



Peace Corps Office of Inspector General



Traditional kasbah near the town of Taroudant



Flag of Morocco

Final Program Evaluation Report: Peace Corps/Morocco

February 2010



**Final Program Evaluation Report:
Peace Corps/Morocco
IG-10-06-E**

A handwritten signature in blue ink, reading "Susan Gasper", is centered within a light blue rectangular box. The signature is written in a cursive style.

Susan Gasper
Acting Assistant Inspector General for Evaluation

February 2010

EXECUTIVE SUMMARY

The Office of Inspector General (OIG) conducted an evaluation of Peace Corps/Morocco's operations June 1 – 24, 2009. The evaluation covered fiscal years 2007 and 2008 and reviewed programming, training, Volunteer support, health care, Volunteer safety, housing, work sites, and staff organization.

At the onset of our field work, there were 213 Volunteers and 37 staff in Morocco. Interviews were conducted with 42 (20%) Volunteers and with 15 in-country staff. Additional interviews were conducted with Peace Corps headquarters staff, U.S. Embassy representatives in Morocco, and key project partners. PC/Morocco has four projects: (1) environment; (2) health; (3) small business development; and (4) youth development.

PC/Morocco is an experienced and resourceful post that works hard to tackle several significant challenges. PC/Morocco has the second largest number of Volunteers worldwide. Volunteers are broadly dispersed within Morocco's mountainous and sometimes hard-to-access terrain. Morocco continues to cope with the aftermath of the events of September 11th; the continuing instability in Iraq, Iran, and the Middle East; and ongoing concerns over the potential for further domestic terrorism. Volunteers in Morocco often struggle with issues related to language, religion, gender, harassment, and politics. In meeting these complex challenges, PC/Morocco has qualified, professional, and experienced staff members dedicated to the Peace Corps mission. Nevertheless, PC/Morocco is showing signs that staffing levels are insufficient to meet the extensive and complex support needs of the program:

- Programming staff are overworked and struggle to provide Volunteer support needs such as site visits, report feedback, and regular communications.
- Peace Corps Medical Officers (PCMOs) have an unmanageable workload, and the Office of Medical Services (OMS) has recommended additional staff.
- The Safety and Security Coordinator (SSC) is strained by a continuous flow of Volunteer communications. Recommendations for additional safety and security staff have come from the Office of Safety and Security, OMS, and the U.S. embassy in Rabat.

We also identified the following opportunities to improve the effectiveness of Peace Corps/Morocco:

- The youth development and small business development projects should develop Project Advisory Councils.
- Cross-cultural training sessions should be more interactive and focus on cultural integration.
- Volunteers need more support in selecting language tutors at site.
- Trainees over the age of 50 need additional support with language learning.

- Language and Cultural Facilitators (LCFs) often lack the training and experience needed to effectively conduct training.
- Programming staff seek increased levels of managerial involvement from the Programming and Training Officer (PTO) and wider involvement with the training program.
- Volunteers are experiencing technical difficulties in submitting performance reporting.

Our report contains 16 recommendations, which, if implemented, should strengthen programming operations and correct the deficiencies detailed in the accompanying report.

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HOST COUNTRY BACKGROUND

Morocco is located in northwestern Africa between Algeria and Western Sahara with coasts on the North Atlantic Ocean and the Mediterranean Sea. Morocco was occupied by Arabic forces beginning in the seventh century. The Alaouite dynasty, which has ruled Morocco since 1649, claims descent from the Prophet Muhammad. Today, Morocco is ruled by a strong monarchy with a weak parliament and judiciary. Morocco became a French protectorate in 1912 and a protracted struggle for independence with France ended successfully in 1956.

Morocco faces many issues typical of developing countries, including achieving sustainable economic growth and increasing education and job prospects for youth. Morocco remains vulnerable to drought as over 40% of the population is dependent on rain-fed agricultural production. Morocco also continues to cope with the aftermath of the events of September 11th; the continuing instability in Iraq, Iran, and the Middle East; and ongoing concerns over the potential for domestic terrorism.

Morocco has a long-established patriarchal culture in which Moroccan women are traditionally confined to their homes and men are not accustomed to the presence of women. Consequently, most female Volunteers are prohibited from entering certain places or participating in traditionally male-only activities. On the other hand, some male Volunteers are restricted access to the Moroccan family unit, which is the traditional domain of women. As a result, cultural integration for most Volunteers is limited to prescribed gender roles.

PEACE CORPS PROGRAM BACKGROUND

The United States and Morocco share an active country agreement that was signed in 1963. Over 4,000 Volunteers have since served in Morocco. Volunteers were evacuated in April 2003, following the U.S. invasion of Iraq. The program was reopened in July 2003, following a safety assessment conducted by the Peace Corps Office of Safety and Security in collaboration with the Moroccan government.

At the onset of this evaluation there were 258 Volunteers serving in Morocco. There are two Volunteer inputs each year. A health and environment training class of 60 Volunteers was sworn in on April 29, 2009, and a small business development and youth development training class of 57 was sworn in on November 12, 2009. Volunteers in Morocco serve in the following four projects:

- **Environment:** Volunteers help people in rural communities who are living in or nearby protected areas raise their living standards by integrating a careful and responsible approach to the use and management of natural resources and the environment into all their agriculture and non-agriculture livelihood activities.

- **Health:** Volunteers strive to help rural community members achieve better health status through preventive practices reinforced by positive social and environmental change.
- **Small Business Development:** Volunteers help motivated entrepreneurs at the local level – including individual artisans and groups, as well as professional training organizations for women – meet growing market demand in a way that increases economic opportunity while enhancing personal dignity and professional efficacy. Volunteers work principally in rural communities by providing practical training and limited logistical support in areas of product quality and service, organizational development, business management, and individual empowerment/community leadership.
- **Youth Development:** Volunteers provide youth with educational opportunities to develop their ability to improve their lives. Volunteers work directly with their local community to support local and national youth development efforts through work at their local Youth Centers and Women’s Centers.

OBJECTIVES, SCOPE, AND METHODOLOGY

The purpose of the Office of Inspector General is to prevent and detect fraud, waste, abuse, and mismanagement and to promote effectiveness and efficiency in government. In February 1989, the Peace Corps/OIG was established under the Inspector General Act of 1978, as amended, 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 Office of Inspector General provides the agency 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 last OIG program evaluation of Morocco took place in 2002.

The Office of Inspector General Evaluations Unit announced its intent to conduct an evaluation of PC/Morocco on April 24, 2009. For post evaluations, we use the following researchable questions to guide our work:

- To what extent has the post developed and implemented programs intended to increase the capacity of host country communities to meet their own technical needs?
- To what extent has the post implemented programs to promote cross-cultural understanding?
- To what extent does training provide Volunteers the necessary knowledge, skills, and attitudes to integrate into the community and perform their jobs?

- To what extent has the post provided adequate support and oversight to Volunteers?
- To what extent are post resources and agency support and oversight effectively aligned with the post’s mission and program and agency priorities?

The evaluation team conducted the preliminary research portion of the evaluation April 27 – May 29, 2009. This included review of agency documents provided by headquarters and post staff and interviews with management staff representing the region and the Office for Overseas Programming and Training Support (OPATS). In-country fieldwork occurred June 1 – 24, 2009, and was comprised of interviews with post senior staff in charge of programming, training, and support; the acting U.S. Ambassador; the Regional Security Officer; and host country government ministry officials. In addition, we interviewed a stratified judgmental sample of 20% of currently serving Volunteers based on their length of service, site location, project focus, gender, age, and ethnicity. Table 1 provides demographic information that represents the entire Volunteer population in Morocco; our Volunteer interview sample was selected to reflect these demographics.

Table 1: PC/Morocco Volunteer Demographic Data

Project	Percentage of Volunteers
Environment	23%
Health	29%
Small Business Development	26%
Youth Development	22%
Gender	Percentage of Volunteers
Male	39%
Female	61%
Age	Percentage of Volunteers
25 or younger	75%
26-29	15%
30-54	7%
55 and over	3%

Source: PC/Morocco Volunteer Roster, May 2009.

Forty-three Volunteers were identified as part of the sample.¹ Volunteer interviews were conducted using a standardized interview questionnaire, and Volunteers were asked to rate items on a five-point scale (1 = not 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, 28 of 42 Volunteer interviews occurred at the Volunteers’ homes, and we inspected these homes using post-defined site selection

¹ Due to scheduling conflicts, seven Volunteers were removed from the original sample and six replacements were added. In total, 42 Volunteer interviews were conducted.

criteria. The period of review for a post evaluation is one full Volunteer cycle (typically 27 months).

At the end of our fieldwork review, we briefed the country director and other staff at the post concerning their respective program and oversight responsibilities. At headquarters, we conducted a briefing for the regional staff, the Office of Programming and Training Support, the Office of Volunteer Recruitment and Selection, and the Office of Medical Services on findings pertaining to their respective areas of responsibility.

This evaluation was conducted in accordance with the Quality Standards for Inspections, issued by 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.

EVALUATION RESULTS

PROGRAMMING

The evaluation assessed whether 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 Peace Corps and the host country in determining development priorities and Peace Corps program areas.
- The existence of project plans based on host country development priorities and the Volunteers' understanding of the project plan goals and objectives.
- Whether Volunteers are placed in sites where they can contribute meaningfully to meeting host country development priorities.
- Relationships with counterparts that enable Volunteers to have productive work assignments that meet host country development priorities.

A majority of the Volunteers we interviewed reported they were satisfied with their site placements and performed activities relevant to their project plan goals. Most Volunteers (70%) had a primary counterpart that they met with at least twice a week. Of the 15 Volunteers we interviewed who no longer worked with their initially assigned counterpart, ten had found a new counterpart with whom they meet with at least twice a week.

Table 2: Volunteer Responses to Select Interview Questions

Volunteer Interview Question	Rating¹
How satisfied are you with your site placement?	98% satisfied (3) or better
How well do your activities relate to your project goals/objectives?	90% moderate (3) or better
Please characterize your working relationship with your primary counterpart.	82% average (3) or better

Source: OIG interviews with 42 Volunteers.

¹ Volunteers rated these questions on a five-point scale (1 = not at all, 5 = very well).

PC/Morocco is collaborating effectively with ministry partners in both the health and environment projects to ensure project plan goals and objectives are aligned with host country development priorities. Each of these projects has a functioning Project Advisory Council (PAC) that meets regularly to discuss programming issues. By contrast, the effectiveness of partnerships with the small business development and youth development projects could be improved, and neither project has a functioning PAC.

Host country ministry partners for the small business development and youth development projects were unfamiliar with key aspects of the project plans.

Host country ministry partners working with the small business development and youth development projects appeared to be unfamiliar with key elements of Peace Corps project plans. Officials with the Ministry of Tourism, Artisans, and Social Economy reported that they were unsure why Small Business Development Volunteers are placed in rural locations. Ministry officials reported that Volunteers placed in larger communities could generate more revenue. However, the 2007 project plan clearly states the capacity building purpose of the rural placements of Volunteers as follows: “PCVs will narrowly focus their attention on assisting rural entrepreneurs with fewer capital resources and embryonic levels of professional development... Volunteers will be posted in small towns as well as remote rural areas.” Revenue generation is not included as a project goal.

In another project partner interview, officials with the Ministry of Youth and Sports appeared to be confused why Youth Development Volunteers are not placed in larger communities where the government-run youth houses are better funded and therefore attract more children. However, the Youth Development Project Plan states, “Youth Development Volunteers work in Youth and Women’s Centers in small to medium-sized towns generally far from major metropolitan areas...”

According to Indicators of a High Performing Post, the best way to avoid these types of misunderstandings is to meet regularly with project partners.

Some type of regularly scheduled meetings or contacts are needed that will serve to monitor activities and bring participants together to analyze

project accomplishments and relations...If such meetings are not taking place, then there are probably some very important things about which one side or the other doesn't know.

Regular meaningful contact with project partners can be accomplished through the formation of PACs. OPATS' 2006 Project Plan Reviews advised forming PACs for both of these projects. An OPATS monitoring and reporting workshop conducted in May 2009 again recommended the formation of PACs for both projects. The PTO told the OIG that he is supportive of increased coordination with the small business development and youth development project partners.

We recommend:

- 1. That youth development project staff establish a PAC with the Ministry of Youth and Sport.**
- 2. That small business development project staff establish a PAC with the Ministry of Tourism, Artisans, and Social Economy.**

Youth Development Volunteers reported they were not meeting one of three stated project plan goals.

We interviewed four second-year Youth Development Volunteers and five first-year Youth Development Volunteers.

The four second-year Volunteers identified the third goal of their project plan as an area of little or no activity. The third goal of the Youth Development project is to engage parents and community members in the youth development process. Third goal activities are intended to occur during a Volunteer's second year of service. The second-year Volunteers we interviewed attributed the lack of success with this goal to a lack of community interest. Their comments included:

These are impoverished, uneducated people thinking about daily living - not thinking about their kid's basketball game.

The third goal...is unlikely to happen based on perceptions in this country.

I still can't figure out how to get parents involved.

In an interview, the PTO acknowledged that the youth development project has "a long way to go" to meet this particular goal.

In contrast to these Volunteer reports, the 2008 Youth Development Project Status Review (PSR), which is a part of the post's annual performance reporting process, stated that a large number of individuals and communities were positively impacted by third goal activities. The PSR elicited positive OPATS feedback:

One noteworthy comment is that this PSR demonstrates remarkable strides in the last several years with preparing Volunteers to engage community adults and parents in support of youth development activities. Some of the successes listed in the PSR are truly impressive.

It is not clear if the discrepancy between Volunteer perceptions and performance reporting calls for an adjustment to reporting practices or programming or both. As a first step, programming staff should determine the feasibility of the project plan's third goal activities by holding discussions with Volunteers and project partners. The PAC, whose formation was proposed in the previous finding, would provide a good forum for this discussion.

We recommend:

- 3. That the post reassess the feasibility of the youth development project plan's third goal with Volunteers, project partners, and OPATS.**

CROSS-CULTURAL UNDERSTANDING

The second objective of a post evaluation assesses whether Peace Corps programs in a given country help promote a better understanding of Americans on the part of the people served. Cultural exchange is an integral part of the transfer of knowledge and skills that occurs between host-country community partners and Volunteers. To understand the extent to which the post has implemented programs and activities to promote cross-cultural understanding, we interviewed Volunteers, post staff, and project partners and reviewed training and evaluation materials.

Ministry officials reported in interviews that they were impressed with the cultural integration of Volunteers. One ministry official reported, "Volunteers are very interested in Moroccan culture — they even learn the Berber language after just a few months." An official at another ministry reported being "astonished" by Volunteer fluency with Moroccan languages and dialects.

Volunteers and post staff reported that language, harassment, and gender issues are the biggest cultural barriers faced by Volunteers. Volunteers have been successful at navigating cultural gender issues, and only five out of 42 Volunteers in our sample (two male and three female), identified gender roles as a major challenge they face with their work activities. The impact of language issues is addressed in the Training section of this

report and harassment issues are addressed in the Training and Volunteer Support sections of this report.

Volunteers we interviewed gave themselves a satisfactory rating at understanding cultural issues, with an average rating of 3.9 on a 5-point scale (1 = not at all, 5 = very well); however, Volunteers and staff identified cross-cultural training as an area where improvements could be made.

Staff and Volunteers reported that cross-cultural training was not effectively developing key integration skills.

Effective cross-cultural training should comprise more than simply learning information about another culture — it should also help Volunteers understand how to reconcile differences between the host country’s culture and their own beliefs and teach them how and when to adjust their behavior. According to Culture Matters, the Peace Corps cross-cultural workbook:

The essence of cross-cultural understanding is knowing how your own culture is both similar to and different from the local or “target” culture.

The Peace Corps experience has a number of built-in dilemmas, but none more significant than the question of how one adjusts to a different culture and still maintains one’s own values, identity and self-respect.

Almost half of the Volunteers we interviewed were critical of the cross-cultural sessions in PST. Volunteers reported that cultural content was delivered using PowerPoint presentations and lectures instead of interactive or experiential learning formats. Volunteers also reported that cross-cultural sessions often ignored their perspective on the adjustment experience. Their comments included:

[Cross-cultural training was] informative but we were not prepared about how we would feel about the cultural differences and given coping mechanisms.

We’d talk about what we were experiencing and it was like it was swept under the rug.

We were expected to tolerate the things that we found offensive.

Post staff report that the cross-cultural training sessions were often taught by inexperienced Language and Cultural Facilitators (LCFs) who had received only two weeks of training to prepare them for PST. Several post staff acknowledged that cross-cultural training sessions could be more effective. One staff member commented, “Most of the cross-cultural [learning] is left for Volunteers to discover... We [teach] a lot of culture but we don’t do much cross-culture. Integration, not assimilation, is the goal.

There is a cultural manual with lots of topics but nothing about ‘what does this mean for [the Volunteer]?’”

An improvement strategy has been indicated in the post’s 2010 – 2012 Integrated Planning and Budget Strategy (IPBS) submission, which states, “[PC/Morocco will enhance the] effectiveness of Language-Cross Culture training by increasing the effectiveness of Language and Cross-culture Coordinators.” The post can apply this strategy by using the Language and Cross-culture Coordinators² (LCCs) to develop cross-cultural training sessions that are interactive and relevant to trainees.

We recommend:

- 4. That the post implement the strategy outlined in its IPBS to enhance the effectiveness of cross-cultural training sessions.**

TRAINING

Another objective of the post evaluation is to answer the question “to what extent does training provide Volunteers the necessary knowledge, skills, and attitudes to integrate into the community and perform their jobs?” To answer this question we consider a number of factors, including:

- The existence of training goals, competencies, and learning objectives that help a post understand the skills Volunteers need.
- The types of training Volunteers and trainees receive, the topics covered during those training sessions, and whether training targets were met.
- The feedback on the effectiveness of training in providing the skills and knowledge needed for Volunteer assignments and success.

In reviewing PC/Morocco’s Training Design and Evaluation (TDE) elements, the OIG found that PC/Morocco has implemented a competency-based training model and established core and sector competencies and learning objectives. PC/Morocco is in compliance with the training criteria set forth in the Director’s TDE Memorandum of November 2, 2006.

Due to budget cuts, PC/Morocco reduced the March 2009 PST from 11 to eight weeks by removing most of the technical training.³ The Training Manager reported that Language Proficiency Index (LPI) scores increased with the shorter training because the removal of technical sessions increased the time available for language learning. After three months at site, Volunteers attended a two-week post-PST that focused on technical training.

² There are two full-time LCCs on staff, distinct from the part-time LCFs hired for each PST.

³ The post increased the length of the September 2009 PST to nine weeks to include one week of technical training.

We asked Volunteers to rate the effectiveness of PST in several key areas – language, culture, safety and security, medical and health, and technical aspects. Overall, we found that PC/Morocco Volunteers were satisfied with their training. Technical training received notably lower scores than the other areas, which can be attributed partially to a particular input. Small Business Development Volunteers from the September 2007 input accounted for 54% (seven of 13) of the unsatisfactory ratings of technical training. Volunteers and post staff reported dissatisfaction with the Small Business Development Program Manager, who was let go shortly after the September 2007 cohort were sworn in. Volunteers from the most recent PST were not asked to rate technical training since they had not yet received any.

Table 3: Volunteer Perceptions of PST Training Effectiveness

PST Area	Ineffective (1)	Below Average (2)	Moderate (3)	Above Average (4)	Very Effective (5)	Average
Language ¹	2%	10%	48%	19%	21%	3.5
Culture ¹	2%	10%	31%	45%	12%	3.5
Safety/Security ¹	0%	7%	31%	48%	14%	3.7
Medical/Health ²	3%	3%	31%	46%	18%	3.7
Technical ³	7%	37%	47%	7%	3%	2.6

Source: OIG interviews with 42 Volunteers.

¹N=42

²N=39

³N=30 (The April 2009 input did not include technical training, which was scheduled for July)

Volunteers were not effective in identifying language trainers at their site.

Volunteers in Morocco learn either Dirija or Berber. Dirija is a spoken form of Arabic distinct from the standard Arabic, and Moroccan Berber has three distinct dialects each with numerous localized variations on pronunciation and vocabulary. Both languages are characterized as difficult to learn. In general, Volunteers were satisfied with their language training. However, half of the Volunteers we interviewed identified language as an ongoing obstacle to work and community integration, including over half of the sample who had been in-country for more than a year and a third of the sample who had been in-country for a year and a half. PC/Morocco provides Volunteers with a monthly tutoring subsidy for up to a year after PST.

Post staff reported that Volunteers often lack the language skills necessary to identify a competent tutor when they arrive at their sites and rural sites have very few adults with literacy skills or language tutoring skills. The post could increase the efficiency and effectiveness of in-service language learning by helping Volunteers select appropriate language tutors and providing alternative language learning support if a tutor cannot be found.

We recommend:

- 5. That the post develop criteria to select appropriate language tutors and provide alternative language learning support if a tutor cannot be found.**

Trainees over the age of 50 years struggled with language learning.

All five Volunteers over the age of 50 that we interviewed reported that language is an ongoing challenge to work and community integration. According to the 2008 Volunteer Survey Global Report, 46% of 50+ Volunteers reported speaking the local language “poorly” or “not at all,” compared to only 16% of Volunteers under the age of 50. In the March 2009 PST, two of three 50+ trainees did not reach the required novice high language level as compared to two of 60 trainees less than 50 years of age.

According to post training staff, older trainees need language trainers with the expertise to conduct multi-level learning classes. However, the PTO reported that there are no funds in the training budget to add differential learning techniques to the LCF training.

PC/Morocco received ten 50+ trainees in the September 2009 input, three times the number from the previous PST and almost half the small business development project input. The small business development project would be significantly impacted if language learning results are similar to the previous PST. In addition to the impact on programming, safety and security concerns surface when Volunteers are unable to communicate effectively at site.

We recommend:

- 6. That post enhance LCF training to accommodate the language learning needs of older trainees.**

Language and Cultural Facilitators (LCFs) often lack prior training and experience.

Due to a competitive job market in Morocco, the LCF position has a high turnover rate. As a result, PST is usually staffed with new and inexperienced LCFs. The LCFs received two weeks of training prior to PST but several post staff members report that the LCFs need more training. According to an OPATS Training Specialist, “one or two weeks of training may not be enough to understand the underlying issues of adjustment for trainees.” There are no agency LCF training requirements. Guidance in the Programming and Training Booklet 6 simply states, “The length of the training of trainers depends on the experience of the team.” The PTO reported that the training of trainers is limited by the budget to two weeks.

The post should look for ways to enhance the LCF training for PST. Peace Corps's Programming and Training Booklet 6, *How to Integrate Programming and Training*, suggests implementing a four-tiered strategy to involve multiple staff members in the staff development process of PST. The strategy promotes, "Staff [to] work together to provide information and training so that all full-time and part-time staff have the knowledge, skills, and attitudes to work with trainees and Volunteers."

We recommend:

- 7. That the post implement a strategy to improve the PST planning and increase the level of experience of PST staff.**

Volunteers lacked training in racial harassment awareness.

Several Volunteers who experienced racial harassment reported a lack of training on racial issues in Morocco. As a result, the Volunteers experiencing racial harassment felt a lack of support in dealing with those issues.

PC/Morocco leadership reported that racial harassment was a serious issue faced by minority Volunteers. Although there was a PST learning objective relating to diversity issues, training did not focus on issues related to racial harassment.

We recommend:

- 8. That the post incorporate racial harassment awareness and coping mechanisms into the training curriculum.**

VOLUNTEER SUPPORT

This evaluation attempts to answer the question "to what extent has the post provided adequate oversight and support to Volunteers?" To determine this, the evaluation assesses numerous factors, including staff communications to Volunteers; project and status report feedback; medical support; safety and security support elements such as site visits, the Emergency Action Plan (EAP), and the handling of crime incidences; and the adequacy of the Volunteer living allowance.

Volunteers report overall satisfaction with post staff in helping them adjust to life as a Volunteer. Table 4 shows Volunteer ratings of staff on a five-point scale (1 = not at all, 5 = very well).

Table 4: Volunteer Responses on Perception of Support

Area of Support	% rating “average support” or better	Average Rating
Leadership	100%	4.8
Programming	95%	3.9
ENV project	100%	4.5
HE project	100%	4.5
YD project	78%	3.3
SBD project	84%	3.6
Safety and Security	95%	4.0
Medical	87%	3.6
Administrative	96%	4.1

Source: The Leadership score was derived from the score for the country director; the Programming score was derived by averaging the scores for the PTO, Program Managers and Program Assistants; Project scores were derived by averaging the scores for the Program Manager and Program Assistant in each sector; the Safety and Security score was derived from the score for the Safety and Security Coordinator; the Medical score was derived from the score for the three Peace Corps Medical Officers; the Administrative score was derived from the score for the Administrative Officer.

PC/Morocco benefits from a highly qualified and experienced staff. The senior-most staff member began working for Peace Corps in 1971, and most programming staff have 10 – 20 years of Peace Corps experience. Volunteer responses indicate that Volunteer support in Morocco was good overall. However, there were indications that the number of Volunteers has grown beyond what can be reasonably supported by the post staff.

At the onset of this evaluation there were 258 Volunteers in Morocco, making it the second largest Peace Corps post. There are no agency requirements for determining staff to Volunteer ratios. However, in interviews, regional management reported that PC/Morocco has reached growth limits and the PC/Morocco country director reported that he is not supportive of further growth at current staffing levels. Almost all of the staff interviewed at the post identified the large number of Volunteers as a significant challenge to a number of support areas. We identified three areas where the efficiency and effectiveness of Volunteer support are in need of improvement: programming staff; medical unit; and safety and security coordinator.

Staff reported that they struggled to provide support to the large number of Volunteers in Morocco.

Programming staff

In interviews, all of the programming staff report challenges managing heavy workloads. The PTO reports that programming staff spend approximately 40-50% of their time traveling and 30-50% of their time in the office on the phone with Volunteers or

responding to emails. Programming staff feel overloaded and often fall behind with returning phone calls and emails to Volunteers.

Half of the Volunteers we interviewed reported that programming staff were too busy to provide the level of support they expect. Volunteer comments included:

Everyone has so much on their plate - they need more employees.
Communication would improve with more staff.

[The] size of the program - feels like there are too many
Volunteers per staff. The ratio is not good.

[My PM] doesn't seem to have time to listen and get the whole
story. I don't bother to email, I don't expect a response.

Similarly, 28% (24 of 87) of the 2008 Biennial Volunteer Survey responses from PC/Morocco Volunteers to an open ended question about improving Peace Corps in Morocco identified program support issues caused by over-extended staff. According to Indicators of a High Performing Post, the effectiveness of program managers (PM) requires that they have enough time to gain an understanding of their Volunteers' conditions:

With regard to the Volunteers, APCD/PMs must find an effective combination of site visits, correspondence, ISTs and workshops, coordination with PCVLs, personal contact with individual Volunteers, and everything else that is required to gain a full understanding of the Volunteers' conditions, problems, needs, and points of view.

Volunteers in Morocco reported difficulties communicating with programming staff due to slow response times and unresponsiveness. Many Volunteers reported that persistence was required to get the support they needed. Consequently, programming staff were less aware of Volunteer conditions and therefore less capable of providing Volunteer support and conducting effective project planning, monitoring, and development.

Other areas of programming support were directly impacted by insufficient attention from programming staff, including quarterly report feedback and site visits. Half of the sampled Volunteers reported that they were unsatisfied with the quality of their quarterly report feedback. Several Volunteers reported that feedback was no more than a confirmation that the report had been received. Staff reported that they do not have enough time to provide written feedback for each report.

Programming staff spend 40-50% of their time out of the office conducting site visits and are required to schedule multiple Volunteer visits each day. One staff member reported that six hours are necessary to conduct a complete site visit but in reality only half that time is available. One or more components of the site visit are therefore cut, such as meeting with community members or reviewing housing criteria. Although 79% of

Volunteers gave favorable ratings to the effectiveness of site visits, Volunteers reported that staff should spend more time with them during site visits.

Post leadership should conduct an assessment of programming staff workloads and the post might consider developing Peace Corps Volunteer Leader (PCVL) positions as an additional level of Volunteer support. Indicators of a High Performing Post states, “PCVLs can do a great deal to add support to the programming staff, particularly in the critical area of direct support to Volunteers...PCVLs are a source of support widely used in the Peace Corps and one which should be investigated by countries that currently do not use them.”

Medical unit

In interviews, both PCMOs and Volunteers reported that the quality of medical support was impacted by the health unit’s large volume of work. Volunteers reported that PCMOs were too busy to fully investigate their medical complaints. In interviews with two of the three PCMOs in the health unit, both reported a need for additional staff because they do not have enough time to conduct all their duties, including site visits. According to PC Technical Guideline 200, there are no fixed staffing ratios of PCMOs to Volunteers due to a variety of mitigating factors; however, as a general guideline, a post with good medical support should not have more than 80 Volunteers per PCMO. At the onset of this evaluation there were 86 Volunteers per PCMO.

The effect of providing medical support to higher than recommended numbers of Volunteers is a reduction in quality of support. Eighteen of the 42 Volunteers we interviewed reported concerns with the quality of medical support. Volunteers lacked confidence with medical opinions and feared being misdiagnosed.

The Office of Medical Services conducted a medical site visit of PC/Morocco in June 2009, which coincided with the fieldwork portion of this evaluation. OMS determined that an additional part-time PCMO is needed to meet the current physical and mental health care demands at the post. OMS recommends an additional part-time PCMO if the year-round number of Volunteers exceeds 240. We concur with OMS, such a hire would address the concerns raised during the OIG evaluation.

Safety and Security Coordinator

In an interview, the SSC reported that she often works late and on weekends and receives a steady flow of work-related phone calls and text messages. The SSC stated, “I have no control over my life” due to the high volume of contact. The after-hours calls puts an unhealthy strain on the SSC that could affect the quality of Volunteer safety and security support as well as the longevity of the position. In fact, shortly after completion of the fieldwork portion of this evaluation, the SSC transferred to a programming position.

The SSC Statement of Work does not include after-hours responsibilities beyond emergency situations. However, Volunteers were informed at PST to seek support from

someone they trust when they are distressed, and the SSC had received a lot of these support calls. Many of these calls are from female Volunteers seeking emotional support related to harassment issues. Female Volunteers experience a high volume of harassment from Moroccan men, particularly in larger towns and cities. Most incidents of harassment are verbal but female Volunteers are also inappropriately touched and groped. The SSC is female and also the staff contact for the sexual harassment working group, which positions her to receive a lot of these calls.

An OMS site visit that coincided with the fieldwork portion of this evaluation determined that Volunteers were using the SSC position to obtain emotional support in relation to harassment incidents. Following its site visit, OMS recommended the addition of an SSC assistant to reduce the SSC workload. In an interview, the Regional Security Officer at the U.S. Embassy in Rabat also recommended additional staff to reduce the strain on the SSC. The regional Peace Corps Safety and Security Officer (PCSSO) identified the high volume of work in a consultation visit to Morocco in June 2008 as follows:

Post has a strong safety and security program but staffing has not kept pace with the growth in Volunteers. The Embassy threat levels for terrorism, crime and political violence remains high and crime against Volunteers is increasing. Without additional staff, it will be difficult to provide adequate attention to Volunteer safety and security issues.

We concur with the recommendations of OMS, the RSO, and PCSSO that additional staff are necessary to provide adequate Volunteer support in the area of safety and security.

We recommend:

- 9. That post leadership assess programming staff work-load distribution and consider developing PCVL positions.**
- 10. That the post increase staff to support the medical unit.**
- 11. That the post increase staff to support the safety and security coordinator.**

Out-of-site reporting has increased but most Volunteers were not fully compliant with the agency's newly revised Whereabouts Notification Policy.

As shown in Table 5, fewer than one-third of the Volunteers we interviewed always report when they leave site.

Table 5: Volunteer Whereabouts Reporting

Frequency of reporting	Number of Responding Volunteers	Percentage of Responding Volunteers
Always	12	29%
Most of the Time	23	55%
Sometimes	5	12%
Rarely	1	2%
Never	1	2%

Source: OIG Volunteer Interviews, 2009.

According to the PC/Morocco Policy and Procedure Handbook, Volunteers are required to notify PC/Morocco “any time they are not at their work site during work days or do not sleep in their community during non-work days.” Further guidance is provided in the Whereabouts Notification Policy, which the agency revised in February 2009. The policy states that whereabouts notifications are expected to be submitted one day in advance when possible and are not valid until a confirmation has been received.

The SSC reported that duty officer reports confirm that the revised policy has increased the rate of whereabouts reporting. Volunteers that we interviewed confirmed that reporting has increased because the new policy is more lenient and flexible. The former policy required approval from programming staff before a Volunteer could leave their site and also required SSC approval when more than five Volunteers gathered in the same location. However, comments from Volunteer interviews indicated that full compliance with the revised policy is unlikely due to the following factors:

- 1) Volunteers often do not report spontaneous out-of-site activities even when they are work-related. The “day in advance” policy expectation cannot always be met and it can take a full day or more to submit the notification and then receive confirmation, particularly for Volunteers without reliable cell phone or internet access. It was unclear to several Volunteers we interviewed whether the advance notification is a requirement.
- 2) Volunteers run out of vacation days or do not want to lose vacation days and therefore do not report recreational travel time, even when unexpected travel delays occur.
- 3) Volunteers are not always able or willing to get approval from their counterpart and notify security officials. A clause in the policy states that during the work week Volunteers are "expected to have the approval of his/her counterpart or supervisor (as designated by programming staff) and to notify the appropriate local and security officials."

- 4) Volunteers are confused by the policy. One Volunteer commented, “The policy is really confusing. I don’t know when I’m supposed to text and when I’m not. Who am I supposed to tell?”
- 5) The policy is not being consistently enforced.

As additional evidence of noncompliance with the policy, one Volunteer from our sample was not at site on the day of the OIG interview. The PTO reported that the former group of Volunteers completing service indicated the lack of out-of-site reporting was a real issue and that maybe twice as many Volunteers were “on the move” every weekend than reported. Our data from interviews would indicate that is not the case, but there is still room for improvement. The fact that 71% of Volunteers sampled do not always notify staff when they leave their site is a significant safety and security concern.

PC/Morocco should be commended for making adjustments that have raised the rate of out-of-site reporting; however, the post should continue to improve compliance with this policy.

We recommend:

12. That the post clarify the whereabouts notification criteria.

13. That the country director ensure consistent enforcement of out-of-site policy infractions.

MANAGEMENT CONTROLS

Another key objective of the post evaluation is to assess the post’s planning and oversight of operations, staff management and training, relationships with headquarters offices, and performance reporting.

Programming staff seek increased levels of managerial involvement from the PTO and wider involvement with the training program.

Programming staff reported that programming has been significantly impacted by recent training initiatives, including the TDE process, the restructured PST and CBT model, and the addition of two new training staff. One programming staff member felt overloaded by the number of changes and another programming staff stated, “I think Program Managers have [training] ideas, etc. but...not a way to get new ideas out on the table and pushing for improvements. I strongly believe in weekly P&T meetings.”

Indicators of a High Performing Post states, “the link between programming and training is an important one” and recommends, “Inclusion of a training officer in programming

meetings and programming strategy sessions, or at least, frequent meetings between the sections, to include the training officer in program planning, analysis, strategizing, and problem solving.” More contact between programming and training would provide programming staff an opportunity to share ideas and discuss the impact of training initiatives on programming.

Programming staff acknowledged that the PTO was continuously busy and the PTO reported that he typically receives 40-50 emails a day that require a response. Nonetheless, programming staff reported that they would like to see more involvement from the PTO in programming issues. Some comments from programming staff included:

We could use more support, more meetings, more feedback – what is good, what is not. We do a yearly plan with the PTO – we’d like to have a monthly meeting to discuss the project.

I would like to have sector meetings. The PTO, AO, and PCMOs are constantly busy with training cycles so the PMs are somewhat isolated.

[The PTO] is very supportive – but he doesn’t check in to see where we are with things.

According to Indicators of a High Performing Post, “One of the quickest ways to undermine communication and trust is to meet only when there is a problem...regular group meetings are extremely important.” By developing more cohesion with programming staff, the PTO will not only provide necessary support but reduce feelings of isolation and promote increased trust and communication with programming staff.

We recommend:

14. That the PTO develop opportunities for programming and training staff to collaborate.

15. That the PTO increase the level of managerial involvement with programming staff.

Some Volunteers had technical difficulties in submitting their performance reporting.

As part of the annual Project Status Reporting (PSR) process, Volunteers in PC/Morocco are required to submit quarterly reports using the recently launched computer-based Volunteer Reporting Tool (VRT). The 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).

We interviewed 30 Volunteers who should have submitted a report for the second quarter of 2009 and ten (33%) had not submitted a report. An OPATS specialist who conducted a monitoring and reporting workshop in May 2009 reported the VRT return rate at that time was only 50%. Of the Volunteers who did not submit reports, several encountered computer compatibility issues; other Volunteers were unable to complete the VRT because they only have access to cybercafés that operate with pirated software. Given the significance of the PAR data, it is important for all Volunteers to submit accurate, timely reports. The OIG determined that PC/Morocco is in the process of developing technical solutions so that all Volunteers are able to access and submit their performance reporting data.

We recommend:

- 16. That post identify ways for Volunteers with technical difficulties to submit a hard copy of performance data.**

POST STAFFING

At the time of our field visit, PC/Morocco had 39 staff positions, two of which were vacant. The positions included three U.S. direct hire employees (USDH), one foreign service national (FSN), and 35 personal services contractors (PSC). The post also employs temporary staff/contractors to assist with PST. Given the time of our visit, the PST contractor positions were not staffed. We interviewed 15 staff members.

PC/Morocco Positions

Position	Status	Interviewed
Country Director	USDH	X
Programming & Training Officer	USDH	X
Administrative Officer	USDH	X
Safety and Security Coordinator	PSC	X
PCMO (3 total, 2 interviewed)	PSC	X
Medical Administrative Assistant	PSC	
Executive Assistant & SPA Coordinator	PSC	X
IT Specialist	PSC	
Program Manager/Health	PSC	X
Program Manager/Small Business Development	PSC	X
Program Manager/Youth Development	PSC	X
Program Manager/Environment	PSC	X
Program Assistant/Health	PSC	X
Program Assistant/Youth Development	PSC	X
Program Assistant/Environment	PSC	X
Program Assistant/Small Business Development	Vacant	
Training Manager	PSC	X
Home-stay Coordinator	PSC	
Language & Cross-Culture/PST Coordinator (2)	PSC	
IRC Manager	PSC	
Financial Assistant/Budget	PSC	
Administrative Assistant/PCV Support	PSC	
General Services Officer	PSC	
General Services Assistant	PSC	
Cashier	FSN	
Receptionist/Travel Assistant	PSC	
Mail Clerk	Vacant	
Driver (3)	PSC	
Maintenance Personnel	PSC	
Guards (5)	PSC	

Data as of May 2009.

INTERVIEWS CONDUCTED

As part of this post evaluation, interviews were conducted with 42 Volunteers, 15 in-country staff members, and 21 representatives from Peace Corps headquarters in Washington, D.C., the U.S. Embassy in Morocco, and Ministry officials.

Interviews Conducted with PC/Headquarters Staff, Embassy Officials, and Ministry Partners

Position	Organization
Regional Chief of Operations/Acting Regional Director	PC/Headquarters
Regional Programming & Training Advisor	PC/Headquarters
Regional Chief Administrative Officer	PC/Headquarters
Peace Corps Safety & Security Officer (Former Regional Safety & Security Desk Officer)	PC/Headquarters
Country Desk Officer	PC/Headquarters
Health Program & Training Specialist	PC/Headquarters
Youth Development Program & Training Specialist	PC/Headquarters
Evaluation Specialist	PC/Headquarters
Charge d'Affaires & Acting Ambassador	U.S. Embassy in Morocco
Regional Security Officer	U.S. Embassy in Morocco
Deputy Regional Security Officer	U.S. Embassy in Morocco
Regional Director	Ministry of Water & Forest
Chief, Division of Parks & Natural Reserves	Ministry of Water & Forest
Head of Management, Division of Parks & Natural Reserves	Ministry of Water & Forest
Chief, Division of Forest Management	Ministry of Water & Forest
Chief, Innovation and Promotion Department	Ministry of Tourism, Artisans, & Social Economy
Head of NGOs	Ministry of Health
Director, Childhood, Youth & Women's Affaires	Ministry of Youth & Sports
Director, Youth Houses	Ministry of Youth & Sports
Director, Youth & Travel	Ministry of Youth & Sports
National Youth Coordinator	Ministry of Youth & Sports

Data as of June 2009.

LIST OF RECOMMENDATIONS

We recommend:

1. That youth development project staff establish a PAC with the Ministry of Youth and Sport.
2. That small business development project staff establish a PAC with the Ministry of Tourism, Artisans, and Social Economy.
3. That the post reassess the feasibility of the youth development project plan's third goal with Volunteers, project partners, and OPATS.
4. That the post implement the strategy outlined in its IPBS to enhance the effectiveness of cross-cultural training sessions.
5. That the post develop criteria to select appropriate language tutors and provide alternative language learning support if a tutor cannot be found.
6. That post enhance LCF training to accommodate the language learning needs of older trainees.
7. That the post implement a strategy to improve the PST planning and increase the level of experience of PST staff.
8. That the post incorporate racial harassment awareness and coping mechanisms into the training curriculum.
9. That post leadership assess programming staff work-load distribution and consider developing PCVL positions.
10. That the post increase staff to support the medical unit.
11. That the post increase staff to support the safety and security coordinator.
12. That the post clarify the whereabouts notification criteria.
13. That the country director ensure consistent enforcement of out-of-site policy infractions.
14. That the PTO develop opportunities for programming and training staff to collaborate.
15. That the PTO increase the level of managerial involvement with programming staff.
16. That post identify ways for Volunteers with technical difficulties to submit a hard copy of performance data.

APPENDIX A

**MANAGEMENT'S RESPONSE TO
THE PRELIMINARY REPORT**



Since 1961.

MEMORANDUM

To: Kathy Buller, Inspector General
Thru: Nicola Cullen, Acting Agency Compliance Officer
From: David Burgess, Acting Regional Director of Europe, Mediterranean & Asia

Date: December 31, 2009

Subject: Response to the Preliminary report of the Office of Inspector General Program
Evaluation of Peace Corps/Morocco

Enclosed please find the Region's response to the recommendations made by the Inspector General for Peace Corps/Morocco, as outlined in the Preliminary Report of the IG Program Evaluation.

The Region concurs with all recommendations.



RESPONSE

to the November 2009

PRELIMINARY REPORT

of the

**Office of Inspector General
Program Evaluation of Peace Corps/Morocco**

Conducted June 1 -24, 2009

December 31, 2009

SUMMARY

The Europe, Mediterranean and Asia (EMA) Region concurs with all sixteen recommendations provided by the OIG in its “*Preliminary Program Evaluation Report: Peace Corps / Morocco (November 2009)*.” The Region and post welcome the insights and information offered by the OIG Evaluation Report.

The EMA Region agrees with OIG that PC/Morocco has “qualified, professional, and experienced staff members dedicated to the Peace Corps mission. The Region also notes that 98% of Peace Corps Volunteers in Morocco are satisfied with their site placements.

RESPONSE TO RECOMMENDATIONS

PROGRAMMING

1. Recommendation: That youth development project staff establish a PAC with the Ministry of Youth and Sport.

Concur

Post has begun the process of establishing a PAC with the Ministry of Youth and Sport. This PAC should be fully established by June 30, 2010.

Post had a formal meeting with the representatives of all 4 host Ministries at the Ministry of Foreign Affairs on November 21, 2009. At the meeting, the idea of initiating a PAC with the Ministry of Youth & Sport was discussed and supported by all attending. At the conclusion of the meeting, the PTO encouraged all participants to use PACs for more effective communication and management of the programs at the strategic level.

Post has also met with the new Secretary General (SG) for Youth and Sports on several occasions in the past 4 months. Formulation of a PAC has been one of the topics discussed in these meetings.

Most recently, organization of a PAC was discussed during the Mid-Service Medical conference on December 10, 2009 in a special meeting organized by YD staff for 2nd year YD PCVs to meet with the SG at PC/Morocco. Additionally, the SG has requested a consultant from Peace Corps to work with him and his staff to enhance collaboration, including formalizing a PAC.

Post has requested the assistance of the EMA PTA, or someone else from HQ, in January 2010. This occasion will be used to bring together representatives of YD program stakeholders and will be the formal initiation of a YD program PAC. With or without assistance from a HQ consultant, this PAC should be fully established by June 30, 2010.

Action & Status

Date of Completion: July 2010

Documentation:

1. Rec. 1-2-3 MFA Meeting notes .doc
2. Rec. #1 MSM 2009 schedule.doc
3. Rec. #1-3 Consultant Request E-mail.msg

2. Recommendation: That small business development project staff establish a PAC with the Ministry of Tourism, Artisans, and Social Economy.

 Concur

Post has begun the process of establishing a PAC with the Ministry of Tourism, Artisans, and Social Economy. This PAC should be fully established by June 30, 2010.

Post had a formal meeting with the representatives of all 4 host Ministries at the Ministry of Foreign Affairs on November 21, 2009. At the meeting, the idea of initiating a PAC with the Ministry of Youth & Sport was discussed and supported by all attending. At the conclusion of the meeting, the PTO encouraged all participants to use PACs for more effective communication and management of the programs at the strategic level.

The SBD program is also currently working with the OPATS specialist to revise its Project Plan by early 2010. Formation of a PAC is included in the SBD's strategy for success as a "best practice." Discussions have been held on several occasions with the host Ministry point of contact. With final OPATS approval of the "draft" Project Framework (expected by January 1, 2010), PC/Morocco plans to organize a meeting with representatives of all project stakeholders early in the year. This event will be the initiation of an SBD Project PAC and should be fully implemented by June 30, 2010.

Action & Status

Date of Completion: July 2010

Documentation: Rec. 1-2-3 MFA Meeting notes .doc

3. Recommendation: That the post reassess the feasibility of the youth development project plan's third goal with Volunteers, project partners, and OPATS.

 Concur

Post had a formal meeting with the representatives of all 4 host Ministries at the Ministry of Foreign Affairs on November 21, 2009. At the meeting, the idea of initiating a PAC with the Ministry of Youth & Sport was discussed and supported by all attending. At the conclusion of the meeting, the PTO encouraged all participants to use PACs for more effective communication and management of the programs at the strategic level.

Post has begun the process of establishing a PAC with the Ministry of Youth and Sport. Post has requested the assistance of the EMA PTA, or someone else from HQ, in January 2010. This occasion will be used to bring together representatives of YD program stakeholders and will be the formal initiation of a YD program PAC. With or without assistance from a HQ consultant, this PAC should be fully established by June 30, 2010.

Action & Status

Date of Completion: July 2010

Documentation:

1. Rec. 1-2-3 MFA Meeting notes .doc
2. Rec. #1-3 Consultant Request E-mail.msg

CROSS-CULTURAL UNDERSTANDING

4. Recommendation: That the post implement the strategy outlined in its IPBS to enhance the effectiveness of cross-cultural training sessions.

Concur

Post has implemented its strategy outlined in its IPBS to enhance the effectiveness of the cross-cultural training sessions. The most recent PST in Morocco was held from September – November, 2009. Morocco's LCC created new, interactive cross-culture training sessions that were implemented by PST staff during this PST. In the final PST evaluation, 100% of trainees rated the PST as either "excellent" or "good." Several trainees specifically commented that the cross-culture training component was very effective. These same sessions will be implemented in future PSTs.

Action & Status

Date of Completion: November 2009

Documentation:

1. Rec. #4 Values session plan.doc
2. Rec. #4 Barnga_session plan.rtf
3. Rec. #4 BARNGA Guidesheets.doc
4. Rec. #4 YD PST Feedback.doc
5. Rec. #4 SBD PST Feedback.doc

TRAINING

5. Recommendation: That the post develop criteria to select appropriate language tutors and provide alternative language learning support if a tutor cannot be found.

Concur

Post has adopted new criteria that PCVs can use when selecting a language tutor. These criteria were adapted from Peace Corps' *On-going Language Learning Manual*.

Post has begun using the *On-going Language Learning Manual* as a resource for alternative language learning support. As of July 2009, the Country Desk Officer directs all invitees to the online version of this resource, available through the Peace Corps website. This manual helps trainees and PCVs identify and reflect on personal learning styles, attitudes and motivation; organize learning; and experiment with a variety of strategies and tools for

independent language learning. This manual was referenced as a resource for PCVs during the Fall 2009 PST and will continue to serve as a training resource during the Spring 2010 PST. All currently serving PCVs have been made aware of this resource through PST, ISTs, and regular e-mail updates. Hardcopies of this resource are available to all PCVs through ICE.

Action & Status

Date of Completion: November 2009

Documentation:

1. Rec. #5 Criteria for Tutor.doc;
2. Rec. #5 OPATS 2010 FAR Decision Memo.msg;
3. Rec. #5 Ongoing Language.pdf

6. Recommendation: That post enhance LCF training to accommodate the language learning needs of older trainees.

Concur

On November 12, 2009 PC/Morocco swore-in a group of 57 trainees, 9 of whom were over the age of fifty. In July, prior to this group's arrival in Morocco, post had initiated conversations with the program manager of the 50+ initiative at HQ regarding how post could best support the language learning needs of these older trainees during PST.

During their two-week Training of Trainers (TOT), LCFs received enhanced training, focusing on providing differentiated learning instruction for these older trainees. Sessions included topics specific to adult learning principles. LCFs implemented these specific strategies in their language classrooms during the recent PST from September – November 2009. As a result of these newly implemented strategies, eight of nine 50+ trainees reached the “Novice High” minimum requirement. Of the 48 trainees under the age of fifty, 45 reached the “Novice High” minimum requirement. There was not a significant difference in the LPI passing rate of these two groups.

Action & Status

Date of Completion: September – November 2009

Documentation:

1. Rec. #6 PST LPI Scores.11.2009.xls;
2. Rec. #6.TOT Booklet Q4 FY2009;
3. Rec. #6.TOT Session-Objectives.doc;
4. Rec. #6.Lang & Older Learner.doc;
5. Rec. #6.Adult Learning.doc;
6. Rec. #6.Facilitation Skills.ppt;
7. Rec. #6.Professional Behavior.ppt;
8. Rec. #6.ALM.doc;
9. Rec. #6.Guiding questions.doc;
10. Rec. #6.CLT.doc;
11. Rec. #6.Guiding questions CLT.doc

7. Recommendation: That the post implement a strategy to improve PST planning and increase the level of experience of PST staff.

Concur

Post has implemented a strategy to improve PST planning and increase the level of experience of PST staff. In addition, post has developed a “PST preparation checklist” based on Peace Corps’ Programming and Training Booklet 6, *How to Integrate Programming and Training*. This checklist ensures that a four-tiered approach governs the PST planning process and that staff works collaboratively to accomplish the goals of PST. This checklist is currently being implemented in the planning of the upcoming Health/Environment PST in March – May 2010.

Action & Status

Date of Completion: September 2009 and ongoing

Documentation: 1. Rec. #7.PST Planning Checklist.doc;
2. Rec. #7.Integrating Programming & Training.pdf

8. Recommendation: That the post incorporate racial harassment awareness and coping mechanisms into the training curriculum.

Concur

Post implemented “*Intro. to Diversity*” and “*Harassment & Unwanted Attention*” sessions into the recent PST training curriculum (September – November 2009). Racial harassment awareness and coping mechanisms topics were covered during these sessions.

Action & Status

Date of Completion: October 2009

Documentation: 1. Rec. #8.Unwanted Attention - revised.ppt;
2. Rec. #8.Taking Action session design.doc;
3. Rec. #8.Unwanted Attention-Harassment.
Session.doc;
4. Rec. #8 YD Weeks 1 & 5 PST Schedule.doc
5. Rec. #8 SBD Week 1 & 5 PST Schedule.doc

VOLUNTEER SUPPORT

9. Recommendation: That post leadership assess programming staff work-load distribution and consider developing PCVL positions.

Concur

Post leadership has assessed programming staff work-load distribution and concurs that programming staff is challenged with managing heavy workloads. Post is considering

developing PCVL positions which will assist in alleviating certain aspects of these heavy work burdens. As mentioned in the IG report, programming staff spend approximately 40-50% of their time traveling out of the office conducting site visits.

Post would initially like to develop three PCVL positions, one "Project Volunteer Leader" who will be based in Rabat and work part-time with the Post staff, and two "Regional Volunteer Leaders," based in regional hubs who will provide direct support to PCVs in the field. Post has developed PCVL descriptions of work and will begin a PCVL selection process with the group that is scheduled to COS in May 2010.

Action & Status

Date of Completion: September 2009

Documentation:

1. Rec. #9.PCVL description.doc
2. Rec. #9 PROGRAMMING STAFF PER DIEM.XLS

10. Recommendation: That the post increase staff to support the medical unit.

Concur

The EMA Region leadership has already authorized post to hire a part-time PCMO. The Region has also submitted an RAR to fund another 0.5 PCMO position (in addition to the one that region has already funded) and a medical assistant.

On November 20, the EMA Region also approved a full-time TDY US PCMC for PC/Morocco. That PCMC has been working in Rabat from 11/29/2009 through the present to provide the medical unit with extra support. This PCMC is staying in Morocco through December. Upon the departure of this TDY PCMC, another TDY PCMC will be assigned to Morocco until the additional full-time PCMC is hired.

Action & Status

Date of Completion: December 2009

Documentation: Rec. #10 Ren Nelson memo.pdf

11. Recommendation: That the post increase staff to support the safety and security coordinator.

Concur

Post hired a full-time Assistant Safety & Security Coordinator on September 28, 2009. As part of her duties, the assistant SSC serves as permanent duty officer during working hours.

Action & Status

Date of Completion: September 2009

Documentation: Rec. #11 PTS (ASSC).9.2009.rtf

12. Recommendation: That the post clarify the Whereabouts Notification criteria for PCVs.

Concur

Post clarified its Whereabouts Notification criteria for the PCVs in August 2009. A revised copy of this Whereabouts Policy was disseminated to all PCVs. In addition, the SSC assistant serves as permanent duty officer during regular working hours, allowing for very consistent whereabouts policy messaging.

Date of Completion: August 2009

Documentation: Rec. #12-13.Whereabouts Policy 8.6.2009.doc

13. Recommendation: That the Country Director ensure consistent enforcement of Out-of-Site policy infractions.

Concur

The Country Director has established Whereabouts Policy enforcement criteria with the SSC assistant. Additionally, the SSC assistant serves as permanent duty officer during regular working hours, allowing for very consistent whereabouts policy messaging. (Note: PC Hq. rescinded the agency's "Out-of-Site" and "Out-of-Site Leave" P policies in February 2009. Posts have replaced them with "Whereabouts Notification" and "Out of Community" policies.)

Action & Status

Date of Completion: October 2009

Documentation:

1. Rec. #12-13.Whereabouts Policy 8.6.2009.doc
2. Rec. #13 OOC Enforcement Criteria.doc

MANAGEMENT CONTROLS

14. Recommendation: That the PTO develop opportunities for programming and training staff to collaborate.

Concur

Since July 2009, the PTO has conducted regular programming and training meetings. A total of 12 programming and training meetings have been held on the following dates:

July: 13th (2 meetings), 15th
 August: 10th, 18th, 19th
 September: 16th
 October: 13th, 16th, 19th
 November: 9th, 16th, 23rd
 December: 14th

Additionally, the PTO has arranged several trainings for the programming and training staff. The following trainings have already taken place in 2009:

June 25th (VIDA)
August 27th (“Healthy Messages”)

The PTO will continue to conduct regular programming and training meetings and regular trainings. At the meetings, programming and training staff have a chance to discuss pressing issues/concerns and collaborate on appropriate post operations.

Action & Status

Date of Completion: July 2009 and ongoing

Documentation:

1. Rec. #14.July.mht
2. Rec. #14-15.August.mht
3. Rec. #14.September.mht
4. Rec. #14-15.October.mht
5. Rec. #14.November.mht
6. Rec. #14.December.mht

15. Recommendation: That the PTO increase the level of managerial involvement with programming staff.

Concur

Since August, the PTO has met individually with each programming sector group. These regular meetings provide opportunities for the PTO to receive updates, discuss strategy, and provide an extra level of managerial support for the programming team.

Programming sector meetings have been held on the following dates:

August: 18th (Environment), 27th (Health)

October: 15th (Youth Development), 22nd (Small Business Development, Youth Development)

Action & Status

Date of Completion: August 2009 and ongoing

Documentation:

1. Rec. #14-15.August.mht
2. Rec. #14-15.October.mht

16. Recommendation: That post identify ways for Volunteers with technical difficulties to submit a hard copy of performance data.

Concur

PCVs are encouraged to use the electronic VRT to submit performance data. However, PCVs who experience technical difficulties are asked to submit hard copies of their performance data through a “VRT booklet.”

Action & Status

Date of Completion: October 2009

Documentation: 1. Rec. #16 VRT Booklet.doc

APPENDIX B

OIG COMMENTS

Management concurred with all 16 recommendations. We closed recommendations 4 - 16. Recommendations 1, 2, and 3 remain open pending confirmation from the chief compliance officer that the following has been received:

- For recommendation 1, documentation that the youth development project has established a project advisory committee with the Ministry of Youth and Sport. Acceptable forms of documentation include meeting minutes, schedule of meeting times, and meeting sign-in sheet.
- For recommendation 2, documentation that the small business development project has established a project advisory committee with the Ministry of Tourism, Artisans, and Social Economy. Acceptable forms of documentation include meeting minutes, schedule of meeting times, and meeting sign-in sheet.
- For recommendation 3, documentation of the post's decision regarding the feasibility of the youth development project plan's third goal. The documentation should include how Volunteers, project partners, and Office of Overseas Programming and Training Support contributed to the post's feasibility assessment.

Although we have closed recommendation 9, we would like to remind PC/Morocco that Peace Corps Volunteer Leader roles must be developed using the guidance in Peace Corps Manual section 202. This guidance requires that a Peace Corps Volunteer Leader is involved in a "substantive Volunteer program or activity with an assigned counterpart."

In their response, management described actions they are taking or intend 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 region or post has taken these actions nor 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.

APPENDIX C

PROGRAM EVALUATION COMPLETION AND OIG CONTACT

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 Susan Gasper, Acting Assistant Inspector General for Evaluation and Inspection, at sgasper@peacecorps.gov, or call 202.692.2908.

STAFF ACKNOWLEDGEMENTS

This program evaluation was conducted under the direction of Susan Gasper, Acting Assistant Inspector General for Evaluations, and by Evaluators Reuben Marshall and Susan Gasper.

REPORT FRAUD, WASTE, ABUSE, AND MISMANAGEMENT

Fraud, waste, abuse, and mismanagement in government affect everyone from Peace Corps Volunteers to agency employees to the general public. We actively solicit allegations of inefficient and wasteful practices, fraud, abuse, and mismanagement related to Peace Corps operations domestically or abroad. You can report allegations to us in several ways, and you may remain anonymous.

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