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To:	Carrie Hessler-Radelet, Acting Director
	Daljit Bains, Chief Compliance Officer
From:	Kathy A. Buller, Inspector General
Date:	March 15, 2013
Subject:	Final Report on the Program Evaluation of Peace Corps/Namibia (IG-13-01-E)

Transmitted for your information is our final report on the Program Evaluation of Peace Corps/Namibia.

Management concurred with all 14 recommendations[1]. We closed six recommendations: numbers 1, 3, 4, 5, 11, and 14 based on a review of corrective actions and supporting documentation. Recommendations 2, 6, 7, 8, 9, 10, 12, and 13 will remain open pending confirmation from the chief compliance officer that the documentation identified in management's response has been received. In its response, management described actions it is taking or intends to take to address the issues that prompted each of our recommendations. We wish to note that in closing recommendations, we are not certifying that the agency has taken these actions or that we have reviewed their effect. Certifying compliance and verifying effectiveness are management's responsibilities.

Our comments[2], which are in the report as Appendix C, address these matters. Please respond with documentation to close the remaining open recommendation within 90 days of receipt of this memorandum.

You may address questions regarding follow-up or documentation to Assistant Inspector General for Evaluation Jim O'Keefe at 202.692.2904 or to Senior Evaluator Susan Gasper at 202.692.2908.

Please accept our thanks for your cooperation and assistance in our review.

Attachment

cc: Elisa Montoya, White House Liaison/Senior Advisor to the Director
        Bill Rubin, General Counsel
        Carlos Torres, Acting Associate Director, Global Operations

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[1] While the preliminary report contained 15 recommendations, we eliminated one recommendation, recommendation number 12, because of duplication. All subsequent recommendation numbers were changed accordingly.

[2] Our comments reflect the final report recommendation numbering scheme.

Dick Day, Regional Director, Africa
Krista Rigalo, Chief of Programming and Training, Africa
Edward Hobson, Associate Director, Safety and Security
Brenda Goodman, Deputy Associate Director, Volunteer Support
Sonia Stines Derenoncourt, Director, OPATS
Kathy Rulon, Acting Director, Office of Global Health and HIV
Gilbert Collins, Country Director, Namibia
Jennifer Parish-Taylor, Special Assistant to the Chief Compliance Officer
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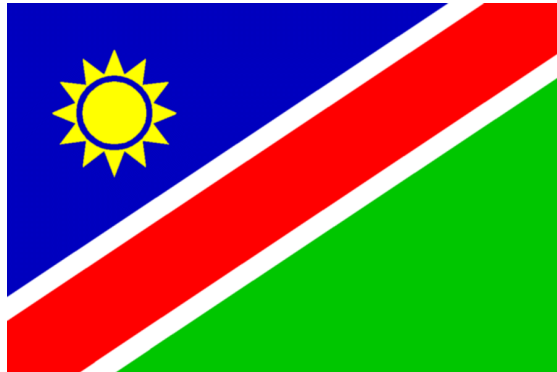
Flag of Namibia

Map of Namibia

Final Program Evaluation Report:
Peace Corps/Namibia
IG-13-01-E

March 2013

EXECUTIVE SUMMARY

Over 1,200 Peace Corps Volunteers have served the people of Namibia since the program was first launched in 1990. There are currently three project sectors in Namibia: education, community health, and economic development. At the onset of this evaluation, 118 Volunteers were serving in Namibia. There are two inputs of Volunteers per year.

We determined that the post is building a strong programming foundation. The post has embraced the Focus-In Train Up initiative (FITU) and continues to work on aligning its two longest running projects, education and health, according to the goals of this agency-wide initiative. The newest project, entrepreneurial development, which launched in 2010, is off to a promising start. Although the post's relationships with host country stakeholders seemed generally positive, the post was missing some systematic processes intended to ensure coordination. The post's projects did not have Project Advisory Committees (PACs), nor did the post provide a comprehensive annual report for stakeholders.

Key staff members were not sufficiently involved in the Volunteer site development process and the availability of medical and health resources were not fully assessed for Volunteer sites. While most Volunteers were satisfied with their site placement, site history files were not organized in a logical, accessible manner and staff members who had no knowledge of previously serving Volunteers could have difficulty utilizing history information to develop sites or follow up on Volunteer concerns.

While training was generally effective, Education and Health Volunteers reported that technical training was not effective to prepare them for their job placements. Volunteers also report that language proficiency was a barrier to their integration into their communities.

In general, we determined that post has developed a solid Volunteer support structure. Volunteers gave high marks for most staff's support. However, we identified some issues related to Volunteer safety and emergency preparedness. Some Volunteers were unaware of their consolidation points and did not have current emergency action plans, and many Volunteers' Site Locator Forms were missing important information. Lastly, the post has not articulated clear guidelines about hitchhiking, even though Volunteers reported that hitchhiking was their primary mode of transportation.

Our report contains 14 recommendations, which, if implemented, should strengthen programming operations and correct the deficiencies detailed in the accompanying report.

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HOST COUNTRY BACKGROUND

Namibia is located on the southwest coast of Africa. It borders Angola and Zambia in the north, Botswana in the east, South Africa in the southeast and south, and the Atlantic Ocean in the west. The total land area is 317,500 square miles, almost twice the size of California. Its terrain is mostly high plateau, with the Namib Desert along the coast and Kalahari Desert in the east.

South Africa occupied the German colony of South-West Africa during World War I and administered it as a mandate until after World War II, when it annexed the territory. In 1966 the Marxist South-West Africa People's Organization (SWAPO) guerrilla group launched a war of independence for the area that became Namibia, but it was not until 1988 that South Africa agreed to end its administration in accordance with a UN peace plan for the entire region. Namibia has been governed by SWAPO political party since the country declared its independence in 1990.

The population of Namibia is 87.5 percent black; six percent white and 6.5 percent mixed. About 50 percent of the population belongs to the Ovambo tribe, with many other ethnic groups represented, including the legendary Bushmen. In its effort to achieve greater national unity, the new government of the Republic of Namibia declared English as its official national language. Afrikaans is a common language of most of the population and about 60 percent of the white population. German is also spoken, as are several indigenous languages.

The Namibian economy is closely linked to South Africa with the Namibian dollar pegged one-to-one to the South African rand. The economy is heavily dependent on the extraction and processing of minerals for export. Namibia is a primary source for gem-quality diamonds, uranium and it also produces zinc, gold and other minerals. A high per capita GDP, relative to the region, hides one of the world's most unequal income distributions. Namibia is considered "medium human development" (0.625), per UNDP's human development index (HDI), and ranks 120 out of 187 countries with comparable data.[1] The HDI of Sub-Saharan Africa as a region is 0.463 today, placing Namibia above the regional average. However, fifty-one percent of the population is unemployed and 55.8 percent of the population lives below the poverty line. The adult HIV/AIDS prevalence rate in Namibia is 13.1 percent.

PEACE CORPS PROGRAM BACKGROUND

Soon after Namibia declared independence, the government of the Republic of Namibia requested Peace Corps' assistance to assist with the transition from Afrikaans to English. Peace Corps began its program in Namibia with an input of 14 English Teacher Volunteers in September 1990.

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[1] "The Human Development Report" publishes an annual Human Development Index (HDI). The HDI provides a composite measure of three basic dimensions of human development: health, education and income. Countries receive a ranking that ranges from "very high human development" to "low human development" based on related data.

In 1999, safety concerns forced Peace Corps to close Volunteer sites in the Caprivi Strip in the far western region of the country and in the Kavango region along the northern border. Following a favorable security assessment, these regions are now open and Peace Corps and Peace Corps Response Volunteers are serving in both areas.

Namibia faces two major human resource issues in its education system: there is a shortage of teachers, particularly at the secondary level in science and mathematics, and many current teachers are in need of additional training. Peace Corps/Namibia (hereafter "the post") works closely in support of the Ministry of Basic Education, Sports and Culture's (MBESC) "Basic Education Reform" program, which aims to increase the standards of teaching skills and resources throughout the country.

The post has operated under a Memorandum of Understanding since 1990 with the MBESC, allowing the Peace Corps to focus on education, including classroom teaching and teacher training, and to work with projects involving youth and sports. A health program was initiated in 2001, which placed Volunteers in HIV/AIDS education positions. The Small Enterprise and Entrepreneurship Development (SEED) program was initiated in 2010.

At the time of the evaluation, 116 two-year Volunteers were serving in three project areas: education, health, and entrepreneurial development. In addition, two Peace Corps response Volunteers (PCRV) were serving in HIV/AIDS related projects.[2] There are two trainee inputs per year; the most recent input was in March 2012 with 22 trainees. The projects have been designed to focus on the following:

- **Secondary and Upper Primary Education Project (SUPEP)**
  Students are taught in English after they reach grade five. To help meet the need for teachers, Volunteers work in secondary and upper primary classrooms teaching English, science, math, and computer studies in rural schools. Though teaching is the primary assignment of education Volunteers, they are also actively engaged in secondary projects ranging from upgrading libraries/laboratories to establishing kindergartens.

- **Small Enterprise and Entrepreneurship Development**
  Volunteers partner with government ministries, community-based organizations and NGOs to promote local income generation and business skill development. In 2011, Namibia launched the Targeted Intervention Program for Employment and Economic Growth (TIPEEG), intended to provide resources for job creation to reduce the nation's 51.2 percent unemployment rate. SEED Volunteers complement TIPEEG in many ways; assignments include helping students and out-of-school youth gain business skills, increasing the capacity of entrepreneurship teachers, advising local small businesses on growth strategies, and providing financial skills to community members.

- **Community Health and HIV/AIDS Project (CHHAP)**
  In 2004, two existing projects were merged into a larger HIV/AIDS project, Community Health and HIV/AIDS. Volunteers with organization development skills and HIV/AIDS

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[2] Peace Corps Response provides opportunities for Returned Peace Corps Volunteers to undertake short-term assignments in various program areas around the world.

programming experience support the newly established Regional AIDS Committee for Education. This project aims to increase the organizational capacity of the Committee to plan, coordinate, and monitor HIV/AIDS education activities at the regional and school levels. Additionally, Volunteers work with the Ministry of Health, Human Services and Rehabilitation to provide organizational and developmental assistance, and training support to Multi-Purpose Centers (MPCs). MPCs provide varied support for community members who are living with AIDS. Volunteers also work at regional youth offices and MPCs to promote HIV/AIDS outreach and youth friendly reproductive health services.

- **Peace Corps Response**
  The post is using skilled PCRVs to pilot new activities within the post's existing three projects in preparation for transition to traditional two-year Volunteer assignments.

At the time of the evaluation, the post had 32 staff positions, six of which were vacant. The post's fiscal year (FY) 2012 appropriated budget was $2,106,800, which was supplemented by $1,794,600 of President's Emergency Plan for AIDS Relief (PEPFAR) FY 2012 funds.[3]

EVALUATION RESULTS

PROGRAMMING

The evaluation assessed to what extent the post has developed and implemented programs intended to increase the capacity of host country communities to meet their own technical needs. To determine this, we analyzed the following:

- the coordination between the Peace Corps and the host country in determining development priorities and Peace Corps program areas;
- whether post is meeting its project objectives;
- counterpart selection and quality of counterpart relationships with Volunteers;
- site development policies and practices.

We determined that the post is building a strong programming foundation. The post has embraced FITU and continues to align its two longest running projects: the education and health projects according to the goals of this agency-wide initiative.[4] In reviewing the project objectives, coordination with host country project partners, site selection strategy, and counterpart selection, we found no significant areas of concern that would necessitate action by the post. While not a finding, we want to note that the post's welcome book has not been updated since 2008. Since the welcome book is a resource for newly invited applicants to help acquaint them with their country of service, ensuring that information on the country is current and up to date will help inform and prepare invitees before their arrival for training.

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[3] This amount does not include the salaries, benefits, and related cost of U.S Direct Hires assigned to post and other costs the agency has determined should be centrally-budgeted.
[4] The FITU strategy is designed to maximize the skills of Volunteers with limited expertise and/or work experience.

Project Objectives. The post's project frameworks were changing in conjunction with FITU. In its 2011 IPBS review, the region had identified the education and health projects as "needs focus." At the time of the evaluation fieldwork, the post was working with headquarters to finalize a project plan for the education project, which underwent a project review in early 2012. Though the health project underwent a project review in 2010, it continues to work on focusing-in by limiting its number of partners and clarifying Volunteer assignments. The SEED project originated in 2010 and its project plan was described by region as being "mostly-focused." Even though the project plans and project frameworks were not finalized, 80 percent (16 of 20) of interviewed Volunteers rated their ability to achieve their projects objectives "moderately well" or better.

Site Development. The post has developed thorough site development criteria that include programmatic, host family, and housing elements; however, we identified some issues with post not following its process and meeting post-established standards, which will be discussed later in the report. One hundred percent (21 of 21) of interviewed Volunteers were satisfied with their site placement.

Coordination with Host Country Project Partners. While staff members have good relationships with the host government ministries with whom they work, the post does not have structured processes, like PACs, to assure coordination with host country project partners. Peace Corps' country agreement with Namibia was developed in 1990. The program operates under an implementing technical cooperation agreement between Peace Corps and the National Planning Commission. The agreement lapsed for three years but has since been renewed. While the post does not have ministry level MOUs for each project sector, staff members have good relationships with the ministries with which they work. Partners assist post in identifying potential Volunteer sites and reviewing Volunteer qualifications for the education project.

Counterpart Selection. In general, Volunteers were placed in situations where they could build productive counterpart relationships. Twenty of 21 interviewed Volunteers had at least one counterpart they worked with on a regular basis and most Volunteers reported that their counterparts were supportive. The post's site development process attempts to include as many representatives from the host organization as possible in the first visit to explain the requirements and benefits of hosting a Volunteer. Counterpart selection is left to the host organization. In the Education and Health sectors, counterparts' personal time constraints limited their relationships with Volunteers; therefore, Volunteers often worked with more than one counterpart.

While the post has many strong programming elements in place, the evaluation did uncover some areas that require management attention.

Key staff members were not sufficiently involved in the Volunteer site development process.

A primary component of successful Peace Corps programs is a thorough and collaborative site development process. Sites must not only be programmatically viable, but sufficiently safe with access to necessary support services like communication, transportation and essential health care. The *Peace Corps Manual* section (MS) 270.6 requires that each post develop and apply criteria

for the selection and approval of sites. Among other things, the criteria should address access to essential health care, the security climate and other support services. Evaluation of the site and satisfaction of the criteria must be documented. *Characteristics and Strategies of a High Performing Post Indicator 11.5* for "Selecting and Monitoring Trainee and Volunteer sites" also states, "Site identification must be a collaborative effort, including programming, administrative, health, and safety factors and participation, and it is the country director's duty to lead in and ensure this collaboration."

The post has a documented process for site development. Its site evaluation form captures information about the Volunteer's housing and includes basic sanitation information such as water source, and toilet facilities. The form also includes a health issues section which captures information such as the nearest medical facility, evidence of endemic disease and health risks to PCVs. However in our review of the site development documents contained in Volunteer files, the site evaluation form was not consistent across projects and there was no evidence that sites were vetted through safety and security and medical staff as required by the post.

The Peace Corps Medical Officers (PCMOs) in Namibia reported that they were not involved in the site development process and did not review the forms for accuracy or completeness. The most tenured PCMO reported that in previous years, senior staff held a collaborative discussion on potential sites, but this had not happened in the last few years. The Safety and Security Coordinator (SSC), who was new to the post, had not been through the site development process and could not comment on his unit's involvement in site development. The regional Peace Corps Safety and Security Officer (PCSSO) said that site development and staff turnover have been longstanding challenges for this post. Our observations were consistent with his June 2008 PCSSO assessment report, which stated that the post needs to involve the PCMO and SSC in site selection decisions.

Staffing turnover and vacancies in the PCMO, SSC and director of programming and training (DPT) positions likely contributed to post's non-compliance with its own process. The post should work to include all pertinent players and document decisions to better manage the process that they have established.

> **We recommend:**
>
> 1. **That the country director ensure that site identification and selection is collaborative and consistent across projects and that involvement from all relevant parties is documented.**

Site history files were not organized in a logical, accessible manner to facilitate future reference and use.

MS 270.6 requires each post to review the site history when developing sites. The PCSSO noted in his assessment visits dating back to 2007 and 2008 that the site development process needed to be supported by site histories.

The post did not organize site history files by the geographic location of the site. Rather, information on previous Volunteer sites and experiences was organized by Volunteer and kept with programming files by the APCD of each project sector. While the agency has no strict criteria for how to organize site history files, this structure could pose a problem with institutional memory. It could be very difficult for a staff member with no knowledge of previously serving Volunteers to utilize site history information to develop sites, or to follow up if a Volunteer had concerns about a site.

> **We recommend:**
>
> 2. **That the country director ensure that site history files are easily accessible to staff so that they can be used develop sites or support Volunteers.**

The post's projects did not have PACs.

The post did not have PACs for any of its projects. *The Peace Corps Programming and Training Guidance: Project Design and Evaluation*, states that "PAC is the 'voice of key project stakeholders' that helps the Peace Corps ensure that it develops credible, realistic and responsive project plans and training programs." The guidance states that PACs should be established for each new project and should remain active throughout the life of a project.

> This committee shares responsibility for the design, evaluation, and revision of the project. The input of PACs is critical to maximize the sustainability of Volunteer work, to confirm project support from the government, and to define and communicate an optimum role for Volunteers in collaboration with other organizations addressing the issue.

The post recognized the benefit of PACs and had received funding to hold PAC meetings during calendar year 2012. The associate Peace Corps directors (APCDs) welcomed the idea of developing PACs for each of their projects. A PAC could be a forum to provide strategic direction for the project and help ensure that all stakeholders are in sync with the expectations for Peace Corps' projects as they focus project efforts and build strategic partnerships.

> **We recommend:**
>
> 3. **That the post develop Project Advisory Committees for each of its projects.**

TRAINING

Another objective of the post evaluation is to answer the question, "Does training prepare Volunteers for Peace Corps service?" To answer this question we considered such factors as:

- training adequacy;

- planning and development of the training life cycle;
- staffing and related budget.

The evaluation concluded that the training program in Namibia is generally effective at helping Volunteers prepare for service and be productive at their sites. The post uses a mixed training model; classes are held at a training center, but trainees live with host families. While the official language of Namibia is English, the post teaches eight local languages during PST. Though there are areas for improvement, especially technical training, the post has already started to make changes and has a solid foundation to build upon, especially as it incorporates and benefits from the agency's FITU efforts.

Thirty percent of interviewed Volunteers (six of 20) found cross-cultural training to be inadequate to prepare them for service. Volunteers reported that cross-cultural training focused on cultures that were north of the capital. Volunteers acknowledged that it was difficult to teach multiple cultures to one group and said that much of the real cultural learning was done in their language classes. Post managers also recognized the weaknesses in cross-cultural training and have encouraged language and cultural facilitators (LCFs) to facilitate more of the cross-cultural learning with language sessions.

Though the post does not have many of PCRVs, OIG received feedback in interviews that a more robust training is needed in the areas of language and cross-cultural practices to facilitate community integration, an important part of the model on which Volunteer safety is based. Because the official language of Namibia is English, there is no language requirement for PCRVs. At the time of evaluation field work, the training program for PCRVs was a day and a half orientation program in which the PCRV met individually with different staff members. Post managers recognized this was a short amount of time to prepare PCRVs for service and were exploring a longer orientation program; however, staff raised concerns that a minimum number of PCRVs would be necessary before it was feasible to hold a two-week orientation.

Overall, we found that Volunteers were satisfied with the language, safety and security, and medical/health portions of PST and mid-service training (MST). Volunteers were less satisfied with the effectiveness of IST (Reconnect) and said that it occurred too soon after swearing-in and the content was repetitive of PST. The DPT explained that the timing of Reconnect was based on the school calendar schedule. The following tables summarize Volunteers' perceptions on the effectiveness of their training.

Table 1. Volunteer Perceptions of PST Training Effectiveness

Area	Percent of Volunteers Who Rated Training Favorably)	Average Rating
Language	80%	3.5
Cross-Cultural	70%	3.2
Safety and Security	90%	3.6
Medical	95%	4.0
Technical	40%	2.7
IST (Reconnect)	76%	3.1

MST	83%	3.3

Source: OIG Interviews.

Education and Health Volunteers reported that technical training was not effective.

MS 201 "Eligibility and Standards for Peace Corps Volunteer Service" states that a trainee must demonstrate technical competence, which is defined as "proficiency in the technical skills needed to carry out the assignment" by the end of training.

Twelve of 20 interviewed Volunteers (60 percent), all serving in the SUPEP or CHAAP projects, rated the effectiveness of technical training below average. Longer serving Volunteers in these sectors reported that technical training did not prepare them for their assignments. Education Volunteers reported that they were expected to "figure it out" on their own and suggested that good examples of the required preparation, administrative and resource files would have been helpful. Comments they made regarding the technical training included the following:

> "I had done tutoring before I came here but never had formal lesson planning or [worked with] really large groups of kids. A lot of the technical training was throwing us into a real situation and having us figure it out on our own. I think it would have been more effective to have all of us write a lesson plan - and to then…grade them. It seemed that they wanted us to figure it out on our own. I don't think that 90 percent of the training should have been focused on this when most of us were not formal teachers."

> "The most valuable thing I did in tech training was to go to a Namibian school. Observing teachers in an Namibian school - understanding better what is a syllabus, how do they set up files, how do you set up exams, how do you mark…The other training was not put in any context. I would have put that at the beginning of training so that everything else can be put in context. They will tell you that all schools are different… but the Ministry is one - and it's better to be over prepared…otherwise it looks unprofessional."

A common theme among education Volunteers was that technical training did not give them practical skills for the classroom. Recognizing this, the post has budgeted for and intends to implement a practicum "model school" component for the education project's technical training.

Health Volunteers reported that technical training provided only general information about HIV. Comments they made regarding the technical training included the following:

> "It was vague to be honest - it was basically people coming in to talk to us about HIV. We didn't need the history of HIV or what it is - we needed more hands on things rather than the overall generalization of HIV in Namibia"

> "The hard part was that the APCD just came in. I don't think she had planned it - it was someone else who had dropped the ball. We had people not show up - we had the same presentation given 10 times. I don't think we gained any knowledge. I was glad that I was going into something that I was familiar with. It was the worst thing that could have happened."

Staff turnover may have contributed to insufficient health technical training. The Health APCD had just started employment with Peace Corps prior to the PST which already had a set curriculum. Training has since been significantly revamped. The PST End of Training report suggested that the group of Health Volunteers who swore-in in May 2012, and received the modified training, were more satisfied with technical training. We interviewed some Volunteers in this group and they were generally positive about technical training, but had not been in service long enough to comment on its ability to prepare them for their job assignments.

Volunteers serving in the SEED project all gave favorable marks to technical training and appreciated the hands-on component where they were paired with an organization and given an opportunity to "try-out" what they had learned during PST classroom sessions.

Without adequate preparation, Volunteers will not be prepared for their assignments, are less effective and satisfied with their work, and will often require more support from staff. While post is proceeding in the right direction in its improvements to technical training, continued attention is required. And, as mentioned in the previous section on programming, finalization of the project plans and adoption of forthcoming FITU training modules could help focus technical training.

> **We recommend:**
>
> 4. **That the country director and programming and training staff assess the technical training program and make adjustments when necessary to improve the effectiveness of technical training for the education and health sectors.**

Volunteers reported local language proficiency as a barrier to community integration.

Even though 16 of 20 interviewed Volunteers thought that their local language training was moderately effective or better, 33 percent (7 of 21) of interviewed Volunteers reported that poor local language proficiency was a barrier to community integration. The official language of Namibia is English, which is often the lingua franca given the large number of spoken languages. However, local languages are used in areas where Volunteers are placed, and the post teaches up to eight languages during PST.

The post has no required corrective actions if a Volunteer does not meet the post's target level of "Intermediate Low" on the Language Proficiency Index (LPI) upon swearing-in. Nor does the post require LPI retesting at any other point in service to determine if a Volunteer's proficiency has improved. Previously, the post had conditionally sworn-in Volunteers and followed-up on their progress, but because the post had no consequences for failing to meet a proficiency standard at the end of PST, it removed the additional assessment requirements. The post does suggest and provide funding for tutors, but according to staff, this support is rarely used by Volunteers. Training staff also reported that they are not always able to find PST host families for all of the languages being taught and that the language manuals are outdated and are not user friendly.

The Peace Corps Act requires that "no person shall be assigned to duty as a volunteer… in any foreign country or area unless at the time of such assignment he possesses such reasonable proficiency as his assignment requires in speaking the language of the country or area to which he is assigned."

Proficiency in local languages is emphasized for community integration and for Volunteer safety and security. Real language skills allow one to recognize verbal and cultural warning signs and potentially avoid risky situations. A lack of language skills may expose Volunteers to security risks.

We recognize that Namibia's language situation is complex and the ability to function in a local language may be more important in some communities than in others. Multiple languages might be spoken in a singular community and the language that Volunteers learn aligns them with a particular group. However, the post should consider how it can make better use of trainee time and training staff resources and revise PST sessions as necessary so that Volunteers who do not require local language skills can focus their PST learning objectives on other subjects.

> **We recommend:**
>
> 5. **That post examine the local language training and testing program and make adjustments to ensure that Volunteers placed in sites where local language skills are needed for effective integration receive sufficient training to meet minimal proficiency requirements.**

VOLUNTEER SUPPORT

Our country program evaluation attempts to answer the question, "Has post provided adequate support and oversight to Volunteers?" To determine this, we assessed numerous factors, including staff-Volunteer communications; project and status report feedback; medical support; safety and security support including staff visits to Volunteer work sites, the Emergency Action Plan (EAP), and the handling of crime incidents; and the adequacy of the Volunteer settling-in and living allowances.

In general, we determined through our evaluation that the post has developed a solid Volunteer support structure. In reviewing staff-Volunteer communications, Volunteer performance report feedback, coordination with the U.S. Embassy, the medical evacuation plan, housing checks, and Volunteer allowances, we found no significant areas of concern that would necessitate action by the post.

Staff-Volunteer Communications. The evaluation determined that there is good, open communication between Volunteers and staff. Staff regularly seeks Volunteer feedback and is generally aware of Volunteer needs and concerns. Some of the feedback mechanisms used to gather Volunteer input include training evaluations, personal communications and the Volunteer

Advisory Committee (VAC). Staff regularly communicates with Volunteers through newsletters and personal interactions through text messages, phone calls, and email.

Volunteer Performance Report Feedback. Staff is providing regular feedback to Volunteers' performance reports. All Volunteers in our sample who had submitted reports had received feedback. Volunteers considered staff's VRF feedback helpful, with 100 percent (16 of 16) of the interviewed Volunteers who answered our question rating the feedback quality as average or better (3.9 average). Many Volunteers stated that feedback had improved and that their reports were being thoughtfully read. The DPT commended the agency's Volunteer Reporting Tool for standardizing indicators of performance.[5] One program manager reported that the quality of Volunteer reporting has improved tremendously after Volunteers received the FITU training module on how to evaluate their projects.

Emergency Preparedness. Although there are some elements of emergency preparedness that require attention and will be discussed later in this section, the post demonstrated that it has taken several steps to prepare for emergencies. Staff members, including the current CD, have developed relationships with security personnel at the U.S. Embassy. Safety and security criteria are incorporated into site development to ensure that Volunteers are not placed in homes and communities that would expose them to an unnecessary level of risk. The post has developed and continues to refine a medical evacuation plan that follows the agency's recommended format, and the post uses a duty officer system.

Housing Checks. Volunteers' houses were generally in compliance with items on the post's housing checklist. The post's housing criteria include elements related to the condition of the house and the surrounding neighborhood. A review of Volunteers' houses and the post's housing check records verified that housing checks were usually completed and documented accurately.

Volunteer Allowances. Most interviewed Volunteers were satisfied with the adequacy and timeliness of settling-in and living allowances and reimbursements. The director of management and operations (DMO) reported that the living allowance survey is completed every year, and a settling-in allowance survey is completed with each group. Since the Volunteer In-Country Allowance (VICA) payment system was implemented, there have been very few challenges with reimbursements.[6]

The strength of the post's Volunteer support systems is reflected in the aforementioned results as well as Volunteers' ratings of staff support, which are as follows:

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[5] The Volunteer Reporting Tool is the primary reporting mechanism Volunteers have used to capture project activities and outcomes and other aspects of their service.
[6] The VICA application allows Posts to order monthly allowances, special allowances, and reimbursements for Volunteers.

Table 2. Responses on Perceptions of Volunteer Support[7]

Area	Percent of Volunteers Who Rated Support Favorably)	Average Rating
Leadership	100%	4.4
Programming	92%	3.9
Training	95%	3.8
Safety and Security	75%	3.0
Medical	100%	4.0
Admin	100%	4.3

Source: OIG Interviews.

While the post has systems for Volunteer support in place, we did identify a few areas in need of improvement which we discuss below. As noted in the table above, the lowest support score among post staff was for the area of safety and security. Over half of interviewed Volunteers (12 of 21) had been the victim of a crime. Crimes ranged from theft to robbery. Ten of the twelve interviewed Volunteers reported the crime to the Peace Corps; however, only 78 percent of them rated its handling by the Peace Corps as favorable, with staff responsiveness being Volunteers' primary concern.[8] The SSC who the Volunteers rated had left the Peace Corps by the time of the evaluation fieldwork. Similarly, 2011 AVS data shows that Namibia Volunteers' satisfaction with safety and security support falls below those for the Africa region overall .

Headquarters staff raised the safety and security environment in Namibia as a concern for Volunteers serving in the country. They noted that Namibia is on the Africa region's serious crime index and the region is working with the Office of Safety and Security to do a more extensive analysis of the crimes that have occurred in country to identify trends and contributing factors. While the PCSSO had recently been to post to train the incoming SSC, a full assessment of the post has not been completed since 2009. The full assessment is scheduled for early calendar year 2013. We are recommending in findings discussed below that the PCSSO help the post address several additional aspects of post safety and security during that visit.

The availability of medical and health resources were not fully assessed for Volunteer sites.

While there is considerable variation in what each Peace Corps country can offer from a health resources standpoint, PCMOs rely on three primary components to assess the availability of health resources where Volunteers live and work: the site development process, medical staff's awareness of local medical resources, and medical site visits. Even though Volunteers' support scores for PCMOs were high and Volunteers were satisfied with the health care they received, we found some deficiencies with the systems intended to ensure that medical and health factors are adequately considered in Volunteer sites.

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[7] Leadership was derived from the CD score; Programming was derived by averaging the DPT, APCD, and PA scores; Training was derived from the Training Manager score; Safety and Security was derived from the SSC score for the former SSC; Medical was derived from the collective PCMO score; Administrative was derived from the DMO score.

[8] Most Volunteers who had been victims of a crime rated the SSC's handling of the incident. That SSC was no longer working for Peace Corps at the time of evaluation fieldwork.

As discussed in a prior section of this report, the medical unit was not sufficiently involved in the site development process. The PCMO reported that the last PCMO site visit was conducted in 2011 and that the medical unit, per agency guidance, had not been able to conduct a medical site visit to every Volunteer during his or her service because of staffing constraints. In all regions that Volunteers are placed, PCMOs work with local health care providers to make referrals for Volunteer care. Post medical staff said that the assessment of local health care providers and resources outside of the capital is done as part of the medical site visit process.

The post's health unit staffing has changed within the last two years. The post saw the agency's longest serving PCMO, who had been with the agency since the post's inception, retire in 2011. As a result, the post was staffed with one full-time Registered Nurse PCMO and various temporary duty staff until May 2012 when a second full-time PCMO came on board.

Characteristics and Strategies of a High Performance Post section 10 discusses the importance of PCMO site visits to Volunteers:

> *PCMOs should be conducting site visits.* If they do not, their own knowledge of the Volunteers' situations is incomplete, and they may not be reaching certain Volunteers who do not come in. In addition, they have an important role to play in site selection and development and in knowing and evaluating local health conditions and local and regional medical resources. These are important functions to carry out; yet some PCMOs hesitate to leave the office for fear that emergencies will arise while they are gone. This is all the more reason for having a smoothly functioning backup system. PCMOs need to get into the field, Volunteers need to see them in the field, and CDs need to help make this happen.

MS 261.3.5 discusses the responsibility of PCMOs to visit Volunteers at their site. While the number or frequency of site visits is not specified, according to OMS Quality Assurance, the expectation is that Volunteers will be visited by a medical staff member annually. The post's Volunteer handbook says that PCMOs will conduct regularly scheduled visits to Volunteers, but the frequency of site visits is not specified.

The lack of specific guidance to all posts on the frequency of PCMO site visits creates an environment where posts do not sufficiently budget, plan for, and prioritize this important activity. The potential negative effect of infrequently visited Volunteers is that PCMOs do not have a comprehensive understanding of Volunteer site conditions, the public health issues specific to that locale, or the quality of and access to medical facilities in the area.

Even though the previous post medical team knew the country well and had been at the post a long time, situations change and understanding available resources is necessary.

We recommend:

6. That the Office of Volunteer Support clarify the requirement for Peace Corps medical officer visits to Volunteer sites and establish policy and procedures to guide posts in this activity.

7. **That the country director ensure Peace Corps medical officer site visits occur per agency guidance.**

Many Volunteers' Site Locator Forms were missing important information.

The post uses Site Locator Forms (SLFs) that require Volunteers to provide important information to assist staff with locating a Volunteer in a medical or non-medical emergency.

The agency's standard operating procedures for the EAP includes a template site locator form. Additionally, *Characteristics and Strategies of a High Performance Post* section 11.8 encourages posts to maintain emergency site locator forms and update them regularly. *Medical Technical Guideline* (TG) 380, section 5.4 also discusses the importance of the Volunteer emergency SLF to help ensure quick access to Volunteers in a medical emergency.

As part of the evaluation, OIG reviewed 22 SLFs for the Volunteers in the interview sample.[9] This review identified a number of issues with SLFs:

- 73 percent (16 of 22 forms) did not include information on local medical facilities.
- 53 percent (8 of 15) Volunteers did not provide adequate directions and maps to their sites.
- 36 percent (8 of 22 forms) did not include information on the local police post.
- 27 percent (6 of 22 forms) did not include non-cellular telephone contact information.

In our review of SLFs we found there were multiple SLF formats in use, with differing types of information requested. Sixteen of the forms we reviewed that did not contain information on local medical facilities did not have a section to capture it; therefore Volunteers would not have known to include it. Inaccuracies on the SLFs were not detected by staff because they do not review the forms for completeness and accuracy after submission.

We recommend:

8. That during the full security assessment of the post the Peace Corps safety and security officer provide input to post to determine which elements are critical elements of the Volunteer site locator form.

9. That the country director ensure all critical information is being collected on the post's site locator form.

10. That the country director require post staff to review the accuracy and completeness of site locator forms.

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[9] Our sample of selected Volunteers included 21 Volunteers. We reviewed forms of additional Volunteers who requested interviews with us as well.

Some Volunteers were unaware of their consolidation points and did not have current EAPs.

According to the agency's primary safety and security policy, MS 270, the agency's safety and security program is based on several factors, including "the necessity of having plans in place to respond promptly and effectively to threats or events." MS 270.8.1 states that "Each post must develop and maintain a detailed EAP that addresses the most likely emergency situations that would impact Peace Corps personnel and operations."

The post's EAP addresses the most likely emergency situations that would impact Peace Corps personnel and operations and includes Volunteer warden information, Volunteer contact information, and an emergency phone tree. However, only four of 13 Volunteers, could produce a copy of their EAP.[10] Volunteers reported that they had received their EAP during PST and that they had not received updates to it. Additionally, the embassy RSO could not produce a copy of Peace Corps' EAP when asked.

Additionally, of the 21 Volunteers interviewed, eight (38 percent) could not correctly identify their consolidation point. Some Volunteers did not know the location, some misidentified it, and some were confused and thought their consolidation point had been changed.

The deficiencies in the post's emergency preparedness systems raise concerns about staff and Volunteers' ability to quickly and effectively respond to an emergency. The evaluation revealed that important safety and security documents, like SLFs and EAPs are not consistently reviewed and distributed to people who may be required to respond to an emergency. Although the PCSSO has identified many of these same issues in previous reports and provided guidance to former SSCs on the execution of the Peace Corps' systems and processes, the post needs continued safety and security oversight and monitoring to ensure deficiencies are addressed and the post's safety and security policies and procedures are appropriate for the environment.

> **We recommend:**
>
> **11. That the country director ensure that all Volunteers know the location of their consolidation point.**
>
> **12. That the Peace Corps safety and security officer review emergency action planning and identify any deficiencies during the full security assessment of post.**

Volunteers reported that hitchhiking was their primary mode of transportation.

The lack of acceptable, safe transportation poses a safety risk for Volunteers. The country does not have a licensed public transportation system. An informal system exists where drivers of

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[10] Only Volunteers who were interviewed at their homes were asked to produce the EAP. 17 Volunteers were interviewed at their homes.

privately or company-owned cars and mini busses stop at designated areas to transport willing passengers for a fee. This means of securing a ride is used by both the local population and Volunteers. However, some Volunteers prefer to forego this approach in favor of hitching a ride from passersby for personal convenience.

We found that the post created confusion regarding Volunteer hitchhiking by advising against it in the Volunteer handbook but inferring in other forums and discussions that it may be used. The post's *Volunteer Handbook*'s transportation policy, 7.16 states:

> Volunteers should never get into a vehicle where alcohol is being consumed, or where the driver or passengers have obviously been drinking. Female Volunteers should also avoid vehicles where there are no women passengers or where there is overcrowding or unruly passengers. Poorly maintained vehicles or vehicles with obvious safety problems (such as poor tires) should be avoided. If you are in doubt, trust your instincts and look for another form of transportation. If it is late, wait until the next day. There is nothing important enough to justify getting into an unsafe vehicle.
>
> *Volunteers are also advised in the strongest terms not to hitchhike* [italics added]. Most Volunteers have limited transportation options available to them at site; therefore advanced planning of any travel is important. Often Volunteers are able to catch rides from members of their community to larger towns.

The PCSSO's November 2009 report recommended that the post clearly communicate its policy regarding hitchhiking to Volunteers:

> The issue of hitchhiking as an acceptable transportation option continues to pose a challenge for PC/Namibia. The PCSSO agrees with staff's consensus that hitching a ride from community members well known to the Volunteer is a generally accepted practice of PCVs worldwide. It is the solicitation of rides from little-known persons and total strangers that is of concern, as it renders Volunteers significantly more vulnerable to crime victimization. In addressing this issue with the Volunteers, the PCSSO suggests that staff place more emphasis on proper trip planning and scheduling as opposed to engaging in impromptu travel.

The issue has continued to warrant discussion among staff and Volunteers in the years since. In the VAC meeting minutes from August 2011 the issue of transportation was raised:

> …Q: Will Peace Corps acknowledge that hitchhiking is an acceptable/legitimate means of travel in Namibia and typically is safer than "public transportation?" Can we further have an assurance that hitchhiking is not an offense punishable by Administrative Separation?
>
> A: The travel policy does not outright forbid hitchhiking. As such, hitchhiking alone will not result in Admin Sep [eration]. With this in mind, the feeling that hitchhiking is safer is perhaps anecdotal, and no available hard data exist on this topic. Serious or repeated violations of the transportation or whereabouts policies can still result, however in Admin. Sep.
>
> Q: In relation to the above point, can Peace Corps provide us with a definition of and means of ascertaining legitimate, licensed Public Transportation? There is confusion amongst Volunteers regarding what exactly constitutes Public Transportation in Namibia.
>
> A: Public transportation is licensed. There is a round sticker on the left side of the vehicle.
>
> In response to Volunteers who express concerns about the enforcement of public transportation regulations, it's a complicated issue. The licensing should be checked at road blocks.

> Again, Volunteers should use their own judgment to decide if a mode of transportation is safe. If a Volunteer feels like the transport is unsafe, they can always stay the night and Peace Corps will pay for lodging. Clara would like to alert the Volunteers that there have been 5 Peace Corps deaths in Namibia since its inception and all have been in situations where the Volunteer had been hitchhiking….

While the agency does not have a world-wide policy that restricts hitchhiking, it is discouraged in post's transportation policies where it is referenced. Comments from Volunteers reflect confusion around the post's policy and the extent to which hitchhiking is used the primary means of transportation.

> "…we all hitchhike because that is what you do to get around in Namibia. It's safer than taking public transport…We are not sure what the policy on that is because it keeps changing. I don't understand the policy - I only understand the reality…"

> "Everyone hitch hikes; I hitch hike. Peace Corps is in a bind… Even though they say no hitchhiking - a resource Volunteer will pull you aside and say - here's how to do it safety"

> "If you look from an American perspective, we hitchhike everywhere. I have been in combies multiple times when they have had to have a passenger drive it because the driver is falling asleep at the wheel… It ends up being that you feel much safer in a private vehicle hiking. I have felt unsafe in that situation - maybe you'll get in a car where the man is aggressive in terms of sexually harassing you. You just ignore it. There are no ways to improve the situation. The roads are safe and good - but you don't have a way to travel on them. I don't think there is much we can do. How can we improve it? They know - and they put on paper "you cannot hitchhike" and you cannot travel in the back of a bakkie [a bed of a pickup truck] - but you have to. The only way to get into this village is to do that. You are told you can't do this - even though they know we are doing it - there is nothing they can do."

> "I will choose hitchhiking over taking a combie any day. They are packed full of people and they drive crazy. They are way crazier than anyone I've ever caught a ride with. It's more dangerous than hitchhiking. Peace Corps's position on hitchhiking is 'don't ask don't tell'…"

> "Transportation is so unorganized here. the transportation that pc would like us to take - you have to wait for over an hour because they are waiting to find other passengers, so it's better for them to get somewhere as quick as possible… Usually the [private vehicles] who will stop are more willing to help and safer. Peace Corps doesn't want us to travel like that - but if we are found out, it's not means for administrative separation…"

The CD reported that the transportation policy has not changed since he assumed responsibilities in 2009. He acknowledged that there had been a dialogue between post and the office of safety and security and the VAC and also acknowledged the reality that public transportation is very limited and that Volunteers have expressed concerns about the safety of public transportation options when available. He also acknowledged that if the post was to take a step in being more restrictive in its transportation policy, Volunteers would not comply with it. He felt strongly that if the post were to establish a policy, they needed to enforce it.

We recommend:

> **13. That the post review its Volunteer transportation policy,
> and make adjustments as necessary to clearly articulate to
> Volunteers what forms of transportation are authorized
> for their use.**

MANAGEMENT CONTROLS

Another key objective of our country program evaluation is to assess the extent to which the post's resources and agency support are effectively aligned with the post's mission and agency priorities. To address these questions, we assess a number of factors, including staffing; staff development; office work environment; collecting and reporting performance data; and the post's strategic planning and budgeting.

In reviewing the post's work environment, Volunteer performance reporting, the post's relationship with the U.S. Embassy, and the post's relationship with headquarters, we found no significant areas of concern that would necessitate action by the post.

The evaluation found a generally well-managed post. The U.S. direct hire (USDH) staff at post are highly regarded by headquarters staff and Volunteers feel well supported by all staff as evidenced by Volunteer support scores. While there had been challenges with the management of post operations and morale in the past, we found that the morale of the staff was generally positive. The DPT role and responsibilities were re-organized as of August 2011. Previously, the DPT had a dual role of being an APCD for the Health project as well as to direct programming and training which contributed to confusion on roles and strained relationships between staff. Following the prior DPT's departure, the post was without a DPT for approximately one year. The current DPT has been warmly received and commended by all programming and training staff for his guidance and bringing the team together.

Office Work Environment. Staff members reported that morale has improved over the last two years. The current country director (CD), who started in February 2010, has added stability and worked to create an atmosphere where the staff is able to address issues in all-staff or senior staff meetings. Staff reported that they are appreciative of the supervision and guidance provided by the USDH employees: the CD, director of programming and training (DPT), and DMO.

Staff Development. We found that in the sample of performance appraisals we reviewed all were complete and feedback was generally thorough, though four of the 10 were not signed and filed appropriately. In an effort to provide staff development opportunities in a limited resource environment, the CD surveyed staff on their personal development goals and then researched how they could self-develop. The post purchased various books and discussion groups were held.

Performance Data. Volunteers are submitting their Volunteer reporting forms (VRFs), and most of the interviewed Volunteers reported that the information they provide is reliable. However, as noted below, the post does not produce a comprehensive annual report for stakeholders.

Relationship with the Embassy. The post has effective working relationships with the U.S. Embassy in Windhoek. Post staff coordinate with embassy and consular staff on programmatic and administrative issues as needed. Although the post faced some difficulty in acquiring a work permit for a third country national PCMO, according to the embassy, this is not uncommon for U.S. agencies in Namibia.

The post had not produced a comprehensive annual report for stakeholders.

The agency's FY 2011 *Performance and Accountability Report* (PAR) sets forth annual results against the agency's performance plan. Performance Goal 1.1.1, to "ensure the effectiveness of in-country programs," is supported by Performance Indicator 1.1.1b which measures whether an annual program update describing the achievements of all Peace Corps projects at a post is provided to host country agency sponsors and partners. The rationale for the indicator is to collaborate with partners and increase the agency's accountability to the host country. The agency's target for this indicator is for 85 percent of all posts to "provide annual progress reports to their host country agency sponsors and partners."[11]

The post has not produced a comprehensive annual report for all stakeholders. The DPT reported that it is in development and the post intends to present data by region to make it more useful and compelling for stakeholders. Only seventy-three percent of Africa region posts provided reports; therefore the Africa region fell short of the 85 percent PAR target. While the post currently has positive relationships with host country partners, an annual report could be one way to formalize collaboration and accountability.

> **We recommend:**
>
> **14. That the post develop a comprehensive annual report for stakeholders that addresses all projects at post as required by the Performance and Accountability Report**

PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR)

Another objective of this post evaluation is to answer the question "is the post able to adequately administer the President's Emergency Plan for AIDS Relief (PEPFAR) program, support Volunteers, and meet its PEPFAR objectives?" To answer this question, we evaluate:

- Whether the post is implementing its PEPFAR objectives as laid out in the annual implementation plan.
- Relationships between the post and coordinating partners.
- Whether Volunteers are fulfilling HIV/AIDS-related assignments and handling related challenges.

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[11] For FY 2011, the agency reported that it met its overall target for Indicator 1.1.1b with 87 percent of posts providing the annual report to stakeholders.

In reviewing PEPFAR objectives, Volunteer assignments and coordination with other USG entities, we found no significant areas of concern that would necessitate action by the post.

PEPFAR provides funding to Peace Corps posts to help expand and enhance their response to the HIV/AIDS epidemic. The Peace Corps' Office of Global Health and HIV (OGHH) has the responsibility for agency-level policy guidance, overall leadership, and general supervision, direction, and coordination of Peace Corps' domestic and foreign HIV/AIDS activities. To obtain PEPFAR funding, OGHH requires posts to submit an implementation plan that details the proposed activities that posts will implement with PEPFAR funds. This funding is provided in addition to post's appropriated funds.

The post has received PEPFAR funding since FY 2004. PEPFAR supports a large percentage of post's activities and operations. Parties we talked to reported that Namibia is transitioning to country-owned strategies and national programs and is on the trajectory for major cuts from PEPFAR overall as a country. The parties we discussed this with do not believe that this will have impacts to the post within the next three years, but that there will be shifts away from using PEPFAR funding for direct service delivery (such as antiretroviral treatment, and operational costs). Assistance from the United States will shift towards more of a technical assistance model.

In reviewing Volunteer assignments, training, and coordination with other U.S. government entities, we found no significant areas of concern that would necessitate action by the post. PEPFAR is well-integrated into programming and Volunteer activities. Nineteen of the 20 Volunteers interviewed have been involved in HIV/AIDS related activities. The Volunteers' HIV/AIDS-related activities run the gamut of PEPFAR focus areas, although work promoting prevention was the most prevalent. The post has a good relationship with the U.S. Mission PEPFAR coordinator, who reported that she has worked with the Peace Corps at multiple levels within the post. The coordinator sees the Peace Corps as a unique organization because of its Volunteers work with niche areas of HIV response at the local level and has found that the Volunteers' work is complementary to the work of other U.S. government agencies.

The OGHH chief of management and operations (CMO) visited the post in April 2012 to review its budget and look at ways to address substantial carryover funds from prior years. The CMO reported that the post is now financially sound in regard to PEPFAR and that they had a stellar DMO who would be timing out soon. The CMO also reported that the new DPT structure has been good for the post and that it was very beneficial to collaboratively work with the DPT, the programming and training team, the HIV/AIDS coordinator and the Administration unit.

OBJECTIVE, SCOPE, AND METHODOLOGY

The purpose of OIG is to prevent and detect fraud, waste, abuse, and mismanagement and to promote economy, effectiveness, and efficiency in government. In February 1989, the Peace Corps OIG was established under the Inspector General Act of 1978 and is an independent entity within the Peace Corps. The Inspector General (IG) is under the general supervision of the Peace Corps Director and reports both to the Director and Congress.

The Evaluation Unit within the Peace Corps OIG provides senior management with independent evaluations of all management and operations of the Peace Corps, including overseas posts and domestic offices. OIG evaluators identify best practices and recommend program improvements to comply with Peace Corps policies.

OIG Evaluation Unit announced its intent to conduct an evaluation of the post on April 5, 2012. For post evaluations, we use the following researchable questions to guide our work:

- To what extent has post developed and implemented programs to increase host country communities' capacity?
- Does training prepare Volunteers for Peace Corps service?
- Has the post provided adequate support and oversight to Volunteers?
- Are post resources and agency support effectively aligned with the post's mission and agency priorities?
- Is the post able to adequately administer the PEPFAR program, support Volunteers, and meet its PEPFAR objectives?

The evaluator conducted the preliminary research portion of the evaluation April 6 - May 23, 2012. This research included a review of agency documents provided by headquarters and post staff; interviews with management staff representing the Africa region, OGHH, Office of Volunteer Support, and the Office of Programming and Training Support; and inquiries to the Office of Safety and Security, Office of Volunteer Recruitment and Selection (VRS), Office of Intergovernmental Affairs and Partnerships, and the Office of Private Sector Initiatives. After completing fieldwork, an additional interview was conducted with staff from the Office of Safety and Security.

In-country fieldwork occurred from May 29 - June 15, 2012 and included interviews with post senior staff in charge of programming, training, and support; the U.S. Ambassador; the embassy regional security officer; the embassy PEPFAR coordinator; and host country government ministry officials. In addition, we interviewed a stratified judgmental sample of 21 Volunteers (18 percent of Volunteers serving at the time of our visit) based on their length of service, site location, project focus, gender, age, and ethnicity. An additional request for an interview from a Volunteer not in the sample was accommodated; therefore we interviewed 22 Volunteers. Denominator numbers for Volunteers are based on Volunteers who responded to our questions.

This evaluation was conducted in accordance with the Quality Standards for Inspections, issued by the Council of the Inspectors General on Integrity and Efficiency (CIGIE). The evidence,

findings, and recommendations provided in this report have been reviewed by agency stakeholders affected by this review.

INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 22 Volunteers, 15 staff members in-country, and 15 representatives from Peace Corps headquarters in Washington D.C., the U.S. Embassy in Namibia, and key ministry officials. Volunteer interviews were conducted using a standardized interview questionnaire, and Volunteers were asked to rate many items on a five-point scale (1 = not effective, 3 = average effective, 5 = very effective). The analysis of these ratings provided a quantitative supplement to Volunteers' comments, which were also analyzed. For the purposes of the data analysis, Volunteer ratings of "3" and above are considered favorable. In addition, 18 out of 22 Volunteer interviews occurred at the Volunteers' homes, and we inspected 17 of these homes using post-defined site selection criteria. The period of review for a post evaluation is one full Volunteer cycle (typically 27 months).

The following table provides demographic information that represents the entire Volunteer population in Namibia; the Volunteer sample was selected to reflect these demographics.

Table 3. Volunteer Demographic Data

Project	Percentage of Volunteers
SUPEP	52%
CHHAP	34%
SEED	13%
PCRV	2%
Gender	**Percentage of Volunteers**
Female	65%
Male	35%
Age	**Percentage of Volunteers**
25 or younger	50%
26-29	35%
30-49	8%
50 and over	7%

Source: Volunteer roster provided by post in April 2012.
Note: Percentages may not total 100 percent due to rounding.

At the time of our field visit, The post had 32 staff positions, six of which were vacant. The post also employs temporary staff/contractors to assist with PST. Given the time of our visit, these positions were not staffed. We interviewed 17 staff members.

Table 4. Interviews Conducted with PC/Namibia Staff Members

Position	Status	Interviewed
Country Director	USDH	X
Director of Programming and Training	USDH	X
Director of Management and Operations	USDH	X

Associate Peace Corps Directors (4)	PSC	X
Program Assistant (2)	PSC	X
HIV/AIDS Coordinator	PSC	X
Training Manager	PSC	X
Language and Cross Cultural Coordinator	PSC	X
Medical Secretary	PSC	
PCMO (2)	PSC	X
Driver (3)	PSC	
Cashier	FSN	
Administrative Assistant	PSC	
Safety and Security Coordinator	PSC	X
Janitor	PSC	
Receptionist	PSC	
Homestay and Cross-cultural Coordinator	PSC	
General Services Manager	PSC	
Training Secretary	PSC	
PCMO (2)	PSC	X
Temporary PTA for Health	PSC	
IT Specialist	PSC	
Administrative Assistant/Finance	PSC	
Financial Specialist	FSN	
General Services Assistant	PSC	

Data as of June 2012. *PSC is personal services contractor; FSN is foreign service national.

Fifteen additional interviews were conducted during the preliminary research phase of the evaluation, in-country fieldwork and follow-up work upon return to Peace Corps headquarters.

Table 5. Interviews Conducted with PC/Headquarters Staff, Embassy Officials and Key Ministry Officials

Position	Organization
Regional Director	PC/Headquarters/AF Region
Chief of Operations	PC/Headquarters/AF Region
Chief of Programming and Training	PC/Headquarters/AF Region
Country Desk Officer	PC/Headquarters/AF Region
Chief Administrative Officer	PC/Headquarters/AF Region
Regional Security Advisor	PC/Headquarters/AF Region
PCMO Program Coordinator	PC/Headquarters/VS
Expert Consultant	PC/Headquarters/OPATS
Peace Corps Safety and Security Officer – South Africa	PC/Headquarters/SS
Director of Management and Operations	PC/Headquarters/OGHH
Ambassador	U.S. Embassy to Namibia
Regional Security Officer	U.S. Embassy to Namibia
PEPFAR Country Coordinator	U.S. Embassy to Namibia
Chief Inspector for Education	Ministry of Education
Control Officer	Ministry of Health and Social Services, Directorate

	of Social Welfare Services, Rehabilitation Division

Data as of June 2012.

LIST OF RECOMMENDATIONS

WE RECOMMEND:

1. That the country director ensure that site identification and selection is collaborative and consistent across projects and that involvement from all relevant parties is documented.

2. That the country director ensure that site history files are easily accessible to staff so that they can be used develop sites or support Volunteers.

3. That the post develop Project Advisory Committees for each of its projects.

4. That the country director and programming and training staff assess the technical training program and make adjustments when necessary to improve the effectiveness of technical training for the education and health sectors.

5. That post examine the local language training and testing program and make adjustments to ensure that Volunteers placed in sites where local language skills are needed for effective integration receive sufficient training to meet minimal proficiency requirements.

6. That the Office of Volunteer Support clarify the requirement for Peace Corps medical officer visits to Volunteer sites and establish policy and procedures to guide posts in this activity.

7. That the country director ensure Peace Corps medical officer site visits occur per agency guidance.

8. That during the full security assessment of the post the Peace Corps safety and security officer provide input to post to determine which elements are critical elements of the Volunteer site locator form.

9. That the country director ensure all critical information is being collected on the post's site locator form.

10. That the country director require post staff to review the accuracy and completeness of site locator forms.

11. That the country director ensure that all Volunteers know the location of their consolidation point.

12. That the Peace Corps safety and security officer review emergency action planning and identify any deficiencies during the full security assessment of post.

13. That the post review its Volunteer transportation policy, and make adjustments as necessary to clearly articulate to Volunteers what forms of transportation are authorized for their use.

14. That the post develop a comprehensive annual report for stakeholders that addresses all projects at post as required by the *Performance and Accountability Report*.

APPENDIX A: LIST OF ACRONYMS

APCD	Associate Peace Corps Director
CD	Country Director
CHHAP	Community Health and HIV/AIDS Project
CSHPP	Characteristics and Strategies of a High Performing Post
COS	Close of Service
CIRS	Consolidated Incident Reporting System
CMO	Chief of Management and Operations
DMO	Director of Management and Operations
DPT	Director of Programming and Training
EAP	Emergency Action Plan
FITU	Focus in and Train Up
FSN	Foreign Service National
FY	Fiscal Year
HDI	Human Development Index
ICT	Information Communications Technology
IG	Inspector General
IPBS	Integrated Planning and Budget System
IST	In-Service Training
LPI	Language Proficiency Index
MBESC	Ministry of Basic Education, Sports and Culture
MOU	Memorandum of Understanding
MPC	Multipurpose Centers
MS	Manual Section
MST	Mid-service Training
NGO	Nongovernmental Organizations
OIG	Office of the Inspector General
OGHH	Office of Global Health and HIV
OMS	Office of Medical Services
OPATS	Overseas Programming and Training Support
PAC	Project Advisory Council
PAR	Performance and Accountability Report
PCM	Peace Corps Manual
PCMO	Peace Corps Medical Officer
PCPP	Peace Corps Partnership Program
PCRV	Peace Corps Response Volunteer
PCSSO	Peace Corps Safety and Security Officer
PA	Project Assistant
PAR	Performance and Accountability Report
PEPFAR	President's Emergency Plan for AIDS Relief
PSC	Personal Services Contractor
PST	Pre-Service Training
RSO	Regional Security Officer

SEED	Small Enterprise and Entrepreneurship Development
SLF	Site Locator Form
SSC	Safety and Security Coordinator
SUPEP	Secondary and Upper Primary Education Project
SWAPO	South-West Africa People's Organization
TG	Medical Technical Guideline
TIPEEG	Targeted Intervention Program for Employment and Economic Growth
USDH	United States Direct Hire
VAC	Volunteer Advisory Council
VAST	Volunteer Activities Support and Training
VAD	Volunteer Assignment Description
VICA	Volunteer In-Country Allowance
VRF	Volunteer Report Form
VRS	Volunteer Recruitment and Selection

Since 1961.

MEMORANDUM

To: Kathy Buller, Inspector General

Through: Daljit K. Bains, Chief Compliance Officer

From: Dick Day, Africa Regional Director
Gilbert Collins, Country Director / Michael J Simsik, Acting RD

Date: January 31, 2013

CC: Carrie Hessler-Radelet, Acting Director
Stacy Rhodes, Chief of Staff
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Ed Hobson, Associate Director, Safety & Security
Brenda Goodman, Deputy Associate Director, Office of Health Services

Subject: Agency Response to the OIG Program Evaluation of Peace Corps/Namibia, November 2012

Enclosed please find the agency's response to the recommendations made by the Inspector General for Peace Corps/Namibia, as outlined in the Preliminary Report of the Audit of the IG Audit sent to the Agency on November 19, 2012.

The Region concurs with 15 and non-concurs with 0 recommendations provided by the OIG in its Preliminary Audit Report: Peace Corps/Namibia. Post has addressed and provided supporting documentation for 5 of the 15 recommendations and will work to address the remaining recommendations by the set target dates.

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The Region will continue to work with Post and the departments identified in theOIG Program Evaluation Report to ensure closure of these recommendations by the dates included within for outstanding recommendations.

Recommendation 1
That the country director ensure that site identification and selection is collaborative and consistent across projects and that involvement from all relevant parties is documented.

Concur.

The OIG program evaluation visit was concurrent with an ongoing Post review of site development policies. A brand new PCMO and SSC were hired after an extended gap, and began work one week before the start of the program evaluation visit. They have since become fully integrated into the site identification and selection process.

On July 2, 2012, the PCMO and SSC met with other staff to specify desired site identification and selection criteria, and a matrix was developed to document concurrence from all office units.

Post program, medical, and safety & security staff will resume the practice of meeting to discuss and approve suitability of prospective sites prior to the arrival of Volunteers. This will occur prior to the March 2013 arrival of the Group 37 Health class.

Post also recognizes the need to ensure consistency by harmonizing site development forms across the Health, Education, and Community Economic Development projects. A staff meeting on this topic occurred October 16, 2012, with follow-up two weeks later. Finalized forms are anticipated by the end of February, which will then be fully implemented during the 2013 Community Economic Development (CED) and Education site development process, culminating in the July 2013 CED and Education intake.

Post also notes that the 2012 All-Volunteer Survey indicates 74% of Namibia Volunteers feel adequately to exceptionally satisfied with the selection and preparation of their site. This is higher than the Peace Corps 2012 global average, and represents a 20% improvement over the 2011 figure for Namibia. Post will work to continue this positive trend.

Documents Submitted:
- Updated Site Selection Form 1 – Town/Village Background Information
- Updated Site Selection Form 2 – Host Agency Information
- Updated Site Selection Form 3 – Permanent Housing
- Updated Standard Site Development Matrix

Status and Timeline for Completion:
February 2013

Recommendation 2
That the country director ensure that site history files are easily accessible to staff so that they can be used to develop sites or support Volunteers.

Concur

Concurrent with the revision of site development and site visit forms as noted in the response to Recommendation #1, Post has been conducting a review of site history files and record management. Post has begun the process of improving site history files by reviewing Program and Training guidance, MS 892, and solicited examples from other posts.

To address this recommendation, Post's Program and Training Unit will now formally transfer the records of all Volunteers who complete their service from the active Volunteer file to the site history file. In this way, staff who need to review the site history file will have access to all of the historical records of Volunteers who have previously served in that site.

Documents Submitted:
N/A

Status and Timeline for Completion:
March 2013

Recommendation 3
That the post develop Project Advisory Committees for each of its projects.

Concur

At the time of the program evaluation, PAC meetings had been scheduled for all three projects, but had not yet occurred. Since the program evaluation, PACs have been organized and have met. The Health PAC met on July 23, 2012. Two separate PACs for Education and Community Economic Development met on August 15, 2012. Post has committed to holding PACs in 2013 in approximately the same time frames.

Documents Submitted:
- Agenda for Health Meeting on July 23, 2012
- Agenda for Education PAC Meeting on August 15, 2012
- Agenda for Community Economic Development PAC Meeting on August 15, 2012

Status and Timeline for Completion:
January 2013

Recommendation 4
That the country director and programming and training staff assess the technical training program and make adjustments when necessary to improve the effectiveness of technical training for the education and health sectors.

Concur

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At the time of the program evaluation, improvements to technical training during Pre-Service Training were already being planned and implemented. Responding to past Volunteer feedback, Post undertook a conscious effort to incorporate more hands-on, practical training in PST for both Health and Education.

For Education: In the July-September 2012 PST, with Region support, Post reintroduced Model School for the first time in several years. Model school is an extended teaching simulation where Education Trainees practice teaching actual Namibian students who agree to come to school during their school vacation. Model School gives the Trainees a much better sense of the realities they will face as teachers, helping them develop technical skills including lesson planning, teaching and classroom management approaches. With OPATS support, in the 2012 PST, Post presented the entire newly developed Global Core and piloted the entire Education Sector Core. In addition, post piloted the TEFL Core sessions during the December 2012 Education Reconnect Training. Anecdotal feedback from PCVs to these improvements in Education technical training has been positive.

For Health: In the March-May 2012 PST, Post redesigned training with more hands-on activities and introduced the new Global Core. The improvements in technical training over prior years have been reflected in the strong improvements in All-Volunteer Survey results pertaining to effectiveness of technical training between 2011 and 2012. Post remains committed to building on 2012's success by introducing the Health Sector Core Sessions in 2013, which will further improve the quality of technical training.

Documents Submitted:
- Documentation on AVS improvements on satisfaction with technical training from 2011-2012
- Calendar of Pre-Service Training Events from 2012
- Training Sessions – Global Core Materials, Education Sector Core, Health Sector Core, TEFL Core

Status and Timeline for Completion:
January 2013

Recommendation 5
That post examine the local language training and testing program and make adjustments to ensure that Volunteers placed in sites where local language skills are needed for effective integration receive sufficient training to meet minimal proficiency requirements.

Concur

Recognizing the need to improve language training, post undertook several steps in 2012. Namibia is a challenging language learning environment. Namibia is a large, culturally diverse country with English and Afrikaans widely spoken and many other languages spoken regionally.

In addition to the extremely intensive language learning curriculum in PST, Post has now added two new language overview sessions to PST. One session at the beginning of PST clarifies the Language

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Learning Expectations, and one at the end of PST explains "How to Learn a Language at Site." These new sessions are based on materials in the Peace Corps Ongoing Language Learning Manual, a soft copy of which is given to all PCVs.

All Trainees now sign a Language Learning Contract. This contract explains the expectations for Language Proficiency Interview (LPI) levels and sets out remedial steps if the expected LPI score is not achieved.

Language Proficiency Interviews have now been newly added to the Reconnect Training, several weeks after the conclusion of PST.

To encourage language learning during service, optional Language Workshops in regional capitals have been added to the training continuum. Post will pay for a language trainer to travel to regional sites to meet exclusively with a group of Volunteers for several days with the sole purpose of improving their language skills. As of January 2013, 3 such Language Workshops have already taken place, with more to come.

The importance of finding a local tutor has been re-emphasized with Volunteers. In 2012, Post increased the hourly rate at which Volunteers can be reimbursed for local tutoring. Post also made tutoring reimbursement easily available to all Volunteers throughout their two years of service rather than in the first year only.

In 2013, Post will reintroduce a Language Training of Trainers (LTOT) for language trainers prior to the March-May 2013 PST. This LTOT will increase the skill of Post's staff, which should in turn lead to better language outcomes for Trainees.

Documents Submitted:
- Language Learning Contract
- Overview of new Language Workshops
- Peace Corps Ongoing Language Learning Manual

Status and Timeline for Completion:
January 2013

Recommendation 6
That the Office of Volunteer Support clarify the requirement for Peace Corps medical officer visits to Volunteer sites and establish policy and procedures to guide posts in this activity.

Concur:

The Office of Health Services (formerly Office of Volunteer Support) relies on the clinical acumen of the PCMO to assess local facilities. This responsibility is not easily transferable to other personnel at Post. The health care facilities at or near the Volunteers site are a potentially important component of the health program as these services may be used in emergency situations or if travel to the PC health unit is impractical. Thus, a PCMO's knowledge of the resources is critical. Familiarity with resources is included in TG 110 as part of the job description of a PCMO and in

TG 112 as part of the annual evaluation of a PCMO. A tool to adequately assess local facilities is also provided to the PCMO by OHS. In addition to the knowledge gained of local resources, visiting Volunteers at their sites also may yield information regarding the Volunteer that is important to their well-being, such as living conditions.

OHSbelieves that these latter observations can also be made by non-clinical staff that visit the PCV at their site, including program managers or administrative staff. It is then incumbent upon the staff member with concerns to relay the information to the PCMO who will investigate the situation further. Therefore, OHS wishes to clarify that site visits to Volunteers should be accomplished annually by any staff member and concerns relayed to the PCMO as appropriate. The local health resources must be assessed by the PCMO every three years in a cycle that is consistent with the tri-annual evaluation performed by OHS on the health units themselves and with standards of The Joint Commission. This clarification will be presented to the February 2013 meeting of the Health Quality Council. Once approved by that body, the clarification of the requirement to visit sites/inspect local resources will be distributed to all Posts.

Documents to be Submitted:
Relevant Technical Guidelines and any other documentation as necessary

Status and Timeline for Completion:
March 30, 2013

Recommendation 7
That the country director ensure Peace Corps medical officer site visits occur per agency guidance.

Concur

Post will ensure that PCMO site visits occur in accordance with clarified guidance from the Office of Volunteer Support.

As was mentioned in the response to Recommendation #1, Post hired a new full-time PCMO in May 2012 following an extended gap. The lack of a full complement of PCMOs in Post's medical office constrained Post's ability to conduct extensive field visits, as it was critical to maintain constant coverage of the main office for both routine and emergency purposes, in addition to the seasonal medical demands of Pre-Service Training, In-Service Training, and Close of Service.

Finally, also as was mentioned in the response to Recommendation #1, medical staff will resume the practice of meeting with program and safety & security staff to discuss and approve suitability of prospective sites prior to the arrival of Volunteers. This will occur prior to the March 2013 arrival of the Group 37 Health class.

Documents to be Submitted:
- Site visit verification e-mail from CD once site visits are complete

Status and Timeline for Completion:

6

December 2013

Recommendation 8
That during the full security assessment of the post the Peace Corps safety and security officer provide input to post to determine which elements are critical elements of the Volunteer site locator form.

<u>**Concur**</u>

South Africa PCSSO plans to visit Post in late February 2013, and will provide input on the Volunteer site locator form during that visit.

<u>**Documents to be Submitted:**</u>
- Updated site locator form (following PCSSO visit)

<u>**Status and Timeline for Completion:**</u>
March 2013

Recommendation 9
That the country director ensure all critical information is being collected on the post's site locator form.

<u>**Concur**</u>

Post will update its site locator form based on recommendations generated during the PCSSO visit in late February 2013, and will immediately begin use of that updated site locator form with the new Health group arriving in March 2013.

In addition to any possible changes proposed by the PCSSO, the updated site locator form will include signature blocks for the APCD, SSC, and CD, so that each of those staff members will review the completed form and ensure that is clear and contains all required information.

<u>**Documents to be Submitted:**</u>
- Sample of new site locator forms completed by Volunteers with the signatures of the APCD, SSC, and CD.

<u>**Status and Timeline for Completion:**</u>
May 2013

Recommendation 10
That the country director require post staff to review the accuracy and completeness of site locator forms.

<u>**Concur**</u>

See response to Recommendation #9. SSC and APCDs will be jointly responsible for verifying accuracy and completeness of site locator forms, with a final certification by the CD.

Documents to be Submitted:
- Sample of new site locator forms completed by Volunteers with the signatures of the APCD, SSC, and CD.

Status and Timeline for Completion:
May 2013

Recommendation 11
That the country director ensure that all Volunteers know the location of their consolidation point.

Concur

Post completed a comprehensive update of its Emergency Action Plan, including an updated list of consolidation points for all Volunteers, in August 2012. Post e-mailed a copy of the full EAP and one-page mini reference to every Volunteer on September 3, 2012. Post also mailed or distributed in-person copies of the EAP and one-page mini reference to every Volunteer in October and November 2012. Post discussed the EAP and consolidation points with Trainees and Volunteers during every PST and every Reconnect In-Service Training in 2012, and will continue to do so in 2013. For good measure, every Volunteer in Namibia was sent a text message confirming his or her consolidation point on January 30, 2013.

Documents Submitted:
- Copy of e-mail to all Volunteers with updated EAP and consolidation points
- EAP one-page mini reference

Status and Timeline for Completion:
January 2013

Recommendation 12
That the country director require that the appropriate staff members review the accuracy and completeness of Volunteer site locator forms.

Concur.

SSC and APCDs will be jointly responsible for verifying accuracy and completeness of site locator forms, with a final certification by the CD..

Documents to be Submitted:
- Sample of new site locator forms completed by Volunteers with the signatures of the APCD, SSC, and CD.

Status and Timeline for Completion:
May 2013

Recommendation 13
That the Peace Corps safety and security officer review emergency action planning and identify any deficiencies during the full security assessment of post.

Concur

The South Africa PCSSO plans to visit Post in late February 2013, and will provide input on emergency action planning during that visit.

Post feels its Emergency Action Planning system and procedures are sound. Post's Emergency Action Plan has been comprehensively updated as of August 2012, and copies have been given to all Volunteers. Staff wardens have received training in their roles and responsibilities. Volunteer wardens have also received training in their roles and responsibilities.

Post's staff wardens conducted a full test of EAP emergency communications systems on October 25, 2012, which was completely successful with all Volunteers reached.

Post also activated its Emergency Action Plan in October 2012, consolidating Volunteers in Kavango Region during a widespread regional blackout which disrupted power, telephone, and some water supplies in that area. That EAP activation was successful.

Documents Submitted:
- Namibia EAP
- One-Page EAP Mini Reference
- VIDA EAP Test Record from October 25, 2012
- VIDA EAP Activation Record from October 2012

Status and Timeline for Completion:
March 2013

Recommendation 14
That the post review its Volunteer transportation policy, and make adjustments as necessary to clearly articulate to Volunteers what forms of transportation are authorized for their use.

Concur

The South Africa PCSSO plans to visit Post in late February 2013. During that visit, Post will arrange a dialogue between the PCSSO, representatives from the Volunteer Advisory Committee, and Post staff. The dialogue will offer all parties an opportunity to discuss any concerns relating to the current transportation policy, and should lead to an appropriate set of updates and clarifications to the transportation policy, also incorporating any views from Africa Region HQ staff.

Documents to be Submitted:
- Updated Transportation Policy

Status and Timeline for Completion:
March 2013

Recommendation 15
That the post develop a comprehensive annual report for stakeholders that addresses all projects at post as required by the Performance and Accountability Report.

Concur

Post finalized its first Annual Report on August 20, 2012, and distributed it widely to stakeholders as required by the Performance and Accountability Report. Post will continue to produce and distribute the report annually.

Documents Submitted:
- Annual Report

Status and Timeline for Completion:
January 2013

APPENDIX C: OIG COMMENTS

Management concurred with all 14 recommendations.[12] Based on the documentation provided, we closed six recommendations: numbers 1, 3, 4, 5, 11, and 14. In its response, management described actions it is taking or intends to take to address the issues that prompted each of our recommendations. We wish to note that in closing recommendations, we are not certifying that the agency has taken these actions or that we have reviewed their effect. Certifying compliance and verifying effectiveness are management's responsibilities. However, when we feel it is warranted, we may conduct a follow-up review to confirm that action has been taken and to evaluate the impact.

Our comments reflect the final report recommendation numbering scheme. Eight recommendations, numbers 2, 6, 7, 8, 9, 10, 12, and 13 remain open pending confirmation from the chief compliance officer that the documentation reflected in the OIG analysis is received. For recommendations 2 and 12, additional documentation is requested.

2. That the country director ensure that site history files are easily accessible to staff so that they can be used to develop sites or support Volunteers.

> **Concur:** Concurrent with the revision of site development and site visit forms as noted in the response to Recommendation #1, Post has been conducting a review of site history files and record management. Post has begun the process of improving site history files by reviewing Program and Training guidance, MS 892, and solicited examples from other posts.
>
> To address this recommendation, Post's Program and Training Unit will now formally transfer the records of all Volunteers who complete their service from the active Volunteer file to the site history file. In this way, staff who need to review the site history file will have access to all of the historical records of Volunteers who have previously served in that site.
>
> **Documents Submitted:**
> N/A
>
> **Status and Timeline for Completion:**
> March 2013
>
> **OIG Analysis:** Please submit a memorandum from the CD indicating that the file system has been established and all site history files have been transferred.

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[12] While the preliminary report contained 15 recommendations, we eliminated one recommendation, recommendation number 12, because of duplication. All subsequent recommendation numbers were changed accordingly.

12. That the Peace Corps safety and security officer review emergency action planning and identify any deficiencies during the full security assessment of post.

Concur: The South Africa PCSSO plans to visit Post in late February 2013, and will provide input on emergency action planning during that visit. Post feels its Emergency Action Planning system and procedures are sound. Post's Emergency Action Plan has been comprehensively updated as of August 2012, and copies have been given to all Volunteers. Staff wardens have received training in their roles and responsibilities. Volunteer wardens have also received training in their roles and responsibilities.

Post staff wardens conducted a full test of EAP emergency communications systems on October 25, 2012, which was completely successful with all Volunteers reached. Post also activated its Emergency Action Plan in October 2012, consolidating Volunteers in Kavango Region during a widespread regional blackout which disrupted power, telephone, and some water supplies in that area. That EAP activation was successful.

<u>**Documents Submitted:**</u>
• Namibia EAP
• One-Page EAP Mini Reference
• VIDA EAP Test Record from October 25, 2012
• VIDA EAP Activation Record from October 2012

<u>**Status and Timeline for Completion:**</u>
March 2013

OIG Analysis: We acknowledge the post's success with its full EAP communications test and activation of the EAP in October 2012. In addition, please provide the trip report from the South Africa's PCSSO's February 2013 visit to Namibia.

APPENDIX D: PROGRAM EVALUATION COMPLETION AND OIG CONTACT

PROGRAM EVALUATION COMPLETION

This program evaluation was conducted under the direction of Jim O'Keefe, Assistant Inspector General for Evaluations, by Senior Evaluator Susan Gasper. Additional contributions were made by Heather Robinson and Tim Shaw.

Jim O'Keefe
Assistant Inspector General for Evaluations

OIG CONTACT

Following issuance of the final report, a stakeholder satisfaction survey will be distributed. If you wish to comment on the quality or usefulness of this report to help us improve our products, please e-mail Jim O'Keefe, Assistant Inspector General for Evaluations and Inspections, at jokeefe@peacecorps.gov, or call 202.692.2904.

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