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OFFICE OF INSPECTOR GENERAL

To: Aaron Williams, Director
Helen Lowman, Regional Director, EMA
Daljit Bains, Chief Compliance Officer

From: Kathy A. Buller, Inspector General 

Date: December 6, 2011

Subject: Final Report on the Program Evaluation of Peace Corps/Kyrgyz Republic
(IG-12-02-E)

Transmitted for your information is our final report on the program evaluation of Peace Corps/Kyrgyz Republic.

Management concurred with all 12 recommendations. 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.

All 12 recommendations remain open pending confirmation from the chief compliance officer that the documentation reflected in OIG Analysis is received. Our comments, which are in the report as Appendix B, address these matters. Please respond with documentation to close the remaining open recommendation within 90 days of receipt of this memorandum. You may address questions regarding follow-up or documentation to Assistant Inspector General for Evaluation Jim O'Keefe or to Senior Evaluator Reuben Marshall.

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

Attachment

cc: Carrie Hessler-Radelet, Deputy Director
Stacy Rhodes, Chief of Staff/Chief of Operations
Elisa Montoya, White House Liaison/Senior Advisor to the Director
Bill Rubin, General Counsel
David Burgess, Chief of Operations
Brenda Goodman, Deputy Associate Director, Volunteer Support
Buck Buckingham, Director, Global Health and HIV

Edward Hobson, Associate Director, Safety and Security
Esther Benjamin, Associate Director, Global Operations
Maura Fulton, Chief of Program and Training, EMA
Jacob Sgambati, Chief Administrative Officer, EMA
Seth Fearey, Country Director, Kyrgyz Republic
Rebecca Gross, Country Desk Officer, Kyrgyz Republic



Peace Corps Office of Inspector General



Tian Shan Mountains, the Kyrgyz Republic



Flag of the Kyrgyz Republic

Final Program Evaluation Report: Peace Corps/Kyrgyz Republic IG-12-02-E

December 2011

EXECUTIVE SUMMARY

Over 900 Peace Corps Volunteers have served the people of the Kyrgyz Republic since the program was first launched in 1993. There are currently three project sectors in the Kyrgyz Republic: teaching English as a foreign language (TEFL); health education (HE); and sustainable organizational and community development (SOCD). At the onset of this evaluation, 78 Volunteers were serving in the Kyrgyz Republic. Plans to increase the size of the program were suspended following a period of civil unrest in 2010.

In April 2010 the Kyrgyz Republic experienced a violent revolution that ousted the president, and in June 2010 ethnic violence caused hundreds of deaths and displaced hundreds of thousands. From April to October 2010 Peace Corps/Kyrgyz Republic (hereafter referred to as PC/Kyrgyz Republic or “the post”) repeatedly and successfully activated its emergency action plan (EAP) in response to emergency situations. The Office of Inspector General (OIG) found a consensus among Peace Corps staff, U.S. Embassy staff, and Volunteers that the post’s staff responded effectively. Emergency preparedness remains a top priority at the post.

Our evaluation determined that a few areas of emergency preparedness require attention. Programming staff were not trained on their EAP roles and responsibilities and did not participate in EAP revision activities. Volunteers were not prepared for an emergency that interrupted telephone communications and some Volunteers did not have a copy of the EAP at their sites. The post’s practice of introducing Volunteers to local police and civic leaders, which facilitates and supports the agency’s Volunteer integration strategy, has become inconsistent.

Overall, Volunteers at the post are very satisfied with staff support and satisfied with their sites and counterpart relationships. Volunteers are having success meeting their project objectives, particularly in the TEFL sector. However, Volunteers in the SOCD and HE sectors have struggled to identify viable work partners. Volunteers in both sectors were satisfied with project support provided by their program managers (PMs). Grant management was identified by Volunteers as an area that needs improvement.

During FY2010, the post failed to conduct effective budgeting and resource planning, which impacted pre-service training (PST) programs, safety and security operations, staff step increases, and the in-country travel budget. An experienced director of management and operations (DMO), who arrived in February 2011, has begun to strengthen budgeting and planning activities. Additionally, the post has not carried out a planned review of staff statements of work and pay grades which has impacted staff morale.

Our report contains 12 recommendations, which, if implemented, should strengthen programming operations and correct the deficiencies detailed in the accompanying report. Management concurred with all 12 of our recommendations. Twelve recommendations remain open pending receipt and review of documents to be submitted.

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HOST COUNTRY BACKGROUND

The Kyrgyz Republic is a small, mountainous country in Central Asia bordered by Kazakhstan, Uzbekistan, Tajikistan, and China. The population of five and a half million is a mix of ethnicities with a Kyrgyz majority, Uzbek and Russian minorities, and small numbers of Dungans, Uighurs, and other ethnicities. The main religions are Islam and Russian Orthodox and the official languages are Kyrgyz and Russian.

The Kyrgyz people are traditionally nomadic herders whose strategic location along the Silk Road, an ancient network of trade routes through Asia, subjected them to the influences of foreign rulers and cultures. The territory of the Kyrgyz Republic was formally incorporated into the Russian Empire in 1876. In 1918 Soviet power was established in the region, and in 1936 the Kyrgyz Soviet Socialist Republic was established as a full Union Republic of the Union of Soviet Socialist Republics (USSR). The Kyrgyz Republic declared its independence from the USSR in 1991.

In April 2010 the Kyrgyz president was ousted by a popular rebellion. In May 2010 demonstrations led to the temporary takeover of government offices in southern regions. Parliamentary elections held in October 2010 were relatively peaceful. The Kyrgyz Republic currently has a caretaker president who leads an interim government until new presidential elections scheduled for October 2011 are held. In June 2010, violence broke out for several days between ethnic Kyrgyz and Uzbek populations in the south. Similar ethnic-based violence occurred in 1990 while the Kyrgyz Republic was still part of the Soviet Union. The Kyrgyzstan Inquiry Commission, an independent international commission, reported in May 2011 that the violence caused 470 deaths, almost 2000 injuries, and drove over 400,000 people from their homes.

An ongoing challenge facing the Kyrgyz Republic is the deterioration of the country's infrastructure, which has weakened the education and health care systems. Other challenges include widespread poverty, rising food and gas prices, and endemic corruption. The Kyrgyz Republic is ranked 109 out of 169 countries on the United Nations Human Development Index. According to the World Bank, the per capita gross national income was \$870 in 2009. Transparency International has ranked the Kyrgyz Republic 164 out of 178 countries on the 2010 Corruption Perceptions Index.

PEACE CORPS PROGRAM BACKGROUND

Since the first Peace Corps Volunteers arrived in the Kyrgyz Republic in 1993, over 900 Volunteers have served in the country. Plans to increase the size of the program were suspended following civil unrest in 2010.

During the April 2010 popular rebellion the post consolidated Volunteers and trainees in four regions of the country, and Volunteers in two other regions were placed on stand-fast, a warning stage during which Volunteers remain at their sites and prepare for a consolidation

while awaiting further instructions. In May 2010 government buildings in the southern city of Jalalabad were seized during rioting and Volunteers in that region were evacuated to the north and all Volunteers were placed on stand-fast. In June 2010 Volunteers were evacuated from the southern city of Osh due to additional rioting and all programming in southern regions was suspended. Volunteers were relocated to other regions and some received interrupted service or early close of service (COS). The number of Volunteers in-country decreased by roughly 45 percent, from 165 in April to 90 at the end of July 2010. Volunteers were consolidated again in October 2010 amid fears that parliamentary elections would cause further civil unrest. Fortunately, the elections were held peacefully. Nonetheless, emergency preparedness remains a top priority at the post.

At the onset of this evaluation there were 78 Volunteers in-country. The post receives one training input per year and a group of 41 trainees were sworn-in on June 1, 2011. For Fiscal Year 2011 the post's operating budget was \$1,372,700¹ and it had 44 staff members supporting post operations. Volunteers serve in the following three sectors:

- **Teaching English as a Foreign Language**

Most TEFL Volunteers work at the secondary education level in rural areas where the need for English-language teachers is the greatest. Some TEFL Volunteers work in universities and teacher-training colleges in larger towns and cities. TEFL Volunteers focus on classroom instruction, teacher-training, developing teaching materials, enhancing the English-language curriculum, and developing sustainable educational and community-based projects.

- **Health Education**

HE Volunteers partner with a wide variety of community-based organizations and conduct a range of projects based on their background, experience and interests. Some Volunteers work at the grassroots level with rural village health committees. Volunteers may work with schools, youth service centers or community groups providing education and building awareness on health issues.

- **Sustainable Organizational and Community Development**

S OCD Volunteers work predominantly in rural areas with grassroots non-governmental organizations (NGOs) and community based organizations (CBOs). Volunteers facilitate capacity building, transfer skills, and help to identify and implement community projects with local residents.

¹ The post's Fiscal Year 2011 operating budget was adjusted to \$1,270,100 during the formal mid-year budget review process.

EVALUATION RESULTS

VOLUNTEER SUPPORT

Our country program evaluation attempts to answer the question, “Has the post provided adequate support and oversight to Volunteers?” To determine this, we assessed numerous factors, including staff-Volunteer communications; project and status report feedback; medical support; safety and security support including staff visits to Volunteer sites, the emergency action plan (EAP), and the handling of crime incidents; and the adequacy of the Volunteer living allowance.

In reviewing overall staff support, Volunteer allowances, site visits, medical support, site locator forms, communications, Volunteer Advisory Committee (VAC) activities, and crime reporting, OIG found no significant areas of concern that would necessitate action by the post. The Volunteers we interviewed gave a 100 percent favorable rating to overall staff support, with an average rating of 4.1 (see Table 1 below).

Table 1: Volunteer Ratings of Support Provided by Staff

Area of Support	Percent Favorable (3,4,5)	Average Response Rating
Staff overall	100%	4.1
Country Director	100%	4.6
Director of Programming & Training	94%	4.2
Programming Staff	100%	4.1
Training Staff	100%	4.4
Safety and Security Coordinator	100%	4.3
Medical Unit	94%	4.3

Source: the rating for programming staff included two TEFL program managers, one HE program manager, and one SOCD program manager; the rating for training staff included the training manager and language and cross-cultural coordinator; and the rating for the medical unit included two Peace Corps medical officers.

None of the Volunteers we interviewed indicated that their Volunteer allowances were insufficient to meet their needs. One hundred percent of the Volunteers we interviewed (19 of 19) gave favorable ratings for programming site visits, with an average rating of 4.1. Staff and Volunteers expressed high levels of confidence with medical support from the health unit. The health unit is staffed by two PCMOs who both have strong professional credentials and a combined 18 years of experience as Peace Corps medical staff, including a combined total of 14 years working with the health unit in the Kyrgyz Republic. Volunteers also said they receive effective administrative and logistical support from the medical assistant.

Overall, Volunteers were satisfied with the level of communication from the post’s staff and the availability of staff to provide support. Only one of fifteen Volunteers was dissatisfied with the effectiveness of the VAC, which received a 3.7 rating average. Six of 19 Volunteers we interviewed had been victims of crime incidents. They all reported the crime incidents to Peace Corps staff and were satisfied with the response. The post’s staff believe that the agency’s new *Guidelines for Responding to Rape and Major Sexual*

Assault offer clear instructions for response to an incident, and staff are confident in the post's ability to respond to a rape or sexual assault.

From April to October 2010, the post activated its EAP in response to multiple emergency situations. The OIG found a consensus among Peace Corps staff, U.S. Embassy staff, and Volunteers that the post's staff responded effectively. The deputy chief of mission (DCM), who was the acting ambassador at the time of the evaluation, expressed a high level of confidence with the post's ability to respond effectively to future emergencies. Our evaluation determined that a few areas of emergency preparedness require attention.

Key staff were not trained concerning their emergency action plan roles and responsibilities and were not included in emergency action plan revisions.

The PC/Kyrgyz Republic's EAP states, "Staff have EAP training on a periodic basis, including regular training sessions." However, staff have not received any EAP training. During the revolution in April 2010 programming staff did not play any role in the post's emergency response and were sent home as non-essential staff. However, senior staff later determined that programming staff should participate when the post responds to an emergency and during the consolidation in October 2010 programming staff were asked to contact and coordinate Volunteers. Programming staff were eager to participate in emergency response activities, however with no training they did not feel well-prepared to respond to an emergency. Instead, they were unclear on their EAP roles and responsibilities and those of other staff, as well as the scope of their involvement in an emergency. Fortunately, they were successful in performing their assigned tasks during the consolidation in October.

The office of safety and security's *Safety and Security Instruction 602, Emergency Action Plan Testing Guidelines*, states that all staff with EAP roles should be included in the revision process:

An after-action debrief should include all actors in the emergency activation and include their perspectives for improving the EAP. The EAP should be revised as soon as possible after the EAP test to ensure that important lessons are not lost.

Following the consolidation in October 2010 the SSC revised the EAP but without briefing or involving other staff.

We recommend:

- 1. That the safety and security coordinator conduct emergency action plan revision and briefing activities that include all staff with emergency action plan roles and responsibilities.**

- 2. That the safety and security coordinator conduct training for all staff with emergency action plan roles and responsibilities.**

Volunteers relied on cell phones during emergencies.

The PC/Kyrgyz Republic's EAP states, "The EAP is the primary crisis management document and response tool for PC Staff, Volunteers and Trainees." During training, Volunteers receive a version of the EAP which they were expected to keep securely in their homes. While three Volunteers did not have a copy of the EAP at their sites, most Volunteers indicated familiarity with emergency action procedures due to recent consolidation and stand-fast activities. However, Volunteers explained that the EAP had not been a primary resource for them during these events because they received guidance and instruction via text messages and cell phone calls. Volunteer comments included:

"We just follow the text messages when they arrive."

"I would not use the [EAP] in an emergency. Our phones get lit up with texts."

"I would not refer to the EAP. I would use cell phones. There is a land line across the street...EAP would not be used in an emergency."

The post's EAP notes that in the event of a large-scale emergency telephone communications in the Kyrgyz Republic are likely to be interrupted. Though Volunteers were able to receive communications from post staff by text message and cell phone during the events of 2010, this may not be a viable means of communication in future emergencies. Therefore, familiarity with the EAP and keeping a copy at their sites are critical components to post's ability to successfully manage emergency situations.

We recommend:

- 3. That the safety and security coordinator ensure that all Volunteers keep a current copy of the post's emergency action plan at their home.**
- 4. That the safety and security coordinator ensure that emergency action plan training and testing includes alternate communication/non-cell phone scenarios.**

The post's practice of introducing Volunteers to local police and civic leaders has become inconsistent.

Community integration is a cornerstone of the Peace Corps approach to Volunteer safety and security. The PC/Kyrgyz SSC has developed a successful integration practice in which staff facilitate Volunteer introductions to their local police and civic leaders. Staff

in the EMA region identified this as a best practice. Volunteers appreciated the introductions and reported that they increase project support as well as safety and security. Volunteer comments included:

“[The police] know me now. They know I’m a Volunteer when before who knows what they were thinking. Meeting the mayor and his staff was useful also for work.”

“When people see us on the street they know we are not tourists. I was assigned my own police officer and he gave me his phone number and name... establishing a relationship is a preventive measure.”

The K18² Volunteers were informed during PST that staff-facilitated introductions would occur during September 2010. However, thirty-seven percent of the Volunteers we interviewed (7 of 19) in March 2011 were still waiting for staff to organize these introductions. Some introductions occurred but much later than Volunteers expected. Volunteers were frustrated with the delays. Their comments included:

“I don’t even know where the police are found. Other Volunteers have found it useful to know the police - that would have been helpful for me.”

“It took nine months...It should not have taken so long, it was way too late.”

“A lot of trainees were excited about [staff] facilitating those introductions. It was never done. I don’t know why. I think it would have been good to get these introductions.”

The SSC began facilitating these introductions in September 2010, but due to a lack of budget she was unable to travel to some sites to complete the introductions for all Volunteers. After September 2010 responsibility for facilitating these introductions began to shift to programming staff, and in March 2011 all of the introductory meetings became the responsibility of programming staff. Programming staff had not organized introductions for a portion of Volunteers who are still waiting for these important introductions.

The director of programming and training (DPT) reported that in the future the programming unit would incorporate these introductory meetings into regional trainings to ensure that they occur within the first three months of service.

We recommend:

- 5. That the country director and director of programming and training ensure that staff conduct Volunteer introductions with local police and civic leaders within acceptable timeframes.**

² The post’s eighteenth group of Volunteers.

Volunteer travel over mountain passes in the winter poses a significant safety risk.

The Kyrgyz Republic is bordered on the north by Kazakhstan. Traveling into Kazakhstan is the most reliable emergency evacuation route for many Volunteers. To ensure that Volunteers can enter Kazakhstan, staff collect Volunteer passports each year to renew a one-year Kazakhstan visa. This process occurs during the winter and Volunteers receive their passports in the spring. For the Volunteers in the western region of Talas, the timing of the renewal process eliminates the option to travel through Kazakhstan at a critical time. To reach the Peace Corps office in Bishkek, or other points east of Talas, without leaving the Kyrgyz republic, Volunteers in the Talas region must cross two mountain passes, which can become treacherous in the winter. The mountain passes can be bypassed using a road that crosses into Kazakhstan and requires a visa, which is not possible after staff collect Volunteer passports to renew visas.

Senior staff at the post were aware of the safety risk and said they would review the timing of the visa renewal process to allow Volunteers access to the Kazakhstan route during the winter.

We recommend:

- 6. That the country director ensure that Volunteers in the Talas region of the Kyrgyz Republic have access to their passports during the winter.**

Earthquake drills prescribed in the post EAP are not being conducted.

The Kyrgyz Republic is located in an area of seismic activity. The post's EAP reports that in the Kyrgyz Republic during 2009 there were about 22 earthquakes with a magnitude over three degrees on the Richter magnitude scale and over the last 20 years there have been six large magnitude earthquakes ranging from 5.6 to 7.3 degrees. In our discussions with staff about this issue, they agreed that the post could be better prepared to respond to earthquakes.

According to the post's EAP:

Emergency Response Procedures (intruder, earthquake, bomb threat, fire, civil unrest) are reviewed through drills on a quarterly basis for staff and Volunteers in the PC office.

Earthquake drills have not been conducted in the office as prescribed in the EAP. The Peace Corps office is equipped with two boxes that contain earthquake response supplies. However, the boxes are sealed and most staff were not aware of their contents. Earthquake drills will prepare the staff for an earthquake and raise awareness of available earthquake response resources.

We recommend:

- 7. That the country director include earthquake drills in the post's emergency response procedure testing activities.**

MANAGEMENT CONTROLS

A key objective of our country program evaluation is to assess the extent to which the post's resources and agency support are effectively aligned with the post's mission and agency priorities. To address these questions, we assess a number of factors, including staffing; staff development; office work environment; performance data collection and reporting; and the post's strategic planning and budgeting.

In reviewing the post's relationship with the U.S. Embassy in the Kyrgyz Republic, OIG found no significant areas of concern that would necessitate action by the post. The country director (CD) is an active participant in country team meetings and meets frequently with the DCM, who was the acting ambassador at the time of the evaluation. The regional security officer (RSO) and SSC communicate frequently and have a strong collaborative relationship.

Staff roles, responsibilities, and office operations are being re-established after a period of transition and staff turnover.

The CD, who entered on duty in June 2009, had previously served as the DMO. He served as the acting CD during some of the emergencies in 2010 and impressed Headquarters staff with his leadership skills under challenging circumstances. He was promoted to CD in November 2010. Post staff and Volunteers were satisfied with leadership from the CD. The DPT entered on duty in October 2009 and programming and training unit (PTU) staff were satisfied with his leadership and support.

The post had recently experienced several challenges related to staff management. Statements of work and pay grades for staff were out of alignment due to chronic understaffing of U.S. Direct Hire (USDH) positions (this finding is further detailed below). The DPT position was vacant for ten months from February-November 2009. During this period the CD managed programming and training responsibilities with support from programming and training staff. The additional workload was a cause of stress for the CD and took time away from other important post management issues, particularly during PST. The current DPT reported that upon his arrival he found it challenging to assume his role and responsibilities. Programming staff had been functioning for a long period with this position unfilled. In addition, after a long period of receiving management and guidance directly from the CD, the DPT had to establish his management and oversight role with the PTU staff. As a result, the DPT reported that he was not effective in his role until he had been at the post for more than six months.

A regional staffing issue also impacted the post. The regional Peace Corps Safety and Security Officer (PCSSO) position was vacant from the spring of 2009 until December 2010, a period of more than a year and a half. The SSC had not developed supporting relationships with other SSCs in the sub-region, which the PCSSO attributed to the position vacancy. The PCSSO also noted that the post hired a safety and security assistant without the required approval from the Office of Safety and Security. When the PCSSO arrived at the post in December 2010 he found his work challenging due to staff confusion about his role and his authority over the SSC position. Since the PCSSO position was filled in December 2010, the CD and PCSSO had met to develop a work plan and clarify roles and authorities, and both reported that progress had been made. The SSC had begun to approach the PCSSO for technical guidance and training development.

We found that the post has worked to resolve many of these staff management issues and operations had become more settled. Senior staff were focused on further improving staff relations and office operations.

Key PC/Kyrgyz Republic operations were weakened by poor budget and resource planning.

Peace Corps issues annual strategic planning and budgeting guidance as part of the IPBS process. Posts are encouraged to hold planning sessions and a retreat to engage staff with the process. Additional guidance appears in Peace Corps's *Characteristics and strategies of a high performing post: Post Management Resource Guide*:

The country director and programming, training, medical, safety/security, and administrative staff all contribute directly to budget and resource planning, allocation, monitoring, and reporting. All sections are aware of, and responsible for, the planning and allocation of resources for their activities.

During the 2010 fiscal year the post failed to conduct effective budgeting and resource planning in several important areas. Funding for essential 2011 PST items was not requested through the regular budget submission process. Instead, the items were requested through the field assistance request (FAR) process, which was designed to fund supplementary programming and training activities. The FAR was denied and the ensuing budget gap caused the loss of PST staff and resources. Both the Training Manager (TM) and the DPT, who was new to the budget process, accepted responsibility for budgeting mistakes.

The post's funding request for in-country travel in FY 2011 was half the amount of the previous year's request. Staff reported that the request was lowered because sites were closed in southern regions and staff anticipated less travel. However, staff did not conduct on-going monitoring of expenditures to stay within the budget and staff did not consolidate travel to economize vehicle usage. For instance, staff traveled in several vehicles to the same location on the same day rather than travel in a single vehicle to the location. As a result, most of the vehicle gasoline budgeted for FY 2011 had been spent halfway through the fiscal year.

Step increases for personal service contract (PSC) staff, conferred annually with satisfactory performance ratings when PSC contracts are renewed, were not included in the FY 2011 budget. Soon after her arrival the DMO informed staff the step increases had not been budgeted, which impacted staff morale. The DMO subsequently requested the step increases through the mid-year review (MYR) process; however, approval of funding is subject to availability of funds and regional priorities.

The SSC exhibited considerable confusion regarding the FY 2011 safety and security budget, due primarily to the poor information or guidance provided to her. The SSC was informed by administrative staff that her budget allocation had been reduced and cancelled a safety and security warden training and site visits. However, the DMO later confirmed that the warden training had been included in the FY 2011 budget. The warden training would have trained replacements for wardens and deputy wardens who returned home following the civil unrest.³ The cancelled site visits left a number of Volunteers waiting for staff to facilitate introductions to their local police (this finding is further detailed in a previous section of this report).

In our discussions with staff we were able to identify several additional reasons why the post experienced these budgeting problems. Staff explained that the former DMO, who was replaced by the current CD, held tight control over budgeting and related administrative operations and discouraged staff involvement. Following the DMO's departure, the administrative unit was poorly prepared to take over and their lack of experience and expertise with budget operations led to errors and misinformation. The CD, who began his tenure at the post as the new DMO, also described challenges aligning his private sector accounting experience with public sector budgeting.

The Kyrgyz revolution in April 2010 also impacted budget and resource planning because administrative operations took a back seat to safety and security operations. Due to time and resource constraints in addition to pressures on the DMO, who held acting CD responsibilities off and on from June-October 2010, the 2011 budget was quickly planned and the CD was unable to organize an all-staff IPBS retreat.

A new and experienced DMO arrived at the post in February 2011. The DMO has begun the process of identifying and addressing inefficiencies, improving internal controls, and implementing forward-planning activities. She has also begun to establish goals to improve the administrative unit by balancing the work load, increasing staff capacity, and developing a more efficient staff structure.

We recommend:

8. That the country director and director of management and operations develop a plan and timetable for budget development and ensure

³ Due to the civil unrest in 2010 some Volunteers received interrupted service or early close of service (COS) and returned home. The number of Volunteers in-country decreased from 165 in April to 90 at the end of July 2010.

that staff contribute directly to budget and resource planning.

Performance data was not effectively collected and reported.

As part of the annual project status reporting (PSR) process, Volunteers in the post are required to submit quarterly reports using the Volunteer Reporting Tool (VRT). This performance data is reported to Peace Corps headquarters through the PSR process and used in the agency-wide aggregation included in the agency's *Performance and Accountability Report (PAR)*. Volunteer performance reports are necessary to meet agency reporting requirements and, if used effectively, they can also play an important role in ensuring good staff communication, support, and timely responsiveness to problems experienced by Volunteers.

Volunteers are trained to complete data tracking books to collect the required performance data, however only one of the 19 Volunteers we interviewed has used this tool. Volunteers demonstrated a lack of understanding regarding the agency's use of performance data and did not believe that staff read or valued their reports. As a result, Volunteers collected and reported performance data half-heartedly. Volunteers told us that they estimated their performance data and some Volunteers completed the VRT from memory alone. The DPT acknowledged that the VRT includes data that is inaccurate.

Agency guidance provided to posts⁴ includes two strategies for improving performance reporting: (1) Volunteers should understand how the data will be used; and (2) staff should provide timely feedback to Volunteer reporting forms (VRFs). Programming staff acknowledged that they usually only provide VRF feedback to answer a questions raised by a Volunteer. Staff are interested in providing more feedback but they have been reluctant to use the report feedback capabilities of the Volunteer Information Database Application (VIDA), which they said was more laborious and time-consuming than simply calling Volunteers.

We recommend:

- 9. That the director of programming and training ensure that Volunteers are fully informed and knowledgeable about the role of the Volunteer Reporting Form in the agency's reporting structure.**
- 10. That the director of programming and training require programming staff to provide timely and substantive Volunteer reporting form feedback to Volunteers.**

⁴ Programming and Training Guide 2/4, Project Design and Evaluation; Programming and Training Guide 4/4, Management and Implementation.

The post has not carried out a planned review of staff statements of work and pay grades.

According to Peace Corps's *Characteristics and strategies of a high performing post: Post Management Resource Guide*:

When conditions change, jobs must change with them. Job descriptions, section organization, and channels of responsibility must be re-evaluated regularly and brought up-to-date to correspond with the present needs and realities.

The post's FY 2012-2014 IPBS states that some positions may require re-grading due to "years of tight budgets and chronic understaffing of USDH positions." Interviews confirmed that staff believe some positions are undercompensated. According to the FY 2012-2014 IPBS the CD and DMO need to review statements of work and grades for most staff, in addition to comparing grades with other posts in the region. The completion of this task will bring statements of work and pay grades up-to-date and improve staff morale.

We recommend:

- 11. That the country director and director of management and operations review statements of work and grades for staff to ensure that staff are compensated appropriately.**

PROGRAMMING

The evaluation assessed to what extent the post has developed and implemented programs intended to increase the capacity of host country communities to meet their own technical needs. To determine this, we analyzed the following:

- The coordination between the Peace Corps and the host country in determining development priorities and Peace Corps program areas;
- Whether the post is meeting its project objectives;
- Counterpart selection and quality of counterpart relationships with Volunteers;
- Site development policies and practices.

In 2010 the Kyrgyz Republic experienced extensive turnover in ministry personnel caused by the revolution and parliamentary elections. As a result of the turnover there has been a lack of direction from ministries regarding the programmatic direction of PC/Kyrgyz Republic. There has also been a loss of direction on the part of counterparts, who drifted without governmental leadership for an extended period of time. At the time of the evaluation, the DPT and program managers (PMs) were prioritizing the development of new partnerships, clarifying partner roles, signing new memoranda of understanding (MOUs) and establishing program advisory committees (PACs).

Overall, the post has been meeting its project objectives. All of the 19 Volunteers we interviewed had a sufficient understanding of their sector goals and objectives. Interviews with Volunteers indicated that they believe host country development needs are aligned with their project's objectives. Ninety-four percent of the Volunteers (17 of 18) reported overall satisfaction with their sites, with a 4.4 average. Volunteers felt well-integrated with their host communities. Ninety-four percent of the Volunteers (16 of 17) were satisfied with their working relationships with their counterparts and their counterparts' support of their project objectives.

Programming in the TEFL sector is particularly strong. TEFL Volunteers reported they are busy with their primary activities and having success accomplishing project objectives. One of the TEFL PMs had the highest possible average Volunteer support rating of 5. Volunteers reported she was proactive, knowledgeable, and always available to discuss programming and other support issues.

SOCD Volunteers work principally with NGOs and CBOs at the grassroots level. These organizations are often poorly funded and staffed, and frequently are not engaged in sustainable activities. The SOCD PM, who has also previously worked in the Kyrgyz NGO sector, explained that NGOs operate in an unstable environment where priorities change frequently to align with the interests of international donors. As a result, NGOs are unstructured and do not have an organized work plan and Volunteers find it challenging to establish structured work activities.

Health Volunteers work in a variety of areas of the country and experience a range of challenges with their host partner agencies. Health Volunteers reported difficulties finding a functional, health-focused partner agency to work with. One Volunteer partner group, Village Health Committees (VHCs), is staffed by community volunteers. The VHC community volunteers are often poorly motivated due to the unpaid positions and competing priorities that such staff typically function under.

Despite these challenges, Volunteers in both the SOCD and HE sectors have been satisfied with the work support they've received from their PMs. Programming staff support ratings in both sectors were 100 percent favorable. The Volunteers were most appreciative of their program staff's enthusiasm and willingness to help them problem-solve.

Volunteers were dissatisfied with grant support provided by the post's staff.

The post operates grant programs that Volunteers can apply to for project funding, including Small Project Assistance (SPA) grants. According to Peace Corps' *SPA Program Handbook*, "All SPA project criteria should be clearly communicated to Volunteers...Posts must ensure that SPA guidelines, deadlines, and review procedures are effectively communicated to Volunteers."

Five of the 19 Volunteers we interviewed had worked on SPA grants. Two of the Volunteers were dissatisfied overall with grant support from post staff and all five

Volunteers reported issues with technical guidance and communications from the post's SPA coordinator. Volunteer comments included:

"The guidance I got from [the SPA coordinator] was poor. She said the proposal was fine but the committee denied it...I asked her questions but did not get helpful responses."

"It's really hard to get her on the phone or responding to emails. She'll ignore messages."

In addition to the complaints about SPA, six Volunteers, five with no SPA involvement, reported similar problems with another grant program coordinated by the SPA coordinator. These grants were available through the Manas transit center, a U.S. military airbase located near Bishkek. Volunteers were unable to determine the status of their base-funded projects and described a lack of responsiveness by the grant coordinator. Frustrated by the lack of information, several Volunteers contacted the base directly, jeopardizing the post's relations with base personnel. The grant coordinator also described frustration with the transit center grant process, which she attributed to frequent staff rotations, project backlogs and time-consuming clearance procedures. However, the grant coordinator assumed Volunteers were frustrated but failed to communicate to Volunteers the delays caused by the transit center.

We recommend:

12. That the country director ensure that Volunteers receive adequate staff support and communication regarding their grant programs.

TRAINING

Another objective of the post evaluation is to answer the question, "Does training prepare Volunteers for Peace Corps service?" To answer this question we considered such factors as:

- Training adequacy;
- Planning and development of the training life cycle;
- Staffing and related budget.

In reviewing the post's process for planning and developing training, OIG found no significant areas of concern that would necessitate action by the post. Volunteers reported high levels of satisfaction with the effectiveness of PST in the areas of language, safety and security, and medical training. Volunteers were also satisfied with their PST home-stay families; in-service trainings (ISTs); project design and management trainings (PDMs); warden training; and PEPFAR training.

It should be noted that the 2010 PST for K18s was significantly impacted by the revolution and related consolidation activities. The revolution occurred shortly after

trainees arrived at PST in April 2010 and training activities had to be improvised over a 10-day period while trainees were consolidated. Volunteer satisfaction levels with the effectiveness of technical and cross-culture training were adequate, though lower than other areas (see Table 2 below).

Table 2: How Effective Was PST Training?

Training area	Percent Favorable (3,4,5)	Average Response Rating
Language	95%	3.9
Cross-culture	79%	3.2
Safety & Security	100%	4.1
Medical	100%	4.4
Technical	79%	3.2

Volunteers felt that cross-culture training would have been more effective if sessions were led by host country national (HCN) staff, rather than by Volunteers. The DPT reported that HCN staff roles in training would be expanded with the K19⁵ PST and that host country language and cultural facilitators (LCFs) had already received training to facilitate cross-cultural sessions.

Health and SOCD Volunteers were less satisfied with technical training than TEFL Volunteers. They felt the technical sessions facilitated by Volunteer trainers were not as practical as other sessions. The DPT has implemented new selection criteria intended to improve the quality of Volunteer trainers. The DPT will assess Volunteer trainers for training ability, leadership skills, and language ability to increase the effectiveness of technical training. The DPT shifted responsibilities for technical training from contractors to program managers, which should also positively impact the quality of the PST. The DPT commented:

“Last year I learned that the PMs were not doing any training...it made no sense...they can all do this better than the TCFs they hired to do it last year.”

PRESIDENT’S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR)

Another objective of this post evaluation is to answer the question “is the post able to adequately administer the President’s Emergency Plan for AIDS Relief (PEPFAR) program, support Volunteers, and meet its PEPFAR objectives?” To answer this question, we evaluate:

- Whether the post is implementing its PEPFAR objectives as laid out in the annual implementation plan.
- Relationships between the post and coordinating partners.
- Whether Volunteers are fulfilling HIV/AIDS-related assignments and handling related challenges.

⁵ The post’s nineteenth group of Volunteers.

Central Asia is experiencing an HIV epidemic. Preventing the spread of HIV/AIDS is one of four priorities identified in a Kyrgyz government health care reform program. Interrupting the epidemic is also a priority of the Office of the U.S. Global AIDS Coordinator (OGAC) Central Asia office based in Almaty, Kazakhstan. The post implemented PEPFAR programming in 2007 to join this effort. Fifteen of the 19 Volunteers we interviewed were involved in a range of HIV/AIDS activities. The CD and programming staff feel that the post's PEPFAR activities are appropriate due to regional and national priorities.

The post's PEPFAR budget increased from \$20,000 in 2009 to \$125,000 in 2010, however the post was unable to meet its spending targets in 2010 due to the civil unrest that led to the departure of Volunteers and closure of the southern region⁶. In order to meet spending targets the post's PEPFAR PM reported plans to realign the use of those funds with additional life-skills trainings, a strategy supported by the CD and DPT. Twenty-eight Volunteers and thirty counterparts attended a PEPFAR life-skills training in December 2010, including seven Volunteers in our sample. They were all satisfied with the life-skills training and gave it the highest score of post's training programs, with an average rating of 4.6.

⁶ In June 2010, Volunteers were evacuated from southern regions, including Osh, and all programming in southern regions was suspended. The number of Volunteers in-country decreased by roughly 45%, from 165 in April to 90 at the end of July 2010.

OBJECTIVE, SCOPE, AND METHODOLOGY

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

The evaluation unit within the Peace Corps OIG 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 OIG evaluation unit announced its intent to conduct an evaluation of the PC/Kyrgyz Republic on January 21, 2011. For post evaluations, we use the following researchable questions to guide our work:

- To what extent has the post developed and implemented programs to increase host country communities' capacity?
- Does training prepare Volunteers for Peace Corps service?
- Has the post provided adequate support and oversight to Volunteers?
- Are the post's resources and agency support effectively aligned with the post's mission and agency priorities?
- Is the post able to adequately administer the PEPFAR program, support Volunteers, and meet its PEPFAR objectives?

The evaluator conducted the preliminary research portion of the evaluation from January 24 to March 3, 2011. This research included review of agency documents provided by headquarters and the post's staff; interviews with management staff representing the EMA region, office of AIDS relief (OAR) and overseas programming and training support (OPATS); interviews with former staff and Volunteers; and inquiries to the office of safety and security, office of private sector initiatives (OPSI), office of intergovernmental affairs and partnerships, Volunteer recruitment and selection (VRS), office of medical services (OMS) and OIG audits and investigations.

In-country fieldwork occurred from March 7-25, 2011 and included interviews with the post's senior staff in charge of programming, training, and support; the U.S. deputy chief of mission and acting ambassador; the embassy regional security officer; the assistant regional security officer; and host country ministry of health officials. In addition, we interviewed a stratified judgmental sample of 19 Volunteers (25 percent of Volunteers serving at the time of our visit) based on their length of service, site location, project focus, gender, age, marital status 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.

INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 19 Volunteers, 16 staff members in-country, and 19 representatives from Peace Corps headquarters in Washington D.C., the U.S. Embassy in the Kyrgyz Republic, and key ministry officials. Volunteer interviews were conducted using a standardized interview questionnaire, and Volunteers were asked to rate many items on a five-point scale (1 = not effective, 3 = average effective, 5 = very effective). The analysis of these ratings provided a quantitative supplement to Volunteers’ comments, which were also analyzed. For the purposes of the data analysis, Volunteer ratings of “3” and above are considered favorable. In addition, 13 out of 19 Volunteer interviews occurred at the Volunteers’ homes, and we inspected 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 entire Volunteer population in the Kyrgyz Republic; the Volunteer sample was selected to reflect these demographics.

Table 3: Volunteer Demographic Data

Project	Percentage of Volunteers
Teaching English as a Foreign Language	60%
Sustainable Organizational and Community Development	25%
Health Education	16%
Gender	Percentage of Volunteers
Female	52%
Male	48%
Age	Percentage of Volunteers
25 or younger	39%
26-29	44%
30-50	14%
50 and over	3%

Source: February 2011 PC/Kyrgyz Republic Volunteer roster.

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

At the time of our field visit, the post had 44 staff positions. The post also employs temporary staff/contractors to assist with PST. We interviewed 16 staff members.

Table 4: Interviews Conducted with the post's Staff Members

Position	Status	Interviewed
Country Director	USDH	X
Director of Programming and Training	USDH	X
Director of Management and Operations	USDH	X
Training Manager	PSC	X
Program Manager (6)	PSC	X
Safety and Security Coordinator	PSC	X
Peace Corps Medical Officer (2)	PSC	X
Peace Corps Safety and Security Officer (regional)	USDH	X
Language and Cultural Coordinator	PSC	X
Country Director Asst./External Resource Coordinator	PSC	X
Financial Assistant	FSN	
Cashier	FSN	
IT Specialist	PSC	
Volunteer Support Assistant	PSC	
Administrative Assistant	PSC	
Safety and Security Assistant	PSC	
Medical Assistant	PSC	
Training Assistant	PSC	
Program Assistant	PSC	
General Services Officer	PSC	
Head Guard	PSC	
Drivers (5)	PSC	
Guards (10)	PSC	
Maintenance (2)	PSC	

Data as of February 2011.

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

Table 5: Interviews Conducted with PC/Headquarters Staff, Embassy Officials and Key Ministry Officials

Position	Organization
Regional Director	PC/Headquarters/EMA Region
Chief of Operations	PC/Headquarters/EMA Region
Chief of Programming and Training	PC/Headquarters/EMA Region
Chief Administrative Officer	PC/Headquarters/EMA Region
Country Desk Officer	PC/Headquarters/EMA Region
Safety and Security Desk Officer	PC/Headquarters/EMA Region
Roving Country Director	PC/Headquarters/EMA Region
Director	PC/Headquarters/OAR
Administrative Officer	PC/Headquarters/OAR
Cross-Culture and Diversity Training Specialist	PC/Headquarters/OPATS

Evaluation Specialist	PC/Headquarters/OPATS
Kyrgyz Republic Returned Volunteer	PC/Headquarters
Kyrgyz Republic Temporary Duty Staffer	PC/Headquarters
Deputy Chief of Mission (acting Ambassador)	US Embassy in Kyrgyz Republic
Regional Security Officer	US Embassy in Kyrgyz Republic
Assistant Regional Security Officer	US Embassy in Kyrgyz Republic
Deputy Minister	Ministry of Health
Head, Public Health Unit	Ministry of Health
Director	Republican Health Promotion Center

Data as of February 2011.

LIST OF RECOMMENDATIONS

WE RECOMMEND:

1. That the safety and security coordinator conduct emergency action plan revision and briefing activities that include all staff with emergency action plan roles and responsibilities.
2. That the safety and security coordinator conduct training for all staff with emergency action plan roles and responsibilities.
3. That the safety and security coordinator ensure that all Volunteers keep a current copy of the post's emergency action plan at their homes.
4. That the safety and security coordinator ensure that emergency action plan training and testing includes alternate communication/non-cell phone scenarios.
5. That the country director and director of programming and training ensure that staff conduct Volunteer introductions with local police and civic leaders within acceptable timeframes.
6. That the country director ensure that Volunteers in the Talas region of the Kyrgyz Republic have access to their passports during the winter.
7. That the country director include earthquake drills in the post's emergency response procedure testing activities.
8. That the country director and director of management and operations develop a plan and timetable for budget development and ensure that staff contribute directly to budget and resource planning.
9. That the director of programming and training ensure that Volunteers are fully informed and knowledgeable about the role of the Volunteer Reporting Form in the agency's reporting structure.
10. That the director of programming and training require programming staff to provide timely and substantive Volunteer reporting form feedback to Volunteers.
11. That the country director and director of management and operations review statements of work and grades for staff to ensure that staff are compensated appropriately.

12. That the country director ensure that Volunteers receive adequate staff support and communication regarding their grant programs.

AGENCY'S RESPONSE TO THE PRELIMINARY REPORT

The OIG conducted a program review of PC/Kyrgyz Republic in March 2011. As outlined in the August 2011 preliminary report, Senior Evaluator Reuben Marshall evaluated and reviewed programming, training, Volunteer support, health and safety, housing, sites and staff organization.

In keeping with the Peace Corps service mission, Post was pleased to facilitate travel to several Volunteer sites for Mr. Marshall. He had the opportunity to visit 19 of the 78 Volunteers, personally observe the work Volunteers are doing in the field, and conduct Volunteer interviews. He also interviewed 16 members of the staff in the Kyrgyz Republic and 19 representatives from Peace Corps Headquarters.

PC/Kyrgyz Republic staff and Volunteers would like to acknowledge the work of Mr. Marshall, who conducted his duties with a high degree of professionalism and cultural sensitivity.

Post and Region concur with all 12 recommendations provided by the OIG. Post has provided due dates for the implementation of the recommended changes. These dates are based on two assumptions: that there will not be any new incidents of civil unrest in the Kyrgyz Republic in the next year, and that Post will be fully staffed in the three USDH management positions between now and those dates.

The PC/Kyrgyz Republic staff and the EMA Region understand there is always room for improvement and we appreciate the insight and information provided by the Peace Corps Office of the Inspector General.

1. That the safety and security coordinator conduct emergency action plan revision and briefing activities that include all staff with emergency action plan roles and responsibilities.

Concur

Staff receives at least annual training in the EAP as demonstrated by the very successful response that was developed and executed by the Emergency Action Committee during the civil unrest in April, May, and June. The ability of the Programming Unit to participate in the response was weakened by having to move the training program to the consolidation point. The DPT lived at the consolidation point for weeks, executing the training program under very trying circumstances, while the CD worked with the Embassy and headquarters, and DMO coordinated support from the office. It was a stressful time, but the evacuations and consolidations went well and PST received high marks on the evaluations.

Following the events of last year, the EAP was updated and staff was trained on the new version. A copy of the EAC checklist from October 2010 is attached.

Emergency preparedness, particularly for times of civil unrest, remains a high priority for Post. Post will conduct a series of trainings that will include the Programming Unit.

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The Safety and Security Coordinator will conduct an EAP training session that will include a review of changes made to the EAP in the last year. The session will include all members of the staff who may have a role in the event of an emergency.

Completion Date: December 15th, 2011

Documents to be included:

- EAP Checklist
- Agenda of Training
- e-Copy of EAP

2. That the safety and security coordinator conduct training for all staff with emergency action plan roles and responsibilities.

Concur

The Safety and Security Coordinator will conduct an EAP training session for all members of the staff who may have a role in the event of an emergency.

Completion Date: December 15th, 2011

Documents to be included:

- EAP Checklist
- Agenda of Training
- e-Copy of EAP

3. That the safety and security coordinator ensure that all Volunteers keep a current copy of the post's emergency action plan at their home.

Concur

All Peace Corps Trainees are provided with a copy of the EAP during PST. All Volunteers are expected to return their copy when they COS, and the great majority do. It is evident, however, that some Volunteers are prone to misplacing their copies.

All Volunteers will be sent an electronic copy of the EAP. Staff will verify that the Volunteers have received a copy and can access it on request. PCVs are required to keep a current copy at their residences.

Because the size of the EAP makes it inconvenient to carry, the SSC will provide every Volunteer with a printed version of Appendix L of the EAP. Appendix L is the abbreviated version of the EAP that is portable and less prone to loss.

Completion Date: By November 15th, 2011.

Documents to be included:

- copy of Appendix L
- EAP Distribution Memo (Appendix L)

4. That the safety and security coordinator ensure that emergency action plan training and testing includes alternate communication/non-cell phone scenarios.

Concur

The housing checklist requires that all Volunteers have access to a landline at their office and at their home, or within a 30 minute walk from their home. Landline numbers are recorded in VIDA. The accuracy of the numbers in VIDA is tested on a random basis throughout the year.

Post received four satellite phones in 2011. The phones have been given to the wardens in Issyk Kul (2), Naryn (1), and Talas (1) oblasts. A fifth phone is kept in the office for the Chui Volunteers. The phones are tested four times a year. The VIDA database has the frequencies for the radio stations Volunteers can hear in their communities. EAP training for Volunteers also includes instructions on what Volunteers should do if there are no cell or landline communications or if they lose contact with the headquarters office in Bishkek.

The SSC will conduct tests of landline communications to all Volunteers at least once a year after the trainees have moved to their permanent sites.

Completion Date: The next test will be conducted by November 15, 2011.

Documents to be included:

- Revised EAP
- Memorandum on results of the next communications test

5. That the country director and director of programming and training ensure that staff conduct Volunteer introductions with local police and civic leaders within acceptable timeframes.

Concur

Post set a high standard for introductions of new Volunteers to the local police in 2009. The SSC personally organized meetings of Volunteers with militia at the oblast and rayon levels. She made numerous visits to sites and developed strong personal relations with the senior officers in the militia offices. Her familiarity with sites and her contacts proved to be very valuable during the civil unrest events in 2010. They also helped staff evaluate sites for safety and respond to individual emergencies.

This practice has been changed in 2011 for 2 reasons:

- The SSC SOW was altered at headquarters to transfer the responsibility of PCV site visits to Program Managers.
- Budget cut backs made it necessary to reduce travel for all staff, delaying opportunities for staff to visit Volunteers at their sites until three months after their arrival.

In response to these environmental changes, staff modified the model for introducing Volunteers to local militia and civic leaders. The new model, which retains many elements of the old model, is,

APPENDIX A

- Host families and counterparts are trained at PST on the importance of introducing Trainees and Volunteers to the district militia and community leaders within one month after their arrival at site.
- Trainees are instructed at PST on the importance of this meeting and told to press their family and counterpart for the introduction if it doesn't happen within a month.
- If PST includes a site visit, counterparts and host family members are asked to introduce their trainee to the local militia and civic leaders during the visit. This item is on the checklist Trainees receive when they make their initial site visits and included in Host Agency Agreements as one of the responsibilities of a counterpart or director.
- Whenever there is overlap between Volunteers at a site, the preceding Volunteer is instructed to introduce the new Volunteer to the militia and community leaders before his or her departure.
- Within one month of their arrival at their permanent sites, the Safety & Security Assistant (SSA) will contact all new Volunteers to confirm that the introductions have been made and report the results to the Country Director and Director of Programming and Training.
- Program Managers visit all new Volunteers at their sites about four months after their arrival. For Volunteers who have not yet had their introductions, the SSA will work with the Program Managers to plan those meetings.
- This year Post shifted to holding ISTs in the regions. At each session the head of the oblast militia is invited to the IST to meet the Volunteers. The militia heads brief the Volunteers on the safety situation in the region and provide cell phone numbers for emergencies.
- Normal New Year's gifts to oblast and rayon militia chiefs are distributed as staff members make their site identification visit in December and January. At that time the staff member will reinforce the importance of good relations between the Volunteers and their officers.

In addition, the Safety & Security Coordinator has negotiated an emergency assistance agreement with the Ministry of Emergency.

The new model was put into action in Q1 2011, but not documented or communicated to Volunteers. Staff will document the new procedures and ensure that all appropriate staff members are trained in the new procedures. Volunteers will be informed of the model.

Staff will survey all Volunteers by e-mail and phone to find out if they have been introduced to local militia and civic leaders.

Completion Date: Mid-December 2011.

Documents to be included:

APPENDIX A

- New procedures for introducing Volunteers to local militia (with timeframe)
- Volunteer Survey on Introductions results

6. That the CD ensure that Volunteers in the Talas region of the Kyrgyz Republic have access to their passports during the winter.

Concur

Last year Post had a single Trainee intake in March. Post collected Volunteer passports during the winter in order to update their Kyrgyz and Kazakh visas before their one year expiration date. The expiration date was set by the arrival date of trainees. All visas are for one year and take a couple months to process, so Volunteers were without their PC passports in January and February. We asked the Kyrgyz Ministry of Foreign Affairs and the Kazakh Consulate if they could lengthen the term of the visas to avoid this problem, but they declined.

For most Volunteers the timing was not a major problem. They have their personal passports for international travel, and they can purchase a new visa at the airport when they return. The timing is a problem for Volunteers in Talas who sometimes need to travel to Bishkek via Kazakhstan because the pass is closed by snow.

For current Volunteers in Talas, Post will give them the highest priority for processing. We will send a vehicle out to collect the passports as close to their expiration date as possible and work closely with the two governments to speed the process. A driver will return the passports to the Talas Volunteers as quickly as possible.

For several reasons, Post has decided to delay the start of PST by six weeks, to the middle of May, starting in 2012. This change, combined with the driver prioritizing the Talas passports, will mitigate the visa problem for future training groups.

Completion Date: By December 15th, 2011

Documents to be included:

- Memo on Visa Processing from CD
- eCTSS (demonstrating that the input date has been changed to May)

7. That the country director includes earthquake drills in the post's emergency response procedure testing activities.

Concur

A mountainous country, Kyrgyzstan is prone to earthquakes. The great majority are small and cause little damage, but there have been major earthquakes with significant loss of life and damage to infrastructure. During the last year the quarterly emergency response drills at the office have focused on responding to civil unrest.

Post is exploring specialized training in earthquake response provided by the Red Crescent and the Ministry of Emergencies.

APPENDIX A

The next quarterly emergency response drill at the office will focus on an earthquake scenario.

Completion Date: By December 15th, 2011.

Documents to be included:

- CD Memo on Earthquake Drill Results

8. That the country director and director of management and operations develop a plan and timetable for budget development and ensure that staff contribute directly to budget and resource planning.

Concur

Post staff believes strongly in the importance of including all units in planning and budgeting. Since the current CD came to post as DMO, staff has always participated in the development of the operating plan, mid-year reviews, and IPBS. Due to staffing and budgetary restrictions there was no offsite IPBS retreat in 2011. Instead a workshop was held in the office. Participation was open to all staff and mandatory for certain key staff members. Eighteen out of an office staff of 23 participated in the workshop and helped shape the IPBS for 2012 – 2014.

It should be noted that Post was without a full time DMO from October 7, 2010 to February 19, 2011. The current DMO was just getting up to speed during the time of Mr. Marshall's visit, so she had not yet reviewed the 2011 operating plan with all members of the staff.

To prepare the FY 11 Mid-Year Review and FY 12 Operating Plan, the DMO worked closely with all units. The DMO has briefed Senior Staff on the FY2012 budget submittal. She provided a briefing for staff on the final budget after it was approved by headquarters. All members of the staff will be provided with a final copy of their sections of the operating plan.

Completion Date: November 15, 2011

Documents to be included:

- Ops Plan Memo FY12
- Ops Plan Powerpoint Presentation for Staff

9. That the director of programming and training ensure that Volunteers are fully informed and knowledgeable about the role of the Volunteer Reporting Form (VRF) in the agency's reporting structure.

Concur

VRF training is being conducted as part of IST. Training is conducted by the Training Manager in partnership with the Program Managers using a standard PowerPoint presentation. The training provides Volunteers with a good overview of the importance of VRF data and how it is used.

Post has incorporated information on how VRF data is used and its importance to the Peace Corps into IST.

Completion Date: K-19 IST Completed in September 2011

Documents attached:

- VRF Powerpoint Presentation for Volunteers

APPENDIX A

- Training Handout: Understanding How the VRT Displays Data
- Training Handout: PCV Quickstart Guide 2010

10. That the director of programming and training require programming staff to provide timely and substantive Volunteer reporting form feedback to Volunteers.

Concur

Programming staff has been expected to provide timely feedback to Volunteers on their VRF submissions. Mr. Marshall's interviews reveal that compliance has been uneven. The CD and acting DPT discussed the importance of providing timely, constructive, and specific comments to Volunteers on their VRF submissions at a recent meeting. The Program Managers are in full support of the policy. The CD and acting DPT have personally emphasized the importance of accurate reporting to the Volunteers at the first two IST sessions.

The acting DPT is working with the Program Managers to ensure that Volunteers will receive timely comments on a consistent basis. She will review their comments for compliance with the policy.

Completion Date: December 15, 2011

Documents to be included:

- Sample VRF feedback comments from PMs to Volunteers.

11. That the country director and director of management and operations review statements of work and grades for staff to ensure that staff members are compensated appropriately.

Concur

Post management believes strongly in the importance of properly compensating staff and continues to work with Region to make changes. With the FY11 Mid-Year Review, Post was successful in up-grading a PCMO and the Medical Assistant to more appropriate levels with the invaluable support of OMS. Post believes that several other positions are not appropriately graded when compared to other posts. Region was not able to fund compensation increases in the FY12 Operating Plan, but the CAO has been very supportive of submitting an Unfunded Request at the Mid-Year Review.

The DMO has begun the process of CAJE'ing the two Foreign Service Nationals at Post. When we get a new DPT, he or she will be tasked with reviewing and updating the statements of work for the Program Managers and Training Manager. Management will work with Region to determine which positions, if any, need to be re-graded.

Completion Date: March 2012. Complete re-classifications and proposed changes to compensation to Region for funding as part of the FY12 Mid-Year Review in March 2012. Some Program and Training Unit changes may have to wait for a new DPT.

Documents to be included:

- Memo from CD on HR actions taken

12. That the country director ensure that Volunteers receive adequate staff support and communication regarding their grant programs.

Concur

Post is extremely fortunate to have access to a number of sources of funding for Volunteer projects. Post is the second largest user of PCPP, after the Ukraine. We have worked with USAID to manage a Small Projects Assistance grants program, and our Volunteers have helped their community successfully compete for major grants from USAID's Office of Transition Initiatives. Last year the Manas Transit Center launched a Humanitarian Assistance (HA) program. With the help of the Country Director's Assistant and External Relations Coordinator, Volunteers facilitated delivery of blankets and overcoats to orphans and low income families in their villages.

In early 2010 the Humanitarian Assistance program changed direction, expanding the program to include construction projects, and reaching farther out into the country. As the same time, shifting priorities and staff turnover at the Transit Center meant that some projects and scheduled delivery dates got pushed out. Volunteers and communities that were expecting donations became frustrated. The External Relations Coordinator got caught in the middle.

Most recently, USAID has asked Post to double SPA grants, and the Transit Center is developing new Humanitarian Assistance programs, such as winter coal for low income families. Post is now eligible to participate in the USAID Feed the Future program, creating new grant opportunities for Volunteers' communities.

The External Relations Coordinator has re-doubled her communications with Volunteers and convened special meetings of the Volunteer SPA Committee to process additional grant applications.

The External Relations Coordinator will conduct a survey of Volunteers to determine their satisfaction with the management of the SPA and HA programs. Based on the results of the survey, she will work with the CD and SPA grants committee to determine what procedural changes need to be made, if any.

The Country Director will review the CDA/External Relations Coordinator's statement of work to determine if it needs to be modified in light of the growth in the grants programs. The Country Director will also consult with the DMO and DPT to see if some elements of the grants management process can be beneficially moved to their organizations.

Staff will develop a summary page of SPA and HA grant guidelines, bringing together the multitude of funding opportunities and application requirements. The summary will be sent to all Volunteers by e-mail, and covered in detail at the K-19 Project Design and Management workshop in December.

Completion Date: By January 15th, 2011

Documents to be included:

- Summary of SPA and HA grant guidelines (as sent to Volunteers)

OIG COMMENTS

Management concurred with all 12 recommendations. 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.

All twelve recommendations remain open pending confirmation from the Chief Compliance Officer that the documentation reflected in OIG Analysis is received.

1. That the safety and security coordinator conduct emergency action plan revision and briefing activities that include all staff with emergency action plan roles and responsibilities.

Concur: Staff receives at least annual training in the EAP as demonstrated by the very successful response that was developed and executed by the Emergency Action Committee during the civil unrest in April, May, and June. The ability of the Programming Unit to participate in the response was weakened by having to move the training program to the consolidation point. The DPT lived at the consolidation point for weeks, executing the training program under very trying circumstances, while the CD worked with the Embassy and headquarters, and DMO coordinated support from the office. It was a stressful time, but the evacuations and consolidations went well and PST received high marks on the evaluations.

Following the events of last year, the EAP was updated and staff was trained on the new version. A copy of the EAC checklist from October 2010 is attached. Emergency preparedness, particularly for times of civil unrest, remains a high priority for Post. Post will conduct a series of trainings that will include the Programming Unit. The Safety and Security Coordinator will conduct an EAP training session that will include a review of changes made to the EAP in the last year. The session will include all members of the staff who may have a role in the event of an emergency.

Timeline for completion: December 15th, 2011

Documents to be submitted:

- EAP Checklist
- Agenda of Training
- e-Copy of EAP

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of a copy of the EAP checklist, an e-Copy of the EAP, and an agenda of the EAP training. Please also provide documentation of an after-action debrief that includes all actors in the emergency activation (following the next EAP test or activation).

2. That the safety and security coordinator conduct training for all staff with emergency action plan roles and responsibilities.

Concur: The Safety and Security Coordinator will conduct an EAP training session for all members of the staff who may have a role in the event of an emergency.

Timeline for completion: December 15th, 2011

Documents to be submitted:

- EAP Checklist
- Agenda of Training
- e-Copy of EAP

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of a copy of the EAP checklist, an e-Copy of the EAP, and an agenda of the EAP training provided to all staff with emergency action plan roles and responsibilities.

3. That the safety and security coordinator ensure that all Volunteers keep a current copy of the post's emergency action plan at their homes.

Concur: All Peace Corps Trainees are provided with a copy of the EAP during PST. All Volunteers are expected to return their copy when they COS, and the great majority do. It is evident, however, that some Volunteers are prone to misplacing their copies. All Volunteers will be sent an electronic copy of the EAP. Staff will verify that the Volunteers have received a copy and can access it on request. PCVs are required to keep a current copy at their residences. Because the size of the EAP makes it inconvenient to carry, the SSC will provide every Volunteer with a printed version of Appendix L of the EAP. Appendix L is the abbreviated version of the EAP that is portable and less prone to loss.

Timeline for completion: November 15th, 2011

Documents to be submitted:

- Copy of Appendix L
- EAP distribution memo (Appendix L)

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of a copy of appendix L of the EAP and a EAP

distribution memo which demonstrates that each Volunteer is provided with a printed version of appendix L of the EAP.

4. That the safety and security coordinator ensure that emergency action plan training and testing includes alternate communication/non-cell phone scenarios.

Concur: The housing checklist requires that all Volunteers have access to a landline at their office and at their home, or within a 30 minute walk from their home. Landline numbers are recorded in VIDA. The accuracy of the numbers in VIDA is tested on a random basis throughout the year. Post received four satellite phones in 2011. The phones have been given to the wardens in Issyk Kul (2), Naryn (1), and Talas (1) oblasts. A fifth phone is kept in the office for the Chui Volunteers. The phones are tested four times a year. The VIDA database has the frequencies for the radio stations Volunteers can hear in their communities. EAP training for Volunteers also includes instructions on what Volunteers should do if there are no cell or landline communications or if they lose contact with the headquarters office in Bishkek.

The SSC will conduct tests of landline communications to all Volunteers at least once a year after the trainees have moved to their permanent sites.

Timeline for completion: November 15, 2011

Documents to be submitted:

- Revised EAP
- Memorandum on results of the next communications test

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the revised EAP and a memorandum on the results of the next communications test.

5. That the country director and director of programming and training ensure that staff conduct Volunteer introductions with local police and civic leaders within acceptable timeframes.

Concur: Post set a high standard for introductions of new Volunteers to the local police in 2009. The SSC personally organized meetings of Volunteers with militia (local police) at the oblast and rayon levels. She made numerous visits to sites and developed strong personal relations with the senior officers in the militia offices. Her familiarity with sites and her contacts proved to be very valuable during the civil unrest events in 2010. They also helped staff evaluate sites for safety and respond to individual emergencies. This practice has been changed in 2011 for 2 reasons:

- The SSC SOW was altered at headquarters to transfer the responsibility of PCV site visits to Program Managers.

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- Budget cut backs made it necessary to reduce travel for all staff, delaying opportunities for staff to visit Volunteers at their sites until three months after their arrival.

In response to these environmental changes, staff modified the model for introducing Volunteers to local militia and civic leaders. The new model, which retains many elements of the old model, is:

- Host families and counterparts are trained at PST on the importance of introducing Trainees and Volunteers to the district militia and community leaders within one month after their arrival at site.
- Trainees are instructed at PST on the importance of this meeting and told to press their family and counterpart for the introduction if it doesn't happen within a month.
- If PST includes a site visit, counterparts and host family members are asked to introduce their trainee to the local militia and civic leaders during the visit. This item is on the checklist Trainees receive when they make their initial site visits and included in Host Agency Agreements as one of the responsibilities of a counterpart or director.
- Whenever there is overlap between Volunteers at a site, the preceding Volunteer is instructed to introduce the new Volunteer to the militia and community leaders before his or her departure.
- Within one month of their arrival at their permanent sites, the Safety & Security Assistant (SSA) will contact all new Volunteers to confirm that the introductions have been made and report the results to the Country Director and Director of Programming and Training.
- Program Managers visit all new Volunteers at their sites about four months after their arrival. For Volunteers who have not yet had their introductions, the SSA will work with the Program Managers to plan those meetings.
- This year Post shifted to holding ISTs in the regions. At each session the head of the oblast militia is invited to the IST to meet the Volunteers. The militia heads brief the Volunteers on the safety situation in the region and provide cell phone numbers for emergencies.
- Normal New Year's gifts to oblast and rayon militia chiefs are distributed as staff members make their site identification visit in December and January. At that time the staff member will reinforce the importance of good relations between the Volunteers and their officers.

In addition, the Safety & Security Coordinator has negotiated an emergency assistance agreement with the Ministry of Emergency.

The new model was put into action in Q1 2011, but not documented or communicated to Volunteers. Staff will document the new procedures and ensure that all appropriate staff members are trained in the new procedures. Volunteers will be informed of the model.

Staff will survey all Volunteers by e-mail and phone to find out if they have been introduced to local militia and civic leaders.

Timeline for completion: Mid-December 2011

Documents to be submitted:

- New procedures for introducing Volunteers to local militia (with timeframe)
- Volunteer Survey on Introductions results

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the new procedures for introducing Volunteers to local police, which includes timeframes, and results of the Volunteer survey on introductions to local police and civic leaders.

6. That the country director ensure that Volunteers in the Talas region of the Kyrgyz Republic have access to their passports during the winter.

Concur: Last year Post had a single Trainee intake in March. Post collected Volunteer passports during the winter in order to update their Kyrgyz and Kazakh visas before their one year expiration date. The expiration date was set by the arrival date of trainees. All visas are for one year and take a couple months to process, so Volunteers were without their PC passports in January and February. We asked the Kyrgyz Ministry of Foreign Affairs and the Kazakh Consulate if they could lengthen the term of the visas to avoid this problem, but they declined.

For most Volunteers the timing was not a major problem. They have their personal passports for international travel, and they can purchase a new visa at the airport when they return. The timing is a problem for Volunteers in Talas who sometimes need to travel to Bishkek via Kazakhstan because the pass is closed by snow. For current Volunteers in Talas, Post will give them the highest priority for processing. We will send a vehicle out to collect the passports as close to their expiration date as possible and work closely with the two governments to speed the process. A driver will return the passports to the Talas Volunteers as quickly as possible.

For several reasons, Post has decided to delay the start of PST by six weeks, to the middle of May, starting in 2012. This change, combined with the driver prioritizing the Talas passports, will mitigate the visa problem for future training groups.

Timeline for completion: December 15th, 2011

Documents to be submitted:

- Memo on Visa processing from CD
- eCTSS (demonstrating that the input date has been changed to May)

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the memo on Visa processing from the CD and the eCTSS report that demonstrates the new input date.

7. That the country director include earthquake drills in the post's emergency response procedure testing activities.

Concur: A mountainous country, Kyrgyzstan is prone to earthquakes. The great majority are small and cause little damage, but there have been major earthquakes with significant loss of life and damage to infrastructure. During the last year the quarterly emergency response drills at the office have focused on responding to civil unrest. Post is exploring specialized training in earthquake response provided by the Red Crescent and the Ministry of Emergencies. The next quarterly emergency response drill at the office will focus on an earthquake scenario.

Timeline for completion: December 15th, 2011

Documents to be submitted:

- Memo from CD on Earthquake Drill Results

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the memo from the CD on the results of emergency response drills that focus on earthquakes.

8. That the country director and director of management and operations develop a plan and timetable for budget development and ensure that staff contribute directly to budget and resource planning.

Concur: Post staff believes strongly in the importance of including all units in planning and budgeting. Since the current CD came to post as DMO, staff has always participated in the development of the operating plan, mid-year reviews, and IPBS. Due to staffing and budgetary restrictions there was no offsite IPBS retreat in 2011. Instead a workshop was held in the office. Participation was open to all staff and mandatory for certain key staff members. Eighteen out of an office staff of 23 participated in the workshop and helped shape the IPBS for 2012 – 2014.

It should be noted that Post was without a full time DMO from October 7, 2010 to February 19, 2011. The current DMO was just getting up to speed during the time of Mr. Marshall's visit, so she had not yet reviewed the 2011 operating plan with all members of the staff. To prepare the FY 11 Mid-Year Review and FY 12 Operating Plan, the DMO worked closely with all units. The DMO has briefed Senior Staff on the FY2012 budget submittal. She provided a briefing for staff on

the final budget after it was approved by headquarters. All members of the staff will be provided with a final copy of their sections of the operating plan.

Timeline for completion: November 15, 2011

Documents to be submitted:

- Ops Plan Memo FY12
- Ops Plan Powerpoint Presentation for staff

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the FY 2012 Operations Plan memo and Operations Plan powerpoint presentation given to staff.

9. That the director of programming and training ensure that Volunteers are fully informed and knowledgeable about the role of the Volunteer Reporting Form in the agency's reporting structure.

Concur: VRF training is being conducted as part of IST. Training is conducted by the Training Manager in partnership with the Program Managers using a standard PowerPoint presentation. The training provides Volunteers with a good overview of the importance of VRF data and how it is used. Post has incorporated information on how VRF data is used and its importance to the Peace Corps into IST.

Timeline for completion: September 2011, completion of K-19 IST

Documents to be submitted:

- VRF PowerPoint Presentation for Volunteers
- Training Handout: Understanding How the VRT Displays Data
- Training Handout: PCV Quickstart Guide 2010

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the VRF PowerPoint presentation for Volunteers and training handouts related to understanding the VRT.

10. That the director of programming and training require programming staff to provide timely and substantive Volunteer reporting form feedback to Volunteers.

Concur: Programming staff has been expected to provide timely feedback to Volunteers on their VRF submissions. Mr. Marshall's interviews reveal that compliance has been uneven. The CD and acting DPT discussed the importance of providing timely, constructive, and specific comments to Volunteers on their VRF submissions at a recent meeting. The Program Managers are in full support

of the policy. The CD and acting DPT have personally emphasized the importance of accurate reporting to the Volunteers at the first two IST sessions. The acting DPT is working with the Program Managers to ensure that Volunteers will receive timely comments on a consistent basis. She will review their comments for compliance with the policy.

Timeline for completion: December 15, 2011

Documents to be submitted:

- Sample VRF feedback comments from PMs to Volunteers

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of a sample of VRF feedback comments from Program Managers to Volunteers.

11. That the country director and director of management and operations review statements of work and grades for staff to ensure that staff are compensated appropriately.

Concur: Post management believes strongly in the importance of properly compensating staff and continues to work with Region to make changes. With the FY11 Mid-Year Review, Post was successful in up-grading a PCMO and the Medical Assistant to more appropriate levels with the invaluable support of OMS. Post believes that several other positions are not appropriately graded when compared to other posts. Region was not able to fund compensation increases in the FY12 Operating Plan, but the CAO has been very supportive of submitting an Unfunded Request at the Mid-Year Review.

The DMO has begun the process of CAJE'ing the two Foreign Service Nationals at Post. When we get a new DPT, he or she will be tasked with reviewing and updating the statements of work for the Program Managers and Training Manager. Management will work with Region to determine which positions, if any, need to be re-graded.

Timeline for completion: March 2012. Complete re-classifications and proposed changes to compensation to Region for funding as part of the FY12 Mid-Year Review in March 2012. Some Program and Training Unit changes may have to wait for a new DPT.

Documents to be included:

- Memo from CD on HR actions taken

OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the memo from the CD on HR actions taken.

12. That the country director ensure that Volunteers receive adequate staff support and communication regarding their grant programs.

Concur: Post is extremely fortunate to have access to a number of sources of funding for Volunteer projects. Post is the second largest user of PCPP, after the Ukraine. We have worked with USAID to manage a Small Projects Assistance grants program, and our Volunteers have helped their community successfully compete for major grants from USAID's Office of Transition Initiatives. Last year the Manas Transit Center launched a Humanitarian Assistance (HA) program. With the help of the Country Director's Assistant and External Relations Coordinator, Volunteers facilitated delivery of blankets and overcoats to orphans and low income families in their villages.

In early 2010 the Humanitarian Assistance program changed direction, expanding the program to include construction projects, and reaching farther out into the country. As the same time, shifting priorities and staff turnover at the Transit Center meant that some projects and scheduled delivery dates got pushed out. Volunteers and communities that were expecting donations became frustrated. The External Relations Coordinator got caught in the middle. Most recently, USAID has asked Post to double SPA grants, and the Transit Center is developing new Humanitarian Assistance programs, such as winter coal for low income families. Post is now eligible to participate in the USAID Feed the Future program, creating new grant opportunities for Volunteers' communities. The External Relations Coordinator has re-doubled her communications with Volunteers and convened special meetings of the Volunteer SPA Committee to process additional grant applications. The External Relations Coordinator will conduct a survey of Volunteers to determine their satisfaction with the management of the SPA and HA programs. Based on the results of the survey, she will work with the CD and SPA grants committee to determine what procedural changes need to be made, if any. The Country Director will review the CDA/External Relations Coordinator's statement of work to determine if it needs to be modified in light of the growth in the grants programs. The Country Director will also consult with the DMO and DPT to see if some elements of the grants management process can be beneficially moved to their organizations.

Staff will develop a summary page of SPA and HA grant guidelines, bringing together the multitude of funding opportunities and application requirements. The summary will be sent to all Volunteers by e-mail, and covered in detail at the K-19 Project Design and Management workshop in December.

Timeline for completion: January 15th, 2011

Documents to be submitted:

- Summary of SPA and HA grant guidelines (as sent to Volunteers)

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OIG Analysis: We acknowledge the agency's efforts to address this recommendation and await receipt of the summary of SPA and HA grant guidelines distributed to Volunteers. Please also provide the results of the survey of Volunteer satisfaction with the management of the SPA and HA programs along with documentation demonstrating any ensuing changes made to grants procedures or the CDA/External Relations Coordinator's statement of work.

PROGRAM EVALUATION COMPLETION AND OIG CONTACT

PROGRAM EVALUATION COMPLETION

This program evaluation was conducted under the direction of Assistant Inspector General for Evaluations Jim O’Keefe and by Senior Evaluator Reuben Marshall. Additional contributions were made by Heather Robinson and Lisa Chesnel.



Jim O’Keefe
Assistant Inspector General for Evaluations

OIG CONTACT

Following issuance of the final report, a stakeholder satisfaction survey will be distributed. If you wish to comment on the quality or usefulness of this report to help us improve our products, please e-mail Jim O’Keefe, Assistant Inspector General for Evaluations and Inspections, at jokeefe@peacecorps.gov, or call (202) 692-2904.

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