USAID
FROM THE AMERICAN PEOPLE

# ECONOMIC GROWTH, AGRICULTURE & TRADE (EGAT) BUREAU PRIMER

A PILLAR BUREAU 2007

On the cover: The children of Montecillos now have access to clean water.

Cover Photo Credit: USAID/Gabriella Chinchilla

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# OUR VISION

The Bureau for Economic Growth, Agriculture, and Trade (EGAT) is one of USAID's three technical ("pillar") bureaus charged with providing technical leadership and field support to USAID missions around the world. The Bureau's goal is to assist USAID field missions in their efforts to reduce poverty and promote prosperity in developing and transition countries. EGAT technical leadership and support initiatives are specifically focused on raising incomes, ending hunger, protecting the environment, and equipping institutions and people with the knowledge and skills to build equitable and sustainable economies and societies. EGAT's efforts contribute to the U.S. Government's overall Foreign Assistance Framework and its goal of helping to build and sustain democratic, well-governed states that will respond to the needs of their people, reduce widespread poverty and conduct themselves responsibly in the international system.

EGAT activities support two major objectives in the U.S. Government's Foreign Assistance Framework: Economic Growth and Investing in People. EGAT also addresses gender-related barriers and manages the Development Credit Authority, both of which cut across all transformational development objectives. EGAT supports Economic Growth through its efforts to boost trade and investment; improve economic policy and governance; improve private sector competitiveness; reduce poverty; improve physical, financial and legal infrastructure; promote agricultural and rural development; and improve the management of natural resources. EGAT supports Investing in People through efforts to improve education and literacy.
EGAT seeks to achieve these objectives through the provision of technical expertise and centrally-managed technical support mechanisms to USAID field programs and through investments in scientific research, technology development and innovation in areas such as agricultural productivity, natural resources management, trade capacity building and microenterprise development.

# ECONOMIC GROWTH, AGRICULTURE & TRADE (EGAT)

## EGAT'S CHALLENGE

Great progress has been made in recent years in reducing poverty and improving human well-being. Food production has increased and world prices for staple grains continue to fall. New developments in science, especially agricultural biotechnology, offer the promise of meeting future food needs even as populations in developing countries grow. Globalization has resulted in substantial increases in world trade and investment, as well as a quantum leap in the transmission of information from one part of the world to another. Market-based economies have proven more efficient and more sustainable than state-led systems.

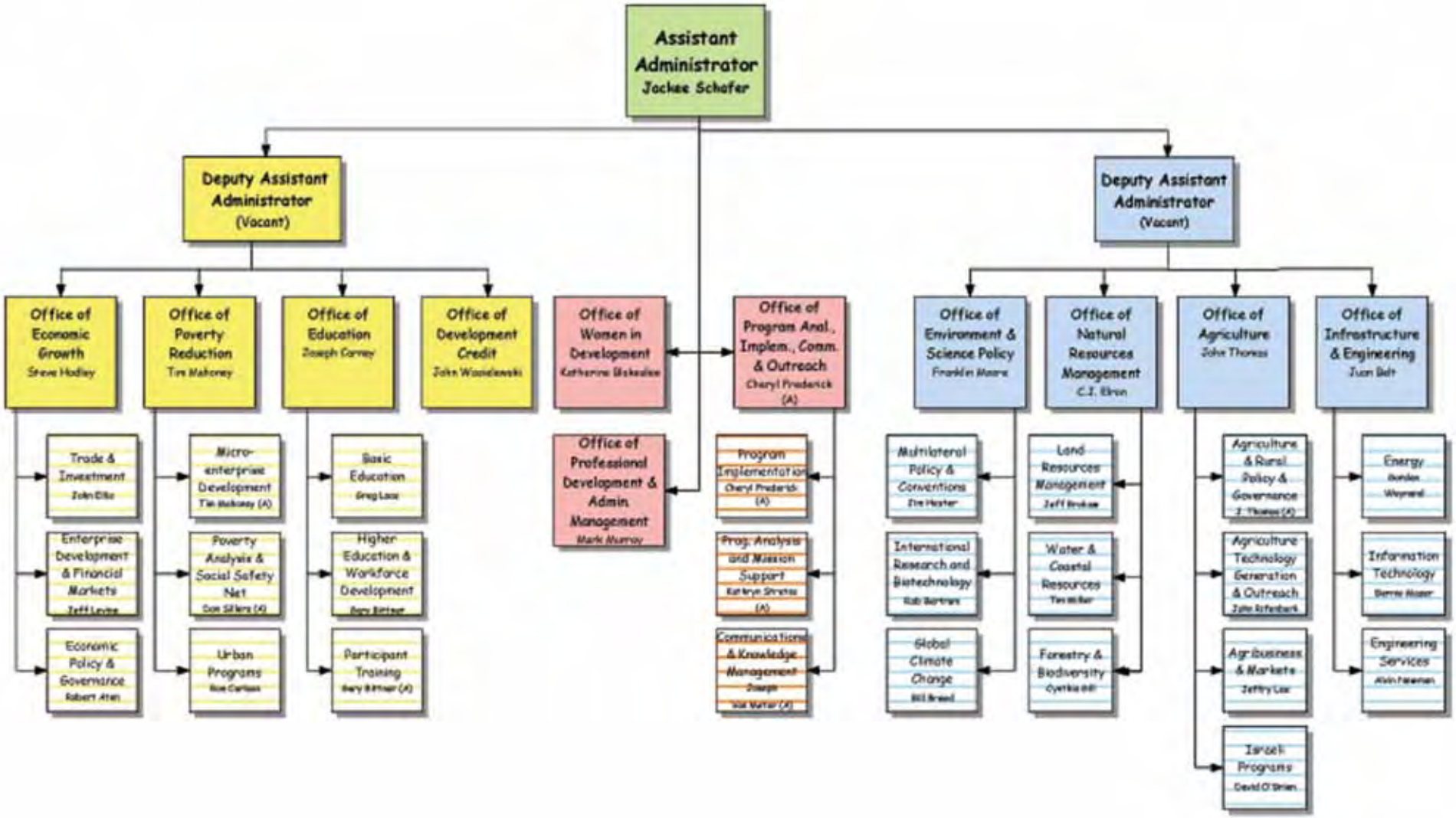
Yet many challenges remain. Poverty, rather than prosperity, dominates most countries in which USAID operates. Largely due to progress in China and India, world poverty will be halved by 2015. However this is not the case in Africa, the Middle East, and Latin America where the number of poor have increased in the past two decades. The economies of these regions are too rigid, poorly managed, and too informal to grow and provide economic opportunities. More than 125 million children, mostly girls, are out of school and only 25 percent of the world's children complete five years of education. With low levels of education, few assets that can be parlayed into greater income and little voice in national or international fora, women and men strive merely to survive.

Agriculture and its supporting industries are the focus of economic activity in most of these countries. Productivity is highly vulnerable to climatic conditions, poor soils and disease. Further, scientific advances that promote solutions are inhibited by poorly staffed and poorly funded scientific institutions. As progress is made toward a more open global trading environment, many developing countries must take urgent steps – within both the public and private sectors – to improve economic governance and economic efficiency to meet the challenges of international market competition.

As a central bureau, EGAT's nine technical offices and two support offices are well-positioned to help field missions and host governments meet these challenges. It houses a wide-array of technical experts who are available to augment the skills of USAID's field personnel and directly assist host governments in addressing specific development issues. It provides specialized technical training to USAID offices and partners. As a focal point for technical knowledge, it is in dialogue with other U.S. Government agencies and other donors on development issues in technical sectors covered by EGAT and inform the development of strategies and policies to address these issues. EGAT provides central management to a large portfolio of grants and contracts that field missions can use in the design and implementation of strategies and programs in EGAT sectors. It invests in research and program innovation that has led to the development and testing of state-of-the-art approaches to transformational development both within USAID and the donor community. As a central bureau that works in a wide array of technical areas, it is able to develop more cost-effective approaches to transformational development that take into account lessons learned and best practices across countries and across sectors. EGAT's organizational structure is provided in Fig. 1 below.

EGAT supports a number of tools that help missions and USAID Washington offices to identify and select appropriate technical support. These tools, which are located on EGAT's website http://inside.usaid.gov/EGAT, include E-TRAMS, a travel planner that allows field missions and Washington bureaus to make on-line requests for EGAT technical support, and EGAT's Guide to Technical Services. This guide provides detailed information on EGAT technical support mechanisms that missions and bureaus can access for assistance in the design, implementation and evaluation of their programs and activities. More information on EGAT's website and EGAT technical support tools is provided in Annex A.

# Bureau for Economic Growth, Agriculture & Trade Organization Chart



# EGAT OFFICES

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# SUPPORTING OFFICES

-Agriculture

-Development Credit

-Economic Growth

-Education

-Infrastructure and Engineering

-Environmental and Science Policy

-Natural Resources Management

-Poverty Reduction

-Women In Development

-Professional Development & Administrative Management

-Program Analysis, Implementation, Communications & Outreach

# OFFICE OF AGRICULTURE

The Office of Agriculture manages three Partnership for Food Industry Development (PFID) field support mechanisms that provide technical assistance and training to countries that want to expand their exports of agricultural products. USAID/Nicaragua is using PFID technical assistance in Fruits and Vegetable (F&V) to expand the production of bananas, mini-bananas and plantains under a Memorandum of Understanding with Chiquita.

The Office of Agriculture (EGAT/AG) works to assure that USAID's agriculture programs align with the U.S. Foreign Assistance Framework and adequately address the challenges of linking producers to markets through strengthening the agricultural enabling environment and raising agricultural sector productivity. "Agriculture" includes all activities that support the science and practice of food, feed and fiber production (including forestry, wildlife, fisheries, aquaculture and floraculture) and its relationships to natural resources, processing, marketing, distribution, utilization (including nutrition), and trade.

EGAT/AG assists in the development, implementation, and evaluation of USAID's policies, strategies, and resource allocation priorities regarding agriculture and monitors and advises Agency leadership regarding technical developments that could have an impact on USAID's performance in contributing to the Millennium Development Goals of reducing hunger and poverty.

The Office manages contracts and agreements available for world wide use that give missions and regional bureaus access to a wide range of technical expertise for implementing both short- and long-term agricultural programs and activities in the Agriculture Program Area of the Foreign Assistance Framework. It is responsible for supporting the Board for International Food and Agricultural Development (BIFAD), a Board appointed by the President to advise USAID on agricultural priorities, and the preparation of the annual Title XII Report to Congress on USAID agricultural activities.

The Office coordinates with the Office of Environment and Science Policy, the Office of Natural Resources Management, and the Office of Poverty Reduction, especially on issues related to the management of natural resources, the role of agriculture in responding to and mitigating the impact of climate change, and the shared interests of science and technology and rural poverty reduction.

The Office of Agriculture is composed of three teams and the Israeli Programs:

THE AGRICULTURE/RURAL POLICY AND GOVERNANCE TEAM (EGAT/AG/ARPG) provides analytical, technical and project assistance for agricultural laws, policies, and institutions that: impact market transactions of agricultural goods, inputs, practices, and services; foster sustainable utilization of land, water, plant, and animal resources; ensure adequate, safe, and nutritious food; increase equitable access to financial services and risk mitigation in rural areas; and encourage public and private investments in agricultural institutions and infrastructure to provide the basis for expanded agricultural productivity. The Team coordinates its work with other offices in the Bureau to assure that issues of food security, poverty and risk reduction, private sector development, trade, and economic policy incorporate agricultural and rural perspectives. The Team coordinates on agriculture

*The Office of Agriculture (EGAT/AG) works to assure that USAID's agriculture programs align with the U.S. Foreign Assistance Framework and adequately address the challenges of linking producers to markets through strengthening the agricultural enabling environment and raising agricultural sector productivity.*

policies and programs with State/F and oversees the implementation of USAID's Agriculture Strategy and its alignment with the Foreign Assistance Framework and the Comprehensive Africa Agriculture Development Programme (CAADP).

**THE AGRICULTURAL TECHNOLOGY GENERATION AND OUTREACH TEAM (EGAT/AG/ATGO)** provides analytical, technical, and project assistance focused on improvements in production systems (crop, livestock, farm, forest, fisheries), value-added products, and management practices, including land and water management, leading to sustainable productivity gains, mitigation of risk, and income growth. It also promotes the dissemination and adoption of productivity-enhancing and post harvest technologies, value-added products, and management practices in areas that reduce the barriers that may constrain male or female producers, processors, and manufacturers.

The Team collaborates closely with the Office of Environment and Science Policy regarding the use of biotechnology in plant and animal research and development efforts. The Team Leader provides overall coordination of the Collaborative Research Support Program (CRSP), which supports long-term research partnerships between U.S. universities and developing country research/academic institutions. The Team also manages the Farmer-to-Farmer Volunteer Program which promotes the use of U.S. agricultural expertise throughout the developing world.

**THE AGRIBUSINESS AND MARKETS TEAM (EGAT/AG/AM)** provides assistance to overcome obstacles to agribusiness and agricultural market development through support to small and medium agro-enterprises that are engaged in producing, marketing or adding value and building capacity of small-scale producers, pastoralists, and small to medium enterprises to link to the economic opportunities of commercial markets. Analysis and design may result in project assistance to governments, the business development sector or agricultural producer associations. The ultimate goal of AG/AM technical support is to increase rural household employment opportunities and incomes through stronger links to agribusiness and to make agribusiness more competitive in domestic, regional and international markets.

**THE ISRAELI PROGRAMS (EGAT/AG/IP)** promotes increased science and technology cooperation among Middle East and developing countries, and the utilization of U.S. and Israeli technical expertise by developing countries. The Team administers collaborative research grants, awarded on a competitive, peer reviewed basis that demonstrate development relevance and forge links between Arab and Israeli scientific and technical institutions, and between scientists in developing countries and counterparts in the U.S. and Israel. Grants can be in any sector.

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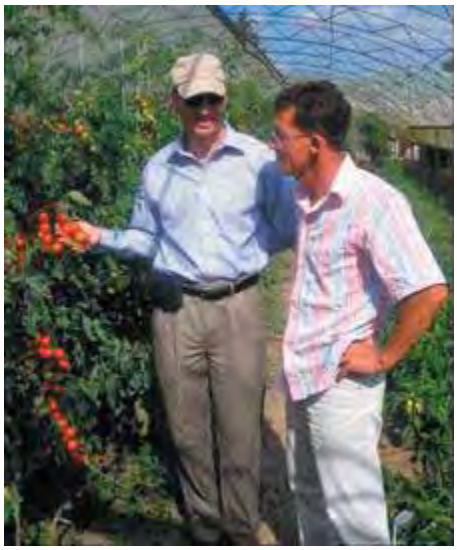
# OFFICE OF DEVELOPMENT CREDIT



With USAID's Development Credit Authority (DCA) guarantee, this Ukrainian farmer was able to access his first commercial loan from Nadra Bank. USAID/Ukraine's supports farmers through their Agricultural Marketing Project (AMP). AMP assists potential borrowers with farm analysis, loan application preparation, and monitors loan payment. In combination, DCA and AMP are mobilizing private financing through Nadra Bank in the agriculture sector.

The Office of Development Credit (EGAT/DC) works with USAID missions and other Agency offices to design, assess risk, and monitor partial credit guarantees that further U.S. Government foreign assistance objectives. Within the Agency, these guarantees are referred to as "DCA" (the Development Credit Authority). Under the Authority, USAID can issue guarantees that mobilize private financing for developmentally beneficial activities. DCA guarantees are provided to private financial institutions that are willing to engage differently in business either by extending credit to disenfranchised sectors that have little or no access to financing and/or improving loan terms. DCA guarantees are designed to provide additional value and demonstrate to the market that targeted sectors are creditworthy. Each guarantee covers up to 50 percent of the loss a financial institution could incur when lending to targeted projects/businesses. USAID guarantees a fraction of the loss to encourage financial institutions to take more risk but also lend prudently since at least half of the loss is unsecured.

By mobilizing private capital for development purposes, USAID leverages resources to create a greater and more sustainable impact. For every USAID dollar spent on a DCA guarantee, an average of $26 of private credit is mobilized. DCA guarantees are structured to facilitate market change over the medium to long term by demonstrating the immediate success of a bank or financial institution modifying its lending criteria. In providing security through the guarantee and encouraging behavior change, USAID augments technical assistance and policy reform programs. The guarantees can be used across a range of development activities, including, but not limited to, trade finance, municipal infrastructure, micro- and small-enterprise development, education finance, health, and agriculture.

DCA guarantees have a one-time subsidy cost paid by the mission. The subsidy cost, much like an insurance premium, is a fraction of the overall guarantee facility amount. DCA guarantees are backed by the U.S. Treasury. USAID carries no future budgetary obligation in the event of a default and claim payment. Most lending is in local currency to help deepen local financial and capital markets, although DCA guarantees can also back loans in U.S. Dollars or Euros.

The Office of Development Credit has multi-disciplinary technical experts with field experience across all USAID regions. The office is organized into three teams that reflect

*The growth of any private enterprise is based largely on its ability to access local capital. In most developing countries such access is limited at best and frequently unavailable. Credit guarantees offer several distinct and attractive advantages for promoting private-sector investment in local development activities.*

the various stages of DCA design and monitoring. The teams work together across sectors to maximize expertise available to Missions.

**THE CREDIT DEVELOPMENT TEAM** has three core functions: to serve as the primary contact for Missions during the design and negotiation phases of a DCA guarantee; to coordinate and deliver DCA workshops and bank trainings both in Washington and in the field; and to develop and manage key communication tools and materials for use internally and externally. Missions can draw on the Team's multi-disciplinary expertise to help them identify and structure guarantees that will meet their development objectives. The Credit Development Team also assists missions with their Operational Plans (OP), helps write the action package that is reviewed by the Agency's Credit Review Board, identifies best practices across regions, and disseminates lessons learned.

**THE RISK MANAGEMENT/ FINANCIAL ANALYSIS TEAM** serves as USAID's principal advisor on credit risk assessment and risk management issues. The Team identifies, measures, prices, and mitigates risk associated with offering a DCA guarantee. The Team conducts and presents a risk assessment and subsidy cost estimate for each guarantee proposed to the Agency's Credit Review Board. The Risk Management/Financial Analysis Team creates and updates credit models for use by the Agency. The team also serves as USAID's liaison with the Office of Management and Budget on credit risk policy and procedure, subsidy estimates, modifications, and credit model design.

**THE PORTFOLIO MANAGEMENT TEAM** oversees the implementation and operation of all DCA guarantees, including oversight of guarantee performance, tracking USAID risk exposure and collection of banks' reports and fees, and ensuring bank compliance with required policies and procedures. The Team works closely with missions and banks to encourage utilization of guarantees, to manage audits, to process claims, and to conduct biennial reviews with an emphasis on analyzing the impact of these guarantees. The team compiles all relevant data and reports to the Credit Review Board annually on the status of the portfolio.

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# OFFICE OF ECONOMIC GROWTH

Private investment created the job of this textile worker in one of the many small enterprises supported by USAID programs in Brazil.

The Office of Economic Growth (EGAT/EG) provides technical support and implementation services to strengthen USAID economic growth programs worldwide. EG manages contract/grant mechanisms that enable missions and regional bureaus to access a wide range of technical experts capable of implementing both short- and long-term programs. With support from the USAID Senior Economic Advisor, EG also provides strategic advice to senior USAID and State Department management; represents USAID in interagency policy discussions relating to trade, business climate reform, and other development issues; manages the New Entry Professional (NEP) program for economists and private enterprise officers of the future; provides technical content and supplies the teaching staff for economic growth training programs; and identifies and disseminates best practices for all aspects of economic growth work.

The Office is comprised of three teams:

**THE TRADE AND INVESTMENT TEAM (EGAT/EG/IT)** supports activities focused on trade capacity building, the development and implementation of trade policy and agreements, and reform of trade and other commercial laws and institutions.

**THE ENTERPRISE DEVELOPMENT AND FINANCIAL MARKETS TEAM (EGAT/EG/EDFM)** supports activities aimed at increasing enterprise competitiveness and productivity, improving the business climate and deepening the financial sector.

**THE ECONOMIC POLICY AND GOVERNANCE TEAM (EGAT/EG/EPG)** supports activities to improve economic governance, establish sound monetary and fiscal institutions and policies, and provide analyses to guide economic policymaking.

These three teams provide a wide range of field support and technical leadership support services:

Contract/Grant Mechanisms: EGAT/EG manages a number of contracts, grants, and agreements with other U.S. Government agencies that provide mission's with easy access to a wide range of economic growth resources. Examples include:

- *The Support for Economic Growth and Institutional Reform (SEGIR) activity that offers missions and bureaus access to 28 consortia representing 250 contractors specializing in five technical areas: General Business, Trade, and Investment (GBTI); Commercial Legal and Institutional Reform (CLIR); Macroeconomic Policy; Privatization; and Financial Sector Support. The current generation of contracts has an aggregate authorized ceiling of over $5 billion.*
- *The Volunteers for Economic Growth Alliance (VEGA) that provides access to an alliance of sixteen economic growth volunteer organizations in key economic fields, including agribusiness, finance, marketing, and law.*
- *Interagency Agreements (IAAs) that allow missions to buy into the specialized technical and training services of other U.S. Government agencies. IAAs are currently held with the Security and Exchange Commission, the Federal Deposit Insurance*

*EGAT's Office of Economic Growth (EG) provides technical support and implementation services to strengthen USAID economic growth programs worldwide.*

*Corporation, the Federal Trade Commission, and USDA.*

- *Task Orders that allow EGAT to promote new or innovative approaches to economic growth. Active task orders covering commercial law, WTO accession, trade capacity building, customs reform, fiscal reform, and country economic performance assessments. A separate agreement with the International Real Property Foundation provides technical assistance and diagnostic tools to help promote reforms in housing and real estate.*

Technical Support to Field Missions: EG provides missions with the expertise of skilled professionals to assist in the development and implementation of economic growth programs. In FY 2006, EG staff members provided over 450 days of TDY assistance to field missions in all regions of the world. EG staff members have expertise in fields such as enterprise development, WTO accession, customs reform, and bank management.

Training: In 2006 the EG office provided over 750 person days of training to economic growth officers, New Entry Professionals, and other USAID professionals. Training included an overview course for economic growth officers, in-depth modules in Fiscal Policy, Tax and Pension Reform, Trade and Investment, Legal and Institutional Reform, Financial Sector Reform, and Macroeconomic Policy.

Diagnostic and Benchmarking Tools: EG has supported expansion of the World Bank's Doing Business surveys and the World Economic Forum's country competitiveness profiles to about two dozen additional countries and has also undertaken reports at the provincial level. Commercial Law and Institutional Reform (CLIR) diagnostics are available for eighteen countries. A fiscal policy guide provides benchmarking and "best practices" for tax policy and administration. Financial market tools include an umbrella financial sector diagnostic and a methodology for analysis of municipal finance. Economic country analytics can assist missions and regional bureaus to identify strategic priorities for economic growth interventions.

Support of U.S. Trade Policy: In 2006, EG entered into a Global Development Alliance with the MFA Forum, a broad consortium of major multilateral corporations, labor organizations, non-governmental organizations, and other official donors committed to helping workers in developing country textiles and apparel industries adjust to recent dramatic changes in global market conditions.

EG provides extensive support to U.S. trade initiatives, including leadership and financial support for the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries, and coordination and technical support for Trade Capacity Building activities under U.S. bilateral Free Trade Agreements.

More information on EG programs can be found on the Office website http://inside.usaid.gov/eg/, including:

- *Detailed information on technical assistance and contracting mechanisms available to field missions;*
- *Information on EGAT/EG activities, recent research, and one to two page Technical Briefs on selected topics of interest;*
- *Training materials from the economic growth officers' training course;*
- *Links to EG-supported assistance mechanisms, guides and tools, including the Doing Business in 2006 Report; and*
- *A list of coordinators for each geographic bureau and brief bios on all EG technical staff.*

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# OFFICE OF EDUCATION

In remote coffee-growing areas of Guatemala, children often live ten miles or more from school, making attendance difficult if not impossible. USAID helped improve access for school children in 80 families living near a coffee farm in San Pedro Necta Huehuetenango by bringing together a coffee exporter, a multi-national company, a local NGO and a farmer to build a new school and to develop a plan to sustain its operation.

The Office of Education works with USAID Missions in their efforts to improve access to quality education at all levels. The Office focuses its resources on basic education, including programs aimed at improving early childhood development, primary education, secondary education (delivered in formal and informal settings), teacher training, and literacy and basic skills training for adults and out-of-school youth. Special emphasis is placed on improving educational opportunities for girls, women and other underserved and disadvantaged populations. In addition, the Office serves as the USG representative on global education initiatives, including Education for All (EFA), Fast Tract Initiative (FTI), and UNESCO Inter-Agency Working Groups.

The Office is comprised of three teams:

**THE BASIC EDUCATION (EGAT/ED/BE TEAM)** provides technical expertise and guidance to field missions and USAID Washington Bureaus on the design, implementation, monitoring and evaluation of basic education programs in developing countries. These basic education programs aim to:

- *Improve policies and resources allocated to basic education;*
- *Increase the number of children receiving quality educational programming;*
- *Increase the number of teachers with improved pedagogical techniques, skills;*
- *Boost the number of communities involved in supporting their schools;*
- *Raise the quality and relevancy of the curricula and teaching materials;*
- *Provide policymakers with more education data and other indicators of policy and resource allocation; and*
- *Improve teaching and learning through greater access to educational technology.*

The Team manages several contract and grant mechanisms that assist USAID field missions in the design and implementation of basic education activities. These mechanisms include *Assistance to Basic Education (ABE)*, designed to help missions improve the quality, access, management and effectiveness of local education systems, and *Education Quality Improvement Program (EQUIP),* which assists developing countries improve the quality and relevance of basic education, training and skill development practices and youth policies. The team also provides support to the *Global Learning Portal (GLPNet)*, a web-based gateway to educational resources to support improved teaching and learning for educators worldwide. The *Education Policy and Data Center*, another online resource supported by the Basic Education Team, provides data analysis for improved evidence-based policy and decisions for all levels in USAID and across the U.S. Government. The Team also maintains and updates the *Global Education Database* and assists USAID missions needing data collected in-country to track the results of sector support. missions needing data collected in-country to track the results of sector support.

*The Office of Education works with USAID Missions in their efforts to assist developing countries improve access to quality education at all levels.*

**THE HIGHER EDUCATION AND WORKFORCE DEVELOPMENT TEAM (EGAT/ED/HE)** helps USAID Missions and Bureaus engage higher education institutions and personnel to address diverse development objectives across multiple sectors in both the short and long term. The Team offers a range of activities specifically tailored to Mission programming needs. These activities include institutional partnerships, training programs, applied research and analysis, policy roundtables, and technical assistance.

Fostering partnerships between U.S. colleges, universities and community colleges and their counterpart institutions in host countries has been central to the team's work. Since 1998, USAID has established and supported 325 university partnerships in 71 developing countries. The goal of the partnerships is to increase the capacity of host-country higher education, research, and training institutions to contribute to sustainable development in all sectors. Partnerships have been used to:

- *Promote good governance and an increased understanding of democratic principles;*
- *Foster economic growth and related institutional reform;*
- *Increase agricultural productivity and sustainable management of natural resources*
- *Improve higher level technical skills and workforce productivity;*
- *Enhance the quality of teacher training at colleges and institutes;*
- *Improve health and nutrition, and reduce the impact of HIV/AIDS;*
- *Improve policy analysis and policy making in a variety of technical sectors;*
- *Promote increased disaster preparedness and improved risk reduction; and*

The team also supports workforce development activities that aim to improve the quality of the workforce and contribute to economic growth and job creation. These activities aim to strengthen linkages between educational institutions and private sector demand through public/private alliances, and to provide quality training for youth and adults in relevant technical and employability skills.

**THE PARTICIPANT TRAINING TEAM (EGAT/ED/PT)** assists Missions in the design, procurement and management of U.S., in-country and third country short- and long- term training and education interventions. The team makes available contractual mechanisms such as FORECAST to Missions and Bureaus.

The team manages USAID's compliance with the Department of Homeland Security's SEVIS system and with USAID's TraiNet and Visa Compliance Systems which issue DS-2019 forms for U.S. travel and serve as a repository of information on education and training programs, student data, and track visitor exchanges to the United States. The Team manages Agency regulations and best practices related to all phases of participant training and capacity development to ensure USAID compliance with the Exchange Visitor Act. The team also maintains liaison with the State Department on waiver issues, manages the health & accident program for participants while in the U.S. and conducts evaluations and assessments of training results.

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# OFFICE OF INFRASTRUCTURE AND ENGINEERING

The Office of Infrastructure and Engineering manages the Last Mile Initiative (LMI) a global program to expand the access of rural populations to communications. In Mongolia, about 60% of the population lives in rural, sparsely populated areas. A majority of this rural population lives a nomadic lifestyle on the Mongolian steppes, herding animals far away from telephones and electricity. The Mongolia Last Mile Initiative provides rural inhabitants, such as this Mongolian herder using a LMI WiFi mobile phone, with access to communications that can facilitate economic growth and social improvements.

The Office of Infrastructure and Engineering (I&E) provides technical leadership and field support for the development, rehabilitation and maintenance of infrastructure required for economic growth. Specifically, the Office supports the development and implementation of energy and information/communications technologies (ICT) initiatives, and provides engineering services supporting the construction/rehabilitiation of buildings, transportation infrastructure and water supply and sanitation facilities.

I&E assists in the development, implementation, and evaluation of USAID programs related to infrastructure. The Office also advises USAID leadership regarding technical developments that affect infrastructure objectives and activities. For example, the Office provides field support related to the design and delivery of energy programs that moderate or mitigate climate change, programs that reduce the "digital divide," as well as first response engineering services for emergency disaster response and post conflict reconstruction.

I&E supports the missions largely through programs designed to:

- *Improve both the financial viability and the reliability of services by strengthening the legal, regulatory and institutional environment and the resulting markets to enable and promote private investment and to increase the efficiency of state-owned enterprises;*
- *Promote the adoption of innovative technologies and approaches such as wireless broadband (e.g., the Last Mile Initiative);*
- *Increase access to infrastructure services by the underserved (e.g., slum and rural electrification activities under the Global Village Energy Partnership, a partnership under the President's Clean Energy Initiative); and*
- *Improve public participation in decision making to improve the quality of infrastructure services.*

I&E teams maintain close relationships with the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), the Global Health Bureau, the State Coordinator for Reconstruction and Stabilization (S/CRS), post-disaster task forces, multilateral development banks, and other donors active in infrastructure development. The I&E teams are:

**THE ENERGY TEAM (EGAT/I&E/E)** provides technical support for energy programs and projects. The Energy Team focuses on improving policy, legal, and regulatory frameworks to establish necessary market conditions for private sector delivery of energy services; increasing institutional ability to provide or deliver energy services; and provision of sustainable energy services for poor and rural citizens. The Energy Team is responsible for coordinating USAID's implementation of the President's Clean Energy Initiative, in particular the Global Village Energy Partnership, for which USAID is the lead USG agency.

**THE INFORMATION AND COMMUNICATION TECHNOLOGY TEAM (EGATI&E/ICT)** expands

*With a mandate from the Administrator to rebuild USAID's internal engineering capacity, to integrate information technology in USAID's development programming across all sectors, and to implement key initiatives to increase access to services in the energy and water sectors, the offices provides technical leadership for USAID's infrastructure programs.*

access to appropriate and affordable telecommunications, information systems, and innovative applications of established and emerging new technologies. The Team works with Missions to integrate the use of Information and Communication Technologies (ICTs) into programs to support development objectives.

The ICT Team coordinates the Digital Freedom Initiative, which focuses on business development, and the Last Mile Initiative, which seeks through market mechanisms and corresponding policy reforms to extend infrastructure to underserved areas.

**THE ENGINEERING SERVICES TEAM (EGAT/I&E/ES)** provides civil and mechanical engineering services in all areas of infrastructure. This includes: schools, hospitals, and other municipal buildings; transportation such as roads, railways and terminals, seaports, and airports; water supply and sanitation; energy; and telecommunications. The ES Team provides the following engineering services to the Agency:

- *First-response engineering capabilities (services and construction) in all infrastructure sectors for emergency/ disaster response, and for conflict, post-conflict, and failed-state reconstruction and stabilization;*
- *On-demand engineering services to all USAID Bureaus and field missions to ensure effective design, management, and oversight of all significant development infrastructure projects in transformational development states; and*
- *Continuing education of USAID staff and host country counterparts on the role of infrastructure engineering in development, and on best engineering practices; and*
- *The ES team oversees contract mechanisms (IQC type mechanisms for Architecture and Engineering, (A&E) and design-build) and cooperative agreements, and partnerships in the engineering field that missions can access.*

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# OFFICE OF ENVIRONMENT AND SCIENCE POLICY

EGAT supports the Consultative Group for International Agricultural Research (CGIAR), an alliance of donors, international organizations, and private foundations that supports 15 international agricultural research centers. Above, a researcher at the Burkina Faso National Research Institute in Ouagadougou is performing a tissue culture on potatoes. The goal of this research, which is partially supported with USAID funding through one of the CGIAR international research centers, is to rapidly multiply improved potatoes strains that are free of disease, higher yielding, and can be widely distributed through partnerships with NGOs and the private sector.

The Office of Environment and Science Policy (EGAT/ESP) provides technical leadership on international science and environmental policy issues concerning USAID's development mission, informing U.S. participation in international environmental agreements (e.g., the U.N. Convention to Combat Desertification and the U.N. Framework Convention on Climate Change), multilateral agricultural research systems (e.g., the Consultative Group on International Agricultural Research), and biotechnology. ESP also oversees USAID-wide and EGAT bureau-wide legal compliance on environmental impact assessment of all programs; and, manages USAID compliance with Title XIII oversight of the 12 Multilateral Development Banks' environmental impact assessment compliance. The Office engages in the extensive inter-agency discussions that determine the U.S. position at international events, assuring that the Agency's capacity for implementation is appropriate to the level of U.S. commitments. The Office serves as a focal point for Agency involvement in environment-related science and technology; and, in collaboration with the Office of Agriculture and the Office of Natural Resources Management, manages a portfolio of policy and research activities that involve U.S.-based as well as international scientists. The Office monitors and advises Agency leadership regarding scientific and policy developments that could have an impact on Agency performance in these areas.

ESP coordinates its research and implementation agendas and other activities with donors, international organizations, and other U.S. -government agencies as well as within the Agency. Of particular importance in interagency coordination are the White House Council on Environmental Quality (CEQ), the Office of the Science and Technology Advisor at the Department of State, the National Academy of Sciences, the President's National Invasive Species Council, and interagency dialogue on biotechnology policy. ESP provides oversight and financial management services to the international agricultural research system, as a member of the Consultative Group on International Agricultural Research (CGIAR), an alliance of countries, international organizations, and private foundations that supports 15 international agricultural research centers.

ESP is comprised of three teams:

**THE GLOBAL CLIMATE CHANGE TEAM (EGAT/ESP/GCC)** assures oversight of and reporting on the USAID Global Climate Change Program, which integrates climate change into a broad range of development assistance activities in more than 40 countries. The team represents USAID in international negotiations, such as the U.N. Framework Convention on Climate Change. Key focus areas include: energy and mitigation technology, sustainable land use and forestry, adaptation to climate change, and climate science for decision-making. These activities

*The Office of Environment and Science Policy (ESP) provides technical leadership on international science and environmental policy issues.*

are a major component of the U.S. Government's international strategy on climate change.

**THE INTERNATIONAL RESEARCH AND BIOTECHNOLOGY TEAM (EGAT/ESP/IRB)** provides Agency representation in multilateral agricultural research, such as the CGIAR, and Agency technical leadership on issues of agricultural biotechnology. The Team also manages various contract and grant mechanisms that enable USAID Missions to tap into the expertise of the CGIAR, U.S. public research institutions, and the biotechnology industry as needed to support bilateral and regional objectives in economic growth and environment.

**THE MULTILATERAL POLICY AND CONVENTIONS TEAM (EGAT/ESP/MPC)** leads legal compliance in environmental impact assessment for the Agency and the EGAT Bureau; leads the Agency and other Federal Agencies in reviewing environmental impact assessments (environment, natural resources, public health, indigenous peoples) on projects and policies at the 12 Multilateral Development Banks; and, manages USAID's engagement in the major international environmental and agricultural treaties and agreements, such as the Convention on Biological Diversity, the Convention on International Trade in Endangered Species, the Global Environment Facility, and the United Nations Forum on Forests, among others. The Team works across the Agency and with U.S. Government partners, NGOs, and international organizations to pursue approaches that are consistent multilaterally and with USAID's own programs and experience.

The Office of Environment and Science Policy is home to the Agency Environmental Coordinator who ensures uniform and correct application of all U.S. government environmental laws, regulations (22 CFR 216 and 40 CFR 1500), Executive Orders, policies, and procedures, and the White House Council of Environmental Quality's guidelines to every part of the Agency. ESP is also home to the EGAT Bureau Environmental Officer who leads the Bureau's compliance with environmental impact assessment laws, regulations, and procedures.

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# OFFICE OF NATURAL RESOURCES MANAGEMENT

Tropical Rainforest in Gabon. EGAT's Office of Natural Resources Management supports the Congo Basin Forest Partnership which has created millions of acres of new protected areas, including 13 new national parks, in Gabon alone. The Congo Basin contains a quarter of the world's tropical forests, second only to the Amazon Basin.

Sustainable use and conservation of natural resources improves livelihoods and social well-being by providing income and employment, maintaining ecosystem services, and building strong, participatory and transparent governance structures around the use of natural assets. Land, water, forest, and biological resources provide the foundation for rural livelihoods and sustainable economic growth in much of the developing world.

The Office of Natural Resources Management (EGAT/NRM) works with missions to design and implement development strategies that reflect the intrinsic linkages connecting healthy ecosystems to sustainable economies, good governance, and equitable and just societies. The NRM Office has multi-disciplinary technical experts with field experience across all of USAID's regions and is organized into three teams - the Land Resources Management Team, the Water and Coastal Resources Team; and the Biodiversity and Forestry Team.

The teams work together across sectors to maximize expertise available to missions and field projects. Each team helps missions design, implement, monitor, and evaluate natural resources programs and assists field programs with integrating natural resources management with other Agency programs such as economic growth, agriculture, democracy, conflict resolution, and humanitarian assistance. In addition, the NRM Office provides overall technical assistance and leadership to address U.S. Government foreign policy initiatives.

**THE LAND RESOURCES MANAGEMENT TEAM (EGAT/NRM/LRM)** provides technical, analytical, and project assistance to promote the development of land administration and management systems that improve or conserve the quality of these resources while also providing opportunities for increased household and community incomes. The Team's portfolio includes mechanisms that provide missions and other USAID units with expertise in land tenure, environmental governance, natural resource-based local enterprise development, sustainable agriculture, knowledge management, sustainable tourism, environmental education, and application of geospatial information technologies. The ultimate objective of these programs is the promotion of the sustainable use of land resources in ways that are economically competitive if not superior to current destructive practices. The Team also manages three Collaborative Research Support Programs (CRSPs) in sustainable agriculture and natural resources management, soils, and integrated pest management.

**THE WATER AND COASTAL RESOURCES TEAM (EGAT/NRM/W)** assures an integrated approach to water resources management for all purposes, including human use, capture fisheries, aquaculture, and ecosystem functions. The Team provides technical leadership, field support and reporting, often in conjunction with members of other EGAT Teams, regional bureaus and the Bureau of Global Health, on a range of issues involving water and coastal

*Land, water, forest, and biological resources provide the foundation for rural livelihoods and sustainable economic growth in much of the developing world.*

resources management. The team is responsible for: managing procurement mechanisms such as the Water IQC and the Integrated Management of Coastal and Freshwater Systems (IMCAFS) Leaders with Associates (LWAs); managing the Aquaculture & Fisheries CRSP; and oversight of programs implemented by two CGIAR centers (International Water Management Institute (IWMI) and the WorldFish Center). Other mechanisms managed by the Team include two Global Development Alliances (West Africa Water Initiative and the Community Watersheds Partnership Program with The Coca Cola Company) and several agreements with other federal agencies (National Oceanic and Atmospheric Administration (NOAA), U.S. Bureau of Reclamation, the U.S. Geological Survey and the U.S. Army Corps of Engineers). The Water Team represents the Agency in international water fora and in U.S. Government interagency groups on water and coastal.

**THE BIODIVERSITY AND FORESTRY TEAM (EGAT/NRM/BF)** provides support to field missions, technical leadership, and project assistance to support the conservation and sustainable use of the world's biodiversity and forests. The Team works within the U.S. Government and with the public sector to develop innovative, cross-sectoral, and cross-boundary approaches to the conservation and sustainable use of biodiversity and forests. The Team manages a number of field-support mechanisms, including the Forest Service Inter Agency Agreement (IAA) and the Global Conservation Program, USAID's flagship biodiversity conservation program, as well as partnerships with the private sector. The Team's efforts emphasize site-based conservation and sustainable forestry, with an emphasis on sound governance, improved livelihoods, social justice, and policy reform and implementation. More information on EGAT biodiversity and forestry activities can be found on the Office's website at http://www.usaid.gov/our_work/environment.

The Office of Natural Resources Management also manages the Prosperity, Livelihoods and Conserving the Environment (PLACE) Indefinite Quantity Contract which provides a flexible means for accessing a wide range of technical services related to natural resources management and biodiversity conservation. PLACE was designed to provide technical assistance consistent with the U.S. Framework for Foreign Assistance. Within this context, PLACE addresses natural resource, economic growth and governance components related to effective management and conservation of critical resources which are often the foundation for growth and point of entry for improved local governance and strengthened civil society in developing countries. The mechanism can address multi-dimensional landscape scale activities as well as more targeted interventions, analyses and assessments. PLACE also provides assistance in carrying out activities that meet USAID's Biodiversity Code.

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# OFFICE OF POVERTY REDUCTION

EGAT's Poverty Reduction Office manages USAID's microenterprise development activites that help small enterprises to access finance, business services and improved inputs. With USAID support the Forteleza Group, a private Bolivian financial institution, established a fund to help small and medium sized enterprises, like this factory, to secure financing to grow and create jobs. About 83 percent of Bolivians are employed by smaller businesses.

The Office of Poverty Reduction (EGAT/PR) supports initiatives that help poor households protect, develop, leverage, or acquire enduring assets, exert control over their lives and participate in their communities in meaningful ways. These initiatives are people-centered and demand-led, with poor people viewed as active agents in pursuing a more prosperous and sustainable future for themselves. Microenterprise development, property rights, poverty analysis and urban upgrading are all key elements of these initiatives.

The Office consists of three teams:

**THE MICROENTERPRISE DEVELOPMENT TEAM (EGAT/PR/MD)** promotes microenterprise development activities which expand the availability of business and financial services to poorer entrepreneurs and their families. The microenterprise program focuses on three areas of strategic support: financial services, business development services, and enabling environment. To grow and prosper, businesses of all sizes and in all countries need access to financial services. Similarly, access to business development services (BDS) that help microenterprises increase revenues, build capacity, initiate new economic activities, or increase their leverage in the marketplace are of increasing importance. Lastly, a supportive enabling environment, including a favorable business and investment climate, is critical to successful, sustainable microenterprise development. The Team's approach to enterprise development focuses on integrating micro and small firms into value chains, while improving their bargaining power and access to business and financial services, and addressing their needs for a conducive enabling environment. The MD Team manages an indefinite quantity contract mechanism called the Accelerated Microenterprise Advancement Project (AMAP) designed to help field programs apply good practices to their microenterprise development activities. AMAP supports an extensive knowledge generation program that is continually developing state-of-the-art tools, approaches and best practices.

**THE URBAN PROGRAMS TEAM (EGAT/PR/UP)** works to assist cities in developing countries to meet the enormous challenges of rapid urbanization and to better manage cities in order to reduce poverty and increase economic opportunity. The urban population in the developing world is growing at an unprecedented rate and is expected to increase by 2.5 billion people over the next two decades. The rapid rate of growth places tremendous pressure upon the limited resources and management capacity of most developing countries. The inability of national and city governments to manage rapid urbanization has negative repercussions: environmental degradation, harmful impacts on human health, political instability, and hindered economic growth. The Urban Programs Team's activities focus on secure tenancy, youth counseling and skills development, and environmental improvements as well

*EGAT's Poverty Reduction Office (PR) supports initiatives that help poor households protect, develop, leverage, or acquire enduring assets, exert control over their lives and participate in their communities in meaningful ways.*

as access to municipal services that help the poor lead healthy and productive lives. The portfolio includes an indefinite quantity contract mechanism referred to as Sustainable Urban Management II (SUM II). SUM II is available for short, medium and long-term technical assistance, training and advisory services in five main functional areas: (a) urban services; (b) improved local government; (c) improved environmental management; (d) disaster mitigation, preparedness, response and recovery; and (e)urban finance and credit systems.

**THE POVERTY ANALYSIS AND SOCIAL SAFETY NET TEAM (EGAT/PR/PASSN):** Poverty Analysis points to the reality that poor households pursue complex strategies to ensure an adequate and steady flow of income, accumulate productive assets, and maintain control over those assets in the face of frequent shocks. These household strategies include not only participation in formal and informal markets, but the formation of social relationships that help them get ahead in good times and survive in bad times. Achieving a better understanding of how these systems work; identifying potential improvements in policies, institutions, and programs to make them work better for the poor; and supporting the implementation of such improvements are important for USAID and a central component to the Office's overall programs.

The PASSN Team provides analytical and technical leadership as well as program assistance for regional and country-based efforts aimed at reducing the risks and vulnerabilities of poor populations and other disadvantaged groups to income shortfalls, short-term food deficits, and/or the loss of personal or collective assets. Special efforts are directed to enabling informal sector participants to compete successfully in the formal economy through, inter alia, the development and implementation of specific legal and regulatory reforms. The Team is responsible for coordinating closely with the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) on Agency approaches and activities that respond to emergencies in which poor people are especially affected.

Property system reforms, such as those advocated by the Institute for Liberty and Democracy (ILD), figure prominently in the Office's efforts. In virtually all less-developed and transition economies, greater than 50 percent of all property is informally held, and, in some countries, up to 90 percent of property is informally held. Without secure title to property, poor households are much less able to participate in and benefit from economic opportunities. PR supports ILD's efforts to promote property system reforms in numerous countries including: Mexico and Guatemala, Egypt, Tanzania, Ethiopia and Ghana, and Mongolia.

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# OFFICE OF WOMEN IN DEVELOPMENT

The Greater Access to Trade Expansion project (GATE) will conduct a study on alternative employment opportunities for displaced workers to evaluate potential sectors for absorption of displaced workers.

The WID Office is the focal point for technical expertise and leadership on gender issues in USAID both leading and responding to the needs of USAID field missions and USAID Washington. The Office provides technical expertise to other U.S. government agencies, Congress, the public, and the international development community.

### THE OFFICE HAS RESPONSIBILITY FOR:

- *Technical leadership on gender issues in all sectors*
- *Promotion and support for the integration of gender concerns in USAID programs*
- *Field assistance across sectors on gender*
- *Advice on gender issues to senior USG officials, to international organizations and to the non-governmental organization (NGO) community*
- *Representation of the Agency and the U.S. government on sensitive gender issues domestically and internationally*

### THE OFFICE FOCUSES ON SEVERAL BROAD, SUBSTANTIVE ISSUES:

- *Economic growth including trade and agriculture*
- *Education focused on promoting safe schools and equality in basic education*
- *Women's legal rights including property, inheritance and civil rights, violence against women, education on women's rights*
- *Trafficking in persons*

Identification of development issues that have significant gender dimensions is important to the WID Office's portfolio. These include trafficking in persons, the impact of international and regional trade agreements on women, safety in the school environment for all, and gender-based exploitation in post conflict and disaster situations.

### FIELD SUPPORT AND COLLABORATION

The WID Office provides technical assistance to missions and bureaus. It also funds activities that address cutting edge gender-related issues in development such as gender implications of international trade and school-related, gender-based violence. Although funded by the WID Office, these activities are carried out in collaboration with missions. The WID Office coordinates USAID's anti-trafficking activities.

Using their own funds, missions and USAID/W units can access a broad range of gender-relevant technical expertise by executing task orders under the WID Office's Indefinite Quantity Contracts (IQC).

*The WID Office is the focal point for technical expertise and leadership on gender issues in USAID both leading and responding to the needs of USAID field missions, USAID Washington, other U.S. government agencies, Congress, the public, and the international development community.*

The WID Office:

- Represents USAID in interagency groups, including:
  - Interagency Groups on Trafficking in Persons
  - Working groups of State Department's Office of International Women's Issues
- Represents USAID and the U.S. government in international meetings, including:
  - The OECD/DAC Working Party on Gender Equality
  - The U.S. Delegation to the annual session of the U.N. Commission on the Status of Women
- Participates in advisory groups for other development institutions, including the World Bank and U.N. specialized agencies
- Addresses NGO events on gender and development, for example, InterAction, ACVFA, Women's Edge, Women Waging Peace
- Briefs Congressional members and staff

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# OFFICE OF PROGRAM ANALYSIS, IMPLEMENTATION, COMMUNICATION, AND OUTREACH

The intranet EGAT Homepage that is maintained by the CKM Team. The team also manages the Events Calendar and E-Trams sites.

The Office of Program Analysis, Implementation, Communications and Outreach (EGAT/PAICO) is responsible for the Bureau's:

- *strategic and operational planning;*
- *performance monitoring;*
- *budgeting and financial management; and*
- *communications and knowledge management.*

The Office is organized into three teams: Program Analysis and Mission Support; Program Implementation; Communications and Knowledge Management that support EGAT's technical offices. The EGAT Controller, who is responsible for overseeing the Bureau's financial management operations in budgeting, accounting, financial analysis, payments and audit liaison, also resides in the PAICO Office.

**THE PROGRAM ANALYSIS AND MISSION SUPPORT TEAM (EGAT/PAICO/PAMS)** coordinates the development of Bureau strategies and operational plans; prepares future year budgets and supporting documentation for the planning of Bureau operations; liaises with State/F to integrate/coordinate EGAT budgets with those of other bureaus/missions in EGAT's technical areas. The Team assures that regional bureaus are fully informed of EGAT actions and plans and brings the needs of the regional bureaus and missions to the attention of EGAT managers. PAMS manages the annual portfolio review, tracking obligations and performance data. It drafts the Bureau's submission of the annual performance report in collaboration with other offices and teams and develops an evaluation agenda for cross-cutting issues. The Team is also responsible for managing e-TRAMS, the Bureau's technical assistance field support) tracking system.

The PAMS Team mentors newly-hired career Program Officers as appropriate to assure understanding of program issues in EGAT's areas of responsibility.

**THE PROGRAM IMPLEMENTATION TEAM (EGAT/PAICO/PI)** oversees the implementation of the Bureau's program and operating expense budget. It manages the development of procurement plans for both program and Operating Expense acquisitions; assures timely completion of obligating documents; liaises with the Office of the Chief Financial Officer (CFO) to assure efficient program and budget implementation; liaises with Office of Assistance and Acquisitions (OAA) to assure timely, efficient contracting and grantmaking. It consolidates obligation/expenditure/pipeline information for Bureau programs and supports the PAMS Team's efforts to use this information to improve management and reporting; and coordinates with the PAMS team in managing the Bureau annual portfolio review process.

*EGAT's office of Program Analysis, Implementation, Communications and Outreach PAICO is responsible for the Bureau's: Bureau Strategic and operational, Performance monitoring, Budgeting and financial management, and Communications and knowledge management in areas of Bureau responsibility.*

**THE COMMUNICATIONS AND KNOWLEDGE MANAGEMENT TEAM (EGAT/PAICO/CKM)** provides Bureau-wide communications, knowledge management, and field support information services. The CKM Team is responsible for:

- *facilitating exchange of information within the EGAT Bureau;*
- *improving communication of EGAT activities to the USAID Administrator's Office, other USAID Bureaus and missions; and*
- *assisting EGAT Offices in the preparation of presentations, reports and briefing materials.*

The CKM Team maintains the EGAT website, continuously updating information on EGAT-sponsored activities, services and events as well as resource materials, technical information and budgets. Moreover, the Team is responsible for developing and maintaining information systems and applications that assure the efficiency and effectiveness of EGAT field support and the timeliness of management decisions. CKM also provides and arranges training to improve the quality of staff communications.

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# OFFICE OF PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE MANAGEMENT

The Office of Professional Development and Administrative Management (EGAT/PDAM) advises EGAT Bureau management on personnel, administration, and management issues. The Office develops personnel policies and regulations for the Bureau and advises managers on the job specification process as well as on all aspects of organizational management (structure, size of units, etc.). EGAT/PDAM provides personnel and administrative services such as management of the Bureau direct hire and non-direct hire workforce ceilings; employee counseling; and guidance and oversight on leave policy and procedures, including family-friendly policies. EGAT/PDAM coordinates the annual employee performance evaluation (AEF) process; serves as liaison with USAID's Office of Human Resources and Office of Security and other USG agencies and contractors to ensure timely implementation of personnel actions; and manages the Bureau performance awards programs. The Office oversees administrative services including space planning; the allocation of parking permits; the Metrochek program; and the implementation of security regulations and procedures.

The Office is responsible for coordinating the professional development of all USAID staff working in the areas covered by the EGAT mandate, whether in USAID/W or in missions. It coordinates the preparation of training plans and provides oversight on their implementation; develops and oversees programs to prepare New Entry Professionals (NEPs), International Development Interns (IDIs), and other new hires to function well in technical positions and is responsible for coordinating the placement, mentoring, and support of these new employees as they begin their careers.

EGAT/PDAM also provides oversight on the overall Foreign Service assignment process for Bureau as well as on Foreign Service assignments in missions in technical areas relevant to EGAT. The Office is responsible for preparing a consolidated staffing plan for EGAT, assuring that Offices have capacity to implement their programs; maintaining central files for both current and historical tracking of personnel actions; maintaining the database of approved positions; coordinating with IRM and others regarding appropriate directory modifications; and updating internal telephone and services directories on website and in hard copy on regular basis. EGAT/PDAM updates and maintains functional statements for the Bureau and all organizational units within the Bureau. The Office supervises the grievance, complaints, and disciplinary processes; provides guidance and oversight on leave management, donations, and regulations applying to special cases; oversees implementation of family-friendly policies (AWS, telecommuting); coordinates the AETA time and attendance program for Bureau; coordinates and certifies receipt of confidential statements and disclosure forms, and supervises the Bureau implementation of security regulations and procedures. Working with appropriate units in the Management Bureau, the Office supervises the planning for and provision/replacement (as necessary) of IT and communications equipment, furniture, and work spaces; and maintains inventories of IT equipment.

*The Office of Professional Development and Administrative Management (EGAT/PDAM) serves as advisor to the Bureau in personnel, administration, and management.*


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# ANNEX A:
# EGAT Technical Support Tools

**EGAT Website:**
EGAT's website, ***http://inside.usaid.gov/EGAT***, is used to communicate to EGAT staff as well as to USAID missions and other bureaus the latest developments, events, new research and innovation, and best practices in the technical areas covered by EGAT. The website also supports tools that facilitate TDY and technical contract support to missions, and provides up-to-date information on USAID strategies, policies, and procedures, including links to key supporting documents.

**EGAT Guide to Technical Services:**
***https://egat.usaid.gov/pr/UG***
EGAT Guide to Technical Services provides detailed information on EGAT technical support mechanisms that USAID field missions and regional bureaus can access for assistance in the design, implementation and evaluation of their programs and activities. The Guide also provides profiles of EGAT technical officers, examples of EGAT field support activities and guidance on a number of useful topics including information on how to buy into EGAT mechanisms, how to draft scopes of work and how to request TDY assistance.

**E-TRAMS:**
***https://egat.usaid.gov/etrams***
E-TRAMS is a web-based planner that allows field Missions and Washington Bureau's to make on-line requests for EGAT technical support no matter whether the requested assistance involves travel overseas, support in Washington or even virtual support through video conferencing, telephone conference calls, or provision of ongoing support through other electronic means. E-TRAMS can be easily accessed on EGAT's website. It can be found in the upper left-hand corner under the heading TDY and Contract Support to Missions. (visit *http://fss.homeip.net/*) The system requires that requesting Missions/Bureaus fill out an easy-to-use Request Form, specifying the type of assistance required, proposed dates and proposed source of funding for the TDY. Once submitted these forms are reviewed by the appropriate EGAT technical office, which makes decisions on selecting the appropriate staff member, scheduling, and funding (if EGAT funded). Once a TDY is confirmed the Mission/Bureau is notified, and the staff member performing the TDY makes his/her travel arrangements.