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Anne Hughes, Chief Compliance Officer

From: Kathy A. Buller, Inspector General

Date: September 28, 2018

Subject: Final Report on the Program Evaluation of Peace Corps/Senegal (IG-18-05-E)

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

Management concurred with all 12 recommendations. All 12 recommendations 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 1 and 3 through 11 when the documentation reflected in OIG's comments and the agency's response to the preliminary report is received. For recommendations 2 and 12 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
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A Volunteer and her counterpart present the crops they have grown as part of the Master Farm program.

Final Country Program Evaluation

Peace Corps/Senegal

IG-18-05-E

September 2018

EXECUTIVE SUMMARY

BACKGROUND

The Office of Inspector General (OIG) conducted an evaluation of Peace Corps/Senegal (hereafter referred to as "the post") from March 12 to March 30, 2018. Almost 4,000 Volunteers have served the people of Senegal uninterrupted since the program was first launched in 1963. There are currently four projects in Senegal: (1) agriculture; (2) agroforestry; (3) community economic development; and (4) health. At the onset of fieldwork, the Peace Corps/Senegal ("post") had a total of 208 two-year Volunteers and 2 Peace Corps Response[1] Volunteers in country. All Volunteers lived with host families for their full 27 months of service.[2]

WHAT WE FOUND

Volunteers believed they were making a difference in their communities and achieving project objectives, which aligned with Senegal's development priorities. Staff provided effective training to prepare Volunteers with the language, technical, and other skills they needed to serve in Senegal. We found that many areas of operations functioned well, including: medical support for Volunteers, safety and security support, programmatic feedback to Volunteers, staff collaboration, communication between the post and headquarters (HQ), the post's relationship with the U.S. Embassy in Senegal, and training for staff on the agency's Sexual Assault Risk Reduction and Response program. Furthermore, the post had taken steps to reduce Volunteers' exposure to potential security threats, and Volunteers reported that they felt safe at their sites.

However, we identified some areas of post operations that required management attention. Volunteers told us that many Volunteers rode motorcycle taxis for a mix of reasons, although the post's transportation policy forbade all Volunteers from riding motorcycles under any circumstances. Volunteers also told us that many did not consistently report their whereabouts to the Peace Corps. Furthermore, the post's site development manual was out of date, ministry officials we interviewed wanted more information from Peace Corps about what Volunteers in the country were doing, and the post did not have active Project Advisory Committees (PACs) or agreements such as memorandums of understanding (MOUs) for three of its four projects.

RECOMMENDATIONS IN BRIEF

Our report contains 12 recommendations, which, if implemented, should strengthen post operations and correct the deficiencies detailed in the accompanying report.

[1] Peace Corps Response provides qualified professionals the opportunity to undertake short-term assignments in various programs around the world.
[2] Peace Corps Response and third-year Volunteers were not required to live with host families.

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HOST COUNTRY BACKGROUND

Senegal is a West African country that gained independence from France in 1960. Slightly smaller than South Dakota, Senegal is set against the Atlantic Ocean to the west and shares borders with Mauritania, Mali, Guinea, Guinea-Bissau, and The Gambia. Senegal and The Gambia share the same ethnic groups and a similar pre-colonial history, and in 1981 they united as the Confederation of Senegambia. This union dissolved in 1989, and today Senegal is a multiparty republic that is one of Africa's most stable democracies.

Figure 1: Map of Senegal.

Senegal's primary ethnic groups include Wolof, Pulaar, and Serer. Though French is the official language, there are approximately 39 languages in Senegal of which Wolof is the most widely spoken. About 95 percent of the population identify as Muslim.

Senegal has a large and growing youth population and a fertility rate of almost 4.5 children per woman Fifty-eight percent of the population is literate and children, on average, attend school for nine years. Almost 20 percent of households are food insecure, and 18 percent of children under five suffer from malnutrition. Senegal ranks 162 out of the 188 countries on the human development index and 47 percent of the population lives below the poverty line. Most of Senegal's hospitals and medical facilities are in the capital of Dakar, so many people in other parts of the country rely instead on traditional forms of medicine.

In 2014, the president of Senegal introduced the Emerging Senegal Plan, an economic plan focused on increasing economic growth while maintaining stability and debt sustainability. The plan seeks to improve the country's infrastructure and transport services; drinking water and sanitation; and the energy, agriculture, education and training, and health sectors.

PEACE CORPS PROGRAM BACKGROUND

OIG conducted fieldwork for the evaluation of Peace Corps/Senegal from March 12 to March 30, 2018. Prior to this evaluation, OIG had evaluated Peace Corps/Senegal in 1999 and audited the post in 2016.

The Peace Corps first entered Senegal in 1963 with 15 English secondary education Volunteers, and Peace Corps/Senegal has operated uninterrupted ever since. Almost 4,000 Volunteers have served in Senegal since the post opened. Each February and September, the post receives a new group of Volunteers. At the beginning of fieldwork for this evaluation the post supported 208 two-year Volunteers and two Peace Corps Response Volunteers, and as of January 2018 the post employed 75 full time staff members. Based on the size of its Volunteer population, PC/Senegal ranked as the third largest of the agency's overseas programs in 2017. The post's Fiscal Year (FY) 2018 budget was approximately $6.03 million. [3] The post had four projects at the time of fieldwork--health, community economic development, agriculture, and agroforestry. More detailed descriptions of the four project areas are as follows:

- **Health.** The goal of the health project is to end preventable child and maternal deaths. Its three primary objectives are to: (1) educate and encourage women to adopt practices that contribute to a healthy pregnancy; (2) improve community health workers' organizational, management, and interpersonal/behavior change communication skills; and (3) increase early-care seeking and prevention of common childhood illnesses by caregivers of young children.

- **Community Economic Development (CED).** The goal of the community economic development project is for household members, particularly women and youth, to achieve economic security and upward economic mobility. Volunteers work to develop individuals' entrepreneurial potential and capacity to implement micro and small enterprise activities, particularly those related to waste management and agribusiness. Volunteers' CED activities include facilitating gender-sensitive business development camps and clubs for youth, delivering business skills training to entrepreneurs, and coaching and training individuals to implement micro and small enterprises.

- **Agriculture.** The agriculture project emphasizes sustainable community development and increased food security in both rural and urban areas. Rural Volunteers promote improved gardening practices and rice and field crop varieties, while Volunteers in urban and peri-urban settings work to expand the supply of healthy food and create added revenue for vulnerable populations. Volunteers' activities include teaching seed selection and storage techniques and improving gardening practices. The post planned to review and update their project framework in FY 2018.

[3] This amount does not include the salaries, benefits, and related cost of U.S. direct hires assigned to post and other costs the agency has determined should be centrally-budgeted.

- **Agroforestry.** Volunteers provide technical assistance to farmers who want to establish tree nurseries and spread the use of key agroforestry technologies, such as live-fencing[4] and alley cropping.[5] The post planned to review and update their project framework in FY 2018.

PC/Senegal clustered Volunteers from multiple project areas into work zones, or regions where Volunteers were placed close enough to collaborate and support each other. Much of the work zone interaction between Volunteers transpired at the transit houses.[6] Each regional coordinator was stationed at one of the transit houses and included among their tasks "…supporting [Volunteers] to be productive and self-sufficient by assisting Work Zones and programming staff to identify and prepare sites, orient families and communities, support [Volunteers] in their integration process, foster work zone and cross sector collaboration and ensure positive regional and local relationships with partners, government and law enforcement officials." A senior staff member in Senegal described this work zone model as a "push-pull" that can draw Volunteers from their sites.

[4] A live fence is a fence made of living trees or shrubs.
[5] Alley cropping is the process of planting rows of widely-spaced trees with a companion crop grown between the rows.
[6] Transit houses in Senegal are Peace Corps properties that provide Volunteers with safe and affordable places for overnight lodging while travelling, for short-term work, or for safety and security or medical hold.

EVALUATION RESULTS

LEADERSHIP AND MANAGEMENT

Our country program evaluation assessed leadership and management using the following researchable questions 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?
- Is there evidence that staff have sufficiently emphasized and supported Volunteer integration through expectation-setting, policy, training, and site visits?

AREAS OF NO CONCERN

Fieldwork revealed that post management had encouraged collaboration across units, maintained good communication with headquarters and the U.S. Embassy, developed well-defined staff positions, and had adequate staffing for efficient and effective operations. In general, OIG found many examples of effective post leadership and management that did not necessitate action by the post.

The post communicated well with headquarters. According to multiple HQ staff members, the Africa Region gave the current country director "marching orders" to improve Volunteer behavior. Prior to the current country director's arrival in 2014, senior staff from the Africa regional operations (Africa Region) considered PC/Senegal a loosely managed post where Volunteers needed greater adherence to rules and policies. The country director accepted this guidance and has been, as another HQ staff member stated, "fearless" in making decisions that reflected the Africa Region's concern by tightening rules for Volunteers. The post's senior leadership and HQ staff agreed that communication and understanding between the post and HQ was good.

The post had a good relationship with the U.S. Embassy. The post had a good relationship with the U.S. Embassy, including with the regional security officer. Post leadership and embassy officials, including the Ambassador, the deputy chief of mission, and two assistant regional security officers, reported a positive working relationship between the Peace Corps and the embassy that included positive overall communication and effective cooperation over Volunteer safety and security. The Ambassador, a former Peace Corps staff member, was very complimentary of Volunteers, reporting that "there are no better ambassadors for the United States than Volunteers."

The post collaborated between units effectively. The majority of staff in the medical, programming/training, and safety and security units spoke positively about cooperation among

units. In addition, OIG found that staff from all units collaborated in the Integrated Planning and Budgeting System process.

The post was staffed for efficient and effective operations. The post invited an expert consultant to conduct a 3-month long staffing evaluation in 2017 and implemented several of the recommendations made, including hiring a fifth regional coordinator and developing a succession plan regarding the upcoming retirements of three of the four program managers. In addition, the post reduced the burden on staff from what many considered excessive Volunteer support by clarifying statements of work (SOWs), refining expectations of staff support through the Volunteer-Staff Commitment document, establishing and training "cultural integration facilitator" counterparts to assume some Volunteer support functions, and reducing the staff- and resource-intensive process of getting Volunteers to their sites. In addition, the work zones helped Volunteers to support each other through collaborative, cross-sectoral projects.

Staff members had well-defined position duties. The post recently completed a review of staff SOWs within the last year. Although the post, including senior leadership, recognized challenges in capturing everything staff does in an SOW document, they have made progress in clarifying staff roles and responsibilities through SOWs. In addition, the Volunteer-Staff Commitment[7] identified areas of responsibility for staff regarding Volunteer support, which has further clarified staff duties.

Post staff completed performance appraisals as required. A random selection of 11 performance appraisals showed that the post had completed performance appraisals as required. All the staff members OIG asked about the performance appraisal process reported that their most recent appraisal was either 'constructive' or 'somewhat constructive.'

The post was fully compliant with the Sexual Assault Risk Reduction and Response training required by the Kate Puzey Volunteer Protection Act of 2011. We found that 100 percent of staff had received SARRR training as required, including a 100 percent certification of designated staff.

Staff emphasized Volunteer integration. In-country interviews during fieldwork revealed that 100 percent of Volunteers felt either "very well" or "somewhat well" integrated into their communities. Thirteen of the 17 staff members interviewed during fieldwork responded that Volunteers were generally integrated into their sites. Post staff promoted Volunteer integration by assessing integration as a terminal learning objective during pre-service training (PST), making it the focus of the first Volunteer site visit, identifying Cultural Integration Facilitators (CIFs) for each Volunteer (discussed below), and emphasizing local language learning.

[7] The Volunteer-Staff Commitment is a document that PC/Senegal staff developed to help clarify the type of Volunteer support that Volunteers and staff should expect to be provided.

VOLUNTEER SUPPORT

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

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

In recent years, the post applied significant changes aimed at improving Volunteers' behavior, including cutting down on out-of-site days, reducing Volunteer trips to Dakar, significantly decreasing Volunteer placements in Dakar, implementing a large-group gathering policy to reduce risks to Volunteer safety, establishing more robust Volunteer compliance with whereabouts reporting, closing 6 of the post's 11 transit houses, and recalibrating Volunteers' reasonable expectations for support.[8] These changes were initiated by the current country director, who entered on duty when many post and HQ staff were alarmed by the Volunteer support culture at PC/Senegal.

AREAS OF NO CONCERN

OIG found many effective examples of Volunteer support at the post. Volunteers felt safe at their sites, reported crimes to the post, and were satisfied with their medical care. In addition, the post had a high-performing peer support network. We briefly describe some areas of post operations about which we found no concerns.

The post had reduced the number of transit houses, despite Volunteer concerns. Prior to our fieldwork in Senegal, the agency had increasing concerns that Volunteers were engaging in inappropriate behavior, including drug use and excessive alcohol consumption, at transit houses. Africa Region leadership asked their country directors to examine posts' use of transit houses; reconsider which, if any, were still needed; and submit new requests for approval of the transit houses determined necessary to support Volunteers. At the time of the request, Peace Corps/Senegal had 11 of the region's 39 transit houses (28 percent of all transit houses in 11 countries). In response, leadership of Peace Corps/Senegal decided to close 6 of the post's 11 regional houses and sought approval from the Africa Region to maintain 5 transit houses for Volunteer use in Senegal, including 4 houses in different regions of the country and 1 in the capital.[9] The six transit houses officially closed on April 30, 2018, 1 month after the completion of our fieldwork. After the reduction in the number of transit houses throughout the Africa

[8] Many considered the environment under the previous post leadership to be overly supportive of Volunteers.
[9] In conjunction with the closure of the six of the regional houses, the post rebranded the remaining houses 'transit houses' to underscore the primary purpose for their existence.

Region (anticipated to be complete by September 2018), Peace Corps/Senegal will have 5 of the 21 remaining transit houses in 6 Africa Region posts.

Our fieldwork occurred at the same time Volunteers were anticipating the loss of six transit houses that some of them used for a range of purposes. Many Volunteers expressed to OIG their concerns about how their service would be negatively affected by the loss of their transit house. For example, Volunteers claimed that the reduction in the number of transit houses would make it more difficult and expensive for them to collaborate on work projects with other Volunteers, access the internet to work or to report their activities to the Peace Corps, and travel within the country. In addition, Volunteers explained to us that having fewer transit houses would reduce some Volunteers' access to a safe environment in which they can socialize with other Volunteers or take a break from their communities or host families.

Volunteers reported to us that staying with other Volunteers — an alternative staff had suggested once the transit houses close — was not viable, because staying with other host families would not offer them a 'mental break.' Also, Volunteers argued that host families in cities where the regional houses were closing might not appreciate or allow a stream of visiting Volunteers. Staff acknowledged that "some Volunteers find the Regional/Transit Houses provide a respite from the demands of living with a family," but encouraged Volunteers to develop coping methods in their own communities.

Normally, the level of concern that OIG heard from Volunteers in Senegal about the agency's decision to close six transit houses might have resulted in a finding and a recommendation to address the concerns. However, we are not issuing any related recommendations for three reasons. First, the potential negative effects Volunteers predicted had not transpired as of the conclusion of our fieldwork. Second, the country director had made a reasonable set of decisions about which transit houses to close and which to keep, and the agency's regional leadership had approved her decisions. Third, post management had taken steps to mitigate the impact of the house closures. Specifically, the country director held several meetings with Volunteers throughout Senegal and with the Volunteer Advisory Council to understand the impact that closing the houses would have. As a result, post leadership decided to delay closing the houses by one month and to use funds saved from the house closures to offset some of the new transportation costs Volunteers would incur. In addition, post leadership decided that staff needed more time to assess the full impacts of the transit house closures.

In sum, OIG found that the post had made reasonable management decisions to recalibrate the number of transit houses it will maintain in the country. Therefore, we did not have concerns about the reduction of transit houses in Senegal.

The Volunteer Advisory Committee functioned effectively. The Volunteer Advisory Committee (VAC) included about 20 members -- one from each region of the country and two coordinators. The post had experimented with making VAC meetings more manageable by conducting virtual meetings and reducing VAC membership numbers to increase the productivity of VAC meetings. Staff and Volunteers reported that Volunteer concerns were communicated through the VAC, and OIG found that VAC discussion topics matched the concerns Volunteers expressed to us during fieldwork.

Volunteers felt safe at their sites. All but one of the 33 Volunteers interviewed during fieldwork reported that they 'always' felt safe at their site. The remaining Volunteer reported feeling safe at site 'sometimes.' One Volunteer commented, "When I am in my compound, I feel safe. People know me. It does feel like home." In addition, Volunteers reported feeling safe where they work.

Most Volunteers Said They Would Report Crimes to the Peace Corps. Seventy-four percent of interviewed Volunteers said that, if victimized by a crime, they would report it to the Peace Corps. Those who reported that they were 'unsure' said that it would depend on the type of crime—particularly if they thought it was a minor crime that Peace Corps could not do anything about or if the crime occurred when they were somewhere they should not be. None of the Volunteers said that they definitely would not report a crime.

Volunteers appreciated the post's safety and security support. The OIG survey of Volunteers found that 91 percent of Volunteers thought that the SSM was supportive. The Peace Corps safety and security officer (PCSSO) reported that he was confident that the SSM had a good level of Volunteer trust and that Volunteers were comfortable reporting crimes to him.[10]

The Emergency Action Plan (EAP) was tested with positive results. The post performed an EAP drill in September 2017 in which all Volunteers responded within three hours. In addition, the post successfully activated the EAP in January 2018 for a limited number of Volunteers. According to the Peace Corps safety and security officer, post staff tested the EAP regularly. Furthermore, security staff from the U.S. Embassy reported that they helped revise the EAP and thought it was complete and accurate.

The post had taken steps to mitigate exposure to potential terrorist attacks. Given the country's geographic location and the increasing unrest in neighboring countries, Peace Corps HQ staff reported concerns about potential terrorist attacks.[11] Staff members from the Office of Safety and Security reported that their office had worked with the post to take steps to reduce the number of Volunteers placed in and allowed to travel to Dakar, since the capital has been the focus of security concerns.

Volunteers appreciated their Peer Support Network (PSN). According to the Volunteer Handbook, the Peer Support Network includes Volunteers dedicated to providing advice and a "caring ear" for fellow Volunteers. Many Volunteers we interviewed appreciated what the PSN did and considered it to be an important resource. One Volunteer explained, "I think that [the PSN] is wonderful. They are fellow Volunteers who are going through what you go through, but they have special training. If there is anything they couldn't handle, they would refer it to medical."

[10] As of April 1, 2018, the SSM referred to here no longer works for Peace Corps.

[11] In October 2017, the U.S. Department of State issued a security message urging U.S. citizens to be vigilant when visiting establishments and staying at hotels frequented by Westerners due to a credible threat related to potential terrorist activity in Dakar.

The post had a trained and well-respected back-up provider of medical care for Volunteers. The PCMOs regularly used the backup provider, such as when participating in continuing medical education training or during Volunteer training events.

The Medical Action Plan Met Peace Corps Standards. The post's medical action plan complied with Peace Corps standards in Technical Guidance 385. The post also maintained a regional medical action plan for each region with Volunteers in Senegal. In December 2017, PC/Senegal completed its annual tabletop exercise which identified gaps in its medical action plan and steps to mitigate those gaps.

Volunteers were satisfied with the post's medical support. According to OIG's survey of Volunteers, 85 percent of Volunteers felt that their health care met their medical and mental health needs, and 94 percent said the PCMOs were either very or somewhat supportive. Also, 89 percent of Volunteers were "very" or "somewhat" certain that the information they share with the PCMOs would remain confidential within the health unit. While several Volunteers in the survey commented that they overheard patient-doctor discussions while in the medical unit, the PCMOs were reorganizing the office to increase the privacy of their encounters with Volunteers.

Staff had assessed Volunteers' living and settling-in allowances. OIG found that the post had completed its most recent living allowance survey and analysis in May 2017, as required by Peace Corps Manual Section (MS) 221. According to OIG's Volunteer survey, 79 percent of respondents reported that their living allowance was adequate.

Although only 61 percent of Volunteers we surveyed thought the settling-in allowance was adequate, staff had conducted required settling-in allowance surveys. Staff believed the current settling-in allowance was probably low, but not enough Volunteers had responded to the allowance survey for post to use the survey's results. The post's director of management and operations was considering a settling-in allowance increase according to agency guidelines and had accounted for the increase in the FY 2019 budget.

AREAS OF VOLUNTEER SUPPORT THAT REQUIRE MANAGEMENT ATTENTION

The evaluation uncovered some areas that require management attention, including Volunteers riding motorcycles in violation of policy, Volunteers not reporting whereabouts, poor management of consolidation point information and documentation, Volunteer lack of awareness of the quality nurse line, and post's lack of market-basket survey data analysis. The remainder of this section provides more information about these topics.

Volunteers violated the post's rule not to ride on motorcycles.

MS 523 "Motorcycles and Bicycles" states, "Motorcycle use is limited only to those cases where use is clearly necessary to accomplish the goals of the particular project to which Volunteers are assigned"[12] and requires CDs to obtain approval for motorcycle use on a project-by-project basis

[12] Peace Corps Manual Section 523.3.1 Motorcycles.

from the regional director.[13] At the time of our fieldwork in Senegal, the country director had not sought approval from the regional director for any Volunteers to be allowed to use motorcycles. Furthermore, according to PC/Senegal's Volunteer Handbook, "Volunteers are not authorized to operate, ride or be a passenger on any motorcycle. This restriction applies equally to motorcycles, mopeds, scooters, and all other forms of motorized two or three wheeled transportation."

Despite this prohibition, 78 percent of Volunteers interviewed reported that they were aware of other Volunteers traveling on motorcycles or mopeds. We did not determine the percentage of Volunteers who had traveled on motorcycles.[14] However, given the number of Volunteers in Senegal who described circumstances in which a Volunteer would ride a motorcycle, we determined that the post's prohibition against motorcycle use had failed.

According to Volunteers we spoke to, Volunteers rode motorcycles for two main reasons. First, some Volunteers reported that other Volunteers would use motorcycles in large cities or areas where taxis were not commonly or conveniently available. This cause of motorcycle usage represented a failure on the part of the Volunteer to follow a clear policy, and the post had procedures for addressing this behavior.

The second reason Volunteers used motorcycles, however, was more complicated. Volunteers in rural areas often felt that there was no other alternative to safely get to their community. Many Volunteers lived in rural villages, often several kilometers from the main road, and post expected them to travel to and from their communities within an hour by foot, bike, or donkey cart. Multiple Volunteers commented that given the limited transportation options for rural Volunteers, some must decide between taking a motorcycle back to their community or being stranded at the road-town communities overnight. One Volunteer commented, "Most Volunteers who use the motorcycles are in very remote villages and fear getting stranded in an unsafe place."

We found problems with the post's documentation of approved transportation options available to Volunteers at their sites. The post's guidance required staff, during the site identification process, to assess and document the types and frequencies of approved transportation options that would be available to Volunteers at their sites. OIG found that for 15 randomly selected Volunteer site files, 60 percent either lacked the site development survey form (where staff recorded information on transportation options at each site), or the form contained incomplete transportation information. As a result, the post may have placed Volunteers in sites that did not meet their transportation safety criteria, increasing the risk that Volunteers would rely on motorcycles when approved transportation was not accessible or realistic (i.e. walking alone at night).

Volunteers' motorcycle use exposed Volunteers and the post to an unknown and unapproved level of risk. According to statistics from one region of Senegal, 70 percent of traffic crashes between January and September 2016 involved motorcycles, many of which were fatal.

[13] Peace Corps Manual Section 523.4.2.1 Motorcycle Use.

[14] To ensure that Volunteers felt comfortable discussing the issue of motorcycle usage, we did not ask Volunteers if they rode motorcycles. Instead, we asked them if they were aware of Volunteers traveling on motorcycles or mopeds. And, if so, under what circumstances.

Volunteers reported feeling less safe when they left their communities, and FY 2017 AVS data showed that PC/Senegal Volunteers felt less safe when traveling in Senegal than Volunteers at other Africa posts.

In addition, the post recently reduced the number of nights Volunteers could spend at a transit house each month and the number of transit houses available to Volunteers. Some Volunteers may feel compelled to rely on a motorcycle taxi to return home more quickly than they could using a post-approved mode of transportation.

We recommend:

1. **That the country director, safety and security manager, and Peace Corps safety and security officer examine the transportation options of Volunteers required to travel in and out of remote sites in Senegal, and, if necessary, seek approval for any proposed changes to the post's transportation policy.**

2. **That the director of programming and training ensure that staff involved in identifying and approving Volunteer sites in remote parts of the country obtain and document accurate information about the transportation options Volunteers in those sites will be able to use.**

Volunteers did not consistently report their whereabouts.

PC/Senegal's Volunteer Handbook required Volunteers to report their whereabouts each time they spent a night outside of their community, including for Peace Corps sponsored events, and get their APCD's approval before spending three nights or more away from site.

The post has emphasized the importance of reporting whereabouts by several means, including having a Volunteer rewrite the policy in the handbook and discussing Volunteer concerns during multiple VAC meetings. Of the Volunteers we interviewed, 85 percent agreed that post staff clearly communicated the whereabouts policy, and 88 percent agreed that the whereabouts notification process was easy to follow.

OIG found, however, that Volunteers in Senegal do not consistently report their whereabouts. Forty-five percent of Volunteers admitted in OIG's survey that they do not always report their whereabouts to the Peace Corps office when they leave their site for the night. Staff were aware that Volunteers frequently did not comply with the policy. One commented, "whereabouts reporting is a practice many Volunteers have taken to be optional. Many don't report unless they are spotted by a staff member and about to get caught."

Volunteers reported confusion about how staff—particularly those outside the safety and security team—used whereabouts reporting. Sixty-seven percent of interviewed Volunteers explained that Volunteers do not report whereabouts because they fear being punished or judged by Peace

Corps staff for being out of site. One Volunteer explained that Volunteers understand how often they are allowed to be out of site, and fear getting in trouble with their program manager if they are out of site too long. Another reported that while Volunteers have been told that whereabouts reporting is just a safety measure, they feel that is has turned into a tool for judging or assessing Volunteers. Also, several Volunteers wondered why their programming teams had access to their whereabouts reports if the whereabouts policy was only to ensure their safety.

MS 270 states, "Posts are not authorized to use *Whereabouts Reporting* as a measurement of individual [Volunteer/trainee's] performance at site, time in site, or to track a [Volunteer/trainee's] annual leave."[15] Staff reported to OIG that they were not using whereabouts reporting data to evaluate Volunteers, as some Volunteers believed. However, the post has implemented a new process to reinforce whereabouts reporting that may have contributed to Volunteers' confusion regarding programming staff's use of whereabouts reporting data. Following a PCSSO recommendation, the programming team started comparing transit house visitor logs with Volunteer whereabouts data to determine if Volunteers correctly reported their whereabouts. Post staff has attempted to clarify the consequences of non-reporting and how the programming team interacts with whereabouts reporting through the VAC, but this information has not been incorporated into the Volunteer Handbook and remained misunderstood among some Volunteers.

Without accurate information about the location of Volunteers in the country, there is an increased risk that PC/Senegal would not be able to efficiently contact and locate Volunteers in the event of an emergency.

We recommend:

3. **That the country director, with input from the Volunteer Advisory Committee, update the Volunteer Handbook to clarify how non-safety and security staff members access and use whereabouts reporting data.**

Consolidation Point documentation contained discrepancies.

Peace Corps' safety and security standard operating procedures require all Volunteers to have consolidation points in the event of an emergency and ensure that all Volunteers are familiar with them.[16] PC/Senegal recorded consolidation points in both Volunteer Information Database Application (VIDA)[17] and their Emergency Action Manual (EAM).

OIG could not determine if Volunteers knew their consolidation points because the post did not maintain complete and accurate information about each Volunteer's consolidation point in VIDA and the EAM. As a result, when we asked Volunteers to name their consolidation points we did

[15] Peace Corps Manual Section 270.8.3.1 Use of Whereabouts Reporting at Post
[16] See safety and security standard operating procedure 'Selecting Consolidation Points' and 'EAP Testing and Training.'
[17] The VIDA is the repository of all information about Volunteers during their service, including key dates (enter on duty, close of service), vacation days, communications with staff, site information, emergency contact information, personal information, and program information.

not have a reliable source of information to validate Volunteers' responses. OIG was unable to determine if 16 of the Volunteers (almost half) we interviewed were aware of their consolidation points, because of inconsistencies with how staff had recorded this information in VIDA and the EAM. For seven Volunteers, VIDA and the EAM indicated different consolidation points. And for nine Volunteers either VIDA or the EAM did not indicate a consolidation point.

At the time of fieldwork, the post was planning to review consolidation points as part of regional transit house closures. Inaccurate or missing consolidation point information could negatively impact consolidation training, exercises, and activation in the event of an emergency.

We Recommend:

4. **That the safety security manager accurately note each Volunteer's consolidation point in the Volunteer Information Database Application and the Emergency Action Manual and provide the correct information to Volunteers.**

The majority of Volunteers did not know about the Quality Nurse Line (QNL).

As explained in TG 302 'Volunteer Concerns,' Volunteers have the opportunity to express any concerns with the quality of their health care to Peace Corps' Quality Improvement Unit. All posts are responsible for posting the quality improvement unit's contact information, referred to as the Quality Nurse Line, as well as instructions on how to raise a concern.

Seventy-nine percent of Volunteers we interviewed said they had not heard of the QNL. We determined that Volunteers, while informed of the QNL, did not retain the information. During fieldwork, the evaluator observed that the QNL poster was on display in the medical unit waiting area. In addition, one Peace Corps medical officer confirmed that staff had explained the QNL to trainees during PST and distributed business cards with the Quality Improvement Unit's contact information. Furthermore, staff reported that the medical staff sends periodic email reminders about the QNL to Volunteers. As determined in the Follow-Up Evaluation of Issues identified in the 2010 PC/Morocco Assessment of Medical Care, if a high percentage of Volunteers and trainees are unaware of the QNL, quality issues may not be consistently reported to the Office of Health Services (OHS), impeding OHS's ability to provide effective oversight of the post's quality of care.

We recommend:

5. **That the country director periodically remind Volunteers and trainees about the Quality Nurse Line.**

The post had not conducted a market basket survey.

The post had not compared living allowance data received from Volunteers with market basket survey data collected by staff as required by MS 221 "Volunteer Allowances."[18] Market basket data helps posts determine the accuracy of costs Volunteers face by comparing costs of market basket items across the country with Volunteer living allowance survey submissions. The post did not complete a market basket survey, because staff were not adequately trained to utilize the market basket survey tool. Though 79 percent of the Volunteers surveyed reported that their living allowance was adequate, data collected by Volunteers should be verified by market basket survey data collected by staff in multiple locations across the country. The post's most recent living allowance analysis was not informed by this information, and instead relied upon World Bank inflation data. Without market basket data, the post risks being unable to accurately verify Volunteer living allowance costs.

We recommend:

6. **That the director of management operations train staff how to conduct a market-basket survey and include market-basket data with the next living allowance analysis.**

PROGRAMMING, TRAINING, AND EVALUATION

Our country program evaluation 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?
- 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

OIG found that PC/Senegal's programming, training, and evaluation was strong, with only a few issues rising to the level of concern. The evaluation revealed that the post implemented programs that met Senegal's development needs and that Volunteers were making a difference in their communities. The post responded to the information needs of the regional government

[18] Peace Corps Manual Section 221.5.7.2 Market Basket Survey.

authorities and had begun providing them with quarterly reports. We briefly describe some areas of post operations about which we found no concerns.

Projects aligned with Senegal's development priorities. PC/Senegal's program closely aligned with the Government of Senegal's stated priorities. Senegal's Multidimensional Poverty Index shows that poverty is prevalent throughout Senegal, and at the time of fieldwork, Volunteers worked in 13 of the country's 14 regions. According to the OIG Volunteer survey, 93 percent of Volunteers felt that their work 'always' or 'sometimes' addressed the needs of a poor part of the country or a poor segment of the population within their communities (See Figure 2). One government stakeholder commented that he admired Volunteers for working in areas where there were no Senegalese administrative officials.

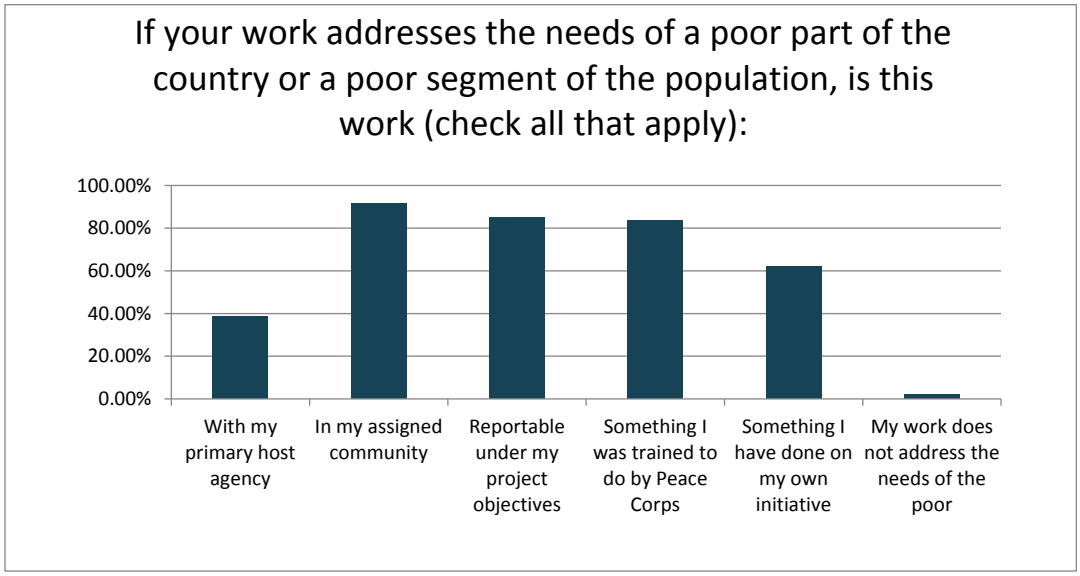

Figure 2: Work Addressing Needs of the Poor. (145 respondents) Source: *OIG Volunteer Survey.*

Volunteers believed they were making a difference in their communities and achieving project objectives. Post staff, HQ, and Volunteers all agreed that Volunteers were making a positive impact on their communities. According to OIG's Volunteer survey, 95 percent of Volunteers agreed that their work contributed to their primary project objectives. HQ staff recognized that the post staff and Volunteers were highly innovative and engaged, particularly in the area of malaria prevention.

OIG determined that generally Volunteers understood their project goals and objectives. While some staff members acknowledged that Volunteers had fallen short of several targets, overall, staff and Volunteers agreed that Volunteers were achieving project objectives. One staff member commented that the post strongly emphasized goal one and Volunteers were well trained to achieve skills transfer. Furthermore, 85 percent of Volunteers in the OIG survey felt that their work to address the needs of the poor part of the country aligned with their project objectives.

The post delivered effective training. OIG determined that the post did an excellent job preparing Volunteers for service. PC/Senegal had two advantages in terms of training. First, the post had its own permanent training center, a gift from the government of Senegal. The training center, which was recently upgraded, consisted of Volunteer dorms, multiple air-conditioned

classrooms for hands-on activities, WiFi, a cafeteria, and offices for staff. HQ and post staff agreed that the training center played an important role in the post's ability to deliver quality training. The second advantage was the post's effective use of a fourth USDH position, one more than the three USDHs standard across most posts. PC/Senegal hired a Deputy Director of Training and Staff Development, who reported to the Director of Programing and Training and was responsible for leading and directing training activities for Volunteers, staff, and, occasionally, local counterparts and beneficiaries.[19]

Volunteers, in general, rated their language, technical, safety and security, and health training highly. In the FY 2017 AVS, 86 percent of respondents reported that they felt prepared to meet the challenges of service.

- *Language Training:* Volunteers in Senegal received training in one of eight local languages[20] Despite the challenges that a multilingual country presents, post staff, HQ specialists, and Volunteers reported that the language training was sufficient. According to OIG's survey of Volunteers, 90 percent of respondents reported that their language training was either 'very' or 'somewhat' effective. Volunteer language proficiency, tested after PST, mid-service training, and at the close of service, showed that Volunteers met language standards. Many Volunteers spoke highly of their language and cultural facilitators and maintained a close relationship with them after PST. In addition to PST, the post offered ongoing language learning opportunities, including tutor reimbursement and a five-day language training seminar one month after PST.

- *Technical Training:* Technical training for all four projects aligned with the project frameworks, Volunteer activities, and position descriptions. In addition, according to the OIG survey, 89 percent of Volunteers felt that the Peace Corps training was effective in preparing them to perform their primary assignment. Many of the Volunteers interviewed agreed that the technical training, in general, provided them with the knowledge, skills, and abilities they needed to be successful.

- *Safety and Security Training:* Safety and security training adequately prepared Volunteers for service. Ninety-four percent of Volunteers we surveyed felt that the safety and security training was effective. One member of senior staff commented that the safety and security team "give life to" the safety and security sessions. Staff reported the SARRR training included a "sex signals" session that was country-specific and conducted by host country staff, including the language and cultural facilitators, who

[19] When the Deputy Directory for Training and Staff Development position was created, the Training Manager—who was previously responsible for many of the responsibilities—transitioned to the new Training Center Manager. While there was some initial confusion over roles and responsibilities, both agreed that they were growing into their positions.

[20] Even though French is an official language in Senegal and commonly spoken in offices and professional settings, the post does not provide Volunteers with French language training. Instead, post staff expect Volunteers to arrive in Senegal with at least some French, particularly in the Health and CED projects. For those Volunteers who do not have a background in French, post staff try not place them in sites where French is more commonly spoken, such as minority language or urban sites. Multiple Volunteers (particularly in the Health and CED sectors) commented that they wish they had received training in French.

shared local perceptions and experiences. The training also included the presentation of country-specific statistics.

- *Health Training:* The post was dedicated to providing Volunteers "training in medical knowledge essential for PCV to be responsible for maintaining their health as a PC trainee and Volunteer, including lectures, Senegal-specific health handbooks, and updates via newsletters, email, and text message." Our survey found that 90 percent of Volunteers felt that health training prepared them to maintain their physical health at site. Volunteers particularly appreciated the post's health handbook as a useful reference.[21]

  Most Volunteers we interviewed said that health training adequately prepared them for the emotional stress of service. Many Volunteers recognized the challenge of preparing trainees for a reality they had yet to experience and appreciated staff did the best they could to prepare them for challenges they would face. Several Volunteers commented that they appreciated learning about the pattern of mental highs and lows that they could expect.

The post complied with the standards for assessing trainees' readiness to serve. The post produced a trainee assessment portfolio (TAP) document for trainees and conducted appropriate assessments during pre-service training. Ninety-four percent (29) of Volunteers interviewed reported that they recalled being adequately informed that they would be assessed on the post's Terminal Learning Objectives prior to swearing-in as Volunteers. In addition, the post had developed a TAP spreadsheet for tracking each trainee's learning style, progress towards achieving each of the terminal learning objectives, staff observations, language proficiency scores, and approval for swearing-in.

Relationships with project partners were positive. The post had a strong working relationship with a number of project partners outside the host country government. The post had a number of MOUs with local and international NGOs regarding the placement of third-year or Peace Corps Response Volunteers.

The post was responsive to the needs of the regional government authorities. PC/Senegal committed to sending regional partners quarterly reports, after having received feedback from the regional government authorities that they were not sufficiently informed of Volunteers' activities. Each work zone was responsible for producing a quarterly report that summarized Volunteers' work in the region. This was labor intensive for staff, who were required to review each report and translate them into French, as well as for Volunteers, who had to travel out of their communities to submit their reports electronically. According to one senior staff member, the reports were well received by local government authorities. One Volunteer commented, "[the quarterly report] helps us check our work. It allows us to report what we have done and what we are planning to do. It holds [us] accountable for [our] work."

Volunteers were satisfied with staff site visits and feedback. According to the post's Site Development Manual, programming staff should visit each Volunteer at least twice during their

[21] The health handbook is a resource developed by the post that includes useful health information for Volunteers, such as what constitutes an emergency, background on the medical staff, required medical services, rules regarding the sick bay, and common medical conditions.

service. The Volunteer Handbook similarly states that Volunteers should expect one official programmatic site visit for each year of service. According to the 2017 AVS, only 3 percent of Volunteers reported that they had not received a visit from a Peace Corps representative in the past 12 months. Seventy-five percent of Volunteers surveyed by OIG felt that their programmatic site visits were helpful. Volunteers reported that they often received helpful feedback during site visits, over email, or from in-person consults with their programming teams.

Volunteer housing was generally in line with the post's standards. OIG inspected Volunteer houses to determine whether they complied with post and regional housing standards. For the majority of housing requirements, we found few Volunteer houses that were out of compliance with established criteria.

Volunteers were generally satisfied living with host families. Volunteers in Senegal are required to live with a host family for their entire two years of service to ease the Volunteers' transition into community life, provide a safe and secure environment, and facilitate the Volunteer's language acquisition and cultural adaption. Most reported that they had positive relationships with their host families. One Volunteer commented, "I am so proud to be part of this family. No matter how I thought I was trained to integrate, these people went above and beyond to accept me." As noted previously, Volunteers also said that living with host families could be mentally draining.

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

The evaluation uncovered issues with programming, training, and evaluation that require management attention. The post did not maintain active Project Advisory Committees (PACs) or have established agreements with national partners for three of its four projects, and the post's site development manual was out-of-date. In addition, this section outlines an area of concern that is a systemic problem out of the post's management's control.

The post did not maintain active Project Advisory Committees for three of its four projects.

According to Peace Corps' PTE Guidance, PACs help the Peace Corps "ensure that it develops credible, realistic, and responsive project plans and training programs." PACs should meet at least once during the design of a new project, and at least once a year thereafter.

While post staff reported that they regularly engaged with project partners in a variety of ways, three of the four sectors did not meet through regular formalized PAC meetings. Staff reported that they did not find PACs to be useful and that PACs had created frustration in the past. However, the five ministry officials we interviewed expressed interest in improving communication and feedback from the Peace Corps on the Volunteers' work and achievements. At the time of fieldwork, post staff had recognized that their lack of PACs had become an issue and were committed to resolving the problem.

We recommend:

7. **That the country director establish a project advisory committee for the agriculture project.**

8. **That the country director establish a project advisory committee for the agroforestry project.**

9. **That the country director establish a project advisory committee for the health project**.

The post did not have memoranda of understandings or equivalent agreements with appropriate national-level partners for three of its projects.

According to the Peace Corps' Programming, Training, and Evaluation Guidance:

> Each Peace Corps project should operate under an agreement signed at the national level with the host country government. These agreements ensure that Peace Corps stays engaged with the host country government, and they add credibility to the Peace Corps' work in the country. Most often, these agreements are memoranda of understanding (MOUs) with a relevant ministry or ministries. MOUs that establish a clear understanding of the goals, objectives, and working relationship between the Peace Corps and host ministries help to manage expectations and affirm the host government's support of the Peace Corps' work in the country.

Further, the Peace Corps Manual Section 103 "Procedures for In-Country Strategic Partnerships" states an agreement should be signed between the Peace Corps post and the hosting organization to ensure that roles and responsibilities, expectations, and other terms and conditions of the placement of Volunteers are clearly understood and documented.[22]

At the time of fieldwork, the post did not have MOUs or equivalent agreements with Senegalese ministries for the agriculture and agroforestry projects. On March 7, 2018, the post signed an MOU with the Ministry of Health. This MOU outlined the expectations for both the Peace Corps and the Ministry, clarified the site identification and placement process, and described collaborative efforts between the Peace Corps and the Ministry, including the Peace Corps' intention of developing a PAC that included a representative from the Ministry. Through this MOU Peace Corps committed to sharing results with the Ministry of Health in an annual report. After the preliminary report was released, the post also provided us with a partnership agreement from 2011 for the CED project between Peace Corps and Senegal's Agency for the Development and Support of Small and Medium-Sized Companies.[23]

PC/Senegal was not aware until recently that the Peace Corps had an expectation of MOUs with ministries or national partners. The post planned to wait until the agriculture and agroforestry projects redesigned their frameworks before pursuing an MOU.

[22] Peace Corps Manual Section Procedures 103.IV. Agreements regarding Volunteer placement.
[23] *L'Agence de Développement et d'Encadrement des Petites et Moyennes Entreprises*

The need for official agreements between the Peace Corps and the Senegalese government was perhaps less apparent than at some posts, because PC/Senegal has enjoyed sustained, strong support from the host country government. Each of the five national officials with whom OIG spoke during fieldwork acknowledged that their relationship with the Peace Corps was good and Volunteers' work aligned with national priorities.

Despite this strong relationship, however, each of the five national officials interviewed wanted better communication and feedback on Volunteers' impact. One official wondered what would happen if replaced by someone else at the ministry who may not know about, or have a favorable view of the Peace Corps, as he did. Another stated that he had not seen a report from the Peace Corps in years. Another thought his ability to assess the cooperation between the Peace Corps and Senegal was made difficult by the lack of reporting from the Peace Corps. Some staff acknowledged that they had not adequately explained the role of Volunteers to project stakeholders and needed to institutionalize their partnerships rather than rely simply on existing personal relationships between some staff and their official host partners. A senior staff member also acknowledged that the upcoming departure of three of the four program managers from the post within the next year will present partnerships challenges since they have been dependent upon personal relationships.

Agreements with these national partners, along with the establishment of PACs (as recommended above), should help Peace Corps/Senegal and its partners establish expectations for reporting, communication, and collaboration.

We recommend:

10. **That the country director develop a memorandum of understanding or similar agreement between the agriculture project with the appropriate ministry or national-level government partner.**

11. **That the country director develop a memorandum of understanding or similar agreement between the agroforestry project with the appropriate ministry or national-level government partner.**

PC/Senegal's site development manual was out of date.

MS 270 requires each post to establish and apply a process for developing, selecting, and approving sites.[24] According to the Peace Corps' PTE Guidance, "Site preparation requires a team of staff and Volunteers to follow—and periodically update—procedures established at the post that comply with MS 270."

[24] Peace Corps Manual Section 270.6.1 Site Development Process.

PC/Senegal's site development and monitoring standards guide did not reflect changes the post had made to its site identification and preparation process since the post updated its site development manual in September 2015. Changes not reflected in the manual included:

- *PC/Senegal introduced the cultural integration facilitator.* Starting in the fall of 2017, staff introduced the practice of identifying cultural integration facilitators (CIFs) for each Volunteer during site identification. CIFs support the Volunteers' community integration in ways that the technical counterparts are not always able to and increase overall local support for Volunteers.

- *Framework revisions impacted site identification.* For the spring 2018 input, the Health project changed the way staff identified potential sites. Under the new framework, the post would ask the Ministry of Health to propose the sites where they wanted health Volunteers placed. The post had not incorporated this new process into its description of site selection, nor had staff updated any programmatic criteria for assessing sites for Health Volunteers.

- *PC/Senegal revised its process for site approval.* Staff had not methodically signed off on all the required documents for approving sites prior to 2018. For the post's spring 2018 input, the PCMOs, SSM, DPT, CD, and programming team gathered to review documentation on each site under consideration and to document their approvals of each site. According to the DPT, the post planned to continue with that practice in the future. At the time of our fieldwork, however, the site development manual had little information on the post's revised site review and approval process.

Without an up-to-date and easy-to-reference manual that accurately reflected the post's site development and approval processes, staff overlooked or inconsistently completed certain tasks. For example, according to the post's site development guide, staff should review site history files during the site preparation phase three to nine months prior to PST, but staff admitted that until recently they had not been organizing their site history files and had not consistently consulted the files during site development. In addition, Volunteers were not provided completed housing checks as required by PC/Senegal's site development guide. When asked if they received a copy of the completed checklist upon arrival at site, only 45 percent of Volunteers we interviewed responded positively. Finally, we found Volunteers' site development portfolios were incomplete. Of the 15 Volunteer site development portfolios we reviewed for completeness, only one contained all six documents required by the post's standards and several documents were missing signatures.

While staff understood their role in site development, not everyone agreed that they were conducting site development in the most efficient manner. A group discussion on how to improve site development processes could reduce staff workload.

We recommend:

12. That the Director of Programming and Training, with input from all staff involved in site development, review the post's current site development practices and update their site development and monitoring standards accordingly.

Site history files were incomplete.

According to MS 270:

> Each post must maintain a system for recording the history of a site from the time that initial evaluation begins. The site history must also capture security issues that could affect future Volunteer placements in particular areas. Information should include Volunteer concerns about a location, safety or security incidents that occur in the community, and other conditions that could otherwise affect a future decision to place a Volunteer in that location. [25]

Staff acknowledged that they had not prioritized their site history files in the past, and that documents had often been lost or not filed properly. OIG reviewed a random selection of 15 site history files for currently-serving Volunteers and found only one file complete. An additional review of ten randomly selected unrestricted crime incidents found that none were included in the post's site history files.

However, at the time of fieldwork, the post had made improvements to their processes and had developed thorough site history files for the most recent input of Volunteers.[26] During the PCSSO's MS 270 review with the post in February 2018, the PCSSO worked with the post to implement new site history file procedures and conducted a training to ensure that security incidents were documented in site history files. The post also developed a site history file SOP with the PCSSO that outlined how the files should be created, used, and maintained. According to the PCSSO trip report, the new system should ensure "that all files are centrally located, [and] that pertinent information on security incidents, environmental concerns, and programmatic updates are tracked and maintained." To test the new site history file procedures, after our fieldwork in Senegal, we reviewed a selection of five site history files for the most recent input of Volunteers and found the files in order. OIG concluded that the post had sufficiently improved its management of site history files and is not issuing a recommendation.

The Volunteer Reporting Tool (VRT) was Inefficient and Created Challenges for Volunteers and Staff.

In the Peace Corps Strategic Plan, Strategic Objective 11 is "Advance the agency's ability to measure progress, improve performance, and demonstrate impact through integrated monitoring,

[25] Peace Corps Manual Section 270.6.7 Site History Documentation
[26] At the time of fieldwork, the most recent input was still in Pre-Service Training.

reporting, and evaluation practices." The agency aims at capturing rigorous, high-quality data to inform decision-making at the post and the agency level.

Volunteers and staff in Senegal reported that the Volunteer Reporting Tool (VRT) was inefficient and not user friendly. Although the Peace Corps provided an offline version of the VRT, Volunteers still had to download the program onto their computer, which Volunteers in Senegal found difficult or impossible.

Many Volunteers either did not have a laptop or lacked electricity in their communities, requiring them to travel—often long distances—to their regional houses for completion of the reporting requirement. Once at the regional house, some Volunteers struggled downloading the software and completing the VRT due to frequent internet and electricity outages. One Volunteer explained that it took him four days to get the VRT to work because he could not download the software. Then if staff found errors, Volunteers had to travel back to the regional houses to make corrections.

The VRT also caused technical issues for programming staff, who committed to providing Volunteers with feedback within a month. Two staff members observed that the VRT was only accessible from the office, creating challenges for those who are frequently on the road. One staff member equated working with the VRT to "trying to pound a square into a round hole."

Only 55 percent of Volunteers felt that the feedback they received from staff about their Volunteer Reporting Form was useful. Volunteers who did not find the feedback useful often commented that it was perfunctory, non-existent, or mostly focused on correcting reporting errors.

The FY 2018 Evaluation of Peace Corps/Albania (IG-18-02-E) uncovered many of the same problems found in Senegal regarding the VRT, including inefficiencies and poor data. As OIG reported in that evaluation, HQ had no plan to change the current VRT until it was fully redesigned and re-issued, which was scheduled for release in late 2019. OIG recognizes that there is no post-specific recommendation it can make to Peace Corps/Senegal, but again draws agency management attention to the challenges that the VRT, as designed, continues to create for posts like Senegal.

LIST OF RECOMMENDATIONS

WE RECOMMEND:

1. That the country director, safety and security manager, and Peace Corps safety and security officer examine the transportation options of Volunteers required to travel in and out of remote sites in Senegal, and, if necessary, seek approval for any proposed changes to the post's transportation policy.

2. That the director of programming and training ensure that staff involved in identifying and approving Volunteer sites in remote parts of the country obtain and document accurate information about the transportation options Volunteers in those sites will be able to use.

3. That the country director, with input from the Volunteer Advisory Committee, update the Volunteer Handbook to clarify how non-safety and security staff members access and use whereabouts reporting data.

4. That the safety security manager accurately note each Volunteer's consolidation point in the Volunteer Information Database Application and the Emergency Action Manual and provide the correct information to Volunteers.

5. That the country director periodically remind Volunteers and trainees about the Quality Nurse Line.

6. That the director of management operations train staff how to conduct a market-basket survey and include market-basket data with the next living allowance analysis.

7. That the country director establish a project advisory committee for the agriculture project.

8. That the country director establish a project advisory committee for the agroforestry project.

9. That the country director establish a project advisory committee for the health project.

10. That the country director develop a memorandum of understanding or similar agreement between the agriculture project with the appropriate ministry or national-level government partner.

11. That the country director develop a memorandum of understanding or similar agreement between the agroforestry project with the appropriate ministry or national-level government partner.

12. That the Director of Programming and Training, with input from all staff involved in site development, review the post's current site development practices and update their site development and monitoring standards accordingly.

APPENDIX A: OBJECTIVE, SCOPE, AND METHODOLOGY

In 1989, OIG was established under the Inspector General Act of 1978 and is an independent entity within the Peace Corps. The purpose of OIG is to prevent and detect fraud, waste, abuse, and mismanagement and to promote economy, effectiveness, and efficiency in government. The Inspector General is under the general supervision of the Peace Corps Director and reports both to the Director and to 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 9, 2018. For post evaluations, 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 is senior staff in leading post operations toward the achievement of the agency's mission?*
- Staffing: *Is 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?*

The evaluation team conducted the preliminary research portion of the evaluation from January to March 2018. This research included a review of agency documents provided by headquarters and post staff; interviews with management staff representing the Africa Region, the office of Health Services, the Office of Global Health and HIV, Overseas Programming and Training Support, the Office of Safety and Security, the Office of Volunteer Recruitment and Selection, and the Office of the Victim Advocate; an online survey of 151 Peace Corps/Senegal Volunteers; an online survey of 24 Peace Corps/Senegal staff; and inquiries to Peace Corps Response.

In-country fieldwork occurred from March 12 to March 30, 2018 and included interviews with post senior staff in charge of programming, training, and support; Volunteer leaders; the U.S. deputy chief of mission and Ambassador; the U.S. Embassy's regional security officer; and host country government ministry officials. In addition, we interviewed a stratified judgmental sample of 33 Volunteers (21 percent of Volunteers serving for at least four months at the time of our visit) based on their length of service, site location, project focus, gender, age, and ethnicity.

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

APPENDIX B: INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 35 Volunteers;[27] 34 staff in-country; and 34 representatives from Peace Corps headquarters in Washington D.C., the U.S. Embassy in Senegal, and key ministries. One hundred percent of Volunteer interviews occurred at the Volunteers' homes, and we inspected all these homes using post-defined site selection criteria. The period of review for a post evaluation is one full Volunteer cycle (typically 27 months).

The following table provides demographic information that represents the Volunteer population in Senegal that had been in country for at least four months and was therefore eligible for our sample. The Volunteer sample was selected to reflect these demographics.

Table 1: Volunteer Demographic Data

Project	Percentage of Volunteers
Community Economic Development	25
Health	40
Agroforestry	15
Agriculture	20
Gender	**Percentage of Volunteers**
Female	61
Male	39
Age	**Percentage of Volunteers**
25 or younger	57
26-29	31
30-49	12
50 and over	1

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

At the time of our field visit, the post had 75 staff positions. The post also employed 21 temporary training staff to assist with PST. 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.

[27] In addition to the 33 Volunteers in our sample, we conducted phone interviews with two PCVLs who were not in country at the time of our evaluation.

Table 2: Interviews Conducted with Post Staff

Position	Status	Interviewed
Administrative Assistant	PSC	
Administrative Assistant/SARL	PSC	X
Associate Peace Corps Director (3)	PSC	X
Associate Peace Corps Director	FSN	X
Cashier	PSC	
Country Director	USDH	X
Deputy Director of Management and Operations	FSN	
Deputy Director of Training and Staff Development	USDH	X
Director of Management and Operations	USDH	X
Director of Programming and Training	USDH	X
Driver (8)	PSC	
Executive Assistant	PSC	
Financial Assistant	FSN	
Financial Assistant	PSC	
Gardener	PSC	
General Services Assistant (3)	PSC	
General Services Manager	PSC	
Guard (6)	PSC	
Homestay and Cross-Cultural Coordinator	PSC	X
HR Assistant	PSC	
HR Specialist	PSC	
IT Assistant (2)	PSC	
IT Specialist	PSC	
Janitor (5)	PSC	
Language Coordinator	PSC	X
Mechanic	PSC	
Medical Assistant/ SARL	PSC	X
Medical Secretary	PSC	
Monitoring and Evaluation Coordinator	PSC	X
Moto Pool Coordinator	PSC	
Peace Corps Medical Officer (4)	PSC	X
Program Secretary	PSC	X
Programming and Training Specialist (8)	PSC	X
Regional Coordinator (4)	PSC	X
Regional Manager	PSC	X
Safety and Security Assistant	PSC	X
Safety and Security Manager	PSC	X
Small Grants Coordinator	PSC	
Training Center Manager	PSC	X
Travel Coordinator	PSC	
Voucher Examiner	PSC	

Data as of January 2018. *PSC is personal services contractor; FSN is foreign service national.

Thirty-three 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 Key Ministry Officials

Position	Organization
Acting Regional Director and Chief of Operations	PC Headquarters/Africa
Country Desk Officer	PC Headquarters/Africa
Monitoring and Evaluation Specialist	PC Headquarters/Africa
Senior Advisor for Programing, Training, and Evaluation	PC Headquarters/Africa
Regional Advisor	PC Headquarters/Africa
Agriculture Specialist	PC Headquarters/Africa
Regional Security Advisor	PC Headquarters/Africa
Expert	PC Headquarters/Africa
Program Manager	PC Headquarters/Africa
Chief of Operations	PC Headquarters/Africa
Programming and Training Specialist	PC Headquarters/Africa
Consultant	PC Headquarters/Europe, Mediterranean, and Asia Operations
Chief of Programming and Training	PC Headquarters/Office of Global and Health and HIV
Director	PC Headquarters/Office of Global and Health and HIV
Acting Associate Director	PC Headquarters/Office of Health Services
Director of the Office of Medical Services	PC Headquarters/Office of Health Services
Regional Medical Officer (2)	PC Headquarters/Office of Health Services
Peace Corps Safety and Security Officer (2)	PC Headquarters/Office of Safety and Security
Associate Victim Advocate (2)	PC Headquarters/Office of the Victim Advocate
Placement Officer	PC Headquarters/Office of Volunteer Recruitment and Selection
Community Economic Development Specialist	PC Headquarters/Overseas Programming and Training Support
Language Testing Specialist	PC Headquarters/Overseas Programming and Training Support
Acting Regional Security Officer	US Embassy/Senegal
Ambassador	US Embassy/Senegal
Assistant Regional Security Officer	US Embassy/Senegal

Deputy Chief of Mission	US Embassy/Senegal
Technical Advisor to the Director of the Department of Agriculture	Ministry of Agriculture
Head of the Business Generating Unit- Agency for the Development and Support of Small and Medium-Sized Companies (ADEPME)	Ministry of Commerce
Head of the Reforestation Unit- Direction of Water, Forests, Hunting Affairs, and Soil Conservation	Ministry of Environment
Director of Planning, Statistics and Partnerships	Ministry of Health
Director of Technical Cooperation	Office of the President

Data as of March 2018.

APPENDIX C: LIST OF ACRONYMS

AVS	All Volunteer Survey
CD	Country Director
CED	Community Economic Development
DDTSD	Deputy Director of Training and Staff Development
DPT	Director of Programming and Training
EAM	Emergency Action Manual
FY	Fiscal Year
MOU	Memorandum of Understanding
MS	Manual Section
OHS	Office of Health Services
OIG	Office of Inspector General
PAC	Project Advisory Committee
PC	Peace Corps
PCMO	Peace Corps Medical Officer
PCSSO	Peace Corps Safety and Security Officer
PSN	Peer Support Network
PST	Pre-Service Training
PTE	Programming Training and Evaluation
QNL	Quality Nurse Line
SSM	Safety and Security Manager
SOP	Standard Operating Procedures
TAP	Trainee Assessment Portfolio
USDH	United States Direct Hire
VIDA	Volunteer Information Database Application
VRT	Volunteer Reporting Tool

APPENDIX D: AGENCY RESPONSE TO THE PRELIMINARY REPORT

MEMORANDUM

To: Kathy Buller, Inspector General

Through: Anne Hughes, Chief Compliance Officer

From: Johnathan Miller, Regional Director, Africa Region JM

Cheryl Faye, Country Director, Senegal

Date: September 27, 2018

CC: Jody Olsen, Director
Michelle Brooks, Chief of Staff
Patrick Young, Associate Director of Global Operations
Angela Kissel, Compliance Officer
Joaquin Ferrao, Deputy Inspector General
Jerry Black, AIG/Evaluation
Julie Burns, Chief of Operations, Africa Operations
Dee Hertzberg, Expert Senior Advisor in Programming, Training, and Evaluation, Chief of Operations, Africa Operations
Maureen Cunningham, Director of Programming and Training, Senegal

Subject: Agency Response to the Preliminary Report on the Evaluation of Peace Corps/Senegal (Project No. 18-EVAL-05)

Enclosed please find the agency's response to the recommendations made by the Inspector General for Peace Corps/Senegal as outlined in the Preliminary Report on the Evaluation of Peace Corps/Senegal (Project No. 18-Eval-05) given to the agency on August 13, 2018.

The Region and the Post have addressed and provided supporting documentation for 1 of the 12 recommendations provided by the OIG in its Preliminary Evaluation Report: Peace Corps/Senegal, and will work to address the remaining recommendations by the set target dates.

Recommendation 1

That the country director, safety and security manager, and Peace Corps safety and security officer examine the transportation options of Volunteers required to travel in and out of remote sites in Senegal, and, if necessary, seek approval for any proposed changes to the post's transportation policy.

Concur

Response: Post is conducting an anonymous survey among PCVs on modes of transportation and travel costs that will inform its review of options. The survey will be completed by September 2018 and results will be analyzed to inform any changes to post's transportation policy. Review, consultation with region and policy change, if any, will be completed by December 2018.

Documents Submitted:

- Survey
- Summary of Survey Results
- Communication with region
- Updated Transportation Policy (if applicable)
- Email to Volunteers with updated Transportation Policy (if applicable)

Status and Timeline for Completion: December 2018

Recommendation 2

That the director of programming and training ensure that staff involved in identifying and approving Volunteer sites in remote parts of the country obtain and document accurate information about the transportation options Volunteers in those sites will be able to use.

Concur

Response: Post has updated its site selection criteria checklist and will update its Site Selection Manual as required by Africa Region.

Documents Submitted:

- Signed site selection criteria checklist from Q2 FYl 9 cohort
- Updated Site Management Manual

Status and Timeline for Completion: June 2019

Recommendation 3

That the country director, with input from the Volunteer Advisory Committee, update the Volunteer Handbook to clarify how non-safety and security staff members access and use whereabouts reporting data.

Concur

Response: The Volunteer Handbook is updated twice yearly for each PST group. Post is consulting the Volunteer Advisory Committee on final edits ofthe version to be published by October 2018. Please note that VIDA 2.0, will be rolled out in November 2018, and it will maintain whereabouts information separately from other information, thereby restricting access to non-safety and security staff members.

Documents to be Submitted:

- Excerpts from Updated Volunteer Handbook
- Notes from VAC Meetings

Status and Timeline for Completion: October 2018

Recommendation 4

That the safety security manager accurately note each Volunteer's consolidation point in the Volunteer Information Database Application and the Emergency Action Manual and provide the correct information to Volunteers.

Concur

Response: Updated consolidation points were entered into VIDA and included in the Emergency Action Manual in April. This information was communicated to Volunteers via an email message from the CD to all Volunteers in May 2018.

Documents to be Submitted:

- Volunteer EAM sheet dated April 2018
- CD message to all PCVs transmitting consolidation points dated May 2018
- VIDA screen shot illustrating no Volunteer site without consolidate point

Status and Timeline for Completion: Completed, September 2018

Recommendation 5
That the country director periodically remind Volunteers and trainees about the Quality Nurse Line.

Concur
Response: In addition to prominently displayed posters providing information about the Quality Nurse in all PC properties, Post has updated the Volunteer Health Handbook that will be provided to the September intake of trainees and all subsequent groups. It has also published a reminder in the weekly update to all Volunteers and will do so henceforth on a monthly basis.

Documents to be Submitted:

- Page 202 of Volunteer Health Handbook dated October 2018
- Reminder in weekly email dated August 24, 2018
- Poster on display in Dakar and Thies Medical Units and waiting rooms, Dakar Sick Bay, and transit houses.

Status and Timeline for Completion: October 2018

Recommendation 6
That the director of management operations train staff how to conduct a market-basket survey and include market-basket data with the next living allowance analysis.

Concur
Response: The director of management operations will train staff how to conduct a market-basket survey and include market-basket data with the next living allowance analysis. The training will focus on type of data to be collected, how to collect the data, explaining why the data needs to be collected, and how it will be used to effect the living allowance of volunteers. The training will be provided primarily to staff who are based in the interior of the country or have good know ledge of the living conditions of locations where our Volunteers are based.

Documents to be Submitted:

- Training schedule
- Market-basket survey tool
- Market-basket survey report
- Living allowance survey report

Status and Timeline for Completion: December 2018

Recommendation 7
That the country director establish a project advisory committee for the agriculture project.

Concur
Response: Post realized the need for more consistent reflection from its PACs in early FY 2018. With the redesign of each new project since that time (community economic development, agriculture and agroforestry), post has convened a PAC meeting made up of governmental and non-governmental stakeholders. Post has not yet institutionalized the new P ACs with statements of work. Therefore, in compliance with this recommendation, a statement of work will be drafted for an agriculture project advisory committee, which will meet again in November 2018.

Documents Submitted:

- SOW, Agriculture Project Advisory Committee
- PAC meeting report dated November 2018

Status and Timeline for Completion: December 2018

Recommendation 8
That the country director establish a project advisory committee for the agroforestry project.

Concur
Response: Post realized the need for more consistent reflection from its PACs in early FY 2018. With the redesign of each new project since that time (community economic development, agriculture and agroforestry), post has convened a PAC meeting made up of governmental and non-governmental stakeholders. Post has not yet institutionalized the new P ACs with statements of work. Therefore, in compliance with this recommendation, a statement of work will be drafted for an agroforestry project advisory committee, which will meet again in November 2018.

Documents Submitted:

- SOW, Agroforestry Project Advisory committee
- PAC meeting report dated November 2018

Status and Timeline for Completion: December 2018

Recommendation 9
That the country director establish a project advisory committee for the health project.

Concur
Response: The Health Project APCD and other technical staff have long been included in the Ministry of Health's consultative partners meetings. Unlike the process for the agriculture and agroforestry projects' revisions, these meetings were used in the revision process. However, with the new project now in place, post recognizes the benefits of consultation with partners and will begin holding PAC meetings in November 2018 to review and get feedback on the new health project. A statement of work will be drafted for a health project advisory committee. The PAC will include partners from the Ministry of Health/Community Health Division, as well other governmental and non-governmental partners.

Documents Submitted:

- SOW, Health Project Advisory Committee
- PAC meeting report dated November 2018

Status and Timeline for Completion: December 2018

Recommendation 10
That the country director develop a memorandum of understanding or similar agreement between the agriculture project with the appropriate ministry or national-level government partner.

Concur
Response: Post will develop a memorandum of understanding with the Department of Water, Forests, Hunting Affairs, and Soil Conservation of the Ministry of the Environment and Sustainable Development that will be signed by April 2019.

Documents to be Submitted:

- Memorandum of Understanding with the Department of Water, Forests, Hunting Affairs, and Soil Conservation of the Ministry of the Environment and Sustainable Development

Status and Timeline for Completion: April 2019

Recommendation 11
That the country director develop a memorandum of understanding or similar agreement between the agroforestry project with the appropriate ministry or national-level government partner.

Concur
Response: Post will develop a memorandum of understanding with the Department of Water, Forests, Hunting Affairs, and Soil Conservation of the Ministry of the Environment and Sustainable Development that will be signed by April 2019.

Documents to be Submitted:

- Memorandum of Understanding with the Division of Agriculture of the Ministry of Agriculture and Rural Development.

Status and Timeline for Completion: April 2019

Recommendation 12
That the Director of Programming and Training, with input from all staff involved in site development, review the post's current site development practices and update their site development and monitoring standards accordingly.

Concur
Response: As a part of post's compliance with this recommendation as well as the Africa Region's new Site Management Guidance (to be finalized in October 2018), post will develop a new Site Management Manual, to replace the 2015 *Site Development and Monitoring Standards Manual.* A task force made up of key staff who carry out site management has been formed to draft and finalize the new Manual.

Documents to be Submitted:

- New Site Management Manual

Status and Timeline for Completion: June 2019

APPENDIX E: OIG COMMENTS

Management concurred with all 12 recommendations, which remained 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 and 3 through 11 when the documentation reflected in the OIG's comments and the agency's response to the preliminary report is received. For recommendations 2 and 12 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 2
That the director of programming and training ensure that staff involved in identifying and approving Volunteer sites in remote parts of the country obtain and document accurate information about the transportation options Volunteers in those sites will be able to use.

Concur
Response: Post has updated its site selection criteria checklist and will update its Site Selection Manual as required by Africa Region.

Documents Submitted:

- Signed site selection criteria checklist from Q2 FY19 cohort
- Updated Site Management Manual

Status and Timeline for Completion: June 2019

OIG Analysis: Our evaluation found problems with the post's documentation of approved transportation options available to Volunteers at their sites. The post's guidance required staff, during the site identification process, to assess and document the types and frequencies of approved transportation options that would be available to Volunteers at their sites. OIG found that for 15 randomly selected Volunteer site files, 60 percent either lacked the site development survey form (where staff recorded information on transportation options at each site), or the form contained incomplete transportation information. In addition to the documents to be submitted, please provide evidence of how staff involved in identifying and approving Volunteer sites in remote parts of the country have been trained on how to obtain and document more accurate information about the transportation options Volunteers will have. Further, if post makes refinements to its transportation policy in response to recommendation 1, please provide documentation of how the revised policy has been incorporated into the staff training, the site selection checklist, and the site management manual.

Recommendation 12

That the Director of Programming and Training, with input from all staff involved in site development, review the post's current site development practices and update their site development and monitoring standards accordingly.

Concur

Response: As part of post's compliance with this recommendation as well as the Africa Region's new Site Management Guidance (to be finalized in October 2018), post will develop a new Site Management Manual, to replace the 2015 *Site Development and Monitoring Standards Manual.* A task force made up of key staff who carry out site management has been formed to draft and finalize the new Manual.

Documents to be Submitted:

- New Site Management Manual

Status and Timeline for Completion: June 2019

OIG Analysis: In addition to the new Site Management Manual, please provide a brief narrative that describes the main steps the task force took to gather input from staff involved in site development, review current practices, and revise the manual.

APPENDIX F: PROGRAM EVALUATION COMPLETION AND OIG CONTACT

PROGRAM EVALUATION COMPLETION

This program evaluation was conducted under the direction of Assistant Inspector General for Evaluations Jerry Black, by Senior Evaluator Paul Romeo, Senior Evaluator Kaitlyn Large, and Senior Evaluator Reuben Marshall.

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 and at jblack@peacecorpsoig.gov or 202.692.2912.

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

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

Contact OIG

Reporting Hotline:

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