



Office of Inspector General

Office
202.692.2900
[Website](#)
[OIG Reports](#)

Hotline
202.692.2915 | 800.233.5874
[Online Reporting Tool](#)
OIG@peacecorpsig.gov

To: Jody Olsen, Director
Jonathan Miller, Regional Director, Africa
Nelson Cronyn, Country Director, Tanzania
Angela Kissel, Chief Compliance Officer

From: Kathy A. Buller, Inspector General

Date: March 31, 2020

Subject: Final Report on the Program Evaluation of Peace Corps/Tanzania (IG-20-02-E)

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

Management concurred with 22 recommendations. All recommendations 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. For recommendations 1, 4, and 21, additional documentation is required. Our comments, which are in the report as Appendix E, address these matters. OIG will review and consider closing these recommendations when the documentation reflected in OIG comments and the agency's response to the preliminary report is received. Please respond with documentation to close the open recommendations according to the proposed dates.

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.

You may address questions regarding follow-up or documentation to Assistant Inspector General for Evaluation Jeremy Black at 202.692.2912.

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

cc: Michelle Brooks, Chief of Staff
Maura Fulton, Senior Advisor to the Director
Matthew McKinney, Deputy Chief of Staff/White House Liaison
Timothy Noelker, General Counsel
Patrick Young, Associate Director, Office of Global Operations
Anne Hughes, Expert
Carol Spahn, Chief of Operations, Africa
Jennifer DiBella, Chief of Programming and Training, Africa
Adam Stalczyński, Chief Administrative Officer, Africa
Allison Lange, Regional Security Advisor, Africa
Katie Gehron, Management Analyst (Staffing), Africa
Shawn Bardwell, Associate Director, Office of Safety and Security
Marie McLeod, Director, Office of Global Health and HIV

Marguerite Joseph, Director of Programming, Tanzania
Stephanie Rust, Director, Overseas Programming and Training Support
Virginia Burke, FOIA/Privacy Act Officer
Christina Wrona Giallongo, Office of Staff Learning and Development
Jerry Montgomery, Director of Training, Tanzania
Brian Connors, Peace Corps Safety and Security Officer
Tanzania Country Desk



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GENERAL**



A Volunteer on the way to his house.

Final Country Program Evaluation

Peace Corps/Tanzania

IG-20-02-E

March 2020



EXECUTIVE SUMMARY

BACKGROUND

The Office of the Inspector General (OIG) conducted an evaluation of Peace Corps/Tanzania (hereafter referred to as “the post”) from August 19 to September 6, 2019. More than 3,000 Peace Corps Volunteers have served in Tanzania since the program was first launched in 1961 as one of the Peace Corps’ first posts. There are currently three projects in Tanzania: 1) agriculture, 2) health education, and 3) education. At the onset of this evaluation, 207 Volunteers were serving in Tanzania and 51 trainees were in pre-service training for the education program. The post had 51 staff, and the Fiscal Year (FY) 2020 budget was \$5.5 million, including \$2.8 million from PEPFAR.¹

WHAT WE FOUND

Programming: We found that projects were appropriately focused on Tanzania’s development priorities. Volunteers were working in areas of need with poor and vulnerable beneficiaries, and making progress towards achieving project goals and objectives. They used community assessment tools to understand community needs. Volunteers were integrated into their communities, and felt safe at their sites. They had motivated and engaged counterparts and their projects were supported by local host country officials and Peace Corps programming staff. We noted that monitoring, reporting, and evaluation were weak, but the post was in the process of making improvements.

Training: The post used the trainee assessment portfolio in accordance with the Peace Corps’ “Global Learning Standards.” Training that the post provided to Volunteers on staying healthy and keeping safe and secure in Tanzania was effective. In general, Volunteers were technically-prepared for their work assignments. Swahili language and cultural integration training was highly rated.

Site Management: Volunteer housing did not meet the post’s criteria for health and safety when Volunteers arrived at site. Staff reported that they struggled to find adequate housing, and some staff felt pressured to approve housing that did not meet the post’s criteria. Furthermore, the post’s site history file procedure did not conform to agency guidance, and site history files didn’t include site contact forms and notes about crime incidents. The post also needed to finalize a new site management manual to make procedures more consistent, build in enough time to get houses ready, and provide better oversight of the site management process to ensure that procedures were followed.

Volunteer Support: The Volunteers we interviewed during fieldwork were satisfied with the support they received when they reported crimes to the Peace Corps and the post provided

¹ PEPFAR is the U.S. President’s Emergency Plan for AIDS Relief. Launched in 2003, PEPFAR aims to strengthen the global capacity to prevent, detect, and respond to new and existing risks to enhance global health security and protect the United States.

adequate care to maintain Volunteers' physical and mental health. The emergency action plan had been updated and tested as required and Peace Corps medical officers (PCMOs) had a schedule for completing regional medical facility assessments. Also, administrative support was adequate in terms of living allowances, and travel reimbursements, but settling-in allowances were not sufficient for some Volunteers.

Safety and Security: The post was overdue for a review of its safety and security programs in compliance with requirements in Peace Corps Manual Section 270. The post also needed to ensure that they had the correct contact information for Volunteers in the Volunteer Information Database Application (VIDA).

Communication and Collaboration: The Volunteer Advisory Committee was active and effective. Communications between the post and headquarters staff were adequate. The post also had a good relationship with the U.S. Embassy. We noted a couple of vulnerabilities, including a dependence on PEPFAR for operational funds and difficulties securing exemption certificates (also referred to as 'work permits') for some Volunteers.

Partnerships: The post did not sufficiently engage and coordinate with the host country government and the PEPFAR country team.

Staffing and Leadership: The post had an unconventional staffing structure with a director of programming and a director of training. This structure created inefficiencies in post operations and increased conflict between staff. We also learned that a member of senior staff inappropriately shared private and protected Volunteer information.

RECOMMENDATIONS IN BRIEF

Our report contains 22 recommendations, which, if implemented, should strengthen post operations and correct the deficiencies detailed in the accompanying report.

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HOST COUNTRY BACKGROUND

The United Republic of Tanzania is the largest and most populous East African country, roughly twice the size of California with a population of 55.4 million people. It is bordered by Burundi, Democratic Republic of the Congo, Kenya, Malawi, Mozambique, Rwanda, Uganda, and Zambia, as well as three of the largest lakes in Africa. Tanzania was formed in 1964 from the newly independent nations of Tanganyika and Zanzibar; the latter maintains a semi-autonomous political status within the United Republic. The country's official languages are Swahili and English.

Tanzania's economy is dependent upon agriculture. The sector accounts for 25 percent of the country's GDP and supports 65 percent of the nation's workforce.

Tanzania's human development index in 2018 was 0.538, ranking the country 154 out of 189 nations assessed. According to World Bank data, 49.1 percent of Tanzanians lived below the international poverty line² in 2016.

According to the World Factbook,³ which was last updated in 2019, the median age of Tanzanians was 17.9 years. The Tanzanian government's annual education expenditures ranked 128 out of 175 countries in terms of public support for education. After achieving close to universal access to primary education in 2007, Tanzania's enrollment of school-age children has been on the decline, with roughly 2 million children ages 7 to 13 out of school. Two of the biggest factors affecting the enrollment of girls in school are early marriage and adolescent pregnancy. More than one-third of all girls are married by the age of 18, and pregnancy led to nearly 3,700 female students dropping out of school in 2016 alone. With an estimated 1.6 million Tanzanians living with HIV/AIDS in 2018, the estimated number of deaths due to HIV/AIDS in 2018 was 24,000 victims of all ages.



Figure 1: Map of Tanzania.

² International poverty line defined as \$1.90 in purchasing power parity terms a day, based on the World Bank World Development Indicators database, <http://data.worldbank.org>, as of July 2018.

³ The World Factbook, published by the Central Intelligence Agency at the following URL: <https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html>

PEACE CORPS PROGRAM BACKGROUND

OIG conducted fieldwork for this program evaluation of Peace Corps/Tanzania from August 19 to September 6, 2019. OIG previously issued an evaluation report on the post in 2003 (IG-02-26), and issued an audit report in 2016.

The Peace Corps established its program in Tanzania in 1961, and more than 3,000 Peace Corps Volunteers have served there since. Between 1962 and 1969, the Peace Corps had up to 300 Volunteers serving each year in almost every region in Tanzania.

The Peace Corps closed the program in 1969 after the Government of Tanzania initiated a period of socialism and self-reliance. The Government of Tanzania invited the Peace Corps to return 10 years later. In 1979, the Peace Corps re-opened the program and it continued to operate until the present, except for a temporary suspension during the Persian Gulf war in 1991.

At the onset of this evaluation, the post had 51 staff, 207 Volunteers, and 51 trainees in pre-service training for the education program. The Fiscal Year (FY) 2020 budget was \$5.5 million, including \$2.8 million from PEPFAR funding. There are currently three projects in Tanzania: 1) agriculture, 2) health education, and 3) education.⁴

- **Agriculture**

Agriculture Volunteers promote sustainable agricultural practices, raise awareness of environmental conservation, assist village communities in effectively managing their natural resources, and strengthen local knowledge and capacity to implement successful sustainable agricultural practices, especially those that also help mitigate the impact of HIV/AIDS.

- **Health Education**

The Health Education project launched in September 2000 in cooperation with the Ministry of Education and TAMISEMI (the Regional and Local Government Administration that works with HIV/AIDS data and statistics). The project aims to improve the health of rural Tanzanians through building the capacity of youth, service providers, and community groups to promote and adopt healthy behaviors and sustain productive and inclusive communities.

- **Education⁵**

The education project focuses on building the skills of Tanzanian students in math, science, and building the capacity of Tanzanian teachers to use English and promote critical thinking skills. Volunteer teachers are placed in O-level and A-level schools, (roughly equivalent to middle schools and high schools in the United States) with a limited number of positions in Teachers Training Colleges and other institutions of tertiary education. In addition to building student and teacher capacity, Volunteers help to improve access and use of resources at schools, and to engage the broader school community in projects focused on gender equity, environmental education, and health education, including HIV prevention.

⁴ Excerpted from the May 2019 Peace Corps/Tanzania Briefing Paper.

⁵ This was the largest program with about half of all Volunteers.

EVALUATION RESULTS

PROGRAMMING

In our evaluation, we assessed programming using the following researchable questions to guide our work:

- Is the program focused on the country's development priorities, in the poorest areas of the country?
- Are Volunteers achieving project objectives?

We found that the post's programming was appropriately focused on Tanzania's development priorities, and Volunteers were working in areas of need with poor and vulnerable people. They were making progress towards achieving project goals and objectives, and activities were grounded in an understanding of community needs based on their use of community assessment tools early in their service.

AREAS OF NO CONCERN

Peace Corps programs were appropriately focused on the host country's development priorities. During fieldwork, partners and post staff confirmed that programming appropriately aligned with the host country's development priorities. While some post staff described how they were unable to place Volunteers in certain communities due to challenges securing appropriate housing ([further described in the site management section of this report](#)), partners and post staff reported that Volunteers were working with poor and vulnerable people in areas of greatest need. During field interviews, the majority of Volunteers from all sectors said that they worked in poor communities with the greatest need.

Volunteers reported making progress towards achieving project goals. During interviews, 12 post staff confirmed that Volunteers were making progress towards achieving project goals. Most Volunteers interviewed in all three sectors described successful projects they were pursuing which were part of their project frameworks. In the OIG Volunteer survey, 88 percent of Volunteer respondents agreed that their work contributed to their primary project goals. Eighty-nine percent of Volunteers interviewed during fieldwork said they had enough work to do at site.

Volunteers were conducting community assessments. Most Volunteers were using community assessment tools to determine community needs; 85 percent of agriculture and 90 percent of health education Volunteers surveyed said that they had conducted a community needs assessment. The post trained the most recent cohort of health education and agriculture Volunteers on PACA 2.0.⁶ Only 60 percent of education Volunteers had conducted community needs assessments, but the education sector cohort we interviewed had begun their service before the newly revised version (PACA 2.0) was published. The education sector cohort in pre-service

⁶ The Peace Corps published a revised Participatory Assessment for Community Action (PACA) Field Guide, along with additional resources in 2018, and re-branded it "PACA 2.0"

training at the time of fieldwork was being trained using PACA 2.0. The post required Volunteers to report on the results of their Community Passport (Peace Corps/Tanzania post-specific community assessment tool) at the first in-service training.

Most Volunteers were satisfied with programmatic support they received from staff at the post. In the OIG Volunteer survey, 83 percent of Volunteers rated their associate Peace Corps director (APCD) as very or somewhat supportive. All of the health sector Volunteers who responded to the survey gave favorable ratings for their APCD. During field interviews, all Volunteers reported that they received adequate support from the technical sector staff. The majority of Volunteers we interviewed said that they felt the programmatic support they received was helpful. Many Volunteers specifically said that staff are responsive or available when they are needed.

AREAS OF PROGRAMMING THAT REQUIRED MANAGEMENT ATTENTION

The evaluation uncovered one programming area that required management attention, related to monitoring, reporting, and evaluation (MRE). We are not making any recommendations because the post demonstrated that they had a clear plan to improve this area, however the issues we found are described below.

Area of Note: Monitoring and evaluation needed improvement, but the post was in the process of addressing the problem.

In its “Strategic Plan for FY 2018-2022,” the agency emphasizes the importance of “designing and managing projects with an evidence-based approach.” One strategy the Peace Corps highlights under its second strategic objective of “Volunteer Effectiveness” is “develop and implement a project-level monitoring and evaluation (M&E) strategy and mobile data system to facilitate the real-time reporting and monitoring of Volunteer activities, outputs, and outcomes.”

We found that staff in Tanzania struggled with the monitoring and reporting process required by the agency. Agriculture Volunteers implemented activities according to the framework, but did not meet targets because of an oversight in adjusting the targets for 2018, when the post had two frameworks running concurrently. Half of the Volunteers reported their activities under the prior framework, and half used the new framework, but targets for the new project assumed that all agriculture Volunteers would be reporting on the new framework. Also, health Volunteers made errors in reporting by selecting inactive indicators and indicators from other posts. The education project was unable to provide relevant standard indicators related to teaching math and science until very recently because the agency just developed them. Staff said the post’s indicator targets were not accurately determined, so it was difficult for them to measure how much progress Volunteers were actually making. According to one staff member, the previous post monitoring and evaluation specialist did not assist programming staff with reviewing reports, cleaning data, and analyzing the results. As a result of these problems, staff were concerned about the reliability of data they use when communicating with host country partners about Volunteers’ activities.

In response to our survey, one Volunteer summarized the challenges they encountered in reporting:

MRE training (mostly the VRF) is inadequate at best. There is no comprehensive training manual from Peace Corps [headquarters] for this tool, which causes a lot of confusion and problems for [Volunteers].

The system itself is old and clunky, needs to be expanded to Google computers and to phone apps, and doesn't (in my opinion) at all help the country to make positive and data-driven changes to their work, which it should do!

During field interviews, staff complained that the Volunteer Reporting Form (VRF) was not user-friendly, which increased the likelihood of Volunteers reporting inaccurately when completing their reports. In a comment in the Annual Reflection Feedback, post staff said: “[the Volunteer Reporting Tool] VRT is hard to use, displays indicators that are not active or in the post’s frameworks, causing confusion. [Volunteers] report on these indicators making it hard to accurately assess project progress.”

The post recently hired a new monitoring and evaluation specialist. A post staff member also described some strategies in place to mitigate these problems, such as directing Volunteers to focus on just two objectives in each reporting period, reducing the number of indicators for the agriculture project, and working with the Volunteer MRE committee to improve MRE training and create tracking sheets for Volunteers to use to capture numbers. During the most recent pre-service training (PST), post staff also provided training on different education indicators. Another post staff member further elaborated on ways the post had improved the MRE training during the most recent PST:

We have incorporated scenarios. We take examples of issues and discuss them. ... The scenarios are more engaging. It is also becoming a major function of the [director of training] DT, to give a closer eye to the sessions themselves and get them presented well. For this class, we provide guidance and have invitees install the VRT before they come- come with the software installed. During the orientation week we make sure they have it, and then during training they have their laptops open and we work along with them.

A headquarters staff member confirmed that the post had requested funding for a monitoring and evaluation workshop and that the region planned to support the workshop. Given these recent developments and plans to focus on improving MRE at post, we are not making any recommendations to the post.

TRAINING

In our evaluation, we assessed training using the following researchable question to guide our work:

- Do trainings prepare Volunteers for service?

We found that the post was fully implementing trainee assessment in accordance with the global learning standards using the trainee assessment portfolio. The majority of Volunteers reported that training on maintaining their health and staying safe and secure in Tanzania was effective. Most Volunteers in all programmatic sectors felt technically-prepared for their work assignments. Training on the Swahili language and cultural integration in Tanzania were rated highly by most Volunteers.

AREAS OF NO CONCERN

The post met requirements for assessment of readiness to serve as required in the Peace Corps Global Learning Standards. Staff sufficiently reviewed and documented Volunteers' readiness to serve. We determined that the post was following the current policy for trainee assessment as defined by the global learning standards, based on documentation submitted. During interviews with post staff, we heard that staff followed up with counterparts and Volunteers during and after training to see how they applied what they learned. Training staff understood their role in trainee assessment and acted accordingly. Staff gathered feedback from trainees and evaluated training so they could improve it in the future.

Volunteers received sufficient training to function in Kiswahili. Almost all of the Volunteers surveyed (94 percent) rated Peace Corps/Tanzania's language training as very effective or somewhat effective. During field interviews, 55 percent of Volunteers said the language training was great, good or sufficient. A small number of Volunteers we interviewed complained that they did not get enough language training, or felt it was too focused on grammar and not enough on vocabulary and conversational skills. Volunteers who did not pass the language proficiency interview during PST were monitored and supported until they were retested at early-service training (EST). Staff at post acknowledged that they could improve support for Volunteers struggling with language learning at site.

Intercultural training helped Volunteers integrate into their communities. During field interviews, 92 percent of Volunteers interviewed thought intercultural training was effective.

Health training provided information Volunteers needed to maintain their physical and mental well-being. Ninety-four percent of Volunteers on the OIG Volunteer survey said physical health training was effective, and 68 percent said mental health training was effective. Post staff affirmed that health training was generally effective, and that their main challenge was convincing Volunteers that they should contact the medical unit for mental health issues and get the support they need.

Safety and security training imparted skills Volunteers used to improve their safety and security at site. Ninety-four percent of Volunteers said safety and security training was effective on the OIG Volunteer survey. In field interviews, about one quarter of Volunteers thought training on sexual harassment could have been addressed more effectively. A staff person at post would like to see more one-on-one training for Volunteers on sensitive topics during EST because of the challenges of handling these topics in large groups.

Technical training provided knowledge and skills which supported Volunteer's project activities. The majority of education and agriculture Volunteers felt prepared by technical training and competent in their assignments. Although health sector Volunteers did not feel as technically prepared as agriculture and education Volunteers, ratings were still adequate. Several Volunteers emphasized that health training should be more practical and hands-on. Post staff acknowledged this and were working to improve health technical training for the next training group in February 2020. According to a headquarters staff member, the health project would have a full project review after post staff update the framework to conform with the programming, training and evaluation alignment process. They also said that a more focused project plan would improve technical training for health sector Volunteers.

SITE MANAGEMENT

In our evaluation, we assessed site management using the following researchable question to guide our work:

- Are sites, housing, and work assignments appropriate and meeting all established criteria?

During field interviews with Volunteers, we learned that 95 percent of Volunteers interviewed were satisfied with their sites, and 89 percent said they had enough work. All of the Volunteers we interviewed said they felt safe at their sites. Almost all of the Volunteers interviewed (94%) said local host country officials supported their projects well. Many Volunteers made unequivocally positive comments about their sites. A few Volunteers described individual challenges related to water access, access to public transport, housing, and work situations at their sites which possibly could have been addressed with more thorough and consistent site development activities.

AREAS OF NO CONCERN

Volunteers had motivated counterparts in their host communities. All of the Volunteers we interviewed said they had motivated and supportive counterparts. A staff member at post described how they support Volunteers to identify their own counterparts. (See box on right.)

Staff provided orientations to counterparts as required. To orient counterparts, the post provided training for them during early service training (EST). When asked if they provided a safety and security briefing to counterparts and host-families, the safety and security manager (SSM) confirmed that there was a one-hour training session which included information on sexual assaults and harassment. They used the mandatory training session plan that Peace Corps headquarters provided for this purpose.

Peace Corps/Tanzania set the expectation among host communities and Volunteers that it was up to the Volunteers to choose their counterparts. This was a key message in every community meeting during the site development process and every Volunteer training workshop. Volunteers often had more than one counterpart, so they could work with the person who was most appropriate for different activities. The Volunteers decided which counterpart to bring to technical training events.

The post staff conducted Volunteer site visits in accordance with post-defined policies. The post had a system for tracking and documenting site visits. Ninety-two percent of Volunteers had received a site visit from a staff member every year of their service, which conformed to the post's policy. Those who didn't receive a visit as required cited reasons such as personal circumstances or being in the first 4 months of service. Most Volunteers (86 percent) reported that site visits were helpful or productive.

AREAS OF SITE MANAGEMENT THAT REQUIRED MANAGEMENT ATTENTION

The evaluation uncovered some areas of site management that required attention, particularly regarding the need to update the post's site management manual, housing preparations, and maintenance of site history files. The remainder of this section provides more information about these topics.

Volunteer housing did not meet the post's criteria when Volunteers arrived at site.

According to the Peace Corps manual section (MS) 270, Sec. 6.4 Housing Standards:

All [Volunteer/trainee] housing or host family arrangements must be inspected by post staff (or a trained designee) prior to occupancy to ensure each house and/or homestay arrangement meets all minimum standards as established by the Peace Corps and the post. Reports of the inspections must be documented and maintained by the post.

Many houses were not ready when Volunteers arrived at site. In Tanzania, a staff member said it was common to put Volunteers in housing at sites that was not up to standards. OIG noted that the dates on the signatures for post staff required to approve sites showed the sites were not approved until after the Volunteers moved to their permanent sites. During field interviews, Volunteers' responses to housing criteria checks disclosed that only 38 percent of their houses met all of the housing criteria on the checklist when the Volunteers first arrived. Only 63 percent of houses we checked met the requirement for windows secured with "bars or sturdy wooden shutter with inside locks..."

According to a staff member at the post, Volunteers often reported problems with their houses after returning from a site visit. We reviewed the post's "Site Visit Debrief Report" (April 2019), which summarized housing deficiencies, including: weak doors with wooden locks, a house which was isolated in a school compound, no locks inside the doors, a pombe hut (local bar) near the house; gaps between the wall and the roof; no bedroom door; and no burglar bars. In this report, post safety and security staff emphasized the need to address these issues quickly to prevent burglaries.

During site visits, OIG observed multiple Volunteers placed in housing that did not meet the post's criteria. One Volunteer reported being at site for several weeks without access to safe water, despite reporting the problem to their program manager. We also learned about a Volunteer who was placed in a house close to a bar and in an area that had a history of serious crime. During housing checks, we saw nails being used as a lock on the door to a Volunteer's courtyard; a dangerous electrical installation; window mosquito screens with large holes; windows with no mosquito screens; and other examples of inadequate, unsafe, or risky housing conditions. During field interviews, we met several Volunteers who talked about using water from ponds and rivers, or spending a large share of their living allowance to have potable water delivered because there wasn't a nearby source.

The post struggled to have houses ready before Volunteers arrived at their sites due to host communities lacking resources to fund improvements, compressed timelines, poor sharing of information throughout the site development process, and staff not adhering to criteria checklists during site development.

The post needed to provide additional funds to make improvements that would bring houses up to standards, because not all communities had sufficient resources. Even if they did have resources, host communities were reluctant to invest to bring a house up to the Peace Corps' standards until certain they were receiving a Volunteer. According to post staff, some community contacts reported that housing was ready when it was not. A senior staff member responsible for managing site development explained to us that following up on housing issues was overwhelming for staff, and depending on community partners for help was not always realistic. The new draft site management manual projected that the site identification process should begin 6 or 8 months before PST begins. This timeline was based on the post staff's experience that communities would not want to prepare and reserve a house for a Volunteer who wouldn't arrive for several months. However, this timeline was much shorter than the Programming, Training, and Evaluation Guide suggests "An effective site-preparation process begins one year prior to the arrival of trainees..."

According to post staff, information wasn't passed along about each site as it was developed over a series of visits by different people. Also, staff did not consistently use the criteria checklist during site development, used different versions of housing and site criteria checklists, and followed different site standards aside from housing. Some staff mentioned feeling rushed to approve sites, even when the sites did not meet criteria for readiness. We reviewed 21 randomly selected site history files and found that staff had approved the site selection criteria checklists of five sites even though they did not meet required criteria.

According to a senior staff member, poor organization of site management and inadequate planning resulted in poor quality housing produced at the last minute and placed staff in a crisis management mode, having to rush to get sites and housing ready for Volunteers. This caused stress, anxiety, and hurt the ability of staff and management at the post to focus on providing adequate housing for Volunteers. OIG heard that the task of bringing their own houses up to Peace Corps standards created additional stress for Volunteers who were not well equipped to manage this task. Living in sub-standard houses also increased Volunteers' risk of accidents, crime, and illness. Placing Volunteers in houses that do not meet the post's programmatic, health or safety standards can erode Volunteers' confidence in Peace Corps staff early in their service.

We recommend:

- 1. That the country director ensures there are sufficient funds at the post available to improve housing when communities are unable to pay for necessary upgrades.**
- 2. That the director for programming provide sufficient oversight to ensure that the process of site development is well-planned and organized and staff are appropriately documenting and sharing information about the progress of each site.**

3. **That the director for programming revise the timeline for site development to conform with the Programming, Training, and Evaluation Guidance that the site identification process should begin a year before Volunteers arrive at site.**
4. **That the country director ensure that site and housing criteria checklists are accurately completed and approved before Volunteers move into their permanent sites.**

Site history files did not contain information about crime incidents and site contact forms as required according to Peace Corps Safety and Security Instruction 401

Safety and Security Instruction (SSI) 401, Site History Files, Appendix 1 specifically requires that site history files include site contact forms. It also stipulates that there be a note with the crime incident reporting system (CIRS) number and instructions to see the SSM for more information if there are any serious crimes or recurring security events that could be indicative of a trend. It states: “Other incidents or events that raise concerns for the safety of future Volunteers (i.e. violence in the community, threats, etc.) must also be documented as a note.”

OIG checked 15 site history files where there was a crime incident (four restricted and 11 standard reports) recorded in CIRS. The safety and security team provided reasonable explanations for not including six incidents on our list of CIRS reports for serious crimes. Excluding these incidents, nine of the remaining incidents were not noted in the folders we checked. Also, a spot check of a sample of site history files found that 86 percent of site history files in the sample did not include the site contact form. In addition, during fieldwork we learned about a site with a known history of violent crime, and we observed that the site history file at the post did not contain any notes or documentation concerning this history.

The post’s site history file standard operating procedure did not conform to the requirements of SSI 401 and did not specify a procedure for noting crime incidents in the site history files or require that they include a checklist of required documents, a site selection criteria checklist (site approval), housing and host family checklists, and non-confidential crime incident tracking. According to one senior staff member responsible for oversight of the site history files, staff did not check the site history files during site development because they were able to remember where incidents had occurred. In this staff member’s view, not recording CIRS incidents in the files was not likely to have a negative effect, because staff were sufficiently familiar with sites and could depend on their memory to exclude sites where there had been incidents.

We recommend:

5. **That the country director develop and implement a post site history file standard operating procedure which conforms with the requirements of Safety and Security Instruction 401.**

The Site Management Manual Needed Revision.

According to the Africa Region Site Management Standards, “Post must establish a clear timeline and specific steps for identifying, preparing, and approving sites that aligns with the timeline articulated in the Programming, Training, and Evaluation Guidance and is adapted to the post-specific context.” OIG found that in Tanzania, each project team described a different timeline, site identification strategy, and process. Also, the education sector documented whether sites met programmatic criteria during their site development visits, while other sectors did not capture this information.

At the time of fieldwork in September 2019, the post had not yet finished finalizing its site management manual to be in compliance with the Africa Region's revised site management guidance issued in February 2019.

We recommend:

- 6. That the country director finalize the post's site management manual.**

VOLUNTEER SAFETY AND SECURITY SUPPORT

In our evaluation, we assessed Volunteer safety and security support using the following researchable questions to guide our work:

- Is the post sufficiently prepared to respond to emergencies and security incidents?
- Are preventative safety and security measures adequate?

The main crime risks for Volunteers in Tanzania were aggravated and non-aggravated sexual assaults, rape, burglary, and theft. The post trained Volunteers on strategies to reduce these risks, and reinforced key safety messages in weekly updates and through Volunteer warden⁷ communications.

AREAS OF NO CONCERN

The post had taken required steps to prepare for emergencies. The emergency action plan (EAP) had been updated and tested as required. OIG evaluators confirmed that consolidation points had been inspected. During interviews, 79 percent of Volunteers correctly identified their consolidation point. Only 16 percent of Volunteers interviewed had concerns about reaching their consolidation point in an emergency. Volunteer wardens understood their responsibilities and felt they could perform them in an emergency.

The post staff responded appropriately when Volunteers reported safety and security incidents. Volunteers were satisfied with the support they received when they reported crimes to the Peace Corps. Ninety-five percent of surveyed Volunteers were satisfied with the support they

⁷ “Wardens” are Volunteers who are specifically trained on the Emergency Action Plan to contact Volunteers in their regions to determine their status and whereabouts in the event of an emergency. They convey this information to Peace Corps staff and also prepare designated consolidation points, in case they are required.

received for safety and security issues. Ninety-two percent of interviewed Volunteers said they would report if a crime happened to them in the future. No major issues or trends surfaced in Volunteer interviews related to crime reporting response from staff.

Most Volunteers said they felt integrated into their communities. Although Tanzania Volunteers gave a slightly lower rating for their level of integration compared to Volunteers serving in other posts in Africa on the annual Volunteer survey, 89 percent of Volunteers in our interviews said they were well integrated into their communities. We did, however, learn that many education Volunteers felt they were integrated into their school communities, but not integrated into their local towns or villages.

The post-specific transportation policy was adequate. Peace Corps staff and Volunteers we interviewed said that using public transportation was their main concern for Volunteer safety. This was due to the poor condition of the roads and vehicles as well as control of the speed limit and reckless driving. To mitigate transportation risks, the post had implemented several measures. They were conducting regional trainings instead of bringing all Volunteers into Dar es Salaam to reduce transportation exposure. The post also required Volunteer wardens to assess transportation in their regions and make recommendations on safer alternatives, such as identifying reliable bus lines. The post transportation policy required APCD approval for night travel. Volunteers were prohibited from riding motorcycles, both as passengers and drivers. Eighty-six percent of Volunteers interviewed said they were able to follow the post's transportation policy. Among Volunteers who reported having broken the policy, most attributed this to difficulty accessing allowable forms of transportation within a reasonable distance, and a couple said taxis were too expensive or they had to use a vehicle at night.

AREAS OF VOLUNTEER SAFETY AND SECURITY SUPPORT THAT REQUIRED MANAGEMENT ATTENTION

The evaluation uncovered some areas of Volunteer safety and security support that required management attention, particularly in regard to compliance with agency requirements for safety and risk assessments, and the need to maintain accurate records of Volunteers' contact information. The remainder of this section provides more information about these topics.

The post has not stored updated contact information for Volunteers in the Volunteer information database application as required.

SSI 603 States that:

VIDA will serve as the official repository for Volunteer contact information. When site or contact information changes, Volunteers are required to provide updated information to their SSM, APCD/[program manager], or other delegated Peace Corps staff to be input into VIDA.

During field interviews, we asked 35 Volunteers to verify their phone numbers against the numbers currently listed for them in VIDA. Twenty-three of them said the information was correct, and 12 (34 percent) said it was incorrect. We also asked the Volunteers to verify the name and phone number of an emergency contact at their site. Twenty-seven said the information was correct, and nine (25 percent) said it was incorrect. Five of the Volunteers whose phone numbers were incorrect also did not have correct names and phone numbers for a contact person at their sites, which would make it difficult to reach them in an emergency. In

several cases, Volunteers with incorrect contact information said they had given their new phone number to staff multiple times – 3 of whom said they gave the new information to multiple staff members. Staff at post also acknowledged that they were aware of the issue:

We recently did an exercise with Volunteers, asking them to ‘Please confirm if this is still the number you are using,’ I found that 50-60% had changed and said ‘please use this other number.’

One factor contributing to this problem is that the agency implemented a new version of the Volunteer database (VIDA 2.0) this year, and staff responsible for entering updated information were not well-versed in how to navigate the new platform. The SSM did not depend on the VIDA information to contact Volunteers, relying instead on a “WhatsApp” group to find Volunteer’s current information. A staff member attributed the problem to the fact that Volunteers often changed their SIM cards or had multiple SIM cards, and the post lost track of which SIM number was the primary one they use. A Volunteer confirmed that staff often attempted to contact them using old numbers which they didn’t actually use. Another issue that surfaced during fieldwork was confusion around who of the staff were responsible for updating VIDA. The director of programming (DP) at the post said that the programming staff only recently realized this was their responsibility.

As a result of the confusion around contact information, staff may have trouble contacting Volunteers in an emergency. In 2017, the post did an EAP test, and it took over 50 hours to contact all Volunteers. One of the reasons the test took so long was that contact information was not correct. As a result of this test, staff recognized that they needed to update VIDA whenever they receive new information. However, 2 years have passed since that test, and we found that contact information in VIDA was still often incorrect. The post conducted an EAP test after our fieldwork, and it took 28 hours to complete, which is 4 hours longer than the recommended time.

We recommend:

- 7. That the country director ensure staff required to use the Volunteer information database application have been fully trained to use the most recent version.**
- 8. That the programming staff get updated phone numbers for Volunteers and a contact at each Volunteer’s site for all currently serving Volunteers and ensure that information is entered in the Volunteer information database application (Version 2.0).**
- 9. That the country director create a standard operating procedure which designates responsibilities and procedures for different functions in the Volunteer information database application (Version 2.0).**

The Peace Corps safety and security officer (PCSSO) had not conducted an MS 270 review within the past 3 years or a risk assessment within the past 5 years, as required.

According to SSI 130, PCSSO Trips, Trip Reports and Recommendation Tracking:

The Peace Corps Safety and Security Officer (PCSSO) visits his/her posts at least once per year. While at post, the PCSSO provides direct support to post via staff trainings, risk analysis and mitigation, and crisis management. He/she maintains relationships and context of post issues. The PCSSO also conducts the following basic security services:

- An MS 270 review and MS 265 Table Top once every three years,
- A full risk assessment and LES update once every five years

The most recent MS 270 review documented in Tanzania, however, was done in 2014, and there had not been a risk assessment by the PCSSO in the last 5 years. The SSM has been updating the last risk assessment annually. The PCSSO informed us that the post was scheduled to conduct an MS 270 review in late 2019 or early 2020. The PCSSO had encountered difficulty scheduling the MS 270 review because of post staff travel schedules. Africa Region headquarters staff acknowledged that it was not unusual for PCSSOs to deviate from the 3-year standard for reviews at their host post. A timely MS 270 review could have elevated some of the issues raised in this report, such as the need to maintain updated Volunteer contact information, ensuring that housing met safety and security criteria, recording serious crime incidents in the site history files, and verifying that the post had an updated site management manual.

We recommend:

10. That the Peace Corps safety and security officer conduct a Peace Corps manual section 270 review.

11. That the Peace Corps safety and security officer conduct a full country risk assessment for the post.

VOLUNTEER HEALTH SUPPORT

In our evaluation, we assessed Volunteer health support using the following researchable question to guide our work:

- Is the health care program meeting Volunteers' needs?

The majority of Volunteers said that the Peace Corps was meeting their physical and mental health care needs.

AREAS OF NO CONCERN

The post had a medical action plan. The medical action plan (MAP) had been most recently tested in July 2019, which met the requirement for an annual test. All required staff⁸ participated in the test. According to headquarters staff who reviewed the post's medical action plan, it met the Peace Corps' current guidelines.

The required medical assessment had been completed. The last Office of Health Services (OHS) site assessment was conducted in 2017 by OHS personnel. The resulting report was very positive. Headquarters and regional medical officers thought the Tanzanian medical team was very organized and complimented each other well.

The post informed Volunteers about the quality nurse line. Volunteers were aware of the quality nurse line. PCMOs and other post staff have appropriately informed Volunteers about the quality nurse line as a way to voice concerns.

Volunteers reported that mental health support was adequate. OIG found that the post provided Volunteers sufficient support to navigate the challenges of service. Interview data collected from Volunteers reinforced the positive results from the OIG Volunteer survey. Twelve Volunteers expressed confidence in the PCMOs' abilities to be a resource for them. Furthermore, 24 Volunteers said the peer support inclusion and diversity network (PSIDN)⁹ was an effective resource for Volunteers. PSIDN helped support Volunteers who identify as LGBTQ+. Two Volunteers said they would have terminated their service early had it not been for the support they received from PSIDN. Volunteers also expressed confidence in the process of accessing mental health support. Of the nine Volunteers we interviewed who said they had sought mental health support, seven said they felt "very well" or "somewhat well" about the process of accessing the support.

Despite improvements in the post's efforts to effectively support mental health concerns, some Volunteers hesitated to seek help from medical staff for mental health issues, because they were afraid it would lead to being medically evacuated. Volunteers reacted positively to news that the post would have a mental health specialist on staff. All four PCMOs felt adequately prepared to address the mental health needs of Volunteers.

⁸ Peace Corps Technical Guidance 385, Medical Action Plan, requires PCMOs and other medical personnel, the country director (CD), the SSM, the director of management and operations (DMO), and any other staff deemed critical to participate in periodic trainings and reviews of MAPs. (Page 4, Version: July 2019)

⁹ The peer support inclusion and diversity network is a Volunteer committee, whose members receive specific training and resources from the PCMOs to provide other Volunteers with nonjudgmental, confidential support, resources, and information upon request to support their ability to cope with emotional challenges such as cultural adjustment, loneliness, American diversity, LGBTQ+, relationships, drug and alcohol issues, harassment, and assault.

The post provided sufficient staffing and logistical support for the medical unit. PCMOs said they had a manageable workload and the post provided sufficient logistical support. The medical unit at the post was well-staffed. The post also worked with two backup medical providers who were trained according to the Peace Corps' requirements.

Medical staff at post said they could support Volunteers with medical accommodations. Medical Unit staff did not report any issues with supporting Volunteers with medical accommodations, due in part to open and honest communication between the post and staff in OHS and the Africa Region.

Area of Note: Not all regional medical facility assessments were complete, but the post had a schedule for completion.

The medical unit had assessed all eight hospitals in Dar es Salaam within the last 3 years. However, only 53 percent of regional facility assessments were sufficiently filled out in the regional medical action plan, because the post had a staffing gap in the medical unit resulting in a backlog of facility assessments. Since hiring two additional PCMOs in 2017, they had developed a schedule to finish the assessments, therefore we are not making a recommendation.

VOLUNTEER ADMINISTRATIVE SUPPORT

In our evaluation, we assessed volunteer administrative support using the following researchable question to guide our work:

- Does the administrative unit provide sufficient support to Volunteers, including allowances and reimbursements?

We found that administrative support was adequate in terms of living allowances and travel reimbursements, but not in settling-in allowances, which were insufficient for some Volunteers.

AREAS OF NO CONCERN

The Volunteer living allowance was adequate. The majority of Volunteers indicated that the living allowance was adequate, including 72 percent of Volunteers responding to the OIG Volunteer survey, and 71 percent of Volunteers in field interviews. Furthermore, the post raised the allowance 9.7 percent in October 2019 based on the results of the last living allowance survey. Volunteers we interviewed who said that their living allowance was insufficient thought the raise would help reduce the shortage of funds.

Volunteer travel reimbursements were adequate. Eighty-one percent of Volunteers interviewed during fieldwork reported that their travel reimbursements were adequate.

AREA OF VOLUNTEER ADMINISTRATIVE SUPPORT THAT REQUIRED MANAGEMENT ATTENTION

The adequacy of Volunteers' settling-in allowances required management attention. The remainder of this section provides more information about this issue.

The settling-in allowance was inadequate for some Volunteers moving into unfurnished housing.

The agency provides newly sworn-in Volunteers with funds to obtain basic furnishings and household goods. MS 221 requires posts to conduct settling-in allowance surveys to determine how much Volunteers typically spend to set up their homes. Volunteers are asked to complete this survey within 3 months of moving to their sites. The post analyzes the responses within 90 days and determines if they should adjust the amount (higher or lower) for the next training cohort.

In Tanzania, the post had followed the procedure and asked Volunteers to complete the surveys. The response rate was low, so post staff inferred that the settling-in allowance was adequate. However, 55 percent of Volunteers responding to the OIG Volunteer survey said that the settling-in allowance was insufficient. When asked about the settling-in allowance, 50 percent of Volunteers interviewed also said that the allowance was not sufficient for their needs. Of these, most said that they were the first Volunteer at a site or did not get furniture from a predecessor. As a result, Volunteers had to use money from their U.S. accounts to pay for essentials, use money they saved from their PST walking-around allowance, or dip into their emergency transportation fund. Six Volunteers we spoke with went without some items or accumulated furniture over time. A couple of Volunteers mentioned having to choose between using settling-in funds for furnishing their household and completing safety and security or health-related upgrades to their houses. Volunteers knew the required housing upgrades could get reimbursed, but they had to pay for them up-front. Staff at the post said Volunteers could request additional funds if necessary for new sites.

We recommend:

- 12. That the country director and director of management and operations work with Volunteers to increase settling-in allowance survey participation and the post's understanding of Volunteer settling-in challenges.**
- 13. That the country director and director of management and operations evaluate whether settling-in allowances should be changed to reflect different living situations.**
- 14. That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.**

COMMUNICATION AND COLLABORATION

In our evaluation, we assessed the effectiveness of communication and collaboration using the following researchable question to guide our work:

- Do staff effectively communicate and collaborate with each other, Volunteers, and stakeholders?

OIG noted that the Tanzania Volunteer handbook began with a detailed set of Volunteer and staff commitments which clearly established the expectations for support and communication at the post. This chart seemed like a useful tool for ensuring that everyone at the post had a clear understanding of what to expect from one another in terms of key support roles and tasks. The post also held a standing weekly ‘Volunteer Focus’ meeting. Staff reported on site visits and discussed issues to decide on how to best support Volunteers in need of assistance.

U.S. Embassy officials spoke highly of the Peace Corps’ contribution to the mission in Tanzania. The Volunteer advisory committee (VAC) was also an effective mechanism for conveying information between the staff and Volunteers.

Internally, collaboration between the medical unit and other units was generally positive. The post’s FY 2020 budget proposal included non-appropriated funds provided by the PEPFAR program, which would create a vulnerability for the post should access to these funds decrease. In this section we will also address the post’s current complications in securing work permits or exemption certificates for Volunteers.

AREAS OF NO CONCERN

The post had positive communications with Embassy personnel. Overall, OIG found that the post and the U.S. Embassy collaborated and communicated effectively with each other in the most significant respects. Peace Corps senior staff regularly participated in country team meetings with U.S. Embassy officials. Representatives from the U.S. Embassy spoke highly of post staff, Volunteers, and Peace Corps leadership. Though post had some difficulty coordinating safety and security related information with the regional security officer (RSO) in the past, communication had improved in recent months. Senior staff reported that they were communicating with the U.S. Embassy regarding locations Peace Corps staff designate as off-limits to Volunteers.

The Volunteer Advisory Committee provided Volunteers with a means of communicating issues to the post. Most Volunteers we interviewed during fieldwork said the VAC helped facilitate communication between staff and Volunteers. Volunteers believed VAC is an effective mechanism to address grievances and provide feedback to staff at the post.

AREAS OF COMMUNICATION AND COLLABORATION THAT REQUIRED MANAGEMENT ATTENTION

The post did not have memoranda of understanding (MOUs) or equivalent agreements with appropriate national-level partners. The post did not maintain active project advisory committees (PACs), and staff engagement in PEPFAR country-level planning and coordination needed improvement. The remainder of this section provides more information about these issues.

The post’s engagement with the PEPFAR country team needed improvement.

“Characteristics and Strategies of a High Performing Post” guides senior staff at the post to use key contacts in the host government and partner organizations to support program activities and Volunteers. It also guides posts to establish positive communications and gain information about the country context and development priorities. This reference also points out that a good relationship with the U.S. Mission helps advance Peace Corps objectives, and that the Peace

Corps should provide key partners (such as the PEPFAR country team) with regular reports on Volunteer activities and project accomplishments, training events, and information about the process for requesting Volunteers. Headquarters staff explained that the agency does not have any formal rules or guidance for posts regarding how to engage in PEPFAR country team meetings, but acknowledged that it is a crucial part of implementing PEPFAR activities.

During stakeholder interviews, OIG learned that the DP had not been sufficiently involved in regular PEPFAR country-level planning and coordination meetings. The PEPFAR coordinator did not recall receiving Peace Corps specific reports, although results on PEPFAR indicators were regularly collected from all PEPFAR partners.

A couple of staff members indicated that a Peace Corps representative did not always attend PEPFAR team meetings. Headquarters staff were concerned that the post's many different partnerships (such as USAID small project assistance funds and Feed the Future) with reporting requirements, could dilute the amount of attention the PEPFAR partnership received.

The post's reliance on non-appropriated PEPFAR funds was an ongoing challenge for the Region. Half of the post's proposed FY 2020 budget was based on PEPFAR funds, including support for 10 staff positions. PEPFAR funding in Tanzania (not Peace Corps specific) was reduced in 2019 due to underperformance on key PEPFAR indicators. The Peace Corps was insulated from the majority of the budget reduction, but other PEPFAR partners in Tanzania had to absorb large budget cuts. If further reductions occur, they could affect post operations. There was not a consensus among senior leadership regarding the severity of this risk.

The impacts of not having strong representation on the PEPFAR country team could be serious for a post that depends on PEPFAR funds for half of its operating budget. According to the PEPFAR country coordinator, "This year, 23 percent of the budget was cut, and Peace Corps took part of that hit. The financial coordination with Peace Corps and all agencies is important, and perhaps Peace Corps got more of a hit than it would have otherwise because they weren't representing well."

We recommend:

15. That the director of programming establish more active and regular participation in PEPFAR country-level planning and coordination.

The post poorly engaged and coordinated with the host country government.

The Agency codifies the need for Memoranda of Understanding (MOUs) in MS 103 procedures: "Strategic partnerships are implemented through a variety of agreements, including, but not limited to, memoranda of understanding, interagency agreements, and participating agency program agreements." Project Advisory Committees (PACs) are another mechanism the agency uses to ensure appropriate partner engagement. The Programming, Training, and Evaluation Guidance states: "A PAC should be established for each new project and should remain active throughout the life of the project."

OIG found that the post did not have MOUs for the health education, education, or agriculture projects. Post staff also acknowledged that the PACs had not met in a few years and needed to be reformed. The post said that they did not meet often with high-level ministry officials.

MOUs, or formal agreements, appeared to be more important now than in the past, due to shifts in the Tanzanian Government. For example, some staff said that the Tanzanian Government was reluctant to identify partners for PAC meetings before the Peace Corps arranged an MOU with one of the Ministries for a project sector.

There was also a new logistical impediment to engagement with the government since it relocated national ministerial offices to Dodoma in April 2019. This more centrally located city was a 363-mile (or almost 8-hour) drive from Dar es Salaam, where the Peace Corps offices were located. This move created logistical and budgetary challenges for the post in terms of meeting with government officials and arranging PAC meetings. Not having PAC meetings had impacted the ability of members to share information and resulted in a disconnection between the Peace Corps and its partners.

Another reason why it may have been difficult for the post to pursue MOUs was that senior agency officials were not confident that attempts to negotiate MOUs would be successful. One senior staff member believed renegotiating MOUs could have unintended negative consequences.

The lack of formal agreements with key partners had negative impacts on the post in terms of communication and coordination. For example, not having a designated point of contact at the Ministry created gaps in communication channels when there was turnover in host country leadership. As a result, the Peace Corps had to start over from the beginning with each new contact in the host country government. A post staff member said that not having MOUs creates challenges when asking government representatives to participate in training events, since the Peace Corps needs to establish an MOU which specifically authorizes the participation of trainers from the Ministries.

In addition to ministerial-level MOUs, post staff reported that they needed an over-arching MOU with the President's office to address administrative issues, establish a basis for inter-ministerial communication, and facilitate the processing of required permissions. The post struggled to obtain volunteer exemption certificates (also referred to as 'work permits') from the Government of Tanzania. In April 2019, 34 volunteer exemption certificates were rejected by the host country government without an explanation. In December 2019, the agency cancelled the next class due to challenges securing permits.

Some Volunteers could not attend early service training with their counterparts due to problems obtaining work permits. As a result, these Volunteers felt unprepared to apply for grants and start projects in their sites. Some Volunteers also said they felt stressed when local immigration officials asked to see their work permits and visas. Some Volunteers said that communications from the post about delays in training were frustrating and led to increased stress.

In the post's FY 2020 strategic plan, they noted increased challenges in securing Volunteer housing, difficulties in obtaining refunds for value added-taxes (VAT,) reduced government

engagement at all levels, and a greater degree of scrutiny of Volunteer assignments and activities.

Leadership at the post expressed that establishing more formal agreements and regular communication with host country partners through project advisory committees could facilitate improved relations and support efforts to secure Volunteer exemption certificates.

We recommend:

16. That the country director develop and pursue a strategy to formalize agreements between the Government of Tanzania and the Peace Corps.

17. That the country director establish more active and regular engagement with project advisory committees.

STAFFING RESOURCES

In our evaluation, we assessed the post's management of staffing resources using the following researchable question to guide our work:

- Has leadership effectively managed staffing and staff capacity?

Post and regional leadership reported to us that the post was sufficiently staffed. At the time of fieldwork, there were 51 full time staff and 15-20 part time staff. They were in the process of filling positions that had been vacant, such as the general services assistant, monitoring and evaluations specialist, and human resources for health coordinator. Most staff we interviewed reported that their workloads were manageable.

AREAS OF NO CONCERN

Most post staff focused on improving their professional skills and complied with mandatory training requirements. Region and headquarters staff supported the post with staff development on topics such as facilitating training, intercultural diversity and inclusion, and monitoring and evaluation. The post was providing training resources for staff using Lynda.com.¹⁰ All post staff had completed sexual assault risk reduction and response training.

Most position duties were well defined. On the OIG staff survey, 86 percent of post staff agreed that their duties and responsibilities were well-defined. Several staff interviewed during fieldwork said they had recently reviewed and realigned their scope of work with their responsibilities as part of the performance evaluation process.

¹⁰ Lynda.com, now known as LinkedIn Learning, is an online learning platform with training modules on a variety of topics. An agency subscription provides free access to all Peace Corps employees.

AREAS OF STAFFING RESOURCES THAT REQUIRED MANAGEMENT ATTENTION

The evaluation uncovered some areas of staffing resources that required management attention, particularly the division of the director of programming and training position into two separate roles and the failure of a staff member to protect confidential information. The remainder of this section provides more information about these topics.

The division of roles and responsibilities between the director of programming and the director of training created conflict, confusion, and inefficiencies.

Peace Corps posts have some flexibility to determine what organizational structure works best in the local context. “Characteristics and Strategies of a High Performing Post” explains that:

The country director, programming and training officer, and [program managers] have devised and follow a system that defines project management responsibilities and each person’s role in key areas, such as representation, site development, reporting, communications with Volunteers, and Volunteer support.

It also emphasizes that staff should have “practical channels of supervision and responsibility.” The GAO Standards for Internal Control in the Federal Government (Green Book) advises that:

As part of establishing an organizational structure, management considers how units interact in order to fulfill their overall responsibilities. Management establishes reporting lines within an organizational structure so that units can communicate the quality information necessary for each unit to fulfill its overall responsibilities. ...Reporting lines are defined at all levels of the organization and provide methods of communication that can flow down, across, up, and around the structure.

In 2015, due to the large number of partners and an increase in training activities, the Peace Corps decided to add a fourth USDH position to the leadership team in Tanzania. To accommodate the fourth USDH, the agency divided the standard director of programming and training role into two different positions, which both reported to the country director. These positions were the director of programming (DP) and the director of training (DT).

OIG found that dividing the DPT position into the DP and DT positions created problems. Eighty-three percent of the post’s staff we interviewed expressed reservations about the DP/DT split. We compared the DP’s and DT’s annual performance plan objectives and found several areas of overlap for key functions, such as training, partnerships, site management, and staff development. When asked in the OIG Volunteer survey, “What are the most important issues or concerns that you have about [Peace Corps]/Tanzania that our evaluation should focus on?” several Volunteers raised concerns about how staff communicate with each other, how the DP and DT managed activities, and unprofessional behavior by staff.

When the programming and training teams are coordinated by one person (such as the DPT) the DPT can plan activities and manage deliverables to balance the responsibilities and schedules of both programming and training staff. Splitting the DPT position into two positions created a major challenge for those two individuals to communicate and collaborate closely enough to provide a coherent and well-planned sequence of training sessions for Volunteers while ensuring that other major responsibilities (such as site development) were effectively carried out.

During fieldwork, we observed that the programming and training teams were struggling to create the annual training calendar—the CD had to intervene. Senior staff at the post told OIG

that this staffing structure depended on positive collaboration between individuals in these positions to be effective. However, the different management styles of the individuals occupying these two positions at the time of our evaluation made it especially difficult for them to coordinate with each other. For example, the CD recently directed the DP and DT to meet at least twice monthly, since they had not been meeting on a regular basis to coordinate programming and training activities.

OIG learned that the challenged relationship between the DP and DT had negatively affected staff morale, increased tensions, delayed decisions, and created confused expectations. As one staff member said “I can’t make decisions and take action because I have two bosses and they don’t agree with each other.” Staff felt uncertain about what activities to prioritize because they answered to two supervisors. The lack of effective communication and collaboration between the DP and DT had reduced overall staff productivity and resulted in poor collaboration.

As a result of this staffing arrangement, headquarters staff observed that there was a “fuzzy delineation of staff responsibilities,” which made it difficult to communicate with post staff. Volunteers also noticed that staff did not get along with each other. Receiving contradictory information made Volunteers distrust information from the office.

We recommend:

- 18. That the country director revise the post staffing structure to a more conventional director of programming and training, and deputy director of programming and training.**
- 19. That the country director, director of programming, and director of training establish a formal plan to improve planning and coordination of programming and site management activities with training and other staff.**
- 20. That the country director address personnel performance issues per agency policy.**
- 21. That the Africa regional director provide resources for team building and conflict mediation between the programming and training units and United States direct hire staff.**

Volunteers did not trust that confidential information would not be shared by a senior staff person.

Staff members are expected to protect the confidentiality of sensitive and protected Volunteer information to the greatest extent possible consistent with applicable laws and effective management of Peace Corps programs. The requirement to protect Volunteers’ confidential information is based primarily on MS 294.

On the OIG Volunteer survey, several respondents raised concerns that a member of senior staff had inappropriately shared confidential information about a Volunteer's medical condition. OIG has referred this matter separately to management.

According to a PCMO, all of the staff, especially those who carry the duty phone, have been informed about the importance of safeguarding confidential medical information. During overseas staff training, all of the USDH staff received training specifically on the requirement to protect confidential information. The CD took steps to address confidentiality issues when they were raised by the VAC, PSIDN, and individual Volunteers. However, these efforts had not yet restored Volunteer trust that staff would treat confidential information appropriately. On the OIG Volunteer survey and in interviews, some Volunteers said that they might not share confidential information with staff due to past breaches.

We recommend:

- 22. That the country director and Africa regional director take appropriate corrective action to ensure that all staff at the post protect Volunteer confidentiality and do not share protected or sensitive information without written permission from Volunteers, in accordance with Peace Corps manual section 294.**

LIST OF RECOMMENDATIONS

We recommend:

1. That the country director ensures there are sufficient funds at the post available to improve housing when communities are unable to pay for necessary upgrades.
2. That the director for programming provide sufficient oversight to ensure that the process of site development is well-planned and organized and staff are appropriately documenting and sharing information about the progress of each site.
3. That the director for programming revise the timeline for site development to conform with the Programming, Training, and Evaluation Guidance that the site identification process should begin a year before Volunteers arrive at site.
4. That the country director ensure that site and housing criteria checklists are accurately completed and approved before Volunteers move into their permanent sites.
5. That the country director develop and implement a post site history file standard operating procedure which conforms with the requirements of Safety and Security Instruction 401.
6. That the country director finalize the post's site management manual.
7. That the country director ensure staff required to use the Volunteer information database application have been fully trained to use the most recent version.
8. That the programming staff get updated phone numbers for Volunteers and a contact at each Volunteer's site for all currently serving Volunteers and ensure that information is entered in the Volunteer information database application (Version 2.0).
9. That the country director create a standard operating procedure which designates responsibilities and procedures for different functions in the Volunteer information database application (Version 2.0).
10. That the Peace Corps safety and security officer conduct a Peace Corps manual section 270 review.
11. That the Peace Corps safety and security officer conduct a full country risk assessment for the post.

PEACE CORPS OFFICE OF INSPECTOR GENERAL

12. That the country director and director of management and operations work with Volunteers to increase settling-in allowance survey participation and the post's understanding of Volunteer settling-in challenges.
13. That the country director and director of management and operations evaluate whether settling-in allowances should be changed to reflect different living situations.
14. That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.
15. That the director of programming establish more active and regular participation in PEPFAR country-level planning and coordination.
16. That the country director develop and pursue a strategy to formalize agreements between the Government of Tanzania and the Peace Corps.
17. That the country director establish more active and regular engagement with project advisory committees.
18. That the country director revise the post staffing structure to a more conventional director of programming and training, and deputy director of programming and training.
19. That the country director, director of programming, and director of training establish a formal plan to improve planning and coordination of programming and site management activities with training and other staff.
20. That the country director address personnel performance issues per agency policy.
21. That the Africa regional director provide resources for team building and conflict mediation between the programming and training units and United States direct hire staff.
22. That the country director and Africa regional director take appropriate corrective action to ensure that all staff at the post protect Volunteer confidentiality and do not share protected or sensitive information without written permission from Volunteers, in accordance with Peace Corps manual section 294.

APPENDIX A: OBJECTIVE, SCOPE, AND METHODOLOGY

In 1989, OIG was established under the Inspector General Act of 1978 as 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 May 30, 2019. For post evaluations, we use the following researchable questions to guide our work:

A. Programming:

- Is the program focused on the country's development priorities, in the poorest areas of the country?
- Are Volunteers achieving project objectives?

B. Training:

- Do trainings prepare Volunteers for service?

C. Site Management:

- Are sites, housing, and work assignments appropriate and meeting all established criteria?

D. Volunteer Safety and Security Support:

- Is the post sufficiently prepared to respond to emergencies and security incidents?
- Are preventative safety and security measures adequate?

E. Volunteer Health Support:

- Is the health care program meeting Volunteers' needs?

F. Volunteer Administrative Support:

- Does the administrative unit provide sufficient support to Volunteers, including allowances and reimbursements?

G. Communication and Collaboration:

- Do staff effectively communicate and collaborate with each other, Volunteers, and other stakeholders?

H. Staffing Resources Management:

- Has leadership effectively managed staffing and staff capacity?

The evaluation team conducted the preliminary research portion of the evaluation between May 30, 2019 and August 15, 2019. This research included a review of agency and post documents provided by headquarters and post staff; interviews with headquarters staff representing Africa Operations, Safety and Security, Office of Health Services, Overseas Programming and Training Support, Peace Corps Response, and Volunteer Recruitment and Selection; and inquiries to the Office of Victim Advocacy. We also conducted online surveys that were completed by 114 Peace Corps/Tanzania Volunteers (referred to in this report as the “OIG Volunteer survey”) and 22 Peace Corps/Tanzania staff (referred to in this report as the “OIG staff survey”).

In-country fieldwork occurred from August 19, 2019 to September 6, 2019, and included interviews with post leadership and staff in programming, training, and support roles. At the U.S. Embassy in Tanzania we met in person with the chargé d'affaires, the deputy chief of mission, the regional security officer. We conducted a phone interview with the country PEPFAR coordinator. We met or spoke by telephone with four host country government ministry officials. In addition, we interviewed a stratified judgmental sample of 38 Volunteers (18 percent of Volunteers serving at the time of our visit) and inspected 30 Volunteer living spaces.

The scope of the evaluation encompassed approximately 3 years, from May 2016 to September 2019, to include the 27-month span in-country of most Volunteers (which includes 3 months of training) and additional time for Volunteers that extended their service beyond 2 years.

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 38 Volunteers, 22 staff in-country, and 8 key stakeholders, including officials with the U.S. Embassy in Tanzania, and host country ministry officials. We also conducted interviews with Peace Corps headquarters staff.

The following table provides demographic information for the entire Volunteer population in Tanzania. The Volunteer sample was selected to represent these demographics in addition to length of service, geographic location, and ethnicity.

Table 1: Volunteer Demographic Data

Project	Percentage of Volunteers
Agriculture	28%
Health	27%
Education	45%

Gender	Percentage of Volunteers
Female	63%
Male	37%

Age	Percentage of Volunteers
25 or younger	60%
26-29	26%
30-49	10%
50 and over	4%

Source: Volunteer Information Database, July 2019.

Note: Percentages may not total 100 percent due to rounding.

PEACE CORPS OFFICE OF INSPECTOR GENERAL

At the time of our field visit, the post had 52 permanent staff positions (1 of which was vacant). We interviewed 22 staff.

Table 2: Interviews Conducted with Post Staff

Position	Interviewed
Administrative Assistant – Finance	
Administrative Assistant – Medical	
Administrative Assistant – Operations	
Administrative Assistant – Programming and Training	
Administrative Assistant – Travel	
Assistant Peace Corps Director – Education (2)	X
Assistant Peace Corps Director – Agriculture	X
Assistant Peace Corps Director – Health Education	X
Cashier	
Country Director	X
Deputy Director of Management and Operations	X
Director of Programming	X
Director of Training	X
Training Manager	X
Driver (8)	
Executive Assistant	
Facilities Assistant	
Facilities Manager	
Food Security Coordinator	X
General Services Assistant (2)	
General Services Manager	
Grants Coordinator	
HIV/AIDS Coordinator	X
ICT Specialist	
IT Assistant	
Master Trainer	X
Medical Assistant	
PCMO (4)	X
Programming and Training Assistant – Grants	
Programming and Training Specialist – Health	X
Programming and Training Specialist – Education (2)	X
Programming and Training Specialist – Agriculture	X
Safety and Security Assistant	X
Monitoring and Evaluation Specialist	
Safety and Security Manager	X
Training Coordinator	
Volunteer Support Specialist (SARL)	

Data as of September, 2019.

Eight additional interviews were conducted with key stakeholders during the preliminary research phase of the evaluation and in-country fieldwork.

Table 3: Interviews Conducted with Key Stakeholders

Position	Organization
Chargé d'Affaires	US Embassy
Deputy Chief of Mission	US Embassy
Regional Security Officer	US Embassy
PEPFAR Coordinator	US Embassy
Teacher Trainer (2)	Ministry of Education
Food Security Officer	Ministry of Agriculture
Agriculture Officer	District Agriculture Office

Data as of September 2019.

APPENDIX C: LIST OF ACRONYMS

CD	Country Director
DMO	Director of Management and Operations
DP	Director of Programming
DT	Director of Training
MS	Peace Corps Manual Section
OHS	Peace Corps Office of Health Services
OIG	Peace Corps Office of Inspector General
PAC	Project Advisory Committee
PACA	Participatory Assessment for Community Action
PCMO	Peace Corps Medical Officer
PST	Pre-Service Training
SSM	Safety and Security Manager
VAC	Volunteer Advisory Committee

APPENDIX D: AGENCY RESPONSE TO THE PRELIMINARY REPORT



MEMORANDUM

To: Kathy Buller, Inspector General

Through: Angela Kissel, Chief Compliance Officer *Angela Kissel*

From: Johnathan Miller, Regional Director, Africa Region
Nelson Cronyn, Country Director, Tanzania

Date: March 30, 2020

CC: Michelle K. Brooks, Chief of Staff
Patrick Young, Associate Director of Global Operations
Joaquin Ferrao, Deputy Inspector General
Jerry Black, AIG/ Evaluation
Susan Demske, Associate General Counsel
Carol Spahn, Chief of Operations
Kevin Fleming, Chief of Operations, Africa Operations
J.J. DiBella, Chief of Programming and Training, Africa
Marguerite Joseph, Director of Programming, PC/Tanzania
Gerald Montgomery, Director of Programming, PC/Tanzania

Subject: Agency Response to the Preliminary Report on the Evaluation of Peace Corps/Tanzania (Project No. 19-EVAL-07)

Enclosed please find the agency's response to the recommendations made by the Inspector General for Peace Corps/Tanzania as outlined in the Preliminary Report on the Evaluation of Peace Corps/Tanzania (Project No. 19-Eval-07) given to the agency on February 14, 2019.

The Region and the Post have concurred with the 22 recommendations provided by the OIG in its Preliminary Evaluation of Peace Corps/Tanzania and will work to close the remaining recommendations by the set target dates.

Recommendation 1

That the country director ensures there are sufficient funds at the post available to improve housing when communities are unable to pay for necessary upgrades.

Concur

Response: PC/Tanzania will work to ensure there are sufficient funds available for necessary housing upgrades ahead of Volunteers should communities be unable to provide for the updates.

Documents Submitted:

- Site development spreadsheet for Volunteer group illustrating all mandatory housing criteria is met.
- Email example to Volunteers about reporting on any current housing issues.

Status and Timeline for Completion: September 2020

Recommendation 2

That the director for programming provide sufficient oversight to ensure that the process of site development is well-planned and organized and staff are appropriately documenting and sharing information about the progress of each site.

Concur

Response: The director of programming will provide sufficient oversight to the site development process to ensure it is well planned, organized and that staff are appropriately documenting and sharing information about site progress. This process will be improved through additional staff communication and monitoring of the overall site development process.

Documents Submitted:

- Proof of staff meetings and meeting minutes
- Emails to appropriate staff reminding everyone of the process
- Example site documentation

Status and Timeline for Completion: September 2020

Recommendation 3

That the director for programming revise the timeline for site development to conform with the Programming, Training, and Evaluation Guidance that the site identification process should begin a year before Volunteers arrive at site.

Concur

Response: PC/Tanzania will revise the site development timeline to better prepare for Volunteers arrival at site.

Documents to be Submitted:

- Site development timeline and implementation guidance

Status and Timeline for Completion: September 2020

Recommendation 4

That the country director ensure that site and housing criteria checklists are accurately completed and approved before Volunteers move into their permanent sites.

Concur

Response: The PC/Tanzania team will ensure that site and housing criteria checklists accurately completed and approved before Volunteers move into their permanent sites.

Documents to be Submitted:

- Example site and housing criteria checklists with approvals

Status and Timeline for Completion: September 2020

Recommendation 5

That the country director develop and implement a post site history file standard operating procedure which conforms with the requirements of Safety and Security Instruction 401.

Concur

Response: PC/Tanzania will develop and implement a post specific standard operating procedure for site history files that follows the guidance in SSI 401.

Documents to be Submitted:

- New site history file standard operating procedure
- Email to staff on with the new procedure

Status and Timeline for Completion: September 2020

Recommendation 6

That the country director finalize the post's site management manual.

Concur

Response: PC Tanzania will finalize post site management manual and ensure staff are aware of the updates.

Documents Submitted:

- Site management manual
- Email to staff on the new guidance

Status and Timeline for Completion: September 2020

Recommendation 7

That the country director ensure staff required to use the Volunteer information database application have been fully trained to use the most recent version.

Concur

Response: PC/Tanzania will ensure all staff required to use the Volunteer information database application are trained on the most recent version of the system.

Documents to be Submitted:

- List of staff trained on the new VIDA system
- Agenda of the training

Status and Timeline for Completion: September 2020

Recommendation 8

That the programming staff get updated phone numbers for Volunteers and a contact at each Volunteer's site for all currently serving Volunteers and ensure that information is entered in the Volunteer information database application (Version 2.0).

Concur

Response: PC/Tanzania will get updated phone numbers for all Volunteers, a contact at each Volunteer's site and ensure this information is entered into the volunteer database.

Documents Submitted:

- Emails to volunteers to collect information
- Screenshots from VIDA of the collected information

Status and Timeline for Completion: January 2021

Recommendation 9

That the country director create a standard operating procedure which designates responsibilities and procedures for different functions in the Volunteer information database application (Version 2.0).

Concur

Response: PC/Tanzania will develop and implement a post specific standard operating procedure for the Volunteer information database application.

Documents to be Submitted:

- New VIDA standard operating procedure
- Email to staff on with the new procedure

Status and Timeline for Completion: September 2020

Recommendation 10

That the Peace Corps safety and security officer conduct a Peace Corps manual section 270 review as required.

Concur

Response: The PC/Tanzania safety and security officer will conduct a Peace Corps manual section 270 review as required by Peace Corps policy.

Documents to be Submitted:

- MS 270 review report

Status and Timeline for Completion: January 2021

Recommendation 11

That the Peace Corps safety and security officer conduct a full country risk assessment for the post.

Concur

Response: The PC/Tanzania safety and security officer will conduct a full country risk assessment for post.

Documents Submitted:

- Country risk assessment report

Status and Timeline for Completion: January 2021

Recommendation 12

That the country director and director of management and operations work with Volunteers to increase settling-in allowance survey participation and the post's understanding of Volunteer settling-in challenges.

Concur

Response: PC/Tanzania will increase efforts to gain more participation on the settling-in allowance survey and engage with Volunteers to better understand the Volunteer settling-in allowance challenges.

Documents to be Submitted:

- Proof of email efforts to increase Volunteer engagement on survey
- Outline of additional engagement activities via meetings or conferences

Status and Timeline for Completion: January 2021

Recommendation 13

That the country director and director of management and operations evaluate whether settling-in allowances should be changed to reflect different living situations.

Concur

Response: PC/Tanzania will evaluate the need to increase the settling-in allowance as new data from Volunteer surveys is received.

Documents to be Submitted:

- Evaluation narrative on Volunteer survey data.

Status and Timeline for Completion: January 2021

Recommendation 14

That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.

Concur

Response: PC/Tanzania will clarify the process for obtaining reimbursement for additional settling-in expenses so Volunteers better understand the process as they arrive at site.

Documents to be Submitted:

- Emails to Volunteers about the settling-in reimbursement process
- VAC meeting minutes in which the process is discussed

Status and Timeline for Completion: January 2021

Recommendation 15

That the director of programming establish more active and regular participation in PEPFAR country-level planning and coordination.

Concur

Response: The PC/Tanzania director of programming will become a more active in the PEPFAR country-level planning and coordination.

Documents to be Submitted:

- List of regular meetings now attended by the director of programming.

Status and Timeline for Completion: September 2020

Recommendation 16

That the country director develop and pursue a strategy to formalize agreements between the Government of Tanzania and the Peace Corps.

Concur

Response: PC/Tanzania will continue to pursue efforts to formalize sector agreements between the Government of Tanzania and Peace Corps.

Documents to be Submitted:

- Emails and meeting minutes of further engagement with the Government of Tanzania on formalizing agreements with Peace Corps

Status and Timeline for Completion: January 2021

Recommendation 17

That the country director establish more active and regular engagement with project advisory committees.

Concur

Response: PC/Tanzania senior staff will attend project advisory committee meetings on a regular basis.

Documents to be Submitted:

- List of PAC meetings attended
- PAC Meeting summaries

Status and Timeline for Completion: January 2021

Recommendation 18

That the country director revise the post staffing structure to a more conventional director of programming and training, and deputy director of programming and training.

Concur

Response: PC/Tanzania will revise its staffing structure to align with a more conventional director of programming and training and deputy director of programming and training model.

Documents to be Submitted:

- New staffing structure
- New position descriptions for DPT and DDPT

Status and Timeline for Completion: September 2020

Recommendation 19

That the country director, director of programming, and director of training establish a formal plan to improve planning and coordination of programming and site management activities with training and other staff.

Concur

Response: The PC/Tanzania senior staff team will establish a plan to improve the coordination of programming and site management activities with other post staff and post happenings.

Documents to be Submitted:

- Formalized coordination plan
- Proof of plan distribution to staff

Status and Timeline for Completion: September 2020

Recommendation 20

That the country director address personnel performance issues per agency policy.

Concur

Response: The country director will address personnel performance issues at post and engage with HQ on matters when necessary.

Documents to be Submitted:

- Documentation of personnel performance matters
- Documentation of action steps to improve personal matters

Status and Timeline for Completion: September 2020

Recommendation 21

That the Africa regional director provide resources for team building and conflict mediation between the programming and training units and United States direct hire staff.

Concur

Response: The Africa region and other HQ offices will engage with PC/Tanzania via conference calls and online resources to improve team building capacity and conflict mediation at post.

Documents to be Submitted:

- Example of HQ and post engagement

Status and Timeline for Completion: September 2020

Recommendation 22

That the country director and Africa regional director take appropriate corrective action to ensure that all staff at the post protect Volunteer confidentiality and do not share protected or sensitive information without written permission from Volunteers, in accordance with Peace Corps manual section 294.

Concur

Response: The country director will remind post staff of their responsibility under MS 294 and the repercussions for violating the policy. In collaboration with the Africa Region the country director will also elevate any issues of MS 294 violation to HQ for further action.

Documents to be Submitted:

- Email to staff containing MS 294 and explaining staff responsibilities under the policy
- Proof of discussing of MS 294 at a staff meeting

Status and Timeline for Completion: September 2020

APPENDIX E: OIG COMMENTS

Management concurred with all 22 recommendations. All recommendations remain open. 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 2-3, 5-20, and 22 when the documentation reflected in the agency's response to the preliminary report is received. For recommendations 1, 4, and 21 additional documentation is required. These recommendations remain open pending confirmation from the chief compliance officer that the documentation reflected in our analysis below is received.

Recommendation 1

That the country director ensures there are sufficient funds at the post available to improve housing when communities are unable to pay for necessary upgrades.

Concur

Response: PC/Tanzania will work to ensure there are sufficient funds available for necessary housing upgrades ahead of Volunteers should communities be unable to provide for the updates.

Documents Submitted

- Site development spreadsheet for Volunteer group illustrating all mandatory housing criteria
- Email example to Volunteers about reporting on any current housing issues.

Status and Timeline for Completion: September 2020

OIG Analysis: Please document the actual costs that the post incurred to upgrade housing for the next round of site development to meet mandatory criteria on the site development spreadsheet to be submitted. OIG assumes that the post will conduct an analysis of funds required to address housing issues and, if necessary, adjust their budget request.

Recommendation 4

That the country director ensure that site and housing criteria checklists are accurately completed and approved before Volunteers move into their permanent sites.

Concur

Response: The PC/Tanzania team will ensure that site and housing criteria checklists accurately completed and approved before Volunteers move into their permanent sites.

Documents Submitted

- Example site and housing criteria checklists with approvals

Status and Timeline for Completion: September 2020

OIG Analysis: In lieu of an example of site and housing criteria checklists with approvals, the post should submit the site development spreadsheet mentioned in response to recommendation 1, verifying that housing meets all required criteria before Volunteers arrive at their sites.

Recommendation 21

That the Africa regional director provide resources for team building and conflict mediation between the programming and training units and United States direct hire staff.

Concur

Response: The Africa region and other HQ offices will engage with PC/Tanzania via conference calls and online resources to improve team building capacity and conflict mediation at post.

Documents Submitted

- Example of HQ and post engagement

Status and Timeline for Completion: September 2020

OIG Analysis: In addition to the example, please provide OIG with a narrative explanation of how the agency will support the post's needs for ongoing team-building and conflict mediation.

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 Jerry Black, by Senior Evaluator Kristine Hoffer, Senior Evaluator Paul Romeo, and Program Analyst Alexandra Miller. Additional contributions were made by Evaluations Fellow Rishi Udeshi.



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 Jerry Black at jblack@peacecorpsig.gov.

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For General Information:

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