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From: Kathy A. Buller, Inspector General 

Date: September 23, 2016

Subject: Final Report on Recurring Issues: Common Challenges Facing Peace Corps Posts, Fiscal Years 2012-2015 (IG-16-04-SR)

Transmitted for your information is our final report on Recurring Issues: Common Challenges Facing Peace Corps Posts, Fiscal Years 2012-2015. The purpose of this report is to help Peace Corps management identify the most commonly recurring issues across posts that require management attention to remediate. The report summarizes the most frequently recurring issues and recommendations from post audits, evaluations, and investigations between fiscal years 2012 and 2015.

The report contains no recommendations nor is there a requirement that a written response to the report be transmitted. Should anyone wish to comment on the quality or usefulness of this report to help us improve our products, please contact Assistant Inspector General for Evaluations Jerry Black at 202.692.2912.

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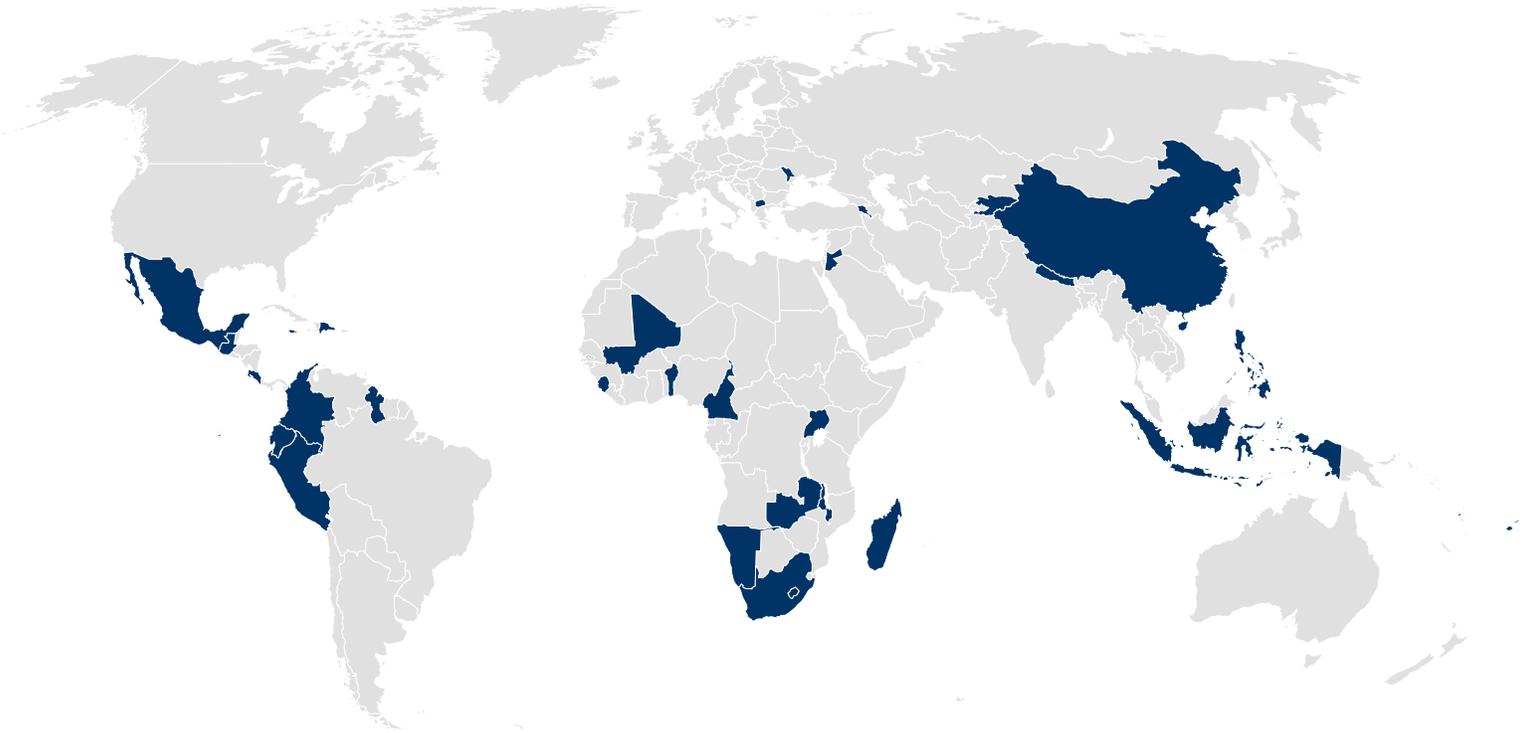


PEACE CORPS

Office of Inspector General

Recurring Issues Report

Common challenges facing Peace Corps posts



Posts visited for Office of Inspector General audits and evaluations in Fiscal Years 2012-2015

Final Report

Fiscal Years 2012-2015

IG-16-04-SR

September 2016



PEACE CORPS Office of Inspector General

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IG-16-04-SR
September 2016

Background

At the end of fiscal year (FY) 2015, the Peace Corps operated 59 overseas posts, maintained active programs in 63 countries, and supported 6,919 Volunteers.

This report summarizes issues found at posts between FYs 2012 and 2015. Our work promotes greater efficiency and effectiveness by identifying best management practices, recommending program improvements, and the means by which to comply with laws, regulations, and Peace Corps policy.

The last recurring issues report was issued in 2012 and covers FYs 2009–2011.

Post audits examine the financial and administrative operations at posts

Country program evaluations assess programs, operations, and management at post

Investigations respond to allegations of criminal wrongdoing and administrative misconduct

Objectives

The purpose of this report is to alert Peace Corps leadership to frequently recurring issues at posts that require management attention to remediate.

Recurring Issues Report: Common Challenges Facing Peace Corps Posts

Audits

Between FYs 2012 and 2015, OIG conducted 19 post audits.

- **Billing and Cash Management: 89%** of post audits included recommendations about billing and cash management.
- **Medical Supplies: 63%** of audits made recommendations to improve medical supply management. Though still a frequently recurring issue, the number of recommendations in this area decreased since FY 2012.
- **Property Management: 58%** of post audits contained recommendations to improve property management. This improved substantially since the last recurring issues report in 2012 where 92 percent of audits contained this recommendation type.
- **Grant Programs: 53%** of post audits contained recommendations to improve grant programs. This is a new recurring issue that was not identified prior to 2012.

Evaluations

Between FYs 2012 and 2015, OIG conducted 19 post evaluations.

- **Programming and Training: 89%** of post evaluations included recommendations to improve programming and training including stakeholder coordination, technical training, and training needs assessments.
- **Safety and Security: 84%** of post evaluations included recommendations to improve safety and security practices such as site locator forms, Volunteer awareness of consolidation points, and emergency action plans.
- **Site Development: 74%** of post evaluations included recommendations to improve site development including site history file maintenance and use, site selection criteria, and staff involvement in site development.

Investigations

Between FYs 2012 and 2015, OIG opened investigative 819 cases.

- **Administration: 318 allegations** included complaints about housing, safety, separation from service, health care, mismanagement and waste of government funding.
- **Theft:** OIG received **93 cases** of theft, half of which were from Africa region.
- **Sexual Assault, Harassment and Stalking:** OIG opened **40 cases** on sexual assault (including rape), and **9 cases** each on stalking and sexual harassment.
- **PROTECT Act:** Since FY 2012, OIG has opened **31 cases** involving alleged sexual contact with a minor.
- **Drugs:** OIG opened **25 drug cases** relating to Volunteer involvement in drugs, nearly half of which occurred in FY 2015.

TABLE OF CONTENTS

Background	1
Purpose of the Recurring Issues Report.....	1
The Peace Corps	1
The Office of Inspector General	1
Audits	2
Billing and Cash Management.....	3
Medical Supplies.....	4
Property Management.....	5
Grant Programs	6
Evaluations	6
Programming and Training.....	8
Safety and Security	9
Site Development.....	10
Investigations.....	11
Administrative and Mismanagement	12
Theft.....	13
Fraud	13
Sexual Assault, Harassment, and Stalking.....	14
PROTECT Act.....	14
Drugs.....	15
Appendix A: Objective, Scope, and Methodology	16
Appendix B: OIG Reports Referenced	17
Appendix C: Report Completion and OIG Contact.....	18

BACKGROUND

Purpose of the Recurring Issues Report

This recurring issues report is intended to help Peace Corps management identify the most commonly recurring issues across posts that require management attention to remediate. The report summarizes the most frequently recurring issues and recommendations from post audits, evaluations, and investigations between fiscal years (FYs) 2012 and 2015.

The previous recurring issues report was issued in April 2012, covering FYs 2009-2011.¹

The Peace Corps

At the end of FY 2015, the Peace Corps operated 59 overseas posts, maintained active programs in 63 countries, and supported 6,919 Volunteers.² Overseas posts are organized into three geographically-based regions: Africa (AF); Europe, Mediterranean and Asia (EMA); and Inter-America and the Pacific (IAP). The greatest percentage of Volunteers served in Africa region (45%), followed by IAP (29%) and EMA (26%).³ Country directors lead operations at each post, assisted by staff responsible for the post's programming, safety and security, medical, financial, training, and administrative functions.

The Office of Inspector General

The Office of Inspector General (OIG) provides independent oversight of agency programs and operations through audits, evaluations, and investigations undertaken to promote efficiency and effectiveness and to prevent and detect fraud, waste, and abuse. OIG performs three major functions:

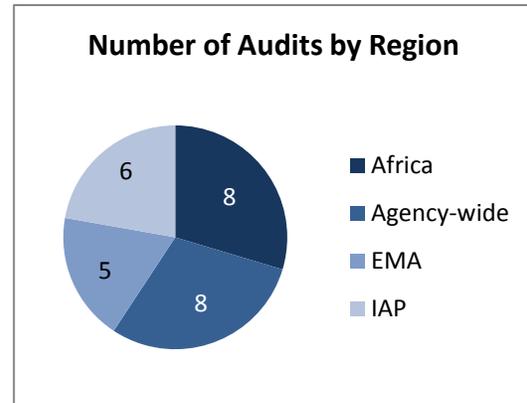
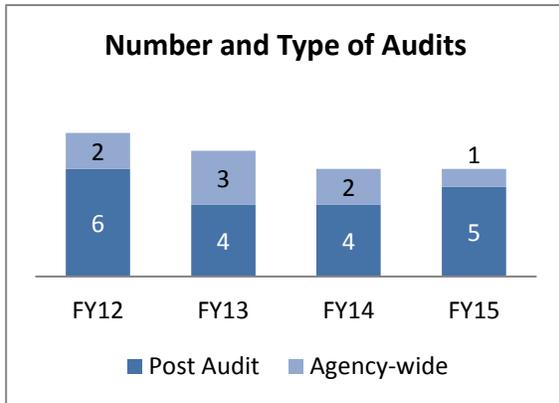
- **Audits:** Determine whether administrative activities, such as financial and contractual operations, function effectively and comply with Peace Corps policies and federal regulations. Through audits, OIG makes recommendations to improve accountability, economy, and efficiency.
- **Evaluations:** Analyze management and program operations. Through evaluations, OIG identifies best practices and makes recommendations for program improvement to more effectively accomplish Peace Corps mission and strategic goals.
- **Investigations:** Respond to allegations of criminal or administrative wrongdoing by Peace Corps personnel, experts, and consultants; Volunteers and trainees; and by those who do business with the Peace Corps, including contractors, both domestically and overseas.

¹ [Recurring Issues: OIG Post Audits and Evaluations, Fiscal Years 2009 – 2011](#)

² [Peace Corps Performance and Accountability Report, Fiscal Year 2015](#)

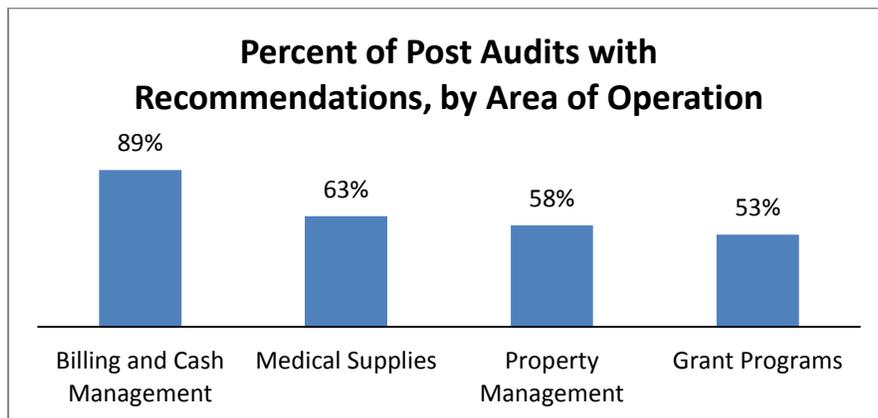
³ [Peace Corps Fast Facts](#)

AUDITS



OIG audits review the financial and administrative operations at post for efficiency, effectiveness, financial stewardship, and compliance with agency policies and federal regulations.

Between FYs 2012 and 2015, OIG conducted four to six audits each year for a total of 27 audits, 19 of which were post audits. OIG audited posts in each geographic region: five in EMA, six in IAP, and eight in Africa. OIG issued 208 audit recommendations to posts between FYs 2012 and 2015. The greatest number of post audit recommendations (92) occurred in FY 2012. Since then, OIG has issued an average of 39 post audit recommendations per year.



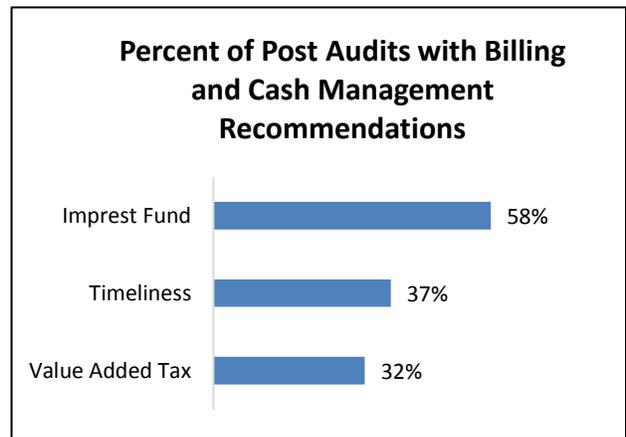
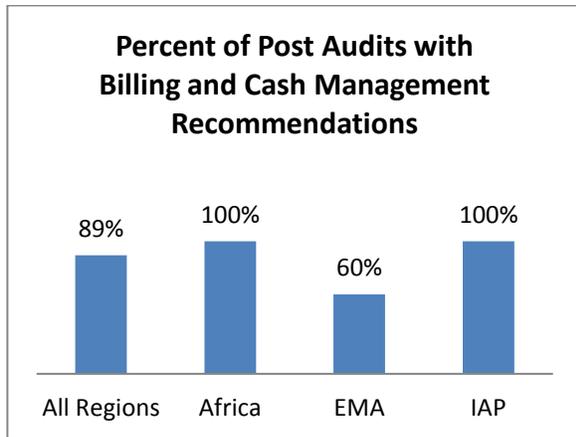
OIG tracked 18 audit recommendation categories related to different areas of post operations. Post audit recommendations occurred most frequently to address weaknesses in the following operational areas: billing and cash management, medical supplies, property management, and grant programs. The majority of post audits conducted between FYs 2012 and 2015 contained recommendations in these areas. Post audits conducted in Africa contained the highest rate of these frequently recurring issues when compared to other regions.

Of note, among the most significant recommendation type noted in our prior recurring issues report was the failure to obtain security background clearances prior to awarding personal

service contracts. Because of the proactive action the agency has taken in response to our reports, that issue has been addressed. We have issued no recommendations on that matter in FYs 2012-2015.

Summary of Most Frequently Recurring Findings in Post Audits	
Area of Operation	Reason for OIG Recommendation
Billing and Cash Management	<ul style="list-style-type: none"> • Imprest funds lacked controls. Cashier cage controls were not appropriately applied and managed (cash counts, security controls, overdue cash advances). • Bills of collections were not timely. • VAT procedures and reconciliations were inadequate and inconsistently applied.
Medical Supplies	<ul style="list-style-type: none"> • Inventory was not adequately maintained or documented. • Staff roles and responsibilities were conflicting or overspread. • Medications and controlled substances were improperly stored and disposed of.
Property Management	<ul style="list-style-type: none"> • Disposal procedures were vulnerable to fraud. • Former tracking system (BarTracks) inhibited management oversight.
Grant Programs	<ul style="list-style-type: none"> • Management and oversight of grants and grant close-out (timeliness and return of funds to the cashier) was inadequate.

Billing and Cash Management



Between FYs 2012 and 2015, the vast majority of all post audits conducted (17 out of 19) contained recommendations to improve billing and cash management, including all posts audits conducted in both Africa and IAP regions. OIG frequently issued recommendations to improve imprest fund management, timeliness, and Value Added Tax procedures. OIG reports have outlined how strong, consistent application of agency controls help ensure that agency assets are protected from fraud, theft, and abuse.

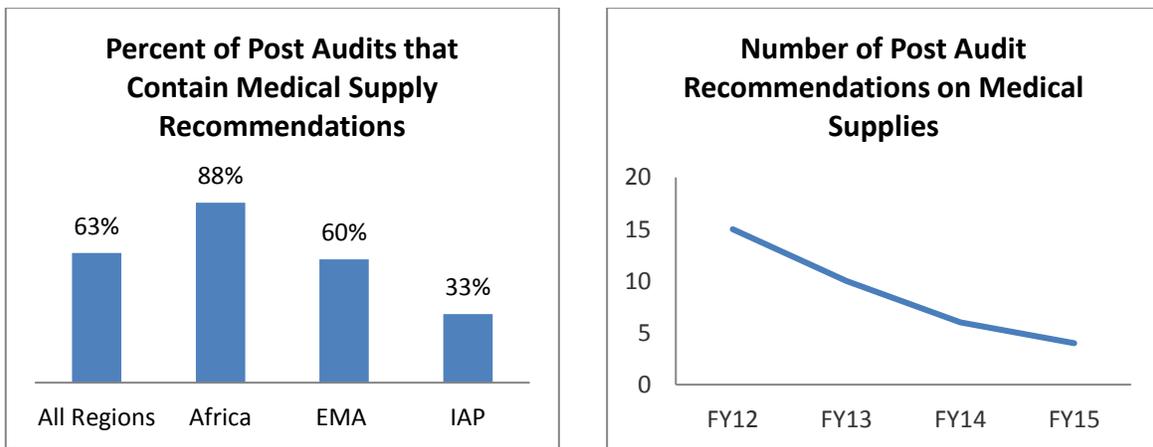
Lack of Imprest Fund Controls. OIG found recurring issues with imprest funds, which Peace Corps posts operate to provide cash to support post operations. Over the four years reviewed, OIG issued 28 recommendations to 11 posts to improve imprest fund management. OIG found

that cashier cage controls were not appropriately applied at many posts. OIG made several recommendations to improve imprest fund verification and reconciliation procedures, including the initiation of unscheduled cash counts. In FY 2012, OIG identified imprest fund management as one of the most frequently recurring issues in post audits.⁴ The imprest fund is important for maintaining post operations, particularly in countries with limited banking infrastructure where many vendors do not accept credit. Cash-based economies are more vulnerable to fraud and abuse, making strong internal controls important in protecting Peace Corps assets and overall agency integrity.

Failure to Issue Bills of Collection Timely. Seven post audits contained recommendations to improve the timely issuance of bills of collection. It is important that bills of collection policies are applied consistently and in a timely manner to ensure fairness and so that agency assets are protected from theft and abuse. In FY 2014 OIG issued a capstone report on Overseas Billing and Collection. This report recommended that the Office of Global Accounts Payable develop a risk assessment process for bills of collections, and enhance monitoring controls over bills of collections and voided transactions.⁵

Lack of Procedures and Reconciliations for Value Added Tax Claims. Six post audits contained recommendations to improve Value Added Tax procedures and reconciliations, also identified in OIG’s 2013 Management Advisory Report.⁶ Posts that claim exemptions from Value Added Tax save taxpayer money and make more resources available to Peace Corps programs.

Medical Supplies



Medical supply issues were previously identified in OIG’s 2012 capstone report.⁷ Post audits found that medical supply inventory was inadequately maintained and documented, staff roles and responsibilities not clearly defined, and medications were improperly stored and disposed of.

⁴ [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)

⁵ [Capstone Report: Overseas Billings and Collections](#)

⁶ [Management Advisory Report: Cost Savings Opportunity on Value Added Tax](#)

⁷ [Capstone Report: 2012 Medical Inventory Issues](#)

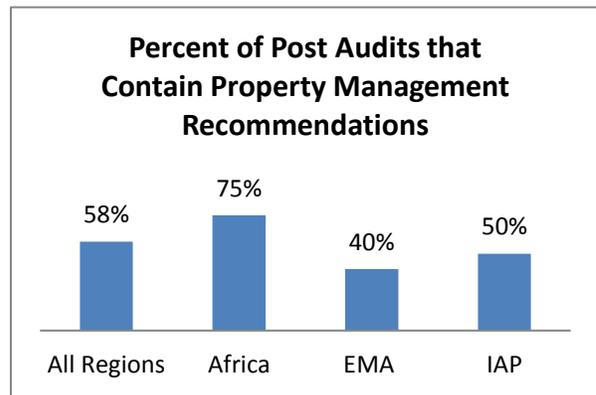
It is important that medical supplies are adequately protected and controlled to ensure they are available when needed to treat volunteers.

The agency made progress in this area. The number of post audit recommendations on medical supplies has consistently decreased each year since FY 2012. Between FYs 2009 and 2011, OIG reported that 77 percent of post audits (20 out of 26) contained recommendations to improve medical supply management.⁸ Between FYs 2012 and 2015, 63 percent of post audits (13 out of 19) contained recommendations to improve medical supply inventory.

In 2008, Peace Corps revised its medical supply policy. Since then, the Office of Medical Services has taken several steps to clarify and implement the medical supply inventory policy. While medical supply recommendations have decreased steadily over time, they were still the second most frequently issued type of post audit recommendation.

Property Management

From FYs 2012 to 2015, OIG issued 19 recommendations to improve property management practices. Post audits found insufficient oversight, ineffective processes and procedures, and inappropriate separation of duties. Between FYs 2009 and 2011, 92 percent of post audits (24 out of 26) contained property management recommendations. While that percentage decreased to 58 percent (11 out of 19 post audits) between FYs 2012 and 2015, property management remains one of the most frequently issued post audit recommendations. OIG notified the agency about issues with vehicle disposition in 2010, and the agency has been working to improve controls ever since.⁹



Many recommendations addressed property disposal and the former tracking system, BarTracks. In FY 2016, the agency implemented the Sunflower asset management system that accounts for all types and classifications of property. Sunflower is intended to facilitate accurate accounting of assets and provide relevant and usable reports for property management.

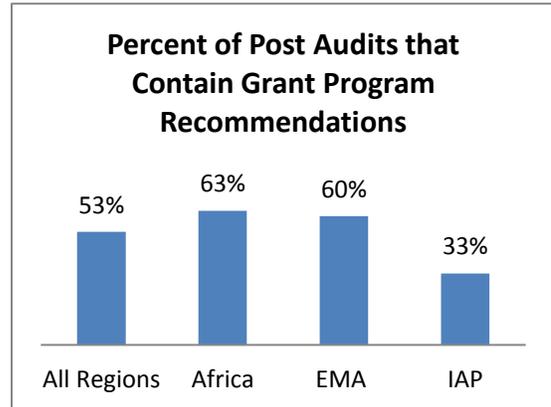
Strong property management controls are necessary to allow the agency to prevent and detect the theft and abuse of property.

⁸ [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)

⁹ [Management Implication Report - OIG Investigations Have Disclosed Improper Vehicle Disposal Practices and Vehicle Sales That Do Not Generate Fair Market Returns](#)

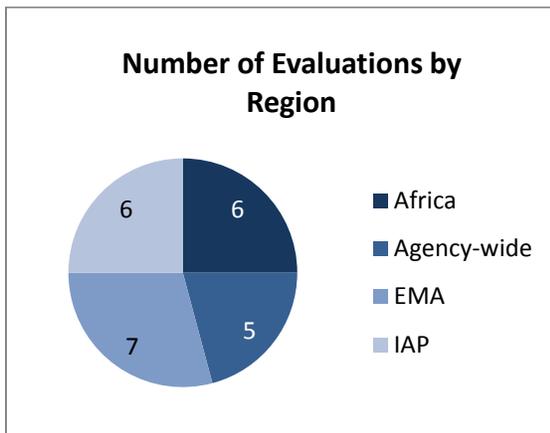
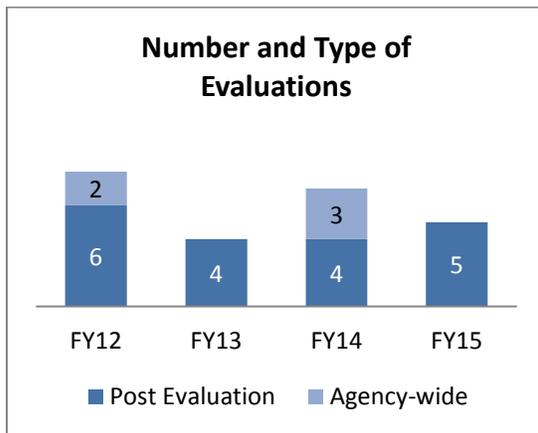
Grant Programs

A total of 10 post audits contained 21 recommendations about grant programs, which is notable since grant programs were not previously identified as a frequently recurring post audit recommendation. OIG made recommendations to improve grant close out, reconciliation, and fund recovery; separation and assignment of duties; and grant documentation.¹⁰



Effective grant management controls help ensure that grant monies are being spent effectively to fulfill the Peace Corps mission. Protecting against grant money theft and abuse also helps protect the Peace Corps’ reputation in countries where Volunteers serve.

EVALUATIONS

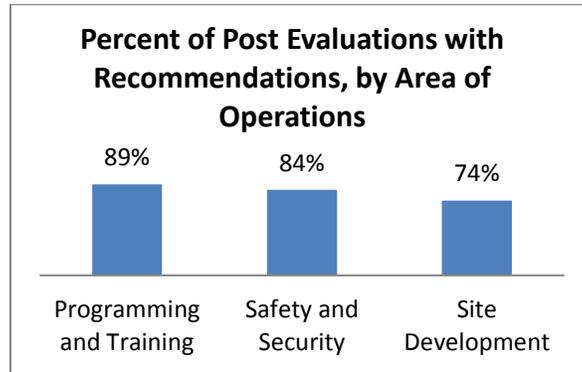


OIG post evaluations determine the extent to which programming priorities and site development align with the host country’s development priorities; how well training prepares Volunteers for service; how well the post addresses the safety, security, and health needs of Volunteers; the quality of Volunteer support that staff provides; and whether resources, management practices, and communication promote efficient and effective post operations.

Between FYs 2012 and 2015, OIG conducted four to six evaluations each year for a total of 24 evaluations, 19 of which were post evaluations. OIG evaluated posts in each geographic region: six in Africa, six in IAP, and seven in EMA. OIG issued 247 evaluation recommendations to Peace Corps posts between FYs 2012 and 2015.

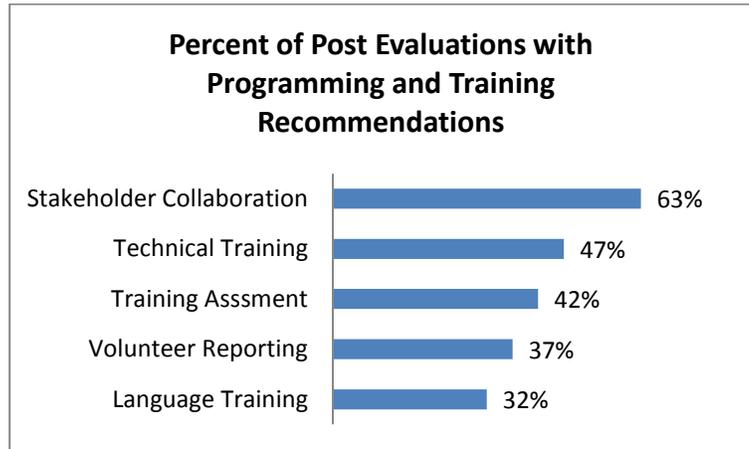
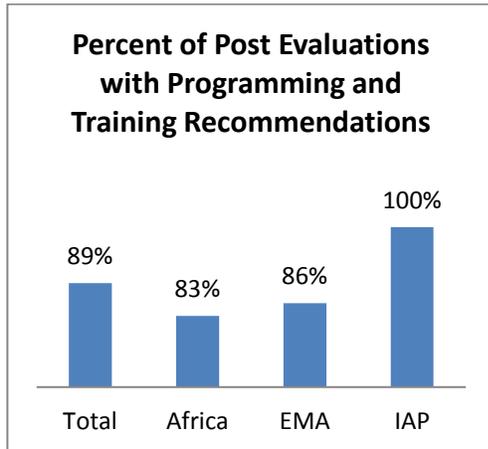
¹⁰ [Review of the Peace Corps’ Management of Grants for Volunteer Projects.](#)

The majority of post evaluations conducted between FYs 2012 and 2015 contained recommendations to improve programming and training (89 percent), safety and security (84 percent), and site development (74 percent).



Summary of Most Frequently Recurring Findings in Post Evaluations	
Area of Operation	Reason for OIG Recommendation
Programming and Training	<ul style="list-style-type: none"> • Collaboration with stakeholders was limited. • Technical training was ineffective. • Posts did not adequately assess trainees’ needs or monitor the effectiveness of training, especially technical training. • Volunteer performance reporting was inadequate. • Language training did not meet Volunteers’ needs.
Safety and Security	<ul style="list-style-type: none"> • Site locator forms lacked sufficient information. • Consolidation points were unknown or inappropriate. • Emergency action plans were not up to date and accessible to Volunteers. • Crime reporting information and mechanisms were inadequate. • Medical evacuation plans were incomplete. • Posts’ whereabouts policies were not implemented as intended. • Housing checks were not conducted consistently and effectively.
Site Development	<ul style="list-style-type: none"> • Site selection criteria were not adequately established and implemented. • Appropriate staff was not included in the site development process. • Site history files were not maintained and used.

Programming and Training



Between FYs 2012 and 2015, OIG issued 80 recommendations to 17 posts to improve programming and training.

Limited Stakeholder Collaboration. The most frequently issued programming recommendation involved communication, coordination, and relationship building with local project stakeholders (12 out of 19 post evaluations). In several instances, OIG recommended that posts:

- Develop memorandums of understanding with partners
- Improve communication about project activities and results
- Assess the availability and interest of counterparts to work with Volunteers

Effective communication and coordination between the Peace Corps and local project stakeholders, including with counterparts who can support and collaborate with Volunteers, can be a critical factor in a Volunteer’s ability to serve their community.

Ineffective Volunteer Training. In 2012, OIG identified volunteer training as a frequently recurring issue.¹¹ Between FYs 2012 and 2015, OIG repeatedly recommended that posts improve the effectiveness of:

- Technical training (nine posts)
- Training assessments (eight posts)
- Language training (six posts)

These areas are particularly important for Volunteer success. Volunteers who have technical knowledge and skills that are relevant at their sites are in a better position, as the Peace Corps Act envisions, to help the people they serve to meet “their needs for trained manpower.” Improved training assessments will better allow Peace Corps posts to measure the effectiveness of trainings, as well as the needs of trainees. Language training is a foundational aspect of

¹¹ [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)

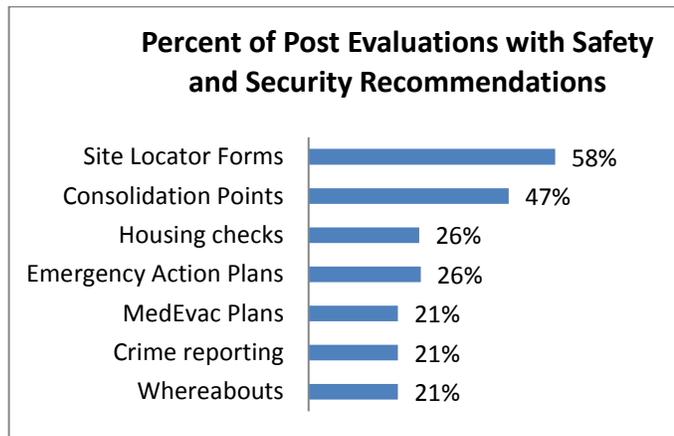
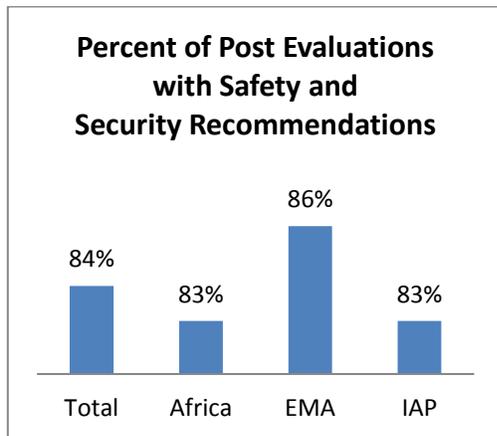
Volunteers’ ability to integrate in their communities, maintain their personal safety, and accomplish project objectives.

Inadequate Volunteer Performance Reporting. OIG issued recommendations to seven posts to improve Volunteer performance reporting. For example, OIG recommended that posts improve:

- Feedback to Volunteers on their reports
- Training for Volunteers on reporting
- Tools and processes for reporting

Better reporting by Volunteers, and analysis and use of that information by staff, is key for effective project management as well as for accurate reporting to the agency’s external stakeholders interested in the Peace Corps’ performance, and for the agency’s annual Performance and Accountability Report.

Safety and Security



Between FYs 2012 and 2015, OIG issued 70 recommendations to 16 posts to improve safety and security practices. The vast majority of all post evaluations (84 percent) contained recommendations to improve safety and security practices. Post evaluations conducted in EMA contained the highest proportion (86 percent) of safety and security recommendations when compared to other regions.

Incomplete or Inaccurate Site Locator Forms. The most frequently cited safety and security issue was the accuracy and completeness of site locator forms (11 posts), which are documents designed to locate a Volunteer in an emergency. In 2012, OIG noted that the agency was in the process of clarifying its policy and guidance on site locator forms.¹² In 2015, the Office of Safety and Security updated its guidance on Volunteer site location management, eliminating site locator forms and replacing them with site contact forms, and shifted Volunteer and staff responsibilities. The agency’s current policy requires Volunteers to complete site contact forms and submit them to post staff within their first 30 days at site. Staff are expected to inspect

¹² [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)

Volunteer housing and sites during the process of site development and to collect GPS coordinates, if feasible. Due to the shift in the agency’s guidance from site locator forms to site contact forms, at the time of this report, OIG had not evaluated the implementation and effectiveness of the agency’s approach for contacting and locating Volunteers in an emergency. The ability of staff to locate and contact Volunteers at their sites is critical in the event of an emergency.

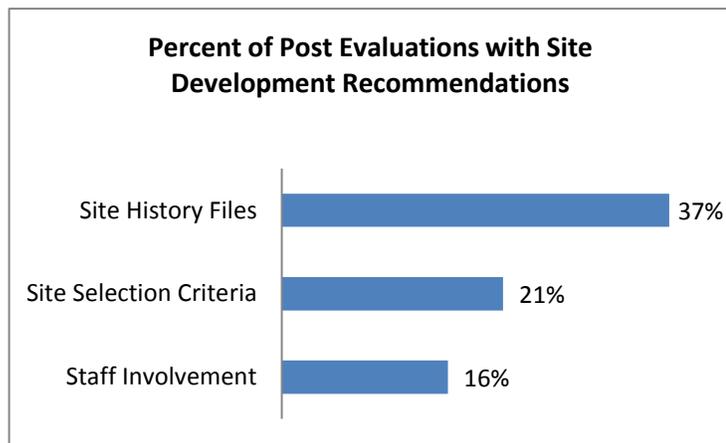
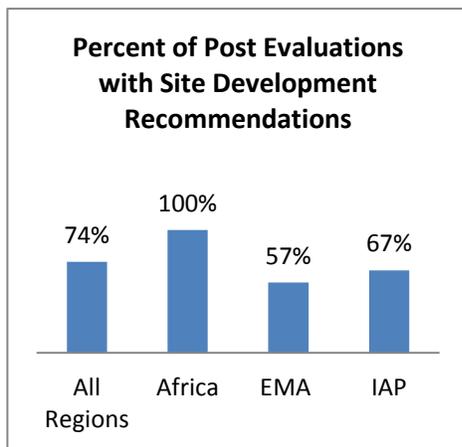
Volunteer Unawareness of Emergency Consolidation Points. OIG found that Volunteers were unaware of their emergency consolidation points at approximately half of the posts that were evaluated between FYs 2012 and 2015 (9 out of 19). This raised the level of risk that Volunteers at those posts would not know how to respond appropriately and get themselves to safety in an emergency.

Deficient Volunteer Housing Checks. Finally, OIG found some deficiencies in posts’ implementation of housing checks to ensure Volunteers were placed in suitable housing that met health and safety standards. In 2012, OIG reported that 50 percent of posts evaluated between FYs 2009 and 2011 did not comply with their self-identified housing criteria.¹³ That number has since decreased, but remains a recurring issue: between FY 2012 and 2015, 26 percent of post evaluations (5 out of 19) included housing check findings.

Other Security Concerns. OIG also issued recommendations to posts to improve:

- Emergency action plan testing and training (five posts)
- Completeness, clarity, and staff awareness of medical evacuation plans (four posts)¹⁴
- Guidance, mechanisms, and Volunteer awareness about the importance of crime reporting (four posts)
- Volunteer whereabouts reporting (four posts)

Site Development



¹³ [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)

¹⁴ [OIG Follow-Up Evaluation of Issues Identified in the 2010 Peace Corps/Morocco Assessment of Medical Care](#)

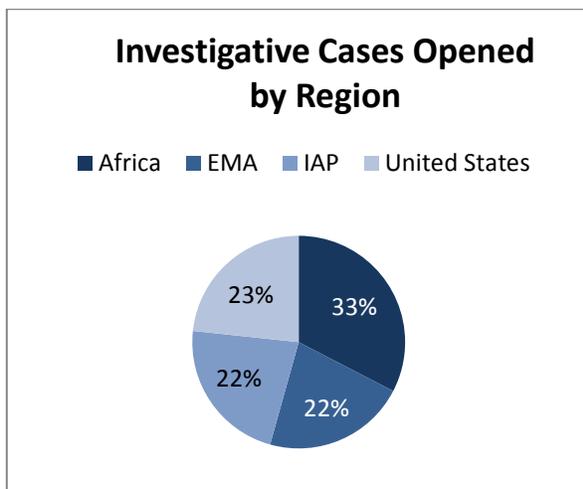
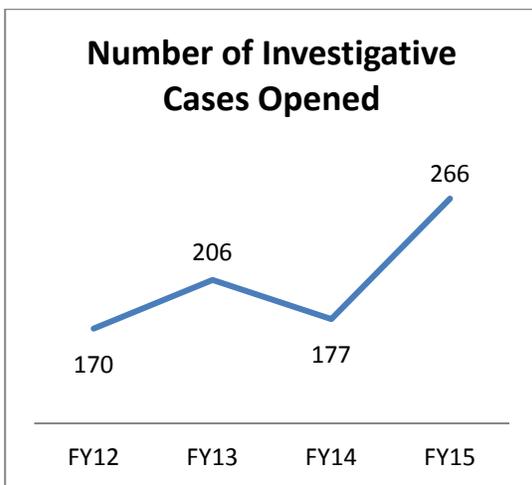
Between FYs 2012 and 2015, OIG issued 33 recommendations to 14 posts to improve their site development processes and procedures. Site development is the process that Peace Corps posts follow to identify, develop, and approve an appropriate community, work site, counterpart, and housing for each Volunteer. All post evaluations in Africa contained site development recommendations.

Incomplete and Unused Site History Files. The most frequent type of site development recommendation addressed posts’ maintenance and use of site history files (seven posts). Site history files help ensure that relevant, site-specific safety and security information is collected, stored, and made readily available to staff with an active role in the site development and selection process. Poor site history documentation increases the risk that Volunteers may be placed in unsafe sites. OIG repeatedly recommended that posts ensure their site history documentation was complete, organize files in an easily accessible manner, and establish a process to maintain and use site history files.

Insufficient Site Selection Criteria. OIG found issues with site selection criteria at four posts and recommended that posts improve community needs assessments and procedures for establishing, reviewing, and implementing site selection criteria.

Insufficient Staff Involvement. OIG found that not all appropriate staff were involved in the site development process. In addition to programming staff, it is important that Peace Corps Medical Officers and Safety and Security Managers are actively involved in the site development process to ensure that health and safety site selection criteria are met. These measures are intended to prevent potential health and safety hazards and promote Volunteer wellbeing. Most commonly, the PCMO was not involved (three posts).

INVESTIGATIONS



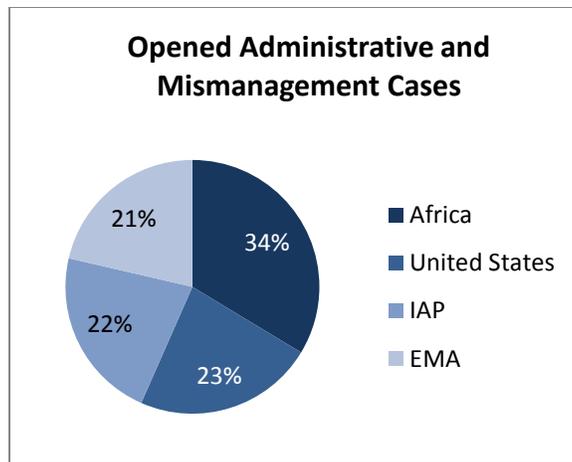
OIG receives complaints from staff and Volunteers about fraud, waste, abuse, and mismanagement and gives them due consideration. All OIG investigative cases begin as

preliminary inquiries which are limited in scope to verification of information in a complaint or allegation, and confirmation that the issue falls within OIG’s jurisdiction. When appropriate, OIG may refer a matter to the agency for proper resolution and handling. Alternatively, OIG may decide to initiate an investigation. The purpose of an OIG investigation is to establish the facts and circumstances surrounding an allegation and provide that information to agency management for their consideration and administrative action, or when appropriate, to prosecutorial authorities such as the Department of Justice.

Between FYs 2012 and 2015, OIG opened 819 cases, including both preliminary inquiries and full investigations. The number of opened cases has generally increased over time, with the greatest number (266) opened in FY 2015. The number of open cases was fairly evenly distributed across geographic regions.

OIG tracks 49 unique types of investigative cases. The most frequently reported types of allegations concerned administrative wrongdoing and mismanagement; theft; fraud; sexual assault, harassment and stalking; ethics violations; PROTECT Act¹⁵; and drugs.

Administrative and Mismanagement



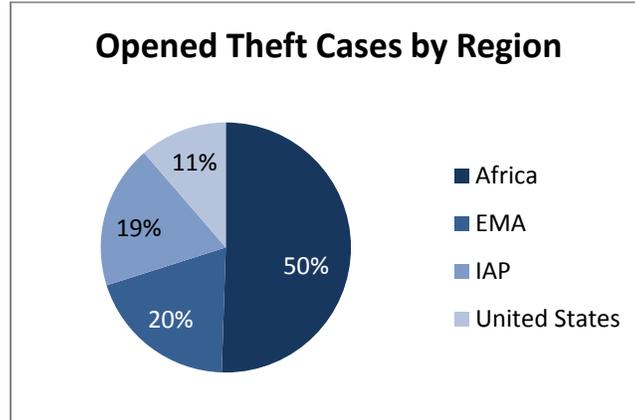
Administrative and mismanagement allegations were the most common types of allegations made to OIG. Between FYs 2012 and 2015, OIG opened 318 administrative and managerial investigative cases, comprising 39 percent of all cases opened. The Africa region had the highest number of administrative and managerial allegations.

These allegations were largely concerns from Volunteers about housing and safety, separation from service, health care, and concerns from post employees about post management and waste of government funding. Between FYs 2012 and 2015, OIG opened 10 cases on sexual assault mismanagement.¹⁶

¹⁵ Prosecutorial Remedies and Other Tools to end the Exploitation of Children Today (PROTECT) Act of 2003, Pub. L. 108-21, 117 Stat. 650 (2003).

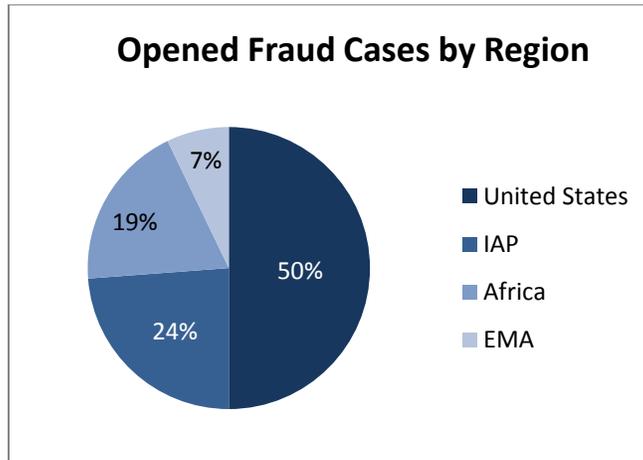
¹⁶ See Peace Corps Office of Inspector General Biennial Report to Congress on Section 2, §8E(d)(1)(A) Kate Puzey Volunteer Protection Act ([2012](#) and [2014](#)).

Theft



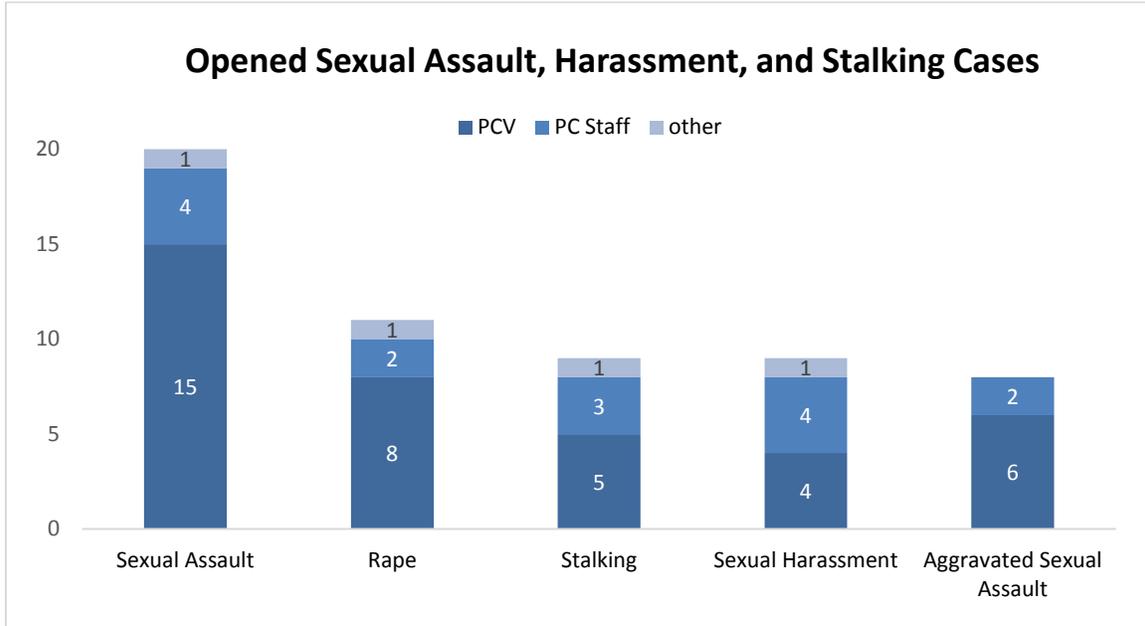
Theft was the second most frequently recurring allegation reported to OIG. Between FYs 2012 and 2015, OIG opened 97 theft cases. Half of all theft cases reported to OIG occurred in Africa. Examples include grant funds stolen from Volunteers, Peace Corps property taken from post, and theft committed by staff.

Fraud



Between FYs 2012 and 2015, OIG opened 61 fraud investigations. Half of all fraud investigations occurred in the United States. Fraud cases most frequently involved allegations of embezzlement of government property, fraud in connection with access devices, computer fraud, wire fraud, and fraudulent claims such as submitting fraudulent travel vouchers, insurance claims, or FECA claims.

Sexual Assault, Harassment, and Stalking



OIG investigates allegations of sexual assault, stalking, and harassment in instances where a volunteer or staff member is the alleged perpetrator, such as volunteer-on-volunteer or staff-on-volunteer assaults. Between FYs 2012 and 2015, OIG opened 58 cases on alleged sexual assault, rape, stalking, sexual harassment and aggravated sexual assault. Of the 58 cases, 38 (66 percent) were alleged to have been committed by Volunteers. In addressing sexual harassment allegations OIG works with or refers matters to the Peace Corps Office of Civil Rights and Diversity as appropriate.

PROTECT Act

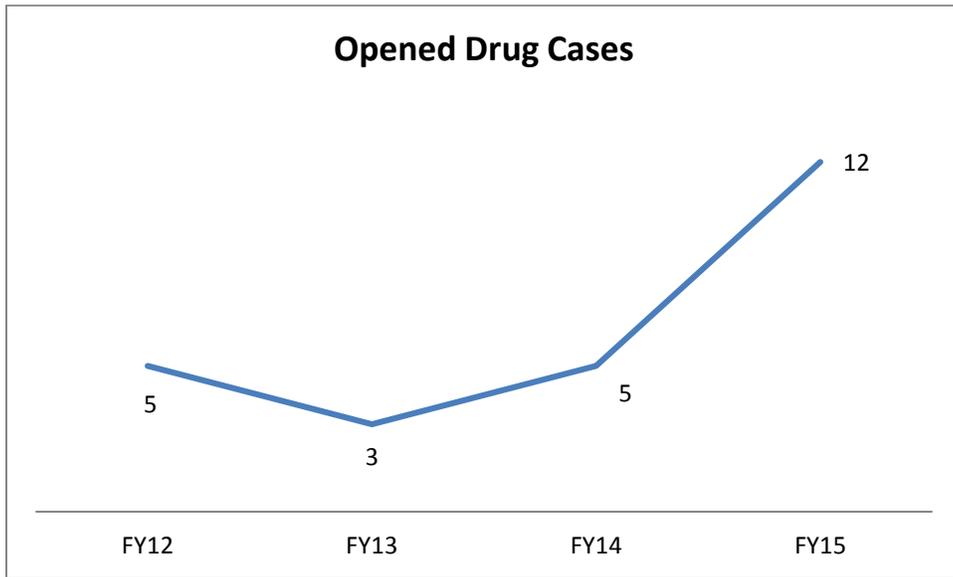
The PROTECT Act of 2003 is a United States law intended to prevent child exploitation and abuse. It authorizes fines and/or imprisonment for up to 30 years for U.S. citizens or residents who engage in illicit sexual conduct abroad. It prohibits sex with anyone under 16 as well as commercial sex with or abuse of anyone under 18. OIG initiates investigations in cases where a Volunteer is suspected of violating the PROTECT Act. Since FY 2012, OIG has opened 31 PROTECT Act cases. The vast majority (29) of the cases involved alleged Volunteer sexual contact with a minor, though one subject was a returned Peace Corps Volunteer and one subject was a staff member. While most of these allegations have been found to be unsubstantiated, in 2012 as a result of an OIG investigation, a former Volunteer in South Africa pleaded guilty and was convicted of sexually abusing four minor girls all under the age of six. He is serving a 15 year prison sentence to be followed by 10 years of supervised release.

In response to an audit of the Peace Corps Applicant Screening Process¹⁷ conducted following the conviction, the agency developed a child safety program outlining proper conduct by staff

¹⁷ [Audit of the Peace Corps Application Screening Process](#)

and Volunteers while working with children. The child safety program includes ongoing training on interacting with youth, as well as child protection awareness and abuse prevention strategies. The agency reported progress in implementing the associated training. Invitees and trainees are provided with training materials during the application process and at staging. Volunteers are provided the materials during in-service and mid-service trainings. U.S. direct hire staff are made aware of the policy during the agency’s new employee orientation and a training session is delivered during overseas staff training. Additionally, the agency reports that overseas staff receive the training once during their Peace Corps tenure.

Drugs



Between FYs 2012 and 2015, OIG opened 25 drug investigations. In all instances, Volunteers were the subjects of the investigations. OIG typically does not investigate reports of individual drug use by Volunteers, but rather may investigate allegations of widespread drug use among Volunteers in a country, or allegations of drug smuggling or distribution by Volunteers. Out of all drug investigations occurring in the time period reviewed, nearly half (12) of these investigations occurred in FY 2015. Additionally, one case can often lead to multiple administrative actions.

APPENDIX A: OBJECTIVE, SCOPE, AND METHODOLOGY

OIG tracks commonly recurring issues in audits, evaluations and investigations. To develop this report, OIG analyzed data from post audit, evaluation, and investigation activities and reports between October 1, 2012 and September 30, 2015. In total, 38 reports were included in the analysis: 19 post audits and 19 post evaluations (see table below).

Audit and Evaluation Reports Included in the Analysis	
IG-12-03-A - Audit of PC/Costa Rica	IG-12-01-E - Evaluation of PC/Fiji
IG-12-04-A - Audit of PC/Mali	IG-12-02-E - Evaluation of PC/Kyrgyz Republic
IG-12-05-A - Audit of PC/Lesotho	IG-12-03-E - Evaluation of PC/Peru
IG-12-06-A - Limited Scope Audit of PC/China	IG-12-04-E - Evaluation of PC/China
IG-12-07-A - Audit of PC/Jordan	IG-12-06-E - Evaluation of PC/Uganda
IG-12-08-A - Audit of PC/Tonga	IG-12-07-E - Evaluation of PC/Indonesia
IG-13-02-A - Audit of PC/Malawi	IG-13-01-E - Evaluation of PC/Namibia
IG-13-03-A - Audit of PC/South Africa	IG-13-02-E - Evaluation of PC/Malawi
IG-13-05-A - Audit of PC/Jamaica	IG-13-03-E - Evaluation of PC/Colombia
IG-13-06-A - Audit of PC/Zambia	IG-13-04-E - Evaluation of PC/Moldova
IG-14-02-A - Audit of PC/Macedonia	IG-14-03-E - Evaluation of PC/Ecuador
IG-14-03-A - Audit of PC/Armenia	IG-14-04-E - Evaluation of PC/Mexico
IG-14-05-A - Audit of PC/The Gambia	IG-14-05-E - Evaluation of PC/Armenia
IG-14-06-A - Audit of PC/Dominican Republic	IG-14-06-E - Evaluation of PC/Philippines
IG-15-01-A - Audit of PC/Cameroon	IG-15-01-E - Evaluation of PC/Sierra Leone
IG-15-02-A - Audit of PC/Nepal	IG-15-02-E - Evaluation of PC/Lesotho
IG-15-04-A - Audit of PC/ Madagascar	IG-15-03-E - Evaluation of PC/Guatemala
IG-15-05-A - Audit of PC/Guyana	IG-15-04-E - Evaluation of PC/Benin
IG-15-06-A - Audit of PC/ Vanuatu	IG-15-05-E - Evaluation of PC/Nepal

For post audits and evaluations, OIG tracks several types of recommendation categories. These pre-determined categories are largely based on topics that are examined as part of the evaluation and audit process. When OIG issues a report, it categorizes each recommendation and records a brief description of the issue. Because recommendation categories that were developed back in 2012 may not reflect the most frequently recurring issues over the past four years, we qualitatively analyzed the recommendation language, the recommendation category, and the issue description in order to determine the most frequently recurring issues. Based on content analysis, categories were modified to reflect the most frequently recurring issues between FYs 2012 and 2015. We then calculated the percent of reports that contained the most frequently recurring issues.

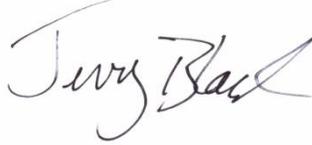
APPENDIX B: OIG REPORTS REFERENCED

- [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009-2011](#)
- [Peace Corps Performance and Accountability Report, Fiscal Year 2015](#)
- [Capstone Report: Overseas Billings and Collections \(2014\)](#)
- [Management Advisor Report: Cost Savings Opportunity on Value Added Tax](#)
- [Capstone Report: 2012 Medical Inventory Issues](#)
- [Recurring Issues: OIG Post Audits and Evaluations Fiscal Years 2009 – 2011](#)
- [Management Implication Report - OIG Investigations Have Disclosed Improper Vehicle Disposal Practices and Vehicle Sales That Do Not Generate Fair Market Returns](#)
- [Review of the Peace Corps' Management of Grants for Volunteer Projects](#)
- [Follow-Up Evaluation of Issues Identified in the 2010 Peace Corps/Morocco Assessment of Medical Care](#)
- [Review of the Peace Corps' Management of Grants for Volunteer Projects](#)
- Office of Inspector General Biennial Report to Congress on Section 2, §8E(d)(1)(A) Kate Puzey Volunteer Protection Act ([2012](#) and [2014](#)).
- [Audit of the Peace Corps Applicant Screening Process](#)

APPENDIX C: REPORT COMPLETION AND OIG CONTACT

REPORT COMPLETION

This report was conducted under the direction of Assistant Inspector General for Evaluations Jerry Black by Senior Evaluator Erin Balch.

A handwritten signature in black ink that reads "Jerry Black". The signature is written in a cursive style with a large initial "J" and "B".

OIG CONTACT

If you wish to comment on the quality or usefulness of this report to help us improve our products, please contact Assistant Inspector General for Evaluations Jerry Black at jblack@peacecorpsig.gov or 202.692.2912.

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