



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

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

**Associate Cooperative Agreement
No. 497-A-00-05-00042-00**

**Final Report
for
USAID/INDONESIA'S LONG TERM BUSINESS ADVISORS PROGRAM AND
STRENGTHENING BUSINESS ASSOCIATIONS FOR REFORM (SEBAR) PROGRAM**

PREPARED BY VEGA MEMBER:

**THE INSTITUTE OF INTERNATIONAL EDUCATION (IIE)
WASHINGTON, DC**



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TABLE OF CONTENTS

I. INTRODUCTION - 2 -

II. BACKGROUND OF ACTIVITY IN INDONESIA - 3 -

III. PERIOD OF ACTIVITY/SERVICE - 6 -

IV. SUMMARY OF EMDAP ADVISER ACTIVITIES..... - 8 -

1. **VALERIE SMITH** - 8 -

2. **MARK SMITH** - 9 -

3. **PAYTON DEEKS** - 10 -

4. **MICHAEL GONZALEZ** - 11 -

5. **NADINE FAROUQ** - 12 -

6. **STEVE LEU** - 13 -

7. **JULIE CERQUEIRA** - 14 -

8. **DANIEL BELLEFLEUR**..... - 15 -

9. **PATRICK TANGKAU** - 17 -

10. **GOOLDA SIAHAAN** - 18 -

11. **YVONNE CHEN** - 20 -

VI. LESSONS LEARNED/OBSERVATIONS, BEST PRACTICES AND RECOMMENDATIONS - 22 -

A. LESSONS LEARNED/OBSERVATIONS - 22 -

B. BEST PRACTICES - 23 -

C. RECOMMENDATIONS - 24 -

VII. PROGRAM OVERVIEW - 25 -

A. PROGRAM MANAGEMENT..... - 25 -

B. CANDIDATE RECRUITMENT AND SELECTION..... - 25 -

C. MATCHING SCOPE OF SERVICES WITH VOLUNTEER EXPERTISE..... - 26 -

D. PRE-DEPARTURE PREPARATION AND ORIENTATION..... - 26 -

E. IN-COUNTRY LOGISTICS OFFICER (ICLO) - 26 -

F. LANGUAGE TRAINING - 27 -

G. MONITORING AND EVALUATION - 27 -

VIII. PHOTO HIGHLIGHTS - 28 -

I. INTRODUCTION

Under the USAID/Indonesia-funded **Long Term Business Advisors Program and Strengthening Business Associations for Reform (SEBAR) program** (Leader with Associate Agreement (LWA) EEM-A-00-04-00002-00, Associate Cooperative Agreement No. 497-A-00-05-00042-00), 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 identifying, training and supporting U.S. graduate student volunteers to support the Indonesian business climate through economic growth initiatives. The period of performance for the contract was August 12, 2005 – September 30, 2014.

This Final Report was prepared as a deliverable under the project to document performance and achievements. It has the following content: Program Overview, Background of Activity in Indonesia, Period of Activity/Service, Summary of the Activity/Accomplishments, Lessons Learned/ Observations, Best Practices, Recommendations, and Photo Highlights.

II. BACKGROUND OF ACTIVITY IN INDONESIA

USAID/Indonesia's Long Term Business Advisors Program was initially a six-year effort, launched on August 12, 2005, to identify, train and support student volunteers to provide technical assistance to the American Chamber of Commerce in Jakarta (AmCham) for up to twelve months. USAID/Indonesia hand selected each Advisor during the tenure of the program based on their skills, background, and availability.

In August 2005, the overall budget of \$124,136 was finalized and approved by USAID/Indonesia. In October 2005, two EMDAP Advisers were placed with host organizations for 12 months. The host organizations were identified by USAID/Indonesia as places where technical assistance was needed and where the Advisers could contribute to their productivity, growth, and support for broader economic development. IIE recruited, trained and managed these Advisers for assignments from September 2005 to August 2006, with an effective contract end date of September 30, 2006.

On September 29, 2006, the total estimated amount increased from \$124,136 to \$247,226 to cover two Advisers under the Long Term Business Advisors Program for the 2006-07 EMDAP cycle. The host organizations were again identified by USAID/Indonesia and IIE recruited, trained and managed these Advisers for assignments from September 2006 to September 2007, with an effective cooperative agreement end date of September 30, 2007.

On July 19, 2007, the total estimated amount increased from \$247,226 to \$382,689 to cover two Advisers under the Long Term Business Advisors Program for the 2007-08 EMDAP cycle. The host organizations were again identified by USAID/Indonesia and IIE recruited, trained and managed these Advisers for assignments from September 2007 to September 2008, with an effective cooperative agreement end date of September 30, 2008.

On August 8, 2008, the total estimated amount increased from \$382,689 to \$459,830 under the Long Term Business Advisors Program for the 2008-09 EMDAP cycle. The host organization was again identified by USAID/Indonesia and IIE recruited, trained and managed the Adviser for an assignment from September 2008 to September 2009, with an effective cooperative agreement end date of September 30, 2009.

On August 28, 2008, the total estimated amount increased from \$459,830 to \$472,266 to cover an extension for an Adviser under the Long Term Business Advisors Program. The new cooperative agreement end date was September 30, 2009.

On September 15, 2009, the total estimated amount increased from \$472,266 to \$550,193 under the Long Term Business Advisors Program for the 2009-10 EMDAP cycle. The host organization was again identified by USAID/Indonesia and IIE recruited, trained and managed the Adviser for an assignment from September 2009 to September 2010, with an effective cooperative agreement end date of September 30, 2010.

On September 20, 2010, the total estimated amount increased from \$550,193 to \$569,765 to cover an extension for an Adviser under the Long Term Business Advisors Program. The new cooperative agreement end date was December 31, 2010.

On December 30, 2010, the total estimated amount increased from \$569,765 to \$577,946 under the Long Term Business Advisors Program. The new cooperative agreement end date was March 1, 2011.

On February 9, 2011, USAID/Indonesia increased the total estimated amount from \$577,946 to \$1,070,209 over a three year span under the Strengthening Business Associations for Reform (SEBAR) Program. The program sought to place three Private Sector Advisors with AmCham, the Indonesian Chamber of Commerce and Industries (Kamar Dagang dan Industri Indonesia - KADIN) and, the Indonesian Employers Association (Asosiasi Pengusaha Indonesia - APINDO). The host organizations were again identified by USAID/Indonesia and IIE recruited, trained and managed Advisers for assignments, with an effective cooperative agreement end date of February 7, 2014. The objective of SEBAR was to assist business associations in Indonesia to:

- Strengthen economic analyses of issues, problems, and opportunities,
- Enhance advocacy efforts, and
- Work together in support of reforms.

The Private Sector Advisors mandate was to assist AmCham, KADIN and APINDO in promoting a healthy investment and business climate for domestic and foreign investors in Indonesia. The focus of the Advisors activities was to assist the associations to analyze key issues and advocate for reforms that accelerated and made more inclusive Indonesia’s economic growth. The Advisors were to be involved in the associations’ activities, including position paper research and preparation; periodical publication; and website content applications.

Due to responsible spending practices, IIE retained residual funds and extended the SEBAR program from February 7, 2014 to an effective cooperative agreement end date of September 30, 2014.

Under the VEGA/IIE alliance, USAID/Indonesia obligated \$1,070,209 for 11 EMDAP Advisers. Below is a table of EMDAP Adviser’s under the alliance in Indonesia:

Name	Institution	Host Organization	Year
Valerie Smith	Johns Hopkins University-SAIS	USAID: Office of Program Development	2005-06
Mark Smith	Drexel University	American Chamber of Commerce (AmCham)	2005-07
Payton Deeks	Johns Hopkins University-SAIS	USAID: Office of Program Development	2006-07
Michael Gonzalez	Tufts University	American Chamber of Commerce (AmCham)	2007-08
Nadine Farouq	George Washington	USAID: Office of Program Development	2007-08

	University		
Steve Leu	Georgetown University	American Chamber of Commerce (AmCham)	2008-09
Julie Cerqueira	Fordham University	American Chamber of Commerce (AmCham)	2009-10
Daniel Bellefleur	University of Wisconsin-Madison	American Chamber of Commerce (AmCham)	2011-12
Patrick Tangkau	Prasetya Mulya Business School (Indonesia)	The Chamber of Commerce and Industry (KADIN Indonesia)	2011-14
Goolda Siahaan	University of Indonesia	The Employers Association of Indonesia (APINDO)	2012-14
Yvonne Chen	George Washington University	American Chamber of Commerce (AmCham)	2012-14

III. PERIOD OF ACTIVITY/SERVICE

All EMDAP Advisers successfully completed their assignments in Indonesia. The official dates of activity were October 16, 2005 through September 22, 2014.

The following was the Annual Work Plan for IIE:

IIE's Annual Work Plan			
Task Description	Task Components	Action Steps	Review Dates/ Criteria
CANDIDATE RECRUITMENT AND SELECTION	<ol style="list-style-type: none"> 1. Outreach and recruitment at U.S. universities 2. Application submissions 3. Selection Committee 	<ol style="list-style-type: none"> a) Conduct oral presentations at U.S. universities to increase application submissions. b) Collect applications from candidates. c) Form selection committees. 	<ol style="list-style-type: none"> I. Ongoing, as needed II. Ongoing, as needed III. June 20xx
MATCHING SCOPE OF WORK WITH VOLUNTEER EXPERTISE	<ol style="list-style-type: none"> 1. Evaluate Scope of Work 	<ol style="list-style-type: none"> a) Match qualified candidates with host institutions. b) Facilitate Interviews and offer assignment to selected candidates. 	<ol style="list-style-type: none"> I. Ongoing, as needed II. July 20xx
PRE-DEPARTURE PREPARATION AND ORIENTATION	<ol style="list-style-type: none"> 1. Organize and deliver pre-departure orientation to prepare participants to work and live in developing countries 	<ol style="list-style-type: none"> a) Conduct cross-cultural trainings and discuss program logistics, security, health/wellness, as well as settling-in issues. 	<ol style="list-style-type: none"> I. August 20xx
ADVISER DEPLOYMENT	<ol style="list-style-type: none"> 1. Departure for Assignment 	<ol style="list-style-type: none"> a) Organize and deliver orientation. b) Facilitate Airfare and logistical arrangements. 	<ol style="list-style-type: none"> I. September-October 20xx
REPORTING	<ol style="list-style-type: none"> 1. Submit reports to VEGA/USAID 	<ol style="list-style-type: none"> a) Present timelines, results and accomplishments of EMDAP Advisers. 	<ol style="list-style-type: none"> I. Entry, quarterly and final/as requested

SITE VISIT	1. Conduct Annual Site Visit	a) Evaluate each Adviser’s professional contribution to the host organization and USAID in-country.	I. Mid-term of each assignment
DEBRIEFING	1. Organize and deliver post-evaluation debriefing to capture Advisers experiences	a) Conduct event to discuss program impact and accomplishments.	II. Prior to or after Advisers assignments have ended (when available)

IV. SUMMARY OF EMDAP ADVISER ACTIVITIES

1. VALERIE SMITH

USAID: OFFICE OF PROGRAM DEVELOPMENT

ASSIGNMENT PERIOD: OCTOBER 10, 2005 – OCTOBER 9, 2006

Ms. Valerie Smith, a graduate from Johns Hopkins University, School of Advanced International Studies (SAIS), worked as a LTBA Global Development Alliance Officer for USAID/Indonesia in their Office of Program Development. Ms. Smith was tasked with facilitating public/private partnerships and GDA's (global development alliances) by creating better linkages between the development work at USAID and the desire for the private sector to get involved with the process.

Ms. Smith's primary responsibilities consisted of the following tasks:

- a) Assist the Mission with GDA (Global Development Alliance) Implementation.
- b) Lead their GDA communications and public outreach efforts.
- c) Guide the strategy and project development process for GDA's.
- d) Assist the Mission become the one-stop shop/clearinghouse for all GDA information.

ACCOMPLISHMENTS

- Conducted public outreach to the American Chamber of Commerce in April and May 2006 for public/private business research efforts.
- Completed the Annual Program Statement GDA incentive funding process.
- Led on-site visits to major projects- one visit to democratic governance projects in Aceh, the other to a technical education project in another part of Sumatra;
- Developed a new GDA agreement with BP and Coca Cola.
- Solidified policies and procedures on GDAs, most importantly on the due diligence process.
- Developed a due diligence study template.

2. MARK SMITH

THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)

ASSIGNMENT PERIOD: OCTOBER 16, 2005 – SEPTEMBER 15, 2007

Mr. Mark Smith, a graduate from Drexel University, worked as the Economic Policy Advisor with the American Chamber of Commerce (AmCham) in Indonesia. AmCham Indonesia is a voluntary organization of professionals with commercial activities in Indonesia. Its central mission is to promote US-Indonesia commercial relations and to serve its members as a key resource for information and business networking. First formed in 1971 as a committee, AmCham Indonesia has grown to hundreds of members representing more than 250 companies. AmCham Indonesia represents and promotes US business interests and values. Mr. Smith worked with AmCham staff, Board of Governors and Committees to develop, rally support for and implement a strategy to encourage the government of Indonesia (GOI) to improve the current business environment, facilitating rapid, sustainable and equitable economic growth.

Mr. Smith's primary responsibilities consisted of the following tasks:

- a) Assist with membership development initiatives and tasks designed to strengthen operations.
- b) Help align AmCham services and strengthening the relationship with its members is critical to promoting this mission.
- c) Prepare briefing papers, press statement, presentations, articles and other communication on policy issues for AmCham members, Committees and inter-chamber initiatives.
- d) Serve as liaison to the local USAID office and its projects.
- e) Serve as liaison to other business Chambers such as the Jakarta Japan Club, The Indonesian Chamber of Commerce (KADIN) and the International Business Chamber (IBC).

ACCOMPLISHMENTS

- Worked on specifically strengthening AmCham services in the area of IT upgrades, publication production and quality, web site development, and automated registration. These improvements raised the performance of the AmCham office and raised the productivity and satisfaction of its staff, creating new enthusiasm and resulting in higher revenues and pay increases for local staff.
- Worked on tax policy for Indonesia, proposed tax changes and their likely ramifications, and comparisons of the policies with those of some other nations with similar size, levels of development, and/or geographical location.

Mark concluded his EMDAP assignment early to serve as the Executive Director of AmCham. Before finishing, a majority of his original goals were met but he pointed out that the process is ongoing but is confident that he can "continue the goals and realize the successes."

3. PAYTON DEEKS

USAID: OFFICE OF PROGRAM DEVELOPMENT

ASSIGNMENT PERIOD: SEPTEMBER 27, 2006 –JULY 27, 2007

Ms. Payton Deeks, a graduate from Johns Hopkins University, School of Advanced International Studies (SAIS), worked as Public-private Partnership Specialist for USAID/Indonesia in their Office of Program Development. Ms. Deeks assisted USAID in forming partnerships with private companies that wished to participate in and contribute to USAID projects. These projects were in various areas of need, including health, education, governance and tsunami reconstruction.

Ms. Deek's primary responsibilities consisted of the following tasks:

- a) Coordinate AmCham Executive Office support and AmCham member support for USAID projects.
- b) Provide support in the areas of research, writing, and advocacy.
- c) Organize American and other private sector community participation in USAID projects.
- d) Provide project updates to AmCham members and other business partners.

ACCOMPLISHMENTS

- Solely responsible for the GDA/Public-Private implementation and monitoring, leading GDA communications and public outreach efforts, a fundamental part of implementing partnerships.
- Worked closely with the Regional Legal Advisor to develop a Mission Order (an official document providing guidance on a specific issue) regarding partnerships and due diligence reports.
- Developed public-private partnership factsheets to inform the Ambassador, Mission Director, and Program Officer about current and pending programs.
- Undertook research and wrote the due diligence report for the following companies and partnerships:
 - Olam International and Blommer Chocolate
 - These companies worked with USAID/ Indonesia's AMARTA program to help 20,000 smallholder cocoa farmers in Sulawesi through a cocoa smallholder technical assistance and training program.
 - HSBC Indonesia partnered with USAID's Health Services Program (HSP) in Aceh to renovate a clinic. HSBC Indonesia directly financed related costs while HSP provided the technical assistance to guide proper equipping of the clinic.
 - Gap Inc. partnered with USAID/Washington's Youth Employment and Entrepreneurship Initiative (YEEI), which was implemented in Indonesia by the International Youth Foundation (IYF). Specifically, Gap provided \$30,000 in cash to an existing \$85,000 program implemented by an NGO (KAKAK) in the Yogyakarta area to assist earthquake-affected farmers and youth to generate additional income and new employment.
- On the basis of her performance as an EMDAP Advisor, Ms. Deeks was offered and accepted a one-year contract position with USAID/Indonesia.

4. MICHAEL GONZALEZ
THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)
ASSIGNMENT PERIOD: SEPTEMBER 1, 2007 – AUGUST 31, 2008

Mr. Michael Gonzalez, a graduate of Tufts University, worked as the Private Sector Advisor with AmCham to assist the AmCham Officers, Committee Chairs and members in creating a positive business environment where ideas were exchanged and synergies were discovered. The focus was on best practices and solutions to various challenges that may impede economic growth in Indonesia. He was also involved in all activities, including meeting strategies, publication and website design, event planning, corporate social responsibility projects and disaster relief fund raising.

Mr. Gonzalez's primary responsibilities consisted of the following tasks:

- a) Collect data from local government, industry associations, donors, NGO's and member companies on trends and challenges in Indonesia.
- b) Design member surveys to assess the investment outlook or other business issues.
- c) Regularly attend USAID/Indonesia's Economic Growth (EG) Chiefs of Party meetings to inform EG Office of activities at AmCham and help facilitate coordination between the private sector and ongoing EG projects.

ACCOMPLISHMENTS

- Created AmCham Indonesia's first Disaster Relief Plan; a technical plan that pre-coordinated the collection and distribution of disaster relief goods and financial resources to victims of major disaster in Indonesia on behalf of over 400 US corporate and individual AmCham members.
- Conducted numerous field visits in areas prone in Indonesia to conflict to view the challenges of doing business in those areas. Evaluated their stability through interviews with NGOs, Indonesian government officials, USAID staff members, SME business owners, Christian and Muslim religious leaders, victims of violence, and the general public.
- Revitalized AmCham Indonesia's magazine increasing brand value perception.

5. NADINE FAROUQ

USAID: OFFICE OF PROGRAM DEVELOPMENT

ASSIGNMENT PERIOD: SEPTEMBER 1, 2007 – NOVEMBER 15, 2008

Ms. Nadine Farouq a graduate from George Washington University, worked as the Public Private Partnership Liaison Advisor for USAID/Indonesia in their Office of Program Development. Ms. Farouq assisted USAID with public-private partnership implementation and monitoring and forming partnerships with private companies that wish to participate in and contribute to USAID projects.

USAID/Indonesia sought another Adviser after the success of Ms. Deeks in 2006-07. Ms. Farouq was brought to provide administrative and technical support in coordinating private sector involvement in USAID projects.

Ms. Farouq's primary responsibilities also consisted of the following tasks:

- a) Assist Mission with Public-Private Partnerships
 - I. Conduct meetings with individuals from USAID staff and from USAID projects who have ongoing partnerships as well as the points of contact from the private sector partners.
 - II. Attend AmCham events to be familiar with the needs and concerns of private sector in Indonesia. The advisor will look for ways in which USAID and AmCham members can come together in partnerships.
- b) Lead Communications and Public Outreach Efforts
 - I. Be the point person at USAID/Indonesia for information on public-private partnerships and evaluate APS submissions to the Mission and make funding recommendations.
 - II. Write and edit fact sheets regarding partnerships to increase public understanding of what they are, and distribute these as appropriate and post them online.
- c) Interface between the American Chamber of Commerce and USAID
 - I. Inform interested AmCham members about partnerships and will act as a liaison between AmCham and USAID with regard to partnerships.

ACCOMPLISHMENTS

- Completed due diligence report on potential partnerships with Asia Pacific Resources International (APRIL)
- Conducted Health Services Program (HSP) field school site visits in Java to observe current USAID projects and monitor its beneficiaries.
- Met with Kraft, Starbucks, Microsoft, GE, CAT, Oracle, and Mercy Corps to discuss opportunities for alliances (alliances were still pending upon departure).
- Coordinated with the Mission to formulate a GDA strategy for USAID/Indonesia that fits broader development goals and aligns with the (current) Mission strategy.

6. STEVE LEU

THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)

ASSIGNMENT PERIOD: SEPTEMBER 1, 2008 – AUGUST 31, 2009

Mr. Steve Leu, a graduate from Georgetown University, replaced the previous EMDAP Adviser, Mr. Michael Gonzalez, and worked as the Private Sector Advisor with AmCham to assist the AmCham Officers, Committee Chairs and members in creating a positive business environment where ideas were exchanged and synergies were discovered. The focus was on best practices and solutions to various challenges that may impede economic growth in Indonesia. Mr. Leu was also involved in all activities, including meeting strategies, publication and website design, event planning, corporate social responsibility projects and disaster relief fund raising.

Ms. Leu's responsibilities included of the following tasks:

- a) Generate content, edit and produce AmCham Indonesia's The Executive Exchange magazine to include reporting on AmCham activities and other topics to include policy and position papers relevant to the AmCham audience.
- b) Project II (AIG International): Conduct policy research on non-bank financial institutions that complements AIG's proposed Blue Ribbon Commission to advise stakeholders and the Government of Indonesia on its non-bank financial sector education and policy reform needs.
- c) Assist CSR Committee Chairs in advancing a Chamber-level Disaster Relief Plan, raising overall corporate citizenship awareness, and generating a donor-NGO database.
- d) Collect data from AmCham members on trends and challenges in Indonesia through interviews and meetings in addition to designing and affecting member surveys to assess the investment outlook or other business issues.

ACCOMPLISHMENTS

- Created an advertising model for the AmCham magazine and website that outlined specific technical requirements and an update pricing model.
- Improved the membership database to allow the Membership Coordinator to better summarize and track the status of current members.
- Enhanced the external communications strategy to allow members to provide content for an AmCham communication platform.
- Produced an NGO Database to provide AmCham members a platform to list its profiles to attract funding and better publicize its activities to corporate members.

7. JULIE CERQUEIRA

THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)

ASSIGNMENT PERIOD: OCTOBER 1, 2009 – NOVEMBER 24, 2010

Ms. Julie Cerqueira, a graduate of Fordham University, replaced the previous EMDAP Adviser, Mr. Steve Leu, to assist AmCham leaders and members in promoting a healthy investment and business climate for domestic and international corporations. The focus of Ms. Cerqueira's activities was on communicating best practices and solutions to various challenges that impeded Indonesia's economic growth from both an economic development and private sector lens. Ms. Cerqueira was involved in activities including position paper research and preparation; magazine publication with website content applications; Corporate Social Responsibility (CSR) projects; and projects for AmCham Member corporations.

Ms. Cerqueira's responsibilities consisted of the following primary tasks:

- a) (FIKI - Federation of Indonesia Chemical Industry, KN RCI - Responsible Care Indonesia and MOI - Ministry of Industry): Conduct policy research to assist FIKI, KN RCI and MOI to develop National advocacy principles and elements to foster greater consistency and transparency in chemical regulatory programs to promote regulatory convergence (where appropriate), and provide enough flexibility to accommodate existing and anticipated national or regional laws and regulations.
- b) Assist AmCham committees in creating position papers on critical issues to the American companies and its database to track the progress.
- c) Assist CSR committee Chairs in advancing a Chamber-level Disaster Relief Plan, raising overall corporate citizenship awareness, and generating a donor-NGO database; and
- d) Collect data from AmCham members on trends and challenges in Indonesia through interviews and meetings in addition to designing and affecting member surveys to assess the investment outlook or other business issues.

ACCOMPLISHMENTS

- Worked with the Ministry of Industry and Responsible Care Indonesia (KN-RCI) to develop a comprehensive chemical regulation through stakeholder meetings and literature reviews.
- Completed a position paper on Environmental Law 32/2009 and Waste Management Law 18/2008 which included input from AmCham membership organizations. The paper voiced concerns with aspects of the legislation and requested private sector participation in the implementing regulations.
- Assisted in the development of an NGO database.
- Trained local staff to build capacity in the use of high-skill software.
- Generated content for and edited AmCham's quarterly magazine, the Executive Exchange; coordinated closely with the publisher; wrote several articles; solicited and edited articles; solicited and edited photographs; assisted in the completion of the magazine layout; and designed the cover.

8. DANIEL BELLEFLEUR
THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)
ASSIGNMENT PERIOD: MARCH 7, 2011 - SEPTEMBER 21, 2012

Mr. Daniel Bellefleur, a graduate from the University of Wisconsin, worked as the Policy Advisor for the USAID sponsored Strengthening Business Organizations for Reform (SEBAR) team. Mr. Bellefleur worked at AmCham and cooperated with advisors in the Indonesian Chamber of Commerce (KADIN) and the Indonesian Employers' Association (APINDO) conducting joint policy research. Aside from performing policy research, Mr. Bellefleur helped strengthen AmCham's CSR activities, wrote grant proposals, supported the AmCham Young Professionals (YP) Committee, wrote articles and position papers for AmCham, cooperated with NGOs and philanthropies, participated in public-private economic dialogues, and has significantly strengthened his knowledge on the Indonesian business and investment climate.

Mr. Bellefleur's primary goals consisted of the following tasks:

- a) Conduct initial paper research on selected topics by USAID.
- b) Create position papers on those topics.
- c) Support the three associations as required and assigned by each association.
- d) Conduct outreach and presentation on position papers.

ACCOMPLISHMENTS

- SEBAR Policy Research
 - Cooperated with the SEBAR Team to complete four substantial research reports on various Indonesian economic topics. By conducting literature reviews and meeting with diverse stakeholders, the SEBAR team retrieved real-time information on pressing issues to deliver up-to-date analyses.
 - SEBAR team wrote an AmCham-KADIN-APINDO Corporate Social Responsibility (CSR) report. By finding the best CSR activities from respective business organization companies, the SEBAR team recommended proven techniques to implement CSR activities in Indonesia.
 - SEBAR team conducted a cross-country analysis of Indonesian-Cambodian-Vietnamese labor laws and the effect the laws have on respective countries' competitiveness in the garment and textiles sector. By completing this analysis, the SEBAR team analyzed best practices, determining which country is most competitive in the textiles sector.
 - SEBAR team wrote a snapshot of Indonesian entrepreneurship and small and medium sized enterprises. This report outlines the current business environment for start-ups and smaller companies, highlighting some of the issues hindering their development while providing recommendations to support their growth.
 - SEBAR team completed the "Regulatory Progress and Financing Mechanisms for Renewable Energy Infrastructure Under Ten Megawatts in Indonesia" report,

relaying information on legislation affecting the industry, effectiveness of feed-in tariffs, and financing options available for the life of projects.

- The SEBAR team presented each of these reports to USAID, BAPPENAS (Indonesian Development Coordinating Board), and each of the host business organizations highlighting the significant findings and providing recommendations for advocacy efforts. Additionally, the team presented to numerous universities and think tanks, informing interested participants and fielding numerous questions - all papers are available to the public through USAID upon request.
- AmCham Grant Proposals
 - In cooperation with the AmCham Power Committee, wrote the concept paper and the full grant proposal. Unfortunately, AmCham did not win the grant, but the Power Committee introduced a new outlet for AmCham to raise revenues while laying the infrastructure for AmCham to apply for future grants.
 - Wrote a concept paper for a USAID grant through the Support for Economic Analysis Development in Indonesia (SEADI) project to partner with an Indonesian university to determine the cumulative impact of American foreign direct investment on the Indonesian economy (grant was still pending upon departure).
- AmCham Research and Position Papers
 - Wrote a position paper recommending that the Indonesian government adjust the rule of law to streamline the way in which foreign investors are allowed to invest in Indonesian SMEs.
 - Worked with the AmCham Services Committee to develop a paper on insurance in Indonesia and how changes to the overarching regulatory agency will affect the business.
 - Wrote a position paper recommending that the Indonesian Ministry of Education adjust their requirements for English teachers in order to encourage more native English teachers come to the archipelago to teach.
 - In cooperation with the AmCham Trade and Investment Committee, worked with the U.S. Embassy/Jakarta to develop a position paper expressing American companies' problems with investment in (or lack thereof) in islands outside Java.
 - Each of these reports provided useful information and offered a document for advocacy activities.
- AmCham Corporate Social Responsibility Activities
 - Launched an affiliation with Junior Achievement Indonesia (JA). By cooperating with JA, recruited business people from six fortune 500 companies to volunteer at Indonesian schools, teaching applicable business skills to over 2,500 students while simultaneously exposing the students to American businesses and diverse career tracks.
 - Conducted two business skills trainings for University of Indonesia Goodwill Foundation scholarship students. Twice, recruited fifteen young professionals to review resumes, practice interview skills, and present on how to find the career that suits respective personalities. These trainings helped prepare over 80 students for the professional world.

9. PATRICK TANGKAU

THE CHAMBER OF COMMERCE AND INDUSTRY (KADIN INDONESIA)

ASSIGNMENT PERIOD: MAY 23, 2011 – SEPTEMBER 22, 2014

Mr. Patrick Tangkau, a graduate from the University of Wisconsin, worked as the Policy Advisor for the USAID sponsored Strengthening Business Organizations for Reform (SEBAR) team. Mr. Tangkau worked at the Indonesian Chamber of Commerce (KADIN) and cooperated with advisors in AmCham and the Indonesian Employers' Association (APINDO) conducting joint policy research. Aside from performing policy research, Mr. Bellefleur helped strengthen AmCham's CSR activities, wrote grant proposals, supported the AmCham Young Professionals (YP) Committee, wrote articles and position papers for AmCham, cooperated with NGOs and philanthropies, participated in public-private economic dialogues, and has significantly strengthened his knowledge on the Indonesian business and investment climate.

Mr. Tangkau's primary responsibilities consisted of the following tasks:

- a) Conduct initial paper research on selected topics by USAID.
- b) Create position papers on those topics.
- c) Support the three associations as required and assigned by each association.
- d) Conduct outreach and presentation on position papers.

ACCOMPLISHMENTS

- Assisted in the research, creation and presentation of the complete four substantial research reports on various Indonesian economic topics.
- Compiled data on country information sheets for various KADIN-BSD activities.
- Created an information database regarding KADIN-BSD cooperation and meeting with US Embassy projects.
- Created a database of foreign embassies in Indonesia for KADIN Indonesia for their future international events.
- Prepared for the Executive Forum - Sustainable Urban Development, in cooperation with State Government of Victoria. Helped invite Indonesian companies that were interested in being matched with both Australian companies and other Indonesian companies. Other than the Australian business delegation, also helped prepare for a Bulgarian business delegation visit.
- Validated the existence of Indonesian companies to help foreign companies avoid fraudulence.
- Conducted small research to ministry of law and provide foreign companies with reports regarding the existence and registration of Indonesian companies.
- Prepared materials and information for KADIN Secretariat for speeches or for research.
- Wrote article for KADIN Indonesia Newsletter related to various events.
- Conducted research on The Management and Implementation of Ecotourism in Indonesia (study case in Karimunjawa).

10. GOOLDA SIAHAAN

THE EMPLOYERS ASSOCIATION OF INDONESIA (APINDO)

ASSIGNMENT PERIOD: FEBRUARY 13, 2012 – SEPTEMBER 12, 2014

Mr. Goolda Siahaan, a graduate from the University of Indonesia, worked as the **Private Business Advisor** at Employers Association of Indonesia (APINDO). APINDO seeks to create a good business climate in order to realize the real national development by increasing competitiveness of entrepreneurs in Indonesia and by representing businesses in a variety of national and international institutions and in particular in the Employment Agency.

Mr. Siahaan replaced the previous EMDAP Adviser, Ms. Zahra Murad, to assist the Strengthening Business Organizations for Reform (SEBAR) program in Indonesia to assist business associations, primarily to promote a healthy investment and business climate for domestic and foreign investors in Indonesia. Working with the SEBAR team, Mr. Siahaan cooperated with the other EMDAP Advisers placed in AmCham Indonesia and KADIN to conduct joint policy research and produce policy papers.

Mr. Siahaan's primary responsibilities consisted of the following tasks:

- a) Conduct initial paper research on selected topics by USAID.
- a) Create position papers on those topics.
- b) Support the three associations as required and assigned by each association.
- c) Conduct outreach and presentation on position papers.

ACCOMPLISHMENTS

- Helped produce paper on The Management and Implementation of Ecotourism in Indonesia: A case study of Karimunjawa Islands.
 - Completed data collection by interviewing all of the respondents, summarized data, analyzed the research findings, and wrote the paper.
 - Interviewed 31 respondents with the SEBAR team in Semarang, Jepara, Karimunjawa, including in Jakarta. The respondents consist of the government institutions (17 respondents), the entrepreneurs (4 respondents), the local communities (2 respondents), NGOs (4 respondents), and tourists (4 respondents).
 - Finalized paper on The Management and Implementation of Ecotourism in Indonesia: A case study of Karimunjawa Islands.
 - With the SEBAR team presented the paper to the Bappenas (State Ministry of National Development Planning/National Development Planning Agency), USAID, and Business Associations (APINDO, KADIN, AmChamb).
 - Provided recommendations to the government to improve ecotourism activities in Indonesia.
- Created a results Excel spreadsheet master template to present to the Board of Directors, as well as a PowerPoint with the results.

- Provided data of the mining corporate layoffs with respect to the implementation of the government regulation PP No.1/2014: Prohibition on export of mineral raw materials.
- Represent APINDO in FGD with Prakarsa (Civil Society Organization) organized by Oxfam GB. FGD on the implementation of MP3EI policy (Master plan on acceleration and expansion of Indonesia economic development 2011-2025) in Sulawesi Selatan and Nusa Tenggara Timur based on the findings of Prakarsa research institute.
- As part of the APINDO research team attended meeting with The Center for Public Policy Transformation (Transformasi), Rajawali Foundation.

11. YVONNE CHEN

THE AMERICAN CHAMBER OF COMMERCE (AMCHAM)

ASSIGNMENT PERIOD: SEPTEMBER 10, 2012 – AUGUST 4, 2014.

Ms. Yvonne Chen, a recent graduate of the Elliott School of International Affairs at The George Washington University, worked under the USAID sponsored Strengthening Business Associations for Reform (SEBAR) program. Ms. Chen replaced Mr. Daniel Bellefleur at the American Chamber of Commerce (AmCham) in Indonesia. She cooperated with advisors in the Indonesian Chamber of Commerce (KADIN) and the Indonesian Employers' Association (APINDO) conducting joint policy research. Aside from performing policy research, Ms. Chen's responsibilities included the following tasks:

- a) Assist business association committees in creating position papers on central issues for businesses in Indonesia and managing a database to track the progress.
- b) AmCham paper research.
- c) Generate content, edit and assist in the production of print, web publications, talking points and other communication materials, especially as related to advocacy efforts.
- d) Support the three Associations to cooperate in joint efforts and to reach out to other business associations and NGOs.
- e) Collect data from Association members on trends and challenges in Indonesia through interviews and meetings in addition to designing and affecting member surveys to assess the investment outlook or other business issues.
- f) Assist to raise overall corporate citizenship awareness.
- g) Assist in designing and delivering programming, (e.g.as, for the Young Professionals Committee of AmCham.

ACCOMPLISHMENTS

- Enhanced social activities within AmCham by continuing the previous two advisors' AmCham Young Professionals Committee. Duties included planning numerous social, speaker, and volunteer events as well organizing two Annual Amazing Big Durian Races (a giant scavenger hunt around Jakarta). The committee continues to use the models and programming the advisors set up for future activities.
- Bolstered the SEBAR Team by developing research paper topics, leading research initiatives, supporting the other team members, and editing entire papers. These papers support AmCham advocacy efforts by providing evidence-based recommendations for regulatory reform.
- Raised the image of American companies' presence in Indonesia through representing AmCham and the American business community at numerous U.S. government functions, networking events, business meetings, Indonesian government activities, etc.
- Supported writing of a proposal for a USAID grant to fund a study on the impact of American investment in Indonesia, which was published and launched in October 2013.
- Wrote numerous position papers to support AmCham advocacy efforts.

- Arranged several meetings for committees to meet with relevant government officials to support AmCham advocacy efforts.
- Supported AmCham Indonesia's capacity to produce high quality communications products through writing articles for the bi-weekly online newsletter and policy memo email blasts to support AmCham's information service to members.
- Strengthened AmCham's relationship with the U.S. Embassy/Jakarta, EuroCham, US ASEAN Business Council, International Business Council, APINDO, and other foreign chambers.
- Attended several planning meetings, before her departure, for the SEBAR teams' joint research on ecotourism in Karimunjawa. The purpose of these meetings was to finalize the concept paper, decide on a research location, finalize the interview protocols, and fix logistics to interview over 30 stakeholders in three locations in Central Java.

VI. LESSONS LEARNED/OBSERVATIONS, BEST PRACTICES AND RECOMMENDATIONS

EMDAP, through its implementation, responded to economic growth activities in Indonesia to foster competitiveness in key priority areas as identified by USAID. EMDAP fully recognized the importance of covering priority sectors that contributed to improving Indonesia's economic growth climate as well as specific sectors and subsectors to improve business productivity. The advantage of utilizing EMDAP has been a great benefit to USAID due to its ability to focus on broad key enablers of economic growth such as supporting enterprises and expanding Indonesia's business culture.

A. LESSONS LEARNED/OBSERVATIONS

The EMDAP experience afforded each Adviser the opportunity to develop new skills, find alternative uses for previous abilities, gain experience in an overseas setting, and obtain Bahasa Indonesian language skills. One of the major observations was that although the host organization counterparts spoke adequate English to interact with their Adviser counterparts, there still appeared to be a significant language barrier. Several Advisers commented on how they were either left out of meetings or could not adequately complete their tasks in a timely manner due to their inability to speak Bahasa Indonesian. Advisers felt that if there was a way to take intensive Bahasa Indonesian before their assignment, it would help them integrate more into their work community. Most Advisers overcame this by taking Bahasa Indonesian classes and relying on colleagues for translation services, the potential to empower the Advisers with Bahasa Indonesian language skills before they arrive in-country provides an opportunity to close any and all language barrier gaps.

Another major lesson Advisers learned was that it would have been more beneficial to both the Advisers and program, as well USAID and the host organizations, if there was more oversight of, or support for, the relationship between the Advisers and their host organization supervisors. A major issue with several assignments was that the host organization supervisors did not assign tasks to other people. Some Advisers had supervisors who did not have previous management experience or have not worked with an American counterpart. For that reason, several Advisers noted that one of their biggest challenges was working with their host organization supervisor. Those challenges included the following:

- Several host organization supervisors were unaware of the capabilities of their EMDAP Advisers and viewed them as interns rather than mid-level professionals. Advisers overcame this by working with their counterparts to showcase their skills and expertise and by providing high-quality deliverables.
- On isolated occasions, due to a change in host organization leadership, some supervisors were hired after the EMDAP Advisers' arrival. Without knowing the specifics of the program, these new supervisors either did not know, or did not trust, the Advisers. However, with time and patience, supervisors started to trust and depend on their Advisers and the Advisers were able to accomplish their scope of work.

During the EMDAP annual mid-term evaluation site visit, the EMDAP staff provided suggestions and feedback to the host organization optimize Adviser assignments. EMDAP recommended to supervisors that

they utilize Advisers' skills and capabilities by working across the host organizations to create synergies and partnerships. This would allow each Adviser to share best practices and information throughout the host organization and potentially create a consortium for future collaboration.

While there is no blueprint to becoming a successful EMDAP Adviser, most stated that "...you get from this experience, what you put into it." Most Advisers accomplished their goals and came away from the assignments with more career opportunities to work with USAID and other international partners after their EMDAP assignments.

EMDAP stresses that future EMDAP Advisers need to be proactive and open-minded. The work plan and project requirements sometimes change over the year, and it is better to be needs-focused than to stick to a rigid plan. It will be up to each Adviser to choose which tasks he/she is best suited for and pursue those.

One of the greatest lessons learned by several Advisers was patience with themselves, with others and more often than not, with the inefficient bureaucracies within their organizations. A number of advisors noted that it was important to keep an open mind and be patient with oneself, the organization, and its workers. The most rewarding part of their assignments was to see results from their work in action and to see the impact of what they developed. They also built cross cultural understanding and developed friendships with coworkers and locals outside of their offices.

Providing financial assistance to developing countries is vital for new and improved infrastructure. EMDAP is a program that improves the personal skills of individuals. However, after their EMDAP experience in Indonesia, most Advisers realized that it is imperative to first reach a deep and positive rapport with their local colleagues before economic assistance can benefit them. They believe that simple changes in social situations are vital and necessary building blocks of international economic development in emerging market countries.

B. BEST PRACTICES

Best practices that EMDAP identified include:

- The recruitment process provided host organizations with at least seven candidates to review and interview. EMDAP's Independent Screening Panel selected candidates on the basis of three criteria: professional experience, leadership skills and educational background. Telephone interviews between the candidates and EMDAP staff were conducted to provide staff with a better understanding of the candidates' reasoning and motivations for applying. Selected candidates were then matched with assignments based on the SOW. Telephone interviews were then arranged between candidates and host organizations. Host organization supervisors made the final decision and selected the candidate based on their own needs and thus felt empowered through this recruitment process.
- Offering the EMDAP Advisers emotional support throughout their assignment (particularly in the beginning) is vital for the well-being and overall sustainability for themselves. The EMDAP Senior

Program Officer provided mentoring and advising support to Advisers having trouble adjusting to living and working in Indonesia. This was done through phone, Skype and email. Providing this forum allowed Advisers to voice their concerns and get the advice and information they needed to excel.

- ICLO coordination with IIEF was essential. IIEF provided the first line of assistance to each Adviser. Their assistance with visas/permits and logistics (e.g. airport pick-up and housing) was important to the sustainability of the program.
- The best action is often collective action. Because EMDAP projects were relatively short-term, finding reliable partners to continue their work (and, thus, provide sustainability) was often challenging. Advisers achieved sustainability by creating partnerships with other international development organizations by sharing knowledge through intellectual forums, brown bag events, US Embassy sponsored events, and unions with their fellow EMDAP Adviser host organization counterparts.

C. RECOMMENDATIONS

EMDAP's leading recommendation is to provide a thorough explanation of the Advisers' scope of work to the host organization ahead of their arrival. Because the EMDAP adviser is generally hired by USAID and the senior members of the implementing partner, most colleagues (and sometimes supervisors) in the office where the Adviser will work do not always understand the purpose of EMDAP, and sometimes believe the Adviser to be a volunteer/intern instead of a professional Adviser. Clearer communication from USAID may be helpful in introducing the Adviser and helping the implementing project write the work plan and set expectations.

Another recommendation is to ensure that the Advisor assignments are created by, or have buy-in from, the staff in the part of the organization where the Adviser will work. This was true to the extent that some Advisers did not speak to anyone at their host organization before arriving. Having the Adviser speak to and receive updates before they arrive is vital in providing them with correct information to create a good working relationship and realistic expectations.

EMDAP believes it would be beneficial to Advisers, USAID and the host organizations to provide more oversight of, or support for, the relationship between the Advisers and their host organization supervisors. All parties could have benefited from regular meetings and discussions related to cross-cutting issues and how best to utilize the collective assets of the EMDAP advisers as a USAID resource to Indonesia – perhaps even to the point of the organizations being able to share the Advisers as needed if resources permitted. For example, if one Adviser was not particularly busy, he/she could go help another who needed support.

With each placement, EMDAP Advisers emerged as well acclimated and a good fit for their positions. Providing opportunities for recent graduates to gain valuable experience is what sets EMDAP apart from other projects. Recommendations for USAID/Indonesia are to continue accepting advisers to work on their

initiatives to ensure their strategies benefit from our volunteers technical assistance. That assistance from USAID has helped many EMDAP Advisers transition into roles with USAID around the world.

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. IN-COUNTRY LOGISTICS OFFICER (ICLO)

The In-Country Logistics Officer (ICLO) provides all logistical on-the-ground support, from meeting the Adviser on arrival, to identifying long-term housing options, giving cultural orientation and settling-in assistance, and providing the first line of emergency help, if needed, to the Adviser through the duration of an assignment. This individual(s) meets each EMDAP Adviser on arrival, arranges hotel accommodation, provides housing options, assists in signing housing contracts, negotiates and oversees the leased car for each Adviser, offers social and cultural orientation, helps obtain resident work permits, and is available at all times for unforeseen personal emergencies.

Over the duration of the program, IIE employed a local well-respected Indonesian NGO to serve as the ICLO. Ms. Diana Kartika Jahja and staff of The Indonesian International Education Foundation (IIEF) provided this in-country service. IIEF met EMDAP Advisers on arrival, arranged hotel accommodations, provided housing options, assisted in signing housing contracts, offered social and cultural orientation, helped obtain resident work permits and was available at all times for unforeseen personal emergencies. IIEF is highly respected

and offered EMDAP an introduction into the highest levels of Indonesia leadership. IIEF has provided excellent support to EMDAP Advisers since the program's first presence in Indonesia in 1996.

F. LANGUAGE TRAINING

EMDAP Advisers are offered pre-service or in-country language training as determined by requirements of the assignment and their current language proficiency.

G. MONITORING AND EVALUATION

EMDAP Advisers were 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 Advisers 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

The Site Visit is an opportunity for both Advisers and host organizations to discuss the program frankly with IIE staff and provide information that is not necessarily captured in the official reports, e.g., whether or not the Adviser is performing to his/her full potential, and whether he/she is comfortable personally and professionally. IIE staff can then, in turn, suggest ways to strengthen each Adviser's contributions and reach mutual goals in the second half of the placement term.

Before the end of his/her assignment, each Adviser conducts a formal presentation to USAID officials on his/her accomplishments and assesses the program to verify achievements of the intended outcomes and level of impact. IIE facilitates the event for USAID to view firsthand, the contributions of each Adviser to their project in a formal setting in addition to reading a final report. Each Adviser will also present his/her accomplishments again in Washington, DC to USAID/HQ officials managing the EMDAP/VEGA award. The EMDAP debriefing is also intended to help each Adviser synthesize his/her experience, formulate and realize long-term career goals through meetings and briefings with IIE, and to showcase their achievements and contributions to USAID/HQ.

VIII. PHOTO HIGHLIGHTS



2008-09 EMDAP Adviser Steve Leu, American Chamber of Commerce (AmCham), (right) pictured working with a local consultant on generating new content for AmCham's website in Jakarta, Indonesia - March 2009.



2008-09 EMDAP Adviser Steve Leu, American Chamber of Commerce (AmCham), (right) pictured attending a meeting with his host organization counterpart in Jakarta, Indonesia - June 2009.



EMDAP Advisers – (from left to right) Daniel Bellefleur and Patrick Tangkau conduct Field Research for the Manpower analysis in the garments industry in Jakarta, Indonesia - August 2011.



2011-12 EMDAP Adviser Daniel Bellefleur, American Chamber of Commerce (AmCham), (middle) pictured at a AmCham YP Social Event in Jakarta, Indonesia - February 2012.



EMDAP Advisers – (from left to right) Patrick Tangkau, Daniel Bellefleur, and Goolda Siahaan presenting the paper on Manpower Laws and their effects on respective garment and textiles industries in Jakarta, Indonesia - March 2012.



2012-14 EMDAP Adviser Goolda Siahaan, APINDO, (left) pictured with his host organization counterparts in Jakarta, Indonesia - April 2012.



EMDAP Advisers – (from left to right) Goolda Siahaan, Patrick Tangkau and Daniel Bellefleur presenting “A Snapshot of Indonesian Entrepreneurship and SME Development” at Gaja Mada University in Yogyakarta, Indonesia - May 2012.



EMDAP Advisers – (from left to right) Goolda Siahaan , Patrick Tangkau and Daniel Bellefleur during a site visit to Baron Technopark for Renewable Energy Research Yogyakarta, Indonesia - June 2012.



2011-14 EMDAP Adviser Patrick Tangkau, KADIN, posing at the 2012 ASEAN Latin Business Forum and Indonesia International Infrastructure Conference and Exhibition - August 2012.



2012-14 EMDAP Adviser Yvonne Chen, (second from right) AmCham, posing for a shot at the Dharmawangsa Networking Cocktail - October 2012.



2012-14 EMDAP Adviser Yvonne Chen, (second from left) AmCham, posing for a shot at the during the Amazing Big *Durian Race* 2013 practice run - February 2013.



2012-14 EMDAP Adviser Yvonne Chen, (middle) AmCham, posing for a shot at Ritz Carlton Kalkun Golf Tournament Cocktail - January 2014.



EMDAP Advisers Patrick Tangkau and Golda Siahaan, (pictured on left), interviewing the Regional Development Planning Agency Central of Java, Semarang- June 2014.



EMDAP Advisers Patrick Tangkau and Golda Siahaan, (pictured on far left and far right), interviewing the with District Secretary of Jepara - July 2014.



EMDAP Advisers Patrick Tangkau and Goolda Siahaan, interviewing official at the the local government in the Camat of Karimunjawa Office - August 2014.



EMDAP Advisers Patrick Tangkau and Goolda Siahaan, interviewing the GM of the Kura-Kura Resort in Karimunjawaat - August 2014.