

**PEACE CORPS/NIGER
A CASE STUDY OF EFFECTIVE
PEACE CORPS PROGRAMS**

A SACRED TRUST



OFFICE OF INSPECTOR GENERAL

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September 2006



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INTRODUCTION

This report is one of nine in the Office of Inspector General's (OIG) Study of Effective Peace Corps Programs. The study consists of nine case studies of Peace Corps programs – three in each region: Africa; Inter-America and Pacific; and Europe, Mediterranean, and Asia. Chosen in consultation with regional management, the posts selected were Niger, Malawi, Mauritania, Panama, Paraguay, Honduras, Georgia, Ukraine, and the Philippines. The purpose of the study was to document what these posts do to effect high quality programs.

We defined high quality programs as:

- Programs that prepare and place Volunteers in sites where they can be productive and are hosted by communities and organizations organized to be their partners in achieving the purpose of their assignment (goal one).
- Programs and assignments that bring Volunteers satisfaction, provide a healthy cross-cultural exchange (goal two), and inspire them to bring the world home (goal three).

The study of these programs was conducted in two phases. In phase I, OIG staff conducted extensive interviews with the staff at each overseas post involved with designing and planning programs; training Volunteers; developing sites; providing technical, medical, emotional, and administrative support to Volunteers; and managing the operational aspects of ensuring that these functions are performing effectively. Initial reports were then drafted and sent to the staff for their review.

In phase II, we spoke with Volunteers, mostly in small groups, about the same subjects: training, site development, site visits, support, and satisfaction with their Volunteer experience. In this phase, we asked Volunteers for their perspective on what the staff described they did in phase I. In three posts, Paraguay, Honduras, and Panama, we also interviewed counterparts during phase II for their viewpoints on implementing an effective Peace Corps program and a mutually beneficial Volunteer site placement and assignment.

The purpose of this study is to describe how some of the agency's best programs are led, managed, and administered: the procedures they use, the management approaches, the staffing assignments, and the programming and administrative details that distinguish one post's operations from another. The objective was to use real life examples as the basis for setting expectations for assessing program effectiveness and as a resource for staff to understand what it takes to run an effective program, as well as to provide some tools and ideas for establishing high-performing programs.

In some of our discussions with Volunteers in phase II, they felt that some of what the staff described to us in Phase I was not actually being done, was not being done effectively, or was not having the intended positive effect. This is not reflected in this

report, because of its focus on describing what the posts do well. But we did we report this information to the staff on an informal basis, and the instances of this type of feedback were not common. In general, the Volunteers' views did not contradict the staff in terms of the principal elements represented in well-run programs that are described here.

In writing these case studies, we decided not to name staff we credit for what we found to work well, but only to make reference to staff position titles. Our intention in doing this was to put the emphasis on the actual accomplishments, rather than who performed them. We do not mean in any way to minimize the credit that many individuals rightfully deserve for their excellent work. What we want to demonstrate is that there are actions that anyone can take or make an effort to initiate that are shown to effect positive Peace Corps program outcomes.

The PC/Niger case study was conducted by James Scanlon.¹ Mr. Scanlon was in Niger for the phase I of the study September 19-23, 2005, and for phase II April 11-21, 2006.

PC/NIGER: A SACRED TRUST

Nearly 3,000 Peace Corps Volunteers have served in Niger since 1962. Peace Corps will celebrate 45 years of service to the people of Niger in 2007.

Niger is a land-locked country in the heart of Africa. It has limited arable land, is chronically vulnerable to drought and famine, and remains one of the poorest countries in the world. According to the United Nations Human Development Index, Niger ranks 176 out of 177. The U.S. State Department reports that 74% of the men and 92% of the women are illiterate. Children die before reaching the age of 4 at the rate of 155/1000. The annual per capita income in Niger is \$180.

Table 1. Annualized Volunteer Early Termination Rates

Year	PC/Niger (%)	Africa Region (%)	Worldwide (%)
2001	22.2	12.6	12.3
2002	9.6	11.4	11.7
2003	11.4	10.6	10.5
2004	9.3	11.7	11.3
2005	7.1	10.6	11.7

Source: Office of Policy, Planning, and Analysis, Peace Corps, 2005

Yet, Peace Corps Volunteers thrive in Niger. PC/Niger has one of the lowest rates of early terminations (7.1% compared to a global average of 11.7%) and one of the highest rates of Volunteer extensions of service (15.2% compared to a global average of 6.8%). Eighty-six percent of the Volunteers live and work in communities with a population size

¹ Mr. Scanlon was hired as an expert to assist with this study. He is a former country director twice, a former regional Chief of Operations, and a former Director of Recruitment.

of less than 2000. In the 2004 Volunteer survey, 84% of the PC/Niger Volunteers (compared to 22% worldwide) said they “never” had access to electricity, 84% (compared to 30% worldwide) reported they had no access to water. How is it that Volunteers flourish in a land that is so starkly poor, with practically none of the conveniences and infrastructure familiar to Americans?

The answer lies, in great part, in the commitment, hard work, and creativity of the staff. As the staff describe their responsibilities, they cite many of the same activities, projects, and processes that most Peace Corps posts undertake. However, it does not take long for the listener to realize that in the context of Niger, these common responsibilities, described so matter-of-factly, require herculean efforts and that the staff accomplish the extraordinary.

WHAT THE VOLUNTEERS DO

The urgent needs of the people of Niger shape the areas of Volunteer work. Volunteers work in agriculture, the environment, community development, youth education, and health projects. All Volunteers are trained in how to promote HIV/AIDS awareness. The projects and Volunteer activities are as follows:

- **Agriculture.** Agricultural production is the number one concern for Niger. The Volunteers work directly with farmers to help improve individual household food production, water conservation, crop rotation, soil fertility management, and animal husbandry.
- **Education.** Beginning in 2003, PC/Niger Volunteers have been working to create English language centers, and promote girls education, vocational training, and adult literacy.
- **Environment.** Land degradation, population growth, and desertification exacerbate poverty in Niger. Volunteers implement land reclamation/anti-erosion activities, tree planting and protection, and environmental education in the schools.
- **Health and HIV/AIDS.** Poverty undermines the health of the population. Consequently, the country of Niger has high infant mortality rates and a proportion of children are malnourished. The adult population is increasingly vulnerable to HIV/AIDS infection. Nutrition education and HIV/AIDS promotional campaigns are but a few of the activities of the PC/Niger Volunteers.

Table 2. Volunteers by Project

Project	Community and Youth Education	Natural Resources Management	Community Health	Agriculture and Animal Husbandry
Number of Volunteers	31	33	25	30

Source: PC/Niger Project Status Reviews, 2005.

TO THE STAFF, THE VOLUNTEERS ARE A SOLEMN RESPONSIBILITY.

What was clear to us was the dedication of the staff to the Volunteers and, in turn, how this attitude is reflected in the commitment of the Volunteers to their communities and the people of Niger. The staff demonstrate their dedication in many ways. However, of the many excellent practices described to us, one example particularly illustrates our premise that PC/Niger is a high-quality program. This practice is the “installation protocol” the staff use to introduce the Volunteers to their sites. This ceremony embodies the care and attention the staff give to relationships with the host agencies and government of Niger. The thorough training of the Volunteers and meticulous site selection and preparation process combine to provide a safe and secure experience for the Volunteers throughout their service in Niger.²

The instructions and rationale for the ceremony sets the tone. According to the country director:

The installation of new Volunteers is an extremely important event. New Volunteers must be introduced to government counterparts, officials, and their villagers in a manner that is professional and culturally appropriate while educating one and all regarding Peace Corps’ goals, the role of the Volunteer, and cross-cultural issues. In the absence of an effective installation, new Volunteers will have a significantly more difficult time settling in to their village and getting started on all aspects of their work.

This process includes:

- Peace Corps representatives, known to the government officials and villagers, accompanying the new Volunteers.
- The team planning allowing time for travel, meals, “waiting for officials, etc.”
- Officials being notified by telegram or in person, which observes the respect for the officials and underscores the importance of the event.
- Volunteers being instructed to be well-dressed and well-groomed.
- Staff preparing the Volunteers to behave appropriately: “What do they need to say/do when presented to the prefet, sous-prefet services and how the village meeting will be conducted.”
- At each introduction, the senior Peace Corps representative reiterating the goals of Peace Corps and the role of the Volunteer and reminding the host representatives of their responsibility for the health, safety and security of the Volunteer(s).
- In the village, the team leaders meeting the chief or representative to inspect the house and then proceeding with the installation meeting.
- At the meeting, the Peace Corps representative reminding the participants that the presence of the Volunteer in their community represents the formal agreement between the United States and the Government of Niger. They also re-iterate the purpose of the Peace Corps and the role of the Volunteer. The villagers further

² See Appendix A for a complete description of the PC/Niger “Installation Protocol.”

discuss their expectations of the Volunteer. Then, the village symbolically accepts the Volunteer into their community and gives the Volunteer a Nigerien name.

- The villagers and Peace Corps representatives escorting the Volunteer to his/her house.

The installation protocol takes on the characteristics of a ceremony. It contains an aura of solemnity; it symbolizes that the community and the Volunteer are embarking on a major transition; it is a public commitment by both the Volunteer and the community to work together for mutual benefit. The community demonstrates acceptance by providing the house and honoring the Volunteer with a special status as signified by giving the Volunteer an African/Nigerien name. For the next two years, the village is the Volunteer's home with all that implies. As described by the Volunteers, the village is a safe haven; the context and meaning of their work and life; and the source of satisfaction, achievement, and recognition. In short, it is the Volunteer's family—albeit more “extended” than most Americans expect, but quickly and easily embraced.

CHOOSING A FITTING HOME FOR VOLUNTEERS: SITE SELECTION AND PREPARATION

What does it take? It takes a lot of small things done well. The staff conduct installation protocols twice a year, but the preparation lasts throughout the year, beginning with selection of communities and preparing them for the arrival of the Volunteers.

Site selection is a team effort. During the annual drafting of the Integrated Planning and Budget Strategy (IPBS), the staff participate as a team in discussions about current and new sites. They consider the number and location of sites and their impact on resources such as staffing, the availability of vehicles, and funds. Once the total number of new sites has been agreed upon, the four sector Associate Peace Corps Directors (APCDs) work out a regional and sector balance.

About six months prior to pre-service training (PST), the APCDs and programming and training assistants (PTAs) meet with Ministry and NGO officials at the national and regional offices to get their input on new Volunteer sites. The number of new sites varies each year by project, but the norm is about 35 new sites per year or roughly one-third of all sites. The sites have a life-span of approximately three Volunteer generations.

After the APCDs have met with government officials and NGOs, they request input from the regional Volunteer Leaders (PCVLs) and COSing Volunteers about potential sites in their areas. The APCDs and PTAs visit the recommended sites where they meet with local mayors and village leaders to discuss their needs and expectations for Volunteers. The Peace Corps staff explain what they expect the mayors and village leaders to do for the Volunteers, as well as the responsibilities of the Peace Corps and the Volunteers. After they have completed these initial visits, they rank the potential sites in priority order and present this list and an explanation for the ranking to the country director, the Peace Corps Medical Officers (PCMOs), the safety and security coordinator (SSC), and

the PCVLs. The list is also shared with senior officials in partner organizations before making the final decisions. The staff make their final selection before the Volunteers arrive for PST. During PST, PCVLs and their drivers may continue follow-up visits with villages to assure that the community completes preparations in a timely manner.

The APCDs and PTAs who conduct the technical training match Volunteers to sites during PST. They review the Trainees' resumes and aspiration statements, observe them in training, and conduct personal interviews. The APCDs ask the training staff, the PCMOs, the SSC, and the country director for their views and then develop a final placement list. Trainees are informed of their sites during the 7th week of training when they go to their site for approximately one week. During this week, they are joined by the terminating Volunteer, if it is an existing site, or by another Volunteer or staff member if it is a new site. They introduce the Trainee to village leaders and the community and help orient the Trainee to his new environment. They make sure the Trainee knows the location of his or her house, the markets, schools, and health clinics.

The final step in the process is the installation of the Volunteer. It is not perfect, and the staff acknowledged that, occasionally, they must invoke the single punitive clause in the installation protocol: "In the event that the house. . . is either not ready or not adequate, proceed with the installation meeting but DO NOT LEAVE THE VOLUNTEER IN THE VILLAGE." According to the country director, "The message is delivered kindly, but clearly. It usually doesn't take very long to resolve the situation."

The site selection process is effective. In the 2004 Volunteer survey, 72% of the Volunteers compared to 51% of Volunteers worldwide reported they were "well" or "very well" integrated into their communities. Additionally, 86% of the Volunteers reported their housing was ready immediately upon arrival at site compared to 72% of Volunteers worldwide.³ Over half (59%) of the Volunteers who responded to the OIG survey conducted at the time of this study indicated that host country colleagues were "well" or "very well" prepared for their arrival.

OUTREACH TO AND COLLABORATION WITH PARTNER GOVERNMENT MINISTRIES BUILD RECOGNITION AND ACCEPTANCE.

Effective site selection and program implementation does not happen in a vacuum. PC/Niger staff meet regularly with the partner government ministries at the national, regional, and local levels. Committed to meeting the needs of the country, PC/Niger consults with government officials to stay abreast of the government's plans and discuss PC/Niger's project plans.

For example, in 2003, Peace Corps and the Education Ministry worked together to develop a new Peace Corps education project that would place more emphasis on teacher training, especially for rural areas. The result is the current Community and Youth Education project. The Volunteers work as teacher trainers in the rural community

³ 2004 Peace Corps Volunteer Survey, Niger Report, May 2005.

schools with an emphasis on helping girls stay in school. In addition, they work in the community with out-of-work youth to upgrade their educational skills (language, math, and computers), provide basic vocational skills training, and assist with income generating schemes. The Volunteers draw on local professionals (especially women)—doctors, politicians, and small business people—to share their experiences and mentor the students.

PC/Niger staff feel it is important, as well, to keep the government up-to-date on events and changes within PC/Niger. The post issues annual project reports that review what has happened and the accomplishments relative to the goals and objectives. Written in French, the official language of Niger, these annual reports are signed by the country director and sent to the applicable national and regional ministry officials, mayors, and participating NGO leaders. This practice is an effective public relations tool for PC/Niger, keeps their partners informed of project progress, and increases the level of support and good will from the Peace Corps' government and NGO partners.

Another successful public relations and program support tool is a brochure, "What's Peace Corps?" that Peace Corps distributes to the Niger press offices, radio (see Box 1) and television stations, the NGOs, and international organizations in Niger. The brochure explains what the Peace Corps is about, the history of the Peace Corps in Niger, and the current projects' goals, objectives, and accomplishments in the three primary languages of Niger: French, Hausa, and Djerma. This extends the knowledge and understanding of the Peace Corps beyond the villages and communities where Volunteers currently work. It is a simple, inexpensive, and effective way to raise public awareness, but in contrast to most other agencies working in Niger, it is also a singularly effective way for the post to demonstrate the uniqueness of Peace Corps—by emphasizing respect for the culture and language of the host country.⁴

Box 1. Marketing

The radio is the major system of communication in Niger. The Volunteers use the radio to provide dozens of broadcasts on desertification, health, agriculture, and education in Hausa and Zarma [Djerma], two of the local languages. Also heard over the air waves is Peace Corps' theme song in Hausa and Zarma.

**PC/Niger Agency Initiatives
Report, 2005**

PREPARING THE VOLUNTEERS

PC/Niger's training manager views PST as a formative period of time in establishing the quality of the Volunteers' service: "If the Volunteers have a good start with the best PST we can give, they will have a better experience throughout their service." A key component shaping the quality of the Volunteers' service is the ability to communicate with people of all socio-economic levels. Nigeriens, however, are multi-lingual and communicate in both French and in local languages, especially in rural areas. The Volunteers must learn French, the official language of Niger, and also master either Hausa or Djerma, two of the most commonly spoken ethnic languages. Many Trainees arrive in Niger needing to learn not just Hausa or Djerma, but also French.

⁴ See Appendix B for the French language version of PC/Niger's brochure.

Because of this, PC/Niger places a premium on language training. The country director set an expectation to improve the quality of language training, and the staff rose to the challenge. Given the difficulty inherent in teaching the Trainees two languages in roughly three months, the country director characterized the improvements in language scores as a remarkable achievement by the language trainers.

The country director set a minimum language proficiency (intermediate low) that all Trainees must achieve before they are sent to site. The staff place the highest priority on language proficiency. Language classes consume a significant portion of PST. If a Trainee does not meet the required proficiency level, he/she is provided a personal language tutor for one to two weeks to achieve the required level.

The country director provided the OIG with a chart showing the improvement in language scores of Trainees from 2000 to 2005.⁵ In an email he wrote to the Programming and Training Advisor for the Africa region, he noted:

The big jump in attainment of at least “intermediate low” level of proficiency (our objective), from the 20-30% range in 2001 and earlier to the 80-90% range in 2003-03, can be attributed primarily to a new policy implemented for the 2002 PST; we decided (and so informed the trainees from the beginning) that those who failed to attain this level would be sworn in but held back from going to their posts for additional intensive language training. After the first two PSTs in which this policy was implemented (and our seriousness of purpose was recognized in PCV folklore), we have had a 95% or better success rate.

In the 2005 Training Status Review (TSR), the training manager noted: “Halfway through PST, 19 trainees out of 23 got the intermediate low level in language; and at the end of PST, all of the 23 got the intermediate low level; no one was left behind.” The country director was quick to give the language training staff credit. “I can’t just make a change by *fiat*; the staff made a big effort to upgrade the quality of language training to help me make good on my word.”

According to the training manager, as recorded in the TSR, the staff implemented other important changes that made language training more effective. Some of these were:

- Conducting two trainings per year allows the post to hire a language and cross-cultural coordinator full-time and to retain the best language instructors part-time. For Fiscal Year 2005, the TSR reports only two new instructors of a total of 13 part-time instructors.
- Intensifying assessments and tracking Trainees’ progress on a daily basis supported and reinforced by the attention of the country director.
- Teaching local languages to Trainees through the medium of French, further enhancing the Trainees’ acquisition of French in the process.
- Updating and revising language materials.
- Having language instructors share classroom activities after each class.

⁵ Language Proficiency Comparison from PST 2000 to 2005, PC/Niger. See Appendix C.

- Reinforcing peer teaching during language workshops, and the PST training of trainers (TOT) among language instructors.
- Assigning exercises to the Trainees that they practice in the community.
- Offering occasional sessions to the Trainees on language learning strategies.

PC/Niger's language program received deserved recognition when the Japan International Cooperation Agency (JICA), the Japanese volunteer organization, requested Peace Corps' language training materials. They intend to translate the materials into Japanese for use with their own volunteers.

PC/Niger runs two PSTs every year, one for Trainees in the agriculture and natural resource management project and one for the education and health Trainees. The staff plan for approximately 35 Trainees for each input. PSTs are nine weeks and concentrate on language, cross-culture, and community entry skills that are vital for the Volunteers' work in rural villages. The staff made the decision to reduce the length of the PST from the previous eleven to twelve weeks to nine with the plan to conduct an IST three months after the Volunteers have been at site. According to the country director and the training manager, concentrating Trainee efforts on language acquisition for the initial nine-week period enhanced language skills sufficiently to support the Volunteers' community entry and assessment tasks. Because the Volunteers had better information and a better understanding of their community, the IST was more effective.

The APCDs are actively involved in the preparation and implementation of PST. Prior to PST, they participate in the Training Design Workshop to help define the results they want from the training. The APCDs identify the competencies the Volunteers need to perform their tasks. Along with the training staff, the APCDs review and discuss the full array of required elements in the training design.

The post uses a combination of community-based and center-based training methods for PST. The Trainees receive a basic orientation to policies and procedures and learn about basic health and safety and security issues at the center before moving to their training villages and host families for six weeks. During this six-week period, they train in their villages in the afternoons and evenings, but return to the center each morning for sessions. Conducting some of the training events at the center allows for constant and consistent monitoring and assessment and facilitates communication among the staff.

In summary, the staff and the country director believe that the major characteristics of a successful PST include:

- Good preparation for the staff with TOT activities.
- Experienced, knowledgeable, and dedicated training staff.
- Team spirit, collegiality, and collaboration among the training staff and between the program and training staff.
- Leadership from the training manager.
- Appropriate and positive use of Volunteers as trainers in the cultural and technical training sessions.

- An open, collaborative, egalitarian, non-dogmatic approach to training in methodology and management.
- Good preparation of the host families that eases the Trainees' transition to a new environment.
- Outstanding logistics and support: food, meals, accommodations, cleanliness, and laundry service allow the Trainees to be comfortable so they can focus on learning. Finally, but importantly, timely transport reduces wasted time for the training staff as well as for the Volunteers.

Training is a continual process for the PC/Niger Volunteer, with the first in-service training (IST) taking place three months after PST, the second IST (mid-service conference) taking place toward the end of their first year, and the final training sessions at the COS conference about two months prior to the end of service. Emphasis in the first IST is on technical training. During the three-month interval between swearing-in and the IST, the APCDs, PCMOs, and the safety and security officer visit the Volunteers. The staff check on how the Volunteers are adjusting to their sites and identify those technical competencies that the Volunteers need to work on. From these discussions and observations, the APCDs and their assistants construct the technical design for the IST, which is hands-on and practical.

The first IST is scheduled to coincide with the mid-service training for the second-year Volunteers.⁶ This schedule allows second-year Volunteers who have been successful in their village projects, supplemented by technical trainers from government ministries, to present relevant and useful training sessions. Counterparts and supervisors also participate. Their participation gives PC/Niger's host country partners an opportunity to exchange ideas, set a direction for their projects, and foster partnerships with the Volunteers.

The mid-service training focuses on how to complete projects before the Volunteers reach their close-of-service date. Counterparts and supervisors participate in the sessions and make presentations. For both of the ISTs, the APCDs and their assistants are responsible for developing the training design and the specific goals and objectives, and for developing and presenting the final IST training report.

QUALITY PROGRAMS: USING THE VOLUNTEERS EFFECTIVELY

The people of Niger find themselves even worse off today than they were three decades ago. Since the withdrawal of the United States Agency for International Development (USAID) in 1996, the Peace Corps is the principal instrument for communicating the commitment of the United States to Niger and America's willingness to offer practical help. Stated the country director, "If Peace Corps is to have a program anywhere, surely, it should be in Niger."

⁶ See Appendix D for PC/Niger Annual Training Cycle 2005-2006.

The Peace Corps staff feel that their program benefits from Peace Corps' history in Niger, where it has worked continuously since 1962 and enjoys excellent rapport with and support from the Government of Niger. The Peace Corps is recognized by the government and in the communities as a partner in their efforts to meet the country's development needs. The Peace Corps Volunteers are distinct among international organizations for working at the grass roots level and living with and among the rural populace. Peace Corps staffers also feel that they have developed some good practices (see Box 2).

Niger has a reputation for being a difficult and harsh assignment. The staff, therefore, take pride in their low early termination rate and the significant numbers of requests for extensions as indicators of strong programming. But, they also remain attentive; all five APCDs and the country director watch for early terminations caused by dissatisfaction with the project or misplaced expectations. In each case, the APCDs, training manager, and program and training assistants discuss the situation and consider whether modifications in program operations and training are needed.

THE "CLUSTER" STRATEGY FOR EFFECTIVE PROGRAM MANAGEMENT

Box 2. Promising Practices. . .

- A Volunteer supervisors' conference during PST helps them understand PC philosophy, approach, the project framework and Volunteers' role and limitations.
- Involving counterparts in site development is very useful (especially for follow up).
- Increasing awareness of counterparts and community leaders in Volunteers' safety and security and reminding them about their responsibility increases Volunteer security.
- Repeating over and over the same things (about Peace Corps, about safety and security, about Volunteers' role and limitations) during site visits reinforces good practices.
- Asking community leaders and counterparts about their suggestions, advice, etc. regarding Peace Corps programs during training or site visits make them feel more involved and strengthens collaboration.
- Selecting role model PCVs . . . for PST proved to be a "killing two birds with one stone" strategy (encourages the invited PCVs on one hand, and incites the others to do better on the other).

PC/Niger PSR

Community and Youth Education, 2005

PC/Niger staff attribute the quality of their program management to the clustering of Volunteers from each of the sectors in the same geographic area. PC/Niger groups its approximately 120 Volunteers into five geographic regions, each with two to five Volunteer clusters. Each of the four regions in eastern Niger, located between 200 to 1000 kilometers east of Niamey, has a Regional Representative (a Volunteer Leader [PCVL]), a staff program assistant/driver, a vehicle, an office or regional house, and a transit house. There is also an Eastern Regional Office with a staff coordinator and secretary to support the two most distant regions. The five western clusters do not have a regional support structure and depend on the office in Niamey.

According to the staff, the goal of this clustering strategy is to:

- Provide efficiency in program management and Volunteer support.
- Facilitate safety and security.
- Encourage technical exchanges among Volunteers.
- Improve Volunteer morale.

Staff efficiency. Niger covers a large territory, the roads are in bad shape, telecommunication is limited, and public transportation is sporadic. It is difficult for staff to manage and support Volunteers scattered throughout the country. The clustering of Volunteers makes it possible for staff to make more frequent visits to Volunteers and maximize the use of vehicles and consumption of petrol. In short, clustering helps the staff to provide support to the Volunteers in an effective and efficient manner.

Safety and security. The safety and security of the Volunteers is also enhanced by clustering. Volunteers are much safer if they are not isolated and are close enough to call on each other for help if needed. Clustering makes it easier to deliver medical support in the event of a medical emergency or political turbulence. Each regional office and some of the cluster transit houses have a high frequency radio for emergency communications. Shuttle service by Peace Corps vehicles to each cluster reduces the need for Volunteers to use the “bush taxis” that the country director believes are the greatest threat to Volunteer safety.

Technical exchange. Volunteers reported they benefit from opportunities to consult with one another about projects, learn from the more experienced Volunteers, and collaborate with other Volunteers to create large projects like HIV/AIDS awareness promotions.

Volunteer morale. Because Niger is one of the most difficult Peace Corps countries for Volunteers, issues of physical hardships, a difficult climate, frequent health problems, and pervasive poverty could erode Volunteer morale, spirit, and enthusiasm. However, PC/Niger Volunteers demonstrate high morale, low attrition rates, and high extension rates. The staff are convinced that the clustering strategy contributes significantly to this success.

RESPECT AND DEDICATION DEMONSTRATED BY QUALITY VOLUNTEER SUPPORT

PC/Niger places high importance on site visits as the core of Volunteer support. This is stressed by the country director with uncommon dedication. The 2004 Volunteer survey showed that 88% of the PC/Niger Volunteers reported they had received a visit from their country director; this is in comparison to the 39% of Volunteers worldwide who reported they had received a visit from their country director.

The post’s protocol calls for new Volunteers to be visited at their site within three months after PST. The purpose of the visit is to assure that Volunteers are settled into their project and community and to address any personal and project issues the Volunteer is experiencing. A schedule of site visits by all staff is published and updated weekly as a part of staff meeting minutes and is distributed to both the staff and the Volunteers. The staff make an effort to coordinate their visits to a particular area for a more efficient use of vehicles and petrol. Some APCDs visit their Volunteers twice a year while others complete three visits during the Volunteer’s service. As one APCD put it, “We see Volunteers as our clients.”

The staff summarized the features of their system and processes that provide superior support to the Volunteers:

- Consistent expression of concern and advice from the country director and staff to the Volunteers.
- The cluster strategy as described above.
- The Installation Protocol that establishes the Volunteers in their sites.
- Prompt responses from APCDs and other staff to the Volunteers regarding technical resources and contacts for their project activities, information on next steps and difficult technical situations, and advice regarding cultural situations and how to better relate to supervisors and counterparts.
- A Peace Corps regional transportation shuttle that provides safe and timely monthly transport for Volunteers to the more distant regional centers.
- The Volunteer infirmary at headquarters and the regional office for Volunteers who need observation and rest as recommended by the PCMOs.
- Regular communications with Volunteers through the mailing of the weekly senior staff meeting minutes to the Volunteers to inform them of issues that impact their projects, the dates and times of staff visits to their sites, and schedules for training or other events.
- Updated information regarding project funding sources and application guidelines and information on international and local NGOs working in specific regions and project areas.

THE HUMAN FACE OF PC/NIGER: A GREAT STAFF

Staff education and experience are a significant contributing factor to the success of PC/Niger. The program staff are well-educated with degrees from universities in Niger and universities in other African countries, e.g., South Africa, Ghana, and Nigeria, and universities in Europe, Canada, and the U.S. Their previous work experience includes international organizations such as USAID, the United Nations, and European development NGOs. Two of the American staff were former Volunteers, one in Chad and another in Niger. The country director has extensive diplomatic and international experience in African countries with the State Department and international organizations. The prior government and NGO experience that local staff bring to their positions is invaluable for the rapport and contacts with government ministries and NGO officials. The Peace Corps has strong relations with the government and its NGO partners. Local staff also have extensive experience with the Peace Corps. Most have worked for the Peace Corps for ten years or more and remain excited, challenged, and positive about their work and the work of the Volunteers.

The PC/Niger staff see the strengths of their post emanating from the strengths of the staff. They cite the following:

- A country director with good leadership skills who listens to staff, is approachable, gives directions without micro-managing, instills trust and

confidence, solicits advice and input, gives positive feedback, and acknowledges good performance.

- An experienced, talented, and dedicated staff. Most of the staff have been promoted from within Peace Corps, starting out as trainers in PST and advancing to take positions as programming and training assistant, training manager, and APCD. The result has been a high degree of continuity and stability in personnel.
- A working system of communication among the staff, between the staff and Volunteers, and between staff and officials: the ministries, mayors, and representatives of local government and NGOs.
- Good teamwork among the staff and a sense of belonging. The staff feel that the Peace Corps is a family in which members reach out to help each other.
- An emphasis on practical and relevant PST programs with competent trainers to prepare Volunteers to meet the language, cross cultural, and technical work challenges that they face.
- A sense by the staff that they and the Volunteers are working together for the good of the country. One staff member commented, “I really like working as staff with Peace Corps. I have an obligation of helping the Volunteers who do so much for our people. I’m impressed with how they live and relate to the village people. Some HCNs can’t live in the bush like the Volunteers. I admire them, and I’m available to them.”

The dedication and devotion of the staff are transmitted to the Volunteers; in the 2004 Volunteer survey, 67% of the PC/Niger Volunteers compared to 29% of all Volunteers reported that they received “exceptional support and assistance in cases of personal or family emergencies.”

PHASE II: THE VOLUNTEERS’ PERSPECTIVE

Approximately seven months after recording the staff’s view of the post’s elements of programming success, we spoke to the Volunteers. With the assistance of the post, we convened small groups of Volunteers to learn what factors contributed to their service in PC/Niger. Twenty-nine percent of the Volunteers in the country at the time gathered to describe their experience as a Volunteer in PC/Niger. We met in small groups of 6 to 15 Volunteers in each group, and we conducted some individual interviews. The meeting sites were in Dosso, Zinder, Maradi, Birni N’konni and Niamey and a few individually at the Peace Corps office. The sessions lasted from three to five hours.

“IT’S NIGER”

The most salient factor in the quality of their experience in PC/Niger, the Volunteers told us, is the country itself. “Niger is what Peace Corps is about,” summarized one Volunteer. Throughout their service, the Volunteers share in the harshness of the poverty, the lack of physical infrastructure such as transportation, communication, water, power, food, security, and adequate institutional structures caused by poor governance

that impact education, health, agriculture, housing, and employment. Volunteers noted that the current crisis in Niger means food is scarce not only for the people, but also for the Volunteers (see Box 3). Volunteers expressed concern about maintaining a balanced diet.

These Volunteers may not be aware of or acknowledge the depth of their commitment, but the impact of their experience is clear. The Volunteers stated that living in rural areas allows them a realistic perspective on the country's problems. Success, they said, requires time, effort,

determination, and community – the community where the Volunteer works, the community of local friends, and the community of other Volunteers and Peace Corps staff. These community relationships make success possible in this difficult environment.

Box 3. Famine in Niger

Many of our PCVs had been forced to divert their work from development to aid/relief during the past year. This has been both positive and negative. On the positive [side], PCVs have been able to find ways to add value to large relief projects with environmental components (e.g. Food For Work). In some cases these projects were the only activities occurring at PCV posts [villages]. Negative impacts beside loss of project focus include increased expectations on the part of communities for aid and compensation for work. Overabundance of aid has been counterproductive in some zones from a sustainable development perspective.

PC/Niger PSR, Environment, 2005

Volunteers are aware that Peace Corps' positive reputation in Niger is because it is one of the only international development organizations that lives and works at the village level. This has inspired the Volunteers to work in difficult situations and is appreciated by the village community, ministry officials, and NGO staff. Volunteers also commented on the difficulty of competing with other aid and donor agencies that provide money with no real accountability or effort required of the donors or the recipients. They pointed out that in the current environment it is hard to focus on "building capacity" and planning for long-term "sustainability" when people are hungry. One Volunteer represented several of her colleagues when she said, "On a daily basis I am humbled. I get depressed and discouraged, and then I meet my neighbor who smiles and greets me; I *know* she is hungry and worried about her children. I feel so inadequate."

The hospitality, patience, and unselfishness of the Nigeriens is unmatched, the Volunteers say. Another Volunteer remarked, if a Nigerien family invites you for a meal, they may give you the only food the family has for a week. Another Volunteer added, "And they do it graciously and gladly." The integration of the Volunteers into their communities is so complete that, as the APCD/Environment remarked, "Niger PCVs tend to achieve early integration in their communities and often feel so safe they neglect basic safety and security practices they have learned."

The Volunteers we interviewed reported they felt needed, useful, and appreciated. Among the nine posts participating in the programming study, PC/Niger ranked second highest—76% of the Volunteers reported that their service and time in Niger is valued "well" or "very well." In the 2004 Volunteer survey, 74% of PC/Niger Volunteers compared to 61% of Volunteers worldwide would "definitely" make the same decision to join the Peace Corps.

“THEN, IT IS THE STAFF”

Volunteers told us that the PC/Niger staff were a major reason for their positive experience. That was confirmed in the Volunteer response to the OIG survey conducted as a part of this study; the results indicated that PC/Niger ranked second best among the nine posts in this programming study in providing effective technical support to the Volunteers. A Volunteer wrote: “The Peace Corps staff here in Niger are amazing. They are always supportive and friendly to Volunteers.” Another stated, “The staff at the office in Niamey have routinely gone far beyond what is required. . . .I’ve been amazed at what I and my fellow PCVs are able to do, but none of it would have been possible without the amazing group of people here to support us.” An extending third year Volunteer wrote: The staff are knowledgeable, kind, and understanding despite the difficulty of living in a country at the bottom of the U.N. [Development] Index. They feel passionate about their work, and this helps the Volunteers work more efficiently.”

The Volunteers remarked that the quality of this support from the staff was nurtured by the country director who set Volunteer support as his top priority. One Volunteer described the country director as having “Volunteer eyes and ears. He was one of us.” The Volunteers feel valued and trusted by the staff.

Intra-Volunteer Support

“We have a great network of Volunteer support, including places to gather (hostels) to regroup, let off steam, relax, learn from others’ work experiences, etc.”

PC/Niger Volunteer

Two PC/Niger services valued the most by the Volunteers are the hostels and the shuttle service. The Volunteers are highly aware that the Peace Corps scrutinizes the use of hostels, but as one Volunteer stated, “How many Washington staff have lived like we live?” The Volunteers are grateful to the country director

for his efforts to secure and maintain the hostels and indicated they do not wish to abuse this trust. The following describes some of the benefits of the hostels and the shuttle service.

- **The hostels.** The most important benefit provided by PC/Niger and staff in the eyes of the Volunteers was the hostel system. Volunteers reported that the transit houses and regional offices facilitate safety and security, provide a team-building opportunity, serve as a repository for resources and tools, and are a venue to discuss project activities, options, and ideas. The Volunteers told us that the transit houses contain a number of helpful resources for project implementation; these include the site histories from previous Volunteers, ideas for projects, gardening materials, library materials, medical supplies, and the ability for the Volunteers to make radio communication with the office. As one stated: “It is a lifeline.”
- **The shuttle.** For the Volunteers, the shuttle service is a highly valued service. The Volunteers explained why: monthly shuttle trips are planned for each cluster within a given region at monthly regional team meetings led by the Regional Representatives (PCVLs). This provides Volunteers with safe travel to do banking and shopping. Volunteers point out that the shuttle provides one-way

transport, but, as one Volunteer stated, “At least it reduces by 50% my chances of getting killed in a bush taxi.” The shuttles are also used by the staff to provide increased technical and logistical support. Finally, the shuttle drivers are not just drivers; they are program assistants/drivers who provide program and technical support to the Volunteers; “They are invaluable,” wrote a Volunteer.

Other PC/Niger staff contributions to the quality of their service mentioned were:

- **Effective programming.** Volunteers appreciated the post’s close working relationship with ministry officials. The Volunteers had experienced the benefits of having ministry officials at the national and regional levels who understand the project goals and who can act as advocates. Volunteers were also impressed with the APCDs’ knowledge, working relationship, and easy access with their respective ministry officials at the national and regional levels.
- **Staff and Volunteer collaboration.** In the villages and small towns where the Volunteers work, many of them are involved in more than one activity or project. It is not unusual for a health Volunteer to be working at a clinic with HIV/AIDS education and family planning, while also developing gardens, planting trees, and assisting in income-generation schemes with local women. Volunteers involved in multiple activities may receive support from more than one APCD. The Volunteers felt that this interaction contributed to the healthy environment between staff and Volunteers that they feel characterizes PC/Niger.
- **Quality site development.** Site development is crucial everywhere, but its importance is exacerbated in rural projects that lack infrastructure. The Volunteers stressed that the quality of their experience directly related to the selection and development of their sites. In addition, Volunteers pointed out that clustering Volunteers allows for collaboration of skills and greater productivity.
- **Quality PST.** Volunteers found the initial days of their training in the villages and living with host families difficult and challenging, but realistic and invaluable. As one Volunteer put it, “It’s where you learn how to learn.” It made their entry into their villages easier and more comfortable. The great majority of Volunteers spoke positively of the training manager and the language and cultural trainers as competent, accessible, patient, and willing to talk. Volunteers also noted that the training staff are constantly evaluating training based on Volunteer feedback, and the training continues to improve.
- **Quality IST.** Volunteers noted recent improvement in technical training at the IST to be more practical and hands on, particularly by second-year Volunteers and NGO trainers. Also noted was the contribution of COSing Volunteers to discuss the history of their site, what worked for them, and what did not work. The other aspect noted positively was the participation of their counterparts and the 2-3 day presence of some supervisors.
- **Peer Support training.** The Volunteers commented also on the usefulness of peer support training provided to all Trainees at PST. As the 2005 Training

Status Report stated: “Before we were only training nominated peer supporters during IST. Some Volunteers were not comfortable to talk about some of their problems to a peer supporter they did not really trust. Trainees unanimously welcomed the new approach. They are now better able to support one another.”

CONCLUSION: A SACRED TRUST

PC/Niger staff does a lot of small things required to run an excellent Peace Corps program well. What the PC/Niger staff do so well is the tasks that all Peace Corps posts perform: program design, site selection and preparation, training, and Volunteer support—every Peace Corps staff member recognizes the list. What makes them well done is that the projects have real, doable tasks; sites have a stake in what the Volunteer is arriving to do, training that gives Volunteers the skills to do the assignment, and the Volunteers feel the staff and Peace Corps office are behind them and beside them as partners in getting it done. The attitude of the staff is shaped by the country director, described by the Volunteers as “one of us.” The empathy and concern of the country director was real, but, at the same time, the country director expected excellence and professionalism from the Volunteers. The dedication of the staff is genuine and is based on seeing the Volunteers as a responsibility and as models to emulate. The Volunteers respond.

PC/Niger Volunteers are having a positive service experience. The Volunteers spoke with pride and confidence about their contribution to the people with whom they worked and lived; they were thankful for the openness of their Nigerien friends and neighbors in accepting them. Above all, they value the staff and their support. As one stated, “I only wish I could do more.”

APPENDIX A

Installation Protocol

INSTALLATION PROTOCOL

The installation of new Volunteers is an extremely important event. New Volunteers must be introduced to Government counterparts, officials, and their villagers in a manner that is professional and culturally appropriate while educating one and all regarding Peace Corps' goals, the role of the Volunteer, and cross-cultural issues. In the absence of an effective installation, new Volunteers will have a significantly more difficult time settling in to their village and getting started on all aspects of their work.

Following is the recommended installation protocol, based on input from Volunteers, staff, and counterparts. *(Note that this overlaps with the politique d'installation information in some areas.)*

- New Volunteers are accompanied throughout the installation process by PC staff and/or Volunteer coordinators/leaders.
- APCDs are ultimately responsible for the installation process. Experienced Volunteer coordinators/leaders, because of their unique relationship with local-level GON officials, will play key roles in the process by advising staff on the most appropriate way of proceeding with installations and providing introductions to GON and village-level officials (assuming PC staff do not already know them). During the installation period, Volunteer coordinators/leaders will serve, in consultation with APCDs, as team leaders.
- The installation schedule will be finalized at least one week before installations will begin, and disseminated to all relevant staff, Volunteers, GON officials, and Trainees. Time must be allowed for travel, shopping, waiting for officials, etc. Generally, count on one day for meeting GON officials at the Regional level, one day for meeting GON officials at the local level, and one half day per Volunteer installation depending on distances and road conditions.
- Telegrams are sent to all GON officials who will be meeting the new Volunteers. It is a good idea for PCVL/S's to reconfirm dates with services in case the telegrams are not received. PCVL/C's are responsible for informing villages of the day the installation will take place.
- Volunteers need to be well-dressed and well-groomed for all official meetings during the installation process. Clothing must not be torn, revealing, wrinkled, dirty, etc.
- Rehearse with the Volunteers what will happen at various stages in the installation process. What do they need to say/do when presented to the Prefet, Sous-Prefet, Services? How will the village meeting be conducted?
- During all meetings with GON officials, reiterate the three goals of Peace Corps and the type of work the Volunteers will be doing. Discuss health, safety, and security, letting the officials know that Peace Corps needs to be informed of situations that may put the Volunteer at risk. Encourage communication with PC/Niamey as appropriate. See the politique d'installation for further guidance.
- Upon arrival in the village, meet with the chef or his representative and inspect the Volunteer's house. In the event that the a house with minimum standards is either not ready or not adequate, proceed with the installation meeting but **DO NOT LEAVE THE VOLUNTEER IN THE VILLAGE**. The village needs to provide adequate housing before the Volunteer is installed. In the absence of adequate housing, the village will not receive a Volunteer. Minimum housing standards include: latrine with wall, water tight roof, compound wall (if this is standard in the village), door(s) and window(s) that lock, located in a safe part of the village

(i.e. not isolated or too far from other compounds. There should be a family that lives near the Volunteer who will assume the role of "adoptive family", ensuring that basic needs are met.

- At the actual installation meeting, the following points need to be discussed: the agreement between the GON and the US Government concerning PC (signed in 1962, requires Niger to provide housing and security); PC philosophy and goals; the role of the Volunteer; what to expect from the Volunteer, particularly in the first few months; cross-cultural considerations (privacy, e.g.). Solicit input from villagers regarding the expectations they have of the Volunteer, and discuss. Place extra emphasis on the need of the village as a whole to provide for the safety and security of the Volunteer. If a Volunteer has special needs, these need to be brought to the villagers' attention.
- After the installation meeting, return to the Volunteer's house and make sure that the stove and water filter are functioning. Assure the Volunteer that they will be fine despite their uneasiness with being left in the village. Review how they will get in/out of the village.

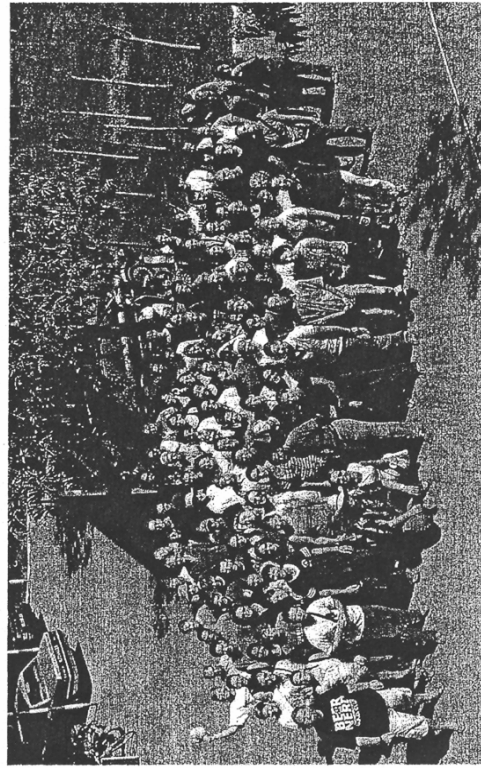
APPENDIX B

PC/Niger's Brochure in French

Corps de la Paix NIGER



**43 ans au service
du peuple Nigérien
1962-2005**



Volontaires au bureau du Corps de la Paix à Niamey

Qu'est-ce que le Corps de la Paix?

Une organisation de volontariat inspirée et créée par le Président John F. Kennedy, le Corps de la Paix a commencé ses activités en 1961. L'année suivante, les premiers Volontaires sont arrivés au Niger.

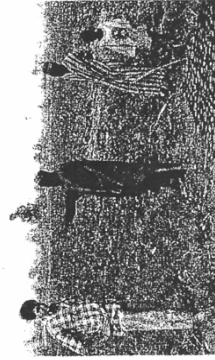
Les buts fondamentaux du Corps de la Paix n'ont pas changé depuis sa naissance. Ces buts sont: la promotion du développement durable dans les pays démunis, et l'établissement de la compréhension mutuelle entre le peuple américain et les peuples des pays hôtes.

Plus de 170000 Américains ont servi dans 137 pays comme Volontaires du Corps de la Paix depuis sa création, dont plus de 2800 au Niger. Aujourd'hui, 7500 Volontaires, dont plus de 100 au Niger, travaillent dans 71 pays. Ils consacrent deux ans de leur vie à travailler directement avec les populations de ces pays pour les aider à améliorer leurs conditions de vie. Au Niger, le Corps de la Paix, intervient aujourd'hui dans 4 secteurs reconnus comme prioritaires par le gouvernement: Santé, Agriculture, Gestion des Ressources Naturelles et le tout nouveau secteur d'Education Communautaire et des Jeunes dont les premiers Volontaires ont prêté serment le 26 septembre 2003. De concert avec les populations et les partenaires au développement, tous les Volontaires contribuent à la lutte contre la pandémie du SIDA et sont encouragés à l'utilisation des nouvelles technologies de la communication et de l'information.

Les Volontaires aident les populations à identifier leurs besoins, et ensemble ils conçoivent les voies et moyens pour satisfaire ces besoins. Bien que le Corps de la Paix ne soit pas une agence de financement, dans certains cas, il peut financer des petits projets en fonction de leur pertinence et de la capacité des populations à participer au financement et à la réalisation des projets.

"Nous sommes très sensibles, les villageois et moi. Nous restons à l'ombre et nous nous plaignons de la chaleur; nous buvons du thé; et nous sourions quand le vent souffle."

, Zinder



Dan aide à la plantation des arbres.

"Chaque jour, j'apprends quelque chose de nouveau. Et je saurai toujours que mes efforts pour connaître les gens dans un petit village au Niger m'ont rendu plus sage."

Kim et Charissa s'occupent des jardins.

Kim et Charissa s'occupent des jardins.

Qui sont les Volontaires?

Au Niger, les Volontaires sont presque tous nouveaux diplômés des universités américaines, âgés de 22 à 25 ans. Quelques uns sont plus âgés, et plus expérimentés. Plus de 60% sont des femmes. Ils sont tous enthousiastes, très animés et de bonne volonté.

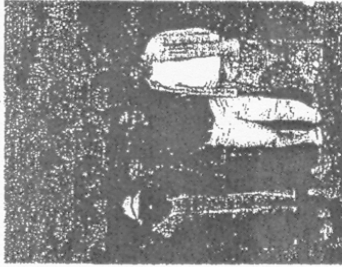
En arrivant au Niger, ils bénéficient d'une formation de deux mois. Ils apprennent les langues nationales (Hausa, Zarma, Tamachek, Kanuri et Fulfuldé) ainsi que le Français, et ils se familiarisent à la culture nigérienne. Après leur formation, ils sont affectés dans les villages pour servir pendant deux ans.

A présent, les Volontaires travaillent dans les Départements de Dosso, Maradi, Tahoua, Tillabéry et Zinder. A part les Volontaires de l'éducation travaillant dans les zones urbaines et une dizaine qui sont dans les capitales régionales, ils habitent tous dans les villages, et vivent en symbiose avec les villageois, travaillant quotidiennement à leurs côtés. Quelques uns prolongent leur séjour pour une troisième année, et sont affectés dans des organismes internationaux et des ONG.

Le programme du Corps de la Paix a commencé au Niger en se focalisant sur le secteur de l'éducation. Au fil des années, il s'est étendu aux secteurs de la santé, de l'agriculture, de l'environnement, et depuis 2003 un programme d'éducation communautaire et des jeunes a démarré, conformément aux besoins prioritaires identifiés de concert avec le Gouvernement nigérien.

Comment demander un Volontaire ?

Toute communauté, association ou organisation intervenant au Niger peut demander un Volontaire du Corps de la Paix. Pour ce faire il suffit d'adresser une requête d'affectation de Volontaire et remplir les conditions exigées pour l'affectation d'un Volontaire (voir formulaire ci-joint).



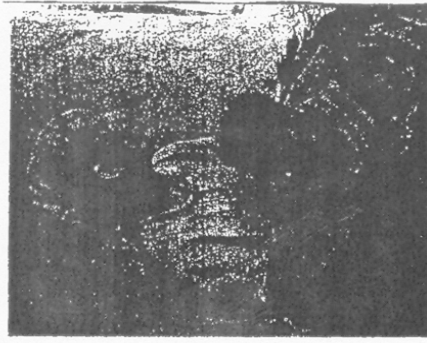
"Après deux ans au Niger, j'ai appris à être très patiente. Je suis arrivée au point où j'aime vraiment le Niger. Je n'aurai pas choisi un autre pays, et j'espère que tous les autres Volontaires auront une expérience semblable."

Ana avec sa nouvelle amie.

Les Volontaires forment des équipes de travail.

"Ce que j'aime surtout de mon travail au Niger, ce sont les liens familiaux que j'ai pu tisser. Mes voisins m'ont adoptée comme une de leurs enfants, et je suis également dévouée à eux."

Gothèye



Ana avec sa nouvelle amie.

Critères d'Affectation d'un Volontaire

Exprimer une demande (voir formulaire ci-joint)

Etre dans une zone accessible et paisible d'intervention du Corps de la Paix. Fournir un logement pour le Volontaire et assurer sa sécurité, conformément aux critères du Corps de la Paix et aux accords de coopération, Niger-USA.

Etre intéressé et disposé à travailler avec les Volontaires.

Avoir des opportunités de renforcement des capacités locales et de développement durable, dans les domaines d'intervention du Corps de la Paix.

Le Volontaire ne concurrence pas les ressources humaines locales.



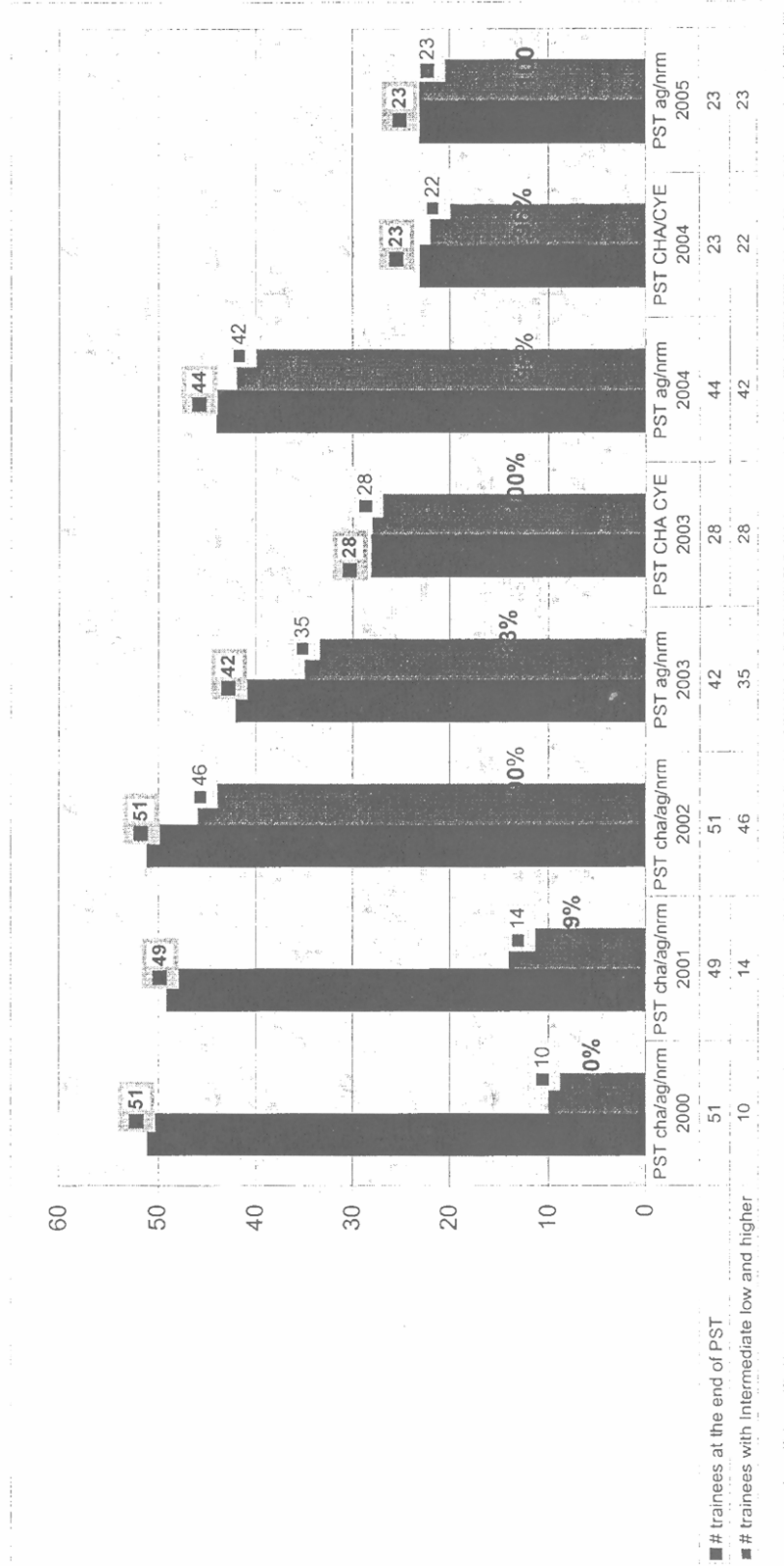
Corps de la Paix/Niger BP 10537 Boulevard
du Zarmaganda Niamey, Niger
Tél: (227)75-32-38/39/40

APPENDIX C

PC/Niger's Language Proficiency Interviews Comparison Chart

Language Proficiency Interviews comparison chart from PST 2000

	# trainees with Intermediate low and higher	# trainees at the end of PST	% trainees with Intermediate low and higher
PST cha/ag/nrm 2000	10	51	20%
PST cha/ag/nrm 2001	14	49	29%
PST cha/ag/nrm 2002	46	51	90%
PST ag/nrm 2003	35	42	83%
PST CHA CYE 2003	28	28	100%
PST ag/nrm 2004	42	44	95%
PST CHA/CYE 2004	22	23	96%
PST ag/nrm 2005	23	23	100%

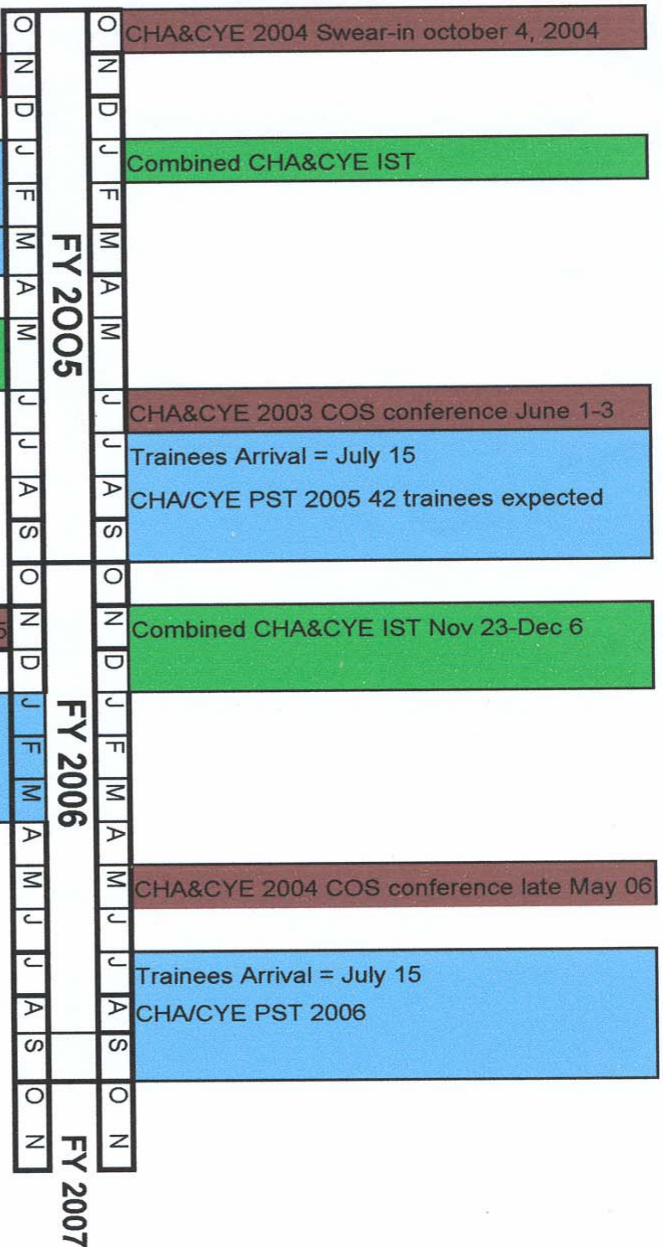


APPENDIX D

PC/Niger's Annual Training Cycle 2005 -2006

PC Niger annual Training cycle 2005-2006

CHA&CYE Training Events

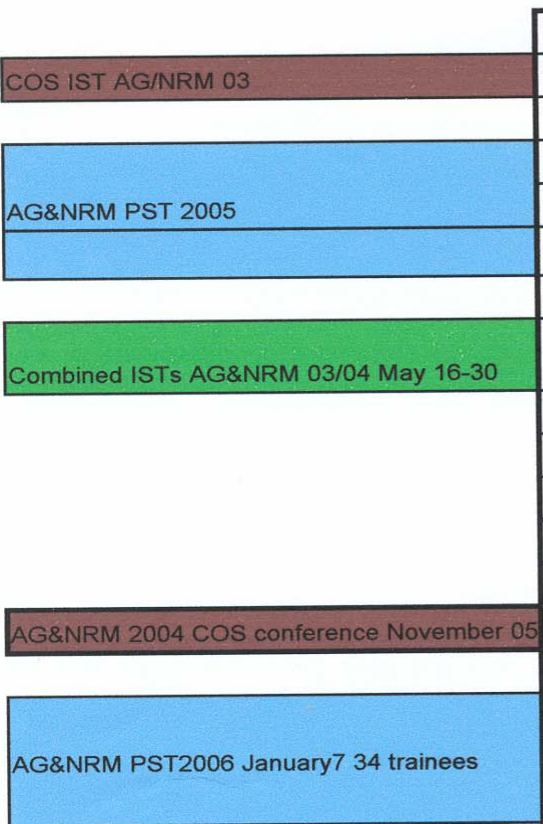


FY 2005

FY 2006

FY 2007

AG&NRM Training Events



COS IST AG/NRM 03

AG&NRM PST 2005

Combined ISTs AG&NRM 03/04 May 16-30

AG&NRM 2004 COS conference November 05

AG&NRM PST2006 January7 34 trainees