Office of Inspector General

Office
202.692.2900
peacecorps.gov/OIG
OIG Reports

Hotline
202.692.2915 | 800.233.5874
Online Reporting Tool
OIG@peacecorps.gov

To: Carrie Hessler-Radelet, Director
Dick Day, Regional Director, Africa
Daljit Bains, Chief Compliance Officer

From: Kathy A. Buller, Inspector General

Date: January 30, 2015

Subject: Final Report on the Program Evaluation of Peace Corps/Sierra Leone (IG-15-01-E)

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

Management concurred with all twelve recommendations. Eleven recommendations, numbers 1-3 and 5-12 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, which are in the report as Appendix E, address these matters. Please respond with documentation to close the remaining open recommendations within 90 days of receipt of this memorandum.

You may address questions regarding follow-up or documentation to Assistant Inspector General for Evaluations Jim O'Keefe at 202.692.2904.

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

cc: Jacklyn Dao, White House Liaison
Rudy Mehrbani, General Counsel
Carlos Torres, Associate Director, Global Operations
Paul Jung, Associate Director, Office of Health Services
Barry Simon, Director, Office of Medical Services
Carl Swartz, Chief of Operations, Africa
Daniel Baker, Expert, Programming, Training, and Evaluation, Africa
Krista Rigalo, Expert, Special Advisor to Regional Director in PT&E, Africa
Allison Lange, Regional Security Advisor, Africa
Francisco Reinoso, Acting Chief Information Officer
Patrick Choquette, Director, Innovation
Karen Swails, Country Director, Sierra Leone

Anne Hughes, Deputy Chief Compliance Officer
Sierra Leone Country Desk
IGChron
IG

Peace Corps
Office of Inspector General

High School Students in the Kailahun District of Sierra Leone

Flag of Sierra Leone

Final Program Evaluation Report:
Peace Corps/Sierra Leone
IG-15-01-E

January 2015

EXECUTIVE SUMMARY

BACKGROUND

More than 3,600 Peace Corps Volunteers have served the people of Sierra Leone since the program was first launched in 1962. The post closed in 1994 after political turmoil and civil unrest engulfed the region and the government was toppled by a rebel force. The agency signed a new country agreement in 2009 and re-entered Sierra Leone in June 2010. At the onset of this evaluation there was one secondary education project. Seventy-seven Volunteers were serving in the country, including three Peace Corps Response Volunteers.

WHAT WE FOUND

Our evaluation fieldwork took place from May 19 to June 6, 2014, prior to the suspension of the program on July 30, 2014 due to the increasing spread of the Ebola virus. The evaluation found the Peace Corps/Sierra Leone (hereafter, "the post") was a post in recovery. From 2012-13, the post experienced high staff turnover, long staffing gaps, and a challenging working environment. This period created significant management challenges. All units and staff were pulled in many directions and stretched thin. Staff prioritized areas of critical importance, but many areas were negatively impacted. After a poorly functioning country director (CD) resigned, the post went without a CD for eight months, during which the programming and training manager (PTM) successfully carried out the responsibilities of a position well above his experience level.

The environment in Sierra Leone, still recovering from a decade of civil war, created several unique management challenges. The current generation of professionals has limited capacity and the post has had difficulty finding local staff with well-developed skill sets. Staff capacity building is an ongoing need. Internet accessibility is a significant challenge in Sierra Leone. The inability to access recent rollouts of online systems from headquarters has caused stress, created tension with headquarters, and impacted Volunteer and staff morale. Public transportation is often limited and unreliable, forcing many Volunteers to rely on Peace Corps-prohibited motorcycle taxis.

The evaluation determined that the program meets host country development needs and enjoys strong host country support. Peace Corps secondary education program fills a niche by providing teachers to resource-poor secondary schools that are struggling with a generation of students whose early education was disrupted by civil war. Volunteers enjoyed positive relationships with their counterparts. Despite significant challenges, staff conducted site development successfully.

In general, most Volunteers felt that staff was effective at helping them adjust to life as a Volunteer. The post's health unit was improving operations following a long period of staffing gaps and temporary duty coverage. Several training areas, including design and evaluation, technical, and local language, required additional attention. The evaluation found that post was generally aware of the areas in need of improvement, and with the assistance of an experienced training manager, the post is working hard to improve the training program and develop innovative training practices for future trainee groups.

Volunteers were satisfied with their safety and security support and the staff's response to crime incidents were well-handled. However, the safety and security manager (SSM) struggled with the administrative aspects of the position. Site locator forms (SLFs) and site history files were incomplete, and the site history files were poorly organized. In addition, the evaluation found that Volunteer wardens' satellite phones had not been tested in accordance with the post's emergency action plan (EAP).

RECOMMENDATIONS IN BRIEF

Our report contains 12 recommendations focusing on staff development, Volunteer training, transportation, the medical unit and other aspects of the country program, which, if implemented, should strengthen post operations and correct the deficiencies detailed in the accompanying report.

TABLE OF CONTENTS

HOST COUNTRY BACKGROUND

Sierra Leone is located in West Africa along the North Atlantic Ocean between Guinea and Liberia. It is slightly smaller in area than South Carolina. Sierra Leone ranked towards the bottom of the 2013 United Nations Human Development Index, being ranked 177 out of 186 countries.[1] In the early 1990s, political turmoil and civil unrest engulfed the region and in 1992 a rebel force toppled the government and Volunteers were evacuated. The program reopened a few months later but continued instability and an ongoing war in neighboring Liberia limited the post's ability to function effectively and safeguard Volunteers; the post closed in 1994. After several positive re-entry assessments, the agency signed a new country agreement in 2009 and re-entered Sierra Leone in June 2010.

On July 30, 2014, the Peace Corps removed Volunteers from Liberia, Sierra Leone, and Guinea due to the increasing spread of the Ebola virus. In a press release, the agency stated the removal of Volunteers was temporary. As of November 2014, the Ebola outbreak has showed no signs of slowing down. According to the World Health Organization, the spiraling outbreak had killed more than 5,000 people in West Africa. The United States had ordered 3,000 troops to the region and West African government officials were requesting additional international assistance to combat the epidemic.

PEACE CORPS PROGRAM BACKGROUND

More than 3,600 Peace Corps Volunteers have served the people of Sierra Leone since the program was first launched in 1962. Volunteers have worked in many program sectors, including education, agriculture, education, fisheries, health, parks management, rural development, and small-scale food production/processing.

However, secondary education is currently the only project in Sierra Leone and includes teaching English, Mathematics, and Science. The three main goals of the secondary education project are: 1) Improving pupils' proficiency, academic success, and participation in English, science, math and life skills classes; 2) Developing positive learning environments for students and educators, reinforced by community and partner involvement; and 3) Preparing youth, especially girls, for their adult roles as healthy, productive, and active community members. A Peace Corps Response program provides university level teacher training.[2]

---

[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 are ranked from "very high human development" to "low human development" based on related data.
[2] Peace Corps Response provides qualified professionals the opportunity to undertake short-term assignments in various programs around the world.

At the onset of this evaluation, 77 Volunteers, including three Peace Corps Response Volunteers, were serving in Sierra Leone. The post's fiscal year (FY) 2014 budget was approximately $1.7 million.[3]

EVALUATION RESULTS

MANAGEMENT CONTROLS

A key objective of our country program evaluation is to assess the extent to which the post's resources and management practices are adequate for effective post operations. To address this question, 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 relationship with the U.S. Embassy and post's strategic planning and budgeting, we found no significant areas of concern that would necessitate action by the post.

The evaluation revealed a post in transition with regard to management controls. The post was re-opened in 2010 and got off to a promising start under the leadership of a married couple who worked together as co-CDs through July 2012. The tenure of the following CD, who arrived in July 2012 and resigned a year later, was marked by poor leadership and deteriorating morale at the post. From 2012-13 the post experienced staff turnover and staffing gaps that further eroded morale and distressed the work environment. Staff also had become dissatisfied with their salaries, which were tied to the U.S. Embassy's local compensation plan and had not been increased for several years.[4] In short, the period of 2012-13 was very challenging for the post and staff was still working hard to recover. The current CD advocated strongly for this OIG evaluation with the hopes that it could provide her with a clear assessment of the post's strengths and weaknesses. The remainder of this section provides more information about these management topics.

U.S. Embassy Relations. At the time fieldwork was conducted for this evaluation there was no ambassador in Sierra Leone and the U.S. Embassy was led by the chargé d'affaires. Post and embassy staff reported that relations between the former CD, who served at post from July 2012 to July 2013, and embassy staff were strained. According to staff, the CD made an effort to restrict embassy staff from visiting Volunteers. The CD and the embassy's regional security officer (RSO) did not get along and the CD reportedly exhibited unprofessional behavior during country team meetings. However, relations began to improve following the CD's departure. The new CD has worked hard to repair relations and generate goodwill. In discussions with us, the chargé d'affaires was enthusiastic and supportive of the Peace Corps mission. Reflecting on Peace Corps' positive image in Sierra Leone, the chargé d'affaires stated: "When people think of

---

[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] During the course of fieldwork for this evaluation, the post announced local compensation plan increases. The average salary increase was approximately 30 percent.

the United States here they think of Peace Corps. For us it's great, they are a big piece of our popularity here."

Strategic Planning. Posts are required to develop strategic plans biannually to ensure their activities are aligned with and advance the agency's strategic goals. A thorough review of the post's Integrated Planning and Budgeting System (IPBS): Post Strategic Plan for FY 2015 - FY 2016 revealed a comprehensive assessment of the challenges and critical factors facing the post over the next two years. The IPBS included detailed plans and proposals to address these areas. Interviews with staff at the post revealed broad buy-in and enthusiasm to implement the strategic plan. In interviews, regional staff indicated strong support for several of the proposals found in the plan, particularly the opening of regional offices (Volunteer work stations) and the pursuit of a permanent training site. The strategic planning process was effectively conducted under the temporary leadership of the PTM, who was acting CD during that time, and the director of management and operations (DMO).

Staff capacity building is an ongoing need.

The decade of civil war in Sierra Leone shut down the country's education system and drove away much of the professional class. As a result, the current generation of professionals has limited capacity and the post has had difficulty hiring local staff with well-developed skill sets. According to the post's FY 2015-16 IPBS, "Basic technical skills at the level of the use of e-mail, address books, out-of-office and calendar functions, saving/sharing digital resources, preparing documents and presentations, and taking on-line courses continue to be weak to moderate for many of our [locally employed staff]."

Figure 1. Professional Development Class. May, 2014

We found that the post's leadership has focused on staff capacity building as a top priority. According to one U.S. staff, "None of the U.S. staff will stay permanently so we have to develop local capacity. We can't just pass problems to the next U.S. staff." To address the issue, the post hired a local American trainer to conduct weekly professional development classes (see Figure 1). The classes are optional and cover topics such as how to write inter-office memos and include high level management concepts. The classes have been effective and attended by staff from multiple units. The administration unit has also organized a driver training and financial trainings. The post planned to soon offer time management and computer skills courses. Staff capacity building will improve the effectiveness of post's operations and we encourage the post to continue offering professional development opportunities to staff.

Turnover and staffing gaps during 2012 and 2013 destabilized the post.

The evaluation revealed that the post was still recovering from significant issues related to staffing resources. The health unit in particular experienced high levels of staff turnover. From June 2012 through August 2013 the health unit experienced instability. During that period two permanent Peace Corps medical officers (PCMOs) departed and 15 temporary duty (TDY) appointments were made to fill the PCMO positions. A part-time host country PCMO also departed the unit during that time. PCMO turnover had a severe impact on Volunteer medical support, which we will explore more fully in the Volunteer Support section of this report.

The post's CD left abruptly in July 2013 and a replacement was delayed when a candidate selected for the position chose to work elsewhere. A new CD did not arrive at the post until March 2014, causing a staffing gap of eight months. During this time, acting duties were carried out by the program and training manager with assistance provided by the DMO. During this same timeframe, the post experienced a number of other unplanned departures across several units. A program manager resigned in August 2013 and coverage was provided by the program and training assistant. In addition, our Investigation Unit conducted a fraud investigation in early 2013, which led to the departure of the post's cashier in April 2013. A new cashier arrived in June 2013, but left shortly thereafter. The training manager was terminated in June 2013 as a result of our same investigation and coverage was provided by several programming and training unit staff. A training manager was hired during the 2013 pre-service training (PST) and returned in May 2014 prior to the 2014 PST but the post was without a training manager for nine months. An experienced driver also departed as a result of another one of our investigations and the general services officer resigned in November 2013 with coverage being provided by the general services assistant.

Figure 2. Timeline of staff turnover
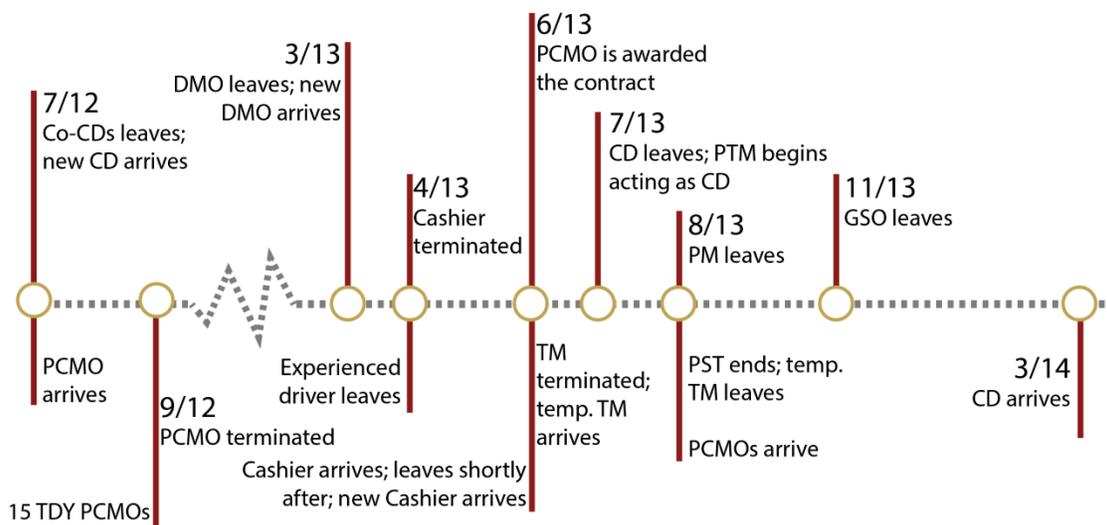
Source: Staffing information provided by headquarters

This turnover impacted all units and staff was pulled in many directions and stretched thin. Some staff carried excessive workloads for long periods of time and became worn out and

---

overwhelmed. Staff prioritized areas of critical importance but acknowledged that many areas were impacted by insufficient staff attention, including the following:

- Programming and training oversight
- Volunteer support
- Whereabouts reporting and tracking
- Staff mentoring and capacity building
- Training design and evaluation
- Monitoring and evaluation
- Recruitment of new staff
- Small grant project oversight
- Local language training and tutoring
- Volunteer newsletter
- Regional Volunteer Leader program

The unplanned resignations and terminations left staff feeling apprehensive and tense, sapping staff stamina and morale. Volunteers received less support and grew confused about which staff to approach for support. One staff member explained that, "Volunteers were patient and that has worn out, you can only be patient for so long." We will further discuss the impact on Volunteers in the Volunteer Support section of the report.

At the time fieldwork was conducted for this evaluation, the post had filled most open positions. Staff was attending to backlogs and addressing areas of post operations that had heretofore been neglected. However, a sense of fragility lingered at the post. One staff explained, "Staff will now be facing all the work they weren't able to do while they were staying afloat. There's a concern that we don't give staff a chance to take a breath and work through their backlogs and not to push them too hard to catch up . . . there was a marathon we ran to keep moving forward and now there is another marathon to catch up and get back to normal."

Because the open positions have been filled, and because at the time this report was written, the post has been suspended indefinitely due to the outbreak of Ebola, we are not issuing a recommendation. However, we wish to make management aware of the impact that staffing gaps had on post operations. [5]

Poor leadership from a former CD created a challenging work environment.

The evaluation revealed that, in addition to a stressful period of turnover, the post was also impacted by a period of poor leadership. Staff in the post, Africa region, and embassy reported

---

[5] In our FY 14 Peace Corps Overseas Staffing Audit (IG-14-01-A) we reported on the impact of inadequate planning for direct hire staff vacancies, the need to develop an overarching timeline for the hiring process and to maintain a master calendar to manage when post senior staff positions will become available. In our FY 12 Impacts of the Five-year Rule on Operations of the Peace Corps Evaluation (IG-12-05-E) we reported that legislatively mandated limited-term staff appointments contributed to an abbreviated average tenure of USDH employees throughout the agency and particularly in overseas staff positions.

that the post's former CD, who arrived in July 2012 and resigned one year later, caused a number of problems during her tenure.

Staff reported that the CD, in an effort to eradicate theft and corruption, accused multiple staff of stealing and threatened to fire staff caught violating policies. An atmosphere of fear and mistrust arose and staff morale deteriorated. Staff reported that the CD's behavior was volatile and included yelling and throwing items at staff. The CDs management style was erratic and swung from micromanaging staff to inattentiveness to leadership duties. This unpredictability unsettled staff and further weakened staff morale.

The CD implemented policies that were impractical and stoked fear and mistrust among staff. Following an incident of theft in the office, the CD restricted staff access to the office compound: staff could not enter before 8:00 a.m. and had to depart by 5:30 p.m. This caused practical difficulties (drivers refueling vehicles, janitors cleaning facilities, etc.) and gave rise to feelings of mistrust and disempowerment. Another policy prohibited drivers from giving rides to Volunteers, including when Volunteers were traveling to the capital on medical hold. Drivers and staff were conflicted by this policy; many feared punitive action for going the extra mile to provide solid support to Volunteers. Volunteers felt alienated and confused that the safest vehicles available to them were off limits. One Volunteer reported, "Only if I was dying would I get a ride." Another policy required staff to evaluate drivers on their performance after a trip, which demoralized the drivers by creating further mistrust among staff members. It also put drivers in a vulnerable position because it allowed other staff members to exert control over them.

The CD's actions and behaviors eroded morale and created tension among staff. Comments from staff in the post and Africa Region included:

> Staff needs to be valued. The [former] CD—if you generalize—not every staff member was conducting fraud or knew about it. [There was] loss of trust with staff. That has been improving. [Current staff] values us and upholds our dignity.

> I think the previous CD was terrible and a lot of problems are attributed to her, huge judgment issues. Staff was on edge and fighting with each other.

> [The CD] was trying to reduce corruption, she knew there was corruption…I think some people may have changed their behavior but you make things worse if you say you don't trust everybody and everybody is stealing, She said those things.

Because the CD is no longer working for the Peace Corps and headquarters staff was aware of the problems she caused, we are not issuing a recommendation. However, we wish to make management aware of the impact that a lapse in leadership had on post operations.

The programming and training manager excelled under difficult circumstances.

As previously mentioned, the post did not have a CD from July 2013 to March 2014. When a post does not have anyone filling the CD role, it is common for the DMO or DPT to serve in an acting capacity. However, the post does not have a DPT position and instead is staffed by a PTM. According to Africa region staff, the PTM is a lower level position than the DPT and is

used to allow a high performing individual obtain the necessary experience to be promoted to DPT.

During the evaluation we repeatedly heard that the PTM did an outstanding job serving as acting CD while also continuing to perform his PTM duties. Comments from staff in the post, Africa region, and Embassy reflect the positive impression he made:

> [The PTM did an] extraordinary job carrying the post on his back for better part of a year… [He] was doing lot of holding stuff together and trying to lift morale.

> Very pleased with PTM and DMO pinch hitting after CD left – they do a lot of work without a lot of staff.

> [The PTM] is a huge strength. He's overdue to promotion to DPT. He can handle it and be outstanding.

Volunteers also had favorable feedback for the PTM; all 17 of the Volunteers interviewed during the evaluation rated the support they received from the PTM favorably. Volunteer comments reflect the great support provided by the PTM:

> He was our rock. The only U.S. staff that's been with us the whole time.

> He makes this place work…we depend on him a lot, especially when he was acting.

> [The PTM] is amazing. We were happy to have him in charge. He seems like he could do anything—dedicated, hard worker, knows rules in and out, answers all questions, friendly and nice, but serious too and makes sure we get our jobs done.

> He kept the post from falling apart single-handedly.

The PTM successfully carried out the responsibilities of a position well above his experience level and pay grade. Many people credited him with keeping the post together in a time of turmoil that could have negatively impacted staff morale and Volunteer support.

Poor Internet capability prevented staff and Volunteers from accessing agency applications.

Internet accessibility is a significant challenge in Sierra Leone. The post connects to the Internet through a Very Small Aperture Terminal (VSAT) system. VSAT is employed globally where fiber optic internet service is unavailable or unreliable. The post has one of the lowest bandwidths in Africa and among all posts worldwide (less than 512 kilobits per second). As an additional challenge, the electricity supply is not stable or continuous and frequent outages disrupt Internet connectivity. Furthermore, some online applications are only compatible with the latest Internet browsers, which cannot be downloaded in Sierra Leone. As a result, the post's ability to access online systems and download and upload information, including Microsoft Word and Excel files, is very limited.

Between 2013 and 2014, the agency's Volunteer report form (VRF) system and small grant application process transitioned to web-based applications, which staff and Volunteers in Sierra Leone have been unable to access. There is no Internet connection at the training site and staff is unable to provide hands-on training for the VRF. The small grant application process required a

browser that was not available to Volunteers up-country. The Sexual Assault Risk-Reduction, and Response (SARRR) training, which all Volunteers must complete, requires Volunteers to view YouTube videos. However, according to the Office of the Chief Information Officer, streaming videos in Sierra Leone can be a hit or miss. Staff also has been unable to download files from Peace Corps University, the agency's online learning site for Peace Corps staff.

Staff reported that their inability to access recent rollouts of online systems from headquarters has caused stress, created tension with headquarters, and impacted morale. The CD requested DVDs of Peace Corps University courses to facilitate staff capacity building and was informed that was not possible due to licensing issues.

The rollouts of online systems have also created problems and caused stress for Volunteers. Volunteers reported that they received little to no training on the VRF. To complete their VRFs, Volunteers traveled long distances to access the internet in Freetown, the capital, or Bo, the second largest city. For many Volunteers, this travel is expensive and exposes them to the risks of local transportation and being away from their communities. Even in the largest cities, Internet problems exist. One Volunteer worked for three days at an Internet cafe trying to complete the VRF.

Volunteers also struggled to completed grants applications. Only five of the Volunteers that we interviewed received project funding from the agency's Small Project Assistance and Peace Corps Partnership Program small grants programs. Volunteers reported difficulty accessing grant applications due to lack of reliable Internet. One Volunteer spent two weekends in Bo trying to complete a Peace Corps Grants Online application with no success. Eventually the Office of Grants Management had to make an exception for the Volunteer and accept an Excel file.

For the SARRR training, many Volunteers reported that they experienced multiple Internet problems when taking the training and ended up using a cheat sheet to pass the online test. One Volunteer said, "We don't have Internet so it was a fiasco. Nowhere [to complete the training]. We tried at the hostel and the YouTube videos didn't work…and we had to do the training by the end of December. One person did it and then we all just copied the information… we couldn't access the modules." Another said, "There were answers on the cork board posted. I went through the module and took the test once and [the] Internet shut down and second time again. So [the] third time I availed myself of the answers due to the Internet issues. And that was at the hostel—where the Internet is pretty good."

Ensuring that systems are in place to support operations and that alternative modes and methods have been made available where required is critical to an organization's mission and success. According to the E-Government Act of 2002[6]:

> When promulgating policies and implementing programs regarding the provision of Government information and services over the Internet, agency heads shall consider the impact on persons without access to the Internet, and shall, to the extent practicable… pursue alternate modes of delivery that make Government information and services more accessible to individuals who do not own computers or lack access to the Internet.

---

[6] Pub. L. 107-347.

While it is important for the Peace Corps to take advantage of technological innovations, headquarters cannot leave behind posts that have poor Internet connectivity.

We recommend:

1. **That the region work with the Office of the Chief Information Officer and other concerned offices to develop viable offline alternatives to agency web-based applications in order to ensure that staff and Volunteers can access critical agency applications.**

Annual staff performance appraisals had not been regularly conducted.

Performance appraisals were one of many areas where staff fell behind during a period of heavy turnover and staffing gaps. Guidance for employee performance appraisals is laid out in the *Peace Corps Manual* section (MS) 743 "Personal Services Contracts with Host Country Residents—Procedures," which states, "All PSCs will be evaluated by the Country Director, or another Peace Corps employee designated by the Country Director, during and at the completion of their in-country work."

At the time of the evaluation, USDH staff acknowledged that they were not complying with performance appraisal requirements. One staff member reported, "No, we're not good at those. . . I am behind. It's just time, one of those things where you mark it down and then time gets by. We put that as priority to get it done for the next year."

Several staff members noted that they welcomed additional opportunities to meet with the CD or other designated supervisors about their performance. One staff suggested it would be good to have more one-on-one meetings because, "some things you only feel comfortable discussing with your supervisor."

We recommend:

2. **That the post conduct annual and mid-year performance reviews for all staff members in accordance with Peace Corps policy.**

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 EAP, and the handling of crime incidents; and the adequacy of the Volunteer living allowance.

We determined that Volunteers, in general, felt supported by staff, however, the post's Volunteer support policies need to be strengthened. In reviewing the handling of crime incidents, the adequacy of the Volunteer living allowance, and site visits, we found no significant areas of concern that would necessitate action by the post.

Crime Incidents. We found crime incidents to be well-handled. Nine of 17 Volunteers we interviewed reported they had been the victims of a crime. Most of those crimes were thefts of small items such as phones and pickpocketing. Three of the Volunteers did not report the crimes because they did not consider them significant enough to warrant attention or they were reluctant to incriminate host family members. Five Volunteers reported crimes to the SSM and 80 percent were satisfied with his response.[7] In general, Volunteers reported high levels of satisfaction with support provided by the SSM and said he was responsive to their communications. Volunteers reported the SSM was very effective when engaging local authorities to resolve common security incidents such as police requests for bribes at check points.

Living Allowances. Most Volunteers reported their allowance was sufficient to meet their needs, particularly when they limited travel away from their site. A Volunteer living allowance survey, which is required annually, was distributed in April 2014. However, the survey completion percentage fell short of the 75 percent required to support an increase greater than 10 percent.[8]

Site Visits. Eighty-one percent of the Volunteers reported that they had received an adequate number of site visits, and 88 percent of the Volunteers rated the quality of those visits neutrally or favorably. According to staff, the site visits are typically three hours and include one-on-one time with the Volunteer to discuss work, life, and general integration; a meeting with supervisors; and classroom observation.

Volunteer and Staff Communications. We asked Volunteers to rate support they received from in-country staff and the results were mixed. See Table 1 for a breakdown of the results by staff/unit.[9]

---

[7] The Volunteer who gave the SSM's response a neutral rating provided commentary that suggested that his frustration was primarily directed towards a former CD.
[8] *Peace Corps Manual* Section 221 "Volunteer Allowances."
[9] For the leadership rating, most Volunteers selected to rate the PTM due to his lengthy tenure as acting CD and the short time the post's new CD had been in-country.

Table 1. Responses on Perception of Volunteer Support
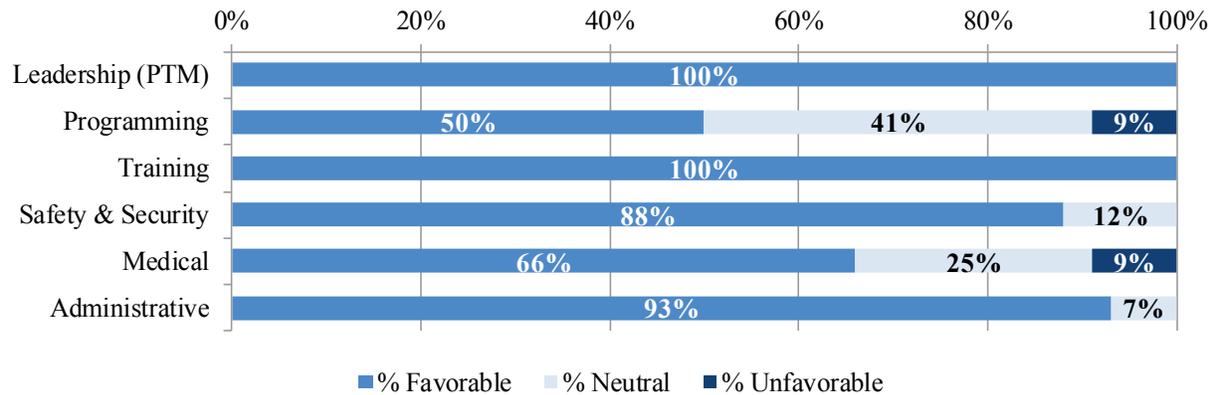
Source: OIG Interviews.
N = 17 (Leadership and Safety & Security); N=16 (Programming);
N=14 (Training, Medical, and Administrative)

In general, most Volunteers felt that staff was effective at helping them adjust to life as a Volunteer. Eighty-eight percent of Volunteers rated neutrally or favorably staff's responsiveness to issues they raised. The two areas where Volunteers were less satisfied with support were medical and programming.

The remainder of this section provides more information about these and other areas that require management attention, including the transportation policy and several elements of safety and security support.

The post's health unit is improving following a long period of staffing gaps and temporary duty coverage.

During 2012 and 2013, the post's health unit experienced a prolonged period of staff turnover which had a significant negative impact on health unit operations and on the provision of care to Volunteers. In June 2012, the permanent USDH PCMO departed. A replacement USDH PCMO was terminated three months later and the position was filled by 15 TDY appointments between September 2012 and October 2013. During this period, the average TDY duration was 27 days. The health unit was also staffed by a part-time host country PCMO during this period. This individual proved to be a poor administrator, was unable to properly perform the unit's administrative functions and struggled with the constant rotation of TDYs. He departed in July 2013.

Two permanent PCMOs, a third country national doctor and a host country national doctor, did not arrive until August 2013. Staff attributed this extended period of PCMO rotation to the difficulty hiring qualified local candidates or U.S. citizens interested in relocating to Sierra Leone. Further delay occurred when the Office of Medical Services (OMS) hired a PCMO from the Philippines and five to six months elapsed before the doctor arrived at post.

Due to the lack of staff continuity during this period, the health unit fell into dysfunction and disorder. Medical support provided to Volunteers deteriorated due to the lack of standards and consistency, accountability, continuum of care, and poor communication with Volunteers. Volunteers lost trust with the health unit. One PCMO who conducted a TDY reported, "It was a nightmare. Everything was in disarray. It was filthy. Things were out of place. You couldn't find anything. It was a horrible way to run health unit."

The agency's 2013 Annual Volunteer Survey (AVS) results reflected high levels of dissatisfaction. Fifty-seven percent of the survey respondents in Sierra Leone were "not at all" or "minimally" satisfied with the health care they received from PCMOs. In comparison, only nine percent of global AVS respondents reported that they were "not at all" or "minimally" satisfied with their health care. In addition, 65 percent of survey respondents in Sierra Leone were "not at all" or "minimally" satisfied with medical support by in-country staff, compared to 11 percent globally.

During the time of fieldwork, we asked Volunteers to rate medical support and 66 percent of Volunteers rated their satisfaction favorably. In their comments, dissatisfied Volunteers referred to issues that occurred during the period of TDYs. Some comments included:

> I don't talk to medical any more…you had to be in real trouble to call in and try to figure out who was there and what they knew about you. You had to repeat everything to them.

> Every time I called [the health unit] I had to re-explain my condition and they all gave me different treatments. I was explaining it one time and they said there was no record in my file and that was really frustrating and it kept not getting fixed…I will diagnose myself. There are other Volunteers—most do this—who self-diagnose. They will call Volunteers who have medical training.

> The times I've called [the health unit] it doesn't feel like they know what's going on. There's a lack of confidence. I turn to my medical book a lot.

Volunteers reported that since the two permanent PCMOs arrived in August 2013, their trust in the health unit has slowly been returning. Volunteers generally expressed more confidence in the third country national doctor than the doctor from Sierra Leone. Staff in OMS reported that it is common for Volunteers to initially be more distrustful of local doctors. Staff did not have any clinical concerns about the local doctor and expect that over time he will earn Volunteers' trust.

Upon their arrival, both PCMOs struggled to bring the health unit into compliance with Peace Corps policies and medical guidelines. In March 2014, a regional medical officer (RMO) conducted an assessment and found 43 areas that needed improvement and determined that the health unit was out of compliance in 32 of 90 elements of a standard health unit assessment tool.

The PCMOs created another challenge for themselves by not strictly adhering to their duty officer protocol. Female Volunteers were requesting and receiving assistance from the female PCMO even while the male PCMO was on duty. This contributed to a work load imbalance and prevented some Volunteers from building rapport with the host country PCMO.

To address some of these challenges, the CD scheduled weekly mentoring and coaching sessions with the PCMOs and in May 2014, a field support manager from OMS conducted a two-week mentoring TDY and helped address some of the problems identified in the RMO assessment. A report issued in August 2014 following the TDY visit indicated eight of the 43 areas identified by the RMO required further attention. The report also recommended follow-up work to verify the status of outstanding recommendations.

> **We recommend:**
>
> 3. **That the director of the Office of Medical Services ensure that appropriate staff review the status of its August 2014 report findings, close outstanding recommendations issued during supervisory staff visits, and conduct follow-up activities as necessary.**

Programming support was impacted by turnover and leadership challenges.

Among the post's units the programming unit received the lowest Volunteer support ratings. Over half of the Volunteers we interviewed rated their satisfaction with programming support neutrally and Volunteers reported inconsistent support and a mix of positive and negative interactions with programming staff. The program manager was reported to be effective at resolving issues in Volunteer communities but struggled to consistently and effectively communicate with Volunteers. Volunteer comments included:

> I called him recently and he was very helpful. It's inconsistent. Previously it seemed like he was yelling at me.
>
> It feels like he's the boss, with little patience…he's tried to shift gears and talk to us calmly, he's making an effort.
>
> I've had good interactions with him—he was very professional with my grants. But during [in-service training] IST he seemed to be scolding everyone and counterparts did not like that.

We found that the management controls issues identified in this report, particularly staff turnover, increased work load, and lapses in post leadership, directly impacted the quality of programming support. Prior to August 2013 the programming unit previously consisted of two program managers, who divided programmatic support to Volunteers geographically, and a programming and training assistant. When one of the program managers departed in August 2013, the position was not replaced and support coverage was provided by the programming and training assistant (PTA). Although Volunteers were generally satisfied with support from the PTA some support requests were referred to the program manager and support became inconsistent and Volunteers were confused by the staffing structure.

In January 2014 the PTA became the post's Peace Corps response coordinator, and the replacement PTA had not yet been hired at the time we concluded our fieldwork and the remaining program manager provided support for all 77 Volunteers. That work load used to be divided among three staff and which, in our experience, is a large number of Volunteers for one

programming staff to support. The demands of managing a large number of Volunteers impacted the program manager's ability to apply his skills consistently and effectively.

Decisions made by the CD who served from July 2012 to July 2013 weakened Volunteer support. The CD implemented a policy to restrict drivers and staff from giving rides to Volunteers. As a result, some Volunteers were refused rides by programming staff which they attributed to staff indifference to their support needs. The CD also exhibited an erratic management style and was not always attentive to leadership responsibilities. As a result, some policies, such as the whereabouts policy, stopped being enforced by senior staff but continued to be enforced by the program manager due to his concerns for Volunteer safety. The program manager's diligence towards policy enforcement soured relations with some Volunteers.

At the time fieldwork was conducted for this evaluation, the post had repositioned the vacated program manager full-time equivalent into two full time programming and training assistant positions, one each for English and literacy and math and science, and the hiring process was underway. This staff structure would improve the Volunteer-to-staff support ratio and allow the program manager to apply his skills with more consistency. Now that USDH staff are less burdened with acting duties and covering vacancies, the program manager would also benefit from coaching and mentoring to improve his professional skills and ability to communicate effectively with Volunteers.

> **We recommend:**
>
> 4. **That the country director ensure that staff receives coaching and mentoring assistance from USDH supervisors.**

Many Volunteers used motorcycle taxis in violation of post's transportation policy.

Traveling as a passenger on a commercial motorcycle taxi, known locally as okadas, is a common and popular form of public transportation throughout Sierra Leone. For safety reasons, Volunteers in Sierra Leone are prohibited from all motorcycle use, including riding on okadas. The Volunteer Handbook states, "No Peace Corps Volunteer or Trainee may operate or ride on a motorcycle or scooter at any time." Volunteers are issued mountain bikes that they are expected to use as their primary transportation in and around their community and to get to markets or transportation hubs. This policy reflects the local transportation assessment found in the Re-entry Assessment Report that was issued in 2007. According to that report:

> The only noticeable difference is the marked increase in the number of okadas (moto taxis) in the major cities since 2003. The majority of these are operated by ex-combatants and you can only imagine their driving skills. PCVs will be tempted to take rides on these okadas. Assuming that Volunteers will be issued bicycles and bike helmets, this should not be necessary.

During interviews, most Volunteers admitted they had ridden as a passenger on a motorcycle taxi at least once during their service. Several Volunteers reported they frequently use motorcycle taxis. Volunteers said that motorcycle taxi use by other Volunteers is very common and

widespread, particularly in more isolated areas and during the rainy season. Volunteer comments reflected a number of reasons for using motorcycle taxis, including the following:

> There are Volunteers who do not have regular taxis at their site [and] can only get okadas there. They are in a situation where they are forced to break the rules. Staff asks [during site development] if there's transport, and of course the school will tell staff that there is transport—but there is not.

> When people go to the regional capitals… there could be a three to five mile walk and no [car] taxis, so it is safer to get an okada to your door where you are staying at night than walk the distance.

> You may sit in a [bus] park for four hours hoping your transport will leave—or you could go hop on a motorbike.

> The final destination requires connecting transport and I will take [a] moto from one [bus] park to the next so I don't miss it. I do not want to travel at night. I'd rather take an okada risk than travel at night.

The agency limits motorcycle use but does not prohibit it. MS 523 "Motorcycles and Bicycles" states:

> Motorcycle use is limited only to those cases where use is clearly necessary to accomplish the goals of the particular project to which Volunteers are assigned. Motorcycle operators and passengers must wear approved helmets at all times while operating the vehicle.

Agency policy requires CDs to obtain approval for motorcycle use on a project-by-project basis from the regional director. The policy requires CDs to make certain certifications about the need for motorcycle use and the availability of post resources and tools for the safe operation of motorcycles.

Many Volunteers acknowledged that they do not always wear a helmet when riding on a motorcycle, but would do so if given one. In the words of one Volunteer, "I have worn helmets when they were available. Sometimes the driver has one; sometimes the driver does not. I think some [Volunteers] should be issued helmets."

Post staff was concerned about the prevalence of okada use among Volunteers, particularly by Volunteers who lacked other transportation options at their sites. Still, some staff members support the post's transportation policy due to safety concerns. Staff reported that some okada operators are unlicensed and drive recklessly. Okada accidents are common and the evaluator witnessed a collision between two okadas in the city of Bo. Staff also expressed concern that some okada operators are thieves and ex-combatants. On the other hand, some staff believes the post's transportation policy could be revised with guidelines to mitigate risks. Staff suggested Volunteers could be issued helmets, receive safety training, and utilize strategies such as vetting okada drivers in their communities.

Post leadership was committed to finding a solution and, at the time fieldwork was conducted for this evaluation, staff was discussing options but had not finalized any decisions.

We recommend:

5. **That the country director examine the transportation needs of Volunteers and, if necessary, seek approvals for proposed changes, and update the transportation policy to include options that are safe, accessible, and feasible at all Volunteer sites.**

6. **That the programming and training manager ensure that site assessment procedures are followed to ensure Volunteer transportation options are accurately assessed.**

All satellite phones have not been properly tested.

According to post's EAP:

> PC/Sierra Leone's Emergency Communications System (ECS) is based on the Warden system to facilitate efficient and timely communication of information to Volunteers and staff. EAP Volunteer Wardens act as the liaison to pass messages and confirm receipt of those messages between PC/Sierra Leone and the Volunteers.

Volunteer wardens at post are issued Iridium Satellite Phones, which can be used in remote areas or following an emergency that disrupts normal communications. In September 2013, the Peace Corps safety and security officer (PCSSO) issued a recommendation that that the SSM perform a quarterly check-in with wardens to confirm the satellite phones are operational.

In April 2014, the SSM conducted a satellite phone test but the test excluded two of the nine wardens. One warden was out of site during the test and reported that he had never tested the satellite phone. Another warden expected to receive a satellite phone from the previous warden but the phone had been stolen prior to the Volunteer's arrival at his site and had not been replaced. Due to the importance of warden communications during an emergency, all wardens should be fully equipped and their communication system tested regularly.

We recommend:

7. **That the safety and security manager ensure all wardens have satellite phones, and check-in with wardens on a quarterly basis to confirm the satellite phones' performance.**

Site locator forms were not complete and accurate.

Site locator forms (SLFs) are important tools that can help staff locate Volunteers in an emergency. According to the Peace Corps' safety and security Standard Operating Procedure:

Site Locator Forms, the purpose of SLFs is "to ensure that accurate communication and logistical information is collected, stored, and readily available to all staff with an active role in the support of Volunteers during crises." The standard operating procedures also outlines SSM's responsibilities regarding SLFs, including "the timely collection and maintenance of Site Locator Forms" and "the review and improvement of maps to Volunteer residences."

Despite the importance of the SLFs, they were not always completed fully and accurately. We found that eighty-one percent (13 of 16) of the SLFs had inadequate directions and maps to locate the Volunteer's house, and two SLFs did not include the Volunteer's correct phone number.[10] Although post staff stated that they have processes in place to verify the accuracy of SLFs, the results of our fieldwork demonstrate that the processes are either ineffective or are not being followed.

SLFs need to be complete and accurate because there are numerous post staff members who rely on the information in SLFs. For example, staff reported that SLFs will be incorporated into the medical evacuation plan. Insufficient SLFs could pose a health or safety risk to Volunteers if they cannot be contacted or located during an emergency.

> **We recommend:**
>
> 8. **That the post implement a mechanism to ensure that site locator forms are reviewed for accuracy and contain all necessary information.**

Site history files were poorly organized.

MS 270 "Volunteer/Trainee Safety and Security" stipulates that "each post must maintain a system for recording the history of a site." A site history file is a useful tool to ensure that staff can efficiently retrieve site information during the site selection process—such as crime incident reports, original Volunteer request and site survey forms, and Volunteer close of service reports.

We reviewed the post's site history files and found that they were incomplete and disorganized. The files were grouped by geographic region but they were not in alphabetical order or clearly marked and the evaluator required assistance to find files for specific sites. Staff unfamiliar with the country's geography or the historical placement of Volunteers may struggle to locate and access site history files. When site history files are not properly maintained or cannot be easily referenced during site development, the post risks placing future Volunteers in inappropriate work sites or with unacceptable host families, or exposing the Volunteers to a greater risk of crimes.

---

[10] The Evaluator was unable to visit one Volunteer's site, and could therefore not review the quality of the SLF map.

We recommend:

> **9. That the programming and training manager ensure site history files are complete and appropriately organized.**

PROGRAMMING

The evaluation assessed the extent to which 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.

The evaluation determined that programming in Sierra Leone addresses host country development needs and enjoys strong host country support. The Peace Corps' programming fills a niche by providing teachers to resource-poor secondary schools that are struggling with a generation of students whose early education was disrupted by civil war. As one regional staffer put it, "English levels are poor among students so math and science can be hard to teach, but without Peace Corps there may be no other math and science teaching around."

In reviewing project advisory committees (PACs), host country support, programmatic alignment with country need, counterpart relationships, and site development, we found no significant areas of concern that would necessitate action by the post. Prior to re-opening the post in 2010, a new country agreement was signed, and in 2010 the post signed a memorandum of understanding with the Ministry of Education, Youth and Sports that outlined each partner's roles and responsibilities.

Project Advisory Committee. A PAC meets annually and includes key stakeholders. Programming staff reported that they had considered increasing the frequency of PAC meetings but the commitment of additional time and resources to plan and prepare for additional meetings was not feasible at the time.

Host Country Support. Staff interviewed for this evaluation reported very strong levels of host country support. During 2014 strategic planning activities, the post sought to capture data on high-level government officials who had benefitted from Peace Corps activities. They highlighted their findings in their Strategic Plan for FY 2015–16:

> The current President, Vice-President, Chief of Staff, and several Ministers, among other officials, trace a part of their life outcome to a Peace Corps teacher. The Country Director's pitch to the GoSL (Government of Sierra Leone) for a donated, permanent training site, has been met with enthusiastic support including a verbal commitment from President Koroma himself. When

---

President Obama tapped Acting Peace Corps Director Hessler-Radelet to represent him at Koroma's February 2013 Inauguration, the [Government of Sierra Leone] could not have been more pleased, and seated Hessler-Radelet next to Koroma at the Inaugural Banquet at State House.

In 2013, President Koroma accepted an invitation to speak at Peace Corps Headquarters in Washington, DC, as part of a distinguished speaker series. "My country is proud to count Peace Corps among our most prized partners," he said. During the evaluation, a meeting was scheduled with the Deputy Secretary of the Ministry of Education Science and Technology. The minister reached out to staff the night prior to the meeting to reschedule because his child was sick and had to go to the hospital. Unfortunately, the message was not received and the meeting was not rescheduled. Nonetheless, the tired minister arrived at the meeting the following morning and met with the evaluator to speak enthusiastically about the Peace Corps, which gave a clear indication that the ministry holds the Peace Corps in high regard.

Programming Goals and Host Country Needs. Programming in Sierra Leone is focused on secondary education. Schools were closed during the civil war and qualified teachers fled the country. As a result, many secondary students lack very basic numeracy and literacy skills and struggle with both English and the curriculum. Volunteers face significant challenges in the classroom and most Volunteers reported they were accomplishing their project goals neither well nor poorly, and provided examples of both successes and failures. Volunteers reported that

> The range of students is too broad. Some only speak local language and some do speak English. It's hard to find the right balance and keep everyone engaged.
>
> I have, let's say, 20 students and five or six can get a handle on what I'm teaching. If I want to spend a month on a lesson I might get about half the students to get it . . . the language barrier exists and the knowledge they come in with is scattered. The instructors here just scribble notes on a board. [Students] have rote memorized but they don't understand what it means.
>
> There is no literacy here in their native language so you can't attach or hang the English language onto that framework. There is no framework . . . you can't teach to the middle of the class here. You drift to the bright students and leave the rest of the class behind and that is not good, I'm not happy with that...We are being asked to do more than teach English or math. There is a threshold you have to cross before you can even begin to teach English or math or science. Some Volunteers do manage to break through over time.

In spite of the challenges, Volunteers support their project goals. A few Volunteers expressed interest in shifting the programming focus to primary education. However, programming staff reported that significant development resources have begun to target early education, training, and coaching across the country, and Volunteers lack the language and technical skills to become early education specialists. Programming staff discussed several project adjustments that target and improve students' foundational skills, including a peer education model to train current secondary students to work with primary students, and focusing Volunteer teaching hours on foundational skills rather than test preparation.

Counterpart Relationships. Volunteers are assigned counterparts during PST, typically their school principal, and during their service they are encouraged to develop other counterparts. Most Volunteers did not have difficulty developing counterpart relationships and were working

successfully with principals, vice-principles, and other teachers. Ninety-three percent of Volunteers rated favorably their counterparts' support of their project objectives.

Site Development. With the exception of the motorcycle issues discussed above, staff successfully conducted effective site development in Sierra Leone despite significant challenges. Ten (59 percent) of the Volunteers we interviewed were "very satisfied" with their sites and none of the Volunteers rated their satisfaction lower than four on a five-point scale. Volunteers reported a high level of satisfaction with their housing. Housing is provided entirely by host communities, even though many communities have not been rebuilt following the destruction of the civil war and housing shortages are common. In light of these challenging conditions, post should be commended for achieving such effective site preparation.

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 and planning and development of the training life cycle.

The evaluation found that several training areas, including training design and evaluation, technical training, and local language training, required some attention. The training program did not have any critical deficiencies but had been impacted by staffing gaps and training staff providing coverage in other areas. In July 2013, the CD resigned and the PTM served as the acting CD until March 2014, which took much of his attention away from the training program. The training manager also departed in June 2013. The post hired an experienced training manager on a short-term contract to conduct the 2013 PST, but the permanent position remained open until April 2014. The post's program and training assistant was able to provide some coverage but was also providing coverage for a program manager position that was vacated in August 2013.

We found that post was generally aware of the areas in need of improvement, and with the assistance of an experienced training manager the post is working hard to improve the training program and develop innovative training practices for future trainee groups. Two training practices were noted by Volunteers as being particularly effective. Those were the inclusion of currently serving Volunteers and a practicum called "Village Days."

Volunteer Assistant Trainers. Starting in 2013, the post began selecting Volunteer Assistant Trainers (VATs) to participate in PST. VAT selections are made by staff and based on cultural integration, peer support, professionalism, work activities, diversity, and experience. Every two weeks, three VATs attend training as facilitators. Several Volunteers reported that during training they relied on VATs to provide insights and perspective on the realities of life as a Volunteer. According to one Volunteer, "The VATs provided a lot of advice—shared their experiences and that was extremely useful to hear that from them." Another stated**,** "The VATs were the only thing that brought that element [of realism] to us in training." The training manager planned to increase the impact of VATs in 2014 by having them participate in the Training of Trainers workshop with technical trainers prior to PST.

Village Days. "Village Days" is an innovative PST practicum the post has implemented. Trainees visit a current PCV's village once a week for four weeks to perform increasingly complex activities:

Day 1: Observe a class in a Volunteer village
Day 2: Complete a Participatory Analysis for Community Action exercise
Day 3: Conduct a life skills sensitization activity
Day 4: Teach a class and develop an activity for villagers

Volunteers really enjoyed village days and thought the trips provided a good understanding of what their service would be like. Volunteer comments included the following:

Village days were useful. A lot of us are in villages and that was realistic.

Village days were the most effective—that helped keep me in check with reality.

They do village days now and I wish we'd done that. [For some trainings], you have to just get to a village.

The practicum was increased from three to four days in 2014 due to its success.

The remainder of this section discusses areas for improvement in the post's training program. The evaluation found that Volunteers, in general, felt that their PST adequately prepared them for service. However, Volunteers felt several areas of training could be improved. The following table shows the post's training events and Volunteer perceptions on their effectiveness.

Table 2. Volunter Perceptions of PST Training Effectiveness
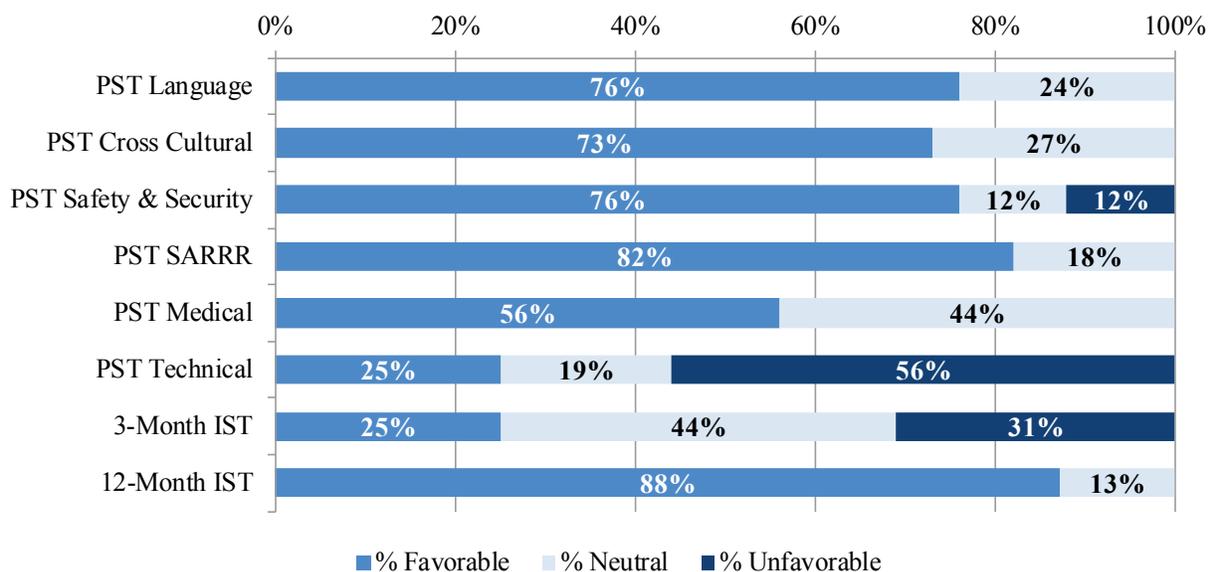
Source: OIG Interviews
PST: N= 17 (Language and Safety & Security), N=15 (Cross cultural), N=11 (SARRR), N=16 (Medical and Technical); IST: N=16; MST: N=8

The post has not completed a training, design, and evaluation process.

According to *Peace Corps Programming and Training Guidance: Training Design and Evaluation,* posts should assess and evaluate training to determine whether trainees and Volunteers have gained the skills and knowledge they need to succeed in their Volunteer assignments. As described in the guidance, "training, design, and evaluation (TDE) is a participatory system for analyzing, designing, developing, implementing, and evaluating training." Training assessments can be used to inform the staff of the effectiveness of the training, which can then contribute to training improvements. The guidance lists multiple pieces of information that can be used in the assessment, including data from learning assessments, feedback from trainees, and trainer observations.

According to the PTM, the post had not conducted a TDE process in the last two years as a result of staff turnover. The post had also not yet developed clear learning objectives and robust training assessments. As a result the post had not accurately assessed the effectiveness of its training program. Completion of a TDE process will increase the effectiveness of the post's training program.

The training manager, who is a TDE specialist, discussed plans to provide TDE training to staff and develop a TDE process following the completion of PST.

> **We recommend:**
>
> **10. That the training manager ensure completion of a training, design, and evaluation process.**

Technical training needs improvement.

The *Peace Corps Manual* section (MS) 201 "Eligibility and Standards for Peace Corps Volunteer Service" states that by the end of training a trainee must demonstrate technical competence, which is defined as "proficiency in the technical skills needed to carry out the assignment." Seventy-five percent of Volunteers we interviewed rated their technical training either neutrally or unfavorably. While the Volunteers appreciated the value of the "Village Days" sessions, they felt that in general the technical training sessions were not practical, relied too heavily on PowerPoint presentations, and did not sufficiently prepare them for the realities of teaching in Sierra Leone. Volunteers reported some instructors focused on teaching them material from the schools' curriculum rather than how to teach.

Staff reported that identifying and hiring qualified, trained instructors is challenging. As discussed earlier in the report, the low capacity of local staff is a lasting effect of the civil war. According to the Sierra Leone Re-entry Assessment, "Due to the lack of schools for several years and a large number of professionals who emigrated during the war ('Brain Drain' was mentioned in many conversations) there is also a critical lack of qualified personnel in all sectors." Capacity building is critical to the training program but the training unit has not been fully staffed and unit staff was providing coverage for other vacant positions, which reduced their ability to build the capacity of training facilitators. Technical trainers also were only employed during PST, which further reduced opportunities for professional development.

Staff noted several other factors they believe impacted the quality of technical training. Math and science teaching is not a widespread Peace Corps program and few training materials are available from Overseas Programming and Training Support (OPATS). The post implemented the agency's required Focus In/Train Up training packages but did not adapt the materials to Sierra Leone so the material was not effectively contextualized.[11] Technical trainers did not coordinate session planning with VATs to ensure relevance and fully leverage their experience. Finally, the post has not developed an effective monitoring and evaluation process to ensure necessary improvements and adjustments are made.

Post training staff was aware of the deficiencies in the technical training program. At the time fieldwork was conducted for this evaluation, the post had repositioned the vacated program manager into two full time programming and training assistant positions, one for English and literacy and another for math and science, and the hiring process was underway. Staff planned to task the PTAs to conduct technical training during PST. The training manager also reported that two additional technical trainers had been contracted to help train the PTAs for the 2014 PST.

> **We recommend:**
>
> > **11. That the training manager assess the effectiveness of technical training delivery and make provisions for additional staff capacity building if necessary.**

Secondary language training was generally viewed as ineffective.

The Peace Corps Act states that Volunteers will not be assigned to their sites "unless at the time of such assignment [the Volunteer] possesses such reasonable proficiency as his assignment requires in speaking the language of the country or area to which he is assigned." During PST trainees learn Krio, the de facto national language in Sierra Leone (English is the official language), as well as a localized tribal language. The post planned to provide instruction in 10 local languages in the 2014 PST. According to the Welcome Book, "the goal of [Peace Corps' language training] is to get [Volunteers] to a point of basic social communication skills so [they] can practice and develop further once…at site." While Volunteers were mostly positive about Krio language training, Volunteers generally felt that that the local language training was ineffective. Their comments included:

> Krio was great. The [local language] was not effective… [I only had] four weeks [of training]— not enough time. It's a hard language to teach. It's hard to find a good teacher.
>
> I wish we'd started [the local language] earlier. The more rural you are the more they use [the local language]. The phrases they gave us weren't always everyday language. Not always very practical.
>
> Local language—it was terrible, I couldn't speak a word. They tried something different and it was too rushed—two weeks… it should have just covered greetings and saying hello. I couldn't even remember that.

---

[11] The agency's Focus In/Train Up strategy seeks to focus on a limited number of highly effective projects while concurrently undertaking new strategic partnerships and initiatives

I learned [a local language] but it was not useful. Not enough time and they switched us back to Krio because of the [language proficiency interview]. They should split if up more evenly or just give us a choice one or the other.

During the 2013 PST Volunteers only received three weeks of local language training, which the training manager did not believe was sufficient. Additionally, there is no curriculum for local language and language and cultural facilitators (LCFs) simply translate the Krio curriculum. Training staff did not believe this was an effective approach due to significant language differences.

In the 2014 PST, the training manager reported plans to reduce Krio training and increase the hours allocated to local language training. According to the training manager, "If they don't have great Krio, they will improve when they get to [site]. But the local language is more difficult, there are few resources, and few human resources to practice with."

In addition to greater focus during PST, the post piloted a new local language tutoring model in 2013 to be fully implemented in 2014/2015. Volunteers will select a local language tutor from their community and they will both attend a regional two-day training conducted by LCFs. The trainings will focus on local language learning. An improved local language curriculum will enhance PST learning and provide a useful tool for local language tutors who may lack language training resources.

We recommend:

12. That the training manager develop local language curriculum for pre-service training.

OTHER AREAS OF CONCERN

Post Security Upgrades. The RSO reported on-going discussions with the CD and SSM regarding the security of Peace Corps' compound. In discussions with OIG, the RSO cited a need for improvements to multiple security elements, including the compound's landscaping, emergency notification system, and fire safety equipment and procedures. While certain security concerns had already been addressed by the post at the time of our visit, the RSO and senior staff had not yet established priorities and a budget required to resolve other changes. At the time of the fieldwork, the RSO was planning to do a security assessment of the Peace Corps office and compound and the PCSSO was asked to travel to Sierra Leone during the assessment and assist the RSO and post to identify mutually agreed upon resolutions.

While the outbreak of Ebola in Sierra Leone and subsequent suspension of program operations has caused a delay in the security assessment, prior to the reopening of the post we encourage the post, RSO and PCSSO to jointly review and address security upgrades at the Peace Corps compound.

LIST OF RECOMMENDATIONS

WE RECOMMEND:

1. That the region work with OCIO and other concerned offices to develop viable offline alternatives to agency web-based applications in order to ensure that staff and Volunteers can access critical agency applications.

2. That the post conduct annual and mid-year performance reviews for all staff members in accordance with Peace Corps policy.

3. That the director of the Office of Medical Services ensure that appropriate staff review the status of its August 2014 report findings, close outstanding recommendations issued during supervisory staff visits, and conduct follow-up activities as necessary.

4. That the country director ensure that staff receives coaching and mentoring assistance from USDH supervisors.

5. That the country director examine the transportation needs of Volunteers and, if necessary, seek approvals for proposed changes, and update the transportation policy to include options that are safe, accessible, and feasible at all Volunteer sites.

6. That the programming and training manager ensure that site assessment procedures are followed to ensure Volunteer transportation options are accurately assessed.

7. That the safety and security manager ensure all wardens have satellite phones, and check-in with wardens on a quarterly basis to confirm the satellite phones' performance.

8. That the post implement a mechanism to ensure that site locator forms are reviewed for accuracy and contain all necessary information.

9. That the programming and training manager ensure site history files are complete and appropriately organized.

10. That the training manager ensure completion of a training, design, and evaluation process.

11. That the training manager assess the effectiveness of technical training delivery and make provisions for additional staff capacity building if necessary.

12. That the training manager develop local language curriculum for pre-service training.

APPENDIX A: OBJECTIVE, SCOPE, AND METHODOLOGY

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

The Evaluation Unit 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.

The Evaluation Unit announced its intent to conduct an evaluation of the post on April 2, 2014. 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 management practices adequate for effective post operations?

The evaluator conducted the preliminary research portion of the evaluation April through May, 2014. This research included review of agency documents provided by headquarters and post staff; interviews with management staff representing the Africa region, Office of Health Service (OHS), OPATS, and Office of Safety and Security (OSS); and inquiries to Peace Corps Response, Volunteer Recruitment and Selection (VRS), Intergovernmental Affairs and Global Partnerships (IGAP), and Gifts and Grants Management (GGM).

In-country fieldwork occurred from May 19 to June 6, 2014, and included interviews with post senior staff and staff involved with programming, training, and support; the chargé d'affaires; the U.S. Embassy's regional security officer; and a host country government ministry official. In addition, we interviewed a stratified judgmental sample of 17 Volunteers (22 percent of Volunteers serving at the time of our visit) based on their length of service, site location, project focus, gender, age, and ethnicity.

This evaluation was conducted in accordance with the Quality Standards for Inspections, issued by the Council of the Inspectors General on Integrity and Efficiency. The evidence, findings, and recommendations provided in this report have been reviewed by agency stakeholders affected by this review.

APPENDIX B: INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 17 Volunteers, 16 staff in-country, and 17 representatives from Peace Corps headquarters in Washington D.C. (two of which were former in-country staff), the U.S. Embassy in Sierra Leone, 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 = neutral, 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 "4" and above are considered favorable. In addition, 14 out of 17 Volunteer interviews occurred at the Volunteers' homes, and we inspected 13 of these homes using post-defined site selection criteria.[12] 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 Sierra Leone; the Volunteer sample was selected to reflect these demographics.

Table 3. Volunteer Demographic Data

Project	Percentage of Volunteers
Secondary Education	100%
Gender	**Percentage of Volunteers**
Female	45%
Male	55%
Age	**Percentage of Volunteers**
25 or younger	69%
26-29	22%
30-49	8%
50 and over	1%

Source: Peace Corps Volunteer Roster as of April, 2014.
Note: Percentages may not total 100 percent due to rounding.

At the time of our field visit, the post had 28 staff positions. The post also employs temporary staff to assist with PST. Given the time of our visit, these positions were not staffed. We interviewed 16 staff. The staffing configuration of posts often varies and staff may hold additional responsibilities relevant to the evaluation in addition to their official job title. We conduct interviews with sexual assault response liaisons; grants coordinators; monitoring, reporting, and evaluation champions; and Peace Corps Response coordinators as necessary and when appropriate for the post.

---

[12] We interviewed a married couple so two of those interviews occurred in the same home.

Table 4. Interviews Conducted with Post Staff

Position	Status	Interviewed
Country Director	USDH	X
Programming and Training Manager	USDH	X
Director of Management and Operations	USDH	X
Program Manager	PSC	X
General Services Manager	PSC	X
Language and Cross Cultural Coordinator	PSC	X
Medical Secretary	PSC	X
Peace Corps Response Coordinator	PSC	X
Peace Corps Medical Officer (2)	PSC	X
Safety and Security Manager	PSC	X
Administrative Assistant/Sexual Assault Response Liaison	PSC	X
Executive Assistant/Sexual Assault Response Liaison	PSC	X
Training Manager	PSC	X
Volunteer Support Liaison	PSC	X
Information Technology Specialist	PSC	X
Administrative Assistant-Finance	PSC	
Cashier	PSC	
Financial Management Specialist	FSN	
Driver/Mechanic (5)	PSC	
Handyman	PSC	
Janitor (2)	PSC	
Groundskeeper	PSC	

Data as of April, 2014. *PSC is personal services contractor; FSN is foreign service national.

Seventeen 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 in Washington, D.C.

Table 5. Interviews Conducted with Peace Corps Headquarters Staff, Embassy Officials, and Key Ministry Officials

Position	Organization
Clinical Manager	PC/Headquarters/Office of Health Services
Rover Peace Corps Medical Officer	PC/Headquarters/Office of Health Services
Director of the Office of Medical Services	PC/Headquarters/Office of Health Services
Deputy Director, Counseling and Outreach Unit	PC/Headquarters/Office of Health Services
Chief Administrative Officer	PC/Headquarters/Africa Region
Country Desk Officer	PC/Headquarters/Africa Region
Chief of Operations	PC/Headquarters/Africa Region
Chief of Programming and Training	PC/Headquarters/Africa Region
Regional Advisor	PC/Headquarters/Africa Region
Former Director of Management and Operations (departed March 2013)	PC/Headquarters/Africa Region

Regional Director	PC/Headquarters/Africa Region
Regional Security Advisor	PC/Headquarters/Africa Region
Programming and Training Specialist (Gender)	PC/Headquarters/Overseas Programming and Training Support
Peace Corps Safety and Security Officer	PC/Headquarters/Office of Safety and Security
Chargé d'Affaires	U.S. Embassy to Sierra Leone
Regional Security Officer	U.S. Embassy to Sierra Leone
Acting Deputy Secretary	Sierra Leone Ministry of Education Science and Technology

Data as of April, 2014.

APPENDIX C: LIST OF ACRONYMS

AVS	All Volunteer Survey
CD	Country Director
DMO	Development of Management and Operations
DPT	Director of Programming and Training
EAP	Emergency Action Plan
FY	Fiscal Year
HDI	Human Development Index
IPBS	Integrated Planning and Budgeting System
IST	In-Service Training
LCP	Local Compensation Plan
MS	Manual Section
MST	Mid-Service Training
OIG	Office of Inspector General
OMS	Office of Medical Services
OPATS	Office of Programming and Training Support
PAC	Project Advisory Committee
PC	Peace Corps
PCMO	Peace Corps Medical Officer
PCSSO	Peace Corps Safety and Security Officer
PST	Pre-Service Training
PTA	Programming and Training Assistant
PTM	Programming and Training Manager
RMO	Regional Medical Officer
RSO	Regional Security Officer
SARRR	Sexual Assault Risk Reduction and Response
SLP	Site Locator Form
SSM	Safety and Security Manager
TDE	Training, Design and Evaluation
TDY	Temporary Duty
USDH	United States Direct Hire
VAT	Volunteer Assistant Trainers
VRF	Volunteer Report Form

Since 1961.

MEMORANDUM

To: Kathy Buller, Inspector General

Through: Daljit K. Bains, Chief Compliance Officer

From: Dick Day, Africa Regional Director
              Karen Swails, Sierra Leone Country Director

Date: **Tuesday, January 20, 2015**

CC: Carrie Hessler-Radelet, Director
              Laura Chambers, Chief of Staff
              Joaquin Ferrao, Deputy Inspector General
              Jim O'Keefe, Assistant Inspector General for Evaluation
              Carlos Torres, Associate Director, Global Operations
              Carl Swartz, Chief of Operations, Africa Region
              Daryn Warner, Sierra Leone Director of Programming and Training
              Lavelle Kirkpatrick, Roving Director of Management and Operations for Africa
              Zachary Rosen, Sierra Leone Desk Officer

Subject: Agency Response to the Preliminary Program Evaluation Report of Peace
              Corps/Sierra Leone (Project No. 14-EVAL-03), November 2014

Enclosed please find the agency's response to the recommendations made by the Inspector
General for Peace Corps/Sierra Leone, outlined in the Preliminary Program Evaluation Report
sent to the Agency on November 19, 2014.

The Region concurs with 12 and non-concurs with 0 recommendations provided by the OIG in
its Preliminary Program Evaluation Report: Peace Corps/Sierra Leone. Post has addressed and
provided supporting documentation for 1 of the 12 recommendations and will work to address
the remaining recommendations by the set target dates.

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

Page **1** of **7**

Recommendation 1

That the region works with OCIO and other concerned offices to develop viable offline alternatives to agency web-based applications in order to ensure that staff and Volunteers can access critical agency applications.

Response: Concur

It is the goal of the OCIO to move all posts currently accessing the internet via satellite to a higher-bandwidth solution. The post IT Specialist handbook Section 8.5.2 directs IT Specialists to evaluate Internet Service Provider (ISP) annually to determine if there is a solution available that offers a higher speed alternative to what is currently being used. This evaluation is currently being performed by Sierra Leone. They have identified two possible alternatives (Afcom and Limeline), but are still in the process of evaluating the performance and reliability of each.

To provide the best possible technology solutions, the OCIO continues improve its processes to ensure that all staff and volunteers are able to access and effectively use systems offered. The OCIO follows a System Lifecycle (SLC) policy document for all systems developed for use by Peace Corps staff and Volunteers. This policy document includes a mandatory checklist of actions that must be tracked as part of any development. Oversight of the checklist is confirmed by the Program Management Office (PMO) within OCIO. As a process improvement, the checklist has recently been updated with a specific check to ensure new IT projects address solutions being developed for use by a low-bandwidth post.

In addition, to ensure that all posts with low-bandwidth are aware of offline solutions, the OCIO will also develop and roll-out training for post IT Specialists. This training will include solutions or processes that outline the design features on all Peace Corps applications, e.g. VRF form-submission via USB drive, PCGO manual data entry service and offline options for mandatory trainings. Currently, the Sierra Leone IT Specialist is scheduled to attend this training at HQ in Q2 FY2015.

Documents submitted:

1. SLC
2. ITS Handbook
3. ITS Low bandwidth slides

Status and Timeline for Completion: Bandwidth evaluation is in process, SLC Update is complete as 14 January 2015, and ITS training will be completed by 31 January 2015

Recommendation 2

That the post conduct annual and mid-year performance reviews for all staff members in accordance with Peace Corps policy.

Response: Concur

Post revised performance review documents and completed 2014 performance reviews for three of four units (Executive, Medical, and Programming and Training) in December 2014. The Administration Unit has started the process and will complete all 2014 performance reviews following the return of the Director of Management and Operations. The West Africa Regional Advisor also worked with each staff member to complete an Individual Development Plan in preparation for continued review.

Documents submitted:
        1) PSC evaluation template
        2) Individual Development Plan template

Documents to be Submitted:
        3) Country Director's memo to the file concluding 2014 reviews

Status and Timeline for Completion: 31 January 2015

Recommendation 3

That the Director of the Office of Medical Services ensures that appropriate staff review the status of its August 2014 report findings, close outstanding recommendations issued during supervisory staff visits, and conduct follow-up activities as necessary.

Response: Concur

Review of all outstanding recommendation conducted. There were a total of 43 recommendations. Forty (40) have been closed (93%). The remaining 3 (20, 35 and 39) are dependent upon procurement and securing a back-up provider. All are being worked on by the PCMO and DMO.

Documents to be submitted: OMS Site Assessment Recommendation Form

Status and Timeline for Completion: 1 April, 2015 for OMS recommendation 20 and 1 July 2015 for recommendations 35 and 39

Recommendation 4

That the Country Director ensure that staff receives coaching and mentoring assistance from USDH supervisors.

Response: Concur

Post has taken a comprehensive approach to capacity building. In April 2014, the Country Director initiated weekly coaching and mentoring sessions with PCMOs and the SSM. In June 2014, the Peace Corps' Coach Approach was introduced at training-of-trainers to permanent and temporary staff. The Programming and Training Manager has since implemented coaching with permanent staff following the suspension of pre-service training. At the Country Director's direction a quarterly staff development schedule is integrated into operations for FY 2015. Post prioritized training in three key areas:

integrated support using an adaptation of the coach approach, operational skills such as software skills, and performance tools such as productivity strategies. The West Africa Regional Advisor also worked with each staff member to complete an Individual Development Plan for routine review.

Documents submitted:
1) Staff Leave and Training Schedule for FY2015 Q1 and Q2
2) Individual Development Plan template

Status and Timeline for Completion: Completed and ongoing.

Recommendation 5

That the Country Director examine the transportation needs of Volunteers and, if necessary, seek approvals for proposed changes, and update the transportation policy to include options that are safe, accessible, and feasible at all Volunteer sites.

Response: Concur

Post identified the need to review post's transportation with the VAC in 2014. The Country Director requested and received transportation policies from Cambodia (June 2014), Liberia (February 2014), Togo (June 2014) and Benin (December 2014) which, with the help of the PCSSO and CDO, were identified as examples that may meet post's needs.

The current operating environment created by the Ebola response is limiting progress of this review. The outbreak itself is constantly re-shaping public transport systems. Important pieces will be considered during the site develop evaluation but completion will be limited to when transport resources and systems normalize. We are hopeful to submit recommendation for modification to Region within our timeline.

Documents to be Submitted:
1) Recommendations submitted to Region

Status and Timeline for Completion: 31 May 2015

Recommendation 6

That the Programming and Training Manager ensure that site assessment procedures are followed to ensure Volunteer transportation options are accurately assessed.

Response: Concur

Post implemented new site development and monitoring guidelines for the first time in the month immediately preceding the program evaluation. These guidelines detail expectations for site assessment, including transport options and in addition to monitoring site information and appropriate filing. The Programming and Training Manager will conduct a process evaluation of post's Site Development and Monitoring Procedures, make appropriate revisions, and conducted training as needed to meet expectations.

Documents to be Submitted:
1) Revised Site Development and Monitoring Procedures
2) Site development-related training agenda

Status and Timeline for Completion: 30 April 2015

Recommendation 7
That the Safety and Security Manager ensure all wardens have satellite phones, and check-in with wardens on a quarterly basis to confirm the satellite phones' performance.

Response: Concur

The Safety and Security Manager will submit an appropriate plan to routinely assess warden preparedness which will be assessed by the Country Director annually.

Documents to be Submitted:
1) Warden Preparedness Assessment Plan

Status and Timeline for Completion: 28 February 2015

Recommendation 8
That the post implement a mechanism to ensure that site locator forms are reviewed for accuracy and contain all necessary information.

Response: Concur

We have a policy to review site locator forms and other site history during staff conducted site visits. Review of this system will be included in the findings of the site development process evaluation, as outlined under recommendation 6. Based on these finding the Programming and Training Manager will introduce standard operating procedures to improve the accuracy of site locator forms.

Documents to be Submitted:
1) Revised Site Development and Monitoring Procedures
2) Site development-related training agenda

Status and Timeline for Completion: 30 April 2015

Recommendation 9
That the Programming and Training Manager ensure site history files are complete and appropriately organized.

Response: Concur

Based on the findings of the process evaluation of site development, as outlined under

recommendation 6, the Programming and Training Manager will introduce standard operating procedures to improve the maintenance of site history files.

Documents to be Submitted:
1) Revised Site Development and Monitoring Procedures
2) Site development-related training agenda

Status and Timeline for Completion: 30 April 2015

Recommendation 10
That the Training Manager ensure completion of a training, design, and evaluation process.

Response: Concur

Post began implementation of a full training design and evaluation (TDE) process in October 2014. The Training Manager will train all involved staff to understand each element of TDE, implement appropriate assessment of learning objectives and assessments across all training components, and will modify the training continuum based on the findings.

Documents to be Submitted:
1) TDE-related training agendas
2) Updated Program Guide, which includes learning objective and assessments for all components
3) Recommended training continuum

Status and Timeline for Completion: 31 March 2015

Recommendation 11
That the Training Manager assess the effectiveness of technical training delivery and make provisions for additional staff capacity building if necessary.

Response: Concur

Staff began an initial review of all technical sessions in September and October 2014. Based on the findings of the TDE process, as outlined under recommendation 10, the Training Manager will oversee further development technical training sessions and materials. On-going staff development will focus on training skills for those staff required to conduct training.

Documents to be Submitted:
1) Technical training staff development plan
2) 3 example revised session plans
3) Recommended training continuum

Status and Timeline for Completion: 31 May 2015

Recommendation 12
That the Training Manager develop local language curriculum for pre-service training.

Response: Concur

Post's assessment of PCVs' communicative tasks identifies an immediate need for acquisition of the national language in pre-service training. We concur, however, that support for further language acquisition is needed across the training continuum. Post piloted regional language trainings in 2014 and adjusted the pre-service training calendar of training events for 2014. Further revisions to local language acquisition will be based on the findings of the TDE process, as outlined under Recommendation 10.

Documents to be Submitted:
1) Updated Program Guide, which includes learning objective and assessments
2) Recommended Calendar of Training Events (COTE)

Status and Timeline for Completion: 31 May 2015

APPENDIX E: OIG COMMENTS

Management concurred with all twelve recommendations. Eleven recommendations, numbers 1-3 and 5-12, remain open. Based on the documentation provided, we closed one recommendation: number 4. 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.

OIG will review and consider closing recommendations 1-3 and 5-12 when the documentation reflected in the agency's response to the preliminary report is received. These recommendations remain open pending confirmation from the chief compliance officer that the documentation reflected in our analysis below is received.

APPENDIX F: PROGRAM EVALUATION COMPLETION AND OIG CONTACT

PROGRAM EVALUATION COMPLETION

This program evaluation was conducted under the direction of Assistant Inspector General for Evaluations Jim O'Keefe, by Senior Evaluator Reuben Marshall. Additional contributions were made by Program Analyst Kaitlyn Large and Administrative Specialist Sydni Porter.

Assistant Inspector General for Evaluations
Jim O'Keefe

OIG CONTACT

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

Help Promote the Integrity, Efficiency, and Effectiveness of the Peace Corps

Anyone knowing of wasteful practices, abuse, mismanagement, fraud, or unlawful activity involving Peace Corps programs or personnel should contact the Office of Inspector General. Reports or complaints can also be made anonymously.

Contact OIG

Reporting Hotline:

U.S./International:	202.692.2915
Toll-Free (U.S. only):	800.233.5874

Email:	OIG@peacecorps.gov
Online Reporting Tool:	PeaceCorps.gov/OIG/ContactOIG

Mail: Peace Corps Office of Inspector General
P.O. Box 57129
Washington, D.C. 20037-7129

For General Information:

Main Office:	202.692.2900
Website:	peacecorps.gov/OIG
Twitter:	twitter.com/PCOIG