



**Peace
Corps**

**THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION**
FISCAL YEAR 2021

Peace Corps

FISCAL YEAR 2021

Congressional Budget Justification

FISCAL YEAR 2018—2022 STRATEGIC PLAN

FY 2021 ANNUAL PERFORMANCE PLAN

FY 2019 ANNUAL PERFORMANCE REPORT

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BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FISCAL YEAR (FY) 2021 BUDGET REQUEST

The Peace Corps' budget request is \$401,200,000. This includes an increase of \$4.2 million for a one percent pay raise. The FY 2021 budget request will enable the Peace Corps to support approximately 6,700 Americans serving abroad as Volunteers in more than 60 countries worldwide.

THE DIRECTOR OF THE PEACE CORPS
WASHINGTON, D.C.

Dear Member of Congress:

On behalf of Peace Corps Volunteers serving around the globe, I am pleased to submit the Peace Corps' FY 2021 budget request of \$401,200,000. This funding level provides a cost effective investment in strengthening the impact of the United States abroad by promoting peace and friendship through international service.

The Peace Corps' FY 2021 funds will allow the agency to continue supporting more than 6,700 Volunteers and trainees serving in 61 countries, while helping to recruit and train incoming cohorts of Volunteers ready to serve.

In FY 2021, the Peace Corps is expanding into the South Pacific as we re-enter the Solomon Islands. The invitation to return demonstrates how much our Volunteers are valued by the people of the Pacific region. The Peace Corps is also returning to Kenya—a nation with strong historical ties.

Volunteers live and work alongside the people they serve, using limited resources often under challenging conditions. Volunteers constantly create positive and lasting change. For example, a recent Rwandan Volunteer worked with her community partners to create a care group focused on educating women regarding early childhood development. During three classroom blocks, this care group engaged in discussions with 42 Rwandan women on proper nutrition during pregnancy, mother and child hygiene and sanitation, and the prevention of malaria.

The Peace Corps is also a proud partner of the Women's Global Development and Prosperity (W-GDP) Initiative, a government-wide program aiming to advance women's economic empowerment. One of the agency's first W-GDP projects was Growing Seeds & Skills: Teaching Business to Domestic Violence Shelter Residents which benefited 35 women in the Republic of Georgia. The Georgian Volunteer and her host country partner received a \$4,000 grant for a successful business and agricultural training program for women escaping domestic violence.

The skills and experiences that Volunteers gain through their Peace Corps service are invaluable assets to today's Federal workforce, college and university campuses, local governments, non-profit or faith-based organizations and corporate boardrooms. Through our efforts, Returned Peace Corps Volunteers enhance the American workforce with unique skills and experiences necessary in the coming years. We all recognize this valued investment that helps our nation grow and prosper.

On behalf of the Peace Corps and the thousands of American Volunteers serving around the world, thank you for your consideration and support.

Sincerely,

A handwritten signature in black ink that reads "Jody K Olsen". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Jody K. Olsen
Director

EXECUTIVE SUMMARY

MISSION & GOALS

For nearly 60 years, the Peace Corps has helped strengthen the United States through training citizens of all ages and promoting American ideals and ingenuity around the world. Since its founding in 1961, Peace Corps Volunteers and staff have proudly represented the United States in 142 countries, demonstrating American creativity, compassion, and grit to solve the critical challenges that face the communities where Peace Corps Volunteers ably serve.

The Peace Corps remains a premier service opportunity for motivated change makers to immerse themselves in communities abroad, working side-by-side with local leaders to tackle the most pressing challenges of our time. During FY 2021, the Peace Corps will begin celebrating its 60th Anniversary, and in many ways it will be celebrating the agency's on-going commitment to world peace and friendship. That mission coupled with the Peace Corps' three goals places the work of the agency in a unique position within the U.S. Government:

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.

At the conclusion of FY 2019, the Peace Corps saw 6,648 Volunteers serving in 61 countries around the globe. Peace Corps Volunteers engage in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Each program begins from a grassroots level, where Volunteers work alongside and collaborate with community partners to address specific

developmental needs identified by the host country.

On average, Peace Corps Volunteers serve for 27 months. In a little over two years, Volunteers become active members of their host communities, use their skills, language abilities, and experiences to build long-lasting community-driven successes, and along the way positively impact the understanding of American and host country cultures resulting in friendships that often last a lifetime.

The Peace Corps also targets specialized projects through short-term assignments with its Peace Corps Response program. Peace Corps Response matches skilled individuals with an average 6 to 12 month assignment that require advanced language, technical and intercultural skills.

Examples of the global impact of the Peace Corps include Namibia where two Peace Corps Volunteers and their community partners created an Exploring Entrepreneurship Youth Camp where Namibian youth are taught the values of innovation, creativity, money management, business idea generation, and teamwork. Or in Nepal, where a group of entrepreneurial Peace Corps Volunteers and farmers are converting abandoned land into high value, low maintenance fruit and nut orchards, which will provide much needed food sources and employment opportunities for the local community. Also detailed in this submission is a story from Tonga where a Peace Corps Volunteer worked with a local women's development organization to provide water tanks for needy families. This successful project provided a sustainable source of clean drinking water for an entire community.

Since its inception, the mission and the ideals of the Peace Corps have not wavered. From the steps of the University of Michigan where President Kennedy proposed his idea of the Peace Corps, to its creation under an Executive

Order in 1961, and all the way to today as 6,648 Peace Corps Volunteers serve in 61 countries, the following words still hold true:

“We will only send abroad Americans who are wanted by the host country — who have a real job to do — and who are qualified to do that job...Our Peace Corps is not designed as an instrument of diplomacy or propaganda or ideological conflict. It is designed to permit our people to exercise more fully their responsibilities in the great common cause of world development.”

— President John F. Kennedy;
upon signing Executive Order
10924 on March 1, 1961

KEY INITIATIVES FOR THE PEACE CORPS FY 2021 BUDGET REQUEST:

The Peace Corps budget request for FY 2021 is \$401,200,000. This includes an increase of \$4.2 million for a one percent pay raise. In FY 2021, the Peace Corps will focus on the following key initiatives.

Economically Empowering Women Around the World: Ongoing Success with the Women’s Global Development and Prosperity (W-GDP) Initiative

Since its founding, the Peace Corps has been a champion of women throughout the world, helping them advance economically and become self-sufficient members of their communities. From rural villages to busy cities, women are the backbone of society. They are health care professionals, community collaborators, inventive entrepreneurs, sustainability-minded farmers and dedicated educators.

Whether raising children or livestock, giving speeches or leading business meetings, building wells or relationships, women embody what it means to be strong and dynamic. The Peace

Corps celebrates women through their good works and volunteerism every day, and it is an honor to amplify this effort through the launch of the Trump Administration’s Women’s Global Development and Prosperity (W-GDP) Initiative in 2019.

W-GDP is a government-wide initiative, partnering with nine other Federal agencies, to advance workforce development and vocational training among women, promote women’s entrepreneurship, and strive to remove barriers that constrain women from full participation in the economy. W-GDP aims to bring economic stability to 50 million women in developing countries by 2025. The initiative focuses on three pillars:

1. Workforce development and skills training;
2. Women’s entrepreneurship and access to capital; and
3. Broader policies, laws, and social norms to promote women’s economic participation.

We are delighted that Volunteers in all Peace Corps countries carried out W-GDP related activities in FY 2019, representing all six sectors in which the agency works. We are happy to report as well that the overall number of women impacted by Peace Corps Volunteers has increased to 318,041. The work of 67 percent of our Volunteers has led to this positive increase. The Peace Corps will continue to do its part to advance the work of W-GDP and the economic empowerment of women abroad in FY 2021.

Expansion and Engagement: Historic Return and Growth in the Pacific Islands

The Peace Corps uses its Country Portfolio Review process to identify potential new country entries, returns to previous Peace Corps countries, and closures as a part of the ongoing efforts to meet the needs of countries interested in a Peace

Corps presence and guide agency strategy. The Country Portfolio Review provides a deliberate, evidence-based framework for guiding strategic decisions regarding the allocation of Volunteers and resources overseas. This process, along with interest from Pacific Island nations, is leading the Peace Corps to increase its presence in this growing region.

In February 2019, the Government of Solomon Islands issued a formal invitation to the Peace Corps inviting the agency's return after a 19-year absence. From 1971 until its suspension in 2000 over 700 Peace Corps Volunteers served in the Solomon Islands and positively impacted this island nation. The Peace Corps has had a lasting impact in the country and many former partners have stated that the agency's absence is noticeable, both personally and professionally, particularly in the education sector.

After a lengthy feasibility assessment of reestablishing Peace Corps programs in Solomon Islands, it was determined that Peace Corps Volunteers would be safe and welcome to reestablish programs in support of the nation's education and youth development sectors. Because of that assessment, the Peace Corps plans to establish a new office and begin hiring staff in FY 2020 and send its first group of Volunteers in early 2021. In late 2021, the second group of Volunteers is scheduled to arrive. They will undergo three months of comprehensive cultural, language and technical training before they are given their two-year assignments.

The Peace Corps is grateful to the Government and people of Solomon Islands for their invitation to have Peace Corps Volunteers serve side-by-side with Solomon Islanders in their beautiful country. The Peace Corps looks forward to renewing its people-to-people partnership in FY 2021 building lasting bonds that will tie our nations together

while seeking other opportunities to enhance broader engagement in the Indo-Pacific region.

Peace Corps Delivers Globally and at Home: Continuing a Return on Investment

The value of the Peace Corps to the United States and to the global community reaches beyond the communities where Peace Corps Volunteers serve. The international goodwill and overall mission of the Peace Corps strengthens the relationships of the United States with partner embassies and ambassadors, host country ministries, overseas missions and other U.S. government agencies.

Peace Corps Volunteers are our country's foremost cultural ambassadors of friendship, goodwill, and prosperity. Volunteers contribute to their host communities while gaining skills that will impact their communities at home in the United States. One Returned Volunteer recently stated, "I owe my career to Peace Corps and the experiences I had serve me every day." This statement by an RPCV who served in Uganda from 2010-2013 truly encapsulates the impact that the Peace Corps has had on more than 240,000 individuals who chose to serve around the world. Statements like this are often repeated by RPCVs throughout the Federal workforce, college and university campuses, local government, non-profit or faith-based organizations or corporate boardrooms. Our nearly six decade impact on Americans cannot be taken lightly. Each experience a Volunteer has plays a role in bringing value not only to the Peace Corps, but to each host nation and the United States. Each time a Volunteer helps a community cultivate a new crop, it prepares generations of people to provide food and ingenuity to their people. When a Volunteer teaches a child to read, write and speak English, it gives that child a voice in an ever changing world, and when women around the world are trained by Volunteers to establish their own businesses, it gives them stature in the

¹ A Congressional Notification letter was sent to Congress in November 2018 regarding the intention of Peace Corps to expand its existing Peace Corps program in Albania to Montenegro.

marketplace and prosperity in regions where those notions are often foreign.

The Peace Corps emphasizes a need for a return on investment, as it sees its works of vital importance to the 61 countries where it currently serves, but also as a small cog in the prosperity and development of our own nation's workforce—especially in the federal government.

Peace Corps Volunteers represent all 50 states, territories, and the District of Columbia. When a Volunteer returns home from their service, they are using the skills they have learned to impact every corner of our country. RPCVs feed the American workforce with a wide array of experiences, they are truly a valuable returned investment that continues to help our nation grow and prosper.

PEACE CORPS APPROPRIATIONS LANGUAGE PEACE CORPS (INCLUDING TRANSFER OF FUNDS)

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501 et seq.), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$401,200,000 of which \$6,300,000 is for the Office of Inspector General, to remain available until September 30, 2021: *Provided*, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by section 16 of the Peace Corps Act (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 \$104,000 may be

available for representation expenses, of which not to exceed \$4,000 may be made available for entertainment expenses: *Provided further*, That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject the regular notification procedures of, the Committees on Appropriations, except regular notification procedures may be waived when there is a substantial security risk to Volunteers or other Peace Corps personnel, pursuant to section 7010(d) of this Act: *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 E of Public Law 114-113 shall apply to funds appropriated under this heading.



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BUDGET INFORMATION

PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS (IN THOUSANDS OF DOLLARS)

	FY2019	FY2020	FY2021
	Actual	Projected	Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	900	1,100	2,800
Africa	86,800	86,600	86,600
Europe, Mediterranean, and Asia	60,600	59,700	58,200
Inter-America and The Pacific	62,200	59,600	59,600
Peace Corps Response	1,300	1,200	1,200
Overseas Programming and Training Support	3,500	4,000	4,000
Office of Global Health and HIV	600	500	500
Subtotal, Overseas Operational Management	215,900	212,700	212,900
Overseas Operational Support			
Office of Volunteer Recruitment and Selection	18,100	17,200	16,300
Office of Health Services	13,800	13,700	13,300
Medical Services Centrally Shared Resources	12,700	14,700	14,700
Office of Victim Advocacy	400	900	500
Office of Safety and Security	5,100	4,000	4,000
Safety and Security Centrally Managed Resources	2,100	1,800	1,800
Centrally Processed Overseas Equipment and Supplies	700	4,400	4,400
Volunteer Readjustment Allowance	29,800	31,000	30,900
Federal Employees' Compensation Act	14,200	12,300	12,300
Reimbursements to Department of State (ICASS)	19,400	20,400	22,400
Foreign Currency Centralization	(3,700)	—	—
Subtotal, Overseas Operational Support	112,600	120,400	120,600
Subtotal, Direct Volunteer Operations	328,500	333,100	333,500

BUDGET INFORMATION

VOLUNTEER OPERATIONS SUPPORT SERVICES

Subtotal, Volunteer Operations Support Services	103,700	91,000	85,400
Subtotal, Total Agency Excluding Inspector General	432,200	424,100	418,900
Inspector General	5,700	6,300	6,300
GRAND TOTAL, AGENCY	437,900	430,400	425,200

PEACE CORPS RESOURCE SUMMARY

(IN THOUSANDS OF DOLLARS)

	FY 2019	FY 2020	FY 2021
AVAILABLE RESOURCES	Actual	Projected	Request
Budgetary Resources Available for Obligation			
Unobligated balance brought forward, October 1	56,000	42,100	32,900
New budget authority (Agency)	404,200	404,200	394,900
New budget authority (Office of the Inspector General)	6,300	6,300	6,300
Recoveries of prior year obligations	11,000	10,000	9,000
Spending authority from offsetting collections	9,000	7,000	7,000
Total Budgetary Resources Available for Obligation	486,500	469,600	450,100
Total direct obligations (Agency)	432,200	424,100	418,900
Total direct obligations (Office of the Inspector General)	5,700	6,300	6,300
Total direct obligations (Reimbursable Programs)	5,200	6,300	6,300
Total New Obligations	443,100	436,700	431,500
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	42,100	32,900	18,600

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS

FY 1962 – FY 2020 (IN THOUSANDS OF DOLLARS)

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
1962	\$ 40,000	\$ 40,000	\$ 30,000	3,699	N/A
1963	63,750	63,750	59,000 ^{c/}	4,969	N/A
1964	102,000	108,000	95,964 ^{c/}	7,720	N/A
1965	115,000	115,000	104,100 ^{c/}	7,876	N/A
1966	115,000	125,200	114,000	9,216	N/A
1967	110,000	110,500	110,000	7,565	N/A
1968	115,700	124,400	107,500	7,391	N/A
1969	112,800	112,800	102,000	6,243	N/A
1970	98,450	109,800	98,450	4,637	N/A
1971	94,500	98,800	90,000	4,686	N/A
1972	77,200	71,200	72,500	3,997	6,632
1973	88,027	88,027	81,000	4,821	6,194
1974	77,000	77,000	77,000	4,886	6,489
1975	82,256	82,256	77,687	3,296	6,652
1976	88,468	80,826	81,266	3,291	5,825
Transition Qtr.	27,887	25,729	24,190	—	—
1977	81,000	67,155	80,000	4,180 ^{d/}	5,590
1978	87,544	74,800	86,234	3,715	6,017
1979	112,424	95,135	99,179	3,327	5,723
1980	105,000	105,404	99,924	3,108	5,097
1981	118,531	118,800	105,531	2,729	4,863
1982	105,000	121,900	105,000	2,862	4,559
1983	105,000	97,500	109,000	2,988	4,668
1984	115,000	108,500	115,000	2,781	4,779
1984/5 Supp	2,000	2,000	2,000	—	—
1985	128,600	115,000	128,600	3,430	4,828
1986	130,000	124,400	124,410 ^{e/}	2,597	5,162
1987	137,200	126,200	130,760	2,774	4,771
1987/8 Supp	7,200	—	7,200	—	—
1988	146,200	130,682	146,200	3,360	4,611
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649 ^{f/}	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS

FY 1962 – FY 2020 (IN THOUSANDS OF DOLLARS) CONT.

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
1994	219,745 ^{g/}	219,745	219,745 ^{h/}	3,541	5,644
1995	234,000	226,000	219,745 ^{i/ j/}	3,954	5,884
1996	—	234,000	205,000 ^{k/ m/}	3,280	6,086
1997	—	220,000 ^{l/}	208,000 ^{n/}	3,607	5,858
1998	—	222,000	222,000 ^{o/}	3,551	5,757
1999	—	270,335	240,000 ^{p/}	3,835	5,729
	270,000 ^{q/}	270,000	245,000 ^{r/}	3,919	7,164
2001	298,000	275,000	267,007 ^{s/ t/}	3,191	6,643
2002	327,000	275,000	278,700 ^{u/ v/}	4,047 ^{w/}	6,636
2003	365,000	317,000	297,000 ^{x/}	4,411	7,533
2004	—	359,000	310,000 ^{y/}	3,812	7,733
2005	—	401,000	320,000 ^{z/}	4,006	7,810
2006	—	345,000	322,000 ^{aa/ab}	4,015	7,628
2007	—	336,642	319,700 ^{ac/}	3,964	7,875
2008	—	333,500	333,500 ^{ad/}	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 ^{ae/}	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,790	6,377
2017	—	410,000	410,000	3,429	6,591
2018	—	398,221	410,000	3,595	6,629
2019	—	396,200	410,500	3,426	6,648
	—	396,200	410,500	3,800 ^{af/}	7,300 ^{af/}
2021	—	401,200	—	3,900 ^{af/}	7,500 ^{af/}

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.

NOTES

CONT.

- 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 11th 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.
- af/** All Volunteer projections are rounded to the nearest hundred, and imply the center of a range representing the total Volunteer Corps. At any point, it is reasonable to estimate that the range can fluctuate five to ten percent from the indicated number.



OPERATIONAL AREAS



DIRECT VOLUNTEER OPERATIONS

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

OFFICE OF GLOBAL OPERATIONS

The Office of Global Operations (OGO) manages and coordinates the agency's strategic support to the Peace Corps' overseas operations, ensuring that all Volunteers have a safe and productive experience. In addition to the Peace Corps' three geographic regions (see below). OGO also includes the Office of Overseas Programming and Training Support (OPATS), the Office of Global Health and HIV (OGHH), the Office of Staging and Pre-Departure, and Peace Corps Response (PCR).

AFRICA, EMA, & IAP REGIONAL OFFICES

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia (EMA); and Inter-America and the Pacific (IAP). These accounts fund staff overseas who work directly with Peace Corps Volunteers, as well as staff at Peace Corps headquarters that 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.

PEACE CORPS RESPONSE

Peace Corps Response (PCR) places Americans with significant experience in short-term assignments to meet host country requests for highly-skilled Volunteers. PCR also assists the agency with returning to post-conflict countries and starting new agency partnerships and initiatives. In FY 2019, PCR placed 175 Volunteers in 25 countries. In the past two decades, PCR has fielded over 3,700 Volunteers in more than 80 countries.

OVERSEAS PROGRAMING AND TRAINING SUPPORT

The Office of Overseas Programming and Training Support (OPATS) catalyzes learning and performance for programming and training at posts to support Volunteer achievement of the three goals of the Peace Corps. OPATS develops and curates sector-specific programming materials, as well as guidance and resources related to intercultural competence, diversity and inclusion; language proficiency development; and monitoring, reporting, and evaluation. Specialists provide in-person and virtual support in all of these areas to overseas staff in addition to facilitating information exchange and learning across the agency. It also oversees a monitoring and evaluation system that provides data to inform evidence-based decision making, and supports effective stewardship of agency and partner resources.

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 maternal, newborn and child health, youth health, and HIV/AIDS prevention and support. OGHH also coordinates the agency's participation in the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and other global health efforts, including Ending Preventable Child and Maternal Deaths (EPCMD).

OFFICE OF VOLUNTEER RECRUITMENT AND SELECTION

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment and assessment process, from prospect inquiry to invitation. VRS includes the Office of Recruitment and Diversity, which promotes public interest in the agency, attracts diverse applicants, and assists candidates during the initial stages of the application process; the Office of Placement, which assesses applicants, determines eligibility and suitability for Peace Corps service, and meets overseas posts' requests for trainees; the Office of Analysis and Evaluation, which supports the agency's focus on data-driven decision making; and the Office of University Programs, which establishes and maintains collaborative pipeline-building relationships with colleges and universities.

OFFICE OF HEALTH SERVICES

The Office of Health Services (OHS) provides medical and mental health support for Volunteers, medical and mental health screening and clearance of invitees, and assistance to 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 Health Services include the Office of Medical Services, the Behavioral Health and Outreach Unit, the Quality

Improvement Unit, the Peace Corps Medical Officer Support Unit, the Health Informatics Unit, the Epidemiology Unit, and the Financial and Resource Management Unit.

The Office of Health Services supports medical care for Volunteers through the services of dedicated headquarters and overseas staff. To achieve this mission, Health Services supports a comprehensive, accountable, and high-quality Volunteer health care program. The Office of Medical Services includes the Pre-Service Unit, which screens invitees for medical and mental health clearance for service; the Field Support Unit, which provides consultation and medical and mental health care to currently serving Volunteers; and the Post-Service Unit, which provides medical assessment and Department of Labor case initiation support to returned Volunteers. OHS is also responsible for agency medical and mental health quality assurance and improvement activities; selection, mentoring, training and management of all Peace Corps medical officers assigned to overseas posts; assessments of Volunteer health; supervision of regional medical officers and hubs; oversight of Volunteer medical evacuations; operations and development; and maintenance of the Peace Corps' electronic medical record system.

The Behavioral Health and Outreach Unit also assists posts in the management of Volunteer mental health and adjustment issues by responding to Peace Corps medical officers' consultative requests. The office provides mental health services to Volunteers by phone or in-person, provides support to posts related to staff and peer support training, and supports Volunteers and their families during crises and emergencies.

MEDICAL SERVICES CENTRALLY SHARED RESOURCES

Medical Services Centrally Shared Resources are direct trainee/Volunteer medical expenses that include: travel and medical care during medical evacuation to regional centers or to the

United States, authorized medical care while trainees/Volunteers are away from post including care in the United States if on leave, contracts for services related to the care of Volunteers, some medical screening expenses for invitees, trainee/Volunteer/employee Federal Employees Compensation Act claims, trainee/Volunteer expenses that exceed \$5,000 for a single health event at post (lesser and local costs are covered by each post), one month of after-service health insurance for returned Volunteers, expenses related to trainee/Volunteer death, and expenses for trainees/Volunteers who require a visit back to their home of record for family emergencies. They do not cover direct medical costs incurred by post for the health care or medicine (including expensive or newly prescribed).

OFFICE OF VICTIM ADVOCACY

The Office of Victim Advocacy (OVA) facilitates services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes. Victim advocates assist current and returned Volunteers who have been the victim of, or witness to, crimes during their service by ensuring awareness of and access to these services. Assistance includes ensuring Volunteers are aware of their options so they can make informed decisions regarding their health and safety, helping them understand the local criminal and legal systems, safety planning, and ensuring Peace Corps staff are aware of Volunteers' choices when providing in-country support. When requested, victim advocates are available to accompany a returned Volunteer through the in-country criminal investigation and prosecutorial process.

The Office of Victim Advocacy (OVA) contributes to the development and revision of the Peace Corps' comprehensive sexual assault policy. OVA also oversees and manages the Sexual Assault Response Liaison (SARL) program, in coordination with other relevant offices. OVA is directly responsible for providing training, technical guidance, and continuing education to each country's two SARLs.

These liaisons are in place to assist victims of sexual assault with support and accompaniment throughout the in-country process.

OFFICE OF SAFETY AND SECURITY

The Office of Safety and Security (OSS) manages the agency's domestic and overseas safety and security programs. Additionally, the office is responsible for implementing federal directives governing the agency's emergency contingency planning such as continuity of operations and occupant emergency plans.

The OSS fulfills this responsibility through six sub-offices: Office Administration; Projects, Training, and Evaluation; Information and Personnel Security; Emergency Management and Physical Security; Crime Response and Analyses; and Overseas Operations.

Much of the direct support to posts overseas is managed by Overseas Operations, primarily through 10 regionally-based Peace Corps safety and security officers. The officers act as security advisers; conduct routine security assessments; and provide training, physical security guidance, crisis management support and response, and support to Volunteers who have been victims of crime. Overseas Operations also provides technical oversight and professional development for safety and security staff assigned overseas, develops agency safety and security policies and procedures, and coordinates closely with the Office of Global Operations to oversee the management of safety and security programs.

SAFETY AND SECURITY CENTRALLY MANAGED RESOURCES

These funds 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.

CENTRALLY PROCESSED OVERSEAS EQUIPMENT AND SUPPLIES

The Office of Management provides oversight of Centrally Processed Overseas Equipment and Supplies, which funds the purchase of vehicles for Volunteer support, as well as supplies, such as medical kits, eyeglasses, and mosquito nets.

VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon close of service to assist them when transitioning out of the Peace Corps.

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 illness. The vast majority of these costs relate to Volunteers' claims.

REIMBURSEMENTS TO DEPARTMENT OF STATE (International Cooperative Administrative Support Services)

These are payments that the Peace Corps makes to the Department of State 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 FY 1998.

FOREIGN CURRENCY CENTRALIZATION

Gains or losses realized from the fluctuation of foreign currency.



VOLUNTEER OPERATIONS SUPPORT SERVICES

Volunteer operations support services include standard components found in the administration of most federal agencies, including 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 THE DIRECTOR AND ASSOCIATED OFFICES

The Office of the Director provides executive-level direction to the Peace Corps, overseeing its programs and activities. The Director's Office establishes 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 also includes the Office of Civil Rights and Diversity and the Office of the Chief Compliance Officer.

OFFICE OF THE GENERAL COUNSEL

The general counsel heads the Office of the General Counsel, (OGC) which reports to the Director. As the chief legal officer of the Peace Corps, the OGC is charged with interpreting laws, including the Peace Corps Act as amended, and implementing regulations and policies that affect how the agency conducts business. The OGC provides legal and policy advice to the Peace Corps' Director, Posts, and Domestic Offices.

OFFICE OF STRATEGIC INFORMATION, RESEARCH AND PLANNING

The Office of Strategic Information, Research and Planning (OSIRP) guides agency strategic planning;

monitors and evaluates agency-level performance and programs; conducts research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; and enhances the stewardship and governance of agency data. Through these efforts, the office seeks to improve performance and to link performance to strategic planning and agency resources.

OFFICE OF STRATEGIC PARTNERSHIPS AND INTERGOVERNMENTAL AFFAIRS

The Office of Strategic Partnerships and Intergovernmental Affairs (SPIGA) coordinates and oversees the development and implementation of strategic partnerships and relationships to support the agency's three goals and enhance programs through every stage of the Volunteer life cycle. SPIGA manages the agency's partnerships with U.S. Government agencies, international non-governmental organizations, multilateral institutions, and corporations. At the core of our mission is an emphasis on developing initiatives that support and sustain projects developed by Volunteers in the field.

OFFICE OF GIFTS AND GRANTS MANAGEMENT

The Office of Gifts and Grants Management (GGM) is responsible for managing the Agency's Small Grants Program and its gift acceptance authority; this includes gifts and agreements with both Federal and non-Federal sources to the benefit of Volunteers and the agency. It involves administering the gift acceptance and solicitation policies and procedures from U.S. Government entities, the private sector, and non-governmental organizations in support of approved Peace Corps' programming activities through partnership, donation, or reimbursable agreements.

OFFICE OF THIRD GOAL AND RETURNED VOLUNTEER SERVICES

The Office of Third Goal and Returned Volunteer Services (RVS) works to achieve the Peace Corps' Third Goal: to help promote a better understanding of other peoples on the part of Americans. The office encourages Third Goal activities, which serve as a foundation for world peace and friendship by raising cultural awareness throughout the United States. The RVS program develops and implements career and support services that help Volunteers transition back to the United States, including an online jobs board and regional, in-person, and virtual career conferences and events. The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program, which helps schoolchildren in the United States better understand the peoples and cultures of other countries by connecting currently serving Volunteers with classrooms around the United States.

OFFICE OF THE CHIEF COMPLIANCE OFFICER

The Office of the Chief Compliance Officer (OCCO) manages the agency's response to the inspector general's financial audits, programmatic evaluations, and, where appropriate, investigative reports. The OCCO then identifies trends that emerge from compliance challenges and works to address the underlying issues with the agency. The OCCO coordinates and prepares mandated accompanying information for the transmittal of the inspector general's Semi-Annual Reports to Congress and verifies compliance with applicable policies and regulations within the federal government.

OFFICE OF THE CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO) oversees all financial management activities relating to programs and operations of the agency. OCFO maintains an integrated agency budget, accounting, and financial management system. OCFO provides financial management

policy guidance and oversight; and manages the formulation of the agency's budget and the execution of budgetary resources.

OCFO also handles all procurement and acquisition assistance, including: contracting, simplified acquisitions, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements and grants.

OFFICE OF THE CHIEF FINANCIAL OFFICER CENTRALLY MANAGED RESOURCES

Office of the Chief Financial Officer Centrally Managed Resources are primarily for mandatory staff costs, such as unemployment compensation, severance pay, terminal leave payments, and overseas staff medical evacuation.

OFFICE OF THE CHIEF INFORMATION OFFICER

The Office of the Chief Information Officer (OCIO) manages the agency's enterprise technology architecture, the development of agency information technology policies and practices, agency applications, and global information technology (IT) infrastructure. OCIO manages IT security across the global network, ensuring agency resources and data are protected. OCIO also works to continually modernize the agency's global IT infrastructure to connect headquarters, domestic recruiting operations, and overseas posts.

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, cybersecurity, and the Peace Corps' disaster recovery capability.

OFFICE OF MANAGEMENT

The Office of Management provides administrative, staff professional development, and general operations support to all headquarters offices, regional recruiting offices, and the agency's overseas posts. The Office of Management includes four sub-offices that provide domestic and overseas support. The Office of Administrative Services conducts facilities lease management, mail distribution, travel and transportation services, inventory management, medical supplies acquisition and distribution, Drug Enforcement Administration-controlled substance management, vehicle fleet procurement and management, federal occupational health coordination, warehouse logistics and fulfillment operations, and Occupational Safety and Health Administration compliance. The Office of Staff Learning and Development (OSLD) manages staff training and professional development supporting onboarding and off-boarding of staff, leadership development, coaching, and oversight of Peace Corps-mandated and federally-mandated training. OSLD also manages the agency learning management system, which supports applicant, trainee, and Volunteer learning for all 61 Countries. The Freedom of Information Act and Privacy Act Office provides guidance and assistance in the processing of Freedom of Information Act and Privacy Act requests. The Records Management Office oversees the maintenance and legal disposition of records created or received by Peace Corps staff in the conduct of official business.

OFFICE OF MANAGEMENT CENTRALLY MANAGED RESOURCES

These funds support operations, including payments to the General Services Administration for headquarters and domestic recruiting office leases, maintenance, furniture, and equipment; warehouse and mailroom services; travel and transportation services; and transit benefits. Additionally, funding supports contracts for Freedom of Information Act and learning management systems and services.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources (HR) was established as a separate entity in FY 2018. HR is headed by the agency's Chief Human Capital Officer, and is responsible for the full range of personnel support functions, including staff recruitment and hiring, position classification, performance management, payroll and benefits services, employee and labor relations, and workforce planning.

OFFICE OF EXTERNAL AFFAIRS

The Office of External Affairs (EA) provides coordination and support for the Peace Corps' external engagement with the public, the media, and Congress. EA includes two sub-offices: the Office of Communications, which includes Press Relations; and the Office of Congressional Relations. The Office of Communications manages official agency communications, interaction with the media, the agency's digital media, marketing, video production, photography, publications, design, editorial support, and www.peacecorps.gov. 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 Peace Corps and members of Congress and congressional staff.

THE OFFICE OF INSPECTOR GENERAL

The Office of 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.



OVERSEAS OPERATIONS

VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2020	FY 2021	FY 2020	FY 2021
Africa	2,870	2,910	\$86,600	\$86,600
Europe, Mediterranean, and Asia	2,250	2,380	\$59,700	\$58,200
Inter-America and Pacific	2,120	2,210	\$59,600	\$59,600
Subtotal, Country Programs	7,240	7,500	\$205,900	\$204,400

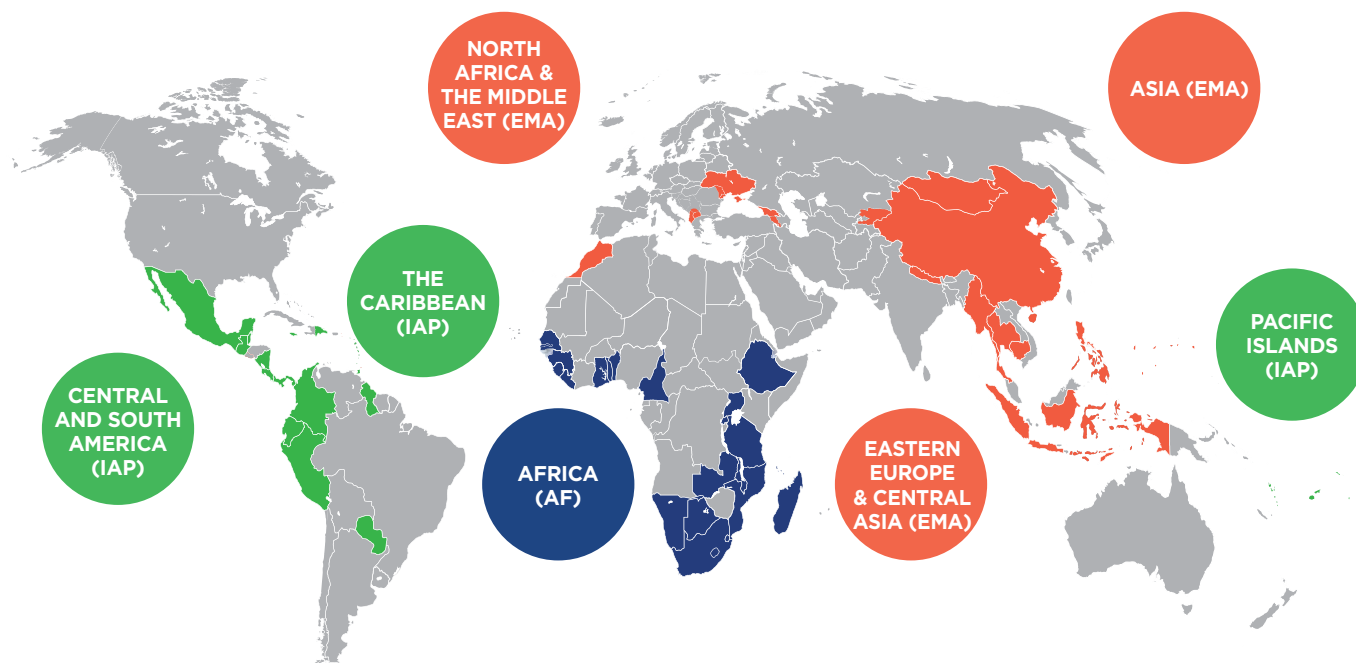
PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2020	FY 2021	FY 2020	FY 2021
Albania/Montenegro	80	100	\$2,700	\$2,700
Armenia	70	70	\$2,400	\$2,400
Belize	50	50	\$1,600	\$1,600
Benin	150	140	\$4,900	\$4,800
Botswana	110	90	\$2,800	\$2,600
Cambodia	130	130	\$3,000	\$3,000
Cameroon	110	110	\$4,600	\$4,600
China	—	—	\$2,200	\$700
Colombia	140	170	\$3,600	\$3,600
Comoros	40	40	\$1,500	\$1,500
Costa Rica	140	150	\$4,000	\$4,000
Dominican Republic	190	190	\$4,100	\$4,100
East Caribbean	90	90	\$3,200	\$3,200
Ecuador	160	170	\$5,500	\$5,600
Eswatini	80	80	\$1,600	\$1,700

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2020	FY 2021	FY 2020	FY 2021
Ethiopia	130	130	\$5,300	\$5,300
Fiji	100	100	\$1,900	\$1,900
Georgia	110	110	\$2,900	\$2,900
Ghana	150	150	\$3,900	\$3,800
Guatemala	160	170	\$4,800	\$5,000
Guinea	140	140	\$3,400	\$3,400
Guyana	70	80	\$2,500	\$2,500
Indonesia	170	170	\$3,500	\$3,500
Jamaica	60	60	\$2,500	\$2,500
Kenya	30	40	\$1,700	\$2,000
Kosovo	80	80	\$1,700	\$1,700
Kyrgyz Republic	110	110	\$2,700	\$2,700
Lesotho	110	110	\$2,200	\$2,200
Liberia	70	70	\$4,500	\$4,400
Madagascar	190	200	\$3,600	\$3,700
Malawi	80	80	\$3,100	\$3,100
Mexico	100	100	\$2,100	\$2,100
Moldova	100	100	\$2,500	\$2,500
Mongolia	110	150	\$3,500	\$3,500
Morocco	280	280	\$5,500	\$5,500
Mozambique	120	150	\$4,100	\$4,200
Myanmar	70	80	\$2,500	\$2,500

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2020	FY 2021	FY 2020	FY 2021
Namibia	140	140	\$3,500	\$3,400
Nepal	90	90	\$2,600	\$2,600
Nicaragua	—	—	\$200	\$0
North Macedonia	140	140	\$3,400	\$3,400
Panama	190	190	\$5,600	\$5,500
Paraguay	220	220	\$5,100	\$5,100
Peru	250	250	\$6,400	\$6,100
Philippines	170	170	\$4,400	\$4,400
Rwanda	180	180	\$3,800	\$3,800
Samoa	50	50	\$1,500	\$1,400
Senegal	300	300	\$8,900	\$8,900
Sierra Leone	110	110	\$2,600	\$2,600
Solomon Islands	—	20	\$800	\$1,500
South Africa	90	90	\$3,900	\$3,900
Sri Lanka	40	80	\$2,200	\$2,200
Tanzania	120	130	\$3,400	\$3,400
Thailand	110	130	\$4,000	\$4,000
The Gambia	100	100	\$2,000	\$2,000
Timor-Leste	50	50	\$2,100	\$2,200
Togo	100	100	\$3,300	\$3,300
Tonga	80	80	\$1,300	\$1,300
Uganda	90	90	\$2,700	\$2,700
Ukraine	340	340	\$5,900	\$5,800
Vanuatu	70	70	\$2,900	\$2,600
Zambia	130	140	\$5,300	\$5,300
Total	7,240	7,500	\$205,900	\$204,400

¹ This data represents the projected number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through the Peace Corps' appropriation.

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2019



Caribbean

Dominican Republic

Eastern Caribbean:

- Dominica
- Grenada
- St. Lucia
- St. Vincent and the Grenadines

Jamaica

Central and South America

Belize

Colombia

Costa Rica

Ecuador

Guatemala

Guyana

Mexico

Panama

Paraguay

Peru

Africa

Benin

Botswana

Cameroon

Comoros

Eswatini

Ethiopia

Ghana

Guinea

Lesotho

Liberia

Madagascar

Malawi

Mozambique

Namibia

Rwanda

Senegal

Sierra Leone

South Africa

Tanzania

The Gambia

Togo

Uganda

Zambia

North Africa & the Middle East

Morocco

Eastern Europe & Central Asia

Albania

Armenia

Georgia

Kosovo

Kyrgyz Republic

Moldova

North Macedonia

Ukraine

Asia

Cambodia

China

Indonesia

Mongolia

Myanmar

Nepal

Philippines

Thailand

Timor-Leste

Pacific Islands

Fiji

Samoa

Tonga

Vanuatu

AF: Africa Region

EMA: Europe, Mediterranean, and Asia Region

IAP: Inter-America and Pacific Region

Countries with Volunteers during FY 2019

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AFRICA REGION

Sahel	Senegal, The Gambia
Coastal West and Central Africa	Benin, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo
Eastern Africa	Comoros, Ethiopia, Kenya, ¹ Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda
Southern Africa	Botswana, Eswatini, Lesotho, Namibia, South Africa, Zambia



¹ Following Congressional Notification in June of 2019, Peace Corps approved re-entry into Kenya. The program will fully resume in FY 2020 with Health and Education Volunteers.

AFRICA

Since the establishment of the Peace Corps in 1961, more than 80,000 Peace Corps Volunteers have served throughout Africa. At the close of FY 2019, 2,591 Volunteers, or 39 percent of Peace Corps Volunteers worldwide, were serving in 23 countries across the continent. These Volunteers work in some of the poorest nations in the world, living primarily in rural areas. Volunteers learn more than 150 local languages in Africa so they can effectively integrate into their host communities, promote cross-cultural understanding, and implement development interventions with a focus on capacity building and sustainable change. Following Congressional notification in June of 2019, Peace Corps approved re-entry into Kenya. The program will fully resume in FY 2020 with Health and Education Volunteers.

Programs in Africa focus on some of the continent's most pressing development challenges, encompassing all six of the agency's sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Volunteers engage in a wide range of projects, including combatting malaria, promoting food security, girls' education, women's economic empowerment, and preventing the spreading of HIV/AIDS in the region.

Education is the largest Peace Corps sector in Africa, encompassing over 46 percent of the region's Volunteers. Volunteers serve as classroom teachers and support capacity building of local teachers; increase student achievement in literacy, math and science; and teach English as a foreign language (TEFL). These interventions further equip and empower host country teachers in their classrooms, and promote gender-equitable, evidence-based best practices to improve academic achievement.

Due to high rates of malaria, HIV/AIDS, and infant and under-five mortality, Volunteers in

Africa work on a number of health initiatives. The Stomp Out Malaria in Africa program trains communities on bed-net use, early malaria detection, and proper treatment, as well as improving environmental control of mosquitoes.

Peace Corps' HIV/AIDS programs align with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). Volunteers play a critical role in PEPFAR by working with youth leaders, clinical service providers and community influencers to help prevent new infection among youth and work to improve care, support and treatment services provided to those living with and affected by HIV and AIDS. Volunteers in Africa also participate in the U.S. Agency for International Development's (USAID) Ending Preventable Child and Maternal Death program to promote good nutrition, clean water and sanitation, and improved health outcomes of mothers and children with the goal to realize a world where every child lives to celebrate his or her fifth birthday and no woman dies as a result of pregnancy or childbirth. Volunteers promote good nutrition, work on efforts to make sure caretakers seek early treatment for their children who suffer from malaria or infectious diseases and educate pregnant women in the need to seek early antenatal care.

In accordance with the Global Food Security Act, which reinforces the U.S. Government's successful approach to increasing food security and nutrition, Peace Corps Africa is proud to be a part of the Feed the Future initiative. Peace Corps and 11 other government agencies are key to the success of the Feed the Future Initiative and ensure the United States is committed to empowering smallholder producers, especially women, improving nutrition, and strengthening communities and economies through agricultural development and resiliency to climate-related shocks.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN AFRICA

Malawi — Bed Net Check Challenge

Malaria is endemic to Malawi, but it is a preventable disease. According to Malawi's most recent Malaria Indicator Survey (2017), cases of malaria have been reported in 24 percent of children aged 6-59 months. And though 85 percent of women reported knowing that mosquito bites cause malaria, the number of households possessing an adequate number of insecticide-treated nets was quite low with 18 percent not owning a single net, 40 percent possessing one net but not enough for all household members, and 42 percent having 1 net for every 2 people in the household.

Peace Corps Volunteers in Malawi live and work in the rural areas where the misuse of insecticide-treated nets is high as many people use them as fishing nets, garden fences, or rope. To combat this misuse, Volunteers supported the Government of Malawi's national bed net distribution campaign (supported by the U.S. President's Malaria Initiative) with a Nationwide Bed Net Check Challenge. From November 2018 to January 2019, Peace Corps Volunteers went door-to-door in their communities to ensure that the newly distributed nets were being hung and used properly to keep family members safe from mosquitos. The Volunteers engaged their broader communities in the effort by working alongside health workers, students, and others to conduct these net checks. By January, Volunteers and community members had checked a staggering 10,608 nets in 3,419 households across Malawi. These visits resulted in educating 2,343 households about the correct use of insecticide-treated nets, which will benefit 13,644 Malawians in the prevention of malaria!

Namibia — Youth Camp for Exploring Entrepreneurship

To address Namibia's high youth unemployment rate of 43 percent and encourage creativity

and critical thinking skills among Namibia's youth, two Peace Corps Volunteers alongside their community partners created Exploring Entrepreneurship Camp. The current economic situation is harsh and in the words of a Namibian facilitator, "entrepreneurship is the only way forward," as it provides Namibians with a means of living, a steady income, and a sense of hope.

The inaugural camp provided 35 campers ages 12-16 with a week of hands-on training and interactive activities designed to inspire them to become entrepreneurs. The activities centered on innovation, creativity, money management, business idea generation, and teamwork. Exploring Entrepreneurship Camp exposed young Namibians to the exciting possibilities in the world of an entrepreneur, as they built leadership skills and improved their self-confidence. Plans to expand this initiative into various regions across Namibia and engage Peace Corps Volunteers from all three sectors are in motion with the hope of spreading an entrepreneurial spirit throughout Namibia.

Senegal — Cashew Nut Success Story

In 2018, 51 Volunteers trained a total of 722 women and youth (41 percent female) in entrepreneurship, 553 women in food processing, and facilitated the writing of 67 business plans. The government of Senegal views the Peace Corps as an important contributor to making the country more prosperous through growing small businesses – including in the cashew nut industry.

Senegalese raw cashew nuts are among the highest quality and most expensive in the world. However, only about 60 percent of the raw nuts' true value is earned by Senegalese cashew producers, with intermediaries capturing the remainder. Additionally, of the 35,000 metric tons produced in 2018, less than 2 percent was processed domestically, preventing the female-dominated processing sector from capitalizing on that value-adding opportunity.

Established in 2016, Peace Corps Senegal's Cashew Initiative works across all sectors to equip Volunteers and their work partners with the knowledge and skills to enhance their cashew activities and industry engagement. Across the value chain, the initiative aims to improve the quality of cashew production, increase value-added processing, and support organizational and management capacity development of all stakeholders. Whether hosting small-scale trainings to educate the local community on best practices to improve orchard yields, or facilitating region-wide partners meetings to bring together local government, nongovernmental organizations, and relevant private enterprises, the Cashew Initiative aims to address the industry's issues, including those of individual cashew producers and larger networks.

The Gambia — “Drop Everything and Read Day”

The literacy team in Peace Corps The Gambia wanted to engage all Volunteers posted throughout the nation of The Gambia in an event that would

energize their communities around literacy. Prior to the beginning of the school year, the literacy team held an event titled “Drop Everything and Read Day.” During the event, Volunteers, students, children, and adults from across the country participated in activities centered on reading and learning.

In one village the children gathered at the community gazebo and listened to stories read aloud by older children. This approach of having older students read to younger children was encouraged throughout the country as a way to foster an appreciation for reading at various levels. Community members of all ages had the opportunity to read and browse Volunteer-supplied children's books. With the help of Volunteers and their counterparts, Gambians around the country had meaningful conversations about characters, stories, and the importance of reading. The impact of Drop Everything and Read Day was felt by thousands across the nation and underscored the Peace Corps as a leader in the advancement of literacy in The Gambia.



AFRICA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2019

Country	Languages
BENIN	Adja; Bariba; Dendi; Ditamari; Fon; French; Fulfulde; Kotokoli; Lokpa; Mahi; Mina; Nagot; Nyende; Sahoue; Wama; Yom ; Gun; Aizo; Wémè.
BOTSWANA	Setswana
CAMEROON	French; Fulfulde; Pidgin (Cameroon)
COMOROS	French; Shimwali; Shindzwani; Shingazidja
ESWATINI	Siswati
ETHIOPIA	Afan Oromo/Oromo; Amharic; Tigrigna
GHANA	Dagaare; Dagbani; Dangbe; Ewe; Fanti; Gurune; Likpankaln; Mampruli; Sign Language (Ghanaian); Twi
GUINEA	French; Kissi; Malinke; Pulaar; Soussou
LESOTHO	Sesotho/Suthu; Xhosa
LIBERIA	Bassa; Gbandi; Gio; Gola; Grebo; Kissi; Kpelle; Krahn; Kru; Liberian English; Lorma; Mandi; Mano; Vai
MADAGASCAR	Malagasy (Standard), Malagasy (Antakaragna), Malagasy (Betsimisaraka), Malagasy (Sakalava Boina), Malagasy (Betsileo), Malagasy (Antefasy), Malagasy (Antemoro), Malagasy (Antesaka), Malagasy (Atandroy, (Malagasy (Antanosy), Malagasy, (Antembahoaka)
MALAWI	Chichewa; Chitonga; Chitumbuka
MOZAMBIQUE	Chichewa/Cinyanja; Chimanyika; Cichangana; Cicopi; Cindau; Cinyungue/ Cinyungwe; Citewe; Citswa; Ciyao; Echuabo; Ekoti; Elomwe; Emakwa; Gitonga; Portuguese
NAMIBIA	Afrikaans; Khoekhoegowab; Oshikwanyama/Kwanyama; Oshindonga/Ndonga; Otjiherero/ Herero; Rukwangali; Rumanyo; Silozi
RWANDA	Kinyarwanda
SENEGAL	Bambara; Fulakunda; Jaxanke; Mandinka; Pulaar du Nord; Pulafuta; Seereer; Wolof
SIERRA LEONE	Krio; Mandingo; Mende; Temne; Susu; Kono; Limba; Fula
SOUTH AFRICA	IsiNdebele; IsiSwati; IsiZulu; Sepedi; Setswana; TshiVenda; Xitsonga
TANZANIA	Swahili/Kiswahili
THE GAMBIA	Jola; Mandinka; Pulaar; Sarahule; Wolof
TOGO	French, Ewe, Kabiye, Tchamba, Tem, Lamba, Koussountou, Bassar, Nawdum, Adja, Ikposso, Ana, Akebou, Adele, Konkomba
UGANDA	Acholi; Ateso; Dhoadhola; Lango; Luganda; Lusoga; Runyankore/Rukiga; Runyoro-Rutooro; Kupsapinyi ; Lunyole; Lumasaaba; Lusamia; Lugbarati
ZAMBIA	Bemba; Chitonga; Kaonde; Lenje/Chilenje; Lunda; Mambwe-Lungu; Nyanja

BENIN

CAPITAL	Porto—Novo
POPULATION	11.8 million
GROSS NATIONAL INCOME PER CAPITA	\$870
PROGRAM DATES	1968–present
PROGRAM SECTORS	Agriculture Community Economic Development Education Enviroment Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	150	140
Program funds (\$000)	4,900	4,800



BOTSWANA



CAPITAL	Gaborone
POPULATION	2.3 million
GROSS NATIONAL INCOME PER CAPITA	\$7,750
PROGRAM DATES	1966–98, 2003–present
PROGRAM SECTORS	Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

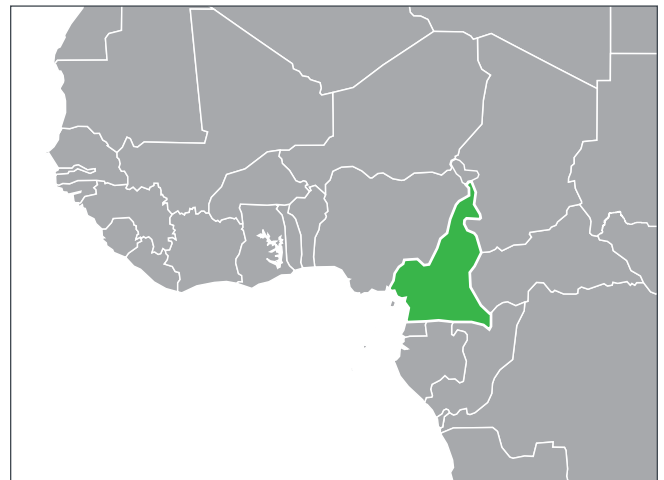
	FY 2020	FY 2021
Volunteers	110	90
Program funds (\$000)	2,800	2,600

CAMEROON

CAPITAL	Yaounde
POPULATION	25.8 million
GROSS NATIONAL INCOME PER CAPITA	\$1,440
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	110
Program funds (\$000)	4,600	4,600



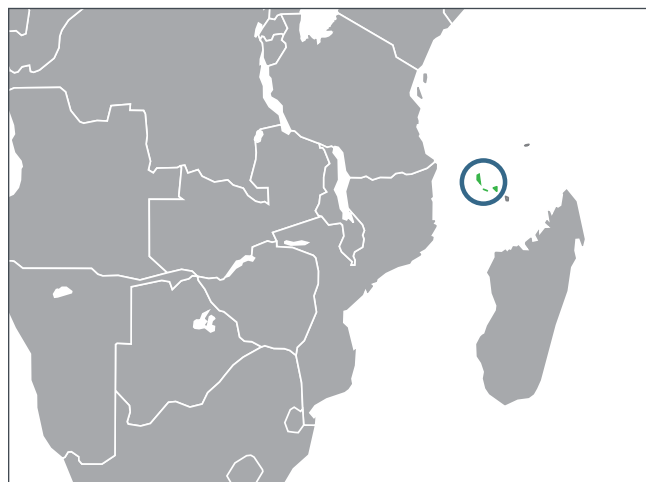
OVERSEAS OPERATIONS

COMOROS

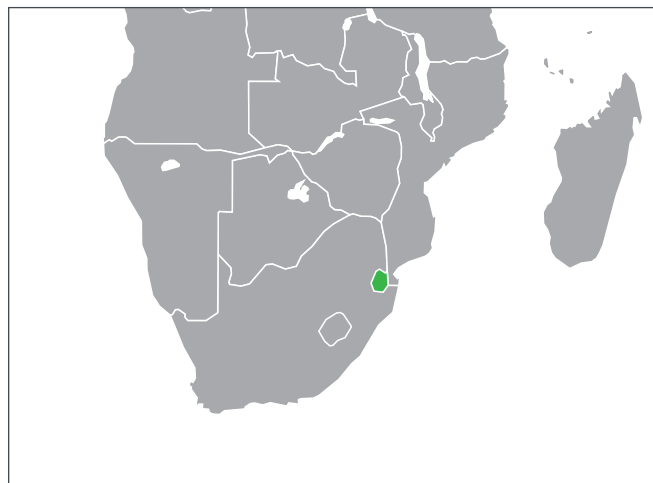
CAPITAL	Moroni
POPULATION	850,886
GROSS NATIONAL INCOME PER CAPITA	\$1,320
PROGRAM DATES	1988–95, 2015–present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	40	40
Program funds (\$000)	1,500	1,500



ESWATINI



CAPITAL	Mbabane
POPULATION	1.13 million
GROSS NATIONAL INCOME PER CAPITA	\$3,850
PROGRAM DATES	1969–97, 2003–present
PROGRAM SECTORS	Health Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	80	80
Program funds (\$000)	1,600	1,700

ETHIOPIA

CAPITAL	Addis—Ababa
POPULATION	112 million
GROSS NATIONAL INCOME PER CAPITA	\$790
PROGRAM DATES	1962–77, 1995–99, 2007–present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	130	130
Program funds (\$000)	5,300	5,300



GHANA

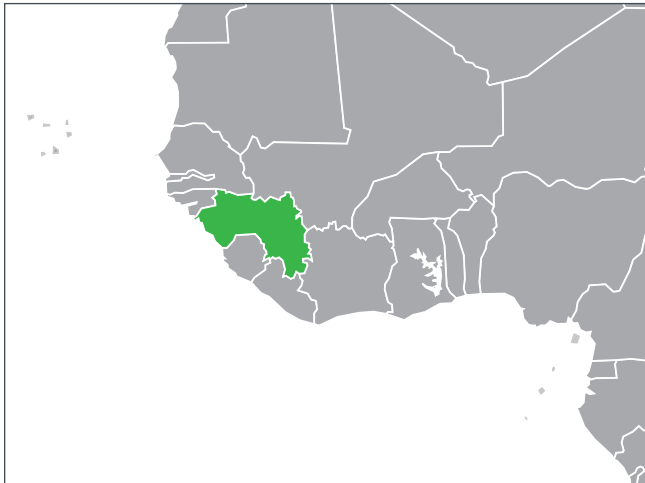
CAPITAL	Accra
POPULATION	30.4 million
GROSS NATIONAL INCOME PER CAPITA	\$2,130
PROGRAM DATES	1961-present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	150	150
Program funds (\$000)	3,900	3,800



GUINEA



CAPITAL	Conakry
POPULATION	13.4 million
GROSS NATIONAL INCOME PER CAPITA	\$830
PROGRAM DATES	1963-66, 1969-71, 1985-present
PROGRAM SECTORS	Education Enviroment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

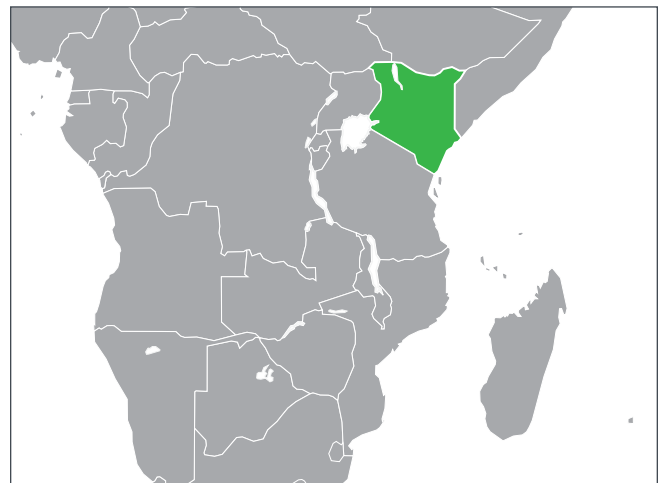
	FY 2020	FY 2021
Volunteers	140	140
Program funds (\$000)	3,400	3,400

KENYA

CAPITAL	Nairobi
POPULATION	52.57 million
GROSS NATIONAL INCOME PER CAPITA	\$1,620
PROGRAM DATES	1964-2014, Re-Open 2020
PROGRAM SECTORS	Education Health

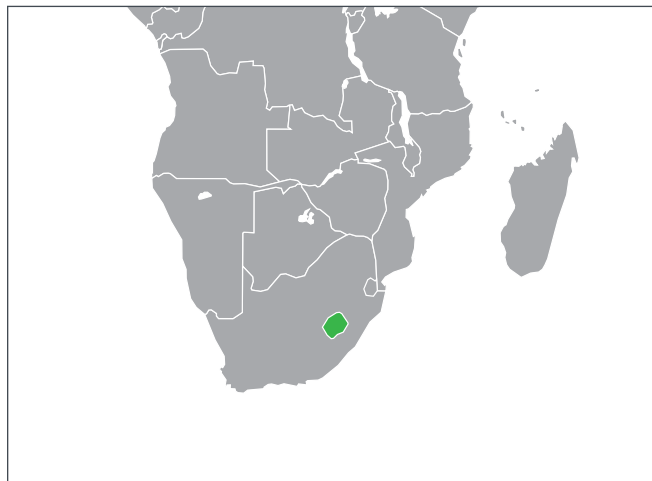
ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	30	40
Program funds (\$000)	1,700	2,000



OVERSEAS OPERATIONS

LESOTHO



CAPITAL	Maseru
POPULATION	2.13 million
GROSS NATIONAL INCOME PER CAPITA	\$1,380
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

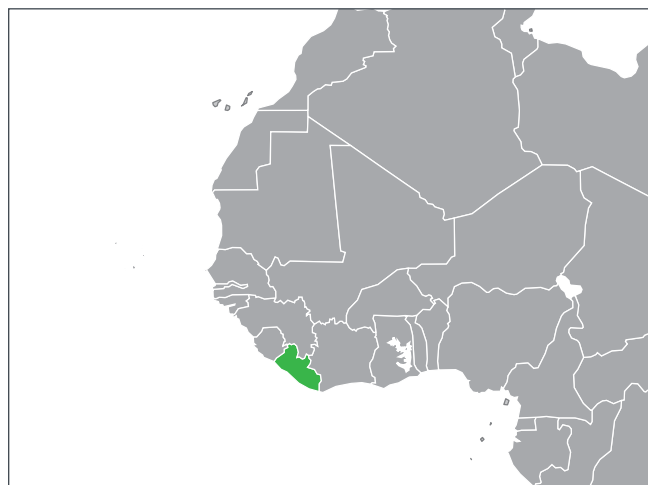
	FY 2020	FY 2021
Volunteers	110	110
Program funds (\$000)	2,200	2,200

LIBERIA

CAPITAL	Monrovia
POPULATION	4.9 million
GROSS NATIONAL INCOME PER CAPITA	\$600
PROGRAM DATES	1962–90, 2008–present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	70	70
Program funds (\$000)	4,500	4,400



MADAGASCAR



CAPITAL	Antananarivo
POPULATION	26.97 million
GROSS NATIONAL INCOME PER CAPITA	\$440
PROGRAM DATES	1993–present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	190	200
Program funds (\$000)	3,600	3,700

MALAWI



CAPITAL	Lilongwe
POPULATION	18.63 million
GROSS NATIONAL INCOME PER CAPITA	\$360
PROGRAM DATES	1963-76, 1978-present
PROGRAM SECTORS	Education Environment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

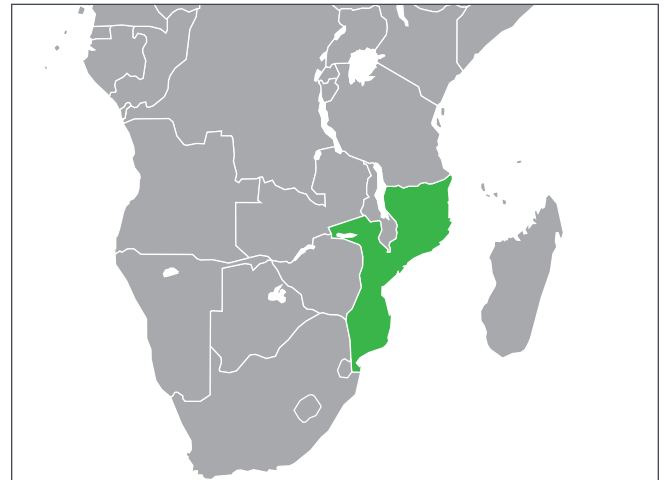
	FY 2020	FY 2021
Volunteers	80	80
Program funds (\$000)	3,100	3,100

MOZAMBIQUE

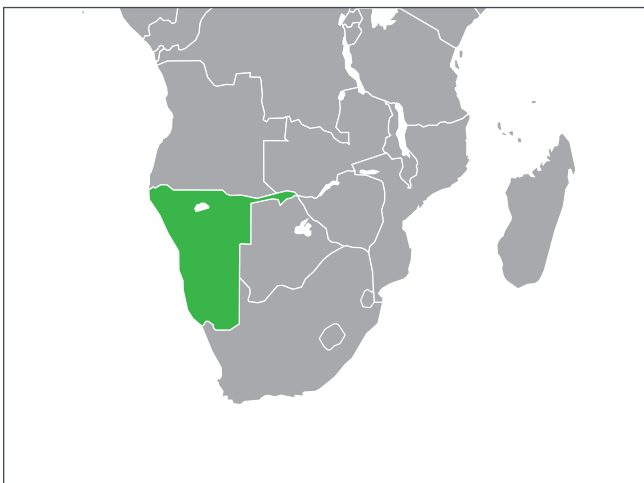
CAPITAL	Maputo
POPULATION	28.8 million
GROSS NATIONAL INCOME PER CAPITA	\$440
PROGRAM DATES	1998-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	120	150
Program funds (\$000)	4,100	4,200



NAMIBIA



CAPITAL	Windhoek
POPULATION	2.49 million
GROSS NATIONAL INCOME PER CAPITA	\$5,250
PROGRAM DATES	1990-present
PROGRAM SECTORS	Community Economic Development Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	140	140
Program funds (\$000)	3,500	3,400

OVERSEAS OPERATIONS

RWANDA



CAPITAL	Kigali
POPULATION	12.63 million
GROSS NATIONAL INCOME PER CAPITA	\$780
PROGRAM DATES	1975-93, 2008-present
PROGRAM SECTORS	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

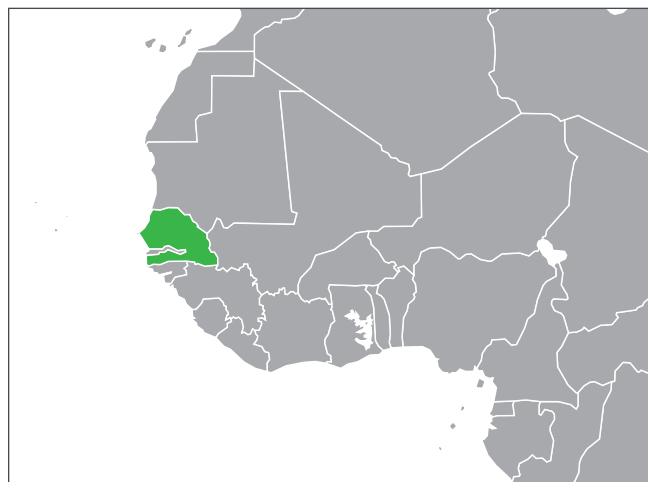
	FY 2020	FY 2021
Volunteers	180	180
Program funds (\$000)	3,800	3,800

SENEGAL

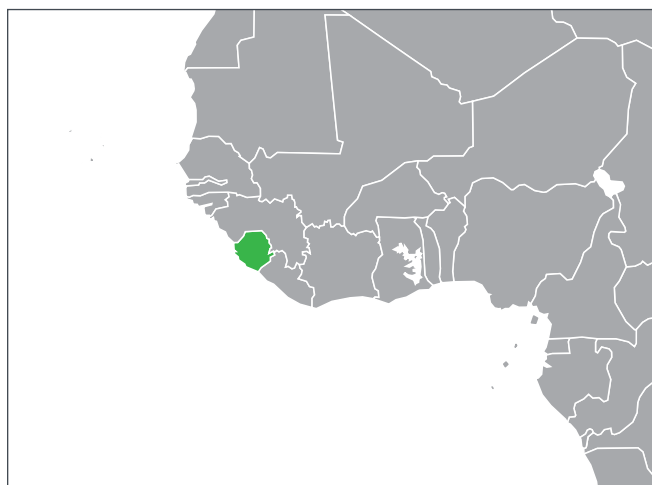
CAPITAL	Dakar
POPULATION	16.30 million
GROSS NATIONAL INCOME PER CAPITA	\$1,401
PROGRAM DATES	1963-present
PROGRAM SECTORS	Agriculture
	Community Economic Development
	Environment
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	300	300
Program funds (\$000)	8,900	8,900



SIERRA LEONE

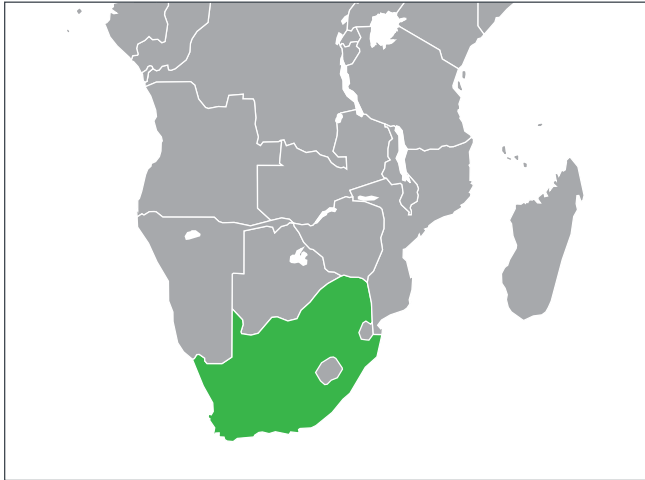


CAPITAL	Freetown
POPULATION	7.81 million
GROSS NATIONAL INCOME PER CAPITA	\$500
PROGRAM DATES	1962-94, 2010-present
PROGRAM SECTORS	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	110
Program funds (\$000)	2,600	2,600

SOUTH AFRICA



CAPITAL	Pretoria
POPULATION	58.5 million
GROSS NATIONAL INCOME PER CAPITA	\$5,750
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

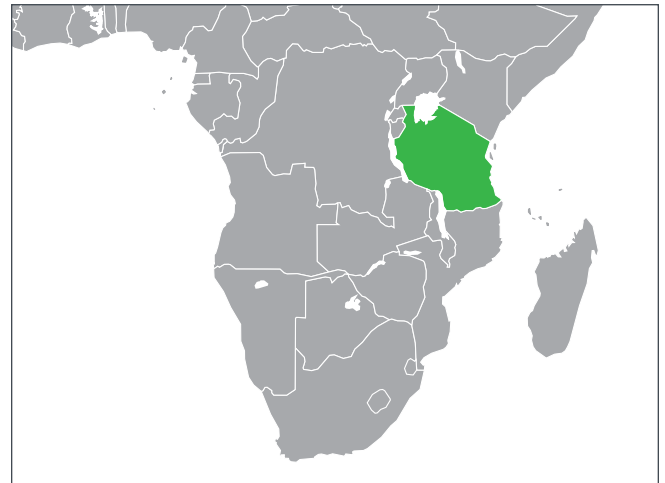
	FY 2020	FY 2021
Volunteers	90	90
Program funds (\$000)	3,900	3,900

TANZANIA

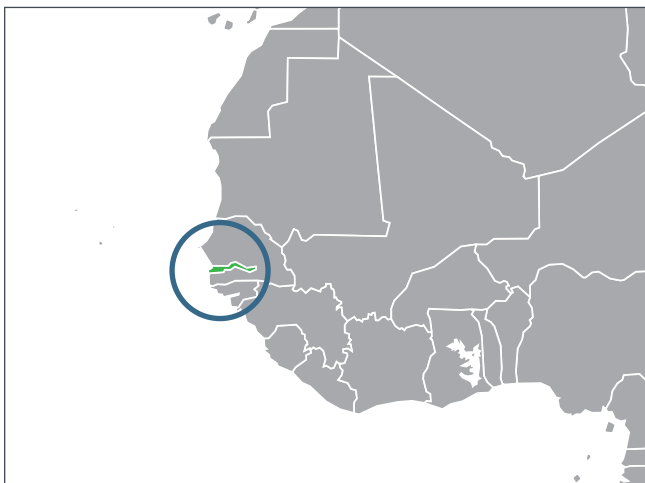
CAPITAL	Dodoma
POPULATION	58 million
GROSS NATIONAL INCOME PER CAPITA	\$1,020
PROGRAM DATES	1961–69, 1979–present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	120	130
Program funds (\$000)	3,400	3,400



THE GAMBIA



CAPITAL	Banjul
POPULATION	2.35 million
GROSS NATIONAL INCOME PER CAPITA	\$700
PROGRAM DATES	1967–present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	100	100
Program funds (\$000)	2,000	2,000

OVERSEAS OPERATIONS

TOGO



CAPITAL	Lome
POPULATION	8 million
GROSS NATIONAL INCOME PER CAPITA	\$650
PROGRAM DATES	1962-present
PROGRAM SECTORS	Agriculture
	Education
	Environment
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

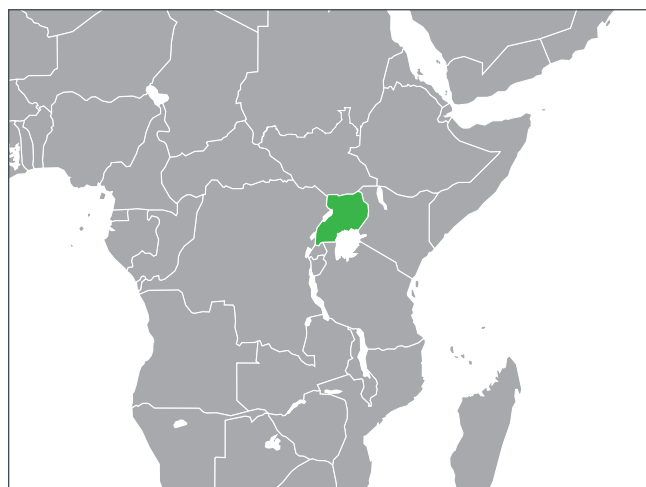
	FY 2020	FY 2021
Volunteers	100	100
Program funds (\$000)	3,300	3,300

UGANDA

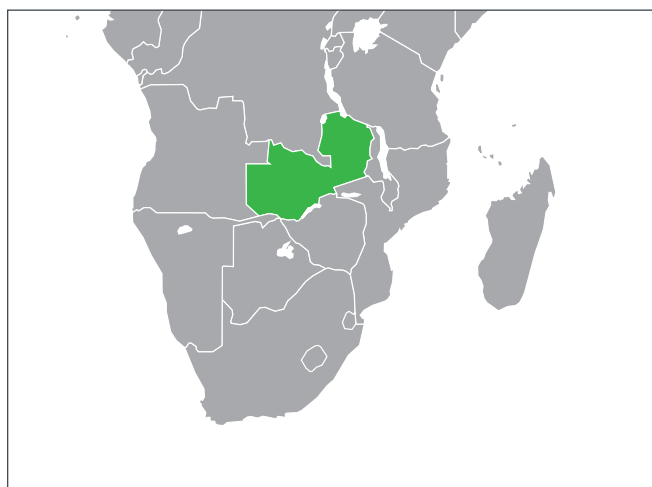
CAPITAL	Kampala
POPULATION	44 million
GROSS NATIONAL INCOME PER CAPITA	\$620
PROGRAM DATES	1964-72, 1991-99, 2001-present
PROGRAM SECTORS	Agriculture
	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	90	90
Program funds (\$000)	2,700	2,700



ZAMBIA



CAPITAL	Lusaka
POPULATION	17.86 million
GROSS NATIONAL INCOME PER CAPITA	\$1,430
PROGRAM DATES	1994-present
PROGRAM SECTORS	Agriculture
	Education
	Environment
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	130	140
Program funds (\$000)	5,300	5,300

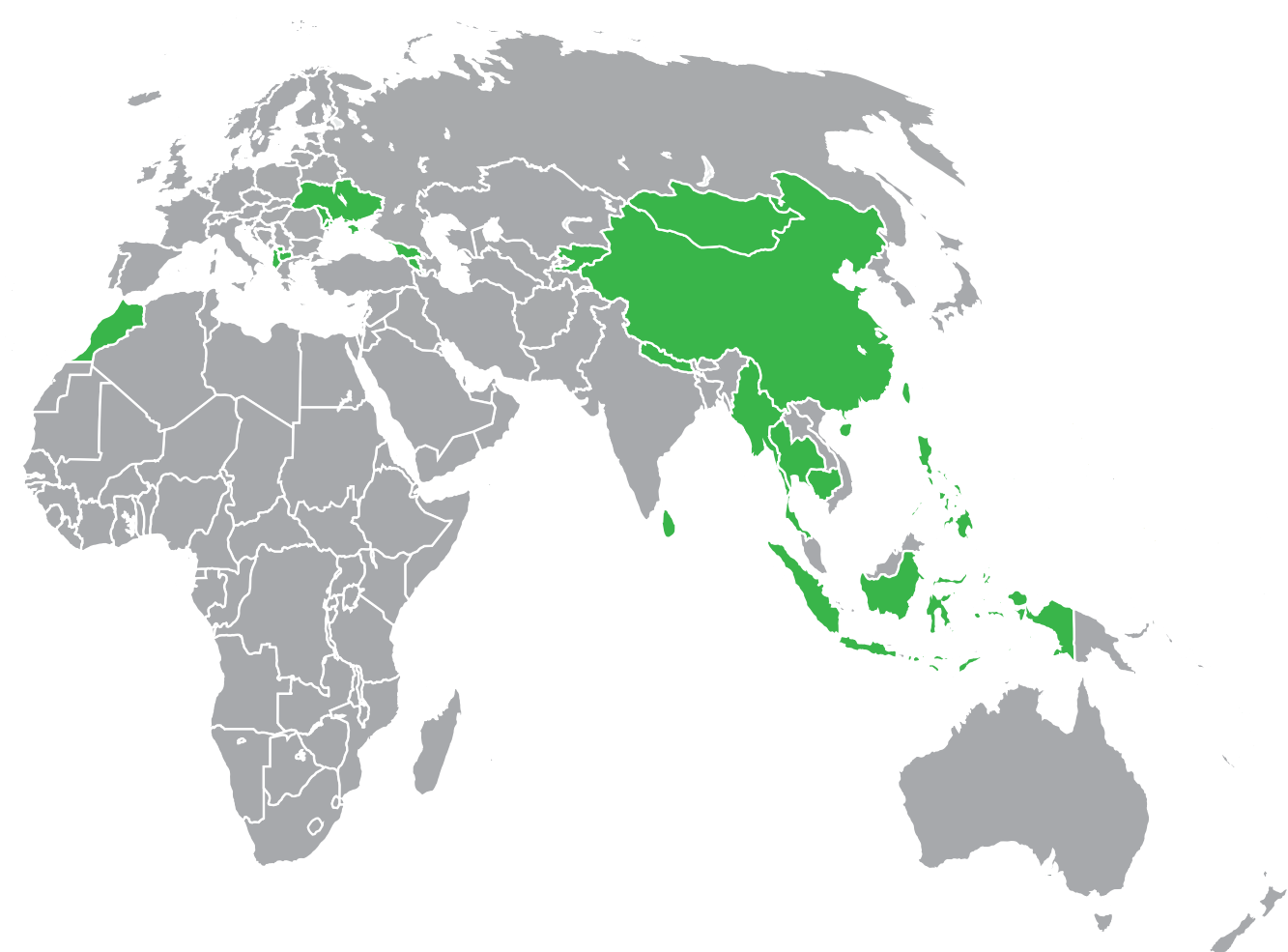
Notes:

1. Volunteer numbers for FY 2020 and FY 2021 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2018.

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EUROPE, MEDITERRANEAN, AND ASIA REGION

Balkans	Albania, Kosovo, Montenegro, ¹ North Macedonia
Central and Eastern Europe	Moldova, Ukraine
North Africa and the Middle East	Morocco
The Caucasus	Armenia, Georgia
Central Asia	Kyrgyz Republic
Asia	Cambodia, China, ² Indonesia, Mongolia, Myanmar, Nepal, Philippines, Sri Lanka, ³ Thailand, Timor-Leste



1 In November 2018, a Congressional notification was sent stating Peace Corps’ intent to open up a post in Montenegro. The first Peace Corps Volunteers are slated to arrive in FY 2020.

2 In February 2020, a Congressional notification was sent stating Peace Corps’ intent to permanently close posts in China.

3 In February 2018, the Government of Sri Lanka and the Peace Corps signed a new bilateral agreement to re-establish a Peace Corps program in Sri Lanka. The first Peace Corps Volunteers are slated to arrive in FY 2020.

EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 64,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2019, 2,087 Volunteers, or 31 percent of Peace Corps Volunteers worldwide, were working in 18 countries across the region. In addition, in FY 2020 the EMA region will have Volunteer input in Sri Lanka and Montenegro as well.

Volunteers in the EMA region work in the agency's six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers address issues related to information technology, environment, food security, gender equity, HIV/AIDS education, and volunteerism. The majority of Volunteers actively engage youth in their activities.

Slightly over 55 percent of EMA Volunteers work in Education, with classroom-based teaching English as a foreign language as their primary activity. Volunteers are part of national efforts to strengthen English teaching in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

Volunteers in the EMA region were trained in nearly 50 languages in FY 2019. In addition to language training, Volunteers receive intensive cross-cultural, safety and security, and technical training, enabling them to integrate successfully into the communities where they live and work.

PEACE CORP VOLUNTEERS' ACCOMPLISHMENTS IN EMA

Myanmar — Using Facebook to Support National Education Reforms

Myanmar is currently undergoing major education reforms to promote student-centered learning

and critical thinking, as articulated in the Ministry of Education's National Education Strategic Plan 2016-2021. To support the strategic plan's introduction of new English curriculum for Grade 6, a Peace Corps Volunteer and her local counterpart teacher launched the Myanmar Grade 6 English Facebook page. To date, the Myanmar Grade 6 English Facebook page has over 6,800 followers from across Myanmar. On the page, they post detailed lesson plans, teaching aids, and instructional videos to assist teachers nationwide in implementing the new curriculum. In both English and Burmese, the page offers advice about how to explain different English concepts and execute student-centered activities in place of the rote memorization that is traditional in Myanmar schools. Every week on average, the page reaches over 10,000 people and garners more than 5,000 post interactions, including shares, likes, and comments. Countless teachers have sent messages of gratitude. The Facebook page's following and popularity continues to grow every day, and the content will eventually be consolidated into a comprehensive lesson plan and activity book for the Grade 6 English curriculum.

Albania — Women's Economic Empowerment

In a small town in central Albania, a Peace Corps Volunteer and his counterpart worked together to address the issue of unemployment of many middle-aged women in the community. A combination of poor economic conditions and traditional social expectations keep these women at home, but they do have many employable skills. Some used to be teachers, nurses or shopkeepers. Others are skilled knitters or amazing cooks. Many of these women would jump at the opportunity to put these skills to use in a way that would help them improve their livelihoods. Others would benefit from skill development to grow their small, struggling businesses.

Noting this dilemma, the Volunteer and his counterpart held a 12-week course on entrepreneurship for a group of women from the community. They brought together 20 to 25 women from different areas of town, from local villages, and from the Roma and Egyptian minority communities, and taught them to track finances, promote themselves and their products, and position themselves for success. The goal was that each would produce a business plan and be ready and equipped to move forward with their ideas.

Each week they would bring the women together for a coffee and a conversation. They facilitated discussions on business concepts like bookkeeping and market research. But they also sought to challenge their thinking and open their minds to different ways of succeeding. They brought in other successful women with ties to the community – one week a hairdresser, the next week a baker– to talk to them as peers, to share experiences and answer questions regarding their own paths to success.

The Volunteer and his counterpart would put so much effort into planning and leading these discussions; however, the most impactful conversations were the ones the women had with each other. For example, one woman who runs a cake bakery was asked whether she would be willing to hire an older woman (like one of the ones sitting at the table with her) if the opportunity arose. She replied that she certainly would not! And, the other women took her to task for her remark. The Volunteer and the counterpart sat back and watched, as after just a few weeks the women were confronting the prejudices that had been holding them all back.

After the 12-week sessions finished and the project concluded, the participants began putting to use what they had learned:

Floreta, who runs a cake bakery, hired an elderly woman from the community after being convinced that older workers can be valuable contributors.

Vita, who runs a butcher shop, opened a second location to sell her products in a local village.

Donika, who manages a copy shop, re-evaluated the way she keeps inventory, and devised a plan to increase stock of the products she sells most while reducing stock of those products that do not sell.

Xhemile, who runs a cafe, reached out to the local office of the Red Cross and signed a contract to provide them with coffee.

Lushka, who makes small handcrafts, came to an agreement with other women from the group to sell her products in their shops.

The group of participants represented a diverse group of women from across the community and the interactions they have had with each other have opened their minds on a variety of fronts. They have learned to work together, rely on each other, and are forming a network now that will provide support to one another long into the future.

Nepal — Fruit Trees for the Future

With an unemployment rate of 40 percent, Nepal sees an average of 1,500 men and women leave the country every day in search of work. Facing massive population migration pressures, the communities have been drained of the labor force needed to sustain their traditional forms of agriculture.

In collaboration with a motivated community leader, one Volunteer and a group of forward thinking farmers are attempting to convert abandoned land into high value, low maintenance fruit and nut orchards. The lower long-term labor demands of tree based agriculture systems compared to annual cereal and vegetable crops meet the needs of the community's dwindling and intermittently available labor supply. Avocado and Macadamia not only provide highly nutritious food lacking in the diet of rural Nepal, these

tree varieties provide the kind of economic opportunities that make it possible for people to live and work in the village.

As a result, over 400 Macadamia seedlings and 200 Avocado seedlings have been planted by 18 participating farming families. Laboratory soil sampling was conducted for the first time in the community's history, providing farmers with valuable information on their baseline soil conditions. Five

water collection pits were installed, allowing for the irrigation of over one hectare of land for the first time in these farmers lives. Participants were trained in new soil management practices such as cover cropping and improved composting, and covered composting piles were constructed. By providing farmers with the skills necessary to be successful at yielding high value tree crops, this project is reversing one of the troubling trends facing the community.



EMA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2019

Country	Languages
ALBANIA	Albania: Albanian
ARMENIA	Armenian
CAMBODIA	Khmer
CHINA	Chinese (Mandarin)
GEORGIA	Georgian
INDONESIA	Bahasa Indonesia; Bahasa Jawa; Bahasa Jawa (Cirebon); Bahasa Madura; Bahasa Sunda
KOSOVO	Albanian; Serbian
KYRGYZ REPUBLIC	Kyrgyz; Russian
MOLDOVA	Romanian; Russian
MONGOLIA	Kazakh; Mongolian
MOROCCO	Arabic (Morocco – Darija); Tamazight; Tashelheet
MYANMAR	Burmese
NEPAL	Gurung; Magar; Nepali
NORTH MACEDONIA	Albanian; Macedonian; Romani (Macedonian)
PHILIPPINES	Bicol-Albay; Bicol-Naga; Cebuano; Hiligaynon; Ifugao-Tuwali; Ilokano; Kinaray-a; Sorsoganon; Tagalog; Waray-Waray
THAILAND	Thai (Central); Thai (North Eastern Dialect); Thai (Northern Dialect); Thai (Southern Dialect)
TIMOR-LESTE	Makasae; Mambae; Tetun; Tukudede
UKRAINE	Ukrainian; Russian

ALBANIA

CAPITAL	Tirana
POPULATION	2.87 million
GROSS NATIONAL INCOME PER CAPITA	\$4,860
PROGRAM DATES	1992-97, 2003-present
PROGRAM SECTORS	Community Economic Development Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	68	88
Program funds (\$000)	2,700 ¹	2,700 ¹

¹ Albania's Program funds include the funds appropriated for both Albania and Montenegro, as one Peace Corps office manages the posts of the two countries.



ARMENIA



CAPITAL	Yerevan
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	\$4,230
PROGRAM DATES	1992-present
PROGRAM SECTORS	Education Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

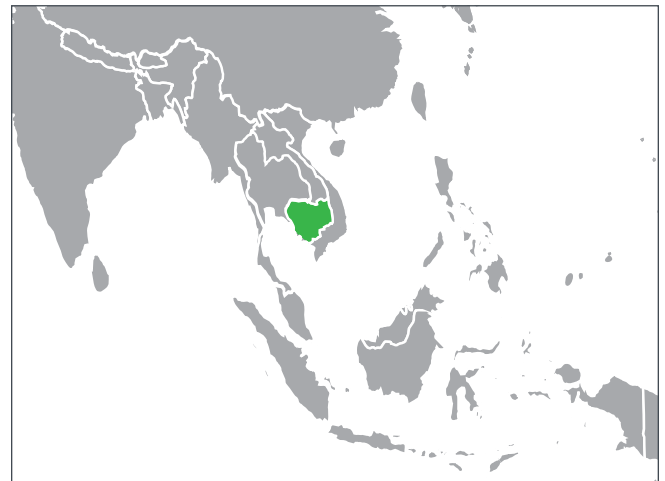
	FY 2020	FY 2021
Volunteers	70	70
Program funds (\$000)	2,400	2,400

CAMBODIA

CAPITAL	Phnom Penh
POPULATION	16.49 million
GROSS NATIONAL INCOME PER CAPITA	\$1,380
PROGRAM DATES	2007-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	130	130
Program funds (\$000)	3,000	3,000



OVERSEAS OPERATIONS

CHINA

CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$9,470
PROGRAM DATES	1993-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	—	—
Program funds (\$000)	2,200	700



GEORGIA



CAPITAL	Tbilisi
POPULATION	3.9 million
GROSS NATIONAL INCOME PER CAPITA	\$4,130
PROGRAM DATES	2001-present
PROGRAM SECTORS	Community Economic Development Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	110
Program funds (\$000)	2,900	2,900

INDONESIA

CAPITAL	Jakarta
POPULATION	270 million
GROSS NATIONAL INCOME PER CAPITA	\$3,840
PROGRAM DATES	1963-65, 2010-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	170	170
Program funds (\$000)	3,500	3,500



KOSOVO

CAPITAL	Pristina
POPULATION	1.8 million
GROSS NATIONAL INCOME PER CAPITA	\$4,230
PROGRAM DATES	2014–present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	80	80
Program funds (\$000)	1,700	1,700



KYRGYZ REPUBLIC



CAPITAL	Bishkek
POPULATION	6.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,220
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	110
Program funds (\$000)	2,700	2,700

MOLDOVA

CAPITAL	Chisinau
POPULATION	4 million
GROSS NATIONAL INCOME PER CAPITA	\$2,990
PROGRAM DATES	1993–present
PROGRAM SECTORS	Community Economic Development Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	100	100
Program funds (\$000)	2,500	2,500



OVERSEAS OPERATIONS

MONGOLIA

CAPITAL	Ulaanbaatar
POPULATION	3.2 million
GROSS NATIONAL INCOME PER CAPITA	\$3,580
PROGRAM DATES	1991-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	150
Program funds (\$000)	3,500	3,500



MONTENEGRO



CAPITAL	Podgorica
POPULATION	622,471
GROSS NATIONAL INCOME PER CAPITA	\$8,400
PROGRAM DATES	Starts 2020
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	12 ¹	12 ¹
Program funds (\$000)		

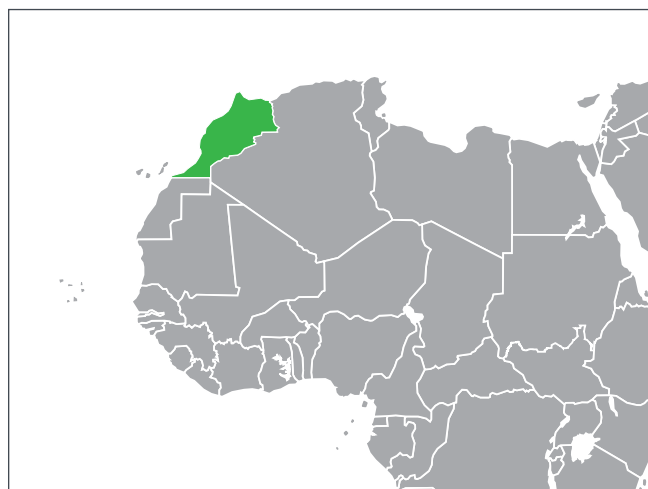
¹ Montenegro's Program funds are reflected under the data for Albania on Page 41.

MOROCCO

CAPITAL	Rabat
POPULATION	36.4 million
GROSS NATIONAL INCOME PER CAPITA	\$3,090
PROGRAM DATES	1963-present
PROGRAM SECTORS	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	280	280
Program funds (\$000)	5,500	5,500



MYANMAR



CAPITAL	Yangon
POPULATION	54 million
GROSS NATIONAL INCOME PER CAPITA	\$1,310
PROGRAM DATES	2016-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	70	80
Program funds (\$000)	2,500	2,500

NEPAL

CAPITAL	Kathmandu
POPULATION	28.6 million
GROSS NATIONAL INCOME PER CAPITA	\$960
PROGRAM DATES	1962-2004, 2012-present
PROGRAM SECTORS	Agriculture Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	90	90
Program funds (\$000)	2,600	2,600



NORTH MACEDONIA



CAPITAL	Skopje
POPULATION	2 million
GROSS NATIONAL INCOME PER CAPITA	\$4,980
PROGRAM DATES	1996-present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	140	140
Program funds (\$000)	3,400	3,400

OVERSEAS OPERATIONS

PHILIPPINES



CAPITAL	Manila
POPULATION	108.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,830
PROGRAM DATES	1961-90, 1992-present
PROGRAM SECTORS	Education Environment Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

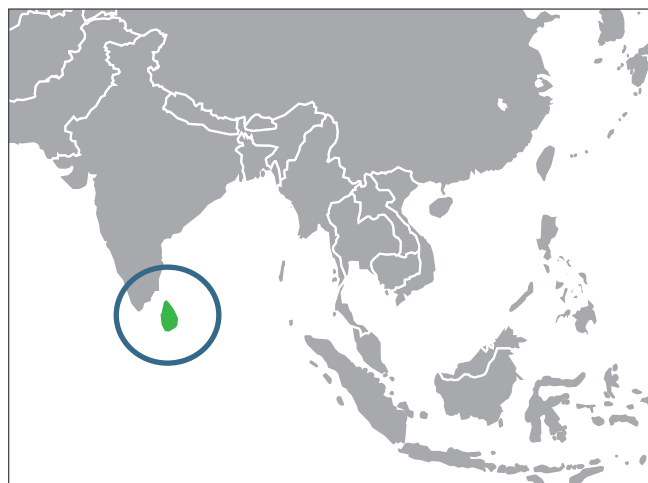
	FY 2020	FY 2021
Volunteers	170	170
Program funds (\$000)	4,400	4,400

SRI LANKA

CAPITAL	Colombo, Sri Jayawardenepura Kotte
POPULATION	21.3 million
GROSS NATIONAL INCOME PER CAPITA	\$4,060
PROGRAM DATES	1962-64, 1967-70, 1983-98, Re-Open 2020
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	40	80
Program funds (\$000)	2,200	2,200



THAILAND



CAPITAL	Bangkok
POPULATION	69.6 million
GROSS NATIONAL INCOME PER CAPITA	\$6,610
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	110	130
Program funds (\$000)	4,000	4,000

TIMOR—LESTE



CAPITAL	Dili
POPULATION	1.29 million
GROSS NATIONAL INCOME PER CAPITA	\$1,820
PROGRAM DATES	2002-06, 2015-present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	50	50
Program funds (\$000)	2,100	2,200

UKRAINE

CAPITAL	Kyiv
POPULATION	43.9 million
GROSS NATIONAL INCOME PER CAPITA	\$2,660
PROGRAM DATES	1992-present
PROGRAM SECTORS	Community Economic Development Education Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	340	340
Program funds (\$000)	5,900	5,800



Notes:

1. Volunteer numbers for FY 2020 and FY 2021 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2018.

INTER-AMERICA AND THE PACIFIC REGION

Central America	Belize, Costa Rica, Guatemala, Mexico, Nicaragua, ¹ Panama
Caribbean	Dominican Republic, Eastern Caribbean (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Fiji, Samoa, Solomon Islands, ² Tonga, Vanuatu



1 In April 2018, Peace Corps evacuated Volunteers from Nicaragua due to political instability. Post remained open in FY2019, but with reduced staff. Following Congressional Notification, all Peace Corps Operations in country ended in December 2019.

2 Following Congressional Notification in September of 2019, the Peace Corps announced it will re-establish operations in the Solomon Islands.

INTER-AMERICA AND THE PACIFIC

More than 88,000 Volunteers have served in the Inter-America and the Pacific (IAP) region since the founding of the Peace Corps in 1961. At the end of FY 2019, 1,970 Volunteers, or 30 percent of Peace Corps Volunteers worldwide, were working across 20 nations (one IAP post covers four countries). The Peace Corps removed Volunteers from Nicaragua in FY 2018 for safety and security reasons, and all operations in country will end in December 2019. Actions are also underway to reopen the Peace Corps program in Solomon Islands, which was announced in FY 2019.

In the IAP region, the Peace Corps provides training in 24 languages, enhancing the effectiveness and integration of Volunteers into local communities. Using the agency's integrated project planning and management system, Volunteers address community-defined priorities working in all six agency programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development.

A large proportion of IAP region Volunteers work with schools supporting teachers, promoting libraries, creating resources for hands-on learning, and teaching literacy and English. Across the sectors, Volunteers also address issues related to food security and gender equity, and actively involve youth in their activities.

The activities of Volunteers place a high priority on working with youth because the under 25 years of age cohort comprises a majority of the population in many IAP region countries. Volunteers conduct a wide range of activities including the organization of youth groups that facilitate life and leadership skills development, and strengthen self-esteem, decision making, and communication. Youth programs promote civic engagement and enhance economic futures for participating youth along with their families and communities.

Access to basic health services, education, and sanitation systems remains a serious problem for

many communities in the region. Volunteers work to improve the health of communities, families, and schoolchildren by training service providers and building community awareness about the importance of basic hygiene, maternal and child health, nutrition, disease prevention, and clean water. Volunteers also support local health clinics with health education and outreach efforts.

Deforestation and environmental degradation seriously affect air and water quality, increase flooding risks, and threaten the sustainability of natural resources in the region. Volunteers who work on environment projects engage local youth, communities, and partner agencies in promoting environmental education and conservation. Some Volunteers also foster income generation for local communities through ecotourism, eco-business, and protected land management.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN IAP

Colombia — Women's Financial Literacy Leads to Bigger Things

When a Peace Corps Volunteer met a local women's group at her site in Colombia, its members had in mind many projects they wanted to implement. All they needed was guidance.

One of the group's goals was to gain financial literacy skills. The Volunteer introduced the concept of a community savings group. After explaining the benefits and risks involved, she identified 13 members who were committed to the idea. An agreement was established and the first savings cycle was launched.

The group called themselves Las Mujeres Ahorradoras, and during the nine-month savings cycle they learned concepts such as budgeting, inflation, and saving for retirement. At the end of the cycle, they had saved 4 million pesos through the skills they learned.

This achievement led to bigger ideas, and Las Mujeres Ahorradoras wanted to do more than save money—they wanted to also help survivors of domestic violence. They formalized into a foundation and are now working to establish a small business to provide employment opportunities to survivors of domestic violence.

Costa Rica — Alliance for Bilingualism

In Costa Rica, over 100 Peace Corps Volunteers promote English-language instruction and education across every province in the country. The Peace Corps' program in Costa Rica supports the national Ministry of Public Education's curricular initiatives through resource-creation camps.

At the regional level, Peace Corps Volunteers lead teacher trainings, develop curricula, and create lesson plans and teacher-resource guides for bilingual high schools and elementary schools. Volunteers also offer month-long JumpStart Camps for sixth-graders to develop entrepreneurial and life skills and organize local English festivals to increase community engagement in student learning.

The Peace Corps is expanding its collaboration with the Government of Costa Rica and the Ministry of Public Education to support the Alliance for Bilingualism. This new effort will bring public and private sector partners together to enhance curriculum development, teacher training, and instructional resources to enable students to attain communicative competence in English by the end of 2022. One Costa Rican counterpart teacher notes, "In the past four years I have collaborated with Peace Corps Volunteers in a variety of ways. Without their help I would not be the professional I am today."

Tonga — Water Tanks for Needy Families

Tonga has limited access to freshwater which has led to a scarcity of water and quality issues. To address this issue, a Peace Corps Volunteer worked alongside her counterpart and the local women's development organization to provide water tanks for needy families. Water tanks are an excellent and sustainable source of clean drinking water, but most families have to travel long distances or cross busy roads to access water tanks.

After collaborating with Peace Corps staff, they applied for a Special Project Assistance (SPA) grant for seven new 3,000 liter water tanks to be used by multiple community members. They selected families in houses in close proximity to neighbors who needed access to clean drinking water as well.

The women in the organization held strong ownership of the project and were committed not only to ensuring the water tanks were properly installed, but also to ensuring that all community members who would access the water tanks were properly trained in water tank maintenance. Throughout the process, the community showed their support by raising money, quickly completing the building tasks required, and by putting together delicious baskets of food to celebrate the completion of the project.

IAP – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2019

COUNTRY	LANGUAGES
BELIZE	Kriol (Belize); Q'eqchi (Maya); Spanish
COLOMBIA	Spanish
COSTA RICA	Spanish
DOMINICAN REPUBLIC	Creole (Haiti); Spanish
EASTERN CARIBBEAN	Grenadian Creole; Kweyol (E. Caribbean); Vincentian Creole
ECUADOR	Spanish
FIJI	Fijian; Hindi
GUATEMALA	Ixil; Kaqchikel; K'iche'; Spanish; Mam
GUYANA	Creolese (Guyana); Lokono/Arawak; Macushi; Wapishana
JAMAICA	Jamaican Patois
MEXICO	Spanish
PANAMA	Ngabere; Spanish
PARAGUAY	Guarani; Spanish
PERU	Quechua; Spanish
SAMOA	Samoan
TONGA	Tongan
VANUATU	Bislama

OVERSEAS OPERATIONS

BELIZE

CAPITAL	Belmopan
POPULATION	390,353
GROSS NATIONAL INCOME PER CAPITA	\$4,720
PROGRAM DATES	1962–present
PROGRAM SECTORS	Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	50	50
Program funds (\$000)	1,600	1,600



COLOMBIA



CAPITAL	Bogota
POPULATION	50.34 million
GROSS NATIONAL INCOME PER CAPITA	\$6,190
PROGRAM DATES	1961–81, 2010–present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	140	170
Program funds (\$000)	3,600	3,600

COSTA RICA

CAPITAL	San Jose
POPULATION	5.05 million
GROSS NATIONAL INCOME PER CAPITA	\$11,510
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	140	150
Program funds (\$000)	4,000	4,000



DOMINICAN REPUBLIC

CAPITAL	Santo Domingo
POPULATION	10.7 million
GROSS NATIONAL INCOME PER CAPITA	\$7,370
PROGRAM DATES	1962-present
PROGRAM SECTORS	Community Economic Development Education Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	190	190
Program funds (\$000)	4,100	4,100



EASTERN CARIBBEAN



CAPITALS	Rouseau (Dominica), Castries (St. Lucia), St. George's (Grenada), Kingstown (St. Vincent and the Grenadines)
POPULATION	470,491
GROSS NATIONAL INCOME PER CAPITA	\$8,824 (avg)
PROGRAM DATES	1961-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	90	90
Program funds (\$000)	3,200	3,200

ECUADOR

CAPITAL	Quito
POPULATION	17.47 million
GROSS NATIONAL INCOME PER CAPITA	\$6,120
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	160	170
Program funds (\$000)	5,500	5,600



OVERSEAS OPERATIONS

FIJI



CAPITAL	Suva
POPULATION	889,953
GROSS NATIONAL INCOME PER CAPITA	\$5,860
PROGRAM DATES	1968-98, 2003-present
PROGRAM SECTORS	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	100	100
Program funds (\$000)	1,900	1,900

GUATEMALA

CAPITAL	Guatemala City
POPULATION	17.58 million
GROSS NATIONAL INCOME PER CAPITA	\$4,410
PROGRAM DATES	1963-present
PROGRAM SECTORS	Agriculture Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	160	170
Program funds (\$000)	4,800	5,000



GUYANA

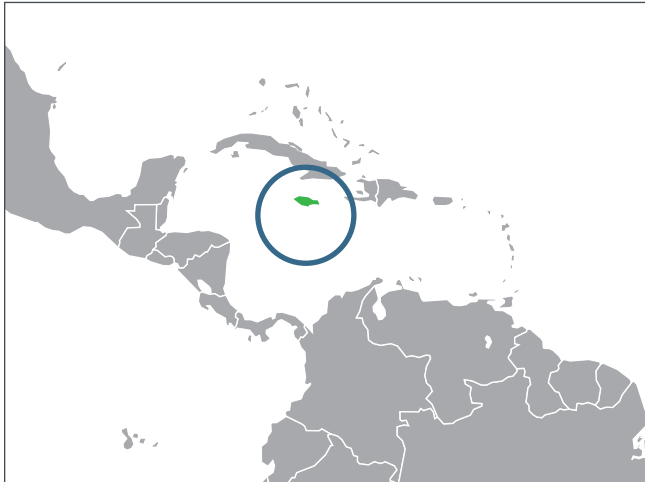


CAPITAL	Georgetown
POPULATION	782,766
GROSS NATIONAL INCOME PER CAPITA	\$4,760
PROGRAM DATES	1966-71, 1995-present
PROGRAM SECTORS	Education Environment Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	70	80
Program funds (\$000)	2,500	2,500

JAMAICA



CAPITAL	Kingston
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	\$4,990
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Environment

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	60	60
Program funds (\$000)	2,500	2,500

MEXICO

CAPITAL	Mexico City
POPULATION	128 million
GROSS NATIONAL INCOME PER CAPITA	\$9,180
PROGRAM DATES	2004-present
PROGRAM SECTORS	Education Environment Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	100	100
Program funds (\$000)	2,100	2,100



PANAMA



CAPITAL	Panama City
POPULATION	4 million
GROSS NATIONAL INCOME PER CAPITA	\$14,370
PROGRAM DATES	1963-71, 1990-present
PROGRAM SECTORS	Agriculture Education Environment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	190	190
Program funds (\$000)	5,600	5,500

OVERSEAS OPERATIONS

PARAGUAY

CAPITAL	Asuncion
POPULATION	7 million
ANNUAL PER CAPITA INCOME	\$5,680
PROGRAM DATES	1966-present
PROGRAM SECTORS	Agriculture
	Community Economic Development
	Environment
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	220	220
Program funds (\$000)	5,100	5,100



PERU



CAPITAL	Lima
POPULATION	32 million
ANNUAL PER CAPITA INCOME	\$6,530
PROGRAM DATES	1962-74, 2002-present
PROGRAM SECTORS	Community Economic Development
	Health
	Youth in Development
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

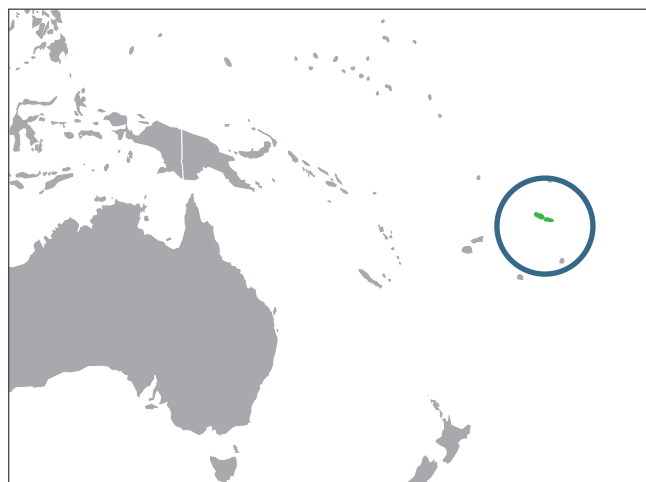
	FY 2020	FY 2021
Volunteers	250	250
Program funds (\$000)	6,400	6,100

SAMOA

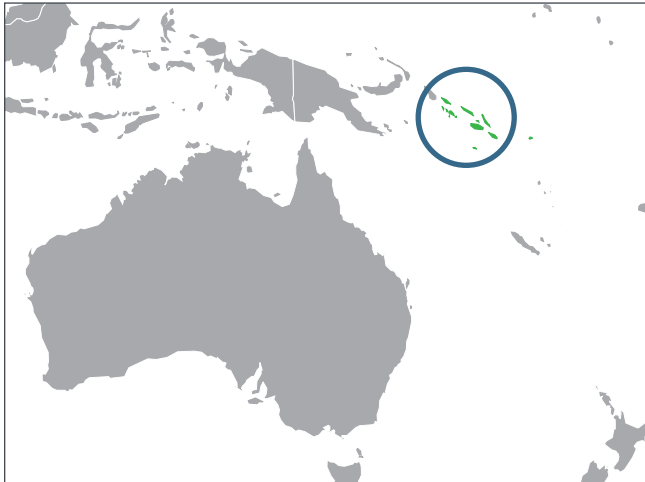
CAPITAL	Apia
POPULATION	197,590
ANNUAL PER CAPITA INCOME	\$4,190
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	50	50
Program funds (\$000)	1,500	1,400



SOLOMON ISLANDS



CAPITAL	Honiara
POPULATION	611,343
ANNUAL PER CAPITA INCOME	\$2,000
PROGRAM DATES	1971-2000, Re-Open 2021
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	0	20
Program funds (\$000)	800	1,500

TONGA

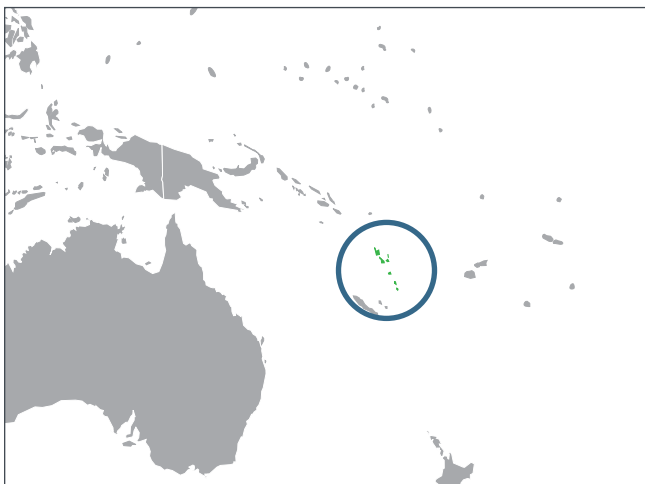
CAPITAL	Nuku'alofa
POPULATION	104,494
ANNUAL PER CAPITA INCOME	\$4,300
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	80	80
Program funds (\$000)	1,300	1,300



VANUATU



CAPITAL	Port Vila
POPULATION	299,882
GROSS NATIONAL INCOME PER CAPITA	\$2,970
PROGRAM DATES	1990-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2020	FY 2021
Volunteers	70	70
Program funds (\$000)	2,900	2,600

Notes:

1. Volunteer numbers for FY 2020 and FY 2021 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2018.



VOLUNTEER WORK BY SECTOR

AGRICULTURE

Peace Corps Agriculture Volunteers help host country communities develop their agriculture sectors to sustainably increase and ensure food and nutrition security and to advance and support resilient local livelihoods. Focusing on expressed national priorities and community needs, Peace Corps' agriculture projects are designed to: increase productivity, diversity and sustainability of smallholder agricultural production; generate new or increased sales and income from agriculture-based activities; and, improve household nutrition.

Working in local languages, Agriculture Volunteers provide technical assistance to both individuals and groups, including men, women and youth, through one-on-one teaching and group training. When appropriate, Volunteers also use other proven extension methods such as facilitating farmer-to-farmer technical exchanges and Farmer Field School.

With their counterparts, Agriculture Volunteers promote the use of appropriate, adapted, sustainable and low-cost farming practices and technologies. These can include: bio-intensive gardening; integrated pest management; improved post-harvest management and storage; optimized use of agricultural inputs including improved seed varieties and fertilizers; soil conservation and soil fertility management to increase soil organic matter including use of compost, no-till cultivation, use of nitrogen-fixing cover crops; and, use of more efficient water capture and delivery technologies such as water harvesting and micro-irrigation. With adoption of these "climate-smart" agriculture techniques and practices that intensify production while maintaining eco-system services and improving the natural resource base, adapt farm systems to less predictable and more intense environmental conditions and increase carbon

sequestration, Volunteers assist smallholder-farming communities to become climate resilient.

Agriculture Volunteers also support smallholder farmers and other community-based producer groups by conducting training and coaching in income generation and basic business skills, marketing, organizational development including formation of savings and lending associations, project design and management and use of digital technology. All Agriculture Volunteers promote proper preparation and consumption of diverse, nutrient-rich crops through household-level nutrition education focusing, in particular, on improving nutrition of women of reproductive age and infants during the first 1,000 days.

At the end of FY 2019, there were 648 Agriculture Volunteers worldwide.¹

Examples of Agriculture Volunteer work:

- Improving traditional cropping systems by introducing farmers to improved seed varieties and improved practices and technologies, such as conservation agriculture (e.g., no tillage, use of permanent soil cover using organic mulch, green cover crops, crop rotation) and agroforestry strategies (e.g., alley cropping, planting windbreaks and living fences, incorporation of leguminous and multi-purpose trees).
- Encouraging creation of home and school gardens while raising awareness of the nutritional advantages of producing and consuming a variety of vegetables and fruits, particularly those with high nutritional value such as: Vitamin A-fortified orange-fleshed sweet potato, mushrooms, iron-fortified beans and dark green leafy vegetables.

¹ In addition to the Volunteer totals listed for each sector, 175 Peace Corps Response Volunteers entered on duty in FY 2019, and served in all six Peace Corps program sectors, across all three regions.

- Increasing knowledge and skills needed to profitably establish and manage household-scale small-animal husbandry operations for poultry, rabbits, fish, or bees.
- Improving sales and profits of smallholder cash crop producers and producer groups, many of whom are women, through improved nursery production and out-planting (e.g., cashew, cacao, shea, moringa, grafted fruit varieties) more efficient use of production inputs, improved post-harvest management and value-added processing, and more effective market strategies including use of digital technologies to connect with buyers and better time sales.

COMMUNITY ECONOMIC DEVELOPMENT

Peace Corps Community Economic Development Volunteers help build the capacity of community members to improve their economic opportunities and advance local development efforts. Community Economic Development projects have a primary focus on either economic development or community and organizational development. Within these two areas, individual projects are adapted to local conditions and priorities, as well as host country development strategies. Furthermore, each Community Economic Development project identifies specific community members and/or organizations (e.g., women, farmers, youth, artisan groups, municipal offices) that are the primary beneficiaries of Volunteers' capacity-building efforts. Community Economic Development projects frequently work with the most economically marginalized groups and communities in a host country (e.g., women, youth, rural communities, indigenous populations).

Projects focusing on economic development enable host country households to achieve economic security and upward economic mobility. By delivering training and workshops, providing ongoing technical assistance, teaching in the classroom, and organizing youth clubs, Volunteers

build the capacity of individuals to adopt personal money management strategies; increase savings and access to affordable credit; pursue entrepreneurial opportunities; apply fundamental business skills to their small-scale economic activities; and demonstrate key employability skills needed to secure employment. Volunteers may also work with organized groups or entire communities to improve market linkages for local businesses and support the management of community-run businesses.

Projects focusing on community and organizational development enable both community organizations and civil society actors to collaboratively advance local development efforts—whether through improvements in health, education, livelihoods, civic engagement or other critical aspects of human and community development. By implementing an organizational capacity assessment, assisting with the resulting action planning, training, coaching, and organizing various outreach campaigns and events, Volunteers help community-based organizations increase their organizational capacity to achieve their missions; increase organizations' engagement and collaboration with key stakeholders; and expand opportunities in the community for civic engagement and volunteerism. Volunteers also work with these organizations to improve marketing and advocacy campaigns, raise funds and resources, design and manage organizational-level projects, network, improve client services, and use technology more effectively.

At the end of FY 2019, there were 570 Community Economic Development Volunteers worldwide.

Examples of Community Economic Development Volunteer work:

- Supporting youth with business plan development and participation in business plan competitions at the local, regional, and national levels
- Building the capacity of business owners to use computer technology and the internet to market products and services

- Organizing youth clubs to increase civic engagement and volunteerism in the community
- Helping artisan cooperatives find new markets for their handmade goods and improve quality control
- Advising women's groups on value-added strategies for increasing the profitability of their agriculture-based products
- Strengthening organizational systems, processes, and learning so that organizations can move from a project-based focus to a more sustainable program-based focus
- 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

EDUCATION

Education is the agency's largest sector, where 84 percent of Peace Corps posts have Education Projects. Education Volunteers work in one of the three Education project focus areas: childhood literacy, math and science, and teaching English as a foreign language. Education Volunteers work on projects that focus on building teacher capacity, increasing student achievement and helping communities to advocate and support educational initiatives. All Education Volunteers work in alignment with the national priorities of their host countries.

Education Volunteers focusing on childhood literacy and early grade reading promote improvement of students' basic literacy and numeracy skills and help teachers develop strategies for teaching reading and comprehension, with a special focus on students at risk of failing.

This work takes place principally in the early primary grades and also targets upper grade students who are in need of remedial literacy support. Projects emphasize communities of practice in which students, community members, and parents address how they can support reading and literacy development at home and in community settings.

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

Teaching English as a foreign language is the largest project area in the Education Sector. Seventy-one percent of Education projects are teaching English as a foreign language projects. The project focuses on helping host country counterparts' professional development, including improving their English proficiency and teaching skills, which in turn leads to improved English language instruction and increased English proficiency for students. In addition to formal classroom instruction, Volunteers participate in informal activities such as adult teaching English as a foreign language education and English clubs and camps. Eleven posts are Teaching English as a Foreign Language Certificate posts where Volunteers can earn a teaching certificate during service, based on 120 hours of training and two years of supervised teaching experience.

Education Volunteers include a gender empowerment approach in their work. Volunteers start after-school clubs; work with teachers to integrate gender-equitable practices; collaborate with school administrators and parents to promote student-friendly schools; and provide other support networks through youth programs that include girls and boys, both together and separately.

At the end of FY 2019, there were 2,949 Education Volunteers worldwide.

Examples of Education Volunteer work:

- Facilitating communities of practice among teachers
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement. Volunteers work with counterparts to use Information and communications technology (ICT) to cultivate the four skills of speaking, listening, reading and writing in their classrooms
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Facilitating learner-centered and competency approaches to literacy in classrooms and teacher training
- 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 activities such as spelling bees, Drop Everything and Read events, Model United Nations meetings, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring programs pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools

- Working with administrators and communities to find alternative discipline techniques
- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general community awareness of children with disabilities

ENVIRONMENT

Volunteers in the Environment sector collaborate with host country partners to help protect the environment and help communities become more resilient to environmental shocks and stresses. They respond by promoting environmental education and awareness, strengthening the capacities of individuals and organizations in natural resource planning and management, and integrating environment, poverty reduction and gender equity issues through support to environmentally sustainable income-generating activities.

Environment Volunteers encourage sustainable natural resource planning and management by facilitating efforts to expand and sustain the use of healthy conservation practices, including the production and cultivation of trees to improve soils, conserve water, and protect fields from erosion. Effective management of natural resources and habitats 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-generating 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 cook stoves to local communities.

Volunteers are increasingly engaged in environmental education to raise awareness and

build the cross-generational support required to initiate and sustain 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 2019, there were 489 Environment 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 with local counterparts
- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and clubs and sponsoring special events such as Earth Day activities
- Strengthening the organizational and planning capacities of environmental nongovernmental organizations
- 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 increasingly arid climates
- Promoting sustainable management of coastal fisheries
- Promoting income-generating activities, such as sustainable ecotourism

- Slowing rates of deforestation through the introduction of fuel-efficient cook stoves

HEALTH

Peace Corps' Health sector is the agency's second-largest Volunteer 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 innovations 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. As a result, a large number of Volunteers work on HIV/AIDS initiatives. Volunteers' HIV/AIDS work includes prevention, care, treatment, and support services for people living with HIV and those affected by the epidemic. Additionally, Volunteers support programs targeting orphans, vulnerable children, and other at-risk youth. Volunteers also work to support the President's Malaria Initiative, combating malaria by distributing bed nets and providing education on prevention, diagnosis, and treatment. Volunteers are frequently assigned to nongovernmental organizations working in health-related fields to help increase their technical, managerial, and administrative capacities.

At the end of FY 2019, there were 982 Health Volunteers worldwide.

Examples of Health Volunteer work:

- Facilitating health education on improved nutrition practices and behaviors
- 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 nongovernmental health-delivery systems, through activities such as timely vaccination campaigns

YOUTH IN DEVELOPMENT

Youth in Development Volunteers work with young people to help them successfully transition into adult roles in the family, workforce, and community. The aim of all Peace Corps Youth in Development projects is to foster young people's life skills and leadership abilities so they may become productive and engaged citizens. Additionally, Youth in Development Volunteers support four complementary areas of holistic youth development: youth community engagement; youth professional development; implementation of positive youth development programming by youth service providers; and supporting parents with improved skills to communicate with their children.

Volunteers work to help youth develop life skills by promoting self-esteem and positive personal identity, healthy emotional practices, and communication, decision-making, and goal-setting skills. Additionally, Volunteers help young people prepare for the workforce by conducting trainings in employability and financial literacy, including résumé development workshops, career-planning, mock interview sessions, English instruction, and digital literacy trainings. Volunteers help the next generation become active citizens by mobilizing them to improve their communities by promoting volunteerism and facilitating service-learning activities. Volunteers also work with youth service providers and youth-serving organizations to help implement high-quality youth programs. Volunteers and their partners also encourage parents and other adults in the community to play essential supporting roles for youth.

Volunteers and their community partners mentor young people to take an active role in planning for their future, as well as the future of their communities and countries. Volunteers 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 2019, there were 881 Youth in Development Volunteers worldwide.

Examples of Youth in Development Volunteer work:

- Teaching youth life and leadership skills to promote self-esteem and positive identity, healthy emotional practices, and effective communication, goal-setting, and action planning
- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English language instruction
- Facilitating youth participation in service projects and other community volunteering activities
- Supporting youth service providers in the implementation of programs that promote positive youth development
- Training parents and caregivers on techniques for improving communication with youth

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GLOBAL INITIATIVES

VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES IN FY 2019

The Peace Corps has been an integral partner in the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) since its initiation in 2003. Peace Corps Volunteers play a role in implementing the PEPFAR Strategy for Accelerating HIV/AIDS Epidemic Control and in the PEPFAR-led DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe) public-private partnership. Volunteers implement targeted prevention interventions with priority populations including a focus on adolescent girls and young women; supporting people infected with and affected by HIV, including orphans and vulnerable children; and creating an enabling environment by addressing gender norms, stigma, and discrimination in the communities where they live. In FY 2019, the Peace Corps used PEPFAR funds for activities in 12 countries (bolded below), working together with host governments, local organizations, and other U.S. government agencies to achieve HIV epidemic control. Most importantly, all Volunteers play a special role in their contributions to this initiative through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents. Peace Corps Volunteers work on HIV/AIDS prevention beyond the PEPFAR program through work on comprehensive sexual and reproductive health programs for youth. The tables below list the number of Volunteers funded by appropriations and PEPFAR who report implementing HIV-related activities.

AFRICA	VOLUNTEERS	EUROPE, MEDITERRANEAN, AND ASIA	VOLUNTEERS	INTER-AMERICA AND THE PACIFIC	VOLUNTEERS
Benin	29	Albania	7	Belize	7
Botswana	103	Kyrgyzstan	1	Columbia	2
Cameroon	68	Moldova	5	Costa Rica	1
Eswatini	49	Mongolia	3	Dominican Republic	20
Ethiopia	15	Morocco	3	Ecuador	21
Ghana	16	Philippines	4	Fiji	7
Guinea	4	Thailand	15	Guyana	9
Lesotho	65	Timor-Leste	1	Panama	6
Liberia	11	Ukraine	12	Paraguay	7
Madagascar	2			Peru	8
Malawi	83			Vanuatu	4
Mozambique	2				
Namibia	41				
Rwanda	4				
Senegal	1				
Sierra Leone	2				
South Africa	85				
Tanzania	75				
The Gambia	2				
Togo	17				
Uganda	45				
Zambia	164				
Subtotal	883	Subtotal	51	Subtotal	92
GRAND TOTAL	1,026				

VOLUNTEERS WORKING IN FOOD SECURITY IN FY 2019

The Peace Corps is a key partner in the U.S. Government's Global Food Security Strategy to address poverty, hunger and undernutrition in 43 countries worldwide. Each year, around 1,000 Peace Corps Volunteers contribute to the initiative by promoting community-led approaches that build local capacity of individuals and groups to address food insecurity and increase resilience at the household and community levels. The Peace Corps trains and equips Volunteers and their counterparts with context-appropriate and evidence-based practices and technologies that sustainably ensure food availability, accessibility, utilization at all times. Volunteers from all six sectors use a variety of proven methods to implement food security-related activities that increase agricultural productivity, sustain and improve the natural resource base, improve health and nutrition, or increase economic opportunities, particularly for women and youth, in the communities they serve.

POST NAME	NUMBER OF VOLUNTEERS REPORTING ON FOOD SECURITY INDICATORS	POST NAME	NUMBER OF VOLUNTEERS REPORTING ON FOOD SECURITY INDICATORS
Albania	2	Malawi	35
Belize	2	Mexico	1
Benin	38	Moldova	1
Botswana	8	Mozambique	9
Cambodia	10	Namibia	7
Cameroon	60	Nepal	68
Colombia	1	Panama	25
Dominican Republic	6	Paraguay	35
East Timor	3	Peru	1
Ecuador	3	Rwanda	30
Ethiopia	23	Samoa	1
Fiji	9	Senegal	108
Gambia	39	Sierra Leone	9
Ghana	88	South Africa	5
Guatemala	32	Swaziland	3
Guinea	51	Tanzania	108
Guyana	1	Togo	48
Jamaica	21	Tonga	2
Kosovo	2	Uganda	75
Lesotho	8	Vanuatu	6
Liberia	7	Zambia	133
Madagascar	27		
		GRAND TOTAL	1,151

A SUCCESS STORY: “COMBATTING THE HUNGER SEASON IN BENIN WITH VEGETABLE CANNING AND DRYING”

In the Collines region of Benin, most of the community is involved in farming and traditional gardening, which flourishes during the rainy season. During the dry season, grains and starchy roots and tubers are the principle staples consumed, as they are easily stored. Fresh vegetables, however, are rare and expensive until well into the next rainy season. During this period, referred to as the “hunger season”, household diets become very unbalanced, contributing to very high rates of malnutrition, particularly among children under five years of age.

In order to address the scarcity of vegetables in her community during the dry season, a Peace Corps Benin Volunteer worked with a group of 10 women to teach them how to conserve vegetables produced during the rainy season for consumption during the dry season. Over the course of three trainings, the women learned how to prepare

and can tomatoes and to sun dry and properly store okra, onions, and tomatoes. The women also learned the importance of good hygiene and sanitation when handling and preparing foods. The new knowledge and skills acquired was further complemented with basic nutrition education focusing on the importance of incorporating diverse, nutrient-rich foods into the daily diet. The Volunteer’s overall aim was to encourage well balanced diets in the women’s homes at all times of the year.

After participating in the trainings, all 10 women independently applied what they learned to the tomatoes, onions and okra they harvested from their respective gardens. As a result, the women and their families were able to consume vegetables with their meals during the following dry season. This, and their understanding of good nutrition, allowed each of the women to ensure that their family had balanced meals during a time when vegetables are not normally accessible. As a further benefit of this activity, several of the women voluntarily shared their food conservation techniques with other community members.

VOLUNTEERS WORKING IN MALARIA PREVENTION IN FY 2019

Peace Corps Volunteers are advancing the President's Malaria Initiative through the agency's Stomp Out Malaria in Africa initiative. Volunteers in 18 Peace Corps programs across Africa are collaborating to help eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where the program is involved in mosquito-net distribution, Volunteers collaborate with President's Malaria Initiative and local community leaders to ensure that the mosquito nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention. Volunteers also engage in behavior-change outreach to advocate for early interventions and strengthen community health worker networks' capacity to rapidly diagnose and treat simple malaria. In FY 2019, the Peace Corps reinforced its support for country-specific malaria program needs.

POST	VOLUNTEERS
Benin	68
Botswana	24
Cameroon	79
Ethiopia	22
Ghana	67
Guinea	57
Liberia	92
Madagascar	45
Malawi	85
Mozambique	132
Rwanda	54
Senegal	249
Sierra Leone	24
Tanzania	62
The Gambia	44
Togo	66
Uganda	87
Zambia	151
GRAND TOTAL	1,408

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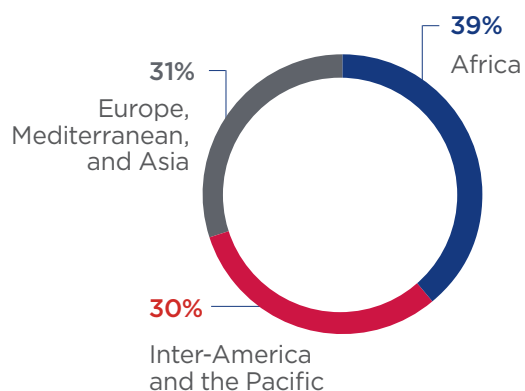


APPENDICES

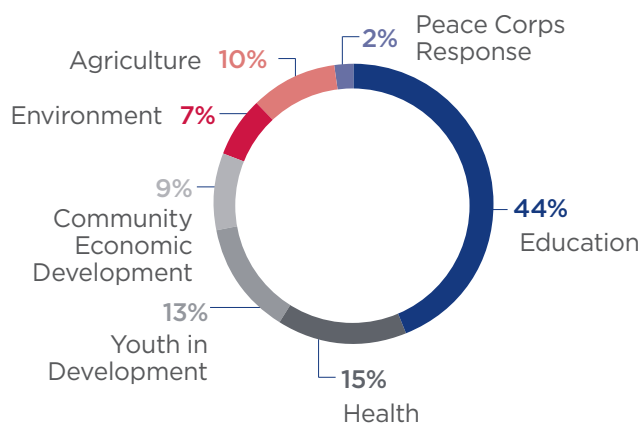
APPENDIX A

FY 2019 PEACE CORPS VOLUNTEER STATISTICS ¹

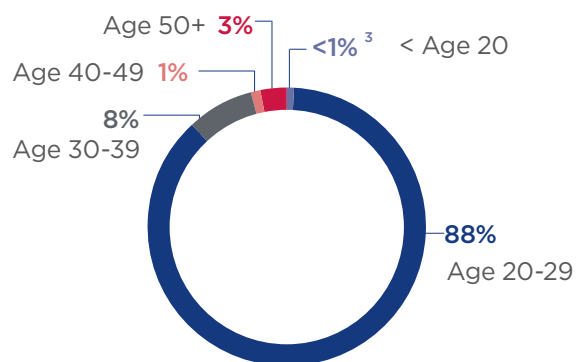
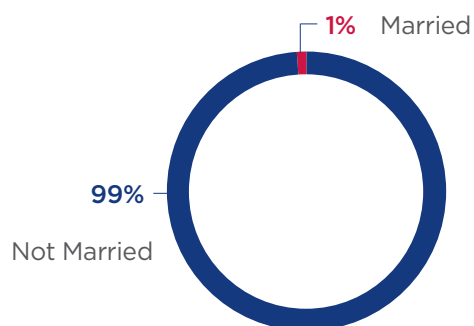
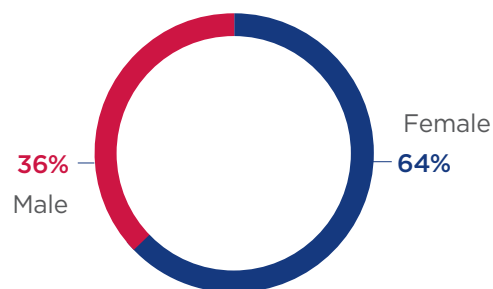
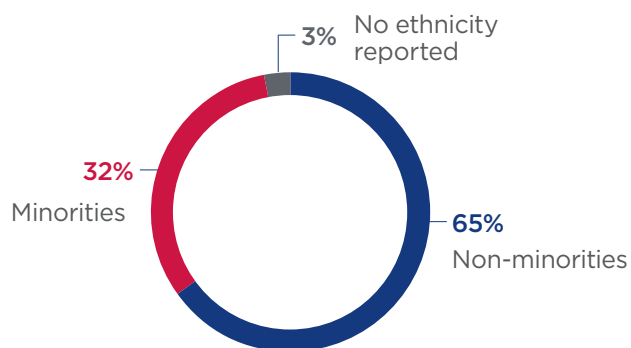
VOLUNTEERS BY REGION



VOLUNTEERS BY SECTOR



VOLUNTEERS PROFILE



¹ All data current as of September 30, 2019. Totals may not add to 100 percent due to rounding.

² These figures are based on Appropriated funds only and do not include PEPFAR-funded activities.

³ Only one person out of 6,648 Volunteers was less than 20 years of age (<1%).

APPENDIX B

PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

PEACE CORPS APPLICATION PROCESS

The Peace Corps application process takes six to twelve months. There are quarterly application deadlines and “Know-By” dates that help applicants plan and make decisions based on their own schedules and needs. All applicants are notified—at least four months before their departure date—whether they have been invited or not.

Application

The first step toward becoming a Peace Corps Volunteer is to complete an application at www.peacecorps.gov/apply, which takes about one hour. An individual can apply to a specific opening or to where they are needed most. Once an individual submits an application, they are then asked to complete a health history form.

Interview

Via a videoconference, the applicant and a Peace Corps staff member discuss the applicant’s skills, interests, and suitability for service as a Peace Corps Volunteer. Personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service are evaluated. This is also an opportunity for the applicant to ask questions and explore with the interviewer if the Peace Corps is a good match for the individual.

Invitation

Applicants who are among the best qualified for a particular assignment receive invitations to serve.

The invitation includes the date of departure, the program assignment, and links to a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more. An invitation to serve is contingent on the invitee obtaining both medical and legal clearance.

Medical Clearance

All invitees are required to complete a physical and dental examination. At a minimum, the physical examination includes a medical exam conducted by a doctor, basic lab work and immunizations necessary for each assignment, as well as dental X-rays. The Peace Corps offers cost-sharing reimbursement according to a fee schedule.

Legal Clearance

The Peace Corps completes a background investigation of each candidate who accepts an invitation to serve to ensure that the individual’s enrollment as a Peace Corps Volunteer is consistent with U.S. national interests.

Preparation for Departure

Prior to departure, applicants complete online activities in preparation for service and apply for a passport and visa.

Departure for Service

Trainees meet at their designated departure city, undergo staging activities, receive more information about their country of service, and travel as a group to their assigned country to begin in-country training.

PHASES OF VOLUNTEER SERVICE

Trainee

Pre-Service Training: Upon arrival to their country of service, trainees undergo three months of 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

Volunteer Assignment: The Volunteer is assigned to a project, designed by Peace Corps staff, to help meet 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.

Living Allowance: The Peace Corps provides Volunteers with a monthly allowance to cover housing, utilities, household supplies, food, clothing, and transportation.

Health: The Peace Corps' in-country medical officers provide Volunteers with health information, immunizations, and periodic medical exams.

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

RETURNED VOLUNTEER

Readjustment Allowance: At the end of service, Volunteers receive \$375 per month served (\$475 per month for a Volunteer's third year of service) to help finance their transition to careers or further education.

Health Insurance: Volunteers are covered by a health insurance plan for the first month after service and can continue the plan at their own expense for up to two additional months.

Returned Volunteer Services: The Peace Corps provides career, educational, and transitional assistance to Volunteers when they complete their Peace Corps service. Returned Volunteers are also encouraged to further the Peace Corps' Third Goal by sharing their experiences abroad with fellow Americans.

Peace Corps Response: Peace Corps Response staff recruits and places experienced Americans, including returned Volunteers, in short-term, high-impact assignments.



APPENDIX C

FY 2019 HOME STATES OF ALL PEACE CORPS VOLUNTEERS

Counts of Peace Corps Volunteers, trainees, and PCR Volunteers from all funding sources as of September 30, 2019. This analysis includes U.S. territories and the District of Columbia. Not included are 104 Volunteers who have an overseas home address.

STATE / TERRITORY	CURRENTLY SERVING	TOTAL SINCE 1961 ¹	STATE / TERRITORY	CURRENTLY SERVING	TOTAL SINCE 1961
Alabama	44	1,250	Montana	54	1,520
Alaska	18	1,044	Nebraska	30	1,480
Arizona	143	3,877	Nevada	38	1,086
Arkansas	28	1,025	New Hampshire	56	1,822
California	851	31,752	New Jersey	150	5,401
Colorado	233	7,645	New Mexico	40	2,285
Connecticut	88	3,595	New York	413	14,494
Delaware	18	552	North Carolina	229	4,744
District of Columbia	128	2,512	North Dakota	9	595
Florida	341	8,585	Ohio	236	7,745
Georgia	202	3,902	Oklahoma	40	1,412
Guam	2	81	Oregon	177	6,565
Hawaii	26	1,482	Pennsylvania	293	8,671
Idaho	49	1,464	Puerto Rico	15	443
Illinois	279	9,265	Rhode Island	32	1,106
Indiana	122	3,542	South Carolina	80	1,741
Iowa	82	2,506	South Dakota	10	675
Kansas	46	1,864	Tennessee	84	1,984
Kentucky	69	1,706	Texas	368	8,174
Louisiana	52	1,222	Utah	39	1,210
Maine	51	1,984	Vermont	51	1,629
Maryland	259	6,506	Virgin Islands	0	88
Massachusetts	247	8,781	Virginia	382	8,315
Michigan	211	7,744	Washington	271	9,980
Minnesota	195	7,068	West Virginia	20	716
Mississippi	25	537	Wisconsin	165	6,425
Missouri	130	3,615	Wyoming	9	550

¹ Includes FY 2018 data corrections.

APPENDIX D

THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

The Peace Corps partners with hundreds of colleges and universities through four programs:

- **Paul D. Coverdell Fellows:** A graduate school benefit program that offers returned Volunteers financial assistance and professional internships in underserved communities while they pursue their graduate degrees.
- **Peace Corps Prep:** An interdisciplinary certificate program that combines coursework with community service to prepare undergraduate students for intercultural fieldwork such as Peace Corps service.
- **Strategic Campus Recruiters:** An opportunity through which universities contract with the Peace Corps to hire part-time, campus-based recruiters. Currently, there are strategic campus recruiters at more than 34 colleges and universities.
- **Campus Ambassadors:** An internship-like opportunity for undergraduate students to serve as peer-to-peer brand ambassadors, extending Peace Corps recruiters' reach to those who may have less awareness of opportunities to serve. Currently, Peace Corps has about 92 campus ambassadors on 67 college campuses around the nation.

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Alabama	The University of Alabama, Birmingham	Alabama A&M University Troy University Tuskegee University The University of Alabama, Birmingham
Arizona	Arizona State University Northern Arizona University The University of Arizona	Arizona State University The University of Arizona
Arkansas	University of Arkansas, Fayetteville	Hendrix College Southern Arkansas University University of Arkansas, Fayetteville University of Arkansas at Pine Bluff
California	California State University, Fullerton California State University, Long Beach Loma Linda University Middlebury Institute of International Studies at Monterey	California State University, Channel Islands California State University, Sacramento San Diego State University University of California, Berkeley

APPENDICES

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
California (Cont.)	Pacifica Graduate Institute University of San Diego University of San Francisco University of Southern California	University of California, Davis University of California, Irvine University of California, Los Angeles University of California, Merced University of California, Riverside University of California, San Diego University of California, Santa Barbara University of California, Santa Cruz University of La Verne Whittier College
Colorado	Colorado State University Regis University University of Colorado, Denver University of Denver Western Colorado University	Colorado College Colorado School of Mines University of Colorado, Boulder University of Colorado, Denver Western Colorado University
Connecticut	University of Bridgeport Yale University	University of Bridgeport Fairfield University
Delaware	University of Delaware	
District of Columbia	American University Catholic University of America The George Washington University Georgetown University	American University Gallaudet University
Florida	Florida Institute of Technology Florida State University University of Central Florida University of South Florida	Eckerd College Florida Atlantic University Florida Gulf Coast University Florida International University Florida State University Stetson University University of Florida University of North Florida University of South Florida

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Georgia	Emory University Georgia College & State University Georgia State University Kennesaw State University	Fort Valley State University Georgia Gwinnett College Kennesaw State University Mercer University Savannah State University University of Georgia University of North Georgia
Hawaii	University of Hawaii at Manoa	University of Hawaii at Manoa
Idaho		Boise State University Idaho State University
Iowa	Iowa State University	Iowa State University St. Ambrose University
Illinois	The Chicago School of Professional Psychology DePaul University Illinois State University Loyola University Chicago Western Illinois University	Aurora University Illinois State University Illinois Wesleyan University Knox College Monmouth College Southern Illinois University, Edwardsville Western Illinois University
Indiana	Indiana University, Bloomington University of Notre Dame	Earlham College Indiana University, Bloomington Purdue University
Kansas		Pittsburg State University (KS)
Kentucky		Murray State University Transylvania University University of Kentucky
Louisiana	Tulane University Xavier University of Louisiana	Louisiana State University Tulane University

APPENDICES

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Maine	University of Maine, Orono	
Maryland	Johns Hopkins University Norte Dame of Maryland University University of Maryland, Baltimore County University of Maryland, College Park	Morgan State University University of Maryland, Baltimore County University of Maryland, Eastern Shore
Massachusetts	Brandeis University Clark University Mount Holyoke College Springfield College Suffolk University University of Massachusetts, Boston	University of Massachusetts, Boston Westfield State University
Michigan	Eastern Michigan University Michigan Technological University University of Michigan, Ann Arbor	Michigan Technological University University of Michigan, Ann Arbor Western Michigan University
Minnesota	St. Catherine University University of Minnesota	St. Catherine University
Missouri	Washington University in St. Louis University of Missouri-Columbia University of Missouri-Kansas City	Fontbonne University Missouri State University-Springfield Park University Truman State University University of Central Missouri University of Missouri-Columbia
Montana	University of Montana	Montana State University - Billings Montana State - Bozeman University of Montana
Nevada	University of Nevada, Reno	
New Hampshire	Antioch University New England (including Los Angeles campus) Southern New Hampshire University University of New Hampshire	Antioch University New England University of New Hampshire

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
New Jersey	Monmouth University Rutgers University—Camden Rutgers University---New Brunswick Seton Hall University	Monmouth University
New Mexico	New Mexico State University Western New Mexico University	New Mexico State University University of New Mexico
New York	Bard College Binghamton University, SUNY Teachers College, Columbia University Cornell University Fordham University Manhattanville College New York University The New School University at Albany, SUNY University of Rochester	Hartwick College Lehman College CUNY University at Albany, SUNY
North Carolina	Appalachian State University Duke University Elon University Wake Forest University	Appalachian State University Elon University Fayetteville State University North Carolina Central University The University of North Carolina at Pembroke The University of North Carolina Wilmington
North Dakota	University of North Dakota	University of North Dakota

APPENDICES

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Ohio	Bowling Green State University Case Western Reserve University University of Cincinnati	Baldwin Wallace University Bowling Green State University The College of Wooster Hiram College Kenyon College Ohio University Walsh University Wilmington College Wittenberg University
Oklahoma		The University of Oklahoma
Oregon	University of Oregon Willamette University	University of Oregon
Pennsylvania	Carnegie Mellon University Chatham University Drexel University Duquesne University Seton Hill University The Pennsylvania State University University of Pennsylvania University of Pittsburgh Villanova University	Arcadia University Cheyney University of Pennsylvania Moravian College The Pennsylvania State University Shippensburg University Ursinus College
Rhode Island		The University of Rhode Island
South Carolina	University of South Carolina	University of South Carolina University of South Carolina Upstate
Tennessee	East Tennessee State University The University of Tennessee, Knoxville	East Tennessee State University The University of Tennessee, Knoxville
Texas	Texas A&M University Texas A&M University-Corpus Christi Texas State University	Austin College St. Edward's University Texas State University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Texas (Cont.)	University of North Texas The University of Texas at El Paso	Texas Tech University University of Houston University of North Texas University of Texas at Austin University of Texas at Dallas University of Texas at El Paso The University of Texas Rio Grande Valley
Utah		Brigham Young University
Vermont	Green Mountain College Marlboro College SIT Graduate Institute Saint Michael's College University of Vermont	Saint Michael's College University of Vermont
Virginia	College of William and Mary University of Mary Washington	George Mason University James Madison University University of Mary Washington University of Virginia Virginia Commonwealth University Virginia State University Virginia Wesleyan University
Washington	University of Washington - Seattle	Pacific Lutheran University Saint Martin's University University of Puget Sound Washington State University Western Washington University
West Virginia	Future Generations University	West Virginia University
Wisconsin	Marquette University University of Wisconsin-Milwaukee	University of Wisconsin-Eau Claire University of Wisconsin-La Crosse

APPENDIX E

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2019, due to foreign currency gains, the Peace Corps transferred \$99,224.71 to the Foreign Currency Fluctuations Account from the operating expenses 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 F**OBLIGATIONS OF FUNDS FROM OTHER GOVERNMENT AGENCIES
BY PEACE CORPS**

	FY 2018	FY 2019
Total Reimbursable	\$6,573,159	\$4,845,776
Total PEPFAR	\$49,004,164	\$35,110,213

APPENDIX G

OIG BUDGET REQUEST



Office of Inspector General's Fiscal Year 2021 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:

- 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:

- 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:

- 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 (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2021:

the aggregate budget request for the operations of the OIG is \$ 6,330,000
the portion of this amount needed for OIG training is \$44,395 and
the portion of this amount needed to support the CIGIE is \$20,889 (.33% of \$6,330,000).

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 2021.


Kathy A. Butler
Inspector General


Date

Peace Corps Office of Inspector General

Paul D. Coverdell Peace Corps Headquarters · 1111 20th Street, NW, Washington, DC 20526 · 202.692.2900 · OIG@peacecorpsoidg.gov

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FISCAL YEAR 2018-2022 STRATEGIC PLAN
FY 2021 ANNUAL PERFORMANCE PLAN AND
FY 2019 ANNUAL PERFORMANCE REPORT

FY 2018-2022 STRATEGIC PLAN FY 2021 ANNUAL PERFORMANCE PLAN AND FY 2019 ANNUAL PERFORMANCE REPORT

Promoting World Peace and Friendship since 1961

Front cover: Peace Corps Volunteer Connor Schmitz works with local farmers and the community in Nepal to create a garden that will grow sustainable fruits and vegetables.

Paul D. Coverdell Peace Corps Headquarters
1275 First Street, NE, Washington, DC 20526

This report is available at peacecorps.gov/docs.
Comments or questions on this plan may be sent to OSIRP@peacecorps.gov or to the mailing address above.

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Mission

To promote world peace and friendship through
community-based development and cross-cultural understanding

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of our nation's spirit by sending Americans to serve around the world, advancing development, and building cross-cultural understanding. Today, the Peace Corps continues to build strong relationships between our country and the people of our partner nations, while making a difference in overseas communities, in the lives of our Volunteers, and back home in the United States. More than 240,000 Volunteers have served in 142 countries since 1961, changing lives—including their own.

The Peace Corps advances its mission through the work of its Volunteers. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to learn from and with their host communities to address development challenges and strengthen mutual understanding.

Peace Corps Volunteers are the face of our nation in communities around the globe, building positive perceptions of the United States and sharing American values with their communities. After Volunteers complete their service, they return to the United States with new skills, deep knowledge of other cultures, and long-lasting relationships. Returned Peace Corps Volunteers (RPCVs) continue their service by promoting awareness of other cultures and global issues with friends, family, and the American people; maintaining relationships with colleagues and friends from the countries where they served; and sustaining their commitment to volunteerism and public service.

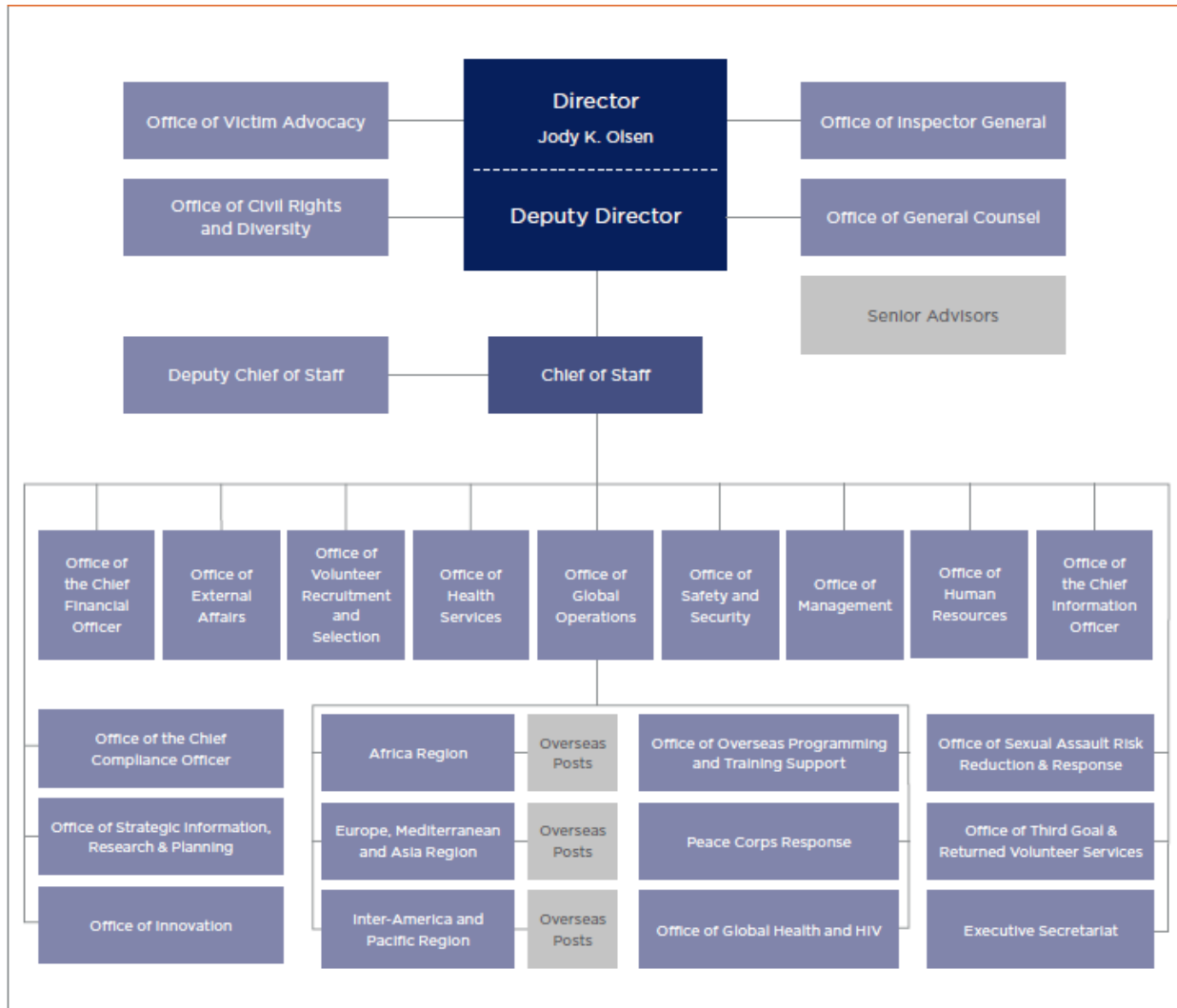
Vision

To be a dynamic, forward-leaning champion for international service,
defined by our energy, innovation, and development impact.

"The Peace Corps represents some, if not all, of the best virtues in this society. It stands for everything that America has ever stood for. It stands for everything we believe in and hope to achieve in the world."

*Sargent Shriver
Founding Director of the Peace Corps, 1961–66*

PEACE CORPS ORGANIZATIONAL CHART



Core Values

The following core values shape and guide decisions at all levels in the agency and are part of the fiscal year (FY) 2018-2022 Strategic Plan:

Volunteer Well-Being: The Peace Corps works to provide a safe, healthy, and productive service for every Volunteer. The safety, security, and physical and emotional health of Volunteers are the top priorities of the agency.

Quality and Impact: The Peace Corps pursues quality improvements to strengthen its programs while maintaining a global presence.

Commitment to National Service: The Peace Corps seeks to expand opportunities for Americans to serve their country by volunteering their time abroad in the service of others and to continue that commitment to service once they return.

Diversity and Inclusion: The Peace Corps actively supports a culture of inclusion that embraces diversity—from the rich diversity of America to the incredible diversity of the countries in which Volunteers serve.

Evidence-Based Decisions: The Peace Corps uses high-quality data and evidence to focus resources on agency priorities, inform performance improvements both in the field and at headquarters, and promote institutional learning.

Innovation: The Peace Corps utilizes innovative approaches and technology to solve both persistent and emerging operational challenges and to advance local development.

Plan Overview

The FY 2018–2022 Strategic Plan lays out long-term goals and objectives designed to advance the Peace Corps’ mission. The annual performance plan identifies the strategies employed to accomplish these goals and objectives, as well as the specific results the agency expects to achieve.

The combined FY 2018–2022 Strategic Plan and FY 2021 Annual Performance Plan includes the following components:

- **Strategic goals** reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps’ mission to promote world peace and friendship through community-based development and cross-cultural understanding.
- **Strategic objectives** break down the high-level strategic goals to express the specific focus areas the agency will prioritize in order to achieve the strategic goals.
- **Management objectives** communicate improvement priorities for functions that cut across the Peace Corps, such as human capital management, information technology, and financial stewardship.
- The **rationale** for each objective provides an overview of priority opportunities or issues to be addressed and the expected contribution of that objective to the agency’s strategic goals.
- **Strategies** articulate the broad course of action or unifying approach that indicates how actions lead to outcomes.
- **Performance goals** state levels of performance, or “targets,” to be accomplished within a specific timeframe. In this plan, two types of performance goals are used depending on whether the goal relates to a new agency process to be measured using milestones or a quantitative measure. In both cases, annual targets in terms of a milestone or a numeric target to be achieved are set through FY 2021. Actual results are provided for prior years when available. The agency uses performance goals both to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals will be updated each year in the annual performance plan in conjunction with the budget formulation process.
- **A lead** is identified for each objective and performance goal with the title of the lead individual and the name of the office in the lead role. While it is recognized that several offices or overseas posts may be responsible for the individual strategies that advance progress on objectives and performance goals, leads are given the convening authority to coordinate agencywide efforts to develop, implement, and report on plans.

Appendices provide additional detail on the development of the FY 2018–2022 Strategic Plan and FY 2021 Annual Performance Plan. Appendices include a summary of the Peace Corps’ performance management framework (Appendix A), a description of how

evaluation and research informed the development of the plan (Appendix B), data verification and validation standards for the performance goal indicators (Appendix C), a summary of the stakeholder outreach conducted (Appendix D), and a list of acronyms used throughout this document (Appendix E).

GPRA Modernization Act of 2010

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA (Government Performance and Results Act) Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at [whitehouse.gov/omb/budget](https://www.whitehouse.gov/omb/budget).

The Peace Corps has not been asked to contribute to the federal government's cross-agency priority goals. Per the GPRA Modernization Act of 2010, the contributions of those agencies required to report on cross-agency priority goals can be found at [performance.gov](https://www.performance.gov).

Strategic Goals

The [Peace Corps Act](#) (1961) articulates three core goals that contribute to the Peace Corps' mission of world peace and friendship:

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

These three core goals in the Peace Corps' legislation continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2018–2022 Strategic Plan:

Strategic Goal 1: Building Local Capacity

Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.

The Peace Corps' approach to development is local and community-based. Peace Corps Volunteers work to strengthen the capacity of host country individuals, groups, and communities to advance local development outcomes. They engage in project work and train local partners in areas such as agriculture, community economic development, education, environment, health, and youth in development. This focus on local capacity building helps to ensure that the work of the Volunteers is sustained long after their service is complete.

Public Benefit: Through Volunteers' capacity-building work, local communities and individuals strengthen the skills they need to address their specific challenges. As a result, local conditions are improved around the globe, and the American people benefit from a more stable, prosperous, and peaceful world.

Strategic Goal 2: Sharing America with the World

Promote a better understanding of Americans through Volunteers who live and work within local communities.

Volunteers promote a better understanding of Americans among local people through day-to-day interactions with their host families, counterparts¹, friends, and others. Over the course of their two years of service, Volunteers share America with the world—dispelling myths about Americans and developing deep relationships with local people. Through this approach, Volunteers also learn more about local challenges, resources,

¹ The Peace Corps assigns one or more “counterparts,” or primary host community partners for integration and work, to each Volunteer.

and conditions in their host countries. Over time, they build the trust that is essential to project success.

Public Benefit: Volunteers are some of America's most effective goodwill ambassadors in communities where other development or cross-cultural exchange organizations are rarely present. As a result of these sustained interactions with Volunteers, local individuals and communities gain a more complete understanding of the United States and become more willing to engage with Americans.

Strategic Goal 3: Bringing the World Back Home

Increase Americans' awareness and knowledge of other cultures and global issues through Volunteers who share their Peace Corps experiences and continue to serve upon their return.

During their two years of service, Volunteers learn the languages, customs, traditions, and values of the people with whom they live and work. Volunteers bring the world back home by sharing their experiences with family, friends, and the American public during and after their service. They directly connect Americans with local individuals and communities both independently and through Peace Corps-supported programs. As a result, they deepen and enrich Americans' awareness and knowledge of other countries, cultures, and global issues. Long after they return from their assignments abroad, returned Volunteers continue their service by promoting a better understanding of other cultures, encouraging and supporting volunteerism, and engaging in public service.

Public Benefit: Sustained interaction between Americans and other peoples engenders mutual understanding and trust, increasing respect and promoting human dignity in world affairs at home and abroad. Additionally, through their overseas experiences, Volunteers develop language, intercultural, technical, and entrepreneurial skills that prepare them for today's competitive job market. They bring these skills with them to their work in both the public and private sectors, sharing their global experiences and perspectives with their colleagues, friends, and family. This, in turn, helps to build a more competitive U.S. workforce.

Strategic and Management Objectives

The four strategic objectives and two management objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. Strategic and management objectives are the primary unit of analysis for assessing the agency's performance and are measured through specific, time-bound performance goals.

Strategic Objective 1: Sustainable Change

Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.

Strategic Objective 2: Volunteer Effectiveness

Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.

Strategic Objective 3: Volunteer Resilience

Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.

Strategic Objective 4: Building Leaders of Tomorrow

Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.

Management Objective 5: Foundational Business Management

Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services.

Management Objective 6: Organizational Risk Management

Identify and proactively address risks and opportunities through systematic, evidence-based decision making.

Strategic Objective 1: Sustainable Change

Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.

Rationale: The Peace Corps' strength lies in the promotion of individual, community, and organizational development through effective engagement in local partnerships, evidence-based programs, and the intercultural exchange of knowledge, skills, experiences, and values. Volunteers serve as catalysts for local capacity building through participatory and inclusive development processes that focus on relationships and communities' existing assets, institutions, and resources. Volunteers and program staff working with local counterparts, partner agencies, and government entities are also seen as catalysts for increasing engagement and interaction with individuals and organizations with common objectives. In the long run, successful engagement not only leverages resources and knowledge but also strengthens local ownership and the sustainability of development efforts. In the short term, priority areas in this strategic objective include improving program outcomes and evidence-based decision making.

Strategies:

- Increase the capacity of posts² and headquarters offices to access and synthesize multiple data sources for evidence-based planning and management decisions.
- Develop an approach and tools for gathering quantitative and qualitative data on host country partners' assessment of the Peace Corps' contributions to local development priorities that are outlined in logical project frameworks and designed to facilitate sustainable change in local organizations and communities.³
- Identify priority programmatic and operational themes to explore the Peace Corps' impact and effectiveness.

Strategic Objective Lead: Associate Director for Global Operations

FY 2019 Progress Update

All three strategies identified above remain relevant in supporting the overall goal of Strategic Objective 1: fostering positive individual, organizational, and community change. By improving tools and supporting training, the agency continues to increase its capacity for evidence-based planning at posts and at headquarters. Two key tools supporting this strategy are the Peace Corps' annual Country Portfolio Review—a process for generating recommendations to support leadership decisions about the

² "Posts" are the principal offices responsible for managing day-to-day operations within host countries. In some cases, multiple countries may be administered from a single post to economize on overhead costs.

³ Logical project frameworks are expected to be rolled out for all projects by FY 2021 as a systematic foundation for evidence-based program design, implementation, and evaluation.

allocation of Volunteers to each post—and the Field Research Dataset, which includes a wide variety of internal and external data on each post.

In FY 2019, the agency made progress toward the achievement of both performance goals on advancing community-based results and conducting assessments of the Peace Corps. As the agency nears the midway point in its transition to the new Logical Project Frameworks that underpin program design and promote sustainable change in local organizations and communities, the need for a new indicator to measure Performance Goal (PG) 1.1 became apparent. Consequently, a new metric was developed to transition agency reporting from a defined set of 19 standard indicators to a more holistic assessment of project-level achievements. More details regarding this transition are provided in PG 1.1.

For PG 1.2, the agency has exceeded its target by completing two studies on improved community integration and site management practices. The conclusions from these two studies resulted in a set of “good practices” and “practices to avoid.” The results generated significant interest and discussion. A series of consultations with the posts was used to gather feedback on the study recommendations, find out how the recommendations are being applied, and discuss options to further strengthen implementation of the recommended practices going forward. Further details on the objectives and findings from the community integration and site management studies are provided in the progress update for PG 1.2 together with the topics proposed for FY 2020 to assess different dimensions of the Peace Corps’ effectiveness and impact.

These studies complement regular assessments of the Peace Corps’ support for the development priorities of host country governments. The Peace Corps continually updates the list of study topics by consulting with stakeholders across its offices. These studies will continue to be instrumental in identifying and prioritizing operational areas to improve the Peace Corps’ impact and effectiveness.

Performance Goal 1.1: Advance Community-Based Results							
<i>Increase the percentage of projects with documented achievements in community-based development by FY 2022.</i>							
Indicator 1: Increase achievements on the selected set of 19 standard indicators.							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	80%	85%	87%	89%	90%	90%
Results	75%	76%	86% ⁴	80% ⁵	76% ⁶		
Indicator 2: Increase achievements of projects that use logical project frameworks.							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets					Baseline data collection	Baseline data collection	
Results	NA	NA	NA	NA	Baseline data collected		

In FY 2014, the Peace Corps developed this performance goal to systematically measure the agency's global development impact using data from the Volunteer Reporting Tool (VRT) and each project's framework of goals, objectives, activities, and indicators. The concept underpinning this performance goal is that the percentage of projects with documented results in the VRT provides evidence of Volunteers' contributions to community-based development. This work is captured in Indicator 1 by using a set of 19 standard indicators. The selected indicators measure changes in specific knowledge, skills, attitudes, and behaviors that resulted from project activities across all six of the Peace Corps' sectors—Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. This metric was used in the Strategic Plan for FY 2014–2018 as well as the current plan for FY 2018–2022.

The Peace Corps' global initiative for strengthening programming, training, and evaluation (PT&E) was tested and finalized in FY 2017 and began being rolled out more broadly in FY 2018. When fully implemented, this initiative will ensure that the Peace Corps has integrated PT&E systems that maximize the impact of Volunteers. This effort involves transitioning to industry-standard templates for project design, strengthening links between project design and Volunteer training, and simplifying Volunteers' reporting of their achievements.

The centerpiece of PT&E alignment is the new project design document, the Logical Project Framework (LPF). The LPF consists of two templates. The first is a logic model that articulates the project goals, objectives, and anticipated community benefits

⁴ This result includes all data received by November 30, 2017.

⁵ This result includes all data received by November 27, 2018.

⁶ This result includes all data received by November 22, 2019.

(outcomes). The activities reflect both the Peace Corps' niche and evidence-based practices. The second template is a plan for monitoring, reporting, and an assessment of project progress that defines evidence-based indicators, data collection tools, and standardized measurement strategies. Each sector's LPF and supporting materials reflect what Volunteers do to effect change.

Posts adapt these reference materials to design project frameworks that are tailored to their local context. Posts also draw on the reference materials to strengthen identification of sites and partner organizations, training, and reporting. Their project frameworks describe Volunteers' expected contributions to host community, organization, and government development goals. These frameworks also define annual targets that each post will review and refine as they gain experience implementing the projects.

Beginning in 2019—as the new project frameworks are entered into the VRT and new cohorts of Volunteers are trained on their use—a new baseline is being developed to transition agency reporting from the current set of 19 standard sector indicators (Indicator 1) to a holistic review of the full suite of indicators that posts have selected for use in their projects (Indicator 2). The criteria for including projects in Indicator 2 calculations will be that they have an endorsed LPF (as described in Performance Goal 2.5) and trained Volunteers who have had sufficient time in their communities by the end of the fiscal year to begin effecting change and reporting results.

The transition to Indicator 2 will enable the agency to more clearly evaluate project-level achievements across a range of Volunteer activities related to capacity building; improving knowledge, skills, and behaviors among project participants; and other priorities identified by posts. This transition will happen progressively from FY 2019 to FY 2022 with the posts that are implementing new PT&E frameworks reporting on their new indicators while results for projects in posts that are still in the process of changing their frameworks continue being analyzed using Indicator 1. By the end of FY 2021, it is anticipated that the vast majority of projects will have been developed using the new frameworks, and Indicator 1 will be discontinued. Indicator 2 will continue to be used through FY 2022.

FY 2019 Progress Update

Performance Goal 1.1 includes two indicators. The target for Indicator 1 was not met. In FY 2019, 76 percent of the projects which use the 19 selected indicators passed the two thresholds used to measure achievement (i.e., the percent of Volunteers reporting and the percent of the post's annual target met). Among the projects that did not meet the defined thresholds for this goal, the most common reason was that the percentage of assigned Volunteers reporting results was below the threshold for measuring achievements. This may be due to the transition from the older project frameworks, on which the Indicator 1 analysis is based, as posts shift to the newer project frameworks and indicators.

In contrast to the limited information from the 19 indicators used in Indicator 1, the second indicator for this performance goal was developed in FY 2019 to provide a more holistic view of contributions to community-based development by projects in the new Logical Project Frameworks. The threshold used to measure achievement for the second indicator is that the results reported by the Volunteers on a project meet or exceed half of the annual targets on at least half of the indicators in that project's framework.

Baseline data was collected on Indicator 2 from approximately 1,400 Volunteers from 29 posts who reported on 45 new project frameworks in the Volunteer Reporting Tool. The analysis of this data showed that 71 percent of the new projects passed the thresholds used to measure achievement for the baseline. As more project frameworks are endorsed and more posts begin training incoming Volunteers to report on them, the agency will be better able to assess its impact and the results of the Volunteers' work.

The Peace Corps will continue to collect and analyze baseline data on Indicator 2 in FY 2020 in order to inform agency targets for FY 2021 and FY 2022.



Peace Corps Volunteer Peter Deucher works with teachers on planning lessons around read-alouds and library utilization in the Gambia.



Peace Corps Volunteer Alex Shur works closely with extension agents from the local Ministry of Agriculture, promoting adult learning strategies in Guatemala.

Goal Leads: Chiefs of Programming and Training (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: VRT reporting against post project frameworks

Calculations: **Indicator 1:** The number of projects that meet the two thresholds for a documented achievement on at least one of the selected standard sector indicators used for this goal divided by the number of projects that use one or more of the 19 selected indicators. The two thresholds are at least 25 percent of the Volunteers assigned to the selected projects must report some results, and the combined total of all Volunteer results must be at least 25 percent of the annual target for the project. **Indicator 2:** The number of projects that meet the threshold for documented achievements divided by the number of PT&E projects that meet the criteria for inclusion. The threshold for achievement is that results reported by assigned Volunteers on the project meet or exceed half of the annual targets on at least half of the indicators in that project's framework.

Performance Goal 1.2: Assess the Peace Corps' Impact <i>Conduct one thematic study per fiscal year of a broad component of the Peace Corps' programming to assess its effectiveness and impact.</i>							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	List of proposed topics developed Tools and approach developed	First study conducted Second study planned	Two studies commenced	FY 2020 studies completed One additional study conducted
Results	NA	NA	NA	List of proposed topics, tools, and approach developed	Two studies completed: Community Integration and Site Management ⁷		

Between 2008 and 2012, the Peace Corps conducted 24 [impact studies](#) on individual host country projects. These studies were conducted retrospectively by interviewing counterparts, beneficiaries, host country families, and stakeholders. In contrast to this earlier effort, this performance goal will focus on one programming or operational topic that is common across a range of Peace Corps countries and is identified as a priority by the Office of Global Operations and the senior leadership in the agency. Topics for annual impact studies are developed in consultation with stakeholder offices and advisory groups so that the findings are of maximum relevance for continuous improvement in the agency. These annual impact studies will assess the impact of evidence-based practices and programs globally and identify opportunities to strengthen programs or improve operational efficiency and effectiveness. The findings from these studies will be widely disseminated in order to promote learning and consolidate best practices across the agency.

The studies will be conducted using a combination of desk reviews, existing administrative data from the VRT, annual surveys of Volunteers, interviews with staff in Peace Corps' posts, and other materials that are related to the topic of the study. Possible topics identified for the Strategic Plan FY 2018-2022 include programs (e.g., girls' education, youth camps, malaria prevention, HIV/AIDS awareness, and/or Peace Corps' contributions to sustainable change in its host country programs) or operational topics (e.g., best practices in site development, working with local counterparts, and global and local partnerships; and/or mechanisms to engage communities in productive,

⁷ The site management study also fulfills the FY 2019 target for Performance Goal 2.4: Implement an Improved Site Management System.

collaborative, and inclusive relationships that foster development and strengthen cultural exchange).

The topic for the FY 2019 study was “Enabling Successful Community Integration.” In addition, a study on management of work locations for newly arriving Volunteers was completed. (See also Performance Goal 2.4). For FY 2020, two studies are targeted for completion. The first study will focus on understanding attrition between the time that applicants are invited to serve and their enter on duty date. The study will identify characteristics of invitees that are related to attrition before enter on duty, with the goal of providing senior leadership with clear, actionable information to inform decision-making aimed at decreasing attrition between invitation and arrival at post. The second study will focus on the use of technology in language learning. The purpose of this project will be to better understand how posts are using web-based language learning across the 30-month learning continuum of service with the Peace Corps’ learning management system “LearningSpace” and identify promising practices.

FY 2019 Progress Update

The study on Enabling Successful Community Integration was finalized in July 2019. The study design drew upon data from the Annual Volunteer Survey to compare and contrast posts with high and low levels of satisfaction with community integration.

This study identified 17 practices at posts where Volunteers expressed a high level of satisfaction on integration as “good practices” and eight practices at posts with a low level of satisfaction as “practices to avoid.” The good practices included beginning to build language skills before trainees started service, having language instructors on staff, and activities for homestay families during pre-service training. The study also found that where trainees stay during site visits and where Volunteers live during service helped promote community integration. Practices associated with the first few months at site (such as making a host family connection or having a counterpart who could show the Volunteer around the community) and involving Volunteers in identifying new sites were often found at posts with more integrated Volunteers. The study found that Volunteers who reported spending more than three days per month away from their sites felt less integrated into their communities.

The study also identified 32 practices that had been assumed to promote higher community integration which were actually neutral, providing neither an advantage nor a disadvantage. These included practices like community-based pre-service training, community meetings, spreading Volunteers out across geographic areas, or discouraging Volunteers from reaching out to their friends and family in the United States. Neutral factors that did not appear to be associated with the extent of integration included the number of languages that the post teach trainees, host country attitudes towards strangers, the ease of transportation, and the size of the program area.

The Office of Global Operations has shared the results of the community integration study and the site management study (described in PG 2.4) with the posts and has scheduled follow-up calls to understand how the results are being used by the posts.



Peace Corps Volunteer Katrina Johnston with her host mother and sister on host family appreciation day at the end of training in Ethiopia holding a framed photo of her with the whole family that she presented to them. This portrait now hangs in the host family's living room.

Goal Leads: Associate Director in the Office of Global Operations and Director of the Office of Strategic Information, Research, and Planning

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Strategic Objective 2: Volunteer Effectiveness

Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.

Rationale: Achievement of the agency's three goals is contingent on establishing an enabling environment conducive to effective Volunteer service. This requires targeted and strategic support from the agency, including developing staff capacity, designing and managing projects with an evidence-based approach, and using a systematic approach to site management. It also includes facilitating Volunteer learning; ensuring the integration of comprehensive intercultural competence, diversity, and inclusion (ICD&I) into all agency operations; and engaging and supporting host country partners in their roles.

Strategies

- Develop a competency-based overseas staff learning strategy, focused on programming, training, and evaluation (PT&E) staff that differentiates and targets resources for each phase of the employee lifecycle: onboarding (forming), norming, informing (field experts), and off-boarding.
- Develop a competency-based Volunteer learning strategy that differentiates and targets learning and development resources with an emphasis on technical, ICD&I, and language training for each phase of the Volunteer lifecycle (applicant, invitee, trainee, Volunteer, and returned Volunteer) and includes the creation of guidance and standards for the pre-departure environment.
- Conduct post-level case studies to identify best practices in site and partner identification, preparation, and support. Utilize the findings to enhance site identification and monitoring guidance and to develop simple site assessment tools that enable staff to better place Volunteers with communities and partners that have the greatest potential to achieve development outcomes.
- Operationalize PT&E processes and tools (PT&E alignment) for project design and management so that all posts have logical project frameworks that articulate training, implementation plans, and the expected contributions of the Volunteers to local development goals.
- Develop and implement a project-level monitoring and evaluation strategy and mobile data system to facilitate the real-time reporting and monitoring of Volunteer activities, outputs, and outcomes.

Strategic Objective Lead: Associate Director for Global Operations

FY 2019 Progress Update

The five strategies identified above continue to be necessary for establishing an enabling environment conducive for effective Volunteer service. Progress was made toward all of these strategies in FY 2019.

The first major element required for development of the competency-based learning strategies for staff and Volunteers was completed in FY 2019. All staff competencies in the areas of programming, training, evaluation, and Volunteer support were developed with Peace Corps' subject matter experts. Global core competencies such as continual learning, adaptability, intercultural engagement, and accountability were developed based on the Peace Corps' core expectations of Volunteers. The agency expects to complete the other elements for development and implementation of the learning strategies that are described in PGs 2.1 and 2.2 by the end of FY 2020.

In FY 2019, Volunteer language proficiency at close of service exceeded targets in both levels of language difficulty that are described in PG 2.3. A new user-friendly system for gathering data on language test scores was introduced this year, which facilitated reporting by posts. Scores for 97 percent of the Volunteers who completed service in FY 2019 were received, the highest percentage recorded since this performance goal was first measured in FY 2015. The Peace Corps expects high levels of Volunteer language proficiency to continue as posts implement more structured and robust language learning programs based on improved guidance, resources, and training.

The study of site management practices in PG 2.4 was completed in FY 2019, focusing on comparing and contrasting posts perceived by Volunteers to be more proficient at site management with those perceived as less proficient. The results were organized into good practices for site management effectiveness, neutral practices, and practices to avoid. The study findings will be disseminated and discussed with posts in FY 2020, and the conclusions of those discussions will be incorporated into revised site management guidance.

The agency continues to make steady progress toward reaching the ultimate goal of 100 percent of projects in new Logical Project Frameworks by the end of FY 2021. The importance of this effort was underscored by the study, which found that the new Logical Project Frameworks support better site management. By the end of FY 2019, the design, development, and technical review process had been completed for 54 percent of projects as discussed in PG 2.5.

At the end of FY 2019, the agency awarded a contract for Volunteer In-Service IT Modernization. This contract includes development of a new data system that will allow Volunteers to report project activities on mobile devices and enable staff to monitor and analyze the impact of their projects. Software development for a combined Volunteer activity and small grants reporting platform will begin in FY 2020 with the goal of global availability of the new system by the end of FY 2021.

Performance Goal 2.1: Optimize Staff Performance

Establish a competency-based learning strategy for overseas PT&E staff that supports targeted professional development throughout the employee lifecycle by the end of FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
Targets	-	-	-	Competencies developed	Competencies developed Resource plan developed Sequencing and mapping completed User interface on IT platform completed	Resource plan completed Sequencing and mapping completed Content on IT platform uploaded and organized	Staff capacity in competencies built
Results	NA	NA	NA	Language, training, and ICD&I competencies developed	Programming and evaluation competencies developed		

This performance goal targets capacity building for overseas PT&E staff in core and technical competencies that support and enhance Volunteer effectiveness. This performance goal will be achieved in a series of phases:

- Phase 1: Develop competencies in language, training, and ICD&I in FY 2018. Additional competencies in programming and evaluation will be developed in FY 2019.
- Phase 2: Identify, refine, develop, and align resources—including resources that help staff support Volunteers in building their resiliency. Map the resources to the competencies that have been defined.
- Phase 3: Sequence and map learning and development resources to the employee lifecycle, beginning with onboarding.
- Phase 4: Roll-out staff competencies and learning and development resources on an integrated and navigable IT platform that supports staff professional development.
- Phase 5: Build the capacity of staff to use learned competencies in their work and to continue their professional development using the related resources.
- Phase 6: Update the performance goal to measure increased effectiveness among staff who have participated in skills building.

FY 2019 Progress Update

The target for FY 2019 was not met. Of the four planned elements, the first—development of competencies—is complete. This element is the foundational for the achievement of the other targets for this performance goal. The agency expects to complete the other three planned elements by the end of FY 2020.

The Office of Overseas Programming and Training Support (OPATS) served as the lead office in developing competencies in the areas of programming, monitoring and evaluation, and Volunteer support. All competencies were developed with Peace Corps' subject matter experts and benchmarked to industry standards in the public and private sector. The competencies are scheduled to be vetted with a representative group of Peace Corps' post staff through a participatory and iterative process. The development of the competencies is foundational to the achievement of the other targets in FY 2020.

The targets set for the development of the programming, monitoring, and evaluation of staff competencies were ambitious, and the availability of key staff needed to complete this work was constrained by various factors including staff reductions and turnover. As a result, significant time was needed to onboard new staff—including three key supervisory positions—which delayed progress on this goal. In addition, the development of programming and evaluation competencies require the participation of the same staff who are responsible for supporting the transition of post projects to the Logical Project Frameworks (PG 2.5), an agency priority.

The agency transitioned to a new Learning Management System in FY 2019. This system is administered by the Office of Staff Learning and Development (OSLD), which is also responsible for the development of core competencies for agency staff. OPATS and OSLD are in the process of exploring options for the systematic use of this learning management system as the IT platform for supporting competency-based learning for staff and development for both technical and core competencies.

Goal Lead: Director of the Office of Overseas Programming and Training Support

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Performance Goal 2.2: Optimize Volunteer Performance

Establish a competency-based Volunteer learning strategy that supports capacity building throughout the Volunteer lifecycle by the end of FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Competencies developed	Global core competencies developed Resource plan developed Sequencing and mapping completed	Resource plan completed Sequencing and mapping completed	Content on IT platform uploaded and organized Pre-departure environment standards and guidance established Volunteer capacity built in competencies
Results	NA	NA	NA	Technical competencies developed	Global core competencies developed		

This performance goal targets capacity building at all phases of Volunteer service in core and technical competencies in order to ensure Volunteers' effectiveness and accountability. This performance goal will be achieved in a series of phases:

- Phase 1: Develop technical competencies and additional competencies in the "global core" (which includes competencies related to resilience and adjustment challenges).
- Phase 2: Identify, refine, develop, and align resources that are mapped to the competencies.
- Phase 3: Sequence and map learning and development resources related to language acquisition, sector, and global core to the appropriate phases of the Volunteer lifecycle, beginning with the pre-departure environment.
- Phase 4: Establish a standardized approach, guidance, and content for the pre-departure environment which allows for competencies to be introduced earlier in the Volunteer lifecycle.
- Phase 5: Roll-out Volunteer competencies and learning and development resources on an integrated and navigable IT platform that supports Volunteer learning.
- Phase 6: Build the capacity of Volunteers to use the learned competencies and related resources during their service.
- Phase 7: Update the performance goal to measure increased effectiveness among Volunteers who have participated in skills building.

FY 2019 Progress Update

The target for FY 2019 was not met. Similar to the result reported in PG 2.1, of the four planned elements, the first major element—the development of global core competencies—is complete. Significant progress was also made in the standardization of the pre-departure environment. The agency expects to complete the other three planned elements by the end of FY 2020.

Global core competencies for Volunteers were developed based on the Peace Corps' core expectations. The development of the competencies, benchmarked against existing agency policy and guidance, involved the contributions of subject-matter experts and representatives from 10 offices across the agency. Drafts of global core competencies were then discussed with one or more field staff from 40 Peace Corps posts during programming and training leadership conferences in the Africa and Inter-America and the Pacific regions.

All global core competencies describe the measurable or observable knowledge, skills, and attitudes that Volunteers need to achieve the Peace Corps' three strategic goals. Each competency is described by a standard, tasks critical to achievement of the standard, and knowledge, skills, and attitudes required to carry out the tasks. The comprehensive competency model will serve as the foundation for the modification and/or design of training and learning resources to support Volunteer competency development.

The agency transitioned to a new Learning Management System in FY 2019. The Office of Global Operations hired a project expert to facilitate a process to standardize the use of the system for pre-departure engagement of invitees. The project expert established a template to facilitate and manage critical pre-departure tasks required of invitees and trained country desk officers to use the templates. All posts are now following the minimum standards for pre-departure engagement.

The targets set for the development of the Volunteer competencies were ambitious. As noted in PG 2.1, the lead office was affected by reduced staffing level in FY 2019. The development of competencies for both staff and Volunteers involve the same small group of staff, some of whom were new to the lead office and/or to the agency in FY 2019. The implementation of global core competencies also requires significant change management as global core competencies apply to all Peace Corps Volunteers and, as such, impact each Peace Corps post. Once implemented, ongoing oversight and management of global core competencies and related guidance and standards is essential. The agency is in the process of determining the appropriate governance structure to include in the resource plan, sequencing and mapping efforts.

Goal Lead: Director of the Office of Overseas Programming and Training Support

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Performance Goal 2.3: Improve Language Learning

Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above on the language proficiency interview.

Indicator 1: Increase the percentage of Volunteers tested at close of service who achieve the “Advanced” level or above in Level 1 and 2 languages.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	-	84%	85%	85%	85%
Results	NA	81%*	82%	82%	82%	86% ⁸		

Indicator 2: Increase the percentage of Volunteers tested at close of service who achieve the “Advanced” level or above in Level 3 and 4 languages.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	-	39%	40%	42%	42%
Results	NA	46%*	38%	38%	38%	44% ⁸		

* *Italicized results are not comparable to later years due to changes in measurement.*

Developing local language skills is critical to the Volunteers’ ability to integrate into their communities; work effectively toward the Peace Corps’ Strategic Goals One, Two and Three; and maintain their safety and security. An increase in the percentage of Volunteers who achieve the advanced level of language proficiency indicates that the agency is supporting effective language training and independent language learning throughout the service of the Volunteers.

The language ability of the Volunteers is measured through a language proficiency interview (LPI), administered by agency-certified language testers. The LPI includes four proficiency levels based on guidelines from the American Council on the Teaching of Foreign Languages: Novice, Intermediate, Advanced, and Superior. At the Advanced level, Volunteers should be able to perform the functions required in most projects such as training, co-planning, or facilitating technical activities.

Volunteers are taught and tested in key language(s) spoken at their site. Measuring language ability at mid-service and close of service allows posts to assess the efficacy of their language-learning programs and determine the types of activities that Volunteers can reasonably be expected to perform in the local language(s). This indicator continues to be particularly important as posts design and implement new strategies for language learning throughout service that are consistent with their project frameworks.

⁸ These results include Volunteers who tested at the advanced level during their service and were thus not re-tested at close of service.

Advanced proficiency in a language that is classified as a Level 3 or Level 4 in terms of difficulty is more challenging and time-consuming than developing that level of proficiency in languages classified at Level 1 or 2. Over time, the proportion of Volunteers serving in posts with more difficult languages has increased steadily from 51 percent of the Volunteers tested in 2015 to 57 percent of those tested in 2018. Thus, this performance goal has been revised from the goal used in the FY 2014–2018 Strategic Plan to take into account the larger numbers of Volunteers being tested in more languages where it is more difficult to achieve advanced proficiency. For this reason, two separate indicators for language skills were established for agency performance reporting in FY 2018 and beyond.

Additional contextual factors may be considered in the future for this performance goal such as the fact that some Volunteers may learn more than one language during the course of their service. As the Peace Corps further refines language learning expectations in light of the posts' PT&E alignment efforts, this performance goal may be further updated.

FY 2019 Progress Update

FY 2019 language proficiency interview results slightly exceeded the targets set for both groups of languages. The results were based on the most comprehensive reporting by the agency since this performance goal was introduced in FY 2015. In FY 2019, results were reported for 97 percent of the 2,194 Volunteers who were trained in local languages and completed service, compared with 87 percent in FY 2018 and 54 percent in FY 2015. This comprehensive reporting was made possible by the development of a new, user-friendly tool for posts.

Three offices collaborated effectively to develop the new reporting tool and training materials. Five posts piloted the tool and provided useful feedback. All posts are now using the new tool for reporting. For the first time in FY 2019, improved access to this data has allowed the agency to include results for Volunteers who achieved the advanced level during their service and thus were not re-tested at close of service.

Increased reporting has provided headquarters and posts with the clearest picture yet of the language development of Volunteers. The agency's language specialists continue to provide guidance, resources, and training to support posts in the development of robust language learning programs including in-person and self-directed learning strategies. The development of competencies (as described in PG 2.2) for each of the Peace Corps' six sectors has enabled posts to clearly identify the tasks Volunteers need to perform in their local languages and strengthen learning resources. The agency expects that as more training resources are deployed, Volunteers' proficiency in local languages will improve, particularly in the more difficult Level 3 and 4 languages where fewer Volunteers are achieving advanced proficiency.

Goal Lead: Director of the Office of Overseas Programming and Training Support

Data Source: Peace Corps databases (VIDA⁹ and SharePoint)

Calculations: **Indicator 1:** The number of Volunteers who achieved an Advanced or Superior level score on their LPI for Levels 1 and 2 languages at close of service divided by the number of Volunteers who were tested at close of service. **Indicator 2:** The number of Volunteers who achieved an Advanced or Superior level score on their LPI for Levels 3 and 4 languages at close of service divided by the number of Volunteers who were tested at close of service.

Performance Goal 2.4: Implement an Improved Site Management System <i>Define, design, and implement a comprehensive site management system by the end of FY 2021.</i>							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Parameters and hypothesis defined Data collection tools developed	Structured interviews and case studies conducted in selected posts	Existing site management guidance enhanced with research findings	Orient staff in all posts to the updated site management guidance
Results	NA	NA	NA	Scope of work and hypothesis defined	Research completed		

This performance goal establishes an improved and comprehensive site management system based on evidence-based guidance and tools. The system will foster an enabling environment for Volunteers, communities, and partners to address mutually-defined development priorities. The improved site management system will be completed using a phased approach:

- Phase 1: Use existing data to define parameters for successful site management.
- Phase 2: Develop tools, such as structured interview questionnaires, to collect and analyze data.
- Phase 3: Conduct structured interviews and case studies on site management practices at selected posts to compare and contrast the posts with the most and least success using the parameters defined in Phase 1.
- Phase 4: Enhance existing site management guidance for each Region based on findings from the operational research conducted in Phases 1-3.
- Phase 5: Develop an integrated and navigable technology platform (VIDA) to capture and manage critical site management data. Facilitate use of this data by post staff to identify sites with shared programmatic goals and committed partners with whom Volunteers can work.
- Phase 6: Orient staff in all posts to revisions to their Region's site management guidance at regional conferences and in regular communications.

⁹ The Volunteer Information Database Application (VIDA) tool allows posts to manage data on Volunteers, sites, and Emergency Action Plans. Beginning in FY 2019, posts will use a new data collection tool on SharePoint to report this data.

FY 2019 Progress Update

The target for FY 2019 was met. The study was conducted from April-June 2019, using data collected from 31 structured interviews from 11 posts. The goal of the study was to improve the agency's understanding of what constitutes highly-effective site management activities, with an emphasis on work location management. Annual Volunteer Survey data was used to select posts that were perceived by Volunteers as more proficient at site management activities for comparison to ones that were perceived as less proficient.

This study illustrated how the project review and redesign elements of the PT&E Alignment process (described in PG 2.5) have had a beneficial impact on site management. The main findings of the study were summarized into site management practices in three categories: 12 good practices to be shared widely, two practices that do not appear to influence site management effectiveness, and three practices which seem to impede successful work location identification and selection and should thus be avoided.

The good practices that related to identification and selection of work locations included the following:

- Building project frameworks and specific criteria into the Post Site Management Manual, Volunteer Request Form/application, and communication products for organizations applying to host a Volunteer
- Having an objective on improving site identification in the annual process for integrated planning and budgeting and discussing results of it in the post's Annual Reflections
- Screening host organizations requesting a Volunteer to ensure a good fit
- Formally documenting the roles and responsibilities assigned to the Volunteer, counterpart, and local supervisor with each host organization
- Maximizing work opportunities for the Volunteer by identifying more than one organization in a site and/or by asking organizations requesting Volunteers to list three to five potential counterparts
- Having host organizations identify someone to serve as a "community guide" to help Volunteers integrate during the first few weeks of service

These findings will be used in FY 2020 in a series of round table discussions with posts. These discussions will be used to clarify study findings and understand how posts are using the findings in ways that reflect the culture and practices in the countries where they work. Regions will use the study findings and a summary of round table discussions to improve and extend the site management guidance used by posts as a framework for developing and identifying work locations for Volunteers.

Goal Leads: Deputy Director of the Office of Global Operations

Data Source: Agency administrative records

Calculation: Completion of the milestones listed above

Performance Goal 2.5: Strengthen Project Planning and Management

Develop logical project frameworks for all projects using PT&E Alignment processes and tools by FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	35% of projects	68% of projects	84% of projects	100% of projects
Results	NA	NA	4% of projects	21% of projects	54% of projects		

This performance goal is designed to implement an improved, integrated project planning and management system that addresses community-defined priorities through evidence-based activities. The project frameworks that are developed as an integral part of the updated project planning process known as “PT&E alignment” will ensure that Volunteers have meaningful work that contributes to development outcomes. PT&E alignment uses the lessons learned by the agency over recent years as it has focused its programs in six sectors and supported post staff in designing, implementing, and evaluating high-quality programming and training for Volunteers. The PT&E alignment process was launched with the development of “anchor activities,” resource packages, and related guidance, tools, and templates for each sector to support posts in designing projects using logical project frameworks. In FYs 2016 and 2017, the agency field-tested the new approach and sector resource packages at 15 participating posts. The process of developing new project frameworks began in FY 2017. This process culminates when the regional offices complete their final review of post plans and endorse the project frameworks.

FY 2019 Progress Update

The target was not met though there was significant progress. The agency has set annual targets for the number of post projects using the new Logical Project Frameworks that are expected to be endorsed by regional offices, with the overall goal of reaching 100 percent of all projects by the end of FY 2021. The FY 2019 target was 68 percent of projects endorsed. A total of 45 projects were endorsed during this fiscal year, reflecting 54 percent of the 138 active Peace Corps projects. At the close of FY 2019, an additional 10 projects nearing the end of the design process were scheduled to be endorsed in the first quarter of FY 2020.

The agency continues to make steady, sustained progress towards reaching the ultimate goal of Logical Project Frameworks for all projects by the end of FY 2021. Staff have become more proficient in the use of the new tools and processes that support project design. As a result, the pace has increased, with 50 percent more projects endorsed in FY 2019 than in FY 2018. Although the total number of projects endorsed to date has fallen short of the overall target, it is expected that the FY 2020 target of 84 percent endorsed is achievable.

Goal Leads: Chiefs of Programming and Training (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Administrative records

Calculation: Number of projects with an endorsed project framework divided by the number of projects. The targets and results expressed above for FY 2017-2018 are based on a global total of 142 projects that are being developed or refreshed using the agency's PT&E process. In FY 2019, with the suspension of programming in Nicaragua, the denominator decreased to 138 projects.

Strategic Objective 3: Volunteer Resilience

Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.

Rationale: Since its inception in 1961, optimizing Peace Corps Volunteers' natural resilience has been part of the Peace Corps' approach to development. Recent developments in the field of resilience, stress management, intercultural competence, diversity, and inclusion point to the need to review and revise the agency's approach to enhancing resilience. Volunteers encounter unique stressors associated with living and working abroad and integrating into host communities. These stressors may be experienced differently by individual Volunteers depending on their prior life experiences, identity, education, or other factors, as well as the social and cultural complexities of development work at their sites. Delineating a systematic and comprehensive approach to setting expectations and building resilience skills—one that includes staff, in-country partners, and Volunteers who support each other—will increase the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service and life beyond the Peace Corps.

Strategies

- Promote a suite of standardized products to inform core expectations, such as short videos, digital content, job descriptions, and post communications.
- Analyze the existing applicant interview questions, job descriptions, and country pages, including sections related to expectations of service and adaptation strategies; modify or update as needed to strengthen messages targeted to prospective applicants.
- Identify methods and opportunities to inform resilience skill building at posts that is integrated with properly sequenced ICD&I coaching and other training, using simulation and experiential learning techniques where appropriate.¹⁰
- Identify external research findings on resilience and incorporate the most relevant findings into Volunteer and staff skill building to enhance the Volunteer-support environment.
- Enhance the ability of post staff to address individual Volunteer adjustment challenges and/or resilience gaps.
- Advance a common understanding of Volunteer adjustment and resilience and its critical contributing factors across all elements of the agency engaged in Volunteer support, including the development of materials and activities for counterparts and host families.
- Build ICD&I concepts, actions, and tools into core agency business processes.

Strategic Objective Lead: Associate Director of the Office of Health Services

¹⁰ One example of experiential learning is to let trainees experience a cultural setting where a shared value like respect is shown through different behaviors than the ones to which they are accustomed.

FY 2019 Progress Update

Substantial progress has been made in this strategic objective in FY 2019. This effort is now an agency-wide initiative. Progress in advancing a common understanding of adjustment and resilience was reflected throughout the November meeting of the Field Advisory Board, which is comprised of different types of staff from a range of posts. At this meeting, resilience was highlighted as a theme that impacts post operations from pre-departure communication to on-going support and training needs for staff and for Volunteers throughout their service. During FY 2019, resilience was also a featured theme at most of the annual conferences for country directors and directors of programming and training. Posts have requested that the Office of Global Operations increase support going forward.

Supporting the ability of Volunteers to manage the challenges of service improves their chances for success. Volunteers' innate resilience can be further enhanced by empowering staff at posts to support the adjustment of Volunteers through the uniquely challenging aspects of Peace Corps service. Training is underway to increase staff capacity to engage in interpersonal support for Volunteers. Of equal importance is the development or enhancement of Volunteer life skills. The Volunteer resilience training pilot is well underway in responding to this need.

Volunteer resilience is closely aligned with clarity on expectations for service. The agency is looking system-wide at critical areas where there are opportunities to diminish any gaps between applicant and invitee expectations and the realities of Volunteer service. The development of digital content that assists in the adjustment of invitee expectations is well underway and proving beneficial. Examples include the development of a short video to orient invitees on health care services during service, information on specific jobs, and updated country pages on the Peace Corps website. With the identification of these main focus areas, realistic expectations about Peace Corps service will be clarified for maximum impact.

To better understand how to support Volunteer resilience, the agency is analyzing data from Volunteers, capturing perceptions of their effectiveness along with other data from the application and onboarding process. The goal of this analysis is to identify unique combinations of predictive variables related to Volunteer effectiveness and performance that may help inform future recruitment efforts. Through these efforts, the agency hopes to increase the recruitment of applicants who are more resilient when faced with the challenges inherent to Peace Corps service.

Intercultural competence, diversity, and inclusion (ICD&I) are important factors to consider in relation to Volunteer resilience. Research shows that long-term immersion in unfamiliar environments can create stress as a result of the uncertainty presented by differing cultural norms and values. Understanding appropriate and effective behavior in a new context, as well as the values that inform those behaviors, can help mitigate stress and improve adjustment. Ensuring that the range of experience before Peace

Corps service is taken into account in core business practices will enable the agency to support resilience for all Volunteers including those from diverse backgrounds.

Finally, work in the ICD&I space includes, but is not limited to, training. Volunteer and staff training will enhance the ability of posts to address individual Volunteer adjustment challenges and/or resilience gaps. Delivering this training through experiential learning or other methods will help maximize its effectiveness. A proposal to develop staff training via a moderated online course is under review as a potential approach to expand upon the Volunteer training modules already developed.

Performance Goal 3.1: Establish Realistic Expectations of Service

Ensure that all agency messaging is focused and consistent on internal and external platforms throughout the applicant lifecycle to establish realistic expectations of service by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Analysis of current messaging from HQ and post conducted	New resiliency content and adjustment standards developed	New content for recruiters and stakeholders approved and disseminated	Research on readiness conducted with Volunteers entering service
Results	NA	NA	NA	HQ analysis underway; post analysis to be conducted in FY 2019	Resiliency content and standards developed		

After revamping marketing and simplifying online application and screening processes in 2014, the Peace Corps increased the number of applications from around 10,000 in FY 2013 to a peak of nearly 24,000 in FY 2016. The agency continues to receive approximately 15,000–20,000 applications a year. Furthermore, prospective Volunteers are now moving from application to service in the shortest time in decades. Through social media they are exposed to more information about Peace Corps service than past generations of Volunteers. Some of this information is created or curated by the Peace Corps, but much of it is not. The agency requires additional processes that help candidates, invitees, trainees, and, ultimately, Volunteers prepare for the rigors of service by setting appropriate expectations.

Milestones for this performance goal include:

- Phase 1: Conduct an analysis of current messaging from headquarters that addresses resiliency as it relates to expectations of service.
- Phase 2: Conduct an analysis of current pre-departure messaging from posts.

Phase 3: Create and disseminate agency content, standards, and messaging on challenges to expect during Peace Corps service.

Phase 4: Conduct research on Volunteer readiness when entering service.

FY 2019 Progress Update

The target for FY 2019 was met with the development of a wide range of new content focused on resiliency. The agency's social media platforms, website, and press outreach featured stories, blogs, photos, and interviews with current and returned Volunteers that are designed to help applicants develop realistic expectations for service as a Peace Corps Volunteer.

New features that were introduced in FY 2019 included "Ask Me Anything," a real-time question and answer sessions with subject matter experts sharing information about applications, health requirements, and living conditions. Volunteers were also recruited to participate in "Volunteer Takeovers" of the agency's flagship Instagram account to share firsthand accounts of a day in their lives. Other popular projects featured virtual "house tours" with current Volunteers via Instagram slideshows and stories from Volunteers representing the agency's diverse applicant pool about their motivation to serve, perspectives and experiences. The messaging on these platforms placed a premium on Volunteers' ingenuity, resourcefulness, and grit and emphasized their core commitment to service. These platforms and messaging help answer the applicants' question: "Is Peace Corps service right for me?"

The Peace Corps website now provides easy access to updated information on service conditions, safety and security, health concerns, diversity and inclusion, travel preparations, country-specific FAQs, and new videos on pre- and post-service medical questions. The following screenshots from these materials show recent examples of the new digital content that was developed. These types of posts drove visitors to peacecorps.gov and generated two-way conversations.



By Megan McWilliams
JULY 15, 2019

I wake up at 6:30 a.m. to the sound of a woman shouting her wares as she walks by my house, a basket balancing high on her head. "Eggs!" she yells, "boiled eggs!"

This walking market serves as my daily alarm and I stretch leisurely in the early morning sunlight that streams through the windows. I dress in my freshly ironed green and white teacher uniform. The tailored white top and long green skirt are symbols of pride and respect in Myanmar where teachers are highly valued.



By Peace Corps
MAY 24, 2019

Though they represent less than 5% of the overall Volunteer population, Americans **over the age of 50** are a valuable asset to the Peace Corps community.

After a lifetime of experiences, both professional and otherwise, older individuals bring a special set of skills, wisdom and perspective to service. You don't have to take our word for it, here's what nine Volunteers - all of whom are over the age of 50 - have to say about serving abroad with the Peace Corps.

Sample story of a day in the life of a Volunteer



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ASK US ANYTHING. 🗣️ Have questions about applying to serve or about Peace Corps service in general? 😊 Ask them in the comments below! From 3-5 pm ET today, Emily will answer YOUR questions from @gopeacecorps. Emily served as a community economic development Volunteer in @peacecorpsarmenia and now works to recruit the next generation of Peace Corps Volunteers. 🙌 Ask her anything!

Sample “Ask Me Anything” question and answer session

Sample of the stories from diverse Volunteers



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👍 Liked by peacecorpstonga and 1,745 others

peacecorps Buenos dias! My name is Akil (@athegrayt), I am a civil engineer currently serving as a WASH volunteer in Perú. Today I'll be taking over the Peace Corps instagram for the day.

One of the beautiful things about living here in Perú is the variety of local produce that can only be found only here! I try to take advantage of this fact and try a new fruit or vegetable every week from the Sunday farmers market.

What you see in this photo is that being here in Perú has taught me that even with language barriers, we all speak the language of laughter.

Sample Instagram takeover

Goal Leads: Associate Director of Volunteer Recruitment Services (VRS) and Director of the Office of Communications

Data Sources: Website, Volunteer Delivery System applications (DOVE and MAXx)

Calculation: Completion of the milestones listed above

Performance Goal 3.2: Increase Management of Adjustment Challenges Outside the Clinical Environment

Increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

Indicator 1: Decrease and maintain the Volunteer/Trainee (VT) rate of care seeking from Peace Corps Medical Officers (PCMOs) for adjustment difficulties.¹¹

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets				6.2 cases per 100 VT years	6.0 cases per 100 VT years	6.0 cases per 100 VT years	6.0 cases per 100 VT years
Results	NA	6.7 cases per 100 VT years ¹²	6.4 cases per 100 VT years	6.3 cases per 100 VT years	7.2 cases per 100 VT years		

Indicator 2: Fully develop an ICD&I framework to build staff, Volunteer, and partner capacity to support Volunteer adjustment and resilience.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Agency vision and strategy developed Peace Corps' status against key ICD&I benchmarks analyzed	Peace Corps' status advanced by one level on selected ICD&I benchmarks	ICD&I benchmarks and/or reflection questions within the Administrative Management Control Survey developed	Resource list of ICD&I best practices across core business functions developed and distributed to Regions
Results	NA	NA	NA	Vision completed; benchmarks under development	MD-715 completed		

¹¹ An "adjustment difficulty" is defined as managing a new situation (related to work, living situation, culture, etc.) that requires support from the PCMO, such as empathetic interactions and minor skill building. This does not rise to the level of diagnosable concern in that it does not impact functioning in a detrimental way, has not been present for a significant period of time, and does not require treatment from a licensed mental health provider. Rates are calculated using Volunteer/Trainee years to account for the number of Volunteers and the length of time they served.

¹² The FY 2016 rate relies on data reported through PCMEDICS from January-September 2016 only; data prior to January 2016 was unavailable or was not comparable to later months due to changes in the criteria for coding cases as "adjustment difficulty."

Indicator 3: Develop resilience resources to build staff, Volunteer, and partner capacity to support Volunteer adjustment and resilience.							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Evidence-based resilience training modules field tested and finalized	10% of posts completed review of modules and incorporated materials into their training programs	20% of posts representing all regions completed review of modules and incorporated materials into training programs	Modules disseminated to posts
Results	NA	NA	NA	Modules completed	19% of posts completed review		

Volunteers face a number of challenges as they learn to navigate the rigors of service. As a result, they reach out to staff—including PCMOs—for emotional support. While PCMOs are well-equipped to handle Volunteer's medical needs, other host country staff, Volunteer peer groups, counterparts, or other partners are also well situated to assist Volunteers in managing the inevitable adjustment difficulties that come with service, but they need the appropriate skills and resources to do so.

While the Office of Health Services strives to maintain the rate of care seeking at 6.0 cases per 100 VT years, additional measures will be taken to better support Volunteers and PCMOs. These measures will include increasing the capacity of PCMOs to respond to Volunteer adjustment and pre-clinical concerns via the provision or development of a suite of evidence-based, online interventions which enable Volunteers to solve their problems independently or with limited PCMO assistance. In addition, the Office of Health Services will assess countries in which Volunteers' annual utilization of PCMOs for adjustment difficulties varies significantly from the norm. These posts will be compared with management and survey data assessing post resilience and diversity to identify and target regions and countries that need enhanced mechanisms for support.

The agency also recognizes that individual Volunteers may encounter unique stressors that further add to adjustment challenges. The same conditions in a host country may be experienced differently by individual Volunteers as a result of the interplay between their particular demographic characteristics, identity, education, prior life experiences, and the social and cultural complexities of development work at their sites. The agency has begun exploring ways to capture the extent to which Volunteers' experience differs by common demographic characteristics. Data collected from Volunteers will be used to determine if adjustment challenges are experienced more acutely by specific demographic groups and to raise awareness of their unique challenges in being accepted into their communities so that a broader range of support is available to them.

The Peace Corps continues to develop training to enhance Volunteers' innate resilience by building life skills that focus on effective problem solving, social connectedness and empathy, emotional balance and flexibility, and building mental strength. This training helps them better withstand the challenges that are inherent in adapting to a new cultural and linguistic environment where many of their support systems are not present or need to be reconstructed and promotes adaptation, adjustment, and acculturation.

Given that a major element of resilience relates to cultural adjustment, Volunteers can be supported to enhance their own resilience through training that builds upon ICD&I. Posts that have conducted ICD&I training report that it is an effective approach.

To further this work organizationally, senior staff in the agency collaborated to analyze its status against benchmarks recognized by external experts in the field of ICD&I. The agency seeks to make progress on two fronts using both existing tools such as the MD-715 which measures equal employment opportunity compliance and by developing new, agency-specific ICD&I benchmarks and reflection questions within the Administrative Management Control Survey, a tool that is used by posts for their annual integrated planning and budgeting efforts. In this way, the ICD&I actions are integrated into core agency business processes, maximizing their effectiveness and sustainability to ensure that all Volunteers are receiving equitable support and that staff feel prepared to handle these complexities.

Milestones for this performance goal include:

- Phase 1: Create guidance for skill building and resources to optimize the use of Volunteer leaders, peer support networks, affinity groups, post staff, and diversity committees at post so that Volunteers have other non-medical resources available to them.
- Phase 2: Communicate the new guidance, resources, and tools at Peace Corps headquarters and plan for roll out to posts.
- Phase 3: Roll out the new guidance, resources, and tools for posts to review and incorporate into their business processes and training for staff, as well as Volunteers. Refine staff capacity and/or standard operations in order to increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

FY 2019 Progress Update

Performance Goal 3.2 includes three indicators. The target on Indicator 1 of 6.0 cases of careseeking from Peace Corps Medical Officers (PCMOs) for adjustment difficulties for every 100 Volunteer/trainee years was not met. A number of factors may have contributed to that result. First, the PCMOs were trained to report adjustment concerns more accurately, which may have contributed to this increase. Second, the epidemiological team was more rigorous in FY 2019 in cleaning, analyzing, and reporting data in comparison to previous years. As a result, more cases of adjustment difficulties were found. The Office of Health Services is analyzing these results to

determine if there were any specific changes in any regions or any country-specific trends that might have accounted for this increase while also considering additional reporting. To further this work, an expert consultant position was approved and a strong candidate was identified to support the development of e-learning resources on resilience and preventive mental health efforts for Volunteers to use as “self-help.”

The target for Indicator 2—advancing one level within selected diversity and inclusion benchmarks—was not met but progress was made. An essential element of model programs requires the integration of equal employment opportunity concepts into the agency's strategic mission. For this reason, Management Directive 715 (MD-715) is the external benchmark that was used in FY 2019 to measure progress for Indicator 2. MD-715 is the policy guidance that the Equal Employment Opportunity Commission (EEOC) provides to federal agencies for their use in establishing and maintaining effective programs under Section 717 of Title VII of the Civil Rights Act of 1964. While there were efficiencies gained by using the MD-715 as it is well established in the federal context, changes made to the tool itself by the EEOC made it difficult to compare that progress across fiscal years and set benchmarks.

The agency is continuing to build upon these foundations by providing resources for a comprehensive analysis project aimed at uncovering and removing barriers to equal opportunity and diversity and inclusion at all levels of the workforce within the Peace Corps as well as those barriers preventing access to national service for prospective Peace Corps Volunteers. Furthermore, benchmarks that are more specific to Volunteer resilience in Peace Corps service are being developed. These new benchmarks will enable the agency to measure adjustments across core business practices, with particular focus on Volunteers who have been historically underrepresented within the Peace Corps. This effort—coupled with the ICD&I vision and framework which were completed in FY 2018—will enable Volunteers, staff and other stakeholders to name the common dynamics which affect Volunteers' resilience and collaborate together to find effective and appropriate ways to support them.

The target for Indicator 3 was to have 10 percent of the posts complete their review of resilience modules and incorporate the materials into their training programs. This target was surpassed with the participation of 19 percent of all posts. During FY 2019, the Resilience Pilot was rolled out in the Africa and Europe, Mediterranean, and Asia regions. Three countries—Namibia, Timor L'Este, and Malawi—have already completed all training. Training is in progress in eight additional countries: Benin, Botswana, Cameroon, the Gambia, Kosovo, Liberia, Mongolia, and Morocco. Trainings are primarily delivered by directors of programming and training with the support of training managers in these countries. Many of the posts will complete training by the end of the calendar year 2019; the final three-month post-test to gauge progress will be forthcoming in February and March 2020 for these posts.

Feedback from the posts that have conducted training has been largely positive, with important suggestions for tailoring content which will be incorporated into the revised training materials. The Inter-America and Pacific Region has recently joined the pilot,

and seven more countries who have expressed interest are being contacted to schedule their training sessions beginning with Costa Rica in January 2020.

Goal Leads: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region), Associate Director of the Office of Health Services, and Chief Diversity Officer

Data Sources: PCMEDICS and post administrative data

Calculations: **Indicator 1:** Incidents of adjustment difficulty (or other behavioral health epidemiological codes) divided by VT years; **Indicator 2:** Completion of milestones listed above; **Indicator 3:** FY 2018: Completion of milestones listed above. FY 2019: Number of posts that incorporate the modules for building resilience into their training programs divided by the number of posts with two-year Volunteers.

Strategic Objective 4: Building Leaders of Tomorrow

Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.

Rationale: Returned Peace Corps Volunteers (RPCVs) constitute a significant “domestic dividend” of skilled and dedicated individuals. Volunteers return to America with a unique and diverse set of highly marketable skills, including leadership, language, technical, intercultural, and entrepreneurial skills that contribute to a more competitive U.S. workforce. In addition, returned Volunteers often use their intercultural knowledge and experience to continue their service at home by engaging in public service, supporting volunteerism, and promoting a better understanding of other cultures. This strategic objective directly supports Strategic Goals Two and Three. Priority areas within this strategic objective focus on streamlining returned Volunteer services to ensure operational efficiency, interoffice collaboration, a coordinated, effective RPCV communication strategy, and gathering and strategically analyzing existing data on the Peace Corps’ Third Goal.

Strategies

- Identify the knowledge, skills, and abilities gained during Volunteer service, particularly those related to leadership and intercultural competence. Develop training and tools that enable RPCVs to successfully translate those competencies into marketable skills after service.
- Monitor the distribution of employment opportunities for RPCVs across sectors (public and private) in order to maximize the diversity of available options.
- Integrate a virtual and user-friendly career resource center into existing platforms, such as the RPCV portal and peacecorps.gov website, to reduce staff administrative burden and to deliver services efficiently.
- Promote civic engagement and cross-cultural exchange in U.S. communities by centralizing online resources and raising awareness of opportunities for returned Volunteers.
- Strengthen business procedures to efficiently manage RPCV contact data.

Strategic Objective Lead: Director of the Office of the Third Goal and Returned Volunteer Services

FY 2019 Progress Update

In FY 2019, inter-office and external collaborations and partnerships played critical roles not only in meeting the Performance Goals (PG) for this objective but also in ensuring that currently serving and returned Volunteers were able to successfully carry out the Third Goal of the Peace Corps. Examples of this include currently serving Volunteers writing letters and emails to friends and family in the United States and returned Volunteers speaking at their former university or high school.

This year, the Office of the Third Goal and Returned Volunteer Services collaborated with the Office of Global Operations to change the agency's business processes so that Volunteers who are about to close their service are able to access the RPCV Portal before they return to the United States. This change resulted in a 30 percent boost in the number of returned Volunteers accessing the Portal compared to FY 2018. The portal now enables these returned Volunteers to access essential career service information, which better enables them to find jobs upon their return.

Another important internal collaboration involved working with the Office of Volunteer Recruitment and Selection to collect data on the number of returned Volunteers who are engaged in recruitment events. The improved reporting that resulted from this effort was a key factor in meeting PG 4.2. As in prior years, these collaborations are integral to achieving each goal under this objective.

In addition to working with internal partners, the Office of the Third Goal and Returned Volunteer Services continues to coordinate with other agencies and partners to support returned Volunteers in their post-Peace Corps careers. Returned Volunteer Services hosted a job fair in Austin, Texas, and webinars with FEMA, GSA, USDA, the U.S. State Department, and the Equal Employment Opportunity Commission. Over 1,000 returned Volunteers and 200 employers participated in these events. In addition, the Office of the Third Goal responded to over 4,000 inquiries from returned Volunteers seeking certification of their service. These efforts ensure that the Peace Corps continues to effectively support and enable Volunteers to be successful when they return from service.

Performance Goal 4.1: Cultivate Leadership Skills

Develop and share leadership and intercultural competency tools to support returned Volunteers as they transition from their service by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Map created of leadership and intercultural competencies developed during service (model)	Methodology developed to link leadership and intercultural competencies to activities in the VRT	Templates and other tools developed for documenting competencies gained by Volunteers in their individual DOS	Templates and related user guidance and training reviewed and approved
Results	NA	NA	NA	Competency structure completed	Methodology developed		

During Peace Corps service, powerful learning experiences provide practical opportunities to develop leadership skills and intercultural competencies. The

competencies gained during service include participatory analysis, project design and management, coaching, and mentoring. These competencies enable Volunteers to be effective not only in their overseas communities and organizations but also when they return home. Back home in the United States, RPCVs use competencies cultivated through Peace Corps service that contribute to a high-quality American workforce.

Competency assessment is critical to ensuring that the skills Volunteers acquire during service prepare them for success in the global workforce. The Peace Corps can strengthen its transition resources so that returned Volunteers are better able to articulate the foundational concepts of leadership and intercultural competence acquired during service when reentering the workforce or furthering their education. By making these transition resources available online and incorporating related curricula into regional and national programming efforts, the Peace Corps will be able to expand its reach to Volunteers regardless of their geographic location. Returned Volunteers continue to use and refine the competencies they gained abroad by reinvesting those skills back home in both their workplaces and communities.

Volunteers develop competencies during service by engaging in activities identified in the posts' project frameworks and reported in the Volunteer Reporting Tool (VRT). Linking VRT activities to competency development clarifies how Volunteer activities enable posts to fulfill commitments to host countries. It also provides evidence to future employers of the ways in which Volunteers have demonstrated leadership and intercultural competencies.

The Description of Service (DOS) is the agency record that documents Volunteer achievements during service. Peace Corps Manual Section (MS) 285 sets out the policy and procedures for documenting service and provides a sample DOS that posts can provide to Volunteers. This template—as well as other tools for documenting skills gained by Volunteers—will be updated and developed to align with the new logical project frameworks and competencies outlined in Strategic Objective 2. It will include information that summarizes the activities reported by a Volunteer in the VRT. Developing these new tools requires collaboration with the Office of Global Operations (OGO), the Field Advisory Board, and the Office of Overseas Programming and Training Support (OPATS). Any new Volunteer training relating to the DOS will be submitted to the Volunteer Learning Council.¹³ Once the templates and related user guidance and training materials have been approved by these stakeholders, they will be distributed to all posts. These revisions to the DOS will help highlight the skills Volunteers have gained through their service that employers seek.

¹³ This Council is being organized to develop a balanced training plan that considers requirements for invitees, trainees, and Volunteers. The Council may consider a range of options including revisions, replacements, combinations, and/or changes in the approaches to training before making recommendations to the Director for incorporation into agency policy. The Council will also delineate clear guidelines for determining what is mandatory and what is optional within the Volunteer training portfolio.

FY 2019 Progress Update

The target for FY 2019 was met. All of the project frameworks from one region were reviewed and consistent language was identified in every framework that linked back to leadership and intercultural competencies. The methodology that was used for this analysis was based on assessing the significance and frequency of key words and phrases in each of the frameworks. These keywords and phrases indicated that Volunteers executing the frameworks were engaged in leadership and intercultural competencies. These keywords and phrases were drawn from two sources: the Office of Personnel Management's Leadership Competencies and the SAGE Handbook of Intercultural Competence. A briefing document on this methodology was created in consultation with OPATS. Leadership and intercultural competencies were found to be deeply embedded in all of the frameworks.



Peace Corps Volunteer Maoulay Adjorlolo building leadership skills at a community event in Cameroon.

Peace Corps Volunteer Sunni Wesson is working with community members in Zambia to build a maternity hospital using grants that she wrote during her service.

Goal Lead: Director of the Office of the Third Goal and Returned Volunteer Services

Data Source: Agency administrative records.

Calculation: Completion of the milestones listed above

Performance Goal 4.2: Continuation of Service

Increase the number of opportunities for returned Volunteers to engage in continued service to 3,000 by FY 2022.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	2,500	2,500	2,600	2,700
Results	2,250	2,300	1,831 ¹⁴	2,153	2,742		

The Peace Corps is a conduit to a lifetime commitment to service. Volunteers return to the United States as “cultural ambassadors” and community leaders, equipped with a broadened sense of diversity and inclusion, service to others, and refined intercultural competencies. This enables them to engage diverse communities through volunteerism and cross-cultural learning opportunities. The agency is committed to cultivating and expanding opportunities for returned Volunteers to reengage with the mission (e.g., Peace Corps Response and the Peace Corps Fellows Program) and to share their experience.

FY 2019 Progress Update

The target for FY 2019 was met. To meet the goal, each partner overcame a different set of challenges. The Peace Corps’ Fellows/University Programs is in the process of standardizing contributions from partner universities. Peace Corps Response was impacted by various unforeseen events at posts that resulted in cancellations or postponement of requests for Volunteers. The federal government shut-down in early 2019 was a factor in limiting the growth for all three partners in FY 2019: Peace Corps Fellows (775 opportunities), Peace Corps Response (337 opportunities), and World Wise Schools (1,040 opportunities).

The Office of Volunteer Recruitment and Selection has been a long-term partner with the World Wise Schools/Speakers Match program. That program provides a list of interested returned Volunteers for recruitment events. The events represent an opportunity for returned Volunteers to share their service and assist in recruiting the next generation of Volunteers. Recruitment staff are now required to report on the numbers of events, returned Volunteers, and participants attending these events. For FY 2019, 590 events with 1,477 RPCVs in attendance were reported by recruiters. These events are included in the total number of opportunities reported in PG 4.2.

Goal Lead: Director of the Office of the Third Goal and Returned Volunteer Services

Data Source: Agency administrative records

Calculation: Number of opportunities for returned Volunteers per fiscal year

¹⁴ The FY 2017 result has been adjusted from 2,230 to 1,831 based on improved calculations.

Performance Goal 4.3: Consolidate Career and Transition Services for Returned Volunteers

Increase the percentage of recently returned Peace Corps Volunteers who access the RPCV Portal to 75 percent by FY 2022.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	45%	50%	60%	70%
Results	NA	43%	38%	32%	49%		

The agency can better serve returned Volunteers by developing a streamlined mechanism for RPCVs to identify, request, and access career and transition services. Centralizing these services to one location (the online RPCV Portal) will achieve several improvements in efficiency, including: consistent marketing to RPCVs, streamlined access to services, a more user-friendly experience, and standardization of all agency outreach to the RPCV community. Additionally, centralizing services and communication with RPCVs will increase efficiency and reduce the administrative burden on Peace Corps staff providing these services as well as other offices that rely on this information for core business functions.

FY 2019 Progress Update

The target for FY 2019 was slightly below target. The agency's Returned Volunteer Services unit experienced some challenges in improving access to the RPCV Portal, but progress was made in reaching the target audience of Volunteers who have very recently closed their service in FY 2019. The Office of Global Operations and Returned Volunteers Services collaborated to overcome the challenges by developing information on the RPCV Portal for posts to share with Volunteers who are attending their Close of Service Conference. An RPCV Portal fact sheet was created along with a marketing flyer. An intense, targeted email campaign was then used to contact the very recently returned Volunteers. The result of this combined effort dramatically increased the number of recently returned Volunteers accessing the RPCV Portal.

Goal Lead: Director of the Office of the Third Goal and Returned Volunteer Services

Data Source: RPCV Portal component of the agency data system

Calculation: Number of recently returned Peace Corps Volunteers and Response Volunteers who set up an RPCV Portal account divided by the number of recently returned Peace Corps Volunteers who have completed service in the past 12 months

Performance Goal 4.4: Fulfilling the Third Goal

Identify and analyze existing internal and external sources of Third Goal data.

Indicator 1: Number of Volunteers participating in PCPP projects, WWS/Speakers Match Program and VRT activities.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	-	5,600	5,700	5,800
Results	NA	5,512*	5,803	5,190	4,954		

Indicator 2: Number of participants reported in PCPP projects, WWS/Speakers Match Program and VRT activities.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	-	70,000	73,000	75,000
Results	NA	38,274*	29,847*	65,993	91,862		

* *Italicized results are not comparable to later years due to gaps in available data.*

The agency's Third Goal responsibility, as mandated by Section 2517 of the Peace Corps Act, states that the Director shall "...encourage, facilitate, and assist activities carried out by former Volunteers ... and the efforts of agencies, organizations, and other individuals to support or assist in former Volunteers' carrying out such activities."

Various data sources, both internal and external to the agency, already record Third Goal activities carried out by Volunteers and RPCVs, but the agency has not made a sustained effort to compile and analyze this data. This new performance goal reflects a renewed commitment to capturing and reporting this information in order to demonstrate fulfillment of the Third Goal mandate to stakeholders. Several types of data are used including numbers of Volunteers and participants from the Peace Corps Partnership Program (PCPP) projects, Paul D. Coverdell World Wise Schools (WWS)/Speakers Match Program, and Third Goal activities reported in the Volunteer Reporting Tool (VRT).

FY 2019 Progress Update

Performance Goal 4.4 includes two indicators. The target for Indicator 1 on the numbers of Volunteers reporting on the Third Goal activities was not met, but the agency exceeded the target for the overall number of activity participants in Indicator 2. A dramatic increase in reporting on World Wise Schools from approximately 22,700 participants in FY 2018 to more than 60,000 in FY 2019 was the factor that drove the overall increase in the results for Indicator 2.

In FY 2019, the Office of the Third Goal improved data collection in the World Wise Schools program by introducing a new online form which enabled Volunteers to more easily report the number of participants who engaged in Third Goal activities. The Office of the Third Goal conducted training and outreach programs to World Wise Schools coordinators, directors of programing and training, and country directors, resulting in improvements in how Volunteers reported Third Goal activities. The agency continues to train Volunteers on monitoring and evaluation to facilitate and encourage their use of the Volunteer Reporting Tool for a broad range of Third Goal activities.

Goal Lead: *Director of the Office of the Third Goal and Returned Volunteer Services*

Data Sources: *Gift, Grants, and Management (PCPP); agency administrative records; Volunteer Reporting Tool*

Calculations: **Indicator 1:** *The number of currently serving Volunteers participating in activities that correspond to the Third Goal including the PCPP, the WWS/Speakers Match Program, and Volunteers reporting Third Goal activities in the VRT. Indicator 2:* *The number of participants in activities that correspond to the Third Goal, including people who become PCPP donors or attend the WWS/Speakers Match Program and community members in activities reported by currently serving Volunteers in the VRT.*

Management Objective 5: Foundational Business Management

Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services.

Rationale: The Peace Corps needs to improve the cost-effectiveness, speed, ease-of-use, and quality of its business services. These efforts should be ongoing. Processes that work well should be kept; those that do not should be improved or discarded, and duplication should be eliminated. Decision makers should have access to the business intelligence they need, when they need it. Agency financial, human capital, and technology resources should be used wisely according to established best practices and business requirements. As these efforts improve operational efficiency, the burden to domestic and overseas staff will be reduced. The ultimate outcome of this objective is the alignment of business services with the agency's strategic objectives.

Strategies

- Improve the cost-effectiveness, speed, ease-of-use, transparency, and quality of the processes used to deliver business services to domestic and overseas staff and of the services delivered.
- Support good decision making by ensuring that agency leaders not only have access to timely, relevant, accurate, and easy-to-use business intelligence but are also held accountable for outcomes.
- Manage agency financial, human capital, and technology resources wisely by following best practices to meet (and strive to exceed) business requirements.

Management Objective Lead: Chief Human Capital Officer

FY 2019 Progress Update

The Peace Corps continues to make substantive progress toward completing this objective. With the completion of the office dashboards in FY 2019, Peace Corps leadership now has access to operational, financial, human capital, and customer service metrics for better decision making. In FY 2020, the Peace Corps plans to give all staff access to the dashboards, which will increase transparency across the agency.

The FY 2019 pilot aligning the performance plans of selected senior staff with the Strategic Plan will be completed in calendar year 2019 in keeping with the regular agency performance cycle. Building on this success, the Peace Corps will align performance plans for all staff in FY 2020.

Quarterly workforce planning meetings continue to have a positive impact on the agency's ability to forecast staffing changes months and years in advance. In addition to these meetings, workforce planning relies heavily on tools, such as the staffing pattern database and workforce dashboard, which accurately inform leadership of the agency's real-time human capital. These tools were launched in 2019 and are significant milestones in the efficiency and innovation of Peace Corps' human capital management.

Combining these efforts with recommendations from a 2019 study on the Peace Corps conducted by the Office of Personnel Management (OPM), the agency is on track to complete its Human Capital Operating Plan in FY 2020, which will include additional improvements to support this management objective.

Using OPM's 80-day hiring model, the Office of Human Resources will continue to streamline the hiring process in order to meet the goal set for FY 2020. Improvements include the development of better position management systems and information gathering practices. For example, the tracking system database for onboarding employees, which was launched in 2019, helps the Office of Human Resources accurately identify roadblocks.

In 2019, LearningSpace became the official system of record for staff learning. This new system has allowed the agency to increase efficiencies in supporting staff and Volunteer learning. All Peace Corps countries now use LearningSpace to manage and track learning.

IT modernization efforts will begin in FY 2020. As part of this effort, the Peace Corps is in the process of baselining the ratio of funds budgeted for development, modernization, and enhancement (DME) compared to funds budgeted for operations and maintenance (O&M). The baseline will be completed in FY 2020. The goal is to increase over time the ratio of funds used for DME in order to dedicate more funds to improvement opportunities. This is a joint effort between the offices of the Chief Information Officer and the Chief Financial Officer.

Performance Goal 5.1: Improve Decision Making with Better Access to Business Intelligence

Increase the percentage of offices that maintain dashboards containing a combination of operational, financial, human capital, and customer service metrics to 100 percent of selected offices by FY 2019.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	80%	100%	100%	NA
Results	NA	NA	NA	75%	100%		

This performance goal helps ensure that timely, relevant, accurate, and easy-to-use business intelligence is available to decision makers, both at the office level and the director level. Office dashboards that contain operational, financial, human capital, information technology, and customer service metrics help focus attention on both the effectiveness and cost efficiency of decisions, while promoting better alignment of activities with agency strategic objectives.

Once the target of 100 percent of the selected offices having dashboards is achieved, the agency will work to ensure that business processes support the sustainability of the new dashboards in FY 2020. This performance goal will then be retired. Going forward, the dashboards will continue to serve as a key part of the agency's business intelligence to help identify further opportunities for improvement.

FY 2019 Progress Update

The target for FY 2019 was met. The three remaining associate director-level offices established dashboards during the first half of FY 2019. Every associate director-level office is now reporting their business metrics aligned with the agency's top priorities. Each office has identified key customers to whom they provide services and their initiatives to improve services. Three financial metrics and four human capital metrics are also reported by each office.

The dashboards are updated on a quarterly schedule in conjunction with the agency's quarterly performance plan reviews. These balanced sets of measures help provide senior decision makers with access to timely, relevant, and accurate business information focusing attention on effectiveness, cost efficiency, and customer satisfaction of agency decisions. Beginning in FY 2020, the dashboards will be accessible to all Peace Corps staff on the agency's intranet.

Now that the dashboards are firmly established, agency offices will continue assessing their performance as a regular process. The insights gained from this regular review will support the strategic plan goals and other high priorities. This performance goal will be retired at the end of FY 2020.

Goal Lead: Director of the Office of Strategic Information, Research, and Planning

Data Source: Agency administrative records

Calculation: Number of offices with dashboards that meet criteria divided by the number of offices selected for inclusion in this metric

Performance Goal 5.2: Align Office Performance with the Strategic Plan

Increase the percentage of agency leaders who have metrics in their individual performance plans that are linked to at least one performance goal or objective in the strategic plan to 100 percent by the end of FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Individual performance plans developed and/or restructured to align with this goal	Performance plans aligned for 50% of senior leaders	Performance plans aligned for 100% of all Peace Corps employees	Performance plans of 10% of staff randomly assessed to ensure alignment to strategic plan
Results	NA	NA	NA	New performance management system under development	100% of performance plans for selected senior leaders aligned		

Linking the individual performance plans of leaders to specific performance goals and objectives in the strategic plan will provide line-of-sight throughout the agency on how the actions of individual offices are tied to the agency's overall strategic objectives. This will drive accountability and action on the business intelligence being utilized under Performance Goal 5.1. Additionally, it will build staff engagement through an increased understanding of how individual efforts align with agency goals. After plans are aligned, the Peace Corps will randomly select ten percent of the plans to ensure that the alignment is functioning as planned before retiring this performance goal.

FY 2019 Progress Update

The target for FY 2019 was met. The agency selected all career Foreign Executive (FE) staff as the first ones to have their individual plans aligned with the agency's strategic plan using new quantitative rating performance plans. The first year of the new plans will close on Dec. 31, 2019 at the end of the regularly scheduled performance cycle. In FY 2020, the new quantitative rating performance plans will be used for all Peace Corps employees.

Goal Lead: Chief Human Capital Officer

Data Source: Human Resources records

Calculation: Number of managers and directors (and above) with performance plans that meet criteria divided by the number of managers (and above) selected for inclusion in this metric. The FY 2019 target includes only career staff. The FY 2020 target includes both career staff and political appointees.

Performance Goal 5.3: Improve Human Capital Planning and Processes

Improve the agency's ability to strategically deploy its talent by strengthening advance planning and minimizing vacancy gaps by the end of FY 2021.

Indicator 1: Develop an agencywide Human Capital Operating Plan.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Plan drafted	Plan drafted	Plan finalized	Plan implemented
Results	NA	NA	NA	Office-level planning underway	Agency-level planning underway		

Indicator 2: Decrease the average vacancy gap to 80 days.¹⁵

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	100 days	90 days	80 days	80 days
Results	NA ¹⁶	89 days ¹⁷	132 days ¹⁸	71 days	111 days		

One of the most critical factors affecting the Peace Corps' ability to serve its Volunteers is its ability to maintain an engaged workforce, both domestically and abroad. Success depends on the agency's ability to strategically deploy talent—the right people, in the right place, at the right time. The development of a Human Capital Operating Plan should not only comply with OMB A-11 directives but should also drive increased focus on aligning operations with the agency's core mission and values. This includes filling vacancies in a timely manner, providing appropriate and targeted training, delivering world-class customer service to internal and external stakeholders, and espousing industry-leading practices in diversity, inclusion, and belongingness. After the Human Capital Operating Plan is in place, process improvements should lead to a decrease in the time it takes for vacancies to be filled. This is a critical human capital outcome for Peace Corps, as vacancy gaps are considered a major risk factor for both domestic and overseas operations. Vacancy gaps decrease the agency's knowledge management capabilities, decrease staff and Volunteer engagement and satisfaction, and complicate project management. Achieving a reduction in the length of time of vacancy gaps indicates that human capital operations have been improved.

¹⁵ The percent of employees hired within 80 days is consistent with the recommended timeframes on [hiring reform](#) published by the Office of Personnel Management.

¹⁶ Data from the former application system (Avue) is no longer accessible.

¹⁷ Career Connector is the Peace Corps' job vacancy management system. It was utilized for the first time in January 2016; as a result, the FY 2016 data does not reflect the entire fiscal year.

¹⁸ In FY 2017, the federal government hiring freeze impacted the agency's hiring process, resulting in delays in onboarding new staff until the freeze was lifted in August 2017.

FY 2019 Progress Update

Performance Goal 5.3 includes two indicators. For Indicator 1, the target for FY 2019 was met; agency planning is underway. The Office of Human Resources is reviewing the findings and recommendations from a workforce study conducted in 2019 by the Human Resources Solutions Division at the Office of Personnel Management. Those recommendations will help inform development of the agency's Human Capital Operating Plan in FY 2020.

For Indicator 2, the target for FY 2019 was not met. The lapse in appropriations and furlough from December 2018 to late January 2019 impacted the agency's hiring process, resulting in delays in onboarding new staff. The Office of Human Resources is now implementing a data-driven plan to closely monitor the entire hiring process. The insights will be used to identify aspects of the hiring process that can be streamlined to reduce vacancy gaps.

Goal Lead: Chief Human Capital Officer

Data Source: Human Resources records

Calculations: **Indicator 1:** Completion of the milestones listed above. **Indicator 2:** Total number of days that domestic positions filled within the reporting period were vacant in Career Connector divided by the number of domestic positions filled within the reporting period.

Performance Goal 5.4: Modernize Agency Information and Communications Capabilities

Increase the percentage of agency investment on new information and communications capabilities to 40 percent of all IT spending.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-		Baseline data collection	Baseline data collection	
Results	NA	NA	NA	NA	Baseline data collected		

In the FY 2014-2018 Strategic Plan, under Strategic Objective 10, the Peace Corps set a performance goal to track the retirement of legacy applications. The agency then turned its attention to developing a flexible and secure network of strategically important IT systems using modern, cloud-based architecture and integration of systems for improved customer service to staff, Volunteers, and other stakeholders.

As technology changes over time, the cost of maintaining older systems increases. Newer technologies and delivery methods that focus on rapid, agile development, cloud-based storage, integrated architecture, and convergent platforms, are able to deliver a lower-cost solution to the agency while increasing both information availability and security.

In FY 2020, the agency will shift its modernization focus from merely counting the number of outdated systems to be retired to emphasizing strategic investments in net new information and communications capability. To this end, the agency will measure the proportion of IT funds invested in modern, integrated information systems compared to spending to maintain outdated legacy systems. For this goal, the agency will strive to meet, and eventually exceed, the average federal ratio of development, modernization, and enhancement (DME)¹⁹ to operations and maintenance (O&M)²⁰ IT investment, currently measured at approximately 25 percent and 75 percent respectively. In preparation for launching this new goal, the agency will first baseline its current DME:O&M ratio before setting targets for increasing the ratio.

FY 2019 Progress Update

This is a new performance goal. The offices of the Chief Information Officer and the Chief Financial Officer are working together to compile and analyze baseline data in order to inform the agency targets for FY 2021 and beyond. As part of these efforts, the Office of the Chief Information Officer's budget was aligned to a new operating model, and the office has begun to categorize operations and maintenance funds separately from development, modernization, and enhancement for its FY 2020 budget.

Goal Lead: Chief Information Officer

Data Source: Agency administrative records

Calculations: Percent of IT funds spent on DME / Percent of IT funds spent on O&M

¹⁹ Costs for DME services are for projects and activities leading to new IT assets/systems and projects and activities that change or modify existing IT assets to substantively improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. For more information on these concepts, please refer to the website managed by the *Office of Management and Budget* to government-wide IT spending: <https://itdashboard.gov>.

²⁰ Costs for O&M services are incurred in the phase of the development life cycle in which the asset is in operations and produces the same product or provides a repetitive service. This is also commonly referred to as "legacy" or "steady state."

Management Objective 6: Organizational Risk Management

Identify and proactively address risks and opportunities through systematic, evidence-based decision making.

Rationale: This objective focuses on advancing and sustaining the agency's mission and effectiveness through systematic decision making that proactively anticipates, identifies, and manages risks and finds opportunities to improve the efficient and effective use of Peace Corps resources at all levels of the organization. The scope of this objective includes the safety and security of staff, Volunteers, and facilities, as well as the agency's credibility, emergency preparedness and response, risks to the IT infrastructure (cyber security), and financial risks. This objective is focused on creating an Enterprise Risk Management Council, revising agency policy concerning risk management, training agency leadership on risk management, and incorporating risk management into agencywide assessments and planning.

Strategies:

- Develop and implement an agencywide risk governance structure.
- Develop and implement an agencywide risk profile and office-level registers to improve accountability and minimize interruptions and/or threats to the effectiveness of Peace Corps programs.

Management Objective Leads: Associate Director for Safety and Security; Director of Information Security, Policy and Governance in the Office of the Chief Information Officer; Chief Compliance Officer

FY 2019 Progress Update

In FY 2019, the Peace Corps continued to make progress in establishing and implementing the agencywide risk governance structure. The agency now has an Enterprise Risk Management Council Charter, By-Laws, and policy. These documents were approved by the agency's policy-making body. In FY 2019, the council reviewed and voted on risk remediation strategies involved with moving the agency's headquarters to a new location. The council will meet more frequently as the risk management program is set up and implemented during FY 2020. The agency is in the process of developing its risk profile.

Performance Goal 6.1: Establish an Enterprise Risk Management Process <i>Establish a repeatable process for enterprise risk management and incorporate the agency risk profile into decision making.</i>							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	Policy and procedures approved	Approval process for the new policy completed Agency risk profile produced	Agency risk profile produced	Overall risk rating score from the FY 2019 risk profile decreased
Results	NA	NA	NA	Policies and procedures drafted	ERMC Charter, By-Laws, and policy approved Agency risk profile in process		

This goal seeks to facilitate risk management across the agency by developing a clear enterprise risk management (ERM) policy. This policy establishes an Enterprise Risk Management Council (ERMC) to facilitate implementation and ongoing oversight of the risk management program. The council will develop an agency risk profile to capture operational risks and provide options for risk mitigation. This risk profile will provide a prioritized inventory of the most significant risks that have been identified in the office-level risk registers, informing forward-looking risk management strategies.

The agency expects to improve the effectiveness of risk management activities through staff training on risk management principles and the use and maintenance of risk registers. The milestone markers for this performance goal will allow the agency to track its progress toward creating a sustainable risk management environment.

Milestones for this performance goal include:

1. Obtain approval of agency-wide ERM policy.
2. Revise and approve related risk management policies.
3. Develop an agency risk profile.

FY 2019 Progress Update

While the target was not fully met, the Peace Corps intends to have the risk profile developed by the end of FY 2020. The agency has obtained approval of an agencywide enterprise risk management policy, which was issued in FY 2019. The Peace Corps is now actively working towards creating an agency risk profile.

Goal Lead: Chief Financial Officer

Data Source: Administrative records

Calculation: Completion of the milestones listed above

Performance Goal 6.2: Strengthen Risk Registers

All offices in the agency shall develop enterprise risk management assessments based on the agency risk profile by the end of FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	-	-	100% of office points of contact trained	100% of selected offices have developed active risk registers	Active risk registers developed for three additional offices	100% of all offices have developed active risk registers
Results	NA	NA	NA	Training developed	Risk register is under development for OCIO		

Once an agreement has been reached on the agency policy as described in Performance Goal 6.1, the focus of the agency's efforts will be to ensure that each office has a point of contact who has been trained on ERM and maintenance of office risk registers. The agency will then measure the percentage of offices that are using and maintaining their risk registers with up-to-date information and analysis. While the agency is committed to training staff from all offices in risk management principles, the FY 2019-2020 targets focus on developing and supporting risk registers for the selected offices with the greatest risks. In FY 2019, the priority was the Office of the Chief Information Officer. In FY 2020, the focus will be on developing active risk registers for the Offices of Health Services, Safety and Security, and the Chief Financial Officer.

Milestones for this performance goal include:

1. Train offices on enterprise risk management.
2. Map business processes within each office to inform development of the larger enterprise level register.
3. Establish and communicate risk registers to the ERM, which will allow the agency to promote and implement principles on prioritizing agency resources and decision making in accordance with OMB Circular A-123.

FY 2019 Progress Update

The target for FY 2019 included development of risk registers for four major offices at headquarters. Some progress was made with the delivery of training, and initial steps were taken to develop the agency's overall risk register. The main stakeholder offices were trained on enterprise risk management principles, and a risk register for the Office of the Chief Information Officer is under development. Several offices in the agency are now developing the larger agencywide risk register. These offices include the offices of Safety and Security, the Chief Information Officer, and Health Services. These offices were selected because of their core operational functions.

Goal Lead: *Chief Compliance Officer in the Office of the Director*

Data Source: *Administrative records*

Calculation: *Number of offices that have active risk registers divided by the number of offices selected for inclusion in this metric*

Appendix A

Performance Management System

The goals, objectives, and strategies included in the FY 2018–2022 Strategic Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

The Peace Corps Director oversees the agency's performance management efforts. The Office of Strategic Information, Research, and Planning (OSIRP) is responsible for strategic planning and reporting. OSIRP 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 to contribute to and stay current with government-wide performance improvement guidelines and best practices.

Several processes occur throughout the year to ensure that activities align with the goals in the strategic plan. For example, evidence and data are available and used by agency leadership, managers, and staff to inform program, policy, and budget decisions. In addition, opportunities for performance improvement are identified, tracked, and executed.

- **Annual Strategic Review:** In FY 2019, the Peace Corps' Director and Deputy Director convened a series of forward-looking meetings to develop the agency's FY 2021 annual performance plan. In preparation for these meetings, lead offices identified areas for revision in each of the Peace Corps' strategic and management objectives, including new and revised strategies and performance goals. This annual series of meetings is a key opportunity for collaboration and review of evidence as senior leaders from across the agency discuss long-term strategies, performance goals, and action plans.
- **Country Portfolio Review:** The Country Portfolio Review is a comprehensive review of active and potential Peace Corps posts that is conducted by the agency using external and internal data. The review focuses on the safety, security, and medical care of Volunteers; host country engagement with the Peace Corps; host country needs; programming and training; post management and costs; and congruence with U.S. government development priorities. The review includes data from a variety of external sources, including the World Bank, the United Nations Development Programme, the United Nations Office on Drugs and Crime, the U.S. Department of State, the World Health Organization, the International Food Policy Research Institute, the World Economic Forum, and the United Nations Education, Scientific and Cultural Organization. Internal data sources include administrative and financial data, results from surveys of post and headquarters staff, and results from the Annual Volunteer Survey and the

Host Country Staff Survey. Beginning in FY 2018, this data was also prepared as a Field Research Dataset for use by posts and headquarters offices to support operational planning and management.

- **Quarterly Strategic Plan Performance Reviews:** The Peace Corps utilizes quarterly reviews, which are chaired by the Peace Corps Director, as the primary mechanism for monitoring and assessing performance throughout the year. In preparation for each review, goal leads determine the status of each performance goal in the strategic plan based on both quantitative and qualitative analyses. They provide a brief written summary of the progress-to-date, challenges, additional support that may be needed, and next steps to share with other senior agency staff. Then, during the quarterly reviews, key officials from across the agency discuss progress from the prior quarter and develop strategies to meet performance targets by the end of the fiscal year. This quarterly assessment of progress allows the agency to focus efforts on performance goals facing the greatest need for collaboration and opportunity for improvement.

Appendix B

Evaluation and Research

The Peace Corps remains committed to performance improvement through the use of high-quality data and evidence. Using rigorous evidence-based methodologies, the agency conducts studies to assess the impact of program practices and identify opportunities to strengthen programs or improve operational efficiency and effectiveness. These efforts allow the agency to draw conclusions from existing evidence and to develop new sources of data to better understand performance challenges and improve operations. Evaluations, surveys and other reporting can be found at: <https://www.peacecorps.gov/about/open-government/>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations, which can be found at <https://www.peacecorps.gov/about/inspector-general/reports>.

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions, demonstrate impact, and maximize operational efficiency. Strategic Objective 11 (Measurement for Results) in the FY 2014–2018 Strategic Plan strengthened the agency's focus on evidence-based decision making, monitoring, and evaluation practices. Efforts to enhance the use of existing data and to build the Peace Corps' evidence base are supported by the continued improvements in core agency resources that are outlined in Appendix C.

Appendix C

Verification and Validation of Performance Data

Data collection and reporting consistency are supported by the use of detailed operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures that data are clean, complete and accurate. The Office of Strategic Information, Research, and Planning oversees and reviews all performance goals, focusing its efforts on continually improving data quality. The major data sources that are available to agency staff for assessing performance goals are detailed below.

Peace Corps Administrative Records and Databases

For some performance goals, the Peace Corps collects annual data on topics such as language proficiency interview scores, project framework reviews, vacancy gaps, and risk registers from records that are maintained in headquarters offices and overseas posts. For others, the agency relies on centralized database systems to collect information on Volunteers, programs, health services, finances, and human resources. In order to maintain data integrity and ensure that the appropriate data entry methodology is followed, only authorized staff who have been properly trained can access key systems. Routine reconciliation processes among agency units and internal, automated system checks enable users to verify performance data, isolate potential data entry errors, and correct discrepancies. The required level of accuracy to provide current and historical information is met through database rules and business processes on existing systems, as well as ongoing modernization efforts led by the Office of the Chief Information Officer. Where data limitations do exist, they will be noted in the appropriate section.

Volunteer Reporting Tool

Since FY 2008, Volunteers have been reporting on their work and the progress they are making toward their project outcomes through the Volunteer Reporting Tool (VRT). Volunteer reports are submitted to overseas post staff through the VRT on a quarterly or semiannual basis. Staff review all reports and work with Volunteers to verify data and correct anomalies prior to the analysis. VRT data are then used to report on Volunteers' contributions to agency strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future.

Since the development of the first version of the VRT, the Office of Overseas Programming and Training Support has led the agency's efforts to enhance the user experience, reduce data entry errors, and improve reporting. The agency provides in-depth VRT training and support to Volunteers and staff to ensure that data are collected, analyzed, and reported properly. The agency has also developed data collection tools to standardize the methods that Volunteers use to collect data.

The primary data quality challenges that remain are ensuring that an adequate percentage of Volunteers report on the project indicators and that posts set realistic yet ambitious targets. The agency is addressing these challenges by working with overseas posts to train Volunteers in monitoring and evaluation and encourage Volunteer reporting. It is also documenting and considering reporting rates when conducting analyses. The agency is also working to design the next generation of the VRT based on newer technology that will be easier to maintain, allow more mobile reporting by Volunteers, and provide more support for robust data analysis.

Annual Volunteer Survey

The Annual Volunteer Survey (AVS) is a confidential, voluntary online survey of all currently serving, two-year Volunteers. This comprehensive survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience.

While the survey is typically completed each year by nine out of every ten Volunteers who have been in service for at least one month, it is important to note that the survey is not administered to a random sample of Volunteers who have been selected to represent all of them. As a result, the results are subject to potential bias if the responses from the Volunteers who chose to take the survey differ from the responses that would have been obtained if all Volunteers chose to respond. The high response rate, in combination with data verification and validation measures, minimize total survey error at the global level.

Survey respondents reflect the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions are directly provided by the Volunteers in an external survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. The results are then used to inform agency leadership about the Volunteers' perspectives on key issues.

The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors, such as major external events or the ability to recall information. The agency takes into consideration both statistical and practical significance to account for variation in AVS results from year to year. The agency also reviews longer-term trends to account for normal, expected variations in responses.

Employee Viewpoint Survey

The Employee Viewpoint Survey is administered to all U.S. direct hire staff annually. The survey measures employees' perceptions about how effectively the agency is managing its workforce. The agency uses the survey results to compare working conditions at the Peace Corps with other federal government agencies and to identify opportunities to improve workforce management.

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. The survey is administered electronically, and most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

The survey is not administered to a random sample of Peace Corps employees; as a result, the survey is subject to nonresponse bias. Additionally, the survey represents the views of employees at a fixed point in time and can be influenced by external factors. The agency accounts for these data limitations by drawing conclusions from multi-year trends and by comparing the results with those of other federal agencies.

Host Country Staff Survey

This survey has been fielded every year since FY 2014 to systematically gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff, as well as achievements in the Peace Corps' Goals One and Two. The survey comprises questions covering diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, job satisfaction, and comparability to other available jobs.

The primary data quality challenge with this survey is the development of the sampling frame. Identifying and contacting all host country staff is difficult due to the fact that some staff members in administrative or support positions do not have official email addresses. Due to this challenge, the sampling frame consists of the host country staff who can be reached via email. Additionally, while the Host Country Staff Survey is offered in English, French, Spanish, and Russian, limited literacy in those languages, as well as factors such as lack of computer access or familiarity with online survey tools for some staff, may contribute to nonresponse bias.

Appendix D

Stakeholder Engagement

Staff engagement in the development of agency goals

The Peace Corps developed or utilized a variety of types of evidence to inform the process of developing the FY 2018–2022 Strategic Plan. This included activities with agency leadership and working groups.

- **Agency leadership:** The Peace Corps convened two meetings of senior leaders in FY 2017 to draft the initial elements for the strategic plan. These leaders reviewed the results from the FY 2016 Annual Strategic Review, input from posts, and other materials to develop the six strategic and management objectives in this plan. Once these initial topics were drafted, all Peace Corps staff in headquarters and the field were given an opportunity to provide input. That input showed broad agreement with the six strategic and management objectives.
- **Agency working groups:** The Peace Corps convened six working groups comprised of nearly 60 senior managers, technical specialists, and analysts from headquarters offices and overseas posts. These staff members applied their unique technical skills and personal experience with the Peace Corps to analyze performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges.

External engagement

The Peace Corps provided the draft framework for this strategic plan to Congressional stakeholders concurrent with the September 11, 2017 submission of the draft plan to the Office of Management and Budget. In addition, the draft FY 2018–2022 Strategic Plan and FY 2020 Annual Performance Plan was posted on the Peace Corps' open government website for one month from December 2017 to January 2018 to collect feedback from external stakeholders and the American people.

Appendix E

Acronyms

AVS – Annual Volunteer Survey
DME – Development, Modernization, and Enhancement
DOS – Description of Service
ERM – Enterprise Risk Management
ERMC – Enterprise Risk Management Council
FY – Fiscal Year
GPRA – Government Performance and Results Act
ICD&I – Intercultural Competence, Diversity, and Inclusion
LPF – Logical Project Framework
LPI – Language Proficiency Interview
O&M – Operations and Maintenance
OCIO – Office of the Chief Information Officer
OPATS – Office of Overseas Programming and Training Support
OSIRP – Office of Strategic Information, Research, and Planning
PCMO – Peace Corps Medical Officer
PG – Performance Goal
PT&E – Programing, Training, and Evaluation
RPCV – Returned Peace Corps Volunteer
VIDA – Volunteer Information Database Application
VRT – Volunteer Reporting Tool
VT – Volunteer/Trainee
WWS – World Wise Schools

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