



Peace Corps  
Congressional Budget  
Justification Fiscal Year 2014

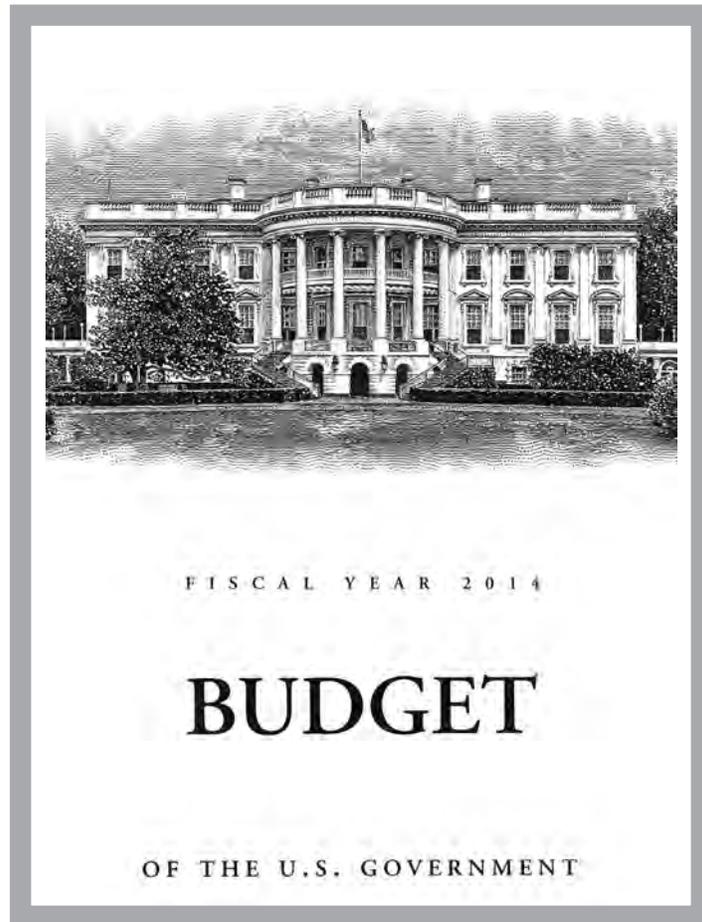


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### PEACE CORPS FY 2014 BUDGET REQUEST

The Peace Corps' budget request for FY 2014 is \$378,800,000, an increase of just over 1 percent from the FY 2013 request of \$374,500,000. The FY 2014 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 70 countries worldwide in FY 2014, while continuing the comprehensive reforms and improvements that have been put in place over the past few years.

THE DIRECTOR OF THE PEACE CORPS  
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps fiscal year 2014 budget request of \$378.8 million. This fiscally responsible funding level will allow the Peace Corps to continue its vital work at home and abroad and to build on the comprehensive reforms and improvements that the agency has put in place over the past few years.

The work that Peace Corps Volunteers do every day of the year is remarkable—from the leadership camp Volunteers organized for 80 youth in the Kyrgyz Republic, to the Volunteer in Togo who helped provide clean water for more than 20,000 community members. Volunteers empower local people to take charge of their own futures and achieve sustainable development, while strengthening the bonds of friendship and understanding between the people of other cultures and ordinary Americans. The agency's unique, people-to-people approach to development has never been more important.

I am committed to ensuring that the Peace Corps and the outstanding Americans who serve as Volunteers around the globe continue to prosper far into the future. That is why the Peace Corps is engaged in a comprehensive reform effort unlike any since the founding of the agency. We have made tremendous strides in the last few years in improving the way the Peace Corps operates and the support Volunteers receive, but there is still much more to be done.

Thanks to the annual Country Portfolio Review process, the Peace Corps has an objective, data-driven method for reviewing and making decisions about where and how we operate globally. Thanks to the Focus In/Train Up strategy, we are increasing the agency's effectiveness—and our ability to measure that effectiveness—by focusing our work on the projects that have the greatest development impact. And, thanks to newly instituted safeguards and training, we have enhanced the safety and security of Volunteers and improved the support they receive.

By increasing our partnerships with other federal programs and the private/nonprofit sectors, the Peace Corps is establishing itself as a key player in major development initiatives. Whether it is the work we are doing with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) to fight HIV/AIDS, our collaboration with the President's Malaria Initiative to combat malaria, or our Feed the Future partnership with the U.S. Agency for International Development (USAID), Peace Corps Volunteers are on the front lines of vital whole-of-government and interagency efforts. In FY 2013, the Peace Corps will place health professionals at medical and nursing schools as part of a new public-private partnership called the Global Health Service Partnership.

I recognize the considerable challenges that you and your Congressional colleagues confront in determining the federal budget for FY 2014. I appreciate your consideration of the Peace Corps' budget request, which will sustain the important work of our Volunteers. I am continually grateful for the bipartisan support that the Peace Corps receives from Congress, and I look forward to working with you throughout the FY 2014 budget and appropriations process.

Sincerely,



Carrie Hessler-Radelet  
Acting Director

Returned Peace Corps Volunteer, Western Samoa, 1981–1983



# Congressional Budget Justification | Fiscal Year 2014

## Overview of Peace Corps Operations and Key Initiatives

### Mission and Goals

The Peace Corps was established in 1961 by then-President John F. Kennedy with a mission to promote world peace and friendship. Since that time, more than 210,000 Americans have served as Peace Corps Volunteers (“Volunteers”) in 139 countries across the world, working to advance the agency’s three goals:

1. To help the people of interested countries in meeting their need for trained men and women.
2. To help promote a better understanding of Americans on the part of the peoples served.
3. To help promote a better understanding of other peoples on the part of Americans.

### *The Work of Peace Corps Volunteers*

The Peace Corps has a unique approach to development. Instead of providing monetary assistance to countries, the agency trains and sends Volunteers to build capacity at the grassroots level. Volunteers generally serve for 27 months, integrating into local communities and sharing their skills and experience directly with host country nationals and organizations. The Peace Corps also offers shorter-term assignments for seasoned professionals through Peace Corps Response. Volunteer activities are designed to be targeted and sustainable, so that communities are empowered to solve their development challenges long after the Volunteers have returned home.

At the end of FY 2012, 8,073 Volunteers were serving in 76 countries. Each country program consists of specific projects in one or more of six technical sectors:

- Agriculture
- Community Economic Development
- Education
- Environment
- Health
- Youth in Development

A country program may consist of anywhere from one to six projects, with multiple Volunteers assigned to each project.

In addition to their important development work, Peace Corps Volunteers serve as America’s most effective grassroots ambassadors. By building person-to-person relationships, they help to create positive perceptions of the United States and share our values with those who might otherwise have little direct exposure to Americans.

Volunteers’ service to the United States continues long after they have left the Peace Corps. As President Obama said, “Returned Volunteers, enriched by their experiences overseas, bring a deeper understanding of other cultures and traditions back to their home communities in the United States.” Many returned Volunteers use their training and experience to become leaders in society, in areas ranging from private industry to development work, and from community service to Congress. The skills they acquire while serving—whether fluency in a foreign language, experience in complex problem-solving, or familiarity with a foreign culture—are invaluable to the United States. No less invaluable is the commitment to public service that the Peace Corps instills. Recent research conducted by Civic Enterprises showed that returned Peace Corps Volunteers volunteer in their communities at more than twice the national rate. Ultimately, the investment the Peace Corps makes in Volunteers is returned many times over, at home and abroad.

## Key Initiatives

The Peace Corps FY 2014 budget request will support key initiatives that build on the Comprehensive Agency Assessment completed in 2010. Those initiatives include the following:

### *Protecting and Supporting Volunteers*

The highest priority of the agency remains the health, safety, and security of Volunteers. Since 2009, the Peace Corps has put in place a number of reforms to better protect Volunteers and ensure that Volunteers who are victims of crime receive the support they need. These reforms include updated training for staff and Volunteers, the establishment of an external panel of national experts on sexual assault to provide advice and monitor agency progress, the hiring of a nationally recognized victim advocate, and new protections to ensure that allegations made by Volunteers are handled confidentially and appropriately. A number of those reforms were codified in the Kate Puzey Peace Corps Volunteer Protection Act of 2011 (“Kate Puzey Act”), P.L. 112-57, which was signed into law on November 21, 2011. The Kate Puzey Act also imposed new mandates and gave the agency new authorities. The Peace Corps has made considerable progress in implementing the new law, and has designed a comprehensive sexual assault risk reduction and response program that not only meets, but goes well beyond, the requirements of the Kate Puzey Act.

Concerns about Volunteer safety and security resulted in changes to Peace Corps programs in Central America and West Africa in FY 2012. The Peace Corps suspended operations in Honduras and reconfigured operations in El Salvador and Guatemala to better ensure the safety and security of Volunteers there. The Peace Corps also suspended operations in Mali in the wake of a government coup. The agency will continue to carefully monitor and assess potential threats to Volunteer safety and security.

### *Country Portfolio Review*

As a result of the Comprehensive Agency Assessment, the Peace Corps has instituted an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of Volunteers and other resources. Through this process, called Country Portfolio Review, the agency conducts a comprehensive review of active Peace Corps posts based on external and internal data. The third annual Country Portfolio Review was conducted in 2012, and the agency has commenced work on the 2013 review.

Through the reviews completed to date, the agency has identified opportunities to graduate programs in countries that had reached a higher state of development than other countries in its overall portfolio. The reviews informed agency decisions to close programs in Antigua/Barbuda, Bulgaria, Romania, and St. Kitts/Nevis, which will end in FY 2013. The reviews also informed agency decisions to close programs in Cape Verde, Kazakhstan, Suriname, and Turkmenistan. These decisions allow the agency to focus more resources on areas of the world with greater need and where Volunteers can have the greatest impact.

In FY 2012, the Peace Corps announced its decision to re-open programs in Nepal and Tunisia. Further new country entries are under consideration for FY 2014.

### *Focus In/Train Up*

The Comprehensive Agency Assessment also recommended that the Peace Corps focus on a smaller number of highly effective projects that are most needed by host countries. Through the Focus In/Train Up strategy, the Peace Corps has concentrated its training and programmatic support for Volunteers on those projects that have proven through evidence to have the greatest development impact and that maximize what Volunteers do best.

To improve monitoring and evaluation of projects, the Peace Corps has developed standard indicators for each of the six sectors in which Volunteers work, and is developing data collection tools to support high-quality reporting. The Peace Corps has also prepared online training modules for new field staff and will launch an agencywide knowledge management website to promote global grassroots communities of practice and information-sharing.

### *Improved Monitoring and Evaluation*

In order to ensure that the agency is advancing performance improvement and achieving results, the Peace Corps continues to incorporate emerging innovations into its program monitoring and evaluation systems. Beginning in FY 2013, the agency will track progress in achieving the new standard sector indicators. These indicators permit the Peace Corps to more accurately gauge its performance and monitor progress in achieving U.S. and host country results. The results will be aggregated across all country programs, allowing the Peace Corps to report on its impact worldwide. The Peace Corps is also incorporating new technology to improve Volunteer performance, along with new training for staff and Volunteers on monitoring and evaluation.

Periodically, as funding permits, the agency conducts targeted impact evaluations to determine and measure the results and impact of the Peace Corps' work. Twenty-four host country impact studies have been completed over the last four years. These studies gather information directly from the host country nationals who live and work with the Volunteers, and they provide critical insight into tangible changes in Volunteers' communities. The three host country impact studies completed in FY 2012 indicated that Peace Corps Volunteers are successfully transferring skills and promoting positive views of Americans. In those studies, 93 percent of host country national participants stated that the training provided by Volunteers enhanced their skills, and 87 percent of participants reported more positive opinions of Americans as a result of their interactions with Volunteers.

Host country impact studies are playing a significant role in advancing evidence-based decision making in the agency and are an important complement to the Focus In/Train Up strategy described above. For example, based in part on the findings of a host country impact study, Peace Corps/Morocco refocused its program. The study results directly informed the decision to phase out the existing health program in Morocco and to instead incorporate health topics into a program focused on youth development.

### *Strategic Partnerships*

With its unique ability to bring about lasting change in hard-to-reach communities, the Peace Corps is an important partner in a number of whole-of-government and interagency development initiatives. Examples of this include the following:

- Under the U.S. government's global health initiative, the Peace Corps works closely with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), and is contributing to PEPFAR's global target of training additional health-care workers by launching the Global Health Service Partnership (see description below). The Peace Corps also supports Saving Mothers, Giving Life, an effort to reduce maternal mortality.
- Through the agency's Stomping Out Malaria in Africa initiative, more than 3,000 Volunteers in 24 countries in Africa will be working to eliminate malaria and advance the President's Malaria Initiative (PMI) by the end of FY 2013.
- Volunteers are promoting sustainable methods for small-scale farmers to increase agricultural productivity, address water shortages, and feed their families. In support of the President's Feed the Future initiative and in partnership with the U.S. Agency for International Development (USAID), the Peace Corps will prepare more than 1,000 Volunteers to address food security needs across the world by 2016 and properly support, monitor, and evaluate their contributions to this initiative.

Through these partnerships, Volunteers are able to maximize the impact of U.S. government development assistance and to ensure that those projects are implemented effectively, owned by the community, and sustained over time. In FY 2014, the Peace Corps will continue and deepen these partnerships and will also seek further strategic partnerships with public and private sector entities that leverage training and programmatic resources and maximize development impact without compromising the agency's independence or mission.

### *Global Health Service Partnership*

In FY 2012, the Peace Corps, in conjunction with PEPFAR and the Global Health Service Corps, launched the Global Health Service Partnership (GHSP), a public-private partnership to place nurses, physicians, and other health professionals as adjunct faculty in medical and nursing schools overseas.

The GHSP will build capacity and improve quality in host country medical and nursing education programs to address the severe human resource gap in health. Under the GHSP, American medical professionals will serve one-year terms as Peace Corps Response Volunteers. These Volunteers will serve as medical or nursing educators, working alongside local faculty counterparts to teach and transfer clinical skills to local students and practitioners. The first Volunteers will begin service at the start of the 2013 academic year in Malawi, Tanzania, and Uganda.

### *Improved Application Process*

The new online Peace Corps application system, which debuted in August 2012, represents a major milestone in the ongoing Volunteer Delivery System redesign project. The redesign project was initiated in 2009 to modernize the business processes and technology utilized by the agency to request, recruit, and select Volunteers for Peace Corps service. As a result, the Peace Corps is able to invite candidates electronically, and applicants are able to log in to the application portal and check their status in the process at any time. The system also allows the agency to communicate with applicants about the medical clearance process rapidly, electronically, and securely.

The implementation of the new application system will reduce paperwork, shorten the application process, improve transparency with applicants, facilitate information exchange between posts and headquarters staff, and improve communication between the Peace Corps and applicants. The medical review and invitation processes have also been improved—reducing medical review costs for the majority of applicants and making it possible to extend invitations to applicants earlier in the process. With the new process, only applicants who have been invited to serve with the Peace Corps are asked to complete the medical clearance process.

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For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501–2523), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$378,800,000, of which \$5,000,000 is for the Office of Inspector General, to remain available until September 30, 2015: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed \$5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed \$4,000 may be available for entertainment expenses: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That notwithstanding the previous proviso, section 614 of division C of Public Law 112-74 shall apply to funds appropriated under this heading.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2014



## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Request
<b>DIRECT VOLUNTEER OPERATIONS</b>			
<b>Overseas Operational Management</b>			
Office of Global Operations	1,000	1,100	1,200
Africa	80,400	86,200	85,900
Europe, Mediterranean, and Asia	54,800	59,200	63,900
Inter-America and Pacific	63,800	66,500	69,900
Peace Corps Response	2,600	4,000	5,700
Overseas Program and Training Support	4,800	6,400	7,700
Office of Global Health and HIV	500	900	900
<b>Subtotal, Overseas Operational Management</b>	<b>207,900</b>	<b>224,300</b>	<b>235,200</b>
<b>Overseas Operational Support</b>			
Office of Volunteer Recruitment and Selection	16,200	18,400	18,500
Office of Health Services	9,100	13,000	13,100
Office of Victim Advocacy	100	500	500
Medical Services Centrally Shared Resources	13,600	13,300	13,400
Centrally Processed Overseas Equipment and Supplies	3,400	2,800	5,300
Office of Strategic Partnerships	1,000	1,500	1,500
Volunteer Readjustment Allowance	27,800	27,000	27,000
Federal Employees' Compensation Act	13,500	14,100	14,200
Reimbursements to Department of State	8,700	14,000	14,000
<b>Subtotal, Overseas Operational Support</b>	<b>93,400</b>	<b>104,600</b>	<b>107,500</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS</b>	<b>301,300</b>	<b>328,900</b>	<b>342,700</b>
<b>VOLUNTEER OPERATIONS SUPPORT SERVICES</b>			
<b>Third Goal Programs</b>	<b>1,500</b>	<b>1,800</b>	<b>1,800</b>
<b>Agency Administration</b>			
Acquisitions and Contracts	1,400	2,000	2,100
Communications	2,300	2,600	2,600
Congressional Relations	400	500	500
Director's Office	4,000	4,200	4,400
General Counsel	1,900	2,000	2,100
Office of the Chief Financial Officer	11,000	12,400	12,500
Office of the Chief Financial Officer Centrally Managed Resources	8,800	9,700	10,000

(continued)

## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of the Chief Information Officer	11,200	12,500	12,600
Office of the Chief Information Officer Centrally Managed Resources	5,300	8,600	8,600
Office of Management	5,800	6,400	6,500
Office of Management Centrally Managed Resources	12,900	13,100	13,500
Office of Strategic Information, Research, and Planning	1,300	1,500	1,500
Safety and Security	2,100	3,500	3,600
Safety and Security Centrally Managed Resources	1,400	1,900	2,000
<b>Subtotal, Agency Administration</b>	<b>69,800</b>	<b>80,900</b>	<b>82,500</b>
<b>SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES</b>	<b>71,300</b>	<b>82,700</b>	<b>84,300</b>
<b>SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL</b>	<b>372,600</b>	<b>411,600</b>	<b>427,000</b>
Inspector General <sup>/1</sup>	4,400	5,000	5,000
<b>GRAND TOTAL, AGENCY</b>	<b>377,000</b>	<b>416,600</b>	<b>432,000</b>

<sup>/1</sup>Pursuant to the requirements of Section 6(f)(1) of the Inspector General Act of 1978, the FY 2014 request for Office of Inspector General (OIG) is \$5,000,000 in the aggregate for OIG operations; of which \$58,100 is for training and \$14,000 (.28 percent of \$5,000,000) is to support the Council of the Inspectors General on Integrity and Efficiency.

## Peace Corps Resource Summary

(in millions of dollars)

AVAILABLE RESOURCES	FY 2012 Actual	FY 2013 Estimate	FY 2014 Request
Unobligated balance carried forward, start of year	47	58	36
New budget authority (gross)	375	377	379
Recoveries of prior year unpaid obligations	8	8	8
Spending Authority from offsetting collections	14	18	18
<b>Total budgetary resources available for obligation</b>	<b>444</b>	<b>461</b>	<b>441</b>
<b>RESOURCES USED</b>			
Total Direct Obligations	377	416	432
Reimbursable program activity	9	9	9
<b>Total New Obligations</b>	<b>386</b>	<b>425</b>	<b>441</b>
<b>Unobligated balance carried forward, end of year</b>	<b>58</b>	<b>36</b>	<b>0</b>

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2014**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
<b>1962</b>	540,000	540,000	530,000	3,699	N/A
<b>1963</b>	63,750	63,750	59,000 <sup>c/</sup>	4,969	N/A
1964	102,000	108,000	95,964 <sup>c/</sup>	7,720	N/A
<b>1965</b>	115,000	115,000	104,100 <sup>c/</sup>	7,876	N/A
<b>1966</b>	115,000	125,200	114,000	9,216	N/A
<b>1967</b>	110,000	110,500	110,000	7,565	N/A
<b>1968</b>	115,700	124,400	107,500	7,391	N/A
<b>1969</b>	112,800	112,800	102,000	6,243	N/A
<b>1970</b>	98,450	109,800	98,450	4,637	N/A
<b>1971</b>	94,500	98,800	90,000	4,686	N/A
<b>1972</b>	77,200	71,200	72,500	3,997	6,632
<b>1973</b>	88,027	88,027	81,000	4,821	6,194
<b>1974</b>	77,000	77,000	77,000	4,886	6,489
<b>1975</b>	82,256	82,256	77,687	3,296	6,652
<b>1976</b>	88,468	80,826	81,266	3,291	5,825
<b>Transition Qtr</b>	27,887	25,729	24,190	—	—
<b>1977</b>	81,000	67,155	80,000	4,180 <sup>d/</sup>	5,590
<b>1978</b>	87,544	74,800	86,234	3,715	6,017
<b>1979</b>	112,424	95,135	99,179	3,327	5,723
<b>1980</b>	105,000	105,404	99,924	3,108	5,097
<b>1981</b>	118,531	118,800	105,531	2,729	4,863
<b>1982</b>	105,000	121,900	105,000	2,862	4,559
<b>1983</b>	105,000	97,500	109,000	2,988	4,668
<b>1984</b>	115,000	108,500	115,000	2,781	4,779
<b>1984/5 Supp</b>	2,000	2,000	2,000	—	—
<b>1985</b>	128,600	115,000	128,600	3,430	4,828
<b>1986</b>	130,000	124,400	124,410 <sup>e/</sup>	2,597	5,162
<b>1987</b>	137,200	126,200	130,760	2,774	4,771
<b>1987/8 Supp</b>	7,200	—	7,200	—	—
<b>1988</b>	146,200	130,682	146,200	3,360	4,611
<b>1989</b>	153,500	150,000	153,500	3,218	5,214
<b>1990</b>	165,649	163,614	165,649 <sup>f/</sup>	3,092	5,241
<b>1991</b>	186,000	181,061	186,000	3,076	4,691
<b>1992</b>	—	200,000	197,044	3,309	4,927
<b>1993</b>	218,146	218,146	218,146	3,590	5,414
<b>1994</b>	219,745 <sup>g/</sup>	219,745	219,745 <sup>h/</sup>	3,541	5,644
<b>1995</b>	234,000	226,000	219,745 <sup>i/ j/</sup>	3,954	5,884
<b>1996</b>	—	234,000	205,000 <sup>k/ m/</sup>	3,280	6,086
<b>1997</b>	—	220,000 <sup>l/</sup>	208,000 <sup>n/</sup>	3,607	5,858
<b>1998</b>	—	222,000	222,000 <sup>o/</sup>	3,551	5,757
<b>1999</b>	—	270,335	240,000 <sup>p/</sup>	3,835	5,729

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2014**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
<b>2000</b>	270,000 <sup>q/</sup>	270,000	245,000 <sup>r/</sup>	3,919	7,164
<b>2001</b>	298,000	275,000	267,007 <sup>s/ u/</sup>	3,191	6,643
<b>2002</b>	327,000	275,000	278,700 <sup>w/ v/</sup>	4,047 <sup>w/</sup>	6,636
<b>2003</b>	365,000	317,000	297,000 <sup>x/</sup>	4,411	7,533
<b>2004</b>	—	359,000	310,000 <sup>y/</sup>	3,812	7,733
<b>2005</b>	—	401,000	320,000 <sup>z/</sup>	4,006	7,810
<b>2006</b>	—	345,000	322,000 <sup>aa/ab</sup>	4,015	7,628
<b>2007</b>	—	336,642	319,700 <sup>ac/</sup>	3,964	7,875
<b>2008</b>	—	333,500	333,500 <sup>ad/</sup>	3,821	7,622
<b>2009</b>	—	343,500	340,000	3,496	7,332
<b>2010</b>	—	373,440	400,000	4,429	8,256
<b>2011</b>	—	446,150	375,000 <sup>ae/</sup>	3,813	8,460
<b>2012</b>	—	439,600	375,000	3,177	7,315
<b>2013</b>	—	374,500	—	3,200 <sup>est</sup>	6,970 <sup>est</sup>
<b>2014</b>	—	378,800	—	3,600 <sup>est</sup>	7,310 <sup>est</sup>

## Notes:

- a/ Starting in FY 1992, funds to remain available for two years.
- b/ For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through Peace Corps' appropriation.
- c/ Includes reappropriated funds in 1963 (\$3.864 million), 1964 (\$17 million) and 1965 (\$12.1 million).
- d/ Includes Trainee Input from Transition Quarter.
- e/ Excludes \$5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177).
- f/ Excludes \$2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a \$725,000 reduction related to the Drug Initiative (P.L. 101-167).
- g/ Authorization included report language of a \$15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).
- h/ In addition, the Peace Corps received a transfer of \$12.5 million for assistance to the NIS.
- i/ In addition, the Peace Corps received a transfer of \$11.6 million for assistance to the NIS.
- j/ Appropriation of \$219,745,000 was later reduced by a rescission of \$721,000.
- k/ In addition, the Peace Corps received a transfer of \$13 million for assistance to the NIS. An additional \$1 million of NIS funds, intended for FY 1996, was received in FY 1997.
- l/ In addition, the President requested a transfer of \$5 million for assistance to the NIS.
- m/ Appropriation of \$205 million was later reduced by a rescission of \$296,000.
- n/ In addition, the Peace Corps received a transfer of \$12 million for assistance to the NIS. An additional \$1 million of NIS funds, originally intended for FY 1996 in addition to the \$13 million received that year, was received in FY 1997.
- o/ In addition, the Peace Corps received a base transfer of \$3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.
- p/ Appropriation of \$240 million was later reduced by a rescission of \$594,000. In addition, the Peace Corps received a transfer of \$1,269,000 from Economic Support Funds for security; \$7.5 million from the FY 1999 Emergency Appropriations Act (\$7 million for security and \$500,000 related to the Kosovo conflict); \$6 million from the Central American and Caribbean Disaster Recovery Fund; and \$1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/ Four-year authorization bill by Congress, FY 2000 of \$270 million, FY 2001 of \$298 million, FY 2002 of \$327 million and FY 2003 of \$365 million.
- r/ Appropriation of \$245 million was reduced by a rescission of \$931,000.
- s/ Appropriation of \$265 million was reduced by a rescission of \$583,000.
- t/ The Peace Corps received a transfer of \$2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.
- u/ The Peace Corps received a transfer of \$3.9 million of Emergency Response Fund monies in support of potential future evacuations.
- v/ Appropriation of \$275 million was reduced by a rescission of \$200,000.
- w/ Due to the September 11<sup>th</sup> events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.
- x/ Appropriation of \$297 million was reduced by a rescission of \$1,930,500. OMB later reallocated \$1.2 million in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.
- y/ Appropriation of \$310 million was reduced by a rescission of \$1,829,000.
- z/ Appropriation of \$320 million was reduced by a rescission of \$2.56 million.
- aa/ Appropriation of \$322 million was reduced by a rescission of \$3.22 million.
- ab/ In addition, Peace Corps received \$1.1 million supplemental for Avian Flu Preparedness.
- ac/ Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).
- ad/ Appropriation of \$333.5 million was reduced by a rescission of \$2,701,000.
- ae/ Appropriation of \$375 million was reduced by a rescission of \$750,000.

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OPERATIONAL AREAS



## Direct Volunteer Operations

Direct Volunteer Operations include offices that manage and oversee the recruitment and placement of applicants and provide Volunteer training and support. Direct Volunteer Operations also include components related to overseas post management.

### Overseas Operational Management

#### *Office of Global Operations*

The Office of Global Operations (OGO) provides overarching strategic support and management for the agency's direct Volunteer operations. OGO provides leadership, staffing, and resources to foster alignment, manage development, coordinate programming and training initiatives, and track both the progress and impact of Peace Corps overseas operations. In addition to the Peace Corps' three geographic regions (see below), OGO also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, and Peace Corps Response.

#### *Africa; Europe, Mediterranean, and Asia; and Inter-America and Pacific*

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia; and Inter-America and Pacific. These accounts fund staff overseas who work directly with Peace Corps Volunteers, as well as staff at Peace Corps headquarters who provide general oversight and direction to Peace Corps country programs. These accounts also fund Peace Corps trainees' travel expenses from the United States to their countries of service, training for Volunteers, in-country travel for Volunteers and staff, and return travel for Volunteers after they have completed their service. Additionally, these accounts provide Volunteers with a monthly allowance to cover housing, utilities, household supplies, food, clothing, and transportation.

#### *Office of Global Health and HIV*

The Office of Global Health and HIV (OGHH) provides leadership and direction for all programmatic work by Volunteers in the health sector, including HIV/AIDS prevention. For information on the number of Peace Corps Volunteers working in HIV/AIDS, see Appendix C.

OGHH also coordinates the agency's participation in PEPFAR and the Global Health Initiative (GHI). These efforts include the Global Health Service Partnership, discussed on Page ix, and the assignment of Volunteers to the GHI Saving Mothers, Giving Life effort.

#### *Office of Overseas Programming and Training Support*

The Office of Overseas Programming and Training Support (OPATS) ensures that overseas staff have the training, resources, and guidance needed to prepare Volunteers to meet the three goals of the Peace Corps. OPATS develops global programming and training guidance, standardized training sessions and assessment tools, a knowledge-sharing platform to facilitate information exchange, and standard sector indicators and tools for monitoring, evaluating, and reporting Volunteers' work.

These resources direct and support the work of field staff and Volunteers across five sectors: Agriculture, Community Economic Development, Education, Environment, and Youth in Development. OPATS also supports the agency's six cross-cutting sector programming priorities: Gender Equality and Women's Empowerment, Youth as Resources, Technology for Development, HIV/AIDS, V<sup>2</sup> Volunteerism, and People with Disabilities. A discussion of technical area objectives and examples of Volunteer activities appear in Appendix B.

### ***Peace Corps Response***

Since 1996, Peace Corps Response has recruited and placed nearly 2,000 seasoned professionals in short-term, high-impact assignments in more than 50 countries. Peace Corps Response Volunteers are expected to accomplish concrete deliverables during their assignments, which range from three to 12 months. The program anticipates placing 356 Volunteers in 55 countries in FY 2013.

Peace Corps Response was previously available only to returned Peace Corps Volunteers. However, beginning in January 2012, the Peace Corps expanded the program to offer assignments to highly skilled professionals who have not previously served with the Peace Corps, but who have at least 10 years of relevant experience and the required language and technical skills.

## **Overseas Operational Support**

### ***Office of Volunteer Recruitment and Selection***

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment process, from prospect inquiry to pre-departure orientation. VRS includes the Office of Diversity Recruitment and National Outreach, which seeks to attract and retain diverse applicants; the Peace Corps' regional recruitment offices, which promote public interest in the agency and assist candidates during the initial stages of the application process; and the Placement Office, which assesses applicants' skill level, eligibility, and suitability for Peace Corps service.

Immediately before departing for Peace Corps service, all trainees participate in a U.S.-based pre-departure orientation coordinated by the Staging Unit, also located in VRS. For more information on the Peace Corps application process and phases of Volunteer service, see Appendix E.

### ***Office of Health Services***

The Office of Health Services (OHS, formerly the Office of Volunteer Support) provides medical support for Volunteers, medical screening and clearance of applicants, and assistance for returned Volunteers with continuing and service-related medical or mental

health problems. Additionally, OHS provides initial and ongoing training for overseas medical staff and contractors. Sub-offices of OHS include the Office of Medical Services (OMS) and the Counseling and Outreach Unit (COU).

OMS supports medical care for Volunteers through the services of dedicated headquarters and overseas staff. To achieve this mission, OMS supports a comprehensive, accountable, and high-quality Volunteer health-care program. OMS includes the Pre-Service Unit, which provides medical screening of applicants; the In-Service Unit, which provides medical care to currently serving Volunteers; and the Post-Service Unit, which provides support to returned Volunteers. OMS is also responsible for agency medical quality assurance and improvement activities, the selection and management of all Peace Corps medical officers assigned to overseas posts, and the supervision of regional medical officers and regional medical hubs.

COU assists posts in the management of Volunteer mental health and adjustment issues, provides consultation and support to posts related to staff and peer support training, and provides support to Volunteers and their families during crises or emergencies.

### ***Office of Victim Advocacy***

The Peace Corps is committed to providing all Volunteers who have been the victim of a crime with a compassionate, coordinated, and supportive response. The Office of Victim Advocacy ensures that each Volunteer is made aware of and receives access to services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes. The office also helps to develop and update the Peace Corps sexual assault policy and the sexual assault risk reduction and response training program.

### ***Medical Services Centrally Shared Resources***

These are direct Volunteer medical expenses outside of those accrued in each post's health unit. These costs include travel and care during medical evacuation to regional centers or to the United States, as well as contracts for services related to the care of Volunteers. They also include one month of after-service health insurance for returned Volunteers, as well as support

to Volunteers who must travel to their home of record for family emergencies.

### ***Centrally Processed Overseas Equipment and Supplies***

Overseen by the Office of Management, this account funds the purchase of supplies (medical kits, eye-glasses, mosquito nets, etc.) for Volunteers and vehicles to support Volunteers.

### ***Office of Strategic Partnerships***

The Office of Strategic Partnerships comprises three sub-offices:

The Office of Intergovernmental Affairs and Global Partnerships (IGAP) builds and maintains relationships and partnerships with other U.S. government agencies, nongovernmental organizations (NGOs), corporations, and multilateral organizations. Currently, IGAP coordinates and supports 22 global partnerships.

The Office of Gifts and Grants Management (GGM) builds and supports a donor base for the Peace Corps Partnership Program. The partnership program allows Peace Corps Volunteers and their host communities to obtain private support for small-scale development projects. In FY 2012, the partnership program received donations from 13,615 donors, totaling \$2,473,622. These funds were applied to 969 community-initiated projects in 62 countries. GGM also manages the solicitation and acceptance of monetary gifts to support the Peace Corps mission.

The Office of University and Domestic Partnerships (UDP) establishes and maintains relationships

with human service organizations and higher education institutions in the United States. For a list of the Peace Corps' university partners, see Appendix G. UDP also supports the agency's partnerships with 19 domestic organizations, including the Corporation for National and Community Service and Teach for America.

### ***Volunteer Readjustment Allowance***

An allowance of \$275 per month of service (\$375 per month for a Volunteer's third year of service and for Peace Corps Response Volunteers) is provided to Volunteers upon termination of service to assist them when they return to the United States.

### ***Federal Employees' Compensation Act***

Under the Federal Employees' Compensation Act, the Peace Corps reimburses the Department of Labor for disability payments and medical costs for returned Volunteers and staff who experience service-related injuries or sickness. The vast majority of these costs relate to Volunteers' claims; staff claims are minimal.

### ***Reimbursements to the U.S. Department of State***

These are payments the Peace Corps makes to the U.S. Department of State through International Cooperative Administrative Support Services (ICASS) for administrative support. Some financial management support is also included through these payments, although the Peace Corps has directly provided financial management support to its overseas posts since the end of FY 1998.



## Volunteer Operations Support Services

Volunteer operations support services include standard components found in the administration of most federal agencies, such as administration and human resources, public outreach, and budgeting and acquisition. In addition to typical functions, such offices at the Peace Corps have the goal of supporting Volunteers in the field in order to achieve the Peace Corps mission and its three goals.

### *Office of Third Goal and Returned Volunteer Services*

The Office of Third Goal and Returned Volunteer Services supports initiatives that help achieve the Peace Corps' Third Goal: to help promote a better understanding of other peoples on the part of Americans.

The Returned Volunteer Services program develops and implements career and transition support services that help returned Peace Corps Volunteers transition back to the United States, including job bulletins and regional, national, and online career conferences and events.

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program (WWS), which helps U.S. schoolchildren better understand the people and culture of other countries. The WWS website offers educators and students free, online curriculum materials and multimedia resources that highlight Volunteer experiences and projects. Returned Peace Corps Volunteers can also share their Peace Corps experiences through the WWS Speakers Match program by visiting and speaking in elementary, secondary, and post-secondary schools in their communities. In FY 2012, more than 585 returned Volunteers visited schools across the United States to share their experiences.

### *Office of Acquisitions and Contract Management*

The Office of Acquisitions and Contract Management

(OACM) is responsible for all forms of procurement and assistance, including contracting, simplified acquisitions, contract administration, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements/grants. The office also provides policy and procurement support to Peace Corps staff and Volunteers. OACM staff members are primarily contract specialists, policy analysts, and overseas support specialists who are responsible for a variety of operational and support contracting activities, including acquisition planning; contract review, award, administration, and closeout; and policies and procedures development. The office is also responsible for contractor performance monitoring and suspension and debarment determinations.

### *Office of Communications*

The Office of Communications manages all official agency communications, including press relations and social media, marketing, video production and photography, publications, design, printing, editorial support, and the website ([peacecorps.gov](http://peacecorps.gov)). The office's primary responsibilities are to communicate internally and to the public the agency's priorities, to inform the public about the Peace Corps and the work of Volunteers, and to support recruitment. The office advises internal departments and produces many of the tools used to reach key external audiences, including applicants and their families, returned Peace Corps Volunteers, partner organizations, and other stakeholders.

### *Office of Congressional Relations*

The Office of Congressional Relations develops the Peace Corps' legislative strategy, coordinates activities related to all legislative issues and interests, and serves as the official liaison between the Director of the Peace Corps and members of Congress and congressional staff.

### ***Director's Office and Associated Offices***

The Office of the Director provides executive-level direction to the Peace Corps, overseeing its programs and activities and establishing agency policy in accordance with the three goals of the Peace Corps, in addition to ensuring compliance with the Peace Corps Act. The Director's Office includes the Office of Civil Rights and Diversity, the Office of Innovation, and the Office of the Chief Compliance Officer.

### ***Office of the General Counsel***

The Office of the General Counsel provides legal and policy advice and services to the Director and overseas and domestic staff.

### ***Office of the Chief Financial Officer***

The Office of the Chief Financial Officer oversees all financial management activities relating to the programs and operations of the agency, maintains an integrated budget accounting and financial management system, provides financial management policy guidance and oversight, and monitors the financial formulation of the agency budget and the financial execution of the budget in relation to actual expenditures.

### ***Office of the Chief Financial Officer Centrally Managed Resources***

These resources are primarily for staff costs, such as unemployment compensation, severance pay, terminal leave payments, and overseas staff medical evacuation, and also include foreign currency fluctuation.

### ***Office of Management***

The Office of Management provides administrative, logistics, human resources management, and general operations support to all headquarters offices, regional recruiting offices, and the agency's field posts.

The Office of Management includes a number of sub-offices. The Office of Human Resources Management carries out the range of personnel support functions, including staff recruitment and hiring, position classification, performance management, pay and compensation, and employee and labor

relations. The Office of Administrative Services handles facilities management, mail distribution, travel, transportation, and shipping, medical supplies acquisition and distribution, overseas vehicle procurement, and domestic vehicle fleet procurement and management. The Freedom of Information Act/Privacy Act/Records Management Office ensures agency compliance with the law and applicable guidelines in these specific areas.

### ***Office of Management Centrally Managed Resources***

These funds are used to pay the cost of Peace Corps' leases for the headquarters building and the regional recruiting offices, mailroom service, warehousing, and bulk medical equipment.

### ***Office of the Chief Information Officer***

The Office of the Chief Information Officer (OCIO) is responsible for enterprise technology architecture, the development of agency information technology policies and practices, agency applications, communications, and network connectivity technology. OCIO also works to continually modernize the agency's global IT infrastructure necessary to connect headquarters, domestic recruiting operations, and overseas posts. OCIO acquires and manages technology assets, delivers IT customer support using customer relationship managers and service desks, trains and supports overseas post IT specialists, and builds and operates application systems solutions.

### ***Office of the Chief Information Officer Centrally Managed Resources***

These funds include the costs of domestic and overseas equipment and contracted services for telecommunications, data center operations, computing environments, network operations, software licensing, and Peace Corps' disaster recovery site.

### ***Office of Strategic Information, Research, and Planning***

The mission of the Office of Strategic Information, Research, and Planning (OSIRP) is to advance evidence-based management of the Peace Corps by guiding agency strategic planning, enhancing

the stewardship and governance of agency data, strengthening measurement and evaluation of agency performance and programs, and helping shape agency engagement on certain high-level, governmentwide initiatives. Through these efforts, OSIRP seeks to improve performance and to link performance to strategic planning and allocation of agency resources.

### ***Office of Safety and Security***

The mission of the Office of Safety and Security (SS) is to ensure a safe and secure operating environment for Peace Corps Volunteers and staff, both in the United States and overseas.

The Overseas Operations division oversees the overall safety and security programs at posts, which includes ensuring the physical security of Peace Corps offices and U.S. staff residences, threat analysis, and managing the agency's incident reporting system. SS also coordinates with host country law enforcement and other federal agencies, as appropriate, to support the investigation and prosecution of crimes against Volunteers. The office coordinates closely with the Office of Global Operations to ensure the proper management of security programs.

Much of the direct support to posts overseas is provided by the 10 regionally based Peace Corps safety and security officers. The officers act as security advisors for country directors and provide training; threat assessment; physical security guidance; and crisis management, response, and support to Volunteers who have been victims of crime. SS

also provides technical oversight and professional development for safety and security staff assigned to posts and the regions.

The Domestic Operations division coordinates security for the Peace Corps headquarters building and the regional recruiting offices, leads the agency's Continuity of Operations program and Occupant Emergency Plan, and manages the Personnel and Information Security programs.

### ***Safety and Security Centrally Managed Resources***

These resources are primarily for domestic security guard contracts with the Department of Homeland Security and for personnel security expenses such as federal suitability reviews and background investigations. Crime response funds, which can be directed to any part of the world where crimes against Volunteers require a swift response, are also managed within this account.

### ***Office of Inspector General***

The Office of the Inspector General (OIG) provides independent oversight in accordance with the Inspector General Act of 1978, as amended. Through audits, evaluations, and investigations, the OIG prevents and detects waste, fraud, abuse, and mismanagement; provides advice and assistance to agency management; and promotes efficiency, effectiveness, and economy in agency programs and operations. Please see Appendix O for the Office of the Inspector General's budget request.

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OVERSEAS OPERATIONS

**Peace Corps 2014 Congressional Budget Justification  
Volunteers and Program Funds**

<i>Regions</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2013</i>	<i>FY 2014</i>
Africa	2,730	2,720	86,200	85,900
Europe, Mediterranean, and Asia	2,070	2,230	59,200	63,900
Inter-America and Pacific	1,960	2,060	66,500	69,900
<b>SUBTOTAL, COUNTRY PROGRAMS</b>	<b>6,760</b>	<b>7,010</b>	<b>211,900</b>	<b>219,700</b>
Peace Corps Response	210	300	4,000	5,700
<b>GRAND TOTAL</b>	<b>6,970</b>	<b>7,310</b>	<b>215,900</b>	<b>225,400</b>

**Volunteers and Program Funds by Post**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2013</i>	<i>FY 2014</i>
Albania	80	80	2,300	2,500
Armenia	90	80	2,400	2,400
Azerbaijan	130	160	2,900	3,800
Belize	20	40	1,900	2,700
Benin	120	110	4,400	4,100
Botswana	50	40	2,200	1,800
Bulgaria	0	0	1,600	0
Burkina Faso	120	140	4,400	5,200
Cambodia	110	110	2,400	2,600
Cameroon	210	200	5,000	4,800
Cape Verde	0	0	900	0
China	150	170	3,200	3,900
Colombia	80	80	2,700	2,700
Costa Rica	130	120	3,500	3,200
Dominican Republic	160	180	4,400	5,100
Eastern Caribbean	50	50	2,900	3,000

\* See Note b, Page 7

**Peace Corps 2014 Congressional Budget Justification  
Volunteers and Program Funds**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2013</i>	<i>FY 2014</i>
Ecuador	120	120	4,100	4,000
El Salvador	40	60	2,300	3,500
Ethiopia	170	170	3,500	3,600
Fiji	50	70	2,000	2,800
Gambia, The	90	80	2,200	2,000
Georgia	80	90	2,500	3,100
Ghana	140	140	3,600	3,700
Guatemala	80	110	3,900	4,800
Guinea	100	110	2,900	3,200
Guyana	60	60	2,500	2,500
Honduras	0	0	1,600	1,500
Indonesia	100	110	3,300	3,800
Jamaica	50	50	3,100	3,100
Jordan	50	40	2,400	2,200
Kenya	80	90	3,200	3,600
Kyrgyz Republic	80	100	2,100	2,900
Lesotho	60	60	2,600	2,700
Liberia	80	90	2,600	3,000
Macedonia	110	120	2,600	3,100
Madagascar	130	130	3,200	3,300
Malawi	80	80	3,100	3,100
Mali	0	50	3,800	4,500
Mexico	80	90	2,500	3,000
Micronesia	40	40	1,800	1,700
Moldova	120	130	3,000	3,500
Mongolia	140	160	3,600	4,400
Morocco	220	190	5,000	4,800
Mozambique	160	160	3,200	3,300
Namibia	100	80	3,100	2,600

\* See Note b, Page 7

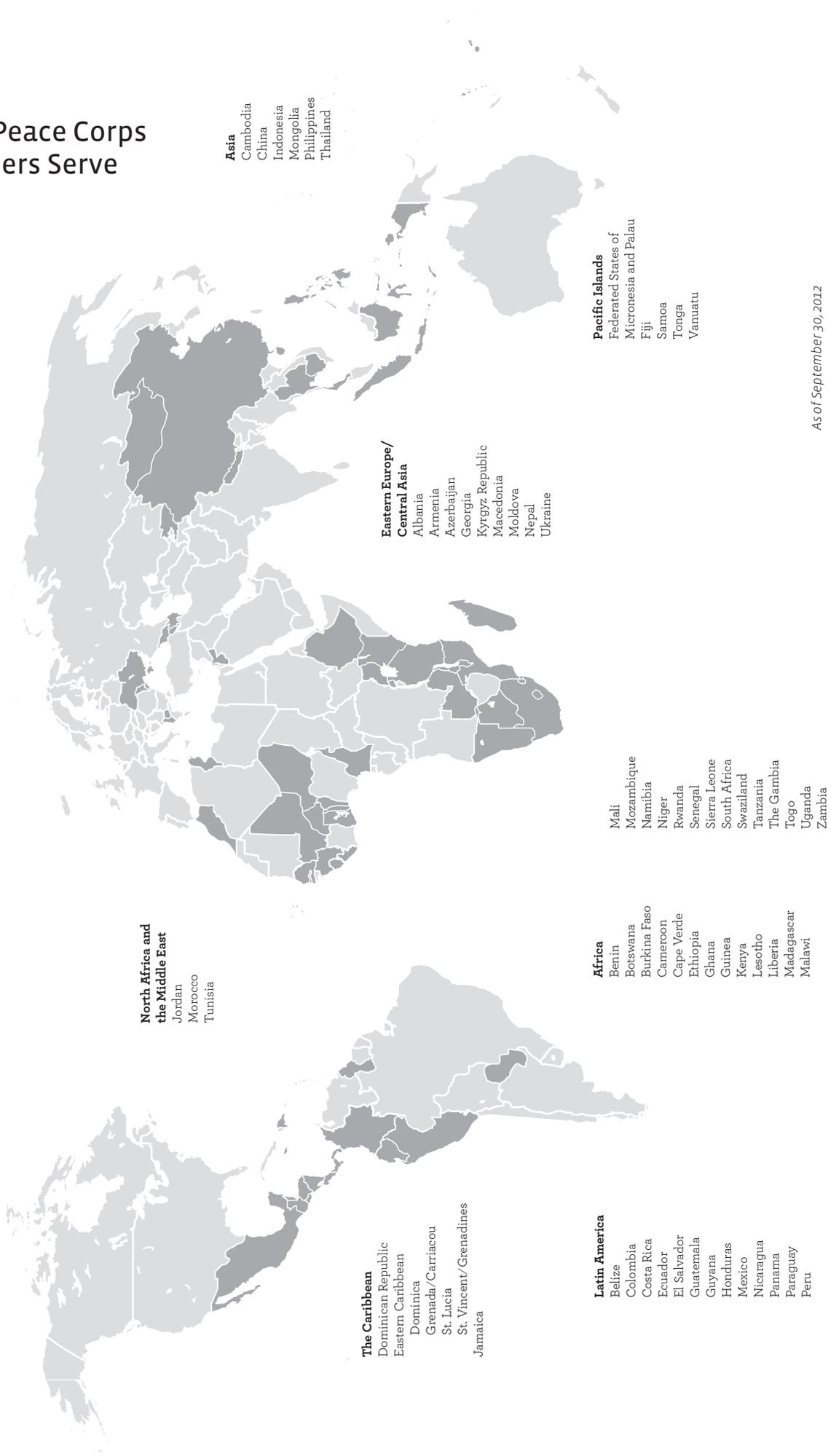
**Peace Corps 2014 Congressional Budget Justification  
Volunteers and Program Funds**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30*</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2013</i>	<i>FY 2014</i>
Nepal	50	100	2,200	3,700
Nicaragua	180	180	4,200	4,200
Panama	210	190	4,700	4,300
Paraguay	230	240	5,100	5,300
Peru	260	250	5,800	5,500
Philippines	150	180	4,200	5,400
Romania	0	0	1,600	0
Rwanda	70	90	2,400	3,200
Samoa	20	30	1,400	2,200
Senegal	290	280	5,800	5,700
Sierra Leone	90	100	2,900	3,300
South Africa	110	90	4,900	4,100
Suriname	0	0	1,400	0
Swaziland	50	40	2,300	1,900
Tanzania	120	110	3,200	3,000
Thailand	90	100	3,100	3,700
Togo	100	80	3,000	2,500
Tonga	30	40	1,700	2,300
Tunisia	30	60	2,600	3,000
Turkmenistan	0	0	800	0
Uganda	60	80	2,600	3,500
Ukraine	290	250	5,400	5,100
Vanuatu	70	60	3,000	2,500
Zambia	150	120	5,200	4,200
<b>TOTAL</b>	<b>6,760</b>	<b>7,010</b>	<b>211,900</b>	<b>219,700</b>

\* See Note b, Page 7

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# Where Peace Corps Volunteers Serve



As of September 30, 2012

**Sahel**

The Gambia, Mali, Senegal

**Coastal West and Central Africa**

Benin, Burkina Faso, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo

**Eastern Africa**

Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda

**Southern Africa**

Botswana, Lesotho, Namibia, South Africa, Swaziland, Zambia



AFRICA REGION

## *Africa Region*

Since 1961, more than 73,000 Peace Corps Volunteers have served throughout Africa. At the end of FY 2012, 3,471 Volunteers were working in 27 countries in the region, which includes some of the poorest countries in the world. In West Africa, half the population lives on \$1.25 per day, while in East and Southern Africa, about 40 percent of the population is classified as poor. Because of the value attached to the work of Volunteers, the Peace Corps receives strong support from African host countries, including cash contributions from governments and in-kind contributions from communities and local partners, which provide almost 100 percent of Volunteer housing.

Programs in Africa cover all six of the agency's program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Because Volunteers serve primarily in rural areas and are able to reach "the last mile," they work on several critical global development challenges, including the following:

- **HIV/AIDS:** Over 23 million people in Sub-Saharan Africa live with HIV/AIDS. About 60 percent of them are women, and there are almost 1.5 million new cases annually. About 15 million African children have lost parents due to AIDS.
- **Malaria:** A child in Africa dies every minute and over 600,000 Africans die annually from this preventable and treatable disease.
- **Food Security:** Over 200 million people in sub-Saharan Africa are chronically hungry, and the Sahel and Horn of Africa regions in West and East Africa are experiencing their worst food crises in years.

The Peace Corps works closely with other agencies in a whole-of-government manner to tackle these problems: with the PEPFAR country teams on HIV/AIDS, with the President's Malaria Initiative on malaria, and with USAID on Feed the Future/food security.

The Peace Corps is also advancing the Global Health Initiative's Saving Mothers, Giving Life effort, which aims to reduce maternal deaths by 50 percent in targeted countries in 12 months, in order to save at least 250,000 mothers' lives over five years. In Zambia, in partnership with the Centers for Disease Control and Prevention (CDC) and USAID, Peace Corps Volun-

teers serve as maternal and neo-natal health advisers for universities and NGOs helping communities to address maternal mortality. In Uganda, Volunteers work with village support groups focusing on improving the health of mothers.

In addition to French and Portuguese, the Peace Corps teaches Volunteers in Africa more than 120 local languages, plus sign language in Kenya (see Appendix D for details).

### *Examples of Peace Corps Volunteers' accomplishments in Africa:*

#### **Ghana—Transferring skills and promoting positive views of Americans**

A host country impact study completed in FY 2012 indicated that Peace Corps Volunteers in Ghana are successfully transferring skills and promoting positive views of Americans. Eighty-eight percent of Ghanaian participants stated that the training provided by Volunteers enhanced their skills, and 95 percent of participants reported more positive opinions of Americans as a result of their interactions with Volunteers.

#### **Senegal—Enhancing food production**

In Senegal, the Peace Corps Feed the Future collaboration with USAID has provided tangible results for farmers and families. Peace Corps/Senegal has established a network of 35 private demonstration farms across the country, run by respected local farmers who receive technical advice from Peace Corps Volunteers and share what they have learned with their neighbors. These farmers help to spread simple, sustainable, and cost-effective techniques that have doubled cowpea production and increased corn yields by 400 percent over the national average.

Together with more than 4,000 Senegalese counterparts, Peace Corps Volunteers planted 344,000 trees in Senegal in 2012, including fruit trees for nutrition and income, trees to provide live fencing to keep animals out of fields, nitrogen-fixing trees to improve crop yields, and trees to provide windbreaks and shade against the severe Sahelian climate. The 35 demonstration farms also provide a source for high-quality, grafted fruit trees that can provide fruit with double or triple the value of local species. Volunteers trained 495

### ***Stomping Out Malaria in Africa***

As trusted partners in their communities, Peace Corps Volunteers are able to introduce the local development and behavior changes that are key to combating malaria in Africa. Several new technologies for malaria prevention, testing, and treatment have made it easier to prevent illness and deaths.

- Long-lasting insecticide-treated bed nets can prevent mosquitoes from biting sleeping children, but only if they are distributed to every family, are consistently used, and are repaired when necessary.
- New and inexpensive rapid diagnostic tests can determine if a fever is malaria, but this information is only useful if people are tested soon after falling ill.
- Medicine to treat malaria is highly effective, curing almost all malaria cases, but only if the treatment is given on time.

In promoting access to and effective use of each of these improved technologies, Peace Corps Volunteers are helping to save lives across the African continent.

In April 2011, the Peace Corps, with support from the President's Malaria Initiative (PMI), launched the Stomping Out Malaria in Africa program. The program builds on the success of the Peace Corps/Senegal malaria prevention program, which helped reduce Senegal's child mortality rate more than that of any other African country in the last five years. Malaria prevalence dropped by nearly 50 percent in the region of Senegal where the Peace Corps has been most active in malaria prevention, which played a significant role in

reducing the overall child mortality rate.

As part of Stomping Out Malaria in Africa, over the past year and a half, the Peace Corps has created a Malaria Team made up of staff and select Volunteers from 24 Peace Corps posts in Africa. Many of the team members are current Volunteers who have extended their Peace Corps service or returned Peace Corps Volunteers serving through Peace Corps Response.

All of the Malaria Team members have participated in a 10-day Malaria Boot Camp at the Peace Corps training center in Senegal. The Boot Camp leverages Internet-based communication technologies to bring participants into the global malaria prevention community with online teachers from institutions such as The Johns Hopkins University and the Centers for Disease Control and Prevention. This world-class expertise is combined with practical, hands-on field experiences to deliver an interactive curriculum in malaria prevention strategies.

Boot Camp graduates become a part of the extended Malaria Team, linked by regular communication, support, and learning through online discussion forums and electronic knowledge-sharing. Malaria Team members partner with PMI staff, national malaria control agencies, and malaria-focused nonprofits, linking them to Volunteers in the field who can help carry out malaria prevention, diagnosis, and treatment-seeking education campaigns at the community level. By the end of FY 2013, all 3,000-plus Volunteers in the 24 target African posts will have been trained in and will be contributing to malaria prevention activities.

tree farmers in 2012 in how to use advanced grafting techniques to help spread these high-value varieties to fields in every community in Senegal.

### **Zambia—Generating income through fish farming**

In collaboration with three NGOs and six ministry offices, a Volunteer worked with farmers in Zambia

to raise revenue through fish farming, overseeing the construction of 60 fish ponds totaling over 18,000 square meters, in a local area that had no prior experience with aquaculture. More than 800 kilograms of fish have been sold at a market value of \$2,400.

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# EUROPE, MEDITERRANEAN, AND ASIA REGION

<b>Balkans and North Africa</b>	Albania, Republic of Macedonia, Morocco, Tunisia
<b>Central and Eastern Europe</b>	Moldova, Ukraine
<b>Middle East and the Caucasus</b>	Armenia, Azerbaijan, Georgia, Jordan
<b>Central Asia</b>	Kyrgyz Republic
<b>Asia</b>	Cambodia, China, Indonesia, Mongolia, Nepal, Philippines, Thailand



## *Europe, Mediterranean, and Asia*

Since the Peace Corps was established in 1961, more than 56,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. At the end of FY 2012, EMA had 2,352 Volunteers working in 21 countries.

Volunteers in EMA serve in all six of the agency's six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. In addition, many Volunteers incorporate cross-cutting sector programming priorities such as Gender Equality and Women's Empowerment, HIV/AIDS, and Technology for Development into their work with communities, schools, clinics, businesses, local NGOs, municipal governments, and universities.

Education remains the largest sector in the EMA region, with classroom-based Teaching English as a Foreign Language (TEFL) the primary activity. Volunteers are part of national and local efforts to strengthen capacities in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

Through a new Feed the Future project and cross-cutting work in other sectors, the EMA region contributes to whole-of-government efforts to improve food security for the most vulnerable populations in targeted communities. Volunteers work to help communities to improve agricultural productivity as well as nutrition, hygiene, and sanitation practices.

Volunteers in EMA were trained in more than 20 languages during FY 2012 (see Appendix D for details). Volunteers receive intensive language, cross-cultural, and technical training, which enables them to integrate successfully into the communities where they live and work.

## *Examples of Peace Corps Volunteers' accomplishments in EMA:*

### **Armenia—Developing a mobile phone health service**

Health Volunteers in Armenia helped the Red Cross to develop and implement a mobile phone service using SMS (short message service) to answer anonymous questions about HIV and access to services. Within six months of its launch as a core Red Cross service, it responded to more than 26,000 queries.

### **Republic of Georgia—Preparing local teachers for certification exams**

Peace Corps Response Volunteers were successful in helping to prepare their teacher partners for national teacher certification exams in the Republic of Georgia. Notably, 90 percent of the teachers trained by Volunteers passed their exams compared to 55 percent countrywide.

### **The Philippines—Generating income through recycling**

A Youth in Development Volunteer in the Philippines worked with 20 women in her community to produce wallets and handbags made out of recycled material. The Volunteer coordinated a training program for the women, which took place every Saturday for five weeks. By the end of the training, every woman had produced a small item such as a wallet or purse and was capable of producing bigger bags. Since the training, the women have sold their products at larger craft fairs and in tourist locations throughout the Philippines. The women also meet monthly to compare and showcase new products and discuss ideas.



**Central America**

Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama

**Caribbean**

Dominican Republic, Eastern Caribbean (Dominica, Grenada and Carriacou, St. Lucia, St. Vincent and Grenadines), Jamaica

**South America**

Colombia, Ecuador, Guyana, Paraguay, Peru

**Pacific**

Federated States of Micronesia and Palau, Fiji, Samoa, Tonga, Vanuatu

INTER-AMERICA AND THE PACIFIC REGION

### *Inter-America and Pacific Region*

More than 82,000 Volunteers have served in the Inter-America and Pacific (IAP) Region since the founding of the Peace Corps in 1961. At the end of FY 2012, 2,250 Volunteers were working in 22 posts in 28 nations (some Peace Corps posts cover more than one country).

Volunteers in IAP work in all six agency programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers incorporate information and communication technology, energy and climate change, food security, gender perspectives, host country volunteerism, and HIV/AIDS education into their work. Regardless of assignment, the majority of Volunteers in IAP engage youth in their activities.

Access to basic health care and sanitation systems remains a serious problem for many communities in the IAP region. Volunteers work to improve the health of individuals, families, and schoolchildren by training service providers on basic hygiene, nutrition, disease prevention, and improving access water and sanitation systems. Additionally, they help communities address HIV/AIDS health challenges by integrating HIV/AIDS awareness and prevention messages into their work.

Environmental degradation impacts air and water quality in communities where IAP Volunteers serve. Volunteers engage national and local partners in environmental education and conservation activities and integrate economic development interests with environmental sustainability through ecotourism and eco-business projects.

Youth under age 25 account for over half of the population in most IAP countries. Peace Corps projects target youth in order to develop life and leadership skills and to help them prepare for the world of work. In many countries, Volunteers organize and facilitate leadership camps for boys and girls, presenting sessions on self-esteem, healthy life skills, HIV/AIDS awareness and prevention, leadership, and personal development.

In partnership with the U.S. Department of State, the Peace Corps is extending the reach and impact of the Energy and Climate Partnership of the Americas initiative. Communities in which Peace Corps Volunteers work are receiving small grants to promote increased access to cleaner energy in low-income communities in 10 countries in the Americas: Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua, Panama, Paraguay, and Peru. The Peace Corps is working with host governments and international, national, and local partners to help communities address rural energy poverty through capacity-building, financing options, and small projects. The small-scale projects that Volunteers are working on include improved-efficiency cookstoves, biodigestors, and photovoltaics. Since signing the agreement in August 2010, Peace Corps Volunteers and host country partners have completed 56 workshops and 87 small grant projects.

In addition to Spanish, the Peace Corps provides training in more than 15 languages, enabling Volunteers in the IAP region to effectively live and work at the grassroots level (see Appendix D for details).

*Examples of Peace Corps Volunteers' accomplishments in IAP:*

**Guyana—Developing a literacy instruction and classroom management guide**

Volunteers worked with their counterparts at the regional education district office to develop a step-by-step guide for literacy instruction and classroom management. This collaborative activity was so well received by the Ministry of Education that the government is now distributing the manual to all district-level literacy coordinators and primary-school teachers throughout the country.

**Paraguay—Transferring skills and promoting positive views of Americans**

A host country impact study completed in FY 2012 indicated that Peace Corps Volunteers in Paraguay are successfully transferring skills and promoting

positive views of Americans. Ninety-nine percent of Paraguayan participants stated that the training provided by Volunteers enhanced their skills, and 90 percent of participants reported more positive opinions of Americans as a result of their interactions with Volunteers.

**Peru—Promoting healthy homes**

A Health Peace Corps Volunteer in Peru and her counterparts implemented a Healthy Homes project and provided latrines for 69 families and four educational institutions, thanks to substantial local and provincial government contributions. She also coordinated with local health posts and primary and secondary institutions to execute four community cleanups in which more than 350 community members collected and properly disposed of more than 900 kilograms of waste.



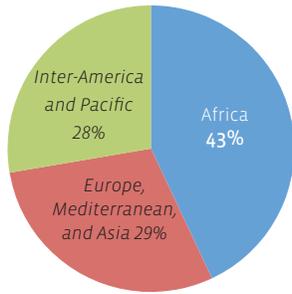
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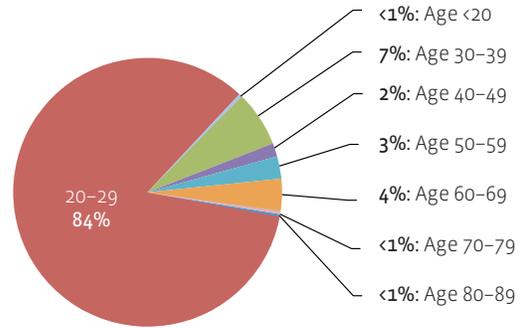
# APPENDIX A: FY 2012 VOLUNTEER STATISTICS

## Volunteer Statistics

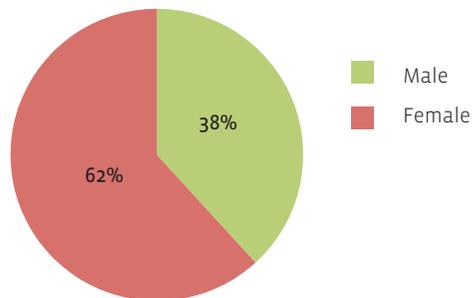
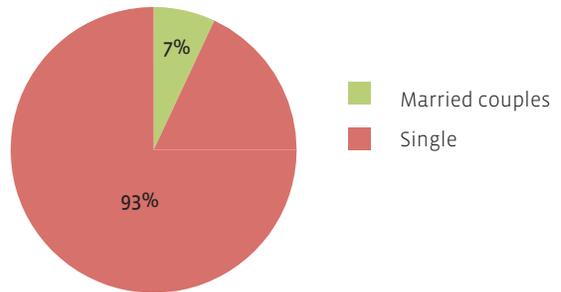
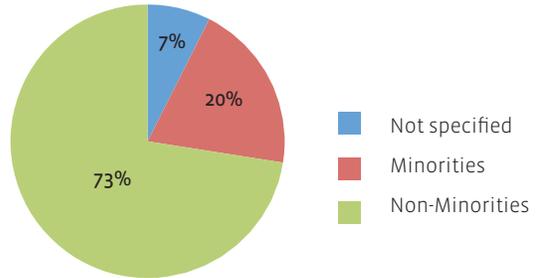
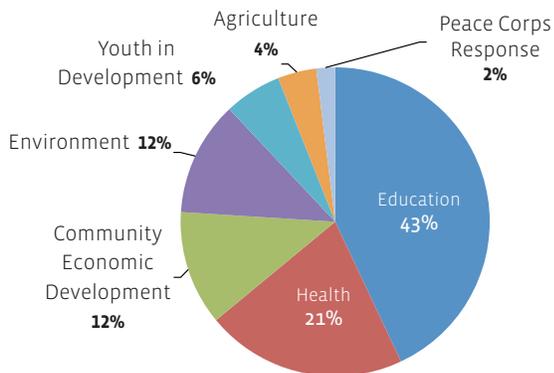
**Percentage of Volunteers by Peace Corps Region**



**Volunteer Profile**



**Percentage of Volunteers by Sector**



All data current as of September 30, 2012.

## APPENDIX B: VOLUNTEER WORK BY SECTOR

### Agriculture

Agriculture Peace Corps Volunteers help host country communities develop their agriculture sectors in order to improve local livelihoods and promote better nutrition. Agriculture projects are designed to promote environmentally sustainable, small-holder farming practices focused on increasing productivity, improving business practices and profitability, and sustaining the natural resource base, including effective soil and water conservation practices.

Agriculture Volunteers provide support and training to local individuals and groups in the use of intensive farming practices and techniques, such as integrated pest management, improved post-harvest management and storage, optimized use of agricultural inputs such as improved seed varieties and organic fertilizer, adoption of improved soil management methods such as no-till cultivation, and the use of more efficient water capture and delivery technologies such as micro-irrigation. Volunteers contribute to climate change preparedness by educating community members, promoting the use of permaculture, and creating sustainable and self-sufficient agricultural systems.

Using the local language, Agriculture Volunteers provide direct assistance to individual farmers and producer groups and use non-formal education and extension methodologies, such as the “lead” farmer approach and the Farmer Field School model promoted extensively by the United Nations Food and Agriculture Organization. Volunteers also support farmers’ business practices and conduct training in basic business and organizational skills, marketing, and value chain analysis. Volunteers systematically include women and youth in their agriculture outreach activities.

At the end of FY 2012, there were 345 Agriculture Peace Corps Volunteers worldwide.

#### Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as soil conservation techniques, crop diversification, and agroforestry strategies
- Expanding the availability of nontraditional crops by promoting vegetable gardening and fruit tree production while raising awareness about their nutritional value

- Increasing knowledge and skills needed for small animal husbandry, including poultry, rabbits, fish, and honey production
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to generate income through fish farming
- Developing farmers’ skill in dry-season gardening, a method that enhances food security and provides income to local communities outside of the growing season, for staple crops

### Community Economic Development

Community Economic Development (CED) Peace Corps Volunteers build the capacity of local residents to take control of their own economic futures. Peace Corps CED projects fall into three areas: organizational development, business development, and personal money management. These areas are adapted to local conditions and priorities and depend on host country development strategies.

In order to enhance organizational development, Volunteers help community-based organizations and national NGOs develop mission statements and bylaws; improve board governance, internal management, and project management; and create strategic plans. Volunteers also work with these organizations to improve their marketing and advocacy campaigns, raise funds and resources, network, improve client services, and put technology to better use.

Additionally, Volunteers train and advise individual entrepreneurs and business managers in business planning, marketing, financial management, product design, distribution, and customer service. They counsel cooperatives; teach business and entrepreneurship workshops, courses, and camps; and coordinate business plan competitions for youth. Volunteers may also work with entire communities to improve market linkages for local businesses, start community-run businesses, and coordinate overall community economic development.

Volunteers engage with their local community to promote personal money management strategies as well.

Volunteers help microfinance institutions improve their outreach to potential clients and provide would-be entrepreneurs access to microfinance services. In communities with few formal banking services, Volunteers work with community members to set up and manage their own savings and loan associations and provide financial literacy training to youth and adults regarding budgeting, savings, financial negotiations, and the safe use of credit.

At the end of FY 2012, there were 985 Community Economic Development Peace Corps Volunteers worldwide.

**Examples of CED Volunteer work:**

- Building the capacity of business owners to use computer technology and the Internet to market products and services
- Organizing youth business plan competitions at the local, regional, and national levels
- Helping artisan cooperatives find new markets for their handmade goods and improve quality control
- Advising women’s groups about the value of saving and the smart use of credit
- Fostering the creation of sustainable, independent community-managed savings and loan associations
- Working with local civil society groups to improve their outreach and implement awareness campaigns
- Creating leadership development opportunities for community members, especially women and youth

**Education**

Education has been the Peace Corps’ largest sector since the agency’s inception more than 50 years ago. Education projects typically include a wide range of activities related to teachers, students, and communities and are linked to national priorities. Volunteers work with local teachers to teach math, science, and information and communication technologies (ICT); English; literacy/numeracy; and girls’ empowerment.

The math, science, and ICT projects focus on middle school or secondary students and include training on how to work in low-resource settings and how to engage students, particularly girls, by using real-life applications of these subjects. Projects promote communities of practice, particularly with other math, science, and ICT teachers, to share teaching and assessment techniques.

The Teaching English as a Foreign Language (TEFL) project focuses on helping host country counterparts

improve their English proficiency, teaching skills, and participation in professional development, which in turn leads to improved English language instruction and increased English proficiency for students. In addition to formal classroom instruction, TEFL Volunteers also participate in various informal activities, such as English camps and clubs, and adult TEFL education.

Education Peace Corps Volunteers focusing on literacy promote improvement of students’ basic literacy and numeracy skills and help teachers develop remedial literacy strategies for students at risk of failing. This work takes place principally in the early primary grades, but also targets students in secondary school, as well as out-of-school youth. Projects emphasize communities of practice, which include students, community members, and parents, addressing how they can support reading and literacy development at home and in community settings.

Volunteers working in girls’ education and empowerment promote gender empowerment and equitable teaching practices. Volunteers start after-school clubs, work with teachers to integrate gender-equitable practices, and provide other support networks through youth programs that include boys.

At the end of FY 2012, there were 3,483 Education Peace Corps Volunteers worldwide.

**Examples of Education Volunteer work:**

- Advising communities in the development of curricula and teaching materials
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects
- Facilitating camps or clubs related to the Volunteer’s teaching focus
- Organizing spelling bees, Model United Nations, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning

- Starting after-school literacy tutoring opportunities, pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools
- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general awareness in the community of children and youth with disabilities

## Environment

Volunteers in the Environment sector collaborate with host country partners to protect the local environment. They respond to deteriorating local conditions by promoting environmental education and awareness, natural resource planning and management, and environmentally sustainable income-generation activities.

Environment Volunteers encourage sustainable natural resource planning and management by teaching others healthy conservation practices, including the production and cultivation of trees to improve soils, conserve water, and protect fields from erosion. Effective management of resources requires the cooperation of local governments, organizations, communities, and individuals. Volunteers work to build the organizational capacity of partners to plan, manage, lead, and advocate for the protection of the local environment. Volunteers help develop income-generation activities that create incentives for conservation of natural resources, such as ecotourism and crafts. They also address the rising pace of deforestation by introducing more fuel-efficient cookstoves in the local communities they serve.

Volunteers are increasingly engaged in environmental education to build awareness and initiate action on environmental issues. Volunteers train local teachers to integrate more interactive, environment-focused teaching methods into their curricula. They also collaborate with schools to promote environmental education through extracurricular activities, including clubs, camps, and awareness campaigns.

At the end of FY 2012, there were 974 Environment Peace Corps Volunteers worldwide.

### Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs

- Combating soil erosion and climate change by planting gardens and establishing tree nurseries in collaboration with local counterparts
- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and excursions and sponsoring special events such as Earth Day
- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems
- Introducing innovative soil fertility and water conservation methods to adapt to an increasingly arid climate
- Promoting income-generating activities, such as sustainable ecotourism
- Slowing rates of deforestation and mitigating the effects of climate change through the introduction of fuel-efficient cookstoves

## Health

More than one-fifth of all Peace Corps Volunteers work as Health Volunteers, making it the second largest sector. Volunteers work with local partners to improve health outcomes in communities where individuals tend to have the least access to health information and services. Volunteers help introduce innovation and technology while also using appropriate resources to address health needs.

The Peace Corps is a fully integrated partner in the implementation of the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). As a result, a growing number of Peace Corps Volunteers work on HIV/AIDS. Volunteers' HIV/AIDS work includes prevention, care, treatment, and support services for people living with HIV and those affected. Additionally, Volunteers support programs targeting orphans and vulnerable children and other at-risk youth. Volunteers also work to support the President's Malaria Initiative (PMI), combating malaria by distributing bed nets and providing education on prevention, diagnosis, and treatment. Volunteers are frequently assigned to health-related NGOs to help increase their technical, managerial, and administrative capacities.

At the end of FY 2012, there were 1,688 Health Volunteers.

### Examples of Health Volunteer work:

- Facilitating health education on nutrition and nutritional rehabilitation

- Promoting hygiene education and pandemic preparedness in communities and schools
- Expanding peer education to urge youth and others to reduce risky behavior
- Disseminating educational information on infectious diseases, including malaria and HIV
- Assisting in promoting maternal and child health services
- Strengthening NGO health-delivery systems through timely vaccination campaigns
- Building the capacity of health and water sanitation committees

### **Youth in Development**

Youth in Development Peace Corps Volunteers prepare and engage young people regarding their family and professional lives. At the heart of all youth development activities, Volunteers and their partners support life skills and leadership development. Youth in Development Volunteers focus on four areas: healthy lifestyles and preparing for family life, youth professional development, active citizenship, and supporting parents and communities.

Volunteers work to develop life skills by promoting self-esteem and positive personal identity; communication, decision-making, and goal-setting skills; and healthy emotional practices. Volunteers help young people prepare for the world of work through employment, entrepreneurship, and financial literacy trainings. Activities include résumé development workshops, career planning sessions, the establishment of savings groups, English and technology trainings, and micro-enterprise development.

Volunteers work to help the next generation become active citizens by mobilizing them to improve their communities through service learning activities. Volunteers

also work with youth service providers and youth-serving organizations to help them implement high-quality youth programs. Volunteers and their partners also encourage parents and other community adults to play essential supporting roles for youth.

Volunteers and their partners help young people lead healthy lifestyles and prepare for family life by providing training on sexual and reproductive health, as well as by providing HIV/AIDS prevention information. They also promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities, and work to improve emotional well-being and resiliency in young people.

At the end of FY 2012, there were 435 Youth in Development Peace Corps Volunteers worldwide.

### **Examples of Youth in Development Volunteer work:**

- Training youth in life skills to promote self-esteem and positive identity, positive communication, goal-setting and action planning, and healthy emotional practices
- Promoting healthy lifestyles skills, such as nutrition and fitness, HIV/AIDS prevention, and sexual and reproductive health
- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English language
- Developing service learning projects
- Training parents and other community adults who support youth in principles and practices of positive youth development
- Strengthening youth-serving organizations in areas of strategic planning, financial management, and project design and management

## APPENDIX C: VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES DURING FY 2012

<b>Africa</b>		<b>Europe, Mediterranean, and Asia</b>		<b>Inter-America and Pacific</b>	
<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>
Benin	69	Albania	25	Belize	18
Botswana	148	Armenia	17	Colombia	20
Burkina Faso	136	Azerbaijan	9	Costa Rica	26
Cameroon	93	Bulgaria	27	Dominican Republic	67
Cape Verde	22	Cambodia	28	Eastern Caribbean*	49
Ethiopia	80	China	17	Ecuador	34
Ghana	125	Georgia	41	El Salvador	44
Guinea	9	Indonesia	3	Fiji	15
Kenya	98	Kyrgyz Republic	53	Guatemala	40
Lesotho	61	Macedonia	4	Guyana	44
Liberia	12	Moldova	27	Jamaica	30
Madagascar	32	Mongolia	38	Mexico	3
Malawi	84	Morocco	55	Micronesia and Palau	3
Mali	12	Philippines	69	Nicaragua	96
Mozambique	95	Romania	11	Panama	56
Namibia	71	Thailand	30	Paraguay	79
Rwanda	14	Turkmenistan	7	Peru	131
Senegal	41	Ukraine	121	Samoa	3
Sierra Leone	28	<b>TOTAL</b>	<b>582</b>	Suriname	21
South Africa	92			Tonga	7
Swaziland	60			Vanuatu	26
Tanzania	117			<b>TOTAL</b>	<b>812</b>
The Gambia	26				
Togo	34				
Uganda	94				
Zambia	226				
<b>TOTAL</b>	<b>1,879</b>				

Grand Total: 3,273

\* Eastern Caribbean includes Dominica, Grenada, Carriacou, St. Lucia, St. Vincent, and the Grenadines

## APPENDIX D: LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2012

### Africa

BENIN	Adja, Bariba, Fon, French, Fulfulde, Goun, Ife, Kotafon, Kotokoli, Yoruba	MOZAMBIQUE	Ajawa, Cichangana, Cicopi, Cimakonde, Cimanika, Cindau, Cinyanja, Cisena, Citswa, Echuabo, Elomuwe, Emakwa, Gitonga, Portuguese
BOTSWANA	Ikalonga, Sekgalagadi, Setswana	NAMIBIA	Afrikaans, Damara>Nama/Khoekhoegowab, Oshikwanyama/Kwanyama, Oshindonga/Ndonga, Otijherero/Herero, Rukwangali, Silozi, Thimbukushu
BURKINA FASO	Bwamu, Dagara, Dioula, French, Gulmancema, Lobiri, Lyele, Moore	RWANDA	Kinyarwanda
CAMEROON	French, Fulfuldé, Pidgin (Cameroon)	SENEGAL	Bambara, French, Fulakunda, Jaxanke, Malinke, Mandinka, Pulaar du Nord, Pulafuta, Seereer, Wolof
ETHIOPIA	Amharic, Oromo/Afan Oromo, Tigrigna	SIERRA LEONE	Kono, Krio, Loko, Mende, Susu, Temne
THE GAMBIA	Mandinka, Pulaar, Soninke, Wolof	SOUTH AFRICA	IsiZulu, Ndebele, Sepedi, Siswati/IsiSwati, Venda/Tshivenda, XiTsonga
GHANA	Dagaare, Dagbani, Dangme, Ewe, Gurune, Kasem, Sissali, Twi	SWAZILAND	Siswati/IsiSwati
GUINEA	French, Malinke, Pulaar, Soussou	TANZANIA	Swahili/Kiswahili
KENYA	Kenyan Sign Language, Swahili/Kiswahili	TOGO	Adja, Anoufo, Bassar, Ewe, French, Ife, Kabiye, Konkomba, Kotokoli, Lamba, Moba, Nawdum, Tchamba
LESOTHO	Sesotho/Suthu, Xhosa	UGANDA	Ateso, Luganda, Lusoga, Runyankore/Rukiga, Runyoro/Rutooro
LIBERIA	Basa, Gio, Kissi, Kpelle, Krahn, Mano, Vai	ZAMBIA	Bemba, Chitonga, Kaonde, Lunda, Mambwe, Nyanja, Tumbuka/Chitumbuka
MADAGASCAR	Antandroy, Antanosy, Antesaka, Betsileo, Betsimisaraka, French, Malagasy, Sakalava, Tsimihety		
MALAWI	Chichewa, Chilambya, Chisena, Chitumbuka		
MALI	Bambara, Malinke		

## Europe, Mediterranean, and Asia

ALBANIA	Albanian	KYRGYZ REPUBLIC	Kazakh, Russian
ARMENIA	Armenian	MACEDONIA	Albanian, Macedonian
AZERBAIJAN	Azerbaijani	MOLDOVA	Romanian, Russian
CAMBODIA	Khmer	MONGOLIA	Kazakh, Mongolian
CHINA	Chinese/Mandarin	MOROCCO	Arabic (Morocco)
GEORGIA	Armenian, Georgian	PHILIPPINES	Tagalog
INDONESIA	Indonesian, Javanese, Madurese	THAILAND	Thai
JORDAN	Arabic (Jordan)	UKRAINE	Russian, Ukrainian

**APPENDIX D: LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2012, cont.**

**Inter-America and Pacific**

COLOMBIA	Spanish	MEXICO	Spanish
COSTA RICA	Spanish	MICRONESIA AND PALAU	Chuukese, Kosraean, Mortlockese, Palauan, Pohnpeian
DOMINICAN REPUBLIC	Spanish	NICARAGUA	Spanish
EASTERN CARIBBEAN	Kweyol	PANAMA	Ngabe, Spanish
ECUADOR	Kichwa, Spanish	PARAGUAY	Guaraní, Spanish
FIJI	Fijian	PERU	Quechua, Spanish
GUATEMALA	Kaqchikel, K'iche, Mam, Q'eqchi, Spanish	TONGA	Tongan
JAMAICA	Jamaican Patois	VANUATU	Bislama

## APPENDIX E: PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

### Peace Corps Application Process

The Peace Corps application process usually lasts six to 12 months, but may take longer in certain cases. The length of this process is based on a number of factors, including turnaround time for reference checks, a medical evaluation, determining applicant suitability for assignments, the availability of assignments, and whether an applicant needs additional time to obtain experience in order to be a more competitive candidate. After receiving an invitation, most applicants depart for their country assignment within four to six months.

#### Step One: Application

Interested applicants first provide preliminary information by filling out the online application. A completed application includes two essays, three references, employment history, a résumé, community and volunteer activities, and educational background. Applicants must also provide a copy of their college transcripts (unless they have 10 years of applicable professional experience), information about outstanding financial and legal obligations, and a complete health history.

#### Step Two: Interview

Potentially qualified applicants are contacted for an interview once they have submitted all of their application materials. During the interview, applicants discuss with a recruiter their skills and interests, available Volunteer job opportunities, and any potential issues such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service.

#### Step Three: Nomination

A nomination is a recommendation that an applicant move forward to the next stage of consideration, which includes the medical, legal, suitability, and competitive reviews. After an interview is completed and all requested documents are received, the recruiter evaluates an applicant's candidacy. If the recruiter determines an applicant is qualified for Peace Corps service, the applicant is nominated to serve in a general work area and region of the world with an approximate departure date.

#### Step Four: Medical, Legal, Suitability, and Competitive Reviews

Once an applicant has been nominated, he or she is reviewed for medical pre-clearance. If additional medical information is needed, applicants are sent follow-up requests to be returned within 30 days. While the majority of applicants are deemed medically pre-cleared for Peace Corps service, some applicants may need a site-specific arrangement for a medical accommodation, or they may not be medically cleared at the time of their application.

After the medical review, applications are reviewed for eligibility based on the Peace Corps' legal guidelines. This step includes a review of documentation related to marital status, financial obligations, previous arrests and convictions, and dependents.

Medically pre-cleared and legally cleared applicants then undergo a suitability and skill review by a Peace Corps placement and assessment specialist. The applicant's skills are also compared with those of other candidates. Competitive and suitable candidates are then matched to openings in the field.

#### Step Five: Invitation

Placement and assessment specialists extend invitations via email to all competitive and qualified applicants. The invitation is to a specific country and provides a detailed Volunteer assignment description, as well as information related to the country of service. Invitations are sent a minimum of 120 days in advance of the program departure date. Once the invitation has been accepted, a background investigation is conducted. It is important to note that if an applicant declines his or her first assignment, second invitations are rarely issued.

#### Step Six: Preparation for Departure

The Staging Unit provides invitees with information regarding their pre-departure orientation (also known as staging) 30 days before departure. This information also includes access to a pre-departure online training module that focuses on safety and security overseas. The Peace Corps travel office will issue an electronic ticket for travel to the staging site in the United States. Once the staging is complete, all trainees—as the invitees are now called—will fly together to their country of service to begin in-country training.

## Phases of Volunteer Service

### *Pre-Service Training and Swearing-In*

Staff prepares trainees for service by conducting two to three months of in-country training in language, technical skills, and cross-cultural, health, and personal safety and security issues. After successful completion of training and testing, trainees are sworn in as Volunteers.

### *Volunteer Assignment*

The Volunteer is assigned to a project, designed by Peace Corps and host country staff, that meets the development needs of the host country.

### *Site Selection*

Peace Corps in-country staff ensures that Volunteers have suitable assignments and adequate and safe living arrangements.

### *In-Service Training*

Post staff conducts periodic training to improve Volunteers' technical and language skills and to address changing health and safety issues.

### *Service Extension*

A limited number of Volunteers who have unique skills and outstanding records of service may extend for an additional year.



## APPENDIX F: HOME STATES OF PEACE CORPS VOLUNTEERS\*

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	59	1,062	Montana	48	1,349
Alaska	21	944	Nebraska	57	1,317
Arizona	125	3,377	Nevada	38	942
Arkansas	27	926	New Hampshire	74	1,628
California	1,084	28,422	New Jersey	185	4,773
Colorado	273	6,772	New Mexico	60	2,097
Connecticut	136	3,204	New York	448	12,863
Delaware	20	485	North Carolina	204	3,984
District of Columbia	49	2,206	North Dakota	14	561
Florida	351	7,338	Ohio	291	6,875
Georgia	209	3,171	Oklahoma	47	1,270
Guam	1	74	Oregon	247	5,898
Hawaii	30	1,374	Pennsylvania	330	7,618
Idaho	62	1,268	Puerto Rico	15	385
Illinois	352	8,157	Rhode Island	33	979
Indiana	121	3,121	South Carolina	79	1,457
Iowa	95	2,251	South Dakota	23	618
Kansas	69	1,668	Tennessee	79	1,650
Kentucky	56	1,449	Texas	381	6,992
Louisiana	40	1,068	Utah	2	77
Maine	59	1,794	Vermont	31	1,042
Maryland	225	5,623	U.S. Virgin Islands	45	1,453
Massachusetts	247	7,932	Virginia	303	7,116
Michigan	316	6,866	Washington	378	8,843
Minnesota	233	6,287	West Virginia	25	643
Mississippi	17	467	Wisconsin	212	5,740
Missouri	124	3,140	Wyoming	15	500

\* Includes the District of Columbia, as well as the territories of Guam, Puerto Rico, and the U.S. Virgin Islands.  
All data current as of September 30, 2012.

## APPENDIX G: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

Master's International graduate programs provide credit for Peace Corps service and, at times, additional financial assistance to Peace Corps Volunteers who earn a master's degree as an integrated part of their Peace Corps service. The Paul D. Coverdell Fellows graduate school programs provide financial assistance to returned Peace Corps Volunteers who work in underserved American communities while they pursue their graduate degrees.

States	Master's International Colleges/Universities	Paul D. Coverdell Fellows Program Colleges/Universities
Alabama	University of Alabama at Birmingham	University of Alabama at Birmingham
Alaska	University of Alaska—Fairbanks	University of Alaska—Fairbanks
Arizona	Arizona State University Northern Arizona University Thunderbird School of Global Management	Northern Arizona University University of Arizona
California	California State University at Chico California State University at Fresno California State University at Northridge California State University at Sacramento Humboldt State University Loma Linda University Monterey Institute of International Studies University of California—Davis University of the Pacific	Loma Linda University University of La Verne University of Southern California
Colorado	Colorado State University University of Colorado—Boulder University of Denver	University of Colorado—Denver University of Denver
Connecticut		Yale University
Florida	Florida International University Florida State University University of Miami University of South Florida	Florida Institute of Technology University of Central Florida
Georgia	Emory University Georgia State University University of Georgia	Emory University Georgia College and State University Kennesaw State University
Illinois	Illinois State University University of Illinois—Chicago	Illinois State University Western Illinois University De Paul University
Indiana	Indiana University—Bloomington Valparaiso University	Indiana University—Bloomington University of Notre Dame
Kentucky	Western Kentucky University	
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana
Maryland	Johns Hopkins University University of Maryland—College Park University of Maryland—Baltimore University of Maryland—Baltimore County	Johns Hopkins University University of Maryland—Baltimore University of Maryland—Baltimore County University of Maryland—College Park
Massachusetts	Boston University Wheelock University	Andover Newton Theological School Babson College Brandeis University Clark University Mount Holyoke College

<b>States</b>	<b>Master's International Colleges/Universities</b>	<b>Paul D. Coverdell Fellows Program Colleges/Universities</b>
<b>Michigan</b>	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan—Ann Arbor Western Michigan University	University of Michigan—Ann Arbor Michigan Technological University
<b>Minnesota</b>	University of Minnesota	St. Catherine University University of Minnesota
<b>Missouri</b>	Lincoln University of Missouri	University of Missouri—Columbia University of Missouri—Kansas City
<b>Montana</b>	University of Montana	
<b>Nevada</b>	University of Nevada—Las Vegas	
<b>New Hampshire</b>		University of New Hampshire Antioch University New England Southern New Hampshire University
<b>New Jersey</b>	Rutgers, The State University of New Jersey—Camden	Drew University Monmouth University Rutgers, The State University of New Jersey—Camden
<b>New Mexico</b>	New Mexico State University—Las Cruces	New Mexico State University Western New Mexico University
<b>New York</b>	Adelphi University Bard College Cornell University State University of New York at Oswego SUNY College of Environmental Science and Forestry (Syracuse) University at Albany—State University of New York	Bard College Columbia University Teachers College Cornell University Fordham University The New School University of Rochester Yeshiva University
<b>North Carolina</b>	Appalachian State University North Carolina A&T State University North Carolina Central University North Carolina State University	Duke University Wake Forest University
<b>Ohio</b>	University of Cincinnati	Bowling Green State University University of Cincinnati
<b>Oklahoma</b>	Oklahoma State University	
<b>Oregon</b>	Oregon State University Portland State University	University of Oregon Willamette University
<b>Pennsylvania</b>	University of Pittsburgh	University of Pittsburgh Carnegie Mellon University Duquesne University Seton Hill University University of Pennsylvania Villanova University
<b>South Carolina</b>	Clemson University College of Charlestown South Carolina State University University of South Carolina—Columbia	University of South Carolina—Columbia

<b>States</b>	<b>Master's International Colleges/Universities</b>	<b>Paul D. Coverdell Fellows Program Colleges/Universities</b>
<b>Tennessee</b>	Tennessee State University	
<b>Texas</b>	Texas A&M University—College Station Texas A&M University—Corpus Christi Texas Tech University University of Texas—Austin	
<b>Utah</b>	Utah State University	
<b>Vermont</b>	SIT Graduate Institute St. Michael's College	SIT Graduate Institute University of Vermont
<b>Virginia</b>	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University Virginia Commonwealth University
<b>Washington</b>	Gonzaga University University of Washington Washington State University	University of Washington
<b>West Virginia</b>	West Virginia University	Future Generations Graduate School
<b>Wisconsin</b>	University of Wisconsin—Stevens Point	Marquette University University of Wisconsin—Milwaukee University of Wisconsin—Stevens Point
<b>Wyoming</b>	University of Wyoming	University of Wyoming
<b>District of Columbia</b>	American University George Washington University	George Washington University

## APPENDIX H: AFRICA REGION COUNTRY PROFILES

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Sahel	The Gambia, Mali, Senegal
Coastal West and Central Africa	Benin, Burkina Faso, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo
Eastern Africa	Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda
Southern Africa	Botswana, Lesotho, Namibia, South Africa, Swaziland, Zambia

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*The statistical data in the following country profiles come primarily from The World Bank's World Development Indicators.*



## Benin

CAPITAL Porto-Novo  
 POPULATION 9.10 million  
 GROSS NATIONAL INCOME PER CAPITA \$780  
 PROGRAM DATES 1968–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Environment  
 Health

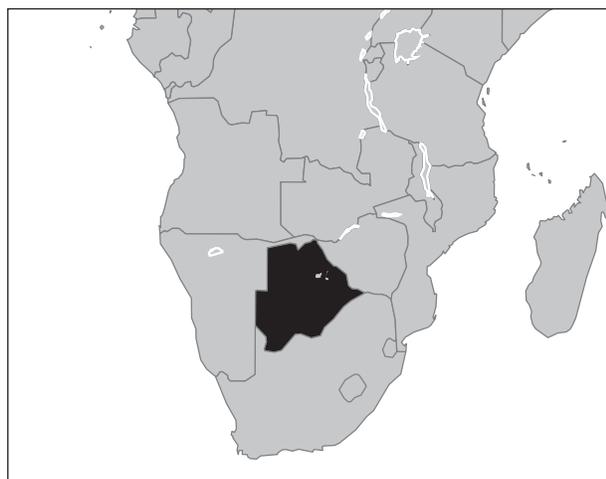


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	120	110
Program funds (\$000)	4,400	4,100

## Botswana



CAPITAL Gaborone  
 POPULATION 2.0 million  
 GROSS NATIONAL INCOME PER CAPITA \$13,710  
 PROGRAM DATES 1966–97  
 2003–present  
 PROGRAM SECTORS Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	50	40
Program funds (\$000)	2,200	1,800

## Burkina Faso

CAPITAL Ouagadougou  
 POPULATION 16.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,250  
 PROGRAM DATES 1967–87  
 1995–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health



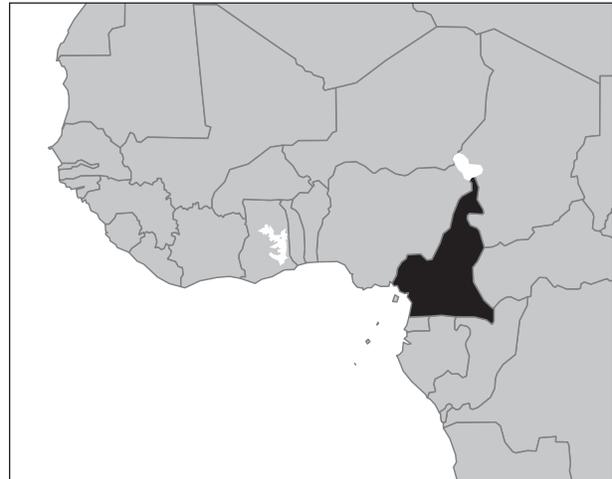
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	120	140
Program funds (\$000)	4,400	5,200

## Cameroon

CAPITAL	Yaounde
POPULATION	19.6 million
GROSS NATIONAL INCOME PER CAPITA	\$2,230
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Community Economic Development Education, Health Youth Development



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	210	200
Program funds (\$000)	5,000	4,800

## Ethiopia



CAPITAL	Addis-Ababa
POPULATION	82.9 million
GROSS NATIONAL INCOME PER CAPITA	\$1,030
PROGRAM DATES	1962–97, 1995–99 2007–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	170	170
Program funds (\$000)	3,500	3,600

## The Gambia

CAPITAL	Banjul
POPULATION	1.7 million
GROSS NATIONAL INCOME PER CAPITA	\$1,290
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	90	80
Program funds (\$000)	2,200	2,000

## Ghana

CAPITAL	Accra
POPULATION	24.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,600
PROGRAM DATES	1961–present
PROGRAM SECTORS	Education Environment Health

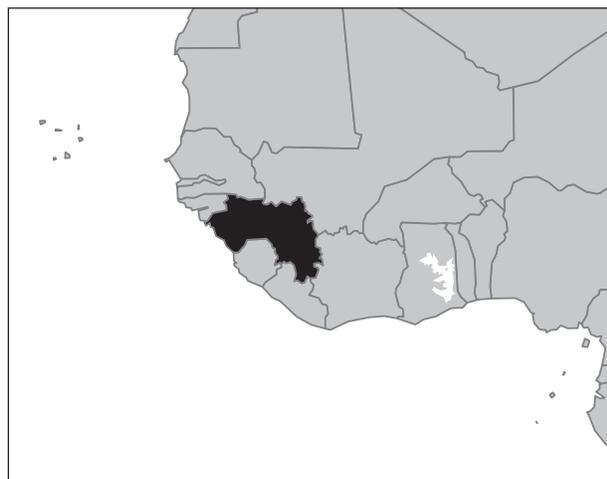


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	140	140
Program funds (\$000)	3,600	3,700

## Guinea



CAPITAL	Conakry
POPULATION	10 million
GROSS NATIONAL INCOME PER CAPITA	\$1,020
PROGRAM DATES	1963–66, 1969–71 1985–present
PROGRAM SECTORS	Community Economic Development Education, Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	100	110
Program funds (\$000)	2,900	3,200

## Kenya

CAPITAL	Nairobi
POPULATION	40.5 million
GROSS NATIONAL INCOME PER CAPITA	\$1,630
PROGRAM DATES	1964–present
PROGRAM SECTORS	Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	80	90
Program funds (\$000)	3,200	3,600

## Lesotho

CAPITAL Maseru  
 POPULATION 2.2 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,840  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	60	60
Program funds (\$000)	2,600	2,700

## Liberia



CAPITAL Monrovia  
 POPULATION 4 million  
 GROSS NATIONAL INCOME PER CAPITA \$340  
 PROGRAM DATES 1962–90  
 2008–present  
 PROGRAM SECTORS Education

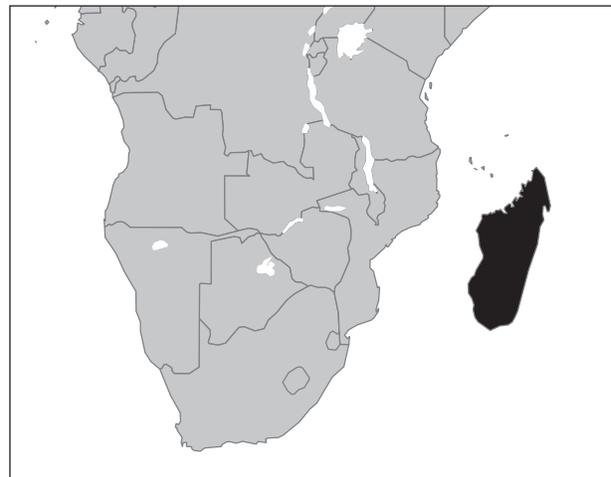
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	80	90
Program funds (\$000)	2,600	3,000

## Madagascar

CAPITAL Antananarivo  
 POPULATION 20.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$950  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Environment  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	130	130
Program funds (\$000)	3,200	3,300

## Malawi

CAPITAL	Lilongwe
POPULATION	14.9 million
GROSS NATIONAL INCOME PER CAPITA	\$850
PROGRAM DATES	1963–1976 1978–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	80	80
Program funds (\$000)	3,100	3,100

## Mali



CAPITAL	Bamako
POPULATION	15.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,020
PROGRAM DATES	1971–present
PROGRAM SECTORS	<i>This program is currently suspended</i>

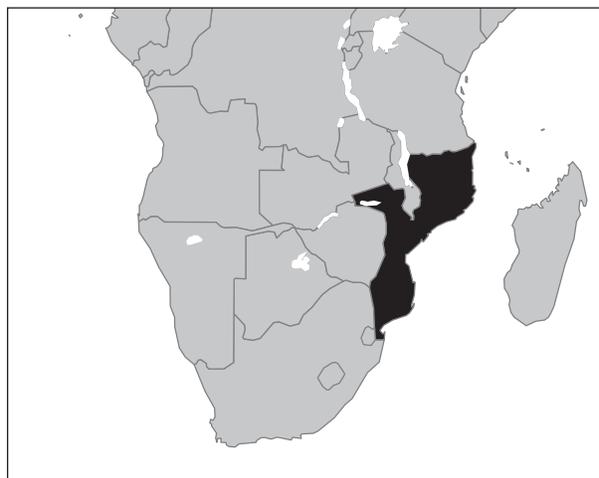
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	0	50
Program funds (\$000)	3,800	4,500

## Mozambique

CAPITAL	Maputu
POPULATION	23.4 million
GROSS NATIONAL INCOME PER CAPITA	\$920
PROGRAM DATES	1998–present
PROGRAM SECTORS	Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	160	160
Program funds (\$000)	3,200	3,300

## Namibia

CAPITAL Windhoek  
 POPULATION 2.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$6,380  
 PROGRAM DATES 1990–present  
 PROGRAM SECTORS Community Economic Development  
 Environment  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	100	80
Program funds (\$000)	3,100	2,600

## Rwanda



CAPITAL Kigali  
 POPULATION 10.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,150  
 PROGRAM DATES 1975–93  
 2008–present  
 PROGRAM SECTORS Education  
 Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	70	90
Program funds (\$000)	2,400	3,200

## Senegal

CAPITAL Dakar  
 POPULATION 12.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,910  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Agriculture  
 Community Economic Development  
 Environment  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	290	280
Program funds (\$000)	5,800	5,700

## Sierra Leone

CAPITAL	Freetown
POPULATION	5.9 million
ANNUAL PER CAPITA INCOME	\$820
PROGRAM DATES	1962–94 2010–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	90	100
Program funds (\$000)	2,900	3,300

## South Africa



CAPITAL	Pretoria
POPULATION	50 million
GROSS NATIONAL INCOME PER CAPITA	\$10,280
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	110	90
Program funds (\$000)	4,900	4,100

## Swaziland

CAPITAL	Mbabane
POPULATION	1.2 million
GROSS NATIONAL INCOME PER CAPITA	\$4,950
PROGRAM DATES	1968–96 2003–present
PROGRAM SECTORS	Health Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	50	40
Program funds (\$000)	2,300	1,900

## Tanzania

CAPITAL	Dodoma
POPULATION	44.8 million
GROSS NATIONAL INCOME PER CAPITA	\$1,420
PROGRAM DATES	1961–69 1979–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	120	110
Program funds (\$000)	3,200	3,000

## Togo



CAPITAL	Lome
POPULATION	6 million
GROSS NATIONAL INCOME PER CAPITA	\$890
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	100	80
Program funds (\$000)	3,000	2,500

## Uganda

CAPITAL	Kampala
POPULATION	33.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,240
PROGRAM DATES	1964–72, 1991–99 2001–present
PROGRAM SECTORS	Community Economic Development Education Health



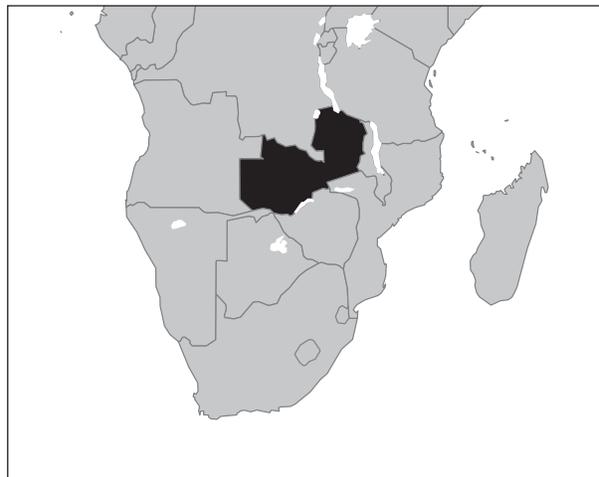
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	60	80
Program funds (\$000)	2,600	3,500

# Zambia

CAPITAL Lusaka  
 POPULATION 12.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,370  
 PROGRAM DATES 1994–present  
 PROGRAM SECTORS Agriculture  
 Education  
 Environment  
 Health



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	150	120
Program funds (\$000)	5,200	4,200

## APPENDIX I: Europe, Mediterranean, and Asia Region Country Profiles



Balkans and North Africa	Albania, Republic of Macedonia, Morocco, Tunisia
Central and Eastern Europe	Moldova, Ukraine
Middle East and the Caucasus	Armenia, Azerbaijan, Georgia, Jordan
Central Asia	Kyrgyz Republic
Asia	Cambodia, China, Indonesia, Mongolia, Nepal, Philippines, Thailand

*The statistical data in the following country profiles come primarily from The World Bank's World Development Indicators.*

## Albania

CAPITAL Tirana  
 POPULATION 3.2 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,740  
 PROGRAM DATES 1992–97  
 2003–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	80	80
Program funds (\$000)	2,300	2,500

## Armenia



CAPITAL Yerevan  
 POPULATION 3.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,450  
 PROGRAM DATES 1992–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	90	80
Program funds (\$000)	2,400	2,400

## Azerbaijan

CAPITAL Baku  
 POPULATION 9 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,050  
 PROGRAM DATES 2003–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	130	160
Program funds (\$000)	2,900	3,800

## Cambodia

CAPITAL Phnom Penh  
 POPULATION 14.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$2,040  
 PROGRAM DATES 2007–present  
 PROGRAM SECTORS Education  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	110	110
Program funds (\$000)	2,400	2,600

## China



CAPITAL Beijing  
 POPULATION 1.3 billion  
 GROSS NATIONAL INCOME PER CAPITA \$7,570  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	150	170
Program funds (\$000)	3,200	3,900

## Georgia

CAPITAL Tbilisi  
 POPULATION 4.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,960  
 PROGRAM DATES 2001–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health



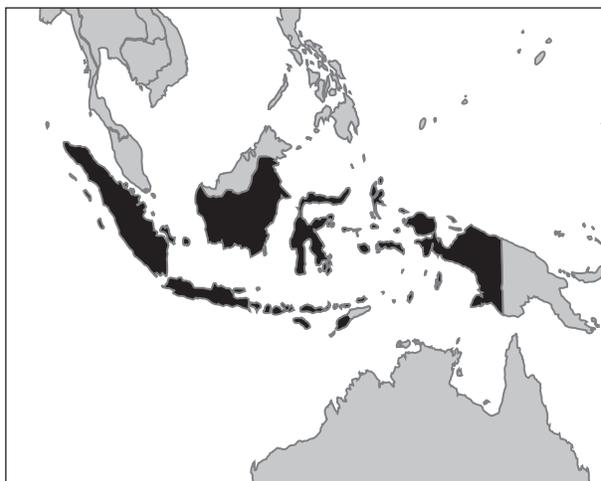
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	80	90
Program funds (\$000)	2,500	3,100

## Indonesia

CAPITAL	Jakarta
POPULATION	240 million
GROSS NATIONAL INCOME PER CAPITA	\$4,170
PROGRAM DATES	1963–65 2010–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	100	110
Program funds (\$000)	3,300	3,800

## Jordan



CAPITAL	Amman
POPULATION	6 million
GROSS NATIONAL INCOME PER CAPITA	\$5,810
PROGRAM DATES	1997–2002 2004–present
PROGRAM SECTORS	Education Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	50	40
Program funds (\$000)	2,400	2,200

## Kyrgyz Republic

CAPITAL	Bishkek
POPULATION	5.4 million
GROSS NATIONAL INCOME PER CAPITA	\$2,180
PROGRAM DATES	1993–present
PROGRAM SECTORS	Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	80	100
Program funds (\$000)	2,100	2,900

## Macedonia

CAPITAL Skopje  
 POPULATION 2.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,830  
 PROGRAM DATES 1996–present  
 PROGRAM SECTORS Community Economic Development  
 Education



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	110	120
Program funds (\$000)	2,600	3,100

## Moldova



CAPITAL Chisinau  
 POPULATION 3.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,340  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	120	130
Program funds (\$000)	3,000	3,500

## Mongolia

CAPITAL Ulaanbaatar  
 POPULATION 2.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,630  
 PROGRAM DATES 1991–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health  
 Youth in Development



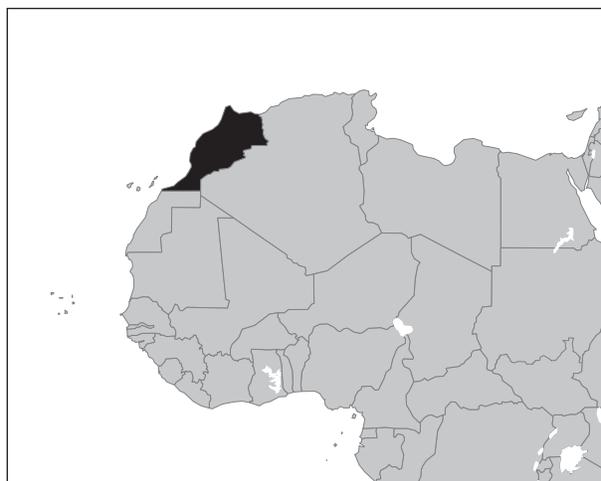
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	140	160
Program funds (\$000)	3,600	4,400

## Morocco

CAPITAL	Rabat
POPULATION	32 million
GROSS NATIONAL INCOME PER CAPITA	\$4,620
PROGRAM DATES	1963–present
PROGRAM SECTORS	Health Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	220	190
Program funds (\$000)	5,000	4,800

## Nepal



CAPITAL	Kathmandu
POPULATION	30 million
GROSS NATIONAL INCOME PER CAPITA	\$440
PROGRAM DATES	1962–2004, 2012–present
PROGRAM SECTORS	Agriculture Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	50	100
Program funds (\$000)	2,200	3,700

## Philippines

CAPITAL	Manila
POPULATION	93.3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,950
PROGRAM DATES	1961–90 1992–present
PROGRAM SECTORS	Education Environment Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	150	180
Program funds (\$000)	4,200	5,400

## Thailand

CAPITAL Bangkok  
 POPULATION 69.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,120  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Community Economic Development  
 Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	90	100
Program funds (\$000)	3,100	3,700

## Tunisia



CAPITAL Tunis  
 POPULATION 10.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,160  
 PROGRAM DATES 1962–96, 2012–present  
 PROGRAM SECTORS *This program is currently on hold*

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	30	60
Program funds (\$000)	2,600	3,000

## Ukraine

CAPITAL Kyiv  
 POPULATION 45.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$6,560  
 PROGRAM DATES 1992–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	290	250
Program funds (\$000)	5,400	5,100

## Appendix J: Inter-America and Pacific Region Country Profiles



Central America	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Dominica, Grenada and Carriacou, St. Lucia, St. Vincent, and Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Federated States of Micronesia and Palau, Fiji, Samoa, Tonga, Vanuatu

*The statistical data in the following country profiles come primarily from The World Bank's World Development Indicators.*

## Belize

CAPITAL Belmopan  
 POPULATION .34 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,970  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	20	40
Program funds (\$000)	1,900	2,700

## Colombia



CAPITAL Bogota  
 POPULATION 46.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,000  
 PROGRAM DATES 1961–81  
 2010–present  
 PROGRAM SECTORS Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	80	80
Program funds (\$000)	2,700	2,700

## Costa Rica

CAPITAL San Jose  
 POPULATION 4.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,840  
 PROGRAM DATES 1963–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	130	120
Program funds (\$000)	3,500	3,200

## Dominican Republic

CAPITAL Santo Domingo  
 POPULATION 9.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,960  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health, Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	160	180
Program funds (\$000)	4,400	5,100

## Eastern Caribbean



CAPITALS Roseau, Saint George's,  
 Castries, Kingstown  
 POPULATION .46 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,265  
 PROGRAM DATES 1961–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Health  
 Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	50	50
Program funds (\$000)	2,900	3,000

## Ecuador

CAPITAL Quito  
 POPULATION 14.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,830  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Agriculture  
 Education  
 Environment, Health  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	120	120
Program funds (\$000)	4,100	4,000

## El Salvador

CAPITAL	San Salvador
POPULATION	6.2 million
GROSS NATIONAL INCOME PER CAPITA	\$6,390
PROGRAM DATES	1962–80
	1993–present
PROGRAM SECTORS	Agriculture
	Community Economic Development
	Environment, Health, Youth in Development

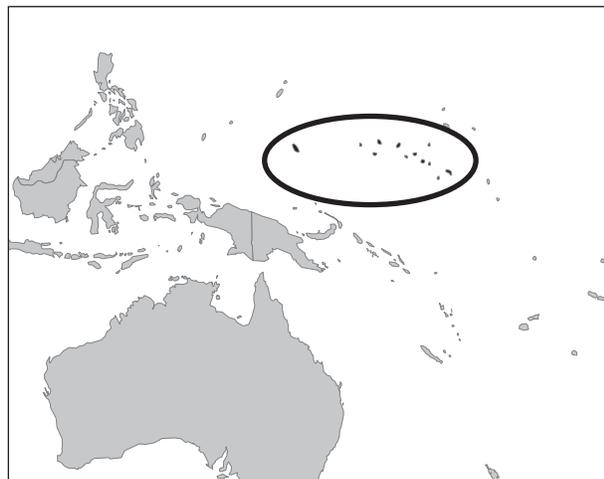


### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	40	60
Program funds (\$000)	2,300	3,500

## Federated States of Micronesia and Palau



CAPITAL	Palikir, Melekeok
POPULATION	.13 million
GROSS NATIONAL INCOME PER CAPITA	\$3,420
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	40	40
Program funds (\$000)	1,800	1,700

## Fiji

CAPITAL	Suva
POPULATION	.86 million
GROSS NATIONAL INCOME PER CAPITA	\$4,450
PROGRAM DATES	1968–98
	2003–present
PROGRAM SECTORS	Community Economic Development
	Environment
	Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	50	70
Program funds (\$000)	2,000	2,800

## Guatemala

CAPITAL	Guatemala City
POPULATION	14.4 million
GROSS NATIONAL INCOME PER CAPITA	\$4,600
PROGRAM DATES	1963–present
PROGRAM SECTORS	Agriculture Community Economic Development Environment, Health Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	80	110
Program funds (\$000)	3,900	4,800

## Guyana



CAPITAL	Georgetown
POPULATION	.75 million
GROSS NATIONAL INCOME PER CAPITA	\$3,560
PROGRAM DATES	1966–71 1995–present
PROGRAM SECTORS	Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	60	60
Program funds (\$000)	2,500	2,500

## Honduras

CAPITAL	Tegucigalpa
POPULATION	7.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,740
PROGRAM DATES	1962–present
PROGRAM SECTORS	<i>This program is currently suspended</i>



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	0	0
Program funds (\$000)	1,600	1,500

## Jamaica

CAPITAL	Kingston
POPULATION	2.7 million
GROSS NATIONAL INCOME PER CAPITA	\$7,450
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Environment Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	50	50
Program funds (\$000)	3,100	3,100

## Mexico



CAPITAL	Mexico City
POPULATION	113.4 million
GROSS NATIONAL INCOME PER CAPITA	\$14,360
PROGRAM DATES	2004–present
PROGRAM SECTORS	Community Economic Development Environment

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	80	90
Program funds (\$000)	2,500	3,000

## Nicaragua

CAPITAL	Managua
POPULATION	5.8 million
GROSS NATIONAL INCOME PER CAPITA	\$2,630
PROGRAM DATES	1968–79 1991–present
PROGRAM SECTORS	Agriculture Community Economic Development Education, Environment, Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	180	180
Program funds (\$000)	4,200	4,200

## Panama

CAPITAL	Panama City
POPULATION	3.5 million
GROSS NATIONAL INCOME PER CAPITA	\$12,910
PROGRAM DATES	1963–71 1990–present
PROGRAM SECTORS	Agriculture Education Environment, Health



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	210	190
Program funds (\$000)	4,700	4,300

## Paraguay



CAPITAL	Asuncion
POPULATION	6.5 million
ANNUAL PER CAPITA INCOME	\$5,440
PROGRAM DATES	1966–present
PROGRAM SECTORS	Agriculture Community Economic Development Education, Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	230	240
Program funds (\$000)	5,100	5,300

## Peru

CAPITAL	Lima
POPULATION	29.1 million
ANNUAL PER CAPITA INCOME	\$9,070
PROGRAM DATES	1962–74 2002–present
PROGRAM SECTORS	Community Economic Development Environment, Health Youth in Development



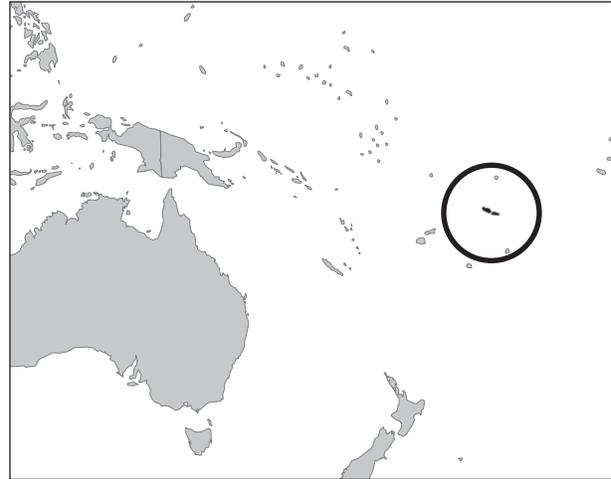
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2013	FY 2014
Volunteers	260	250
Program funds (\$000)	5,800	5,500

## Samoa

CAPITAL Apia  
 POPULATION .18 million  
 ANNUAL PER CAPITA INCOME \$4,200  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	20	30
Program funds (\$000)	1,400	2,200

## Tonga

CAPITAL Nuku'alofa  
 POPULATION .10 million  
 ANNUAL PER CAPITA INCOME \$4,640  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education



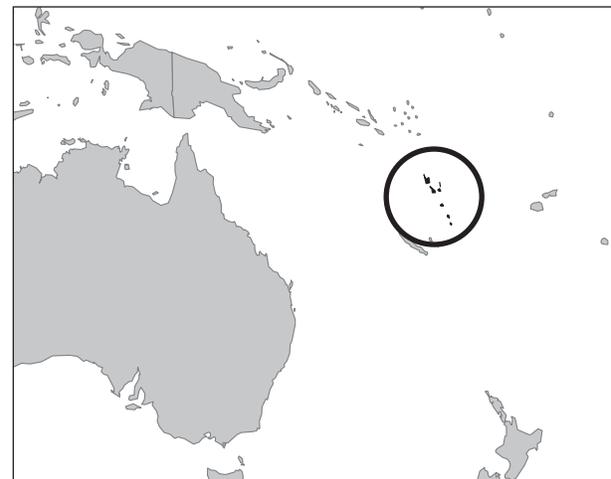
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	30	40
Program funds (\$000)	1,700	2,300

## Vanuatu

CAPITAL Port Vila  
 POPULATION .24 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,450  
 PROGRAM DATES 1990–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2013	FY 2014
Volunteers	70	60
Program funds (\$000)	3,000	2,500

## APPENDIX K: FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2012, the Peace Corps transferred a total of \$3.3 million of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuations Account.

22 USC Sec. 2515, TITLE 22—FOREIGN RELATIONS AND INTERCOURSE, CHAPTER 34 THE PEACE CORPS, Sec. 2515. Foreign Currency Fluctuations Account (h) Reports: Each year the Director of the Peace Corps shall submit to the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives, and to the Committee on Foreign Relations and the Committee on Appropriations of the Senate, a report on funds transferred under this section.

## APPENDIX L: THE PEACE CORPS FY 2014 ANNUAL PERFORMANCE PLAN

The Peace Corps FY 2014 Annual Performance Plan presents the agency's strategies for achieving the five strategic goals and 14 performance goals outlined in the FY 2009–2014 strategic plan ([peacecorps.gov/open](http://peacecorps.gov/open)). The FY 2014 Annual Performance Plan serves as the agency's framework for planning, monitoring, and evaluating efforts to achieve the Peace Corps mission.

The Peace Corps is engaged in a period of comprehensive reform unlike any since the inception of the agency. The foundation of the agency's recent initiatives is the Comprehensive Agency Assessment ([peacecorps.gov/open](http://peacecorps.gov/open)), a study completed in 2010 that outlined a new vision, six strategies, and 63 recommendations focused on quality improvements to guide the Peace Corps through the next decade. The strategies of the assessment were first integrated into the FY 2012 Annual Performance Plan and are also included in the FY 2014 plan.

### *Performance Improvement at the Peace Corps*

The agency's leadership has fully embraced and encouraged performance improvement through evidence-based management grounded in the use of high-quality data. Performance improvement efforts at the Peace Corps involve leadership, staff, and Volunteers at all levels across the world. The acting Director of the Peace Corps recently noted at an all-hands meeting, "Our performance plan is our commitment—to Congress, the White House, our host countries, and, ultimately, the American people—to support our host countries and our Volunteers in the most strategic and cost-effective way possible. It is our blueprint for reform."

The Peace Corps deputy director serves as the chief operating officer and oversees the agency's performance management efforts. The Office of Strategic Information, Research, and Planning (OSIRP) is responsible for performance planning and reporting, and works closely with offices across the agency to collect and analyze data to improve agency operations. The director of OSIRP serves as the performance improvement officer for the agency. The agency actively participates in the federal government's Performance Improvement Council, as well as the Small Agency Council's Performance Improvement Committee, in order to remain current with governmentwide performance improvement guidelines and best practices.

The Peace Corps' human capital management goals are aligned with the agency's strategic plan. The Peace Corps is also currently exploring options for improving the linkage between the agency-level goals and indicators and employees' individual performance plans. Additionally, consistent with the GPRM Modernization Act of 2010 (P.L. 111-352) and guidance from the Performance Improvement Council, the agency is reviewing its practices for hiring employees with the competencies necessary for performance management work and providing employee training to ensure its workforce has the skills required to further the agency's evolving culture of performance improvement.

The agency ensures data are available and used by agency leadership and senior managers to inform decision making through the following processes:

- Quarterly strategic plan performance review sessions. Key officials from across the agency, including senior management, review performance data at the end of each quarter to share best practices and develop strategies to meet performance targets when areas for improvement are identified.

- **Integrated Planning and Budget System (IPBS).** Through the IPBS, headquarters offices and posts develop strategic and operational plans to ensure their activities are aligned with and advance the agency's strategic goals. IPBS plans are developed during the agency's budget formulation process; budgets are informed by the resource requirements of the IPBS plans.
- **Country Portfolio Review.** Each year, the agency conducts a comprehensive review of Peace Corps posts based on external and internal data. The Country Portfolio Review informs decisions about new country entries, country graduations (closures), and the allocation of Volunteers and other resources.

### *Major Management Challenges*

The FY 2014 Annual Performance Plan includes strategies for responding to major management challenges identified by the Peace Corps inspector general in the FY 2012 Performance and Accountability Report ([peacecorps.gov/open](http://peacecorps.gov/open)). The agency works to resolve these challenges to more effectively manage resources and reduce the potential for waste, fraud, and abuse. The following challenges are addressed in the FY 2014 Annual Performance Plan:

- **Safety and security.** The safety and security of Volunteers remains the agency's highest priority, and the agency has made progress in improving key safety and security processes. The Kate Puzey Peace Corps Volunteer Protection Act of 2011 (P.L. 112-57) codified a number of the reforms the Peace Corps has put into place over recent years to better protect and support Volunteers, as well as mandating new requirements and assigning the agency new authorities. The agency has made considerable progress in implementing the law. The agency established a Sexual Assault Risk Reduction and Response (SARRR) program, which includes training for Volunteers on personal security, sexual-assault awareness, reporting procedures, and bystander intervention. Challenges remain in implementing critical safety and security recommendations. Performance Indicators 5.1.1.b and 5.1.1.c establish milestones for improving the implementation of critical safety and security recommendations. Other milestones related to safety and security improvements are included in Performance Goal 5.1.1. The associate director for safety and security is responsible for addressing these challenges.
- **Site development.** Ensuring the appropriate selection and preparation of Volunteer sites has been an area of concern for a number of years. Constraints have included inadequate staffing levels, inconsistent application of site selection and preparation protocols, and host country restrictions on where Volunteers can serve. Effective site development requires identifying appropriate sites, setting appropriate expectations with Volunteers, and regular site monitoring. Performance Indicator 1.1.1.d sets milestones for improving Volunteer satisfaction with site selection and preparation. The associate director for global operations is responsible for addressing this challenge.
- **Volunteer training.** Volunteers who have been adequately trained in technical and language areas have the competencies necessary to address host country needs and live and work successfully and safely in local communities. Language and technical training are two areas commonly in need of improvement. Through the Focus In/Train Up strategy, the agency is focusing programming on proven technical interventions and standardizing training packages. Performance Goal 1.2.1 includes milestones related to improving training results and Volunteers' satisfaction with training. The associate director for global operations is responsible for addressing this challenge.
- **Host country and project partner coordination.** Engaging host country partners in the design, implementation, and evaluation of projects is an ongoing challenge. The agency has made progress in developing structures to engage host country ministries and project partners through the use of project advisory committees (PACs). The use of PACs

increased from 33 percent of all projects in FY 2011 to 69 percent of projects in FY 2012. Posts are also communicating project results through annual reports. Performance Indicator 1.1.1.a sets milestones for the use of PACs, and Performance Indicator 1.1.1.b identifies milestones for the submission of annual progress reports to project partners. The associate director for global operations is responsible for addressing this challenge.

### *Collaboration with Other Government Agencies and Strategic Partners*

The Peace Corps collaborates with other U.S. government agencies and strategic partners to promote shared development efforts and enhance the impact of Volunteers. Notably, the agency has worked closely with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the U.S. Agency for International Development in support of Feed the Future, and various international NGOs. Through these strategic partnerships, the Peace Corps leverages training and programmatic resources and Volunteers extend the reach of partners' development efforts to the local level. As the development community continues to engage strategic partners to address difficult development challenges, the agency will continue to seek mutually beneficial relationships with a broad range of development actors.

The FY 2014 Annual Performance Plan includes an indicator that sets milestones for participation with strategic partners (Performance Indicator 5.2.2.b). Collaboration with strategic partners in development is a key opportunity for the agency moving forward—helping to leverage taxpayer dollars to achieve the greatest impact.

#### **The agency collaborated with the following strategic partners in FY 2012:**

- CHF International
- Food and Agriculture Organization of the United Nations
- Grassroot Soccer
- International Alliance for Youth Sports
- Malaria No More
- Millennium Challenge Corporation
- Mondelēz Global LLC
- Population Services International
- Save the Children
- Special Olympics
- United Nations Volunteers
- U.S. Agency for International Development—Global Education Framework
- U.S. Agency for International Development—Global Food Security
- U.S. Agency for International Development—Small Project Assistance
- U.S. Centers for Disease Control and Prevention
- U.S. Environmental Protection Agency
- U.S. President's Emergency Plan for AIDS Relief
- U.S. Department of State—Energy and Climate Partnership of the Americas
- VSO International
- Water and Development Alliance
- World Cocoa Foundation
- World Food Programme

## *Research and Evaluations*

The Peace Corps conducts regular studies throughout the year to evaluate the agency's progress toward its goals, ensure processes are operating efficiently, and inform resource allocation decisions. Research and evaluation activities are conducted at overseas posts and in various headquarters offices. Published agency studies can be found at [peacecorps.gov/open/evaluations](http://peacecorps.gov/open/evaluations).

The Peace Corps completed development of a new Evaluation Policy in FY 2012 to strengthen research and evaluation in the agency. Final approval of the policy is expected in FY 2013 and, by FY 2014, the agency will have a process to identify and prioritize the critical areas for evaluation. Several key improvements will result from the implementation of the new policy:

- The agency will prepare an annual statement of the evaluations to be undertaken during the following fiscal year, as well as a report of studies completed in the current fiscal year;
- Each operating unit will identify an office/post evaluation point of contact and provide resources as required; and
- The agency will integrate evaluation findings into decisions about project design, implementation, and budgeting and will publish evaluation findings on the Open Government Initiative section of the Peace Corps website ([peacecorps.gov/open](http://peacecorps.gov/open)).

The agency regularly conducts the following major research and evaluation activities: Annual Volunteer Survey, Country Portfolio Review, and host country impact studies.

### *Annual Volunteer Survey*

The Annual Volunteer Survey (AVS) is the agency's primary vehicle for ensuring that the voice of the Volunteer is heard by agency leadership. The rich information provided through the AVS informs management decisions at all levels—from overseas posts to headquarters. The FY 2012 AVS recorded the highest response rate in the history of the survey, with 87 percent of Volunteers participating. The AVS asks Volunteers to assess the impact of their work, the effectiveness of their training, in-country staff support, their personal health and safety, and their overall satisfaction with their service.

The AVS results are used for multiple purposes, such as comparing experiences and views across posts and, over time, identifying trends and informing Peace Corps staff about Volunteers' perspectives on how the agency can more effectively meet host country needs. Analysis of the results from prior years revealed that Volunteers' satisfaction with the selection and preparation of their work locations had decreased. As a result, the agency has included a new performance indicator in its annual performance plan since FY 2012 to ensure a focus on improving site selection and preparation and to measure progress (Performance Indicator 1.1.1.d).

Recently, AVS data has also been used to better ensure the safety and security of Volunteers. In the FY 2011 AVS, Volunteers' perceptions of their safety and security in El Salvador, Guatemala, and Honduras were lower than those of their peers in other countries. That information, coupled with other programmatic data compiled through the Country Portfolio Review, led the agency to realign operations in those countries.

The AVS is conducted annually each summer; the FY 2013 AVS and the FY 2014 AVS are expected to be fielded from June through August in the next two years.

## *Country Portfolio Review*

The agency completed its second annual Country Portfolio Review in the first quarter of FY 2012. The Country Portfolio Review addresses a key recommendation of the Comprehensive Agency Assessment. The assessment challenged the agency to “target the Peace Corps’ resources and country presence across countries according to specific country selection criteria to maximize grassroots development impact and strengthen relationships with the developing world.”

The Country Portfolio Review represents one of the initial stages of the annual planning and budgeting cycle and is used to inform decisions on potential new country entries and possible country phase-outs, as well as the allocation of Volunteers and resources. This review includes data from internal and external sources in areas such as country need, safety and security, medical infrastructure, host country commitment and engagement, post management, program impact, cost, and congruence with U.S. development priorities.

The Country Portfolio Review occurs through the fall and winter annually. The review in FY 2013 is currently under way; the review for FY 2014 is scheduled to occur between July and December 2014.

## *Host Country Impact Studies*

In FY 2008, the agency initiated a series of host country impact studies. These country- and project-specific impact evaluations are designed to measure how effectively Volunteers’ activities are meeting the technical needs of host countries and promoting a better understanding of Americans. The agency has completed 24 host country impact studies since FY 2008. Most recently, three studies were conducted in FY 2012: one each in El Salvador, Ghana, and Paraguay. More than 400 beneficiaries, counterparts, and host families were interviewed in these three studies.

The studies completed in FY 2012 confirmed that Volunteers are meeting the Peace Corps goals of building local capacity and increasing the understanding of Americans on the part of local people. The results also showed that respondents felt strongly that most of the changes had been sustained after the Volunteers left their communities. A unique factor of the Peace Corps’ successful approach to local development is the day-to-day interaction between the Volunteers and the community, which respondents identified as a key catalyst for both mobilizing and sustaining community change.

Host country impact studies are the agency’s primary mechanism for demonstrating the long-term impact of Volunteers. The agency uses study results to refocus and redesign Volunteer projects, improve training programs, and communicate the Volunteers’ impact to the American public. Published studies, as well as short summaries, can be found at [peacecorps.gov/evaluations](http://peacecorps.gov/evaluations). The agency plans to publish all completed studies in FY 2013.

Results from the studies inform Performance Indicator 2.1.1.c and Performance Goals 1.3.1 and 2.1.1. Because studies are completed as funding becomes available, only one study is planned for FY 2013, and no studies are planned yet for FY 2014.

## *Verification and Validation of Performance Data*

The FY 2014 Annual Performance Plan includes 40 indicators with annual performance targets to drive achievement toward Peace Corps’ strategic, outcome, and performance goals. The annual performance targets established in the performance plan serve as the milestones for achieving the performance goals. A “goal leader” is identified for each performance goal; the goal leader is the agency official responsible for the achievement of the performance goal with agency support.

Dynamic targets are used when baseline data are not available or when planned agency process enhancements, such as the redesign of the Volunteer Delivery System, are expected to result in uncertain levels of performance. The dynamic targets utilize percentage-point directions of change. Percentage measures are also used, where possible, to account for the fluctuating Volunteer population resulting from varying funding levels.

For each strategic goal, means and strategies are offered that address the major actions the agency plans to take in order to meet the performance goals. Background is also provided on how the performance plan is integrated with strategies and recommendations from the Comprehensive Agency Assessment.

Historic performance targets and results are included to demonstrate the agency's performance improvement efforts in the context of past performance. Several indicators were revised or replaced in FY 2012; as a result, trend data is not available for all indicators. Baseline data are offered in cases where prior indicator results are not available and data from other, similar measures does exist.

The Office of Strategic Information, Research, and Planning (OSIRP) is responsible for performance planning and reporting and provides agency-level guidance and oversight of data and information quality. Data collection and reporting consistency is ensured by the use of detailed indicator data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance indicator.

The Peace Corps is one program activity; as a result, lower-priority program activities are not identified. However, the agency utilizes processes such as the Country Portfolio Review to review agency operations, identify areas for improvement, and strategically allocate resources. The President's budget identifies the lower-priority program activities, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at [whitehouse.gov/omb/budget](http://whitehouse.gov/omb/budget).

The agency utilizes several data sources to measure performance indicators. The agency is strongly committed to performance improvement through the use of high-quality data. The verification and validation measures for major data sources are listed below:

- ***Annual Volunteer Survey.*** The AVS is a voluntary survey and provides feedback directly from the Volunteers regarding agency activities. The consistently high response rate from Volunteers (87 percent in FY 2012) ensures the responses reliably represent the views of all Volunteers. The demographic profile of respondents is compared to all Volunteers in service to confirm respondents are representative of the Volunteer population as a whole. Responses to AVS questions are entered by Volunteers and housed in an external, electronic survey database. Faulty data are cleaned prior to analysis and constitute only a small percentage of overall responses. Analyzed data are used to inform management of the Volunteers' perspective on key issues. The high response rate from Volunteers, as well as the verification and validation measures in place for the AVS, ensures the high level of AVS data accuracy needed for its intended use.
- ***Peace Corps database systems.*** The agency maintains several database systems to collect Volunteer and program information. Only authorized staff members who have been properly trained can access key systems, thereby maintaining data integrity and ensuring data entry methodology is followed. Regular reconciliation processes between agency units enable users to verify and test performance data and isolate and correct data entry/transfer errors. Internal, automated system processes also ensure data are appropriately transferred between different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes.

- ***Overseas posts.*** Overseas posts submit data through an online survey at the end of the fiscal year, which collects information on post activities. The information is self-reported; validity of the data is strengthened when multiple sources are utilized by overseas staff, and when all posts respond to the survey. Overseas posts use multiple data sources when responding to the survey, including site visits, interviews with host country partners, and the Volunteer Reporting Tool, the system designed for Volunteers to report on their activities. The survey is designed with clear logic to minimize data entry errors. Data are independently reviewed and anomalies are addressed and corrected to improve data quality. When all posts respond to the survey and high data quality is established, the required level of accuracy is met.
- ***Host country impact studies.*** Host country impact studies evaluate the impact of Volunteers on the host country nationals with whom they live and work. The studies utilize a mixed-method approach to collect both qualitative and quantitative information, including outreach to counterparts, host families, community members, host country government agencies at the local and national levels, and other partner organizations. These studies provide information from the perspective of the people served, thereby offering a deeper understanding of the impact of the Peace Corps. Given the limited number of studies per fiscal year, the agency monitors study results instead of measuring the achievement of a defined target.

# FY 2014 Annual Performance Plan

## Strategic Goal 1:

**Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs**

### Outcome Goals:

- 1.1 Country programs fulfill host country skill needs.
- 1.2 Volunteers have the competencies necessary to implement a country program.
- 1.3 Host country individuals, organizations, and communities demonstrate an enhanced capacity to meet their own needs.

Performance Goal 1.1.1: Ensure the effectiveness of in-country programs

Goal Leader: Associate director, Office of Global Operations

Performance Goal 1.1.1a: Percentage of project managers who meet with their host country project advisory committees

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	—	33%	69%		
Target	—	—	38%	56%	5 percentage-point increase over average of FY 2012, FY 2013 results
Met/Not Met	—	—	Met		

Data source: Overseas posts

Performance Indicator 1.1.1.b: Percentage of posts that provide annual progress reports to their host country agency sponsors and partners for all of their projects

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	70%	—	—		
Result	—	87%	83%		
Target	—	—	95%	95%	95%
Met/Not Met	—	—	Not met		

Data source: Overseas posts

Performance Indicator 1.1.1.c: Percentage of projected length of service actually served by Volunteers

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	85%	84%	88%		
Target	—	—	85%	87%	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Met		

Data source: Peace Corps database system

**Performance Indicator 1.1.1.d: Percentage of Volunteers who report their satisfaction with site selection and preparation as adequate or better**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	72%	71%	72%		
Target	—	—	76%	73%	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Not met		

Data source: Annual Volunteer Survey

**Performance Goal 1.2.1: Ensure the effectiveness of in-country training**

**Goal Leader: Associate director, Office of Global Operations**

**Performance Indicator 1.2.1a: Percentage of Volunteers who meet local language requirements for service per post testing standards**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	87%	85%	89%		
Target	85%	85%	86%	88%	1 percentage-point increase over average of FY 2012, FY 2013 results
Met/Not Met	Met	Met	Met		

Data source: Peace Corps database system

**Performance Indicator 1.2.1.b: Percentage of Volunteers who report training as adequate or better in preparing them technically for service**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	80%	79%	82%		
Target	72%	75%	82%	84%	86%
Met/Not Met	Met	Met	Not met		

Data source: Annual Volunteer Survey

**Performance Indicator 1.2.1.c: Percentage of Volunteers who report training as adequate or better in preparing them to work with their counterparts/community partners**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	79%	78%	82%		
Target	62%	65%	80%	82%	84%
Met/Not Met	Met	Met	Met		

Data source: Annual Volunteer Survey

**Performance Indicator 1.2.1.d: Percentage of posts that provide monitoring and evaluation training to their Volunteers**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	83%	91%	91%		
Target	—	—	85%	90%	95%
Met/Not Met	—	—	Met		

Data source: Overseas posts

**Performance Goal 1.3.1: Increase the effectiveness of skills transfer to host country individuals, organizations, and communities**

**Goal Leader: Associate director, Office of Global Operations**

**Performance Indicator 1.3.1.a: Percentage of Volunteers who report their primary project work transferred skills to host country individuals and organizations adequately or better**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	85%	86%	87%		
Target	72%	75%	85%	87%	89%
Met/Not Met	—	—	Met		

Data source: Annual Volunteer Survey

**Performance Indicator 1.3.1.b: Percentage of projects documenting measurable impact in building the capacity of host country nationals**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	85%	—	—		
Result	—	97%	83%		
Target	—	—	85%	86%	87%
Met/Not Met	—	—	Not met		

Data source: Overseas posts

**Performance Indicator 1.3.1.c: Percentage of partner organizations at post that report their assigned Volunteer fulfilled their requested need for technical assistance**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	72%	82%	63%		
Target	60%	70%	70%	75%	80%
Met/Not Met	Met	Met	Not met		

Data source: Overseas posts

## Means and Strategies

The Peace Corps will do the following:

- Develop world-class training programs and comprehensive support to prepare Volunteers for success
- Strengthen current monitoring and evaluation efforts to improve performance and better serve the communities in which Volunteers work
- Improve project development and planning collaboration between Volunteers, staff, and host country partners, including government officials, community members, and beneficiaries, through the use of project advisory committees
- Train Volunteers to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries where they serve
- Fully implement the Focus-In/Train-Up strategy by developing standardized training packages and measurement tools
- Provide standard guidance and training on monitoring and evaluation to Volunteers and staff
- Redesign the Volunteer Reporting Tool to improve the reporting interface, standardize reporting methods, and improve accessibility to Volunteer activity and outcome data
- Seek feedback from host country partners to continually improve projects
- Develop a standardized annual reporting template to improve how results are reported to local stakeholders at posts
- Enhance the safety and security of Volunteers by helping them integrate into their communities through more effective language training
- Improve the accessibility of early termination data through post-specific reports to assist decision makers in identifying improvement opportunities
- Enhance the safety and security of Volunteers through improvements in the processes and criteria for site selection and preparation, including implementing critical safety and security recommendations

## Data Collection and Management

The Office of Overseas Programming and Training Support and posts will collect and monitor project and training data through program evaluations, including project status reviews and training status reviews. Evaluations are conducted by technical experts and verified through theory-based evaluation methods. The Volunteer Reporting Tool (VRT) allows Volunteers to directly report on their activities and the outcomes achieved; the redesigned VRT will be completed in FY 2014. Improved Volunteer training regarding monitoring and evaluation as well as the use of site visit reports and counterpart surveys will ensure the validity of the data.

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS), which provides Volunteer feedback on the effectiveness of training, their satisfaction with site selection and preparation, and their effectiveness in transferring skills.

OSIRP will collect and analyze projected length of service data through the Peace Corps Volunteer Database Management System.

## Integration of the Comprehensive Agency Assessment

The Comprehensive Agency Assessment called on the Peace Corps to maximize the impact of what Volunteers do best by focusing on and scaling up a limited number of highly effective projects. The strategy, known as Focus In/Train Up, will directly enhance the Peace Corps' ability to deliver on Strategic Goal 1. As the agency sharpens its programmatic focus through evidence-based analysis, it will also make a strengthened commitment to providing world-class training and comprehensive support to prepare Volunteers for success.

### Strategic Goal 2:

**Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers**

#### Outcome Goals:

2.1 Host country individuals and communities learn about Americans through shared experiences with Peace Corps Volunteers.

Performance Goal 2.1.1: The work and life experiences of Volunteers in-country promote host country national learning about Americans

Goal Leader: Associate director, Office of Global Operations

Performance Goal 2.1.1a: Percentage of Volunteers who report their training prepared them to manage cultural differences during service adequately or better

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	91%	90%	93%		
Target	92%	93%	90%	90%	90%
Met/Not Met	Not met	Not met	Met		

Data source: Overseas posts

**Performance Indicator 2.1.1.b: Percentage of posts conducting supervisory and counterpart training on working effectively with Volunteers**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	98%	99%	99%		
Target	95%	95%	95%	95%	95%
Met/Not Met	Met	Met	Met		

Data source: Overseas posts

**Performance Indicator 2.1.1.c: Percentage of host country nationals who report positive opinions of Americans through their interactions with Volunteers**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	77%	90%	87%		
Target	No targets established; results are monitored				
Met/Not Met	—	—	—		

Data source: Host country impact studies

**Performance Indicator 2.1.1.d: Percentage of Volunteers who report their activities and interactions help promote a better understanding of Americans on the part of the peoples served**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	68%	—	—		
Result	—	65%	68%		
Target	—	—	72%	68%	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Not met		

Data source: Annual Volunteer Survey

**Means and Strategies**

The Peace Corps will do the following:

- Train Volunteers in the cross-cultural component of Peace Corps service to ensure that cultural differences that arise during service are managed in a culturally appropriate way, leading to increased mutual understanding and a safe environment for Volunteers
- Effectively orient counterparts and community partners to the cross-cultural component of Peace Corps service, including safety issues, to ensure a positive and collaborative work environment conducive to meeting the requested technical needs of the country
- With the assistance of local research teams, implement field evaluations to obtain feedback from host country individuals on the success, effectiveness, and sustainability of Peace Corps projects
- Develop a counterpart survey to gather additional information on Volunteer impact in building a better understanding of Americans

**Data Collection and Management**

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS) to provide Volunteer feedback on the effectiveness of the cross-cultural training and support they receive. OSIRP will also utilize AVS data to present an assessment from Volunteers of the extent to which their activities and interactions promote a better understanding of Americans in their countries of service.

The Office of Overseas Programming and Training Support, the regions, and OSIRP will collaboratively collect, review, and verify posts' data on counterpart trainings via the annual project status report and training status report processes.

OSIRP will manage the implementation of host country impact studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work. OSIRP will also implement the counterpart survey that will be piloted in FY 2013. When operational, the counterpart survey will include a standardized set of questions to ask local partners, producing rich and comparable information on the impact of Volunteers.

#### **Integration of the Comprehensive Agency Assessment**

Strategic Goal 2 will also benefit from the successful adoption of the Focus In/Train Up strategy recommended by the Comprehensive Agency Assessment. Peace Corps' history consistently shows that Volunteers who are effective in their work assignments are also those most likely to be successful in creating a better understanding of Americans on the part of host country partners through their increased interactions with host country individuals, organizations, and communities. By enhancing the Peace Corps' ability to provide needed technical assistance, the Volunteers will create a greater appreciation for the contributions of Peace Corps Volunteers to host country development needs. The agency's host country impact studies will capture the increased understanding of Americans that stems from this work.

**Strategic Goal 3:**

**Foster outreach to Americans through agency programs that assist Volunteers and returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans**

**Outcome Goals:**

3.1 Americans have increased awareness and knowledge of other cultures and global issues.

Performance Goal 3.1.1: Volunteers share their in-country experiences with family, friends, and the American public

Goal Leader: Director, Office of Third Goal and Returned Volunteer Services

Performance Indicator 3.1.1.a: Percentage of Volunteers who report active participation in the Paul D. Coverdell World Wise Schools/Correspondence Match Program

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	40%	—	—		
Result	—	22%	15%		
Target	—	—	40%	27%	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Not met		

Data source: Annual Volunteer Survey

**Performance Indicator 3.1.1.b: Number of individuals and organizations supporting the Peace Corps Partnership Program**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	9,804	12,079	13,892		
Target	8,500	9,000	10,000	10,500	11,000
Met/Not Met	Met	Met	Met		

Data source: Office of Strategic Partnerships

**Performance Indicator 3.1.1.c: Percentage of Volunteers who report sharing their experiences with family, friends, and/or the American public**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	99%	99%	99%		
Target	—	—	98%	98%	98%
Met/Not Met	—	—	Met		

Data source: Annual Volunteer Survey

Performance Goal 3.1.2: Increase returned Peace Corps Volunteers (RPCVs) cultural outreach to the American public through Peace Corps programs

Goal Leader: Director, Office of Third Goal and Returned Volunteer Services

Performance Indicator 3.1.2.a: Number of returned Peace Corps Volunteers participating in agency-initiated activities

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	9,627	18,792	10,809		
Target	8,300	8,600	10,000	10,500	11,000
Met/Not Met	Met	Met	Met		

Data source: Office of Third Goal and Returned Volunteer Services, Office of Volunteer Recruitment and Selection

Performance Indicator 3.1.2.b: Number of educational institutions where RPCVs engage in Third Goal activities

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	829	920	656		
Target	600	650	760	810	865
Met/Not Met	Met	Met	Not met		

Data source: Office of Third Goal and Returned Volunteer Services, Office of Strategic Partnerships

## Means and Strategies

The Peace Corps will do the following:

- Encourage Third Goal activities through the distribution of a monthly newsletter to currently serving Volunteers and returned Peace Corps Volunteers (RPCVs)
- Experiment with content-delivery alternatives that will reach learners directly, such as including more educational materials on the agency website ([peacecorps.gov/www/](http://peacecorps.gov/www/))
- Promote Volunteer awareness and active participation in the Peace Corps Paul D. Coverdell World Wise Schools program
- Use innovative marketing to promote awareness of the Peace Corps' educational programs and materials to U.S. educators and educational institutions
- Raise awareness of the Peace Corps Partnership Program as a vehicle through which private sector entities (RPCV groups, civic/community organizations, faith-based organizations, schools, businesses, etc.) and individuals can connect with and support Volunteer projects
- Improve communication with and provide information services to returned Volunteers, especially through the use of social media and other technology, to increase their awareness of Peace Corps activities and engagement in Third Goal initiatives such as the Paul D. Coverdell World Wise Schools Speakers Match program
- Collaborate with returned Peace Corps Volunteer groups to provide RPCVs with opportunities to share their experiences and aid in the agency's efforts to recruit skilled and diverse individuals for service

## Data Collection and Management

The Office of Third Goal and Returned Volunteer Services and the Office of Volunteer Recruitment and Selection will collect and analyze data using enterprise database systems and event reports. The data will include the participation of Volunteers and returned Volunteers in formal classrooms, youth programs, and other Third Goal activities throughout the country.

The Office of Strategic Information, Research, and Planning will collect and analyze Annual Volunteer Survey responses to questions about Volunteer participation in the Paul D. Coverdell World Wise Schools program and sharing experiences with family, friends, and/or the American public. Volunteers share their experience through a variety of means, including websites and blogs, social media, hosting American visitors, posting to the Peace Corps Digital Library, and others.

The Office of Gifts and Grants Management in the Office of Strategic Partnerships will monitor and report the number of private sector individuals and organizations that support the Peace Corps Partnership Program through an enterprise database system.

## Integration of the Comprehensive Agency Assessment

The Comprehensive Agency Assessment recommended that the Peace Corps “elevate the Third Goal” by engaging Volunteers, returned Volunteers, and the American public through strong partnerships with businesses, schools, civil society, and government agencies to increase understanding of other cultures and generate a commitment to public service and community development. The assessment also called on the agency to fully institutionalize the Third Goal into all portions of the Peace Corps experience, from receiving an invitation to swearing in as a Volunteer to “continuing service” as a returned Volunteer by taking full advantage of technology and communications capabilities.

**Strategic Goal 4:**

**Provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries**

**Outcome Goals:**

- 4.1 Volunteers provided at every post meet the evolving technical needs of host countries.
- 4.2 Trainees assigned to serve overseas represent the diversity of Americans.

Performance Goal 4.1.1: Recruit Volunteers who balance the needed manpower and technical needs at post with the available applicant pool and its skills

Goal Leader: Associate director, Office of Volunteer Recruitment and Selection

Performance Indicator 4.1.1.a: Percentage of trainees requested for generalist assignments

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	63%	64%	69%		
Target	—	—	63%	66%	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Met		

Data source: Peace Corps database system

Performance Indicator 4.1.1.b: Percentage of trainee requests filled by trainee inputs

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	101%	97%	97%		
Target	—	—	95%	95%	95%
Met/Not Met	—	—	Met		

Data source: Peace Corps database system

Performance Goal 4.1.2: Manage Volunteer recruitment functions in an effective and efficient manner

Goal Leader: Associate director, Office of Volunteer Recruitment and Selection

Performance Indicator 4.1.2.a: Nominee attrition rate, direction of change (decreasing percentage is positive)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	28%	33%	28%		
Target	—	—	27%	26%	25%
Met/Not Met	—	—	Not Met		

Data source: Peace Corps database system

Performance Indicator 4.1.2.b: Number of days from application to invitation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	167	168			
Result	—	—	177		
Target	—	—	137	162	5 percent reduction from average of FY 2011, FY 2012, FY 2013 results
Met/Not Met	—	—	Not Met		

Data source: Peace Corps database system

Performance Goal 4.2.1: Recruitment and Volunteer placement efforts reflect the diversity of Americans

Goal Leader: Associate director, Office of Volunteer Recruitment and Selection

Performance Indicator 4.2.1.a: Percentage of applications from individuals age 50 and older

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	7.3%	7.1%	6.6%		
Target	—	—	8.0%	8.5%	9.0%
Met/Not Met	—	—	Not Met		

Data source: Peace Corps database system

Performance Indicator 4.2.1.b: Percentage of applications from individuals of diverse ethnicities

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	24%	26%	27%		
Target	—	—	25%	26%	27%
Met/Not Met	—	—	Met		

Data source: Peace Corps database system

Means and Strategies

The Peace Corps will do the following:

- Redesign Volunteer projects to leverage the skills of recent college graduates while providing training on highly effective technical interventions to meet the technical needs of host countries
- Strategically allocate trainee resources to regions and overseas posts through the Office of Global Operations, informed by the annual Country Portfolio Review
- Engage in trainee programming discussions with overseas posts, the regions, and the Office of Volunteer Recruitment and Selection early in the fiscal year with strategic guidance from the Office of Global Operations
- Align Volunteer recruitment and selection operations to recruit and retain individuals who meet the expressed needs of the overseas posts
- Develop an evidence-based nominee retention strategy to limit nominee attrition due to factors that Peace Corps can control
- Monitor the effectiveness of customer service standards recommended by the Customer Service Task Force
- Continue the implementation of the new Peace Corps application and electronic applicant processing system—a significant milestone in the ongoing Volunteer Delivery System redesign project to improve the efficiency of Volunteer lifecycle management processes and reduce applicant processing time
- Leverage new technologies to identify recruitment opportunities in specialist and niche markets
- Recruit and retain individuals of underrepresented groups to encourage a Volunteer population that accurately reflects the diversity of America

## Data Collection and Management

The Office of Global Operations and the Office of Volunteer Recruitment and Selection will collect and analyze trainee request and trainee input data through the Peace Corps Volunteer Database Management System.

The Office of Global Operations will track the percentage of trainees requested for generalist assignments and the Office of Volunteer Recruitment and Selection will track trainee inputs compared to trainee requests. Together, these indicators measure the performance goal by looking at how well the agency balances the overseas posts' trainee needs with the available supply of applicants. The Focus In/Train Up strategy facilitates the achievement of this goal: Targets for generalist trainee requests encourage the development of "focused-in" projects where Volunteers in generalist assignments are "trained up" in highly effective interventions. As a result, Volunteers from the available applicant supply are provided to meet the technical needs of the host country.

The overall trainee request and input process will be monitored through the Program Advisory Group (PAG). The PAG is a resource group comprised of staff from the three overseas regions; the Office of Volunteer Recruitment and Selection; the Office of Volunteer Support; the Office of the Chief Financial Officer; the Office of Strategic Information, Research and Planning; and other headquarters offices. The group will meet regularly to manage issues related to meeting the agency's annual goals for trainees and Volunteers-on-board, as well as to develop strategies for balancing supply, demand, and strategic issues.

The Office of Volunteer Recruitment and Selection will review the effectiveness of its recruitment, retention, and process improvement efforts. The Office of Medical Services will monitor the timeliness of the key steps needed for an applicant to be medically evaluated for Peace Corps service.

## Integration of the Comprehensive Agency Assessment

The Comprehensive Agency Assessment recommended the Peace Corps meet new and emerging needs of its overseas partners by better leveraging the skill sets of experienced applicants while understanding that the majority of applicants will be recent college graduates with limited skills. The Focus In/Train Up strategy offers an opportunity to leverage and augment the skills of the majority of applicants to focus on highly effective technical interventions. The assessment challenged the Peace Corps to be the service opportunity of choice for Americans with many options from which to choose. Additionally, greater Volunteer diversity in the Peace Corps, as addressed in the assessment, is dependent upon strengthening recruitment efforts and improving recruitment systems. Finally, the assessment recommended that the Peace Corps develop a new recruitment model with streamlined processes designed to attract the "best and brightest of America's diverse population."

**Strategic Goal 5:**

**Implement the Peace Corps mission in an effective and efficient manner through the provision of high-quality Volunteer support with optimal health care, safety and security support, and effective management of resources**

**Outcome Goals:**

- 5.1 Volunteers are safe, healthy, and well supported to ensure their focus on Peace Corps' sustainable development and cross-cultural mission.
- 5.2 The Peace Corps continually improves its staff and critical work processes and manages resources in an effective and efficient manner.

**Performance Goal 5.1.1: Enhance the safety and security of Volunteers**

**Goal Leader: Associate director for safety and security**

**Performance Indicator 5.1.1.a: Percentage of Peace Corps Volunteers who report their safety and security training is effective or very effective**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	69%	68%	71%		
Target	—	—	71%	73%	75%
Met/Not Met	—	—	Met		

Data source: Annual Volunteer Survey

**Performance Indicator 5.1.1.b: Percentage of posts that have their safety and security systems reviewed by a Peace Corps safety and security officer**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	33%	28%	32%		
Target	33%	33%	33%	33%	33%
Met/Not Met	Met	Not Met	Not Met		

Data source: Office of Safety and Security

**Performance Indicator 5.1.1.c: Percentage of all critical Volunteer safety and security recommendations made by Peace Corps safety and security officers implemented by posts by the agreed upon time**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	56%	79%	—		
Result	—	—	75%		
Target	—	—	85%	88%	91%
Met/Not Met	—	—	Not Met		

Data source: Office of Safety and Security

**Performance Indicator 5.1.1.d: Percentage of Volunteers who report they feel more than adequately safe or very safe where they live and work**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	89%	79%	82%		
Target	—	—	90%	91%	92%
Met/Not Met	Not Met	Not Met	Not Met		

Data source: Annual Volunteer Survey

**Performance Indicator 5.1.1.e: Ratio of unreported serious crimes to reported serious crimes**

No targets are established for this indicator. The Peace Corps is in the process of building its ability to measure this indicator, which is modeled on a measure from the Department of Defense. “Reported” serious crimes are those that are currently disclosed by the Volunteer to post or headquarters staff and catalogued in a secure agency database. “Unreported” serious crimes are those that are not directly disclosed by the Volunteer to post or headquarters staff.

The agency currently gathers unreported crime data from Volunteers through the Annual Volunteer Survey (AVS). While the AVS provides valid data on Volunteers’ experiences and perceptions, it has not been designed specifically as a crime victimization survey. The agency is collaborating closely with the National Institute of Justice at the Department of Justice to develop a separate crime victimization survey modeled on standards utilized by the public health and criminal justice communities. The first crime victimization survey is expected to be fielded in FY 2014; once the survey is established, the agency will monitor the results of the indicator to establish a baseline.

Data source: Office of Safety and Security

**Performance Goal 5.1.2: Provide quality medical and mental health services to trainees and Volunteers**

**Goal Leader: Associate director, Office of Health Services**

**Performance Indicator 5.1.2.a: Percentage of Peace Corps Volunteers who rate their satisfaction with health care received from Peace Corps medical officers as adequate or better**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	93%	93%	93%		
Target	90%	90%	93%	94%	95%
Met/Not Met	Met	Met	Met		

Data source: Annual Volunteer Survey

**Performance Indicator 5.1.2.b: Percentage of Peace Corps Volunteers who report the emotional support they received from staff as adequate or better**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	81%	80%	81%		
Target	75%	80%	82%	83%	84%
Met/Not Met	Met	Met	Not Met		

Data source: Annual Volunteer Survey

**Performance Indicator 5.1.2.c: Percentage of Peace Corps Volunteers who report adequate or better support in coping with stress from living and working in their community**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baseline	74%	—	—		
Result	—	74%	72%		
Target	—	—	75%	76%	77%
Met/Not Met	—	—	Not Met		

Data source: Annual Volunteer Survey

Performance Goal 5.2.1: Provide effective and responsive financial management that accurately reflects domestic and overseas operations

Goal Leader: Chief financial officer

Performance Indicator 5.2.1.a: Percentage of posts and headquarters offices that manage resources within approved budgets and operational plans

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	84%	85%	78%		
Target	95%	95%	95%	95%	95%
Met/Not Met	Not met	Not met	Not met		

Data source: Peace Corps database system

Performance Indicator 5.2.1.b: Percentage of posts and headquarters offices whose Integrated Planning and Budgeting System (IPBS) strategic goals support the agency’s strategic plan goals

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	—	88%	96%		
Target	—	—	95%	98%	100%
Met/Not Met	—	—	Met		

Data source: Office of Strategic Information, Research, and Planning

Performance Goal 5.2.2.: Ensure the effective management of Peace Corps resources

Goal Leader: Chief of staff

Performance Indicator 5.2.2.a: Conduct a Country Portfolio Review process to assess and formulate financial and Volunteer resource allocations at all posts

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	—	Completed	Completed		
Target	—	—	Complete process annually		
Met/Not Met	—	—	Met		

Data source: Office of the Director

Performance Indicator 5.2.2.b: Percentage of posts and headquarters offices that adhere to agencywide staffing policies and procedures

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	—	—	54%		
Target	—	—	85%	90%	95%
Met/Not Met	—	—	Not met		

Data source: Office of Management, overseas posts, and headquarters offices

**Performance Indicator 5.2.2.c: Percentage of posts and headquarters offices that benefit from collaboration with agency strategic partners**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	—	70%	85%		
Target	—	—	75%	83%	5 percentage-point increase over average of FY 2012, FY 2013 results
Met/Not Met	—	—	Met		

Data source: Overseas posts and headquarters offices

**Performance Goal 5.2.3: Review and improve critical Peace Corps work processes to ensure optimal performance**

**Goal Leader:** Chief operating officer

**Performance Indicator 5.2.3.a: Identify at the beginning of the fiscal year and complete by the end of the fiscal year improvements to one mission-critical work process**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Result	Complete	Complete	Not complete		
Target	Complete at least one mission-critical process per year				
Met/Not Met	Met	Met	Not met		

Data source: Office of the Director

## Means and Strategies

The Peace Corps will do the following:

- Implement the Kate Puzey Peace Corps Volunteer Protection Act of 2011 (P.L. 112-57) to better protect and support Volunteers
- Develop and administer an anonymous crime victimization survey of Volunteers to collect data on unreported serious crimes
- Streamline Peace Corps safety and security officer reporting systems and decision-making processes regarding critical recommendations and standardize the reporting format to be used globally
- Standardize the data collection tool used by posts to report on implementation of critical recommendations made by safety and security officers
- Conduct meetings of the oversight group to determine the agreed-upon time frame for implementing critical recommendations made by Peace Corps safety and security officers
- Continue to implement the Sexual Assault Risk Reduction and Response (SARRR) program to employ comprehensive measures to reduce the risk of sexual assault against Volunteers and provide coordinated, consistent, compassionate, and highly competent support through a multidisciplinary team response
- Design and implement a monitoring and evaluation system for the SARRR program
- Implement the Coordinated Agency Response System to serve as the Peace Corps' unified effort to respond to and support Volunteers who are victims of crime
- Utilize strategic partnerships with outside experts and other federal agencies, including the Department of Justice; the Department of Defense; the Department of State's Bureau of Diplomatic Security; the Rape, Abuse, and Incest National Network; returned Volunteers; and other experts in the areas of security, risk, and sexual assault
- Develop new training and evaluation methods on safety and security for Volunteers that begin with pre-departure training and continue through the end of their service
- Maintain the Health Care Quality Assurance Council to prioritize agency initiatives to improve the quality of health care provided to Volunteers and provide oversight for quality integration to ensure optimal health outcomes
- Maintain a Credentialing Committee to improve and evaluate the Peace Corps medical officer credentialing process to ensure that staff have the necessary skills to provide quality medical care to trainees and Volunteers
- Provide standardized active listening training to peer support networks of Volunteers to assist in providing support to Volunteers dealing with stress from living and working in their communities
- Train in-country staff on how to appropriately respond to Volunteers who have been victims of serious crime
- Partner with leading development organizations to provide Volunteers with enhanced training opportunities, leverage financial and technical resources, exchange best practices, and maximize development impact and sustainability
- Implement financial resource management processes and practices that improve budget planning and execution and increase dialogue and collaboration between the Office of the Chief Financial Officer and headquarters offices and posts
- Implement strategic human resource management practices and increase dialogue and collaboration among the Office of the Director, the regions, and posts

- Develop instructions, via the annual Integrated Planning and Budget System guidance, for all headquarters offices and posts to align their office or post goal statements with the Peace Corps Strategic Plan goals
- Utilize the Strategic Plan Quarterly Performance Review sessions to identify and track progress on improvements to mission-critical work processes
- Oversee the implementation of personnel practices and standards as outlined in the Overseas Staffing Policy Handbook for posts and through the Office of Human Resources for headquarters offices
- Continue developing standard and transparent criteria for objectively allocating scarce agency resources through the Country Portfolio Review process

## Data Collection and Management

The Office of Global Operations; the Office of Strategic Information, Research and Planning (OSIRP); the Office of Safety and Security; and overseas posts will work jointly to collect and analyze safety and security data through safety and security officer reports and assessments, the Crime Incident Reporting System (CIRS) database, the Annual Volunteer Survey, and a new anonymous crime victimization survey administered to Volunteers.

Safety and security officer country assessments are conducted every three years. As in-country conditions can change rapidly, the Peace Corps also partners with the Department of State's Bureau of Diplomatic Security to verify assessment data.

Data from the CIRS database originate from crime reports submitted by Volunteers and staff in-country and are limited by the underreporting of crime incidents by Volunteers. The Annual Volunteer Survey (AVS) currently captures unreported crime incidents; this data will be captured by the new crime victimization survey scheduled to be fielded in FY 2014. The AVS also provides Volunteer feedback on safety and security training and their perceptions of safety.

The Office of the Chief Financial Officer will utilize the Hyperion and Odyssey financial management systems to monitor Peace Corps' financial resource management. The accuracy and validity of these systems are established by the agency annual federal audit process.

OSIRP will review the logical framework models submitted for the annual Integrated Planning and Budget System to determine if the expressed goals of each post and headquarters office support the agency's strategic goals.

OSIRP will lead the Country Portfolio Review process to inform trainee and financial allocation decisions. As the inaugural portfolio review process was completed in FY 2011, OSIRP will monitor the completion of subsequent portfolio review processes instead of measuring the achievement of a defined target.

The Office of Human Resource Management (HRM) will collaborate with each headquarters office to ensure the adoption and implementation of new employee orientation and an employee performance review process for all headquarters staff. HRM will collect information from each office to determine compliance. The Office of Global Operations and the regions will oversee the implementation of and determine compliance with these processes at posts.

Through the Strategic Plan Quarterly Performance Review process, OSIRP will collaborate with headquarters offices to identify a work process for improvement in the first quarter of each fiscal year, establish a working group to develop and implement an improvement plan, and receive progress reports each subsequent quarter.

## Integration of the Comprehensive Agency Assessment

The Comprehensive Agency Assessment called on the Peace Corps to execute decisions regarding its financial and human resources and country presence according to specific selection criteria to maximize grassroots development impact and strengthen relationships with the developing world. Through the development, implementation, and institutionalization of an annual Country Portfolio Review process, the Peace Corps can strategically allocate scarce resources using standard criteria. This practice greatly enhances the Peace Corps' ability to effectively manage resources.

The assessment also recommends that the Peace Corps strengthen management and operations through the use of updated technology, innovative approaches, and improved business processes that will enable the agency to effectively carry out Peace Corps operations and fully implement the new strategic vision outlined in the assessment. An important component of this strategy is strengthening and improving the use of the Peace Corps' monitoring and evaluation systems to better inform decision making. The cornerstone is better preparation, training, and support of agency staff, particularly the host country national staff who constitute the majority of Peace Corps' overseas staff presence.

**APPENDIX M: OBLIGATIONS OF FUNDS FROM OTHER GOVERNMENT  
AGENCIES BY PEACE CORPS**

	FY 2012	FY 2011
<b>Total Reimbursable</b>	\$7,196,030	\$5,107,328
<b>Total PEPFAR</b>	24,766,924	33,406,492

Note: The methodology for this appendix was revised from prior similar reporting to reflect obligation (rather than funding) levels and to make it comparable to the budgetary tables on Page 4.

## APPENDIX N: ACTION TAKEN ON GAO REPORT (GAO-13-27) ON HEALTH CARE FOR RETURNED PEACE CORPS VOLUNTEERS

### *Background*

During their service, Peace Corps Volunteers receive their medical care directly from the Peace Corps. Once they leave Peace Corps service, however, they are required to work through the Federal Employees' Compensation Act (FECA) system for care of service-related conditions. The FECA system is administered by the Department of Labor (DOL), and the Peace Corps' role in this process is limited by law. Only DOL has the authority to review and accept claims, to authorize payments, and to set the rules on provider participation. Over the years, a number of returned Peace Corps Volunteers (RPCVs) have expressed concerns with the FECA system, which they perceive as bureaucratic, frustrating, and time-consuming.

On November 21, 2011, President Obama signed into law the Kate Puze Peace Corps Volunteer Protection Act of 2011, P.L.112-57. The law included a provision requiring the Comptroller General of the United States to submit "a report evaluating the quality and accessibility of health care provided through the Department of Labor to returned Volunteers upon their separation from the Peace Corps."

In November 2012, the Government Accountability Office (GAO) released a report entitled "Returned Peace Corps Volunteers: Labor and Peace Corps Need Joint Approach to Monitor Access to and Quality of Health Care Benefits," GAO-13-27. The report recommended "that the Secretary of Labor and the Director of the Peace Corps jointly develop and implement an approach for working together to use available agency information to monitor the access to and quality of FECA benefits provided to Volunteers."

### *Peace Corps Actions*

In light of its limited authority under the FECA system, the Peace Corps has been negotiating with DOL for several years about changes the agency believes would improve the system. The Peace Corps has shared with GAO and DOL specific recommendations for reform that would assist RPCVs, including establishing a direct DOL point of contact to assist RPCVs; establishing a centralized claims processing location for RPCVs' claims, thereby allowing relevant DOL staff to specialize in the specific issues those claims entail; and easing the transition to FECA by allowing Volunteers to submit their FECA claims while still in service.

In furtherance of the recommendations made by GAO in its report, the Peace Corps has again reached out to DOL to arrange an interagency meeting at the highest levels to discuss ways in which the two agencies can work together to use agency information to monitor the access to and quality of FECA benefits provided to RPCVs, as well as to more generally improve the FECA process for RPCVs. The Peace Corps remains committed to addressing this important issue so that sick or injured RPCVs receive the help and medical care they deserve.

The Peace Corps is also continuing to explore ways in which it can further assist RPCVs with the FECA process. The agency has a Post-Service Unit that helps RPCVs to file their claims by collecting relevant agency health records and submitting the necessary paperwork to DOL. The Post-Service Unit also works to facilitate communication between RPCVs and DOL staff. In order to better assist RPCVs, the Peace Corps has expanded the position of case manager in the Post-Service Unit to include care coordination for some catastrophic illnesses and injuries during the transition from the Peace Corps to FECA. The Peace Corps is also creating two positions in the Post-Service Unit to try to further assist RPCVs with the FECA process.

## APPENDIX O: OFFICE OF THE INSPECTOR GENERAL BUDGET REQUEST

### *Office of Inspector General Fiscal Year 2014 Budget Request*

The Inspector General Reform Act (Pub. L. 110-409) was signed by the President on October 14, 2008. Section 6(f)(1) of the Inspector General Act of 1978, 5 U.S.C. app. 3, was amended to require certain specifications concerning Office of Inspector General (OIG) budget submissions each fiscal year.

Each inspector general (IG) is required to transmit a budget request to the head of the establishment or designated federal entity to which the IG reports specifying the following:

- aggregate amount of funds requested for the operations of the OIG,
- the portion of this amount that is requested for all OIG training needs, including a certification from the IG that the amount requested satisfies all OIG training requirements for that fiscal year, and
- the portion of this amount that is necessary to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

The head of each establishment or designated federal entity, in transmitting a proposed budget to the President for approval, shall include the following:

- an aggregate request for the OIG,
- the portion of this amount for OIG training,
- the portion of this amount for support of the CIGIE, and
- any comments of the affected IG with respect to the proposal.

The President shall include in each budget of the U.S. government submitted to Congress the following:

- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the affected IG with respect to the proposal if the IG concludes that the budget submitted by the President would substantially inhibit the IG from performance of the OIG's duties.

Following the requirements as specified above, the Office of Inspector General of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2014:

- the aggregate budget request for the operations of the OIG is \$5,000,000,
- the portion of this amount needed for OIG training is \$ 58,100, and
- the portion of this amount needed to support the CIGIE is \$14,000 (.28 percent of \$5,000,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2014.

  
\_\_\_\_\_  
Kathy A. Buller  
Inspector General  
Peace Corps

August 20, 2012  
\_\_\_\_\_  
Date



Peace Corps Volunteer Alison Foley and a youth group play a game in the mountains of Peru, where she has served as a Youth in Development Volunteer since 2011. The Clark University graduate is working with two youth groups, an arts and reading club, and her school's physical education teacher to encourage exercise and promote healthy lifestyles. During her service, Foley has also implemented several environmental projects and is teaching English to adults in her community.

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