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**To:** Jody Olsen, Director  
Johnathan Miller, Regional Director, Africa Region  
Ellen Eiseman, Country Director, Mozambique  
Anne Hughes, Chief Compliance Officer

**From:** Kathy A. Buller, Inspector General 

**Date:** October 31, 2018

**Subject:** Final Report on the Program Evaluation of Peace Corps/Mozambique (Project No. IG-19-01-E)

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

Management concurred with all 24 recommendations. We closed 1 recommendation based on a review of corrective actions and supporting documentation. Recommendations 1-18 and 20-24 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. OIG will review and consider closing recommendations 2, 4, 5, 8-14, 17, 18, 20, 21, 23, and 24 when the documentation reflected in OIG's comments and the agency's response to the preliminary report is received. For recommendations 1, 3, 6, 7, 15, 16, and 22 additional documentation is required.

We wish to note that in closing recommendations, we are not certifying that the agency has taken these actions or that we have reviewed their effect. Certifying compliance and verifying effectiveness are management's responsibilities. However, when we feel it is warranted, we may conduct a follow-up review to confirm that action has been taken and to evaluate the impact.

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

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  
Matthew McKinney, Deputy Chief of Staff/White House Liaison  
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*A Volunteer teaches the students of her community library project.*

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## **Final Country Program Evaluation**

Peace Corps/Mozambique

IG-19-01-E

October 2018



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## EXECUTIVE SUMMARY

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### *BACKGROUND*

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The Office of Inspector General (OIG) conducted an evaluation of Peace Corps/Mozambique (hereafter referred to as “the post”) from April 5 to April 25, 2018. Over 1,300 Volunteers have served the people of Mozambique since the program opened in 1998. At the time of the evaluation, the post had 195 Volunteers working in 2 projects--health and education. The post’s total Fiscal Year (FY) 2018 budget was \$6,822,564, including appropriated and President’s Emergency Plan for AIDS Relief (PEPFAR) funding.<sup>1</sup>

### *WHAT WE FOUND*

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Mozambique was a complex and challenging setting for Peace Corps due to several factors, such as geography, safety and security, and politics. There were some unique, serious challenges for the post, including difficulties in obtaining visas for Volunteers. The Ministry of Education was also concerned about the qualifications of Volunteer teachers. Post staff experienced unusually high pressure because of these extraordinary challenges, and uncertainty about the outcome of high level negotiations regarding the program had impacted staff morale. This uncertainty was augmented by a leadership transition. Following our fieldwork, the country director departed from the post and a new country director was still being vetted during the drafting of this report.

The long-term stability of the staff in Mozambique was a strength. They worked well together as a team and appeared to have a highly collaborative approach. The post had developed a unique decentralized model for Volunteer support. We found that Volunteers were serving the needs of the poor through their work in health and education projects, which were appropriately focused. Volunteers also implemented various youth development projects that appeared sustainable. In general, the language training program was effective. The post had a well-staffed medical unit, and training on health and safety and security was adequate. Also, the Volunteer Advisory Committee was representing the voice of the Volunteer community adequately.

Volunteers reported that some staff needed to improve the timeliness of responses to Volunteer inquiries. Technical training could be more practical and better address working in the host country context. We also found that Volunteers who coordinated the national projects were responsible for managing unusually large grants. We observed that many Volunteer houses did not meet the post’s housing criteria, post staff was not following site selection criteria on transportation options, and there was not sufficient programmatic site selection criteria. In addition, site history files were not complete. The safety and security manager was in need of a safety and security assistant. In addition, Peace Corps/Mozambique expected programming and

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<sup>1</sup> This amount does not include the salaries, benefits, and related cost of U.S. direct hires assigned to post and other costs the agency has determined should be centrally-budgeted.

support staff to drive long distances to perform their duties which was stressful for staff and increased risk of vehicular accidents.

***RECOMMENDATIONS IN BRIEF***

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Our report contains 24 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 Republic of Mozambique is a large country on the coast of southeastern Africa bordered by Tanzania, Malawi, Zambia, Zimbabwe, South Africa, and eSwatini. The official language is Portuguese. Mozambique was a Portuguese colony for almost 5 centuries before it gained its independence in 1975. This was followed by a 16-year civil war that ended under a United Nations-negotiated peace agreement in 1992. From 1995 through 2015, Mozambique had an average annual economic growth rate among the strongest in Africa, though growth slowed in 2016 and 2017 due to a high level of external debt, departure of donors, inflation, and currency depreciation.

Mozambique's human development index<sup>2</sup> in 2017 was 0.437,<sup>3</sup> ranking it 180 out of 189 countries, and 46.1 percent of the population lived below the poverty line. The literacy rate was 58.8 percent of the total population in 2015. Less than 35 percent of secondary school aged children were in school.

Mozambique has had high fertility rates but also high mortality rates. The rate of HIV/AIDS in Mozambique was among the worst in the world at 12.5 percent of the population in 2017. The degree of risk for major infectious diseases was classified as “very high” by the World Factbook, and life expectancy at birth was low, estimated at 53.7 years in 2017.

Starting in the fall of 2017, the northernmost region of the country had experienced violence that continued during the writing of this report.



Figure 1: Map of Mozambique.

<sup>2</sup> “The Human Development Report” publishes an annual Human Development Index. The Index provides a composite measure of three basic dimensions of human development: health, education and income. Countries are ranked from “very high human development” to “low human development” based on related data.

<sup>3</sup> Based on survey data from 2011

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## PEACE CORPS PROGRAM BACKGROUND

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OIG conducted fieldwork for this evaluation of Peace Corps/Mozambique from April 5 to April 25, 2018. Prior to this evaluation, OIG had evaluated Peace Corps/Mozambique in 2004 and audited the post in 2005.

The Peace Corps first entered Mozambique in 1998 with 24 education Volunteers. Over 1,300 Volunteers have served in Mozambique since the post first opened. At the time of the evaluation, the post had 195 Volunteers. Trainees usually arrive in April and September each year. As of April, the post employed 55 staff. The post's FY 2018 appropriated budget was \$3,676,954.<sup>4</sup> PEPFAR also provided the post a budget of \$3,145,610 for FY 2018. The post had the following two projects at the time of fieldwork:

- **Education.** Education Volunteers teach English, biology, chemistry, and math, and they work with local teachers to improve teaching methods, English skills and curriculum development. Education Volunteers also promote education outside the classroom with tutoring, coaching, community libraries, clubs, science fairs, community projects, and leadership conferences. The project has a partnership with Mozambique's Ministry of Education and Human Development.
- **Health.** Health Volunteers work to build the capacity of governmental health workers, including assisting colleagues in planning and management; training youth groups; supporting people living with HIV/AIDS; conducting trainings in schools or households; training staff and community volunteers; and helping develop strategies, ideas, and materials. PEPFAR supports health project activities, including abstinence and prevention models, care of orphans and vulnerable children, palliative care, treatment adherence support, and education for high-risk groups. The project has partnerships with Mozambique's National AIDS Council and the Ministry of Health.

The post faced some major on-going challenges. First, the Government of Mozambique introduced a new volunteer visa issuance process, and the post struggled to get visa renewals for currently serving Volunteers and visas for the new class of trainees set to arrive in April of 2018. As a result, the trainees' arrival was delayed until June 2018. Secondly, the post had to cancel the August 2018 education trainee class due to a need to review the teacher certification process with the Mozambican Ministry of Education. These challenges will be discussed in more detail later in this report. A third challenge stemmed from violence which occurred in the northern region of Cabo Delgado in October of 2017 and additional violence in the first half of 2018. To ensure Volunteers' safety, Peace Corps/Mozambique closed all sites in this region in June 2018.

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<sup>4</sup> This amount does not include the salaries, benefits, and related cost of U.S. direct hires assigned to post and other costs the agency has determined should be centrally-budgeted.



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## EVALUATION RESULTS

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### *PROGRAMMING, TRAINING, AND EVALUATION*

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We assessed programming, training, and evaluation using the following researchable questions to guide our work:

- Is the program focused on the country's stated development priorities, in the poorest areas of the country? Are Volunteers making a difference in their communities?
- How well qualified and prepared are Volunteers for service?
- Are Volunteers achieving project objectives? How are staff using monitoring, reporting, and evaluation results?
- Does the site management process provide Volunteers with an environment conducive to Volunteer success? Are sites, housing, and work assignments appropriate and meeting all established criteria?

### AREAS OF NO CONCERN

This program evaluation found that Volunteers were serving in areas of need, doing work that addressed the country's development priorities. Volunteers said their work on national youth projects was engaging, and they felt they contributed to achieving project goals. Volunteers were generally satisfied with their sites. We also concluded that Portuguese language training was effective, and Volunteers had the skills they needed to integrate in their communities. We confirmed that Volunteers were assessed on their learning objectives. Staff conducted required visits to Volunteers' sites and used monitoring, reporting and evaluation results for decision-making.

**The program focused on areas of need in poor parts of the country.** The health project focused on HIV/AIDS and malaria to address the high rates of those diseases in Mozambique. The education project focused on secondary education and other youth-focused activities to meet a need for teachers in Mozambique and address low literacy rates. We found that most Volunteers were working in the poorest provinces in the country, and 92 percent of Volunteers reported on our Volunteer survey<sup>5</sup> that their work addresses the needs of a poor part of the country or a poor segment of the population.

**Staff and Volunteers felt that Volunteers were well integrated in their communities.** One hundred percent of Volunteers interviewed said they felt somewhat or very integrated into their community. A majority of post staff interviewed said Volunteers were well integrated. Most

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<sup>5</sup> OIG conducted a survey through SurveyMonkey prior to fieldwork. 114 Volunteers completed the survey. Volunteers were asked to rate many items on a four-point scale (1 = not effective, 4 = very effective)." The percentage of Volunteers who gave a favorable rating includes those who gave ratings of "3" or "4".

Volunteers felt that they had the skills and cross-cultural understanding they needed to integrate successfully.

**Many Volunteers worked on national youth projects which were sometimes sustained by counterparts after Volunteers departed.** Peace Corps/Mozambique Volunteers often participated in grant-funded national projects in addition to work in schools and health centers. The projects included camps and clubs for English theater, science, girls' empowerment, and coed life skills and awareness, each with regional and national components. Counterparts and the host government were also heavily involved in the projects, and there were some sites that no longer had a Volunteer that still had a functioning club because counterparts continued to work with them. For science clubs, Mozambique's Ministry of Science and Technology funded about half the cost of regional and national science fairs and all the district level science fairs. Also, the government of Mozambique granted the girls' empowerment club legal status as a non-governmental organization. On the Peace Corps All-Volunteer Survey (AVS), Volunteers reported high satisfaction with secondary projects, and many named one or more of these national projects when asked about their secondary projects in interviews. In all, 82 percent of Volunteers we interviewed said they were either involved in or planning to start at least one club.

**Staff reported that they used monitoring, reporting and evaluation results to make programmatic decisions.** Programming staff members told us that they used Volunteer reporting form (VRF) data to inform program planning and management decisions. For example, they updated the health project framework indicators and changed the focus of the education project from "teacher training" to "teaching students" based on data from the VRFs.

**Portuguese language training was effective.** On our survey, 93 percent of Volunteers indicated that language training prepared them to work in their site. Volunteers learned Portuguese in pre-service training (PST), and, if they passed the language proficiency index, they had the opportunity to study a local language as well. Some Volunteers said they wanted more local language training, but the post prioritized helping Volunteers to achieve proficiency in Portuguese for work purposes.

**The post sufficiently assessed Volunteers on their learning objectives.** The post used the trainee assessment portfolio to monitor Volunteers' progress on learning objectives during pre-service training. They documented trainees' achievement of terminal learning objectives for language, medical, safety and security, and technical training. Both the health and education projects included a practicum assessment for technical training as required by the agency's Global Learning Standard. Proper trainee assessment allowed the post to assess Volunteers on their pre-service training competencies, and the practicum activity and related feedback gave Volunteers confidence in their technical skills.

**Volunteers were satisfied with their sites.** Ninety-five percent of Volunteers we interviewed<sup>6</sup> expressed feeling safe and satisfied with their sites. Survey results showed that few Volunteers

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<sup>6</sup> Volunteer interviews were conducted using a standardized interview questionnaire, and Volunteers were asked to rate many items on a four-point scale (1 = not effective, 4 = very effective)." The percentage of Volunteers who gave a favorable rating includes those who gave ratings of "3" or "4".

had changed sites. Most said in our interviews that they had productive relationships with their primary counterparts.

**Staff conducted Volunteer site visits as required.** According to our survey, all Volunteers had received at least one site visit from staff except for the Volunteers who were in the most recent training group. The post's site management procedures required programming staff to perform three site visits during a Volunteer's service. Staff were meeting this requirement, and regional program assistants said they frequently saw Volunteers in their sites outside of formal required visits. Peace Corps medical officers (PCMOs) also performed their required site visits.

#### **AREAS OF PROGRAMMING, TRAINING, AND EVALUATION THAT REQUIRE MANAGEMENT ATTENTION**

The evaluation uncovered some areas that required management attention, including: the level of meaningful work for health Volunteers; education technical training; the classification of secondary activities; monitoring, reporting, and evaluation training; management controls of large grants; housing requirement compliance; transportation options from Volunteer sites; and site history file documentation.

***Health Volunteers sometimes struggled to find meaningful work at the health clinic, hospital, or other non-governmental organization they were assigned to assist.***

According to agency guidance "Characteristics and Strategies of a High Performing Post":

There are probably no greater ingredients for a Volunteer's success than the viability of the assignment and the safety and security of the Volunteer's living and working conditions. Thus, it is an essential job of Peace Corps staff to identify safe and viable assignments.

Many health Volunteers in our interviews and on the AVS reported that they did not have enough work to do at their sites, especially when they initially arrived. Post staff recently began placing Volunteers with hospitals in addition to a health organization when possible to provide them with a larger variety of work to do, but the change had not fully addressed the issue. Weaknesses in technical training, supervisor and counterpart preparedness, and site selection criteria may have contributed to the lack of meaningful work.

*Technical Training.* Only 58 percent of health Volunteers in our survey felt that technical training prepared them effectively to work on their primary assignment. Some Volunteers thought training was not relevant to the work they did or there was not enough information on the realities of the work environment. Several Volunteers also said that training was not sufficiently practical—they learned theory but did not have the chance to put it into practice to reinforce their knowledge.

*Supervisor and counterpart preparedness.* Less than half of health Volunteers we interviewed felt that the Peace Corps sufficiently prepared them and their counterparts to work together.<sup>7</sup> Post staff explained the role of a Volunteer to supervisors and counterparts at the supervisors' conference during pre-service training and during site visits, but 47 percent of health Volunteers in interviews still said that their counterpart or supervisor did not understand the role of a Volunteer. The most common complaints were that the supervisor did not know how to use the Volunteer or that the supervisor had unrealistic expectations about how much time the Volunteer would spend working at the hospital or organization versus carrying out other projects in the community. We heard from Volunteers and staff that some counterparts did not understand the Volunteer's role because their supervisors did not share this information with others at the clinic or organization, and some supervisors did not understand the Volunteer's role because their job responsibilities did not give them enough opportunity to collaborate with the Volunteer.

*Site Selection.* Although Volunteers were generally satisfied with their sites, we found that the post's site selection criteria and guidance did not provide staff with criteria specific to the project sector other than describing the Volunteer's role in each project. It did not provide specific guidance for staff concerning what to look for in a hospital or organization to determine whether it was prepared to host a Volunteer, nor did it specify what to look for in a potential supervisor. Site selection criteria did not sufficiently address whether the health center, hospital, or non-governmental organization would have enough (and suitable) work for the Volunteer to do.

Because they did not have enough work to do, health Volunteers often did not feel that their primary assignment<sup>8</sup> was personally rewarding, and some felt like they were wasting their time at their hospital or host organization, either resting idle or doing work they thought was not appropriate for a Volunteer.

**We recommend:**

- 1. That the country deputy director improve health technical training to make it more practical and applicable for Volunteers.**
- 2. That the country deputy director improve site preparation guidance for staff to ensure the supervisor and host organizations have sufficient understanding of how to use a Volunteer.**
- 3. That the country deputy director articulate and incorporate project specific programmatic site selection criteria into the site development process.**

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<sup>7</sup> Some volunteers did not have assigned counterparts, so we asked them to rate the preparation of their supervisor instead.

<sup>8</sup> As discussed above, Volunteers defined primary assignment as the work they do with their host organization, hospital or school.

***Technical training did not sufficiently prepare education Volunteers, particularly on the specifics of working in Mozambican schools.***

Peace Corps Manual section 201 “Eligibility and Standards for Peace Corps Volunteer Service” requires that by the end of training, a trainee must demonstrate technical competence, defined as “proficiency in the technical skills needed to carry out the assignment.”

The post had a three-phase training model where after 6 to 7 weeks of PST (phase 1), Volunteers went to live at their sites with a host family for 3 weeks (phase 2) before returning to PST for 3 to 4 more weeks (phase 3). The purpose of the 3-week site visit was to facilitate smoother integration in the community and workplace. It was also intended to provide practical experience during which trainees apply and improve technical and language skills.

Only 52 percent of education Volunteers on the AVS thought that technical training covered the subject matter at sufficient depth to perform their work effectively, and only 56 percent thought that it covered a sufficient breadth of topics.

A majority of education Volunteers we interviewed said there was not enough training on how to work within the Mozambican school system, such as maintaining the class book, testing, grading, and school meetings. In addition, several education Volunteers said pre-service training prepared them to teach a particular subject, but the subject they were asked to teach at their site was different. As a result of weak technical training, 35 percent of education Volunteers interviewed said that training did not prepare them well enough to work with their host organization.

Several Volunteers felt that phase 2 was too long and unstructured. For example, they felt the homework assigned over phase 2 was “haphazard” and unclear. Post staff could improve technical training for both health and education Volunteers by implementing practical activities focused on learning about the Mozambique-specific work environment during phase 2.

**We recommend:**

- 4. That the director of programming and training and the training manager improve technical training to better prepare Volunteers regarding the specifics of Mozambique’s education system.**

***Training did not sufficiently prepare Volunteers to report their project activities on the Volunteer reporting form.***

According to “Peace Corps Global Core Training Package”:

In order for Peace Corps staff at posts and in Washington to have confidence in stating the impact of our programs, we must ensure that Volunteers have the knowledge and skill base in monitoring and evaluation needed for them to effectively measure and report the results of their work.

Most Volunteers we interviewed said that training on how to report their project activities on the Volunteer Report Form (VRF) was ineffective. Several Volunteers we interviewed said there

was a long gap between when they received the VRF training and when they could apply it. As a result, they couldn't remember the instructions on how to complete their reports. Education Volunteers also said that training was not practical enough and felt they should have done a practice VRF during training. Health Volunteers did a practice VRF during their reconnect in-service training, but education Volunteers did not.

We determined that Volunteers were not reporting all their activities properly on the VRF due to ineffective training and confusion on how to report. Because reporting was low, a programming staff member said they hesitated to share some numbers in the project advisory council meetings with project partners.

**We recommend:**

- 5. That the country deputy director, director of programming and training, and program managers improve the timing and delivery of monitoring, reporting, and evaluation training to provide Volunteers a better understanding of how to monitor and report their activities.**

*Primary activities were incorrectly classified as secondary activities.*

Post staff generally defined secondary activities as those activities that were done outside of the classroom or the host organization. Using this definition, post staff referred to the national youth projects described above as "secondary" activities. Volunteers also participated in a community libraries project, and post staff referred to this project as "secondary" as well. The "Peace Corps Programming, Training, and Evaluation Guidance" defined secondary activities as those that were "in addition to activities that support the goals and objectives of their assigned projects." Under this definition, the youth clubs and community libraries projects would qualify as primary activities since they fit the goals and objectives in the health and education project frameworks.

Because of the incorrect classification, Volunteers were confused about which projects were primary. On the AVS, they rated their primary projects as less personally rewarding than Volunteers in other Peace Corps countries. The confusion over primary and secondary projects may be a factor that caused low reporting on primary activities on the VRF. even though Volunteers had worked to develop reporting guidance for their activities related to national projects.

**We recommend:**

- 6. That the country deputy director, the director of programming and training, and programming staff uniformly define primary and secondary activities following the definitions provided in the Programming, Training, and Evaluation Guidance.**

***Volunteers managed unusually large grants when implementing the national youth projects.***

To fund the four national youth projects described above, Volunteers applied for and received annual small grants through Volunteer Activities Support and Training (VAST).<sup>9</sup> Although the size of a small grant as a matter of policy<sup>10</sup> typically does not exceed \$10,000, in 2015 the Office of Strategic Partnerships approved Peace Corps/Mozambique’s proposal to fund the national projects through VAST for more than \$10,000 per grant. The two largest grants (the girls’ empowerment youth club and coed youth club) were for nearly \$60,000 each in 2018.

VAST grants over \$10,000 required authorization from the Africa Regional Director and the Director of the Office of Global Health and HIV/AIDS. In addition, the “Peace Corps Small Grants Program Staff Handbook” requires that “post staff will take into consideration the higher risks and responsibilities associated with a large-scale project and may need to allocate extra time and resources to ensure appropriate implementation and financial management.” It also suggests that post staff have greater oversight and management of grant projects that exceed \$10,000, including through quarterly reviews.

The 2015 request to fund the projects through the small grants program was part of an attempt to introduce greater oversight of the funding. Prior to that, PEPFAR funded the projects directly. The region and the post decided at the time to make quarterly disbursements instead of giving the full amount to Volunteers for the year, and Volunteers were required to submit quarterly reports on how the money was spent with receipts. Staff members involved in small grants had worked to improve financial controls over the projects. Last year the post introduced a new financial management training for Volunteers managing the large grants and asked the project coordinators to develop a financial management manual for future coordinators. Post staff encouraged the use of bank-to-bank transfers or mobile transfers instead of carrying large sums of cash.

Although the controls in place appeared to meet the Peace Corps’ standards for oversight of \$10,000 grants, some senior staff members expressed concerns about the amount of money that Volunteers were responsible for under these grants. Volunteers maintained ownership over the projects. They selected national coordinators and financial coordinators themselves, and they managed the handover events in which Volunteers transferred grant management responsibility to the next year’s coordinators.

One possible reason for the unease of staff was that they were still learning how to manage the grants since the process was only a few years old. As one staff member said to us, the post needed to find a balance between sufficient staff involvement and allowing Volunteers to have ownership over the projects.

The “Peace Corps Small Grants Program Staff Handbook” identified several risks to managing grants larger than \$10,000: Volunteer safety and security risks of possessing and transferring large sums of money; the considerable difficulty of managing the funds of a large grant; the

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<sup>9</sup> VAST grants are funded by PEPFAR and support HIV/AIDS-related projects or life skills activities that promote the reduction of risk and improve access to services, medications, or health care to reduce the risk of HIV.

<sup>10</sup> Per Peace Corps Manual Section (MS) 720, Attachment A: Peace Corps Small Grants Program Staff Handbook

liability Volunteers take on when applying for a grant; and preservation of the agency's mission to provide trained men and women, not funds. OIG learned of two recent incidents of lost or stolen grant funds from these projects, and we also received a complaint about waste of funds due to handover events being done at expensive venues.

**We recommend:**

- 7. That the country director define how staff should provide enhanced oversight and management over the grants projects that exceed \$10,000, especially the four national projects.**

***Many Volunteer houses did not meet the post's housing criteria.***

Peace Corps Manual section 270 "Volunteer/Trainee Safety and Security" requires that all Volunteer/trainee housing "be inspected by post staff (or a trained designee) prior to occupancy to ensure each house...meets all minimum standards as established by the Peace Corps and the post." In addition, Safety and Security Instruction (SSI) 603 "Volunteer Site Location Management" requires that all necessary upgrades be completed prior to occupancy.

As part of our evaluation, we performed housing checks for 36 Volunteers and compared the Volunteer's actual housing to the housing criteria checklist developed and used by the post. Only 28 percent of housing met all criteria at the time we performed the housing check, and only 31 percent of houses met all criteria when the Volunteers first arrived at site. The five most common issues observed during the housing check were:

- 19 percent did not meet the criterion: "House is well-constructed with a good quality roof so that rainwater and pests such as bats and snakes cannot easily enter."
- 36 percent did not meet criterion: "House will be free of insects / snakes / rodents by the time Volunteer moves in."
- 29 percent did not meet the criterion: "Has mosquito screening on all windows."
- 17 percent did not meet the criterion: "If applies: In the case that Volunteer must share the accommodation, there is a private lockable room for the Volunteer and access to a cooking area and bathroom or latrine."
- 20 percent did not meet the criterion: "If applies: If latrine, it is clean, minimum of 1.5 meters deep, covered with a roof, and has a cover over the hole to reduce flies and other insects. It must also have a door."

When we compared our direct observations of the condition of Volunteer housing to what staff had noted about some of the same houses on the housing checklists they had completed during site development, we found discrepancies. Specifically, for ten of the Volunteers whose houses did not meet at least one of the post's housing standards when they moved in (after staff had completed their housing check), nine of the checklists indicated that the houses met the criteria



we identified as deficient. When asked about this discrepancy, some senior staff members suggested that staff who had performed the housing checks were afraid to note problems with the houses on the checklists because they gave the forms to Volunteers during phase 2 of PST when Volunteers were still trainees who were going to stay with host (“foster”) families at their future permanent sites. At that time, the houses were not required to meet standards because the Volunteers had not moved into them yet.

OIG assessed that some of the criteria may be difficult to meet such as the requirement that the house be free of insects and rodents by the time the Volunteer moved in. In addition, several staff members thought that some Volunteers were not performing sufficient upkeep of their housing.

Some staff members cited budget issues as a reason for deficient housing, as well. The post was now paying more for Volunteers’ housing and repairs than in the past, when host organizations more often provided housing for Volunteers. The costs of rent and housing repairs had increased dramatically. This made it difficult for staff to find good housing within their budget. Further straining the budget, the foster families’ houses where Volunteers stayed during phase two of PST also had to be upgraded to meet Peace Corps standards. Ensuring upgrades or repairs were completed for both the houses of foster families as well as Volunteer housing required additional funds and staff time.

Housing that did not meet the post’s criteria risked exposing Volunteers to security incidents and health issues. For example, Peace Corps/Mozambique had high rates of burglary compared to other countries, so having proper security measures in place is important to protecting Volunteers. The post also had high rates of Volunteers contracting malaria, so screens on the windows are important to help protect Volunteers from mosquitos carrying the disease.

**We recommend:**

- 8. That the country deputy director, director of programming and training, and safety and security manager ensure that staff performing housing checks are following housing check criteria and recording any deficiencies requiring follow-up.**
- 9. That the country deputy director and director of programming and training improve expectation-setting with Volunteers on the importance of ensuring their house meets housing criteria and does not fall into disrepair.**

***The post selected sites that did not meet their own standards related to transportation safety.***

In September 2017, the country director announced a new transportation policy for Volunteer travel to reduce the number of vehicular accidents. The policy declared that “riding in the bed of open-back vehicles is not a viable option for [Peace Corps Volunteers] and is BANNED,”<sup>11</sup>

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<sup>11</sup> Capitalized in the original text

though Volunteers could ride in open-back vehicles if they rode in the front cab. According to the policy, post staff could grant some Volunteers an exception to the ban through a written authorization, but those Volunteers could only travel in an open-back vehicle on dirt or gravel roads with a known driver for an acceptably short distance.

Even before the new transportation policy was updated, the post's site selection criteria required that all sites have at least one viable form of transportation other than open-back vehicles. We found that Volunteer sites did not always meet this criterion. The Volunteer advisory committee and peer support network did a survey of Volunteers about transportation issues before the new transportation policy was developed, and they found that around 40 percent of Volunteers had used open-back vehicles for transportation.

During our interviews, although most Volunteers agreed that they could abide by the new transportation policy, 34 percent doubted it would be feasible for all Volunteers to follow because of limited transportation options. Four Volunteers we interviewed said open-bed vehicles were their only transportation option in and out of their sites.

Because some Volunteers were in sites that lacked transportation options other than open-back trucks, the post had to authorize written exceptions for 14 Volunteers in 10 sites. Mozambique had the 6<sup>th</sup> highest rate of road traffic injuries among Peace Corps countries according to the World Health Organization "Global Status Report on Road Safety-2015," and 37 percent of Volunteers we interviewed said they felt unsafe while traveling or taking public transportation. Peace Corps/Mozambique Volunteers were involved in very serious accidents in recent years when riding in the back of open-bed vehicles. Abiding by site selection criteria for transportation is essential to reduce the risk to Volunteer safety.

**We recommend:**

- 10. That the country deputy director and director of programming and training clearly define the range of acceptable transportation options for site selection criteria.**
- 11. That the country deputy director and director of programming and training ensure Volunteer transportation options are accurately assessed according to site assessment procedure prior to approving sites for Volunteer placement.**

*Staff did not maintain complete site history file documentation as required.*

As part of our evaluation, we reviewed completeness of site history file documentation for a sample of 12 sites. SSI 401 "Site History Files" requires that site history files contain at the minimum: a checklist of required documents, Volunteer request forms, completed site selection criteria checklists, site contact forms, housing/host family/homestay documents, site surveys, and records of relevant security incidents and concerns. SSI 401 specifically requires consolidated incident reporting system (CIRS) ID numbers for serious crimes and recurring incidents that

could represent a trend. Our review found that site history files were missing volunteer request forms and records of security incidents or concerns.

*Volunteer Request Forms.* During our review of site history files, we found that only 1 of the 12 files contained a Volunteer request form. A staff member told us that Volunteer request forms were in the Volunteer files instead of the site history files, which means they were filed incorrectly per SSI 401 cited previously.

*Security Incidents or Concerns.* As part of our site history file review, we looked at CIRS reports from the 12 sites. Five of the sites had previous security incidents within the past 2 years, and two of the five had recurring incidents that could represent a trend. However, the site history files did not contain a CIRS ID number or any notation of a security incident in that period. Notes of crimes or incidents in the 12 files we reviewed were related to incidents that occurred more than 10 years ago. When we asked whether incidents were documented, a post staff member told us that they expected to catch security concerns during site placement when the safety and security manager (SSM) reviewed sites, and that the SSM did a yearly incident analysis and shared it with programming staff.

A senior programming staff member expressed concerns that programming staff did not have the information they needed to make site selection decisions. Without having the documentation of safety and security incidents included in site history files, information could get lost, and a Volunteer could be placed in an unsafe situation. The post should not be dependent on a single staff member to have all of the information, because if that person leaves the Peace Corps or is otherwise unable to be involved in site placement, then the necessary information will not be available for making site selection decisions. Having complete site history documentation is important to making future site placement decisions.

In 2016, OIG found in our [Management Advisory Report: Site History Files](#) that deficiencies in the completeness and organization of site history files was a recurring issue across multiple posts between 2012 and 2016.

**We recommend:**

- 12. That the country deputy director, director of programming and training, and safety and security manager implement agency guidance governing site history file management.**

***VOLUNTEER SUPPORT***

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The country program evaluation assessed Volunteer support using the following researchable questions to guide our work:

- How well prepared is the post to respond to emergencies and security incidents, and are preventative safety and security measures adequate?
- Is the healthcare program meeting Volunteers' needs?

- How constructive is the relationship between staff and Volunteers?

#### AREAS OF NO CONCERN

Many aspects of safety and security were functioning well, the health unit was an area of strength for post, and Volunteer-staff communications were generally effective. We also found that the post was in the process of implementing a plan to improve support for Volunteers in coping with sexual harassment.

During our evaluation, we found no significant concerns that would necessitate action by the post in the following areas: safety and security and medical training, the emergency action plan (EAP), the medical action plan (MAP), consolidation points, living allowances, site visits, post communications to inform Volunteers about policies and procedures, and the role of the Volunteer Advisory Committee (VAC).

**A decentralized staffing model improved support for Volunteers.** An internal management consultation report in 2016 found that the post had one of the most complex operating environments due to geography, safety and security, and politics. It adopted a decentralized Volunteer support system to be more effective in providing resources to Volunteers located long distances from the capital. As a result, Volunteers received administrative support locally and didn't travel to the capital for most needs. This model depended on the largest satellite office in the Africa Region, located in Nampula in the north of the country with eleven staff members. There was another smaller regional office located in Chimoio with 3 staff members. The staff located in the northern provinces were supervised by the country deputy director, and remote staff in the central regions were supervised by the director of programming and training.

**Safety and security and medical training prepared Volunteers to be safe and healthy during their service.** On the OIG survey and during field interviews, most Volunteers reported that the safety and security and the health training were adequate. On the survey, safety and security training was rated as effective by 80 percent of respondents, and during interviews, 92 percent said the training was adequate or somewhat adequate. When asked on the survey about the effectiveness of training to maintain physical health, 86 percent of Volunteers said it was very or somewhat effective. Although ratings for mental health training on the survey were lower, 83 percent of Volunteers rated the training on adjusting to the emotional stress of service as very adequate or somewhat adequate during the field interviews.

One Volunteer stated, "I think Peace Corps encourages us to stay positive and healthy. We have a country-wide newsletter that goes out monthly." Another said that "There is always more you could do, but I don't have any specific ideas. They do a good job. We get checked-in on." One post staff member mentioned that they were planning to strengthen the mental health training.

**The Peace Corps medical officers felt adequately equipped to address mental health needs of Volunteers.** The PCMOs had received training on how to support Volunteer's mental health issues from Peace Corps headquarters staff in the Office of Health Services at continuing medical education conferences and other recent workshops. They all reported feeling confident

in addressing minor mental health issues. Most of the Volunteers interviewed said they had the skills and support they needed to cope with the challenges of service. Also, the post recently identified a new local counselor to whom they began referring Volunteers for mental health support. Despite PCMOs' ability to support Volunteers' mental health needs, some Volunteers feared that they could be medically evacuated and separated from service if they sought treatment for mental health issues.

**Staffing and logistical support were sufficient for the medical unit.** The medical unit was understaffed in the past, but with the addition of a new PCMO last year, the post had three full-time PCMOs, one part-time PCMO, and two medical assistants. PCMOs at post reported that the PCMOs' workload appeared to be manageable: "Yes, it's manageable now that we have four PCMOs. It used to be difficult, but now with four we can organize and share the work well. The fourth PCMO started February of 2017." Post staff interviewed said that the medical unit was well supported in terms of logistical or administrative needs. One PCMO pointed out that the computer monitors were all equipped with diffusing screens, which were used for protecting the confidentiality of patient information in the medical unit.

**The post conducted the planning necessary to be prepared in case of an emergency.** The post provided the EAP and the MAP to the evaluation team for review. We found that the post's emergency planning documents met agency requirements at the time of fieldwork. The post had tested the EAP in March of 2018, and 100 percent of Volunteers were contacted within the first 24 hours. The post successfully tested the MAP in August 2017. During Volunteer field interviews, 92 percent of Volunteers could accurately name their consolidation point and knew how to get there in an emergency. The members of the VAC also served as wardens who coordinate communication to other Volunteers in case of emergency. The VAC members had received the specialized training required in January of 2018. All VAC members interviewed said they understood their roles in case of an emergency.

**The administration unit provided Volunteers with sufficient living allowances.** At the time of fieldwork, the post was in the process of conducting a living allowance and market basket survey. Upon completion, they informed OIG that they decided to provide a 7 percent increase in the living allowance and a 15 percent increase in the utilities allowance, effective August 2018.

**Staff and Volunteers generally felt the post exhibited an inclusive work environment.** Peace Corps/Mozambique ranked highly among Peace Corps posts on the 2017 host country staff survey in response to the statement: "The organizational culture of Peace Corps (including staff and Volunteers) is inclusive of diverse people." Interviews during fieldwork and comments on the OIG survey indicated that the post had room to improve on supporting diverse Volunteers, however staff and Volunteers indicated that they were in the process of making changes to improve the treatment of diversity issues during PST and during service. Post staff also participated in an intercultural competence, diversity, and inclusion workshop in August of 2017.

**The peer support network and diversity outreach committees provided additional support to their peers.** The post established Volunteer committees--the peer support network and the diversity outreach team--to be more inclusive and supportive of diverse Volunteers. Based on the positive comments about the post's efforts to improve its support for diverse Volunteers, we considered this to be an area of no concern. Before departing, the agency's regional mental

health officer trained the peer support network. Seventy-eight percent of Volunteers we interviewed responded that the Peace Corps supported their identity very well or somewhat well through staff awareness and support, diversity training, and functioning committees.

**The Volunteer Advisory Committee was a useful mechanism for communication between staff and Volunteers.** During fieldwork, we learned that the VAC was well organized and engaged with staff effectively. Ninety-seven percent of Volunteers rated the VAC as effective at presenting their views to staff. The VAC provided input on policy revisions affecting Volunteers, specifically the vacation policy and transportation policy, and effectively called for action to improve support for Volunteers in coping with sexual harassment.

**Post leadership responded creatively to help Volunteers cope with sexual harassment.** Volunteers felt inadequately prepared to cope with sexual harassment during their service. The lack of trust and fear of interacting with some members of their communities due to sexual harassment impeded Volunteers' ability to integrate in their communities. When harassers didn't respect Volunteers' refusals to engage, the Volunteers felt threatened. Also, Volunteers did not feel staff responded appropriately when they reported harassment to staff.

Volunteer representatives highlighted the difficulties and challenges Volunteers faced during a VAC meeting in January 2018. As one staff member recalled: "A volunteer told us that even just the fear of sexual harassment sticks with her. A lot of our programming staff is male, and I think they need to better understand that perspective. We can't help Volunteers if we don't really understand their perspective."

In interviews, 14 out of 38 Volunteers said that the training on sexual harassment needed to be improved. Key senior staff at post stated that improving the training sessions on coping strategies for harassment is a high priority. For example, the post was working on a new training session called "intimate partner relationships." A staff member explained that they were aligning the resiliency and mental health adjustment sessions to ensure that they present strategies for coping with sexual harassment. They also planned to involve more female staff, particularly the sexual assault response liaisons, in training on sexual harassment. These changes were slated for implementation in the next pre-service training.

To improve staff members' responses to Volunteers' complaints about sexual harassment, the safety and security manager, training manager, and sexual assault response liaisons led training in which staff members considered several sexual harassment scenarios and identified possible coping strategies for Volunteers to employ. In April 2018, the post organized an awareness campaign, the "Sexual Assault Awareness Month: Embrace Your Voice Walk/Run," in which staff and Volunteers went for walks or runs while talking about how sexual assault and harassment impacted their lives. They tracked the number of kilometers they traversed during these talks to estimate the time they spent raising awareness about sexual assault and harassment. By the end, they had logged a total of 243.43 km or 151.6 miles.

The implications for site development were also being considered because sexual harassment was more common in the urban areas where most sites were located. Staff talked about the importance of providing training to supervisors, counterparts, and host families to alert them to

issues of sexual harassment affecting Volunteers. They were also planning to start taking Volunteers' reports about sexual harassment into account when making site assignments.

### **AREAS OF VOLUNTEER SUPPORT THAT REQUIRE MANAGEMENT ATTENTION**

The evaluation uncovered some areas that required management attention, particularly reinforcing safety and security measures, mitigating the risk of malaria, ensuring a timely and appropriate response to Volunteers when they reach out to staff, and adjusting the settling-in allowance for some sites.

#### ***Preventative safety measures needed improvement.***

Peace Corps policy requires posts to be able to locate a Volunteer in case of emergency. According to Peace Corps SSI 603 "Volunteer Site Location Management," Volunteers submit site contact forms (SCFs) to the main office, and the information is stored in the Volunteer information database application (VIDA). Information must be updated if a Volunteer moves or other essential contact information changes. The post communicates this requirement to Volunteers in the Mozambique Volunteer Handbook:

You are required to prepare and submit a *Site Contact Form* as part of PST Phase 2. This SCF form is kept on file for access by staff and will be monitored by SSM. It provides directions for staff members to find your house and is key for us to get to your residence in case of an emergency. It is also your responsibility to keep this document up to date. If for some reason you move houses/change sites during your service, your [program manager] will have you fill out a new form.

Post staff must also be able to locate Volunteers in an emergency if they leave their sites. Therefore, all posts have a system for notification which is explained in the post's whereabouts policy. This requirement is also described in MS 270.8.3.

According to the Mozambique Volunteer Handbook, the post's whereabouts policy requires Volunteers to text, call or email the travel phone and leave a message with six points of information anytime they are away from site overnight. If they do not receive a confirmation response, they are required to text their program manager.

*Site contact forms.* During fieldwork, OIG found that a representative sample of SCFs were not up to date, and Volunteers were not consistently reporting their whereabouts. The SCFs we reviewed contained inaccurate contact information. The MS 270 safety and security review conducted in 2015 by the regional safety and security officer noted a deficiency in the process for ensuring that site contact information was entered in VIDA and periodically reviewed for accuracy. Some post staff attributed responsibility for the inaccurate forms to Volunteers' failure to notify the office of changes, but they also admitted that staff did not always follow through on making changes to contact information in VIDA when notified by Volunteers. We observed that the SSM was consumed with higher concerns which took precedence over maintaining the SCFs. The safety and security assistant position had been vacant for over a year, which may have resulted in the neglect of this particular task.

*Whereabouts policy.* Regarding the whereabouts policy, only 68 percent of respondents on the OIG survey said they notified the travel phone when leaving site “always” or “sometimes.” During interviews with Volunteers, OIG confirmed that the majority thought the policy was clear, although some expressed confusion. Volunteers said in interviews that they often forgot to notify the office of their whereabouts, particularly when attending Peace Corps events. A few were afraid of getting in trouble for leaving site, while others were afraid that Peace Corps would dock their leave allowance. Several staff members we interviewed expressed their concern that Volunteers were not following the whereabouts policy. Other staff said they must keep reminding the Volunteers to notify the post about being out of site.

Because the post lacked accurate and updated contact information, they could have difficulty reaching Volunteers in an emergency. The recent violence in the north of the country make it critical for staff to know which Volunteers are travelling and where. During the last test of the EAP, the post concluded that there was a need to update Volunteers’ contact information in VIDA.

**We recommend:**

**13. That the Country Director encourage Volunteers to provide timely, updated contact information to staff and clarify with staff the need to maintain accurate site contact information in VIDA.**

**14. That the Country Director emphasize that Volunteers notify the travel phone for emergency response purposes, even when attending a Peace Corps-sanctioned or organized event.**

***Measures implemented to reduce Volunteers’ risk of contracting malaria had gaps.***

According to a 2013 study by the U.S. Department of Health and Human Services (HHS),<sup>12</sup> 27 percent of Peace Corps Volunteers in Malaria-endemic countries responding to an online survey issued by researchers from the U.S. Centers for Disease Control and Prevention reported that they did not take their malaria prophylaxis according to the prescribed regimen. The majority of respondents (90 percent) said they didn’t take it because they forgot, and the most common reason for forgetting was travelling or other disruption to their normal daily routine.

The Peace Corps/Mozambique Volunteer Handbook states that: “Strict adherence to the prescribed use of malaria prophylaxis, required immunizations, and other preventive measures is required of all Volunteers.” However, according to Peace Corps staff, not all Volunteers were taking their malaria prophylaxis as prescribed. Additionally, we also observed that 29 percent of

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<sup>12</sup> “Adherence to Malaria Prophylaxis Among Peace Corps Volunteers in the Africa Region, 2013” HHS Public Access, by Keren Z. Landman, Katherine R. Tan and Paul M. Arguin; Author Manuscript; Published in final edited forms as *Travel Med Infect Dis.* 2015; 13(1):61-68.



the Volunteer's homes we visited did not have screens on their windows, even though this is a housing criterion.

When we asked staff why Volunteers did not take their prophylaxis, several asserted that Volunteers did not listen to or believe the PCMOs when they explained the importance. They mentioned that Volunteers were more likely to listen to a peer than a staff member. In addition, staff said that, in the past, Volunteers who were visiting pre-service training told the trainees that they shouldn't take their anti-malarial pills. This bad advice led to changes in how Volunteer trainers were selected to participate in PST. Also, the number of Volunteers who opted to take daily-dose alternative drugs of atovaquone-proguanil and doxycycline, rather than the weekly-dose of mefloquine, increased. PCMOs asserted that Volunteers were more likely to forget to take them every day, which negatively affected their protection against malaria.

According to post staff, this failure to follow the prescribed regimen resulted in Volunteers contracting malaria. The Peace Corps "Health of the Volunteer" report, showed that the malaria incidence rates for Mozambique in 2016 were on par with the average for the Africa Region. However, they were much higher in 2015, with an incidence rate three times greater than the regional average.

**We recommend:**

**15. That post staff study the obstacles to compliance with the requirement to take prophylaxis and develop a strategy to strengthen compliance based on an understanding of the obstacles.**

**16. That the Country Director ensure that screens are properly installed and functioning on doors and windows of all Volunteer residences.**

*Some Volunteers did not receive timely responses from the post for health, safety and security, and programmatic issues.*

According to the "Peace Corps Strategic Plan FY 2014-2018 and Performance Plan FY 2016-2017," performance goal 1.1 is to "increase Volunteer satisfaction with safety and security support, and performance goal 1.2 is to "reduce Volunteer dissatisfaction with medical and mental health support" By 2018, the agency aims to increase the percentage of Volunteers who are satisfied with support for safety and security to 82 percent and reduce dissatisfaction with medical and mental health support to 7 percent.

For Mozambique, the All-Volunteer Survey FY 2016 responses to these questions produced satisfaction ratings lower than the averages for the Africa Region and Peace Corps countries globally, as shown in Figure 2.

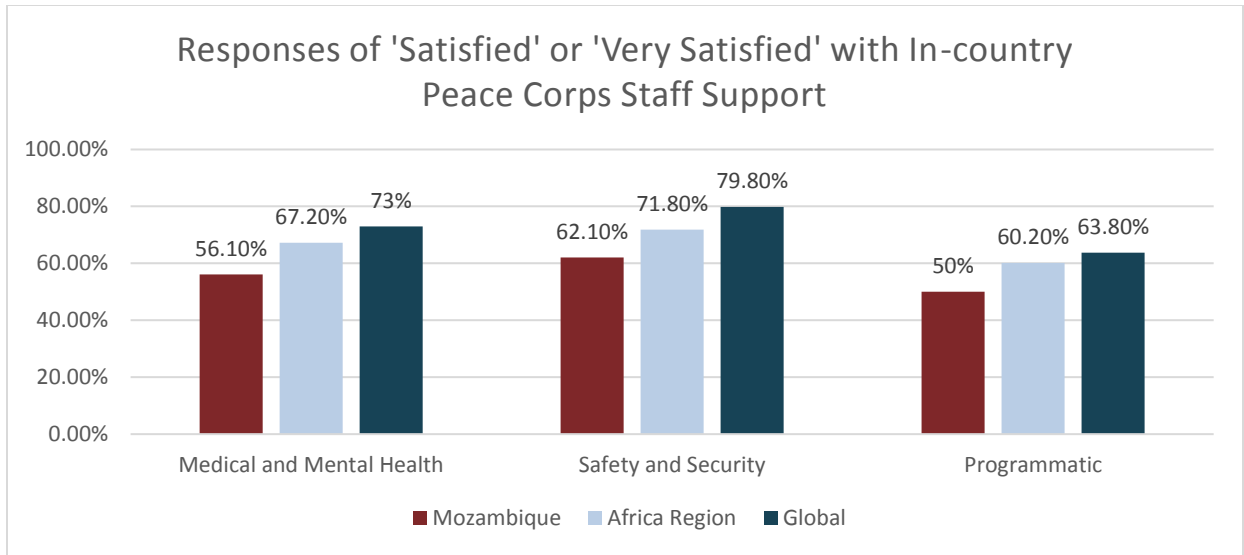


Figure 2: Volunteer Satisfaction with Medical, Safety and Security, and Project Specific Technical Skills (Programmatic) Support. (5,147 Respondents) Source: All Volunteer Survey FY 2016

During Volunteer interviews, we found that 38 percent of Volunteers rated staff response to safety and security incident reports as somewhat or very poor. Similarly, 39 percent reported not receiving timely responses from the PCMOs. When asked about support from their program managers, Volunteers were generally positive, but they gave several examples of ways in which the support from program managers was less than adequate. On our Volunteer survey, one Volunteer commented:

My program manager has been very hard to contact. He rarely answers his phone and takes a while to return calls. I know he's very busy, but I think he could at least send a text message confirming he saw my call/my text and that he will call within 48 hours to discuss. Instead, I get silence until I repeatedly call.

In field interviews, some Mozambique staff members acknowledged that they sometimes did not respond to Volunteers in a timely fashion. As one staff member said, "...we have a problem like a Volunteer can request [something] and we sometimes take too much time to respond." Staff took an inconsistent approach to proactive communication with Volunteers to learn about and respond to their support needs.

We identified several reasons for the delays in staff responses to Volunteer inquiries or requests for support. First, some staff members reported that Volunteers didn't use the duty phone correctly or called the wrong numbers. A staff member observed that: "The SSM is always receiving calls evenings and weekends, so the purpose of the duty phone may not be well understood." Staff asserted that they were taking measures to clarify the medical contact information and put contact information on the back of the Peace Corps Volunteer ID card.

Second, post lacked a clearly articulated standard for timeliness in responding to Volunteer issues, and there wasn't a policy in place regarding proactive Volunteer support. The Mozambique Volunteer Handbook did not provide specific information about what Volunteers should expect in terms of staff responses to inquiries. Also, the post's staff handbook did not stipulate a timeliness standard for responding to Volunteers or mention a policy of proactive communication with Volunteers.

Finally, staff transitions likely influenced Volunteers' perceptions of staff support. The safety and security assistant position had not been filled, which made it difficult for the SSM to respond in a timely manner to all Volunteers. The medical unit and programming unit had also recently experienced staffing gaps.

Because of not receiving timely responses, Volunteers mentioned that they would be less likely to report health, safety and security, and programmatic issues to post staff in the future. They also recounted examples of having to endure conditions or problems which could have been resolved more quickly with staff assistance.

**We recommend:**

- 17. That the country director clarifies expectations for support, including how to use the Peace Corps duty phones.**
- 18. That the country director develops and implements a strategy for improving responses to Volunteer inquiries that includes timeliness standards and proactive outreach mechanisms.**
- 19. That the country director recruit and hire a new safety and security assistant.**

*Settling-in allowances were inadequate for Volunteers who opened new sites.*

MS 221 "Volunteer Allowances," section 4 states, "Upon initial site assignment, Volunteers are provided a settling-in allowance to purchase necessary housing supplies and equipment. This allows them to be involved immediately in their communities and gives them freedom to manage their own affairs." In addition, "Characteristics of a High Performing Post," section 4.3 states, "Volunteers' allowances and housing meet their basic needs."

The Mozambique Volunteer Handbook explained what a Volunteer should do if the settling-in allowance was insufficient:

Volunteers going to new sites may receive an additional amount if approved by the program manager. In this case, they will need to provide receipts of all items purchased with the additional amount. Note that additional furniture or appliances, such as a refrigerator, are not part of the settling-in allowance and a Volunteer must use their living allowance to purchase these items if they want to.

Only 51 percent of Volunteers surveyed agreed that the settling-in allowance was adequate. In their comments, 34 Volunteers asserted that people who opened new sites needed a larger settling-in allowance than those who replaced a previous Volunteer. One Volunteer asserted that the list of things needed to set up a new house and the amount they cost was not accurate:

As a site opener we receive the same allowance as volunteers moving into fully furnished houses. The list estimating things that will be necessary and their costs is not accurate and the moving in allowance is insufficient to live in any sort of appropriate circumstance particularly considering we must pay for any table and chair or bed and later receive reimbursement.

Post staff described a process for getting reimbursed for additional settling-in costs, but Volunteers appeared to be unaware of this process.

When asked if the settling-in allowance amount needed to be adjusted, one member of senior staff explained that only one person had requested a reimbursement. The amount provided to Volunteers was based on a settling-in allowance survey, however, the post did not provide the OIG with requested evidence of having conducted a settling-in allowance survey.

Staff acknowledged that the allowance was not enough to buy luxury items such as a refrigerator. According to one staff person: “We provide the mattress and they have furniture. [We tell the Volunteers that] If you are going to a new site and you spend beyond your allowance- track your costs and let us know.” Another staff member said: “We ask Volunteers to show us what they spent and if they overspent. If the host [organization] does not provide furniture as required, we will provide funds to purchase furniture. That’s about 10 to 15 people for whom we have to provide additional support each time.”

Some Volunteers felt stressed by a shortage in funds when setting up their households. As one Volunteer said, “Opening a site is expensive. I am living without enough things in my house, and zero financial cushion. It is stressful.” On the Volunteer survey, 11 Volunteers who opened new sites mentioned that they struggled to set up their houses with the settling-in funds provided by the Peace Corps. To compensate for the insufficient funds, some (5) Volunteers said they used their personal savings to meet their needs. One Volunteer reported: “Volunteers in my cohort took up a collection during PST and divided the money contributed to others who were opening new sites to try to give them at least a little bit more. I just don't think future cohorts should have to do that.”

**We recommend:**

- 20. That the country director review the settling-in allowance and ensure that it is adequate to cover reasonable expenses Volunteers incur.**
- 21. That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.**

***LEADERSHIP AND MANAGEMENT***

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Another key objective of our country program evaluation was to assess leadership and management using the following researchable question to guide our work:

- How effective are senior staff in leading post operations toward the achievement of the agency’s mission?
- Is the post staffed appropriately for efficient and effective operations?

## AREAS OF NO CONCERN

OIG found that post leadership and management was effective. In our review of staff collaboration, the post's relationship with the embassy, staffing levels, and performance appraisals, we found no significant areas of concern that would necessitate action by the post.

**Post staff were highly collaborative and involved in decision-making.** We found that post staff were very communicative and collaborative, both within units, across regional offices, and between the different units. The only minor issue we found was inconsistent administrative coordination, such as scheduling conflicts for Peace Corps vehicles. Post leadership was also good at involving all appropriate staff members in decisions that affect the work that they do.

**The post had a strong relationship with the U.S. Embassy, including PEPFAR and USAID.** We found that Peace Corps/Mozambique had a productive relationship with the Embassy. The Embassy and U.S. government partners were engaged with Peace Corps programs. For example, a senior staff member said that key embassy staff helped navigate the new Volunteer visa process through governmental offices. The post also worked well with USAID via the community libraries project and coordinated effectively with PEPFAR.

**Post staff collaborated with staff at headquarters.** The post communicated their needs to headquarters leadership, and coordinated on matters affecting post operations, budget, and priorities, especially with Africa Region staff. The post's communication was weaker in some areas such as monitoring and evaluation and program support, but in general we determined this was an area of no concern.

**The post was appropriately staffed in all areas except for administration, due to insufficient number of drivers.** Although some headquarters staff expressed concerns that post staff were stretched thin, we found that the post was staffed appropriately. Post staff did not have concerns about the staffing levels. Post staff were high performing, and headquarters staff felt that the long-term stability of host-country staff was a strength. The post was in the process of hiring a safety and security assistant. As described below, the post did not have enough drivers.

**Performance appraisals were being done.** We found that supervisors at post were conducting performance appraisals on an annual basis. Most staff members we spoke with said their performance appraisal was constructive.

## AREAS OF LEADERSHIP AND MANAGEMENT THAT REQUIRE MANAGEMENT ATTENTION

The evaluation uncovered two areas of leadership and management that required management attention, specifically that staff did not have annual training plans and that the post did not have enough drivers.

***Most post staff did not have documented training plans.***

The Peace Corps Strategic Plan FY 2014-2018 and Performance Plan FY 2016-2017 set a strategic objective for Peace Corps to “cultivate a high-performing learning organization by

investing in professional development for staff, improving staff retention, and strengthening institutional memory.”

We found that most Peace Corps/Mozambique staff did not have documented training plans. Staff therefore did not have sufficient opportunities to focus on developing skills they need to perform their jobs more effectively. A handful of staff commented specifically that they did not get the English language training that they need for their work.

We assessed that there were three potential reasons for the lack of staff training plans. The first was budgetary. As one senior staff member told us, “We could use additional money in our budget for English classes. The English teachers are outrageously expensive here...Last year when we got the big budget cut, that was one of the first things to go.” The second reason was a lack of guidance from the Peace Corps or a formal process for developing training plans. A senior staff member we interviewed thought that the current performance appraisal process did not lead to written, identified skill gaps to help create a training plan. Lastly, one supervisor said that developing a training plan was difficult due to the need for extra staff time to take the training.

**We recommend:**

**22. That the country director include consideration of staff development needs in the post’s next integrated planning and budgeting system submission.**

***Post staff had to drive themselves on dangerous roads due to a lack of drivers.***

As mentioned above, Mozambique had the sixth highest rate of road traffic injuries among Peace Corps countries according to the World Health Organization. The post’s FY 2018 Integrated Planning and Budget System submission brought attention to the dangers of roads in Mozambique due to driver intoxication and speeding.

The post’s Integrated Planning and Budget System submission for FY 2018 acknowledged a need to reduce speeding violations and near collisions by post staff. The post added a driving class for staff to the budget and became stricter on the requirement for staff to have drivers’ licenses and medical clearance to drive for their jobs. However, programming and Volunteer support staff in Mozambique reported they often drove themselves for long periods of time, causing fatigue and stress--two risk factors that would not be mitigated by stricter requirements or training.

We determined that the post did not have enough drivers. In addition, post staff was not doing sufficient planning to identify opportunities for staff to share a vehicle to reduce driving demands. This led programming and Volunteer support staff to resort to driving by themselves.

When staff had to drive themselves in addition to fulfilling their programming and support duties, there was a higher risk of accidents due to fatigue. We learned of three recent accidents that involved staff, each of which had lasting, costly effects.

The amount of self-driving among staff was also impacting staff morale in Mozambique. A programming staff member who often drove for his job said that he feared for his safety and his job, adding that “it takes a toll, and you are stressed out.”

**We recommend:**

- 23. That the country director consider requesting funds necessary to hire additional drivers.**
- 24. That the country director consider instituting a more detailed periodic planning process to identify opportunities for staff to share a vehicle when feasible.**

***OTHER AREA OF CONCERN***

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As noted in the “Internal Management Consultation Report PC/Mozambique Summary of Findings & Recommendations 2016” and the 2017 field research dataset for the country portfolio review, Peace Corps/Mozambique functioned in a complex operating environment. Before and during our evaluation, the post was dealing with two major challenges related to host government relations: Volunteer visas and education Volunteer qualifications.

*Volunteer Visas.* U.S. citizens traveling to Mozambique are required to have valid visas. Toward the end of 2017, the post started the routine visa renewal process for Volunteers already serving since their visas were good only for one year, but the Mozambican government told them that the current visas required Volunteers to renew them outside the country. Volunteers had to renew their visas at a consulate in South Africa to get 30-day visas so they could apply within Mozambique for longer term 6-month or 1-year visas. At the time of fieldwork, the post was still receiving some of the longer-term visas for Volunteers. The process for receiving and renewing visas for volunteer organizations in Mozambique had changed, and there was confusion over what the new process was.

Sending Volunteers to South Africa for the renewal process was a significant unanticipated cost for the agency. They also paid additional fees which were not previously required to receive the visas. The Peace Corps also had to reimburse Volunteers for any vacation they were forced to cancel during the time that they had to go to South Africa in December 2017. Volunteers were stressed and felt insecure because they did not have the required visa while in Mozambique. They were unable to leave the country and traveling in country was more difficult. Some Volunteers were delayed at road checkpoints while traveling in-country because they carried a certified copy of their passports, rather than the original, while the visa was in the process of being renewed. One Volunteer had been brought to the migration office for questioning and had the certified copy of her passport confiscated. A staff member said that officials at the checkpoints would call officials in Maputo to verify the authenticity of the passport before allowing the Volunteers to continue their travel. The incoming trainee class was also affected by these requirements and as a result their departure date was delayed at the last minute. Africa Region provided additional support to the post to resolve the issue, and the U.S. Embassy was

highly engaged in negotiating with the Mozambican government on behalf of Peace Corps. At the time of fieldwork, this issue was still unresolved.

*Education Volunteer Qualifications.* According to post and headquarters staff, the Mozambique Ministry of Education recently began questioning the qualifications of education Volunteers since most did not have teaching certificates. As a result, the 2018 education project trainee class was canceled, leaving the post with a gap year before they could receive another class. Since the cancellation, post staff had been working with the Mozambique Ministry of Education and the Pedagogical University<sup>13</sup> (which trained teachers in Mozambique) to review pre-service training to determine whether it sufficiently trained Volunteers to teach in Mozambican schools. Post staff were confident that the education program in Mozambique would continue in 2019.

Staff at post had experienced unusually high pressure because of these extraordinary challenges, and uncertainty about the outcome of high level negotiations had impacted staff morale. This uncertainty was augmented by a leadership transition. The previous country director departed the post shortly after our fieldwork, and a new country director was still being vetted during the drafting of this report. Post staff had made improving government relations a top priority, and both the U.S. Embassy in Mozambique and Africa Region staff worked closely with post staff to help resolve these issues. We were satisfied that post and Africa Region staff had sufficiently prioritized resolving these challenges, and we did not interview officials from the appropriate ministries directly, so we are not issuing recommendations concerning these matters.

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<sup>13</sup> Universidade Pedagógica de Moçambique



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## LIST OF RECOMMENDATIONS

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**WE RECOMMEND:**

1. That the country deputy director improve health technical training to make it more practical and applicable for Volunteers.
2. That the country deputy director improve site preparation guidance for staff to ensure the supervisor and host organizations have sufficient understanding of how to use a Volunteer.
3. That the country deputy director articulate and incorporate project specific programmatic site selection criteria into the site development process.
4. That the director of programming and training and the training manager improve technical training to better prepare Volunteers regarding the specifics of Mozambique's education system.
5. That the country deputy director, director of programming and training, and program managers improve the timing and delivery of monitoring, reporting, and evaluation training to provide Volunteers a better understanding of how to monitor and report their activities.
6. That the country deputy director, the director of programming and training, and programming staff uniformly define primary and secondary activities following the definitions provided in the Programming, Training, and Evaluation Guidance.
7. That the country director define how staff should provide enhanced oversight and management over the grants projects that exceed \$10,000, especially the four national projects.
8. That the country deputy director, director of programming and training, and safety and security manager ensure that staff performing housing checks are following housing check criteria and recording any deficiencies requiring follow-up.
9. That the country deputy director and director of programming and training improve expectation-setting with Volunteers on the importance of ensuring their house meets housing criteria and does not fall into disrepair.
10. That the country deputy director and director of programming and training clearly define the range of acceptable transportation options for site selection criteria.

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11. That the country deputy director and director of programming and training ensure Volunteer transportation options are accurately assessed according to site assessment procedure prior to approving sites for Volunteer placement.
12. That the country deputy director, director of programming and training, and safety and security manager implement agency guidance governing site history file management.
13. That the Country Director encourage Volunteers to provide timely, updated contact information to staff and clarify with staff the need to maintain accurate site contact information in VIDA.
14. That the Country Director emphasize that Volunteers notify the travel phone for emergency response purposes, even when attending a Peace Corps-sanctioned or organized event.
15. That post staff study the obstacles to compliance with the requirement to take prophylaxis and develop a strategy to strengthen compliance based on an understanding of the obstacles.
16. That the Country Director ensure that screens are properly installed and functioning on doors and windows of all Volunteer residences.
17. That the country director clarifies expectations for support, including how to use the Peace Corps duty phones.
18. That the country director develops and implements a strategy for improving responses to Volunteer inquiries that includes timeliness standards and proactive outreach mechanisms.
19. That the country director recruit and hire a new safety and security assistant.
20. That the country director review the settling-in allowance and ensure that it is adequate to cover reasonable expenses Volunteers incur.
21. That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.
22. That the post leadership team work with staff to develop training plans.
23. That the country director consider requesting funds necessary to hire additional drivers.
24. That the country director consider instituting a more detailed periodic planning process to identify opportunities for staff to share a vehicle when feasible.

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## APPENDIX A: OBJECTIVE, SCOPE, AND METHODOLOGY

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

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

The Evaluation Unit announced its intent to conduct an evaluation of the post on January 25, 2018. For this post evaluation we use the following researchable questions to guide our work:

### A. Programming, Training and Evaluation

- **Programming:** *Is the program focused on the country's stated development priorities, in the poorest areas of the country? Are Volunteers making a difference in their communities?*
- **Volunteer Training:** *How well qualified and prepared are Volunteers for service?*
- **Monitoring, Reporting, and Evaluation:** *Are Volunteers achieving project objectives? How are staff using monitoring, reporting, and evaluation results?*
- **Site Management:** *Does the site management process provide Volunteers with an environment conducive to a successful service? Are sites, housing, and work assignments appropriate and meeting all established criteria?*

### B. Volunteer Support

- **Safety and Security:** *How well prepared is the post to respond to emergencies and security incidents, and are preventative safety and security measures adequate?*
- **Health:** *Is the health care program meeting Volunteers' needs?*
- **Staff-Volunteer Relations:** *How constructive is the relationship between staff and Volunteers?*
- **Allowances and Reimbursements:** *How effectively does the admin unit provide Volunteers with necessary support, including allowances and reimbursements?*

### C. Leadership and Management

- **Leadership:** *How effective are senior staff in leading post operations toward the achievement of the agency's mission?*
- **Staffing:** *Is the post staffed appropriately for efficient and effective operations?*
- **Integration:** *Is there evidence that staff have sufficiently emphasized and supported Volunteer integration through expectation-setting, policy, training, and site visits?*

## PEACE CORPS OFFICE OF INSPECTOR GENERAL

The evaluation team conducted the preliminary research portion of the evaluation January 25, 2018 through March 22, 2018. This research included review of agency documents provided by headquarters and post staff; interviews with management staff representing Africa Operations, Safety and Security, Office of Health Services, Office of Global Health and HIV, Overseas Programming and Training Support, Office of Victim Advocacy, and Volunteer Recruitment and Selection; an online survey of 114 Peace Corps/Mozambique Volunteers; and an online survey of 7 Peace Corps/Mozambique staff.

In-country fieldwork occurred from April 5, 2018 through April 25, 2018, and included interviews with post senior staff in charge of programming, training, and support; the U.S. Ambassador and deputy chief of mission; the U.S. Embassy's regional security officer; host country government ministry officials; and other partners in Mozambique. In addition, we interviewed a stratified judgmental sample of 38 Volunteers (20 percent of Volunteers serving at the time of our visit) based on their length of service, site location, project focus, program manager, gender, age, and ethnicity.

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

## APPENDIX B: INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 38 Volunteers, 34 staff in-country, and 27 representatives from Peace Corps headquarters in Washington D.C., the U.S. Embassy in Mozambique, and key ministry officials. Thirty-two out of 38 Volunteer interviews occurred at the Volunteers' homes, and we inspected all of these homes using post-defined site selection criteria. Four Volunteers were interviewed about their housing conditions without an in-person inspection. The period of review for a post evaluation is one full Volunteer cycle (typically 27 months).

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

**Table 1: Volunteer Demographic Data**

Project	Percentage of Volunteers
Education	55%
Health	45%
Gender	Percentage of Volunteers
Female	67%
Male	33%
Age	Percentage of Volunteers
25 or younger	70%
26-29	22%
30-49	7%
50 and over	1%

Source: VIDA, February 2018.

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

At the time of our fieldwork, the post had 55 staff positions. The post also employs temporary staff to assist with PST. At the time of our visit, these positions were not staffed. We interviewed 34 staff. The staffing configuration of posts often varies and staff may hold additional responsibilities relevant to the evaluation in addition to their official job title. We conduct interviews with sexual assault response liaisons; grants coordinators; monitoring, reporting, and evaluation champions; and Peace Corps Response coordinators as necessary and when appropriate for the post.

**Table 2: Interviews Conducted with Post Staff**

Position	Interviewed
Banking Agent/Driver	
Cashier	
Community Libraries Coordinator	X
Country Deputy Director	X
Country Director	X
Deputy Director of Management & Operations	X
Director of Management & Operations	X
Director of Programming & Training	X
Driver (6)	
Executive Assistant/SARL	X
Financial Assistant	X
General Services Assistant	
General Services Manager	
Groundskeeper	
IT Assistant	
IT Specialist	
Janitor (2)	
Language & Cultural Coordinator	X
Logistics	
Logistics Coordinator	
Logistics/SARL	X
Medical Assistant (2)	X
On Call PCMO <sup>14</sup>	X
PCMO (4)	X
PEPFAR HIV & Grants Coordinator	X
Program Assistant (4)	X
Program Manager (4)	X
Programming & Training Specialist	X
Receptionist	
Regional Manager	X
Regional Program Assistant (3)	X
Safety & Security Manager	X
Technical Trainer	
Training Director	X
Travel Specialist	
Visa Clerk/Driver	
Volunteer Liaison	X
Voucher Examiner	

Data as of February 2018.

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

**Table 3: Interviews Conducted with Peace Corps Headquarters Staff, Embassy Officials and Ministry Officials**

Position	Organization
Ambassador to Mozambique	United States Embassy
Deputy Chief of Mission	United States Embassy
Regional Security Officer	United States Embassy
Education Officer	United States Agency for International Development
Executive Secretary	National AIDS Council of the Government of the Republic of Mozambique
School Director (2)	Ministry of Education and Human Development of the Republic of Mozambique
Provincial Director	Elizabeth Glaser Pediatric AIDS Foundation
Chief of Operations	Peace Corps Headquarters/Africa Operations
Country Desk Officer	Peace Corps Headquarters/Africa Operations
Expert	Peace Corps Headquarters/Africa Operations
Monitoring & Evaluation Specialist	Peace Corps Headquarters/Africa Operations
Regional Director	Peace Corps Headquarters/Africa Operations
Regional Security Advisor	Peace Corps Headquarters/Africa Operations
Chief of Programming and Training	Peace Corps Headquarters/Office of Global Health and HIV
Program Specialist	Peace Corps Headquarters/Office of Global Health and HIV
Program Support Assistant	Peace Corps Headquarters/Office of Global Health and HIV
Acting Director	Peace Corps Headquarters/Office of Health Services
Director, Office of Medical Services	Peace Corps Headquarters/Office of Health Services
Psychologist	Peace Corps Headquarters/Office of Health Services
Chief, Crime Response and Analysis	Peace Corps Headquarters/Office of Safety and Security
Peace Corps Safety and Security Officer	Peace Corps Headquarters/Office of Safety and Security
Victim Advocate (2)	Peace Corps Headquarters/Office of Victim Advocacy
Education Specialist	Peace Corps Headquarters/Overseas Programming and Training Support
Expert	Peace Corps Headquarters/Overseas Programming and Training Support
Placement Specialist	Peace Corps Headquarters/Volunteer Recruitment and Selection

Data as of March 2018.

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## APPENDIX C: LIST OF ACRONYMS

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AVS	All-Volunteer Survey
CIRS	Consolidated Incident Reporting System
EAP	Emergency Action Plan
FY	Fiscal Year
HHS	Department of Health and Human Services
MAP	Medical Action Plan
MS	Peace Corps Manual Section
OIG	Office of Inspector General
PCMO	Peace Corps Medical Officer
PEPFAR	President's Emergency Plan for AIDS Relief
PST	Pre-Service Training
SCF	Site Contact Form
SSI	Safety and Security Instruction
SSM	Safety and Security Manager
USAID	U.S. Agency for International Development
VAC	Volunteer Advisory Committee
VAST	Volunteer Activities Support and Training
VIDA	Volunteer Information Database Application
VRF	Volunteer Reporting Form



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## APPENDIX D: AGENCY RESPONSE TO THE PRELIMINARY REPORT

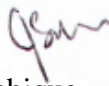
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### MEMORANDUM

**To:** Kathy Buller, Inspector General

**Through:** Anne Hughes, Chief Compliance Officer 

**From:** Johnathan Miller, Regional Director, Africa Region   
Daniel Breneman, Acting Country Director, Mozambique

**Date:** October 22, 2018

**CC:** Jody Olsen, Director  
Michelle Brooks, Chief of Staff  
Maura Fulton, Senior Advisor to the Director  
Patrick Young, Associate Director of Global Operations  
Joaquin Ferrao, Deputy Inspector General  
Jerry Black, AIG/ Evaluation  
Tim Hartman, Chief of Operations  
Julie Burns, Chief of Operations, Africa Operations  
Dee Hertzberg, Expert Senior Advisor in Programming, Training, and Evaluation, Africa Operations  
Angela Kissel, Compliance Officer  
Martha Dye, Associate General Counsel  
Custodio Langa, Director of Programming and Training, Mozambique  
Peter Redmond, Senior Advisor, Global Operations

**Subject:** Agency Response to the Preliminary Report on the Evaluation of Peace Corps/Mozambique (Project No. 18-EVAL-07)

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This memorandum contains the agency's response to the recommendations made by the Inspector General for Peace Corps/Mozambique as outlined in the Preliminary Report on the Evaluation of Peace Corps/ Mozambique (Project No. 18-EVAL-07), given to the agency on September 5, 2018. The agency would like to thank the Office of Inspector General for their continued cooperation on this evaluation and the twenty-four accompanying recommendations, all of which the agency is in concurrence.

**Recommendation 1**

**That the country deputy director improve health technical training to make it more practical and applicable for Volunteers.**

**Concur**

**Response:**

Post acknowledges that some health Volunteers have struggled to find meaningful work in their primary assignments. Post began addressing this issue in the most recent PST, and will continue to improve the practical and applicable aspects of Health Technical Training curriculum. For example, revisions to the Moz 30 PST (2018) curriculum included two new practical activities that Volunteers can apply at their sites, the Malaria Carnival and the Nutrition Fair. The most recent PST evaluation from August 2018 shows that while 51% of the Moz 28 group trainees (2017) thought health technical training was “effective/very effective”, this proportion increased to 75% for Moz 30 trainees (2018). During the Program, Training and Evaluation (PTE) realignment process scheduled for Q1 and Q2 of FY2019, Post will continue to develop the Health Technical Training to make the training more practical and applicable.

**Documents Submitted:**

- PST Evaluation data from FY17 and FY18
- Revised Health Project Framework
- Revised Curriculum for PST 2019

**Status and Timeline for Completion:** April 2019

**Recommendation 2**

**That the country deputy director improve site preparation guidance for staff to ensure the supervisor and host organizations have sufficient understanding of how to use a Volunteer.**

**Concur**

**Response:**

Post understands the challenges created by evolving program changes that have led to assigning Volunteers to work directly with government health centers and hospitals. Post is committed to preparing health center and hospital staff to better understand the benefits of working with Volunteers, and the positive impact that such partnerships can have on community health. Post has begun updating guidance for staff to improve site preparation, as well as guidance for supervisors and host institutions to better understand the various roles a Health Volunteer can play, and how to best use Health Volunteers in their outreach to communities.

**Documents Submitted:**

- Updated Site Management Manual for staff
- Updated Partnership Guide for Host Institutions (in Portuguese)
- Updated Supervisor’s Manual (in Portuguese)

**Status and Timeline for Completion:** March 2019

**Recommendation 3**

**That the country deputy director articulate and incorporate project specific programmatic site selection criteria into the site development process.**

**Concur**

**Response:**

Post recognizes the importance of having well-defined programmatic site selection criteria in place. As a result of the PTE Alignment taking place during Q1 and Q2 of FY2019, post will be able to better articulate the programmatic criteria in its internal guidance, as well as in the guidance provided to host institution and key partners, including the Ministry of Health.

**Documents to be Submitted:**

- Updated Site Management Manual with specific programmatic site selection criteria on the Site Identification Checklist
- Updated Partnership Guide for Host Institution (in Portuguese)
- Updated Supervisor's Manual (in Portuguese)

**Status and Timeline for Completion:** January 2019

**Recommendation 4**

**That the director of programming and training and the training manager improve technical training to better prepare Volunteers regarding the specifics of Mozambique's education system.**

**Concur**

**Response:**

Post concurs and will make plans to improve the Education technical training for the next Education PST planned for August – November 2019. During the PTE alignment scheduled for November 2018, Post will further discuss improving the preparation of Volunteers regarding the Mozambican education system. Additionally, as part of the certification process with the Ministry of Education, Post plans to incorporate more aspects of the education system into its training curriculum.

**Documents to be Submitted:**

- Final COTE for Q4 FY2019 Education training input
- Lesson plan for session on Mozambique education system

**Status and Timeline for Completion:** March 2019

**Recommendation 5**

**That the country deputy director, director of programming and training, and program managers improve the timing and delivery of monitoring, reporting, and evaluation training to provide Volunteers a better understanding of how to monitor and report their activities.**

**Concur**

**Response:**

The challenges of the Volunteer reporting system are not unique to Mozambique. Robust programmatic reporting remains a challenge for Volunteers around the world. Volunteers continue to experience technical issues downloading and installing the tools. Volunteers must keep track of data separately as the system, which is not mobile-friendly, only works on laptops – a tool not all Volunteers have at their disposal. Volunteers must also enter all numerical data twice in each reporting form, a flawed reporting design system that contributes to reporting errors and under-reporting. Volunteers often become frustrated with this reporting system which results in under reporting.

Over the past two years, Post has significantly increased and improved the training and guidance provided to Volunteers on the Volunteer Reporting Form (VRF) during PST and ISTs. Post has experimented with a variety of tools to increase frequency and accuracy of reporting, as it awaits the roll-out of a more adequate reporting tool. Post has also engaged Volunteers to assist in creating specific step-by-step guidance. As a result of this collaboration, for reporting period March to September 2018, Post finalized and shared with all PCVs nine different documents covering multiple activities to promote better reporting. Post has also increased its communication on reporting through the VRF with Volunteers, and has drawn support from Post technical committees (HIV Task Force and Malaria Task Force) to increase report quality. Post will continue to work toward more accurate Volunteer reporting.

**Documents to be Submitted:**

- VRF Reporting “Cheat Sheets” for projects
- VRF Guidance emails sent to Volunteers
- VRF Training presentations

**Status and Timeline for Completion:** December 2019

**Recommendation 6**

**That the country deputy director, the director of programming and training, and programming staff uniformly define primary and secondary activities following the definitions provided in the Programming, Training, and Evaluation Guidance.**

**Concur**

**Response:**

Post recognizes the need to uniformly define primary and secondary activities so they accurately reflect definitions provided in Peace Corps Programming, Training and Evaluation Guidance. National youth projects that support primary project goals will be clearly identified as primary project activities. This will enable Volunteers to more accurately report on these activities that are often seen as both impactful and personally rewarding. Other activities that are in addition to primary assignment activities will be clearly defined and reported as secondary activities.

**Documents to be Submitted:**

- Updated Volunteer Handbook
- Email message to Volunteers clarifying primary and secondary activities definitions

**Status and Timeline for Completion:** January 2019

**Recommendation 7**

**That the country director define how staff should provide enhanced oversight and management over the grants projects that exceed \$10,000, especially the four national projects.**

**Concur**

**Response:**

Post is aware and shares the concerns of the risks involved in Volunteers managing grants in excess of the \$10,000 threshold. Over the past two years, Post has been increasing its oversight, while remaining sensitive to the independence and Volunteer-led nature of these four national projects. Some steps taken include implementing a quarterly reporting system, training coordinators on improved financial management, and supporting handover meetings through participation of the grants coordinator.

Post concurs that more is required to reduce the risk and improve oversight. Post has been in communication with Africa Region and the Office of Global Health and HIV (OGHH) regarding these issues. We are seeking practical solutions that will reduce risks to Volunteers managing grant funds while continuing the high level of impact of this work. Post has also been in contact with Volunteer grant coordinators to discuss reducing risk and increasing grant management training for all Volunteers involved in managing these funds. Post expects to find a solution that avoids disbursements of grants in excess of \$10,000 to a single Volunteer, while also developing a plan to better train Volunteers involved in these projects.

**Documents Submitted:**

- Grant Management plan for national youth projects funding disbursement
- Volunteer Grant Management Training Plan for FY19/20

**Status and Timeline for Completion:** February 2019

**Recommendation 8**

**That the country deputy director, director of programming and training, and safety and security manager ensure that staff performing housing checks are following housing check criteria and recording any deficiencies requiring follow-up.**

**Concur**

**Response:**

Post concurs and will work with staff through revised documentation and awareness via discussions and reminders to ensure that site preparation activities include accurate verification and recording of housing conditions. Any deficiencies will be addressed prior to a Volunteer's arrival. Post will also ensure minimum standards and criteria are adequately communicated with host communities and partner institutions during the site preparation phase of site management.

**Documents to be Submitted:**

- Updated Housing Checklist for staff
- New Housing Checklist for Volunteers
- Revised site visit guidance for staff
- Updated Site Management Manual

**Status and Timeline for Completion:** March 2019

**Recommendation 9**

**That the country deputy director and director of programming and training improve expectation-setting with Volunteers on the importance of ensuring their house meets housing criteria and does not fall into disrepair.**

**Concur**

**Response:**

Post recognizes the need to improve communication with trainees and Volunteers on the minimum standards Post has adopted for housing, and the requirement that housing be maintained to these standards throughout their service. Post will first review and adjust housing criteria as appropriate. Post will then develop a plan to better communicate expectations on housing criteria and maintenance with Trainees and Volunteers during PST. Post will also provide regular reminders throughout service, including during site visits and ISTs.

**Documents Submitted:**

- Updated Volunteer Handbook
- Updated Site Management Handbook to include updated housing criteria
- Revised Volunteer Checklist for Housing
- Emails to Volunteers

**Status and Timeline for Completion:** February 2019

**Recommendation 10**

**That the country deputy director and director of programming and training clearly define the range of acceptable transportation options for site selection criteria.**

**Concur**

**Response:**

Public transportation in Mozambique is a significant challenge for Volunteers in all sites. The conditions of roads, vehicles, and drivers make identifying adequate transportation options a challenge. Post has sought to minimize transportation risks by placing Volunteers in sites with continuous access to appropriate transportation, not too far from main towns and cities, and has set up communication processes when such transportation is not available. Post has also increased its communication with trainees and Volunteers regarding the risks associated with inadequate transportation, given serious incidents in the past involving Volunteers. Post will update its site selection criteria to be clearer on the range of acceptable transportation options, and will also continue communicating with Volunteers regarding acceptable transportation options.

**Documents to be Submitted:**

- Updated Site Selection Criteria in Site Management Manual
- Updated Volunteer Handbook
- Reminder messages to Volunteers regarding acceptable transportation options

**Status and Timeline for Completion:** March 2019

**Recommendation 11**

**That the country deputy director and director of programming and training ensure Volunteer transportation options are accurately assessed according to site assessment procedure prior to approving sites for Volunteer placement.**

**Concur**

**Response:**

Per the challenges mentioned in response to Recommendation 10, Post also concurs with this recommendation and with the need to better assess sites on the basis of its criteria for adequate transportation options. Post plans on improving staff awareness of these concerns and ensure guidance criteria in the Site Management Manual is properly followed via continuous communication and checks during the site identification, preparation and approval.

**Documents to be Submitted:**

- Updated Site Selection Criteria in Site Management Manual
- Communication reminders to staff responsible for site identification and preparation

**Status and Timeline for Completion:** March 2019



**Recommendation 12**

**That the country deputy director, director of programming and training, and safety and security manager implement agency guidance governing site history file management.**

**Concur**

**Response:**

Post recognizes the challenge to maintain up-to-date and accurate site history files, a challenge with a long history for posts around the world. The new VIDA system will include revised guidance on the site history management process, and post will coordinate with Africa Region and the Office of Global Operations to implement the agency's guidance on site history file management.

**Documents Submitted:**

- Updated Site History File Guidance from Region/HQ
- Post-specific guidance memorandum and Site History File SOP for staff

**Status and Timeline for Completion:** February 2019

**Recommendation 13**

**That the country director encourage Volunteers to provide timely, updated contact information to staff and clarify with staff the need to maintain accurate site contact information in VIDA.**

**Concur**

**Response:**

Post understands the importance of having accurate and up-to-date contact information for all Volunteers in case of emergency. Post noted the need to improve the process for updating Volunteer site contact information after the last test of the emergency communication system required by the Emergency Action Plan policies. Post strategies will include a Country Director email to current Volunteers encouraging timely updates and consistent whereabouts reporting, a revised Site Visit Checklist that includes a reminder for staff to ask for any site contact changes, and an updated standard operating procedure for staff to update contact information in the Volunteer Information Data Application (VIDA).

**Documents to be Submitted:**

- Country Director's email to Volunteers encouraging timely updates to site contact information
- Updated and revised Site Visit Checklist in Site ID Manual
- Revised Standard Operating Procedure for updating and revising Volunteer site contact information in VIDA

**Status and Timeline for Completion:** January 2019

**Recommendation 14**

**That the country director emphasize that Volunteers notify the travel phone for emergency response purposes, even when attending a Peace Corps-sanctioned or organized event.**

**Concur**

**Response:**

Post has communicated, and will continue to emphasize, via reminder messages and during PST and other training events, the importance of notifying the travel phone when leaving site, including when attending Peace Corps-sanctioned or organized events. A significant hindrance was determined to be the fear that Peace Corps staff would use the travel phone for punitive action against Volunteers. However, post has clarified and plans to continue to reassure Volunteers that the travel phone is for emergency contact purposes only and will not be used for punitive purposes.

**Documents to be Submitted:**

- Reminders via email messages
- Update to Volunteer Handbook to emphasize proper procedures

**Status and Timeline for Completion:** December 2018

**Recommendation 15**

**That post staff study the obstacles to compliance with the requirement to take prophylaxis and develop a strategy to strengthen compliance based on an understanding of the obstacles.**

**Concur**

**Response:**

Post has been analyzing the obstacles and devoting additional efforts toward improving Volunteer compliance with malaria prophylaxis requirements. Practical steps have included: sharing information about the increase in malaria cases with Volunteer committees and on monthly Volunteer newsletters between June and August 2018, seeking input on strategies from the Volunteer Advisory Council (VAC), discussions with PCMOs from across Africa posts on innovative ideas to promote better adherence, involving the Volunteer-led Malaria Task Force in peer-to-peer awareness building, and requesting support from programming staff to provide reminders to Volunteers during site visits. Post plans additional steps, including implementing some recent recommendations from the VAC, and requiring personal commitment statements for all Volunteers who test positive for malaria. Post expects that these additional actions to be taken by both staff and Volunteers can help reduce the incidence of malaria in the Volunteer population.

**Documents to be Submitted:**

- Reminder emails to volunteers
- List of VAC recommendations
- Written Personal Statement template for Volunteers

**Status and Timeline for Completion:** December 2018

**Recommendation 16**

**That the country director ensure that screens are properly installed and functioning on doors and windows of all Volunteer residences.**

**Concur**

**Response:**

Post concurs with the need to ensure all Volunteer residences meet post criteria on window and door screens. Post will also remind Volunteers to maintain screens and to report to staff as soon screens are damaged, and work with staff to replace non-functional screens.

**Documents to be Submitted:**

- Updated Site Management Manual guidance and housing checklists
- House repair Standard Operating Procedure
- Reminder messages to Volunteers

**Status and Timeline for Completion:** January 2019

**Recommendation 17**

**That the country director clarifies expectations for support, including how to use the Peace Corps duty phones.**

**Concur**

**Response:**

Staff have been trained in the use of the two duty phones, the Safety and Security duty phone, and the off-hours medical emergency phone. However, post recognizes that Volunteers are not always aware of the need to work through these two phones for any emergencies. Post will make a greater effort to message Volunteers regarding the use of the duty phones, so that the safety and security duty phone becomes the primary method Volunteers use to communicate with staff on non-medical emergencies, and the correct medical emergency phone becomes the primary method for communicating with PCMO on after-hours medical emergencies. Additionally, Post will seek to clarify, through reminders via email and messages, and at training events, the overall expectations of support that post will provide to Volunteers.

**Documents to be Submitted:**

- Messages to Volunteers regarding expectations, including proper usage of the duty phones
- Updated Volunteer Handbook with revised section on use of duty phones
- PC/Mozambique Volunteer-Staff Commitment

**Status and Timeline for Completion:** December 2018

**Recommendation 18**

**That the country director develops and implements a strategy for improving responses to Volunteer inquiries that includes timeliness standards and proactive outreach mechanisms.**

**Concur**

**Response:**

Post has been working with staff to improve response standards, including a previously developed Volunteer contact and support schedule, which includes a timeline of proactive outreach mechanisms. Post will create a Volunteer-Staff Commitment that sets realistic expectations for Volunteers and to hold staff accountable for responding in a timely manner to Volunteer inquiries. The V-S Commitment will be shared with Volunteers during training events and will be included in the Volunteer Handbook. It will also be shared with current and future staff at staff meetings, be included in its staff manual, and staff will be held accountable to upholding the commitment.

**Documents to be Submitted:**

- Updated PCV Contact and Support Schedule
- PC/Mozambique Volunteer-Staff Commitment
- Updated Volunteer Handbook
- Updated Staff Handbook

**Status and Timeline for Completion:** December 2019

**Recommendation 19**

**That the country director recruit and hire a new safety and security assistant.**

**Concur**

**Response:**

During this past year, post faced challenges in recruiting a new safety and security assistant (SSA), undergoing several recruitment rounds to identify a qualified candidate. Peace Corps has finalized the process and a new SSA began employment on August 19, 2018.

**Documents to be Submitted:**

- Updated Org Chart
- CV/Resume from new SSA
- Staff Announcement Email

**Status and Timeline for Completion:** Completed, August 2018

**Recommendation 20**

**That the country director review the settling-in allowance and ensure that it is adequate to cover reasonable expenses Volunteers incur.**

**Concur**

**Response:**

Post concurs and will conduct a settling-in allowance survey for each incoming group around the time of the first In-Service Training event. The results will be compiled and analyzed with senior leadership to determine if an increase in the settling-in allowance is appropriate.

**Documents to be Submitted:**

- Settling-In Allowance Survey
- Results of Survey for most-recent Volunteer cohort

**Status and Timeline for Completion:** February 2019

**Recommendation 21**

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

**Concur**

**Response:**

During the most recent pre-service training, the Director of Management and Operations shared with trainees the process for requesting additional setting-in allowance, which can be done by submitting all receipts for the items purchased and requesting a reimbursement. Before the Setting-In Allowance survey is conducted in December 2018, Post will communicate this process to Volunteers through email as a reminder of the process and of post policy. This process will be in place for every future training input.

**Documents to be Submitted:**

- Management memo to Volunteers
- Updated Volunteer Handbook

**Status and Timeline for Completion:** December 2018

**Recommendation 22**

**That the country director include consideration of staff development needs in the post's next integrated planning and budgeting system submission.**

**Concur**

**Response:**

Post will include an individual development plan (IDP) as part of every staff member's annual performance evaluation. As part of the annual performance evaluation, staff will be encouraged to discuss with their supervisor the skills they need and areas of improvement needed to perform their jobs more effectively.

**Documents to be Submitted:**

- PSC Performance Evaluation form
- Individual Development Plan Guideline and Template

**Status and Timeline for Completion:** February 2019

**Recommendation 23**

**That the country director consider requesting funds necessary to hire additional drivers.**

**Concur**

**Response:**

Post concurs with the challenge faced in a very large country and with a population of Volunteers geographical dispersed in nine provinces. Post will conduct a needs analysis and submit to the Africa Region for review and funding.

**Documents to be Submitted:**

- Memorandum to Region presenting the needs analysis and requesting funding to hire additional driver(s)

**Status and Timeline for Completion:** March 2019

**Recommendation 24**

**That the country director consider instituting a more detailed periodic planning process to identify opportunities for staff to share a vehicle when feasible.**

**Concur**

**Response:**

Post acknowledges the challenges programming staff are faced with during visits to Volunteer sites that are dispersed over a very wide geographic area. Post is committed to working with staff to consider joint vehicle sharing when staff are headed to similar locations. Post will issue a memorandum to staff with this recommendation, and remind staff during meetings and calls to find additional ways to collaborate on driving arrangements.

**Documents to be Submitted:**

- Memorandum to Programming staff on Joint Driving

**Status and Timeline for Completion:** January 2019

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## APPENDIX E: OIG COMMENTS

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Management concurred with all 24 recommendations. Based on the documentation provided, we closed recommendation 19. Twenty-three recommendations, numbers 1-18 and 20-24, 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 1-18, and 20-24 when the documentation reflected in the OIG's comments and the agency's response to the preliminary report is received. For recommendations 1, 3, 6, 7, 15, 16, and 22, 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 deputy director improve health technical training to make it more practical and applicable for Volunteers.**

#### **Concur**

#### **Response:**

Post acknowledges that some health Volunteers have struggled to find meaningful work in their primary assignments. Post began addressing this issue in the most recent PST, and will continue to improve the practical and applicable aspects of Health Technical Training curriculum. For example, revisions to the Moz 30 PST (2018) curriculum included two new practical activities that Volunteers can apply at their sites, the Malaria Carnival and the Nutrition Fair. The most recent PST evaluation from August 2018 shows that while 51% of the Moz 28 group trainees (2017) thought health technical training was "effective/very effective", this proportion increased to 75% for Moz 30 trainees (2018). During the Program, Training and Evaluation (PTE) realignment process scheduled for Q1 and Q2 of FY2019, Post will continue to develop the Health Technical Training to make the training more practical and applicable.

#### **Documents Submitted:**

- PST Evaluation data from FY17 and FY18
- Revised Health Project Framework
- Revised Curriculum for PST 2019

#### **Status and Timeline for Completion:** April 2019

**OIG Analysis:** OIG requests that the post provide the PST health technical training evaluation data for FY19 in the submission. Please also include in the revised curriculum the calendar of training events and session plans for health technical training.



**Recommendation 3**

**That the country deputy director articulate and incorporate project specific programmatic site selection criteria into the site development process.**

**Concur**

**Response:**

Post recognizes the importance of having well-defined programmatic site selection criteria in place. As a result of the PTE Alignment taking place during Q1 and Q2 of FY2019, post will be able to better articulate the programmatic criteria in its internal guidance, as well as in the guidance provided to host institution and key partners, including the Ministry of Health.

**Documents to be Submitted:**

- Updated Site Management Manual with specific programmatic site selection criteria on the Site Identification Checklist
- Updated Partnership Guide for Host Institution (in Portuguese)
- Updated Supervisor's Manual (in Portuguese)

**Status and Timeline for Completion:** January 2019

**OIG Analysis:** It is not clear from the agency response how the post will incorporate the programmatic site selection criteria into the site development process. In addition to the documents listed, please provide OIG a narrative explaining how post is validating that sites meet the criteria.

**Recommendation 6**

**That the country deputy director, the director of programming and training, and programming staff uniformly define primary and secondary activities following the definitions provided in the Programming, Training, and Evaluation Guidance.**

**Concur**

**Response:**

Post recognizes the need to uniformly define primary and secondary activities so they accurately reflect definitions provided in Peace Corps Programming, Training and Evaluation Guidance. National youth projects that support primary project goals will be clearly identified as primary project activities. This will enable Volunteers to more accurately report on these activities that are often seen as both impactful and personally rewarding. Other activities that are in addition to primary assignment activities will be clearly defined and reported as secondary activities.

**Documents to be Submitted:**

- Updated Volunteer Handbook
- Email message to Volunteers clarifying primary and secondary activities definitions

**Status and Timeline for Completion:** January 2019

**OIG Analysis:** In addition to the documents listed, please provide evidence of guidance to staff which establishes the expectation that staff will also uniformly define primary and secondary activities.

**Recommendation 7**

**That the country director define how staff should provide enhanced oversight and management over the grants projects that exceed \$10,000, especially the four national projects.**

**Concur**

**Response:**

Post is aware and shares the concerns of the risks involved in Volunteers managing grants in excess of the \$10,000 threshold. Over the past two years, Post has been increasing its oversight, while remaining sensitive to the independence and Volunteer-led nature of these four national projects. Some steps taken include implementing a quarterly reporting system, training coordinators on improved financial management, and supporting handover meetings through participation of the grants coordinator.

Post concurs that more is required to reduce the risk and improve oversight. Post has been in communication with Africa Region and the Office of Global Health and HIV (OGHH) regarding these issues. We are seeking practical solutions that will reduce risks to Volunteers managing grant funds while continuing the high level of impact of this work. Post has also been in contact with Volunteer grant coordinators to discuss reducing risk and increasing grant management training for all Volunteers involved in managing these funds. Post expects to find a solution that avoids disbursements of grants in excess of \$10,000 to a single Volunteer, while also developing a plan to better train Volunteers involved in these projects.

**Documents Submitted:**

- Grant Management plan for national youth projects funding disbursement
- Volunteer Grant Management Training Plan for FY19/20

**Status and Timeline for Completion:** February 2019

**OIG Analysis:** OIG acknowledges the agency's intent to find a solution that avoids disbursements of grants in excess of \$10,000 to a single Volunteer. However, OIG requests additional documentation of how staff will provide enhanced grant oversight and management.

**Recommendation 15**

**That post staff study the obstacles to compliance with the requirement to take prophylaxis and develop a strategy to strengthen compliance based on an understanding of the obstacles.**

**Concur**

**Response:**

Post has been analyzing the obstacles and devoting additional efforts toward improving Volunteer compliance with malaria prophylaxis requirements. Practical steps have included: sharing information about the increase in malaria cases with Volunteer committees and on monthly Volunteer newsletters between June and August 2018, seeking input on strategies from the Volunteer Advisory Council (VAC), discussions with PCMOs from across Africa posts on innovative ideas to promote better adherence, involving the Volunteer-led Malaria Task Force in peer-to-peer awareness building, and requesting support from programming staff to provide reminders to Volunteers during site visits. Post plans additional steps, including implementing some recent recommendations from the VAC, and requiring personal commitment statements for all Volunteers who test positive for malaria. Post expects that these additional actions to be taken by both staff and Volunteers can help reduce the incidence of malaria in the Volunteer population.

**Documents to be Submitted:**

- Reminder emails to volunteers
- List of VAC recommendations
- Written Personal Statement template for Volunteers

**Status and Timeline for Completion:** December 2018

**OIG Analysis:** In order to understand the logic behind the selection of these particular measures, OIG requests that the post provide a narrative explaining the components of the strategy including the obstacles identified and how the measures proposed above will address these obstacles.

**Recommendation 16**

**That the country director ensure that screens are properly installed and functioning on doors and windows of all Volunteer residences.**

**Concur**

**Response:**

Post concurs with the need to ensure all Volunteer residences meet post criteria on window and door screens. Post will also remind Volunteers to maintain screens and to report to staff as soon screens are damaged, and work with staff to replace non-functional screens.

**Documents to be Submitted:**

- Updated Site Management Manual guidance and housing checklists
- House repair Standard Operating Procedure
- Reminder messages to Volunteers

**Status and Timeline for Completion:** January 2019

**OIG Analysis:** The report noted that 29 percent of Volunteer homes visited during fieldwork did not have adequate screens on their windows. Since we interview a representative sample of Volunteers, this suggests that a significant number of Volunteer homes did not have adequate screens on their windows. Please provide documentation, such as an Excel tracking sheet, indicating that all Volunteer homes comply with post's standards for window screens.

**Recommendation 22**

**That the country director include consideration of staff development needs in the post's next integrated planning and budgeting system submission.**

**Concur**

**Response:**

Post will include an individual development plan (IDP) as part of every staff member's annual performance evaluation. As part of the annual performance evaluation, staff will be encouraged to discuss with their supervisor the skills they need and areas of improvement needed to perform their jobs more effectively.

**Documents to be Submitted:**

- PSC Performance Evaluation form
- Individual Development Plan Guideline and Template

**Status and Timeline for Completion:** February 2019

**OIG Analysis:** In addition to documentation above, OIG requests the post's next integrated planning and budgeting system submission.

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## APPENDIX F: PROGRAM EVALUATION COMPLETION AND OIG CONTACT

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### PROGRAM EVALUATION COMPLETION

This program evaluation was conducted under the direction of Assistant Inspector General for Evaluations Jerry Black, by Senior Evaluator Kristine Hoffer and Program Analyst Alexandra Miller.



### 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](mailto:jblack@peacecorpsig.gov) or 202.692.2912.

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

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