to delve into the work of one of the other MPEP teams, financing growth. During the TDY, Ms. Gorman met with several financial institutions, policy experts, and social researchers as well as with officials at the Mission. Upon request, she also provided the Deputy Mission Director with advice to the Mission on its related social investment and value chain programs. The result will be a more cohesive overall rural development program.

Ms. Gorman also advised many other Missions with their upcoming procurements: agricultural and rural finance in Afghanistan, finance for the housing sector in Haiti, and assisting with a cereal value chain project in Tanzania. Ms. Gorman has also had an opportunity to work with her EMDAP predecessor, Mr. Scheffler, and his academic partners at Michigan State University on the development of a mapping tool to facilitate investments in the agriculture sector. As more geographically-based data was gathered on agricultural production and existing facilities (e.g. storage, processing, input providers) and services (e.g. tractor, spraying), the tool will allow potential investors and donors to 'play' with various anticipated increases in production to see on a map where new facilities and service providers are not only most needed, but where the business opportunities are greatest. This will result in more efficient and effective value chain development and increased incomes and livelihoods.

Ms. Gorman also conducted an assessment of economic growth at USAID for the E3 Bureau. She worked closely with one of the Deputy Assistant Administrators (DAA), leaders from all of the EG offices, and

representatives from other bureaus. Given this opportunity, she opted not to make use of her remaining travel budget, but rather focus on, and take a lead role on the assessment.

During the final quarter (July and August 2014) of her assignment, Ms. Gorman designed comprehensive surveys for everyone working on economic growth issues across the agency, one at the field level and one at the Mission Director level. The results of these surveys will inform workforce development, training, backstop support, technical assistance from Washington, the development of a new mechanism, and a new communications strategy (for internal and external audiences) for the Economic Growth 'cluster' in E3. Moreover, to meet the goals of this project, Ms. Gorman also met with leadership from other Bureaus, utilized the MPEP strategy matrix she developed at the start of her fellowship, and reviewed budget trends over the past ten years. The data gathered thus far is already been incorporated into communications at the Assistant Administrator level and beyond.

#### **A. SUSTAINABLE SYSTEMS CREATED**

The results of much of Ms. Gorman's work have yet to be fully realized—largely due to lengthy procurement processes. However, her experience as a teacher and in the private sector has proved useful. She has not only been able to help bridge gaps between technical experts and field staff, but has brought new ideas into project design. Unfortunately, due to procurement sensitivity, she is not yet able to provide examples, but the SOW that Ms. Gorman wrote for an end market and value chain analysis for Tanzania horticulture is already serving as an example for the agency.

Ms. Gorman was informed that several USAID leaders have not only seen the country-by-country strategic matrix she created, they are sharing it and it is becoming a common reference for many high-level communications.

#### **B. CHALLENGES**

The primary challenge Ms. Gorman faced in this assignment was the time needed for her security clearance. The delay in the security clearance limited her contributions during her first months. Due to security clearance requirements to enter the USAID building, her integration into the MPEP team (including basics like obtaining an USAID e-mail address) was further delayed.

Due to nature of the position with 1) much of the work depending on demand from Missions, 2) the unknown regarding MPEP's evolution, and 3) the nature of the agency's timelines, objectives were challenging to track from quarter to quarter. For example, once Ms. Gorman and her team completed a statement of work for a Mission, they had no control over approvals at the Mission, additional requirements from Contract Officers, or the awarding process.

As Ms. Gorman indicated in reports, the learning curve with MPEP was steep. Ms. Gorman felt fortunate that she worked closely with experts who not only had strong technical knowledge in their fields but also knew the USAID system very well. At times during the past year, she felt more like an advisee than an adviser.

**V. ACCOMPLISHMENTS**

Ms. Gorman notes the following objectives and accomplishments:

Objective	Timeline
To Develop Professionally	<ul style="list-style-type: none"> <li>• Throughout</li> </ul>
To Provide Technical Assistance to Missions	<ul style="list-style-type: none"> <li>• Throughout</li> </ul>
To Inform and Create Strategies for the MPEP Office and the Economic Growth 'Cluster' within E3	<ul style="list-style-type: none"> <li>• Throughout</li> </ul>
To Obtain Full-Time Position with USAID	<ul style="list-style-type: none"> <li>• Hired in August 2014</li> </ul>

Activity	Accomplishment
<p>Technical Assistance to Missions on Project Design</p> <ul style="list-style-type: none"> <li>• Assessments</li> <li>• Concept Papers</li> <li>• Statement of Work</li> <li>• General advice and input</li> </ul>	<ul style="list-style-type: none"> <li>• Drafted an end-market and value chain assessment statement of work which is serving as an example for the Agency</li> <li>• Co-drafted program design of horticulture activity for the Tanzania Mission</li> <li>• Created debriefing presentation for the Tanzanian Mission</li> <li>• Co-presented on facilitation approaches to MPEP staff using Tanzania horticulture as an example</li> <li>• Co-conducted a market assessment and field research for access to finance in rural, conflict-afflicted areas of Colombia</li> <li>• Provided comments and content for several program designs, including( specific content is procurement-sensitive):             <ul style="list-style-type: none"> <li>○ Market linkage program in Colombia</li> <li>○ Lebanon entrepreneurship &amp; microfinance</li> <li>○ Mozambique value chain</li> <li>○ Haiti housing finance</li> <li>○ Afghanistan agricultural finance</li> <li>○ Tanzania's integrated water resource management and entrepreneurship</li> <li>○ Tanzania's rice and maize value chain development</li> </ul> </li> <li>• Assisted the Mali Mission develop a</li> </ul>

	<p>budget for a multi-donor program</p> <ul style="list-style-type: none"> <li>• Consulted with the Bangladesh Mission in interpreting documents and advising local contractor conducting assessments on its behalf</li> </ul>
Research and Technical Assistance	<ul style="list-style-type: none"> <li>• Conducted literature review of Inclusive Growth Best Practices and presented results to colleagues</li> <li>• Conducted research and provided background information for OECD meetings on trade facilitation</li> <li>• Worked with cross-sector team developing mapping tool for value chain investment</li> <li>• Advised MIT's International Development Innovation Team on entrepreneurship and social entrepreneurship ecosystem development through a meeting and correspondence</li> </ul>
Strategic Development	<ul style="list-style-type: none"> <li>• Selected as 1 of 3 team members working directly with USAID's Deputy Assistant Administrator on economic growth strategy—workforce planning and development, training, backstop support, mechanism design, and communications (see details provided in text above)</li> <li>• Worldwide CDCS/RDCS review: developed matrix summary for economic growth synergies and quantifying EG technical assistance demands</li> <li>• Participated in the development of MPEP's strategy</li> </ul>
Professional Development	<ul style="list-style-type: none"> <li>• Trainings <ul style="list-style-type: none"> <li>○ Engaging the Power of the Private Sector for Development Training</li> <li>○ Gender 101</li> <li>○ Programming Foreign Assistance</li> <li>○ 3 Value Chain courses</li> </ul> </li> <li>• Attended more than 20 Seminars on EG and private sector issues (USAID, implementing partners, UN &amp; others)</li> </ul> <p>Utilized USAID career services</p>

## **VI. RECOMMENDATIONS**

Although originally brought on board to promote entrepreneurship, Ms. Gorman's work expanded to the topics of inclusive markets and inclusive growth--which not only included entrepreneurship but also value chains, access to finance, making markets work for the poor (M4P), extreme poverty, social safety nets, and technologies. Her recommendations for the program are:

- Continue to accept EMDAP advisers to support E3 programs in Washington and beyond
- Implement a more formal onboarding process with early enrollment in key trainings to make better use of slower timelines and only a year-long fellowship, as well as some team-building activities.

## **VII. PROGRAM OVERVIEW**

### **A. PROGRAM MANAGEMENT**

Founded in 1919, the Institute of International Education (IIE) partners with universities, governments, multi-lateral institutions, and corporations to develop and implement scholarship and exchange programs. These include the Fulbright and Humphrey Fellowships, administered on behalf of the U.S. Department of State in partnership with other countries, as well as more than 250 other initiatives that benefit over 25,000 men and women from 175 countries each year. With annual revenue of \$446 million, IIE employs a staff of over 600 and has 19 Offices and Affiliates and 1,200 Member Institutions around the world. IIE also manages USAID participant training/scholar programs for Cambodia, Egypt, Indonesia, Vietnam, Tanzania, and Timor-Leste.

IIE has extensive experience managing scholarship and fellowship programs that identify students, researchers, and professionals with strong leadership potential and a commitment to international collaboration. IIE works closely with sponsors that include the U.S. Department of State; U.S. Agency for International Development (USAID); World Bank; major philanthropic foundations; private and public corporations; foreign governments; and individuals, to foster economic growth and sustainable development through training and leadership programs.

IIE's liaison office for EMDAP and VEGA, based in Washington, DC, coordinates with and draws on the resources of IIE's offices worldwide to support placement and monitoring of the Advisers. As an organization whose core mission is to bring people together with opportunities for learning and service, IIE's systems and infrastructures are tailored to field and support expatriate professionals in all parts of the world with safety, security, efficiency and professionalism.

Over the course of managing EMDAP for 22 years, IIE has developed a professional, hands-on approach so that the program meets the goals of USAID and the in-country partner/host organization as well as provides an opportunity for U.S. MBA/MA graduates in international affairs to use their skills to build the capacity of organizations.

### **B. CANDIDATE RECRUITMENT AND SELECTION**

EMDAP recruits candidates from over 91 universities with top graduate programs in fields related to economic growth and international development. Recent graduates and current students enrolled in MBA or MA programs in International Management, Finance and Development, or International Affairs are eligible. In addition to many prestigious institutions who participate in EMDAP, long-standing and close partner institutions whose students regularly participate in EMDAP include:

- The University of Denver
- New York University
- Johns Hopkins University's School of Advanced International Studies (SAIS)
- The Monterey Institute of International Studies
- Columbia University's School for International and Public Administration (SIPA)
- Syracuse University
- Georgetown University

The typical application cycle runs from January through May of each year. In June, after candidates send their applications, EMDAP's Independent Screening Panel (consisting of alumni, university career counselors, and international development professionals) selects candidates on the basis of three criteria: professional experience, leadership skills and educational background. Telephone interviews with EMDAP staff are conducted in July to provide staff with a better understanding of the candidates' reasoning and motivations for applying. Selected candidates are then matched with assignments based on an available Scope of Work. Telephone interviews are arranged between candidates and the host organizations. Interviews continue until all positions are filled. Selected Advisers are required to attend a Pre-departure before they depart for an assignment.

**C. MATCHING SCOPE OF SERVICES WITH VOLUNTEER EXPERTISE**

From the a slate of selected candidates, the Institute matches the services required by USAID Missions with the most qualified candidates available, so that the Mission and host institutions receive a roster of candidates from which to select and interview finalists. If desired, designated Mission officers and the host organization participate in finalizing the selection of an Adviser to match the requirements of the identified assignments.

**D. PRE-DEPARTURE PREPARATION AND ORIENTATION**

During the pre-departure EMDAP orientation, Advisers are introduced to USAID, its mission, partners and operations. They also participate in cross-cultural trainings and discuss program logistics, security, health/wellness, as well as settling-in issues. At this juncture, they also gather country and assignment-relevant information through research and meetings with USAID and other agency officials. Successful completion of the orientation is a prerequisite for participating in EMDAP.

**E. MONITORING AND EVALUATION**

EMDAP Advisers are required to submit quarterly reports to IIE to monitor their progress. IIE communicates with each Adviser weekly to monthly, at a minimum.

IIE/VEGA submits entry, quarterly and exit reports to USAID to monitor each Adviser's progress. These reports collect the following information:

- Timelines and results the Adviser has completed - following the SMART methodology: specific, measurable, achievable, results-oriented, time-bound
- Changes, if any, in their scope of work/work plan
- Accomplishments and challenges for each period and what were the challenges
- What the Adviser will be working on for the remainder of the assignment

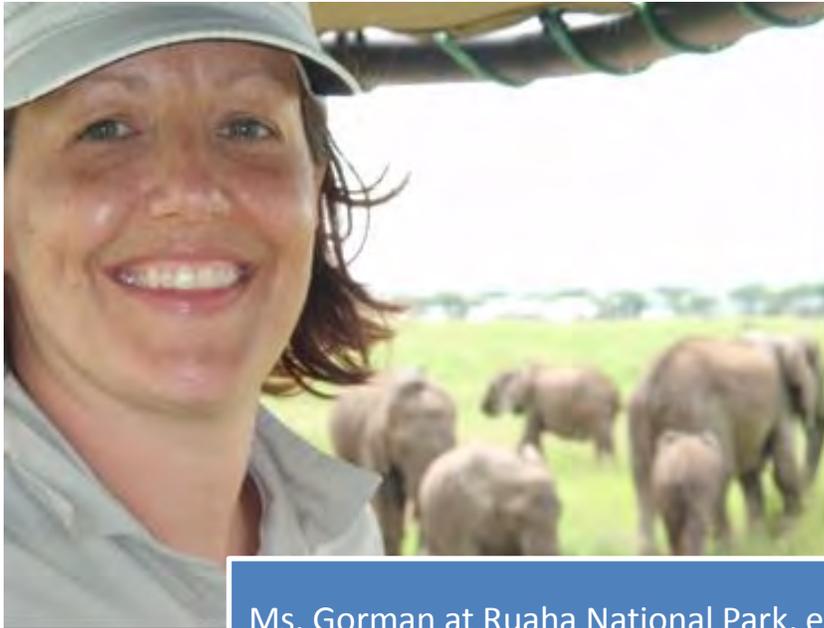
**VIII. PHOTO HIGHLIGHTS**



Ms. Gorman with Thomas Hobgood, Feed the Future Team Leader for USAID/Tanzania - February 2014



Ms. Gorman at Mbeya Stakeholders Meeting Tanzania - February 2014



Ms. Gorman at Ruaha National Park, exploring ecotourism - February 2014



Ms. Gorman's picturing a group of young tomato farmers near Iringa, Tanzania - February 2014