

**THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION**
FISCAL YEAR 2019



**Peace
Corps**

Peace Corps

FISCAL YEAR 2019

Congressional Budget Justification

FISCAL YEAR 2018-2022 STRATEGIC PLAN AND
FISCAL YEAR 2018-2019 ANNUAL PERFORMANCE PLAN

FISCAL YEAR 2017 ANNUAL PERFORMANCE REPORT

Paul D. Coverdell Peace Corps Headquarters
1111 20th Street NW, Washington, DC 20526

This report is available at peacecorps.gov/docs.
Send comments or questions to peacecorps.gov/contactus
or to the mailing address above.



THIS PAGE WAS LEFT INTENTIONALLY BLANK

CONTENTS

- i | Letter from the Director
- ii | Executive Summary

BUDGET INFORMATION

- 01 | Budget Request by Program Operations
- 03 | Resource Summary
- 04 | Authorizations and Appropriations FY 1962–FY 2019

OPERATIONAL AREAS

- 09 | Direct Volunteer Operations
- 13 | Volunteer Operations Support Services

OVERSEAS OPERATIONS

- 17 | Volunteer and Program Funds by Post
- 20 | Map of Where Volunteers Serve
- 22 | Africa Region
- 36 | Europe, Mediterranean and Asia Region
- 48 | Inter-America and the Pacific Region
- 59 | Volunteer Work by Sector

GLOBAL INITIATIVES

- 65 | Volunteers Working in HIV/AIDS Activities in FY 2017
- 66 | Volunteers Working in Food Security in FY 2017
- 67 | Volunteers Working in Malaria Prevention in FY 2017

APPENDICES

- 69 | Volunteer Statistics
- 70 | Application Process and Phases of Volunteer Service
- 72 | Home States of Peace Corps Volunteers
- 73 | The Peace Corps' Educational Partnerships in the United States
- 79 | Foreign Currency Fluctuations
- 80 | Obligations of Funds from Other Government Agencies
- 81 | Office of Inspector General Budget Request
- 82 | Fiscal Year 2018–2022 Strategic Plan and Fiscal Year 2018–2019 Annual Performance Plan
- 123 | Fiscal Year 2017 Annual Performance Report



BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FY 2019 BUDGET REQUEST

The Peace Corps' budget request for FY 2019 is \$396,200,000, which is a decrease of \$2,021,000 from the agency's FY 2018 request. The FY 2019 budget request will enable the Peace Corps to provide support to over 7,400 Americans serving abroad as Volunteers in approximately 62 countries worldwide.

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

Dear Member of Congress:

On behalf of Peace Corps Volunteers serving around the world, I am pleased to submit the Peace Corps' fiscal year (FY) 2019 budget request of \$396,200,000. This funding level offers taxpayers a cost effective investment that supports the nation's international development goals and promotes a positive image of the United States abroad. The Peace Corps' FY 2019 funds will be used to recruit, train, and support more than 7,400 Americans serving as Peace Corps Volunteers in communities around the world.

For more than five decades, the Peace Corps has built local capacity in developing nations, shared American culture with other peoples, and brought global perspectives back home. More than 230,000 Americans from all 50 states and U.S. territories have served our country as Peace Corps Volunteers, demonstrating ingenuity, creativity, and resilience to catalyze community-led change across the globe. Whenever I visit Volunteers in the field, I hear time and again from leaders who deeply appreciate Peace Corps' lasting impact and take pride in the progress achieved in partnership with our Volunteers.

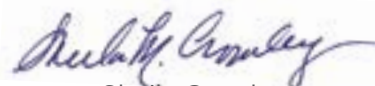
While I am inspired by our Volunteers' life-changing legacy, I know that many critical challenges remain in the places where we serve. I am more encouraged than ever that Americans from every corner of our nation continue to apply to the Peace Corps in record numbers, eager to serve their country by helping communities around the world address these challenges. From small rural villages to bustling cities across the globe, Peace Corps Volunteers represent the best that America has to offer to the world.

Volunteers live and work alongside the people they serve, earning the credibility, support, and access they need to achieve measurable results. In Togo, Volunteers helped more than 3,300 people access treatment for malaria. In Guatemala, Volunteers helped more than 150 families strengthen food security by planting community gardens. These are among the countless stories of Volunteers leaving behind a legacy of enduring relationships, shared values, and sustainable development impact.

Looking to the future, the Peace Corps continues to extend its reach, scaling up the agency's newest program in Myanmar and recently announcing plans to re-establish a program in Sri Lanka. In FY 2019, the Peace Corps will maintain its focus on providing high-quality health, safety, and security support to Volunteers while advancing the long-term goals and new objectives outlined in the agency's FY 2018-2022 Strategic Plan. The Strategic Plan continues to reflect the Peace Corps' core mission and values, focusing on maximizing operational efficiency by strengthening core business processes and infrastructure.

For more than 56 years, the Peace Corps has provided taxpayers with one of our nation's best returns on investment. In addition to serving overseas, Peace Corps Volunteers also make a lasting difference back home. After transformative experiences abroad, returned Volunteers leverage the skills they developed through their Peace Corps service to thrive as educators, entrepreneurs, and leaders in communities across the United States. I appreciate your consideration of this budget request, which will enable the Peace Corps to continue delivering vital development assistance and advancing the cause of peace through citizen diplomacy. On behalf of the Peace Corps and the thousands of patriotic Americans serving around the world, thank you for your consideration and support.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sheila Crowley", is positioned above the printed name.

Sheila Crowley
Acting Director

EXECUTIVE SUMMARY

MISSION & GOALS

Since 1961, the Peace Corps has strengthened our nation by training Americans of all ages and promoting the best of American values around the world. Volunteers and staff have represented the United States in 141 countries, working to advance the agency's three goals:

1. **Building Local Capacity:** Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.
2. **Sharing America with the World:** Promote a better understanding of Americans through Volunteers who live and work within local communities.
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.

At the end of FY 2017, 7,376 Peace Corps Volunteers were working with 64 countries to achieve their development goals in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health and Youth in Development. Volunteers work at the grassroots level, engaging community partners in collaborative projects that address specific needs identified by the host country. Most Volunteers serve for 27 months, becoming active members of their host communities and using their skills and experience to spur sustainable, community-driven change. The Peace Corps also provides targeted assistance via short-term, specialized assignments through Peace Corps Response, a program that matches skilled individuals with three to 12 month assignments that require advanced language, technical and intercultural skills.

Peace Corps Volunteers help promote a better understanding of the United States and

our country's values. The ripple effect of the relationships that Volunteers build with their students, neighbors, and community leaders leads to long-lasting positive perceptions about the United States. In fact, in some communities, Peace Corps Volunteers are the first Americans that community members have ever met. After their service, returned Volunteers come back to the United States with critical language, leadership, and intercultural skills that prepare them to serve as our nation's future leaders in the public, private, and nonprofit sectors.

Skills gained during service also enable returned Volunteers to give back when communities in the United States face challenging times. Following Hurricanes Harvey, Irma, and Maria, returned Volunteers and Peace Corps staff members answered the call to assist with relief efforts. Returned Volunteers from across the country contributed their adaptability, cultural awareness, and technical skills to American Red Cross relief efforts in Puerto Rico and the U.S. Virgin Islands. When the Department of Homeland Security requested assistance from all federal agencies, Peace Corps staff members were deployed with the U.S. Surge Capacity Force and supported communities in Puerto Rico through operations, logistics, and disaster survivor assistance.

KEY INITIATIVES FOR THE PEACE CORPS' FY 2019 BUDGET REQUEST:

Supporting the Health, Safety and Security of Volunteers

Due to the Peace Corps' presence in countries with complex operating environments, Volunteers face a variety of safety, security, and health challenges. The Peace Corps maintains an unwavering dedication to supporting Volunteers and preparing them to navigate these unique challenges in order to complete their service safely and successfully. The Peace Corps' Office of Health Services continues to implement the agency's

Healthy Volunteer 2020 initiative, a data-driven project that seeks to improve the health of Volunteers and minimize the risk of preventable disease and injury by establishing objective indicators and measuring progress toward achieving important health goals.

In FY 2017, the Peace Corps continued to strengthen safety and security support by implementing notable improvements to core training modules and safety planning materials for Volunteers by introducing the MySafety Guide, a resource designed by Peace Corps security professionals, program staff, and returned Volunteers. Based on more than 56 years of experience gained by thousands of Volunteers, the guide and exercises help trainees and Volunteers enhance their personal safety strategies throughout Peace Corps service. In FY 2018, the agency is moving from a pilot phase to full implementation. The Peace Corps will continue to monitor Volunteer and staff assessments of the resource and will revise the MySafety Guide to continue strengthening support for Volunteers.

Enhancing the agency's Sexual Assault Risk Reduction and Response (SARRR) program continues to be a major focus for the Peace Corps. The SARRR program, implemented following the passage of the Kate Puzey Peace Corps Volunteer Protection Act of 2011, includes risk reduction strategies and response frameworks focusing on ensuring effective, evidence-proven and compassionate support for Volunteers. In FY 2017, the agency worked closely with nationally recognized experts in the field of sexual assault to implement and evaluate major reforms and comprehensive policies. Training for all Volunteers and staff members continues to be a priority for the SARRR program; all sexual assault related training programs were overhauled in FY 2017, enabling Peace Corps to enhance support, prevention, and care for Volunteers.

Leveraging Strategic Planning to Drive Continuous Improvement

The Peace Corps continues to innovate and build on extensive reforms implemented in recent years. In FY 2017, the agency completed a multi-year effort to build a new financial system for overseas posts, replacing an application originally built in 2003 with a new web-based system. In FY 2018, the agency will launch a new learning management system, which will result in improved skill-building opportunities for all staff and enhanced tracking of Volunteer and staff training. The agency is also refining monitoring and evaluation (M&E) efforts by developing a project-level M&E strategy and mobile data system to facilitate real-time reporting and monitoring of Volunteer activities, outputs, and outcomes.

Looking forward, the agency's plans for innovation and improvement are highlighted in the Peace Corps' new FY 2018-2022 Strategic Plan, which lays out the agency's improvement priorities for the next four years. While the agency's mission statement and three strategic goals remain unchanged, the FY 2018-2022 Strategic Plan provides a blueprint for advancing the Peace Corps mission through new strategic and management objectives: fostering sustainable change, increasing Volunteer effectiveness, strengthening Volunteer resilience, building leaders of tomorrow, and focusing on foundational business management and organizational risk management. The new objectives seek to make the Peace Corps more accountable, efficient, and effective by focusing on strengthening core business processes and infrastructure.

In addition to the FY 2018-2022 Strategic Plan, the Peace Corps developed an Agency Reform Plan and Long-Term Workforce Plan to guide its priorities over the next five years. The agency's efforts were informed by the Office of Management and Budget's issuance of M-17-22, the Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce, which provides guidance on fulfilling the requirements of the Hiring Freeze Presidential Memorandum and

the Executive Order on a Comprehensive Plan for Reorganizing the Executive Branch, while aligning those initiatives with the federal budget and performance planning processes. The Peace Corps completed a full review of its domestic positions and processes and made a concerted effort to reduce spending by finding efficiencies in core business processes while maintaining quality support to its Volunteers. The agency also developed proposed reforms, all of which align with multiple strategic objectives in the agency's FY 2018–2022 Strategic Plan, and directly address and reflect the fifth objective, strengthening foundational business management. By implementing the plans developed through the federal budget and performance planning process, the Peace Corps is well positioned to strengthen and streamline core operations and further deliver on taxpayer investment.

Maximizing Operational Efficiency with Data-Driven Decisions

The Peace Corps uses an objective, data-driven approach to inform strategic decisions regarding global operations. Since FY 2010, the Country Portfolio Review has been a key part of this data-driven approach. In FY 2018, the agency is introducing an updated Country Portfolio Review, which uses many of the same internal and external data points, but incorporates enhanced data analysis to target specific operational priorities at Peace Corps posts. This update builds on the success of the Country Portfolio Review and strengthens the agency's operational efficiency.

The Peace Corps' data-driven approach informs strategic decisions regarding global operations, including opening, closing, and suspending programs. In early FY 2018, the agency suspended its program in Burkina Faso due to security concerns and announced plans to close its program in the Federated States of Micronesia and the Republic of Palau. In FY 2017, the agency announced plans to re-establish a program in Sri Lanka. In FY 2016, the first Volunteers arrived in Myanmar; a country agreement was signed with Vietnam; and the agency reopened programs in

Guinea and Sierra Leone, marking a return to all posts where operations were suspended due to the Ebola outbreak. Also in FY 2016, the program in Azerbaijan was closed following its suspension in FY 2015 and programs in El Salvador and Mali were suspended due to security concerns.

Modernizing Recruitment

Following historic reforms to the Peace Corps' recruitment, application, and selection process in FY 2014, the agency has continued to innovate and improve the processes and platforms that connect motivated Americans with Peace Corps assignments. Initial changes resulted in a simplified, more transparent process, enabling applicants to express their preference for country of service, work sector, and departure date. In FY 2017, additional enhancements to the agency's recruitment platform made the application process even more transparent and responsive. The updated recruitment platform provides expanded position descriptions and is more integrated with peacecorps.gov, enabling applicants to easily access country-specific information on topics such as training, health, and safety and security. These enhancements provide robust information to applicants and empower them to apply directly to the Volunteer positions that best fit their skills and preferences. Following recruitment reforms, the agency has seen record application numbers, with more than 20,000 Americans applying to serve as Peace Corps Volunteers each year.

Continued enhancements to the Peace Corps' recruitment, application, and selection process are driven by the agency's dedication to field a Volunteer corps that represents the best and the brightest of America and reflects the diversity of the American people. The agency is moving toward a recruitment model that focuses on meeting potential applicants where they are—on campus, online, and in communities around the nation. On nearly 250 college campuses, students are serving as "Campus Ambassadors," gaining valuable experience and knowledge about the Peace Corps, while also extending the Peace Corps' reach to

peers who may have less awareness of opportunities to serve. The Peace Corps is reaching Americans online through increased digital recruitment efforts and a more responsive, mobile-friendly website. In addition to increased digital recruitment efforts, the Peace Corps is growing its presence across the nation through community-based recruiters. Approximately 75 percent of recruiters are now

based in the communities where they focus their recruiting efforts. The shift to a community-based recruitment model has decreased the agency's reliance on physical office space and—aligned with the Peace Corps' focus on streamlining operations—enabled the agency to consolidate administrative functions within fewer regional recruiting offices.

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, \$396,200,000, of which \$6,000,000 is for the Office of Inspector General, to remain available until September 30, 2020: 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 to prior consultation with, and the regular notification procedures of, the Committees on Appropriations, except that prior consultation and 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.

Note— A full-year 2018 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2018 (Division D of P.L. 115-56). The amounts included for 2018 reflect the annualized level provided by the continuing resolution.



BUDGET INFORMATION



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

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	1,700	1,300	1,200
Africa	88,800	87,000	85,600
Europe, Mediterranean, and Asia	56,400	56,800	58,200
Inter-America and Pacific	63,600	62,700	61,000
Peace Corps Response	1,600	1,500	1,500
Office of Overseas Programming and Training Support	6,200	5,300	5,100
Office of Global Health and HIV	500	500	500
Subtotal, Overseas Operational Management	218,800	215,100	213,100
Overseas Operational Support			
Office of Volunteer Recruitment and Selection	21,500	19,700	18,800
Office of Health Services	12,400	13,400	13,400
Medical Services Centrally Shared Resources	16,000	14,600	15,200
Office of Victim Advocacy	600	600	600
Office of Safety and Security	4,400	4,400	4,400
Safety and Security Centrally Managed Resources	1,700	1,700	1,700
Centrally Processed Overseas Equipment and Supplies	5,100	700	4,700
Volunteer Readjustment Allowance	28,200	27,000	28,300
Federal Employees' Compensation Act	14,300	12,200	14,100
Reimbursements to Department of State (ICASS)	17,500	18,800	18,700
Foreign Currency Centralization	(2,200)	—	—
Subtotal, Overseas Operational Support	119,500	113,100	119,900
Subtotal, Direct Volunteer Operations	338,300	328,200	333,000

BUDGET INFORMATION**VOLUNTEER OPERATIONS SUPPORT SERVICES**

Office of Third Goal and Returned Volunteer Services	1,600	1,100	1,000
Office of the Director	4,000	4,000	3,900
Office of External Affairs	5,200	5,100	4,900
Office of Strategic Information, Research, and Planning	1,700	1,600	1,500
Office of the General Counsel	2,500	2,500	2,400
Office of Management	26,000	12,900	23,300
Office of Management Centrally Managed Resources	11,700	11,700	11,700
Office of the Chief Financial Officer	15,100	12,800	12,200
Office of the Chief Financial Officer Centrally Managed Resources	6,900	3,400	6,300
Office of the Chief Information Officer	27,700	26,800	20,500
Office of the Chief Information Officer Centrally Managed Resources	14,300	10,500	10,700
Subtotal, Volunteer Operations Support Services	116,700	92,400	98,400
Subtotal, Total Agency Excluding Inspector General	455,000	420,600	431,400
Inspector General	5,500	5,500	6,000
GRAND TOTAL, AGENCY	460,500	426,100	437,400

PEACE CORPS RESOURCE SUMMARY

(IN THOUSANDS OF DOLLARS)

	FY 2017	FY 2018	FY 2019
AVAILABLE RESOURCES	Actual	Estimate	Request
Budgetary Resources Available for Obligation			
Unobligated balance brought forward, start of year	66,800	32,600	39,600
New budget authority (Agency)	404,500	401,800	390,200
New budget authority (Office of the Inspector General)	5,500	5,400	6,000
Recoveries of prior year unpaid obligations	14,800	25,200	11,000
Spending authority from offsetting collections	9,000	8,000	8,000
Total Budgetary Resources Available for Obligation	500,600	473,000	454,800
Total direct obligations (Agency)	455,200	420,600	431,400
Total direct obligations (Office of the Inspector General)	5,500	5,500	6,000
Reimbursable Program Activity	7,300	7,300	4,000
Total New Obligations	468,000	433,400	441,400
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	32,600	39,600	13,400

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS

FY 1962 – FY 2019 (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 2019 (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
2000	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	3,496.00	7,332.00
2010	—	373,440	400,000	4,429.00	8,256.00
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	407,216 ^{af/}	3,860 est	7,290 est
2019	—	396,200	—	3,970 est	7,470 est

NOTES

- a/ Starting in FY 1992, funds to remain available for two years.
- b/ For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through Peace Corps' appropriation.
- c/ Includes reappropriated funds in 1963 (\$3.864 million), 1964 (\$17 million) and 1965 (\$12.1 million).
- d/ Includes Trainee Input from Transition Quarter.
- e/ Excludes \$5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177).
- f/ Excludes \$2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a \$725,000 reduction related to the Drug Initiative (P.L. 101-167).
- g/ Authorization included report language of a \$15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).
- h/ In addition, the Peace Corps received a transfer of \$12.5 million for assistance to the NIS.
- i/ In addition, the Peace Corps received a transfer of \$11.6 million for assistance to the NIS.
- j/ Appropriation of \$219,745,000 was later reduced by a rescission of \$721,000.
- k/ In addition, the Peace Corps received a transfer of \$13 million for assistance to the NIS. An additional \$1 million of NIS funds, intended for FY 1996, was received in FY 1997.
- l/ In addition, the President requested a transfer of \$5 million for assistance to the NIS.
- m/ Appropriation of \$205 million was later reduced by a rescission of \$296,000.
- n/ In addition, the Peace Corps received a transfer of \$12 million for assistance to the NIS. An additional \$1 million of NIS funds, originally intended for FY 1996 in addition to the \$13 million received that year, was received in FY 1997.
- o/ In addition, the Peace Corps received a base transfer of \$3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.
- p/ Appropriation of \$240 million was later reduced by a rescission of \$594,000. In addition, the Peace Corps received a transfer of \$1,269,000 from Economic Support Funds for security; \$7.5 million from the FY 1999 Emergency Appropriations Act (\$7 million for security and \$500,000 related to the Kosovo conflict); \$6 million from the Central American and Caribbean Disaster Recovery Fund; and \$1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/ Four-year authorization bill by Congress, FY 2000 of \$270 million, FY 2001 of \$298 million, FY 2002 of \$327 million and FY 2003 of \$365 million.

NOTES CONT.

- 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/ Assumes annualized continuing resolution level reduced by a recession of \$2,784,310.



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 include components related to overseas post management.

OFFICE OF GLOBAL OPERATIONS

The Office of Global Operations manages and coordinates the agency's strategic support to the Peace Corps' overseas operations, ensuring that all Volunteers have a safe and productive experience. Beginning in FY 2017, the office assumed responsibility for the Staging and Pre-Departure Unit which supports Volunteers prior to their arrival in-country. In addition to the Peace Corps' three geographic regions (see below), Global Operations also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, the Office of Staging and Pre-Departure, and Peace Corps Response.

AFRICA; EUROPE, MEDITERRANEAN, AND ASIA; AND INTER-AMERICA AND THE PACIFIC

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific. 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 places professionals with significant experience in short-term assignments to meet host country requests for highly skilled Volunteers. Peace Corps Response also assists the agency with returning to post-conflict countries and starting new agency partnerships and initiatives, such as the Global Health Service Partnership, which aims to improve clinical education, expand the base of physician and nursing educators, and build health-care capacity in countries that face critical shortages of health-care providers. In FY 2017, Peace Corps Response placed 288 Volunteers, and has placed on average 330 Volunteers in each of the last three fiscal years. In the past two decades, Peace Corps Response has fielded over 3,400 Volunteers in more than 80 countries.

OVERSEAS PROGRAMMING AND TRAINING SUPPORT

The Office of Overseas Programming and Training Support promotes a culture of continuous learning for Peace Corps staff and Volunteers and ensures that programming, training, and evaluation staff have the skills, resources, and guidance needed to prepare Volunteers to meet the three goals of the Peace Corps. Overseas Programming and Training Support develops and curates sector-specific programming materials, as well as guidance and resources related to intercultural competence; language proficiency development; and monitoring, reporting, and evaluation. The office delivers learning opportunities for staff and manages a knowledge-sharing platform to

facilitate 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 provides leadership and direction for all programmatic work by Volunteers in the health sector, including maternal and child health, water and sanitation, and HIV/AIDS prevention and care. The Office of Global Health and HIV also coordinates the agency's participation in the U.S. President's Emergency Plan for AIDS Relief and other global health efforts, including the Global Health Service Partnership; Ending Preventable Child and Maternal Deaths; and Saving Mothers, Giving Life.

OFFICE OF VOLUNTEER RECRUITMENT AND SELECTION

The Office of Volunteer Recruitment and Selection manages every step of the Volunteer recruitment and assessment process, from prospect inquiry to invitation. Volunteer Recruitment and Selection 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 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, Health Services provides initial and ongoing training for overseas medical staff and contractors. Sub-offices of Health Services include the Office of Medical Services, the Counseling and Outreach Unit, the Quality Improvement Unit, the Peace Corps Medical Officer Support Unit, the Health Informatics Unit, the Epidemiology Unit, and the Finance 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 medical and mental health care to currently serving Volunteers; and the Post-Service Unit, which provides support to returned Volunteers. The Office of Health Services 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 regional medical hubs; oversight of Volunteer medical evacuations; operations and development; and maintenance of the Peace Corps electronic medical record system.

The Counseling and Outreach Unit also assists posts in the management of Volunteer mental health and adjustment issues by responding to Peace Corps medical officer's consultative requests. The unit provides counseling 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 Volunteer medical expenses outside of those incurred in each post's health unit. These costs include travel and care during medical evacuation to regional centers or to the United States, as well as contracts for services related to the care of Volunteers. They also include one month of after-service health insurance for returned Peace Corps Volunteers, as well as support to Volunteers who require a visit back to their home of record for family emergencies.

OFFICE OF VICTIM ADVOCACY

The Office of Victim Advocacy 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 time in the Peace Corps 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 assuring Peace Corps staff are aware of Volunteers' choices when providing in-country support. When requested, victim advocates are available to accompany a current or returned Volunteer through the in-country criminal investigation and prosecutorial process.

Advocacy contributes to the Peace Corps' comprehensive sexual assault policy by providing input and guidance during the development and revision of policy. The office also oversees and manages the Sexual Assault Response Liaison program, in coordination with other relevant offices. Victim Advocacy is directly responsible for providing training and continuing education to sexual assault response liaisons in the field who are in place to assist victims of sexual assault with support, information, and referral.

OFFICE OF SAFETY AND SECURITY

The Office of Safety and Security 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 Office of Safety and Security 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.

The Projects, Training, and Evaluation Unit designs and evaluates all safety and security training for staff and Volunteers and evaluates the effectiveness of the agency's safety and security programs. Information and Personnel Security manages the agency's Insider Threat, Classified National Security Information program, and the personnel suitability and security clearance background investigation and adjudication program. Emergency Management and Physical Security manages the physical security of agency facilities, the agency's continuity of operations plans, and occupant emergency plans. The sub-office also coordinates the submission of overseas collocation and setback waiver requests as well as the identification of physical security measures at overseas facilities in conjunction with posts and the Department of State. Crime Response and Analyses coordinates the agency's investigative response for victims of crime overseas; collects crime-related data and identifies trends; and produces annual reports to inform agency leadership, Volunteers, Congress and the public with the aim of improving risk mitigation overseas.

Much of the direct support to posts overseas is managed by Overseas Operations, primarily through ten 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 overseas Volunteer support and supplies for Volunteers such as medical kits, eyeglasses, and mosquito nets.

VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon termination of service to assist them when they return to the United States.

FEDERAL EMPLOYEES' COMPENSATION ACT

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

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 such as administration, human resources, public outreach, and budgeting and acquisition. In addition to performing these typical functions, such offices at the Peace Corps are also dedicated to supporting Volunteers in the field in order to achieve the Peace Corps' mission and its three goals.

OFFICE OF THIRD GOAL AND RETURNED VOLUNTEER SERVICES

The Office of Third Goal and Returned Volunteer Services works to achieve the Peace Corps' Third Goal: promoting 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 Returned Volunteer Services program develops and implements career and support services that help Volunteers transition back to the United States after their service, including an online jobs board and regional, in-person, and virtual career conferences and events that serve over 4,000 returned Peace Corps Volunteers each year. These programs assist returned Volunteers with finding jobs soon after their return from service in the private, nonprofit, and public sectors, both domestically and abroad.

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program, which helps U.S. schoolchildren better understand the peoples and cultures of other countries by connecting currently-

serving Volunteers with classrooms around the United States. The program also offers educators and students free, online, multimedia-rich resources that highlight Volunteer projects and experiences. Returned Peace Corps Volunteers can also share their Peace Corps experiences through the Speakers Match program by speaking to groups in their communities.

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. This 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 includes the Office of Civil Rights and Diversity, the Office of Victim Advocacy, the Chief Compliance Officer, and the Chief Diversity Officer.

OFFICE OF EXTERNAL AFFAIRS

The Office of External Affairs provides coordination and support for the Peace Corps' engagement with external stakeholders, including the public, other federal agencies and external partners, the media, and Congress. The Office of External Affairs includes four sub-units: the Office of Strategic Partnerships and Intergovernmental Affairs; the Office of Gifts and Grants Management; the Office of Communications; and the Office of Congressional Relations.

The Office of Strategic Partnerships and Intergovernmental Affairs promotes, develops, and manages the Peace Corps' strategic partnerships and relationships with U.S. government agencies, state and local governments, nongovernmental organizations, multilateral institutions, and corporations. The Office of Gifts and Grants Management develops and implements agency

policies and strategy related to fundraising and manages the solicitation and acceptance of both monetary and in-kind gifts to the agency.

The Office of Communications manages official agency communications, including press relations, social media, marketing, video production, photography, publications, design, printing, editorial support, and the public-facing website 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 Director of the Peace Corps and Members of Congress and congressional staff.

OFFICE OF STRATEGIC INFORMATION, RESEARCH AND PLANNING

The Office of Strategic Information, Research, and Planning strengthens agency performance and accountability through strategic, analytical, and operational support to the Director, senior leadership, and partner offices.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel provides legal and policy advice and services to the Director and overseas and domestic staff, and assists in the development of Peace Corps policies and procedures.

OFFICE OF MANAGEMENT

The Office of Management provides administrative, logistics, human resources management, 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, and Drug Enforcement Administration-controlled substance management, vehicle fleet procurement and management, strategic sustainability efforts, transit and parking benefit programs, federal occupational health coordination, and warehouse logistics and fulfillment operations. The Office of Human Resource Management conducts a range of personnel support functions, including staff recruitment and hiring, position classification, performance management, payroll and benefits services, and employee and labor relations.

The Office of Staff Learning and Development manages staff training and professional development activities in the areas of onboarding and off-boarding, leadership development, coaching and mentoring, and federally mandated job skills training. The Freedom of Information Act (FOIA)/Privacy Act/Records Management Office provides guidance and assistance in the processing of FOIA and Privacy Act requests, and oversees the maintenance and legal disposition of records created or received by Peace Corps staff in the conduct of official business. The chief administrative officer and administrative unit oversee personnel, budget, and contracting activities.

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 human resource management, Freedom of Information Act, records management, and learning management systems and services.

OFFICE OF THE CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO) oversees all financial management activities relating to the programs and operations of the agency, maintains an integrated agency budget accounting and financial management system, provides financial management policy guidance and oversight, and monitors the formulation and execution of the agency's budgetary resources. In addition, the Office of Acquisition and Contract Management, which is part of OCFO, handles all forms of procurement and assistance, including contracting, acquisitions, contract administration, 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 enterprise technology architecture, the development of agency information technology policies and practices, and agency applications,

communications, and global 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, which connects headquarters, domestic recruiting operations, and overseas posts. OCIO acquires and manages technology assets; delivers IT customer support using business relationship managers and a centralized service desk; trains and supports overseas posts' IT specialists; and builds and operates systems, applications, and solutions.

OFFICE OF THE CHIEF INFORMATION OFFICER CENTRALLY MANAGED RESOURCES

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

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*		Program Funds (\$000)	
	FY 2018	FY 2019	FY 2018	FY 2019
Africa	2,900	2,980	87,000	85,600
Europe, Mediterranean, and Asia	2,270	2,320	56,800	58,200
Inter-America and Pacific	2,120	2,170	62,700	61,000
Subtotal, Country Programs	7,290	7,470	206,500	204,800

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30*		Program Funds (\$000)	
	FY 2018	FY 2019	FY 2018	FY 2019
Albania	80	80	2,300	2,200
Armenia	80	80	2,400	2,300
Belize	50	50	1,800	1,700
Benin	150	160	4,700	4,700
Botswana	100	100	2,300	2,300
Burkina Faso	—	—	3,000	—
Cambodia	130	130	3,200	3,100
Cameroon	120	130	4,500	4,600
China	140	140	4,200	4,100
Colombia	110	120	2,900	3,100
Comoros	30	40	1,500	1,600
Costa Rica	110	120	3,600	3,800
Dominican Republic	170	180	4,200	4,300
Eastern Caribbean	90	90	3,100	3,200

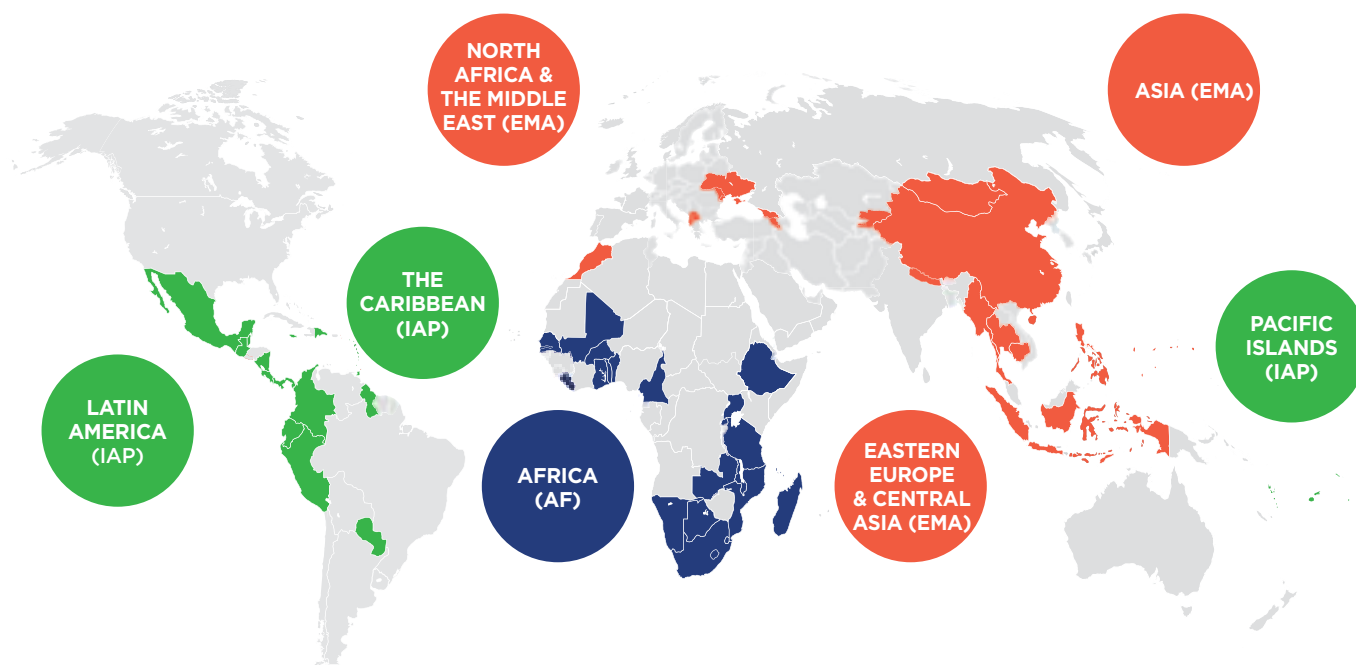
*This figure is the projected number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through the Peace Corps' appropriation.

OVERSEAS OPERATIONS

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30*		Program Funds (\$000)	
	FY 2018	FY 2019	FY 2018	FY 2019
Ecuador	140	140	5,300	5,300
Ethiopia	130	150	5,200	5,600
Fiji	90	90	2,000	2,000
The Gambia	90	100	2,200	2,300
Georgia	120	120	2,900	2,800
Ghana	160	160	3,600	3,800
Guatemala	140	140	4,500	4,600
Guinea	180	180	3,300	3,500
Guyana	70	70	2,600	2,500
Indonesia	130	140	3,200	3,300
Jamaica	60	60	2,600	2,500
Kenya	—	—	1,100	900
Kosovo	70	80	1,700	1,900
Kyrgyz Republic	100	110	2,400	2,500
Lesotho	110	110	2,200	2,200
Liberia	110	120	4,800	5,000
Macedonia	140	140	3,300	3,200
Madagascar	140	150	3,400	3,500
Malawi	80	80	3,000	3,000
Mexico	80	80	2,000	2,000
Micronesia	—	—	1,600	—
Moldova	100	100	2,400	2,300
Mongolia	110	110	3,600	3,500
Morocco	280	280	5,200	5,100
Mozambique	170	170	4,400	4,400
Myanmar	40	60	2,200	2,300
Namibia	160	160	3,500	3,500
Nepal	80	80	2,400	2,300

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30*		Program Funds (\$000)	
	FY 2018	FY 2019	FY 2018	FY2019
Nicaragua	170	170	3,700	3,600
Panama	220	220	5,600	5,400
Paraguay	220	220	5,300	5,300
Peru	200	220	5,900	6,000
Philippines	160	160	4,200	4,200
Rwanda	180	180	3,600	3,600
Samoa	50	50	1,500	1,400
Senegal	260	260	8,500	8,500
Sierra Leone	110	110	2,100	2,300
Sri Lanka	—	—	—	2,000
South Africa	90	90	3,900	3,900
Swaziland	50	50	1,600	1,600
Tanzania	170	170	3,300	3,400
Thailand	110	110	3,600	3,700
Timor-Leste	70	70	2,100	2,100
Togo	100	100	3,100	3,100
Tonga	70	70	1,300	1,200
Uganda	80	80	2,900	2,900
Ukraine	330	330	5,500	5,300
Vanuatu	80	80	3,200	3,100
Zambia	130	130	5,300	5,400
Total	7,290	7,470	206,500	204,800

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2017



Caribbean

Dominican Republic
Eastern Caribbean:

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

Jamaica

Latin America

Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

North Africa & the Middle East

Morocco

Africa

Benin
Botswana
Burkina Faso
Cameroon
Comoros
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal

Sierra Leone
South Africa
Swaziland
Tanzania
The Gambia
Togo
Uganda
Zambia

Eastern Europe & Central Asia

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands

Federated States of
Micronesia:
• Micronesia
• Palau
Fiji
Samoa
Tonga
Vanuatu

AF: Africa Region

EMA: Europe, Mediterranean, and Asia Region

IAP: Inter-America and Pacific Region

THIS PAGE WAS LEFT INTENTIONALLY BLANK

AFRICA REGION

Sahel

Senegal, The Gambia

Coastal West and Central Africa

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

Eastern Africa

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

Southern Africa

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



AFRICA

Since the establishment of Peace Corps in 1961, more than 80,000 Peace Corps Volunteers have served throughout Africa. At the close of FY 2017, 3,380 Volunteers, or 46 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. Peace Corps teaches more than 150 local languages in Africa, so that Volunteers can effectively integrate into their host communities, promote cross-cultural understanding, and implement small-scale development interventions with a focus on capacity building and sustainable change.

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. Peace Corps Volunteers engage in a wide range of projects, including those that promote food security, girls' education, HIV/AIDS prevention, and gender equity.

Education is the largest sector in Africa, encompassing over 40 percent of the region's Volunteers. Volunteers serve as classroom teachers and support capacity building of local teachers, increasing student achievement in literacy, math and science, and teaching English as a foreign language (TEFL). The Africa Region's Read for Life program provides vital technical assistance supporting key literacy techniques for listening, speaking, reading, writing and critical thinking. These interventions further equip and empower Volunteers and host country teachers in their classrooms, and promote gender-equitable, evidence-based best practices to strengthen staff climate and school culture in order to improve academic achievement.

Due to high rates of malaria, HIV/AIDS, and infant and under-five mortality, Volunteers in Africa work diligently 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 closely align with the President's Emergency Plan for AIDS Relief (PEPFAR) initiative and include awareness campaigns facilitated with local health workers, mobilization of communities for HIV testing and treatment services, and education for HIV-positive mothers. Volunteers in Africa also participate in USAID's Ending Preventable Child and Maternal Death (EPCMD) program to promote good nutrition, clean water and sanitation, and improved health outcomes of mothers and children.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN AFRICA

Togo – Proactive malaria treatment and prevention through a community-based model

Malaria is a pressing problem in almost every country in Sub-Saharan Africa, and Togo is no exception. Peace Corps Volunteers have utilized PECADOM+ (French: Prise en Charge à Domicile, English: ProACT, Proactive Case Treatment) since 2014 to help address this urgent health need. In 2017 alone, Peace Corps Togo Volunteers tested more than 5,000 individuals and helped treat over 3,300 people for malaria. By testing for and then treating malaria cases, the cycle of transmission can be greatly reduced. Volunteers provide technical training to local Community Health Workers (CHWs) in order to reach patients who live in remote and sometimes inaccessible villages. Volunteers accompany the CHWs during the early stages of implementation, provide monitoring support, and report data to the Togolese Ministry of Health. Using this community-based model has improved compliance with medication regimens while reducing costs associated with treatment and delays in care. As a result of this proactive, community-

specific outreach, communities are better able to access healthcare and are empowered to advocate for themselves.

Ethiopia – Income-generating activities for at-risk populations

In Ethiopia, it is very difficult for people living with HIV and AIDS (PLHA) to maintain a healthy weight and immune system. Work is scarce, diets lack variety, and waterborne illnesses are commonplace. One Peace Corps Volunteer worked with a small group of PLHA to help them address the difficulties of their daily lives. Together they used a Volunteers Activities and Support Training (VAST) grant to buy cows, a butter churn, and stock for a small shop. The Volunteer worked with a local health center to secure a garden plot and provided basic business management training to the PLHA group. The group now produces and sells butter and cheese, in addition to the vegetables from their gardens. They teach the community about the healthy variety of food they are selling while increasing their financial independence. Currently, the group has saved more than 10,000 Ethiopian birr, more than half a year's salary, from the sales of vegetable and butter, and also created a stable and healthy livelihood.

Botswana – Supply chain management training expands medical resource access

In a country with one of the highest HIV/AIDS infection rates in the world, effective supply chain management is essential to ensuring medical supplies are available and accessible. Since 2015, Peace Corps Volunteers, in partnership with PEPFAR, USAID and Botswana's Ministry of Health and Wellness (MOHW), have helped address the severe supply chain challenges plaguing the health system by building capacity among health care workers throughout the country. During the past year, Peace Corps Botswana Committee on Supply Chain Management trainers, together with trainers from the MOHW, trained 73 local health care practitioners and their Volunteers in five-day workshops that covered standard operating procedures and data submission. The

transfer of these skills will help fortify the movement of medicines in and across Botswana's hospitals, clinics, and health posts.

Liberia – Educating communities through health radio

During the Ebola outbreak in West Africa in 2014, many of the positive strides that Liberia had made in curbing the effects of preventable diseases were halted as resources were allocated to emergency efforts. One Peace Corps Liberia Volunteer is engaging community members in conversations about disease prevention through a weekly radio program. This live radio program partners with healthcare workers from local clinics and hospitals, Peace Corps Health Volunteers, and Liberia's Ministry of Health to reduce the impact of the preventable disease throughout Liberia. To date, the radio program has reached over 25,000 community members and engaged listeners in conversations on malaria and polio prevention and treatment, menstrual hygiene, HIV/AIDs, Typhoid Fever, and the importance of WASH (Water, Hygiene and Sanitation).

Comoros – Addressing student disparities through English education

Many students in Comoros live in villages with limited access to water and electricity; households struggle with unemployment and live on less than two dollars a day. Secondary students in these villages often serve as guardians for their younger siblings and bear economic responsibilities. In an effort to advance higher education and increase future employability of these students, Peace Corps Volunteers partnered with the University of Comoros to implement an English competition in which 11 high schools and 44 students participated. Throughout the competition, students were able to set personal goals, gain self-confidence, and develop their English skills. Because of the success of this inaugural competition, administrators hope to implement similar events on other islands, culminating in an eventual national competition.

AFRICA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2017

Country	Languages
BENIN	Adja; Bariba; Biali; Dendi; Ditamari; Fon; French; Fulfulde; Kotokoli; Lokpa; Mahi; Mina; Nagot; Nyende; Sahoue; Wama
BOTSWANA	Setswana
BURKINA FASO	Bissa; Cerma; Dagara; French; Gulimancema; Julia; Kasem; Lobiri; Lyele; Moore; Nuni; San
CAMEROON	French; Fulfulde; Pidgin (Cameroon)
COMOROS	French; Shimwali; Shindzwani; Shingazidja
ETHIOPIA	Afan Oromo/Oromo; Amharic; Tigrigna
GHANA	Dagaare; Dagbani; Dangbe; Ewe; Fanti; Gurune; Likpankai; 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	Antandroy; French; Malagasy (Antakarana); Malagasy (Antanosy); Malagasy (Antefasy); Malagasy (Antemoro); Malagasy (Antesaka); Malagasy (Betsileo); Malagasy (Betsimisaraka); Malagasy (Sakalava Boina); Malagasy (Standard); Malagasy (Tsimihety)
MALAWI	Chichewa; Chitonga; Chitumbuka
MOZAMBIQUE	Chichewa/Cinyanja; Chimanyika; Cichangana; Cicopi; Cimakonde; Cindau; Cinyungwe/Cinyungwe; Citewe; Citswa; Ciyao; Echuabo; Ekoti; Elomwe; Emakwa; Gitonga; Nhungue; Portuguese; Yaho
NAMIBIA	Afrikaans; Khoekhoegowab; Oshikwanyama/Kwanyama; Oshindonga/Ndonga; Otjiherero/ Herero; Rukwangali; Rumanjo; Silozi
RWANDA	Kinyarwanda
SENEGAL	Bambara; Fulakunda; Jaxanke; Mandinka; Pulaar du Nord; Pulaar du Sud; Seereer; Wolof
SIERRA LEONE	Krio; Mendingo; Mende; Temne
SOUTH AFRICA	IsiZulu; Sepedi; Venda/TshiVenda; XiTsonga
SWAZILAND	Sign language (siSwati); Siswati/IsiSwati
TANZANIA	Swahili/Kiswahili
THE GAMBIA	Jola; Mandinka; Pulaar; Sarahule; Wolof
TOGO	Adja; Akebou; Bassar; Ewe; French; Ikposso; Kabiye; Kambole; Konkomba; Moba; Nawdum; Tchamba; Tem
UGANDA	Acholi; Ateso; Dhondhola; Lango; Luganda; Lusoga; Runyankore/Rukiga; Runyoro-Rutooro
ZAMBIA	Bemba; Chitonga; Kaonde; Lenje/Chilenje; Lunda; Mambwe-Lungu; Nyanja

OVERSEAS OPERATIONS

BENIN

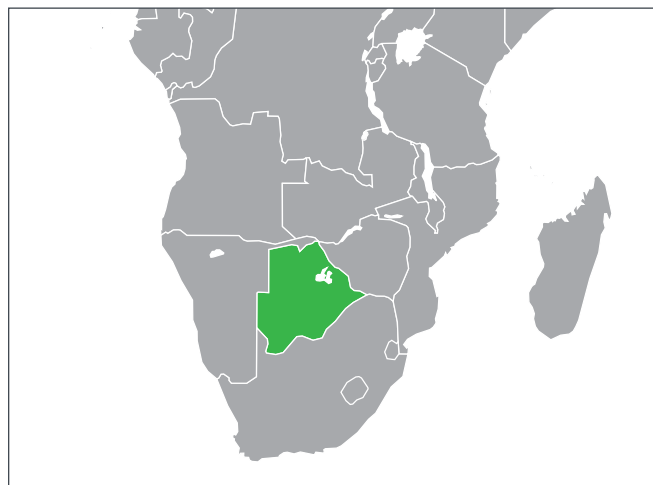
CAPITAL	Porto—Novo
POPULATION	10.9 million
GROSS NATIONAL INCOME PER CAPITA	\$820
PROGRAM DATES	1968–present
PROGRAM SECTORS	Agriculture
	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	150	160
Program funds (\$000)	4,700	4,700



BOTSWANA



CAPITAL	Gaborone
POPULATION	2.3 million
GROSS NATIONAL INCOME PER CAPITA	\$6,750
PROGRAM DATES	1966–97, 2003–present
PROGRAM SECTORS	Health
	Youth in Development
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

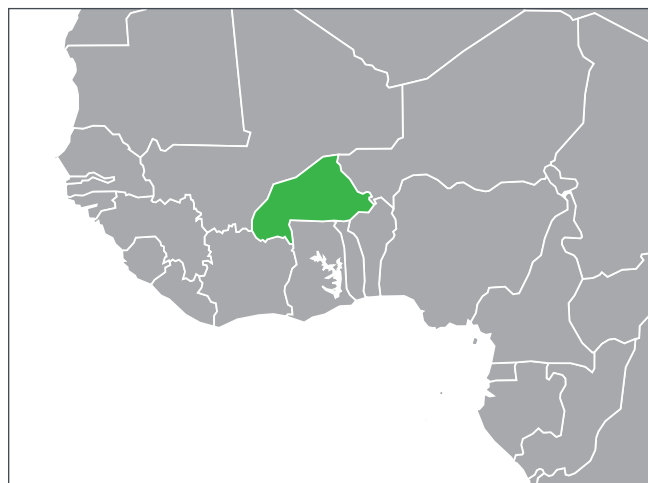
	FY 2018	FY 2019
Volunteers	100	100
Program funds (\$000)	2,300	2,300

BURKINA FASO

CAPITAL	Ouagadougou
POPULATION	18.6 million
GROSS NATIONAL INCOME PER CAPITA	\$620
PROGRAM DATES	1967–87, 1995–present
PROGRAM SECTORS	Community Economic Development
	Education, Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	0	0
Program funds (\$000)	3,000	0

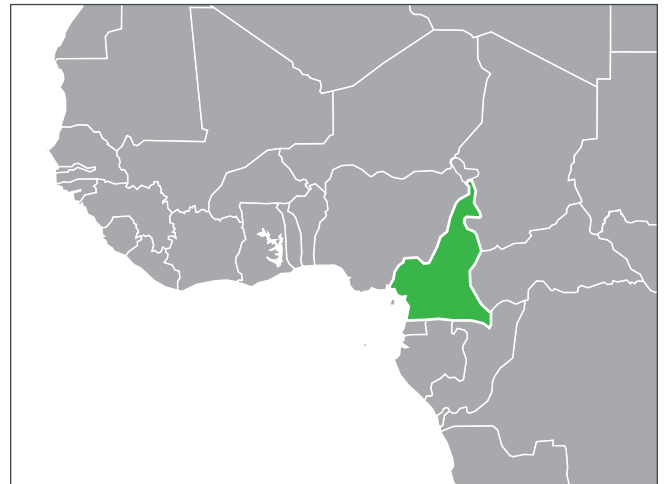


CAMEROON

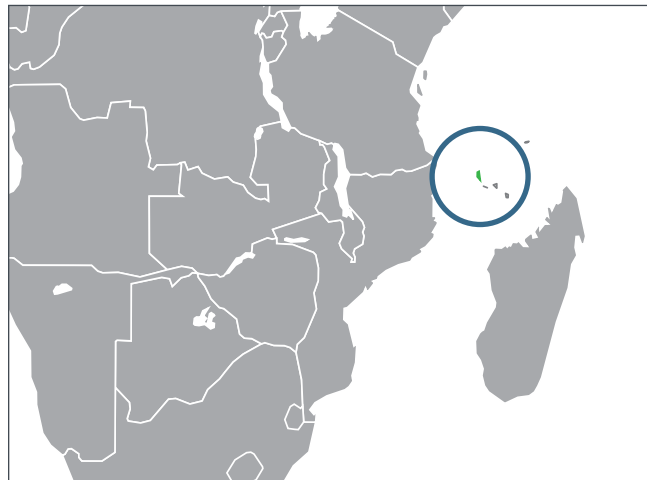
CAPITAL	Yaounde
POPULATION	23.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,400
PROGRAM DATES	1962-present
PROGRAM SECTORS	Agriculture
	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	120	130
Program funds (\$000)	4,500	4,600



COMOROS



CAPITAL	Moroni
POPULATION	795 thousand
GROSS NATIONAL INCOME PER CAPITA	\$770
PROGRAM DATES	1988-95, 2015-present
PROGRAM SECTORS	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	30	40
Program funds (\$000)	1,500	1,600

ETHIOPIA

CAPITAL	Addis—Ababa
POPULATION	102.4 million
GROSS NATIONAL INCOME PER CAPITA	\$660
PROGRAM DATES	1962-77, 1995-99, 2007-present
PROGRAM SECTORS	Education
	Environment
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	130	150
Program funds (\$000)	5,200	5,600



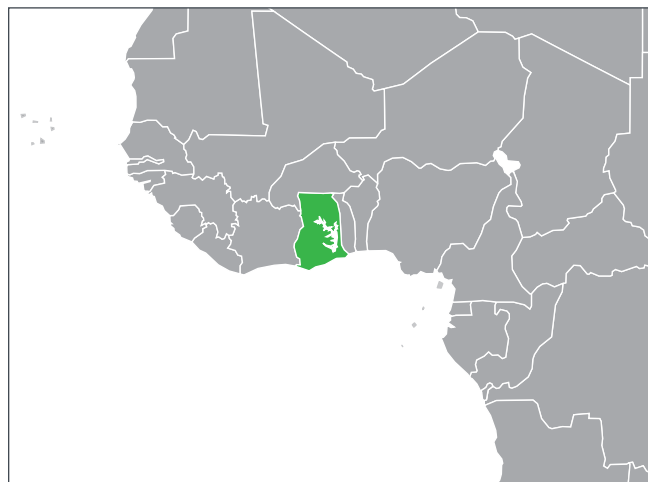
OVERSEAS OPERATIONS

GHANA

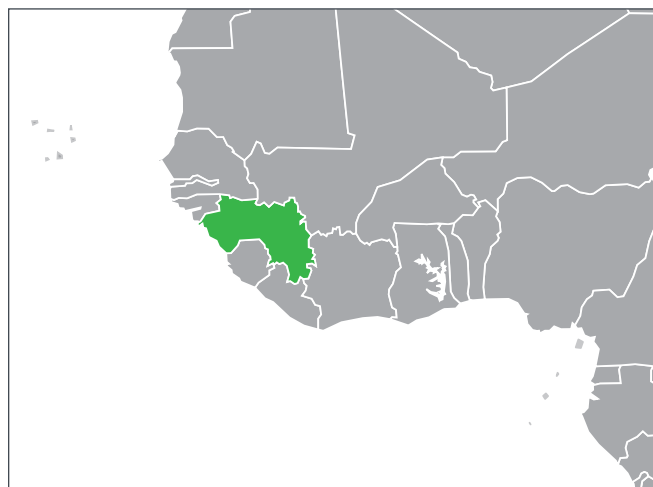
CAPITAL Accra
 POPULATION 28.2 million
 GROSS NATIONAL INCOME PER CAPITA \$1,380
 PROGRAM DATES 1961-present
 PROGRAM SECTORS Agriculture
 Education, Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	160	160
Program funds (\$000)	3,600	3,800



GUINEA



CAPITAL Conakry
 POPULATION 12.4 million
 GROSS NATIONAL INCOME PER CAPITA \$670
 PROGRAM DATES 1963-66, 1969-71, 1985-present
 PROGRAM SECTORS Agriculture
 Education
 Health
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

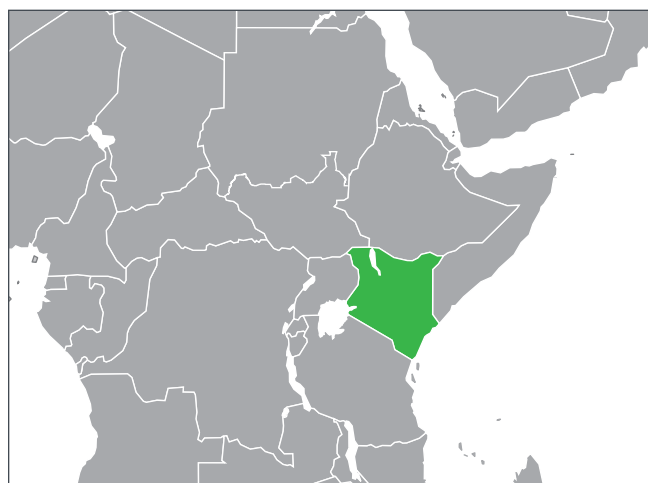
	FY 2018	FY 2019
Volunteers	180	180
Program funds (\$000)	3,300	3,500

KENYA

CAPITAL Nairobi
 POPULATION 48.5million
 GROSS NATIONAL INCOME PER CAPITA \$1,380
 PROGRAM DATES 1964-present
 PROGRAM SECTORS Community Economic Development
 Education, Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	0	0
Program funds (\$000)	1,100	900

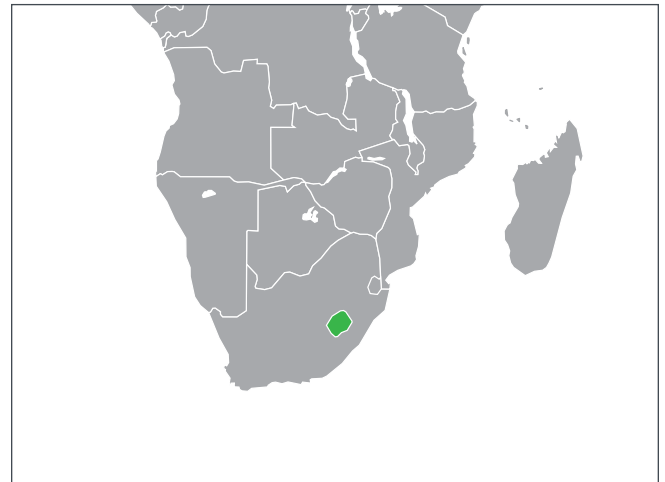


LESOTHO

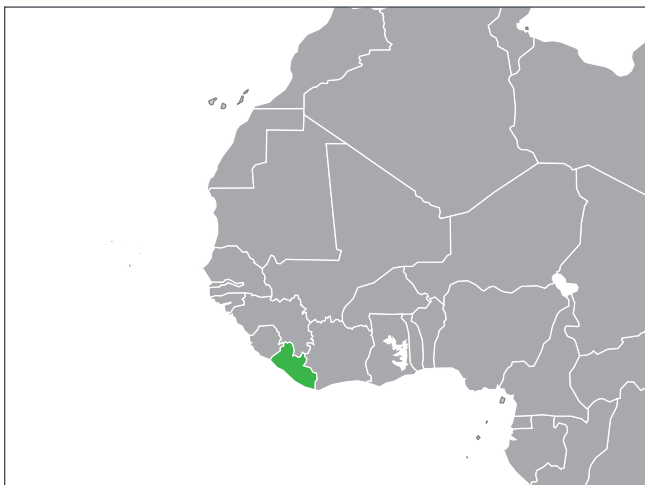
CAPITAL	Maseru
POPULATION	2.2million
GROSS NATIONAL INCOME PER CAPITA	\$1,270
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	110
Program funds (\$000)	2,200	2,200



LIBERIA



CAPITAL	Monrovia
POPULATION	4.6 million
GROSS NATIONAL INCOME PER CAPITA	\$370
PROGRAM DATES	1962-90, 2008-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	120
Program funds (\$000)	4,800	5,000

MADAGASCAR

CAPITAL	Antananarivo
POPULATION	24.9 million
GROSS NATIONAL INCOME PER CAPITA	\$400
PROGRAM DATES	1993-present
PROGRAM SECTORS	Agriculture Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	140	150
Program funds (\$000)	3,400	3,500



OVERSEAS OPERATIONS

MALAWI

CAPITAL	Lilongwe
POPULATION	18.1 million
GROSS NATIONAL INCOME PER CAPITA	\$320
PROGRAM DATES	1963-76, 1978—present
PROGRAM SECTORS	Agriculture
	Education, Environment
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	3,000	3,000



MOZAMBIQUE



CAPITAL	Maputo
POPULATION	28.8 million
GROSS NATIONAL INCOME PER CAPITA	\$480
PROGRAM DATES	1998—present
PROGRAM SECTORS	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

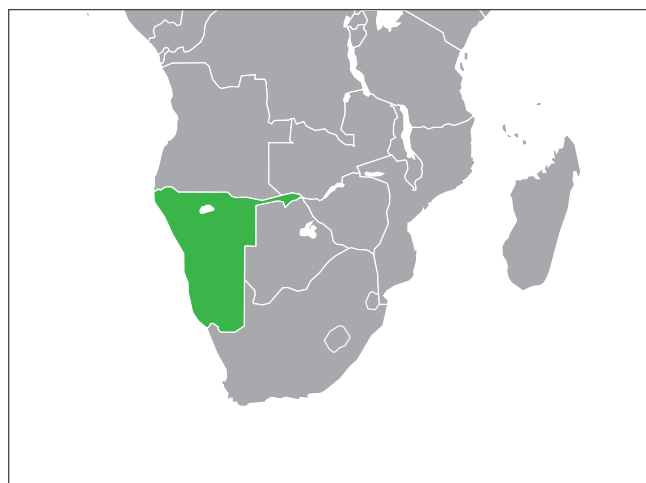
	FY 2018	FY 2019
Volunteers	170	170
Program funds (\$000)	4,400	4,400

NAMIBIA

CAPITAL	Windhoek
POPULATION	2.5 million
GROSS NATIONAL INCOME PER CAPITA	\$4,640
PROGRAM DATES	1990—present
PROGRAM SECTORS	Community Economic Development
	Education, Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	160	160
Program funds (\$000)	3,500	3,500



RWANDA

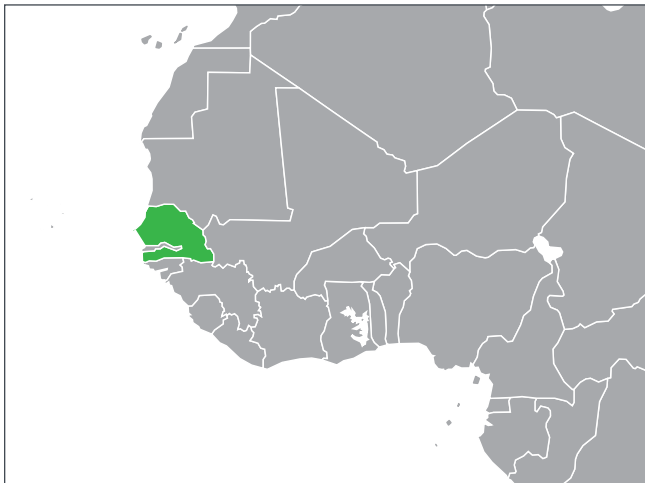
CAPITAL	Kigali
POPULATION	11.9 million
GROSS NATIONAL INCOME PER CAPITA	\$700
PROGRAM DATES	1975-93, 2008-present
PROGRAM SECTORS	Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	180	180
Program funds (\$000)	3,600	3,600



SENEGAL



CAPITAL	Dakar
POPULATION	15.4 million
GROSS NATIONAL INCOME PER CAPITA	\$950
PROGRAM DATES	1963-present
PROGRAM SECTORS	Agriculture Community Economic Development Environment, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

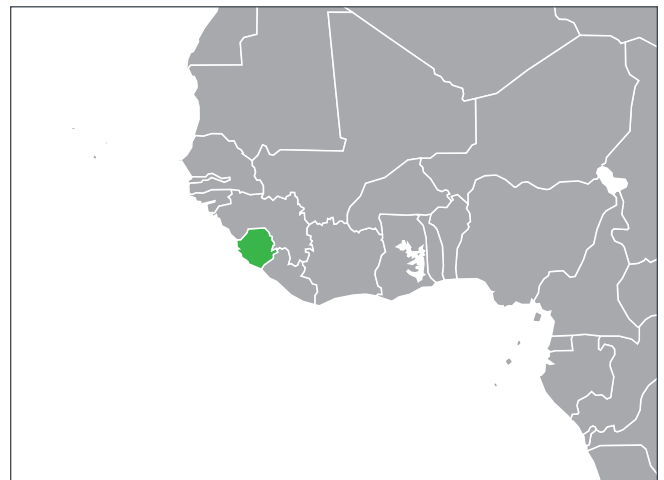
	FY 2018	FY 2019
Volunteers	260	260
Program funds (\$000)	8,500	8,500

SIERRA LEONE

CAPITAL	Freetown
POPULATION	7.4 million
GROSS NATIONAL INCOME PER CAPITA	\$490
PROGRAM DATES	1962-94, 2009-present
PROGRAM SECTORS	Education Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	110
Program funds (\$000)	2,100	2,300



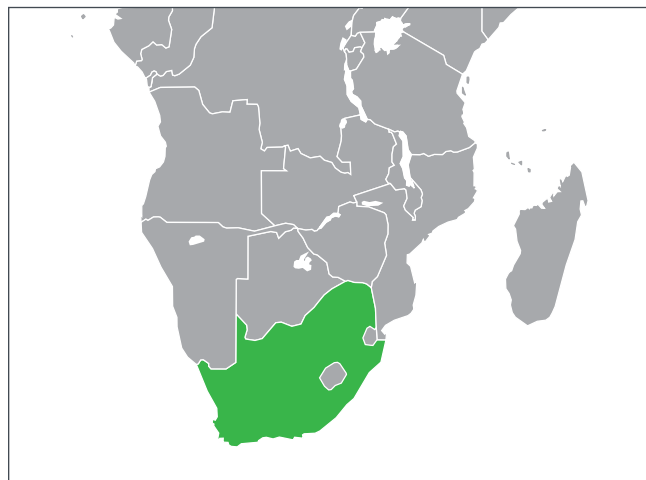
OVERSEAS OPERATIONS

SOUTH AFRICA

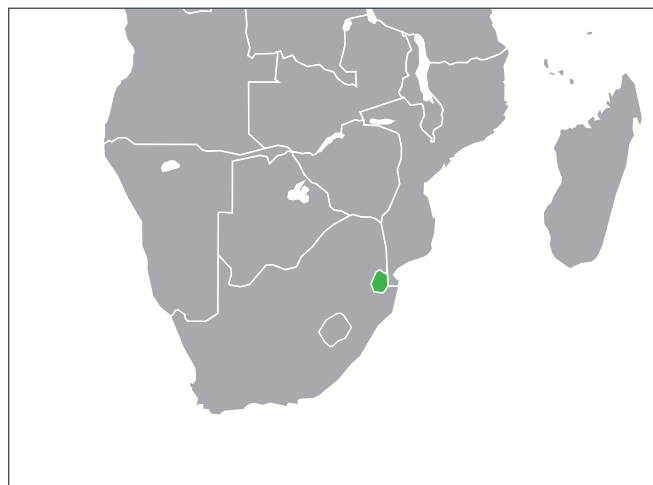
CAPITAL	Pretoria
POPULATION	55.9 million
GROSS NATIONAL INCOME PER CAPITA	\$5,490
PROGRAM DATES	1997-present
PROGRAM SECTORS	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	90	90
Program funds (\$000)	3,900	3,900



SWAZILAND



CAPITAL	Mbabane
POPULATION	1.3 million
GROSS NATIONAL INCOME PER CAPITA	\$2,960
PROGRAM DATES	1968-96, 2003-present
PROGRAM SECTORS	Health
	Youth in Development
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	50	50
Program funds (\$000)	1,600	1,600

TANZANIA

CAPITAL	Dodoma
POPULATION	55.6 million
GROSS NATIONAL INCOME PER CAPITA	\$900
PROGRAM DATES	1961-69, 1979-present
PROGRAM SECTORS	Agriculture
	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	170	170
Program funds (\$000)	3,300	3,400

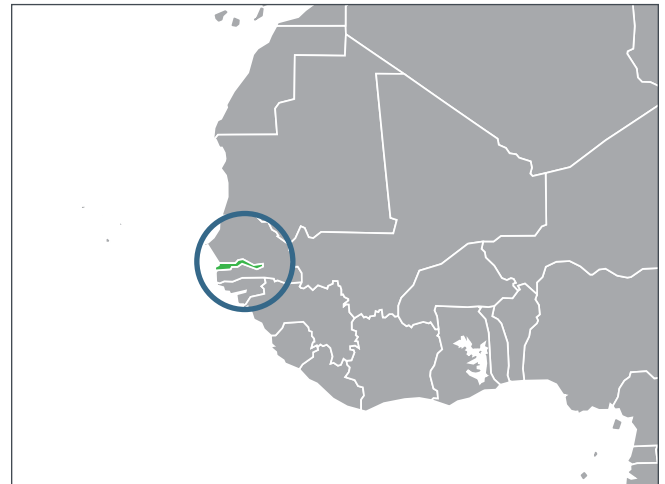


THE GAMBIA

CAPITAL	Banjul
POPULATION	2 million
GROSS NATIONAL INCOME PER CAPITA	\$430
PROGRAM DATES	1967-present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	90	100
Program funds (\$000)	2,200	2,300



TOGO



CAPITAL	Lome
POPULATION	7.6 million
GROSS NATIONAL INCOME PER CAPITA	\$540
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Environment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	100	100
Program funds (\$000)	3,100	3,100

UGANDA

CAPITAL	Kampala
POPULATION	41.5 million
GROSS NATIONAL INCOME PER CAPITA	\$630
PROGRAM DATES	1964-72, 1991-99, 2001-present
PROGRAM SECTORS	Agriculture Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

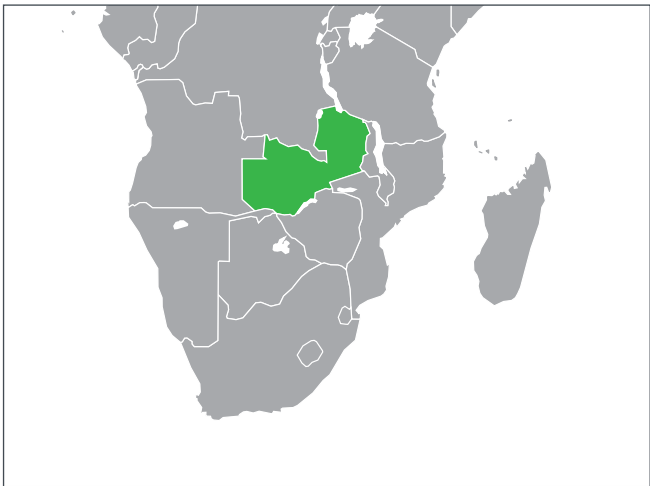
	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	2,900	2,900



OVERSEAS OPERATIONS

ZAMBIA

CAPITAL	Lusaka
POPULATION	16.6 million
GROSS NATIONAL INCOME PER CAPITA	\$1,360
PROGRAM DATES	1994–present
PROGRAM SECTORS	Agriculture
	Education, Environment, Health
	Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	130	130
Program funds (\$000)	5,300	5,400

Notes:

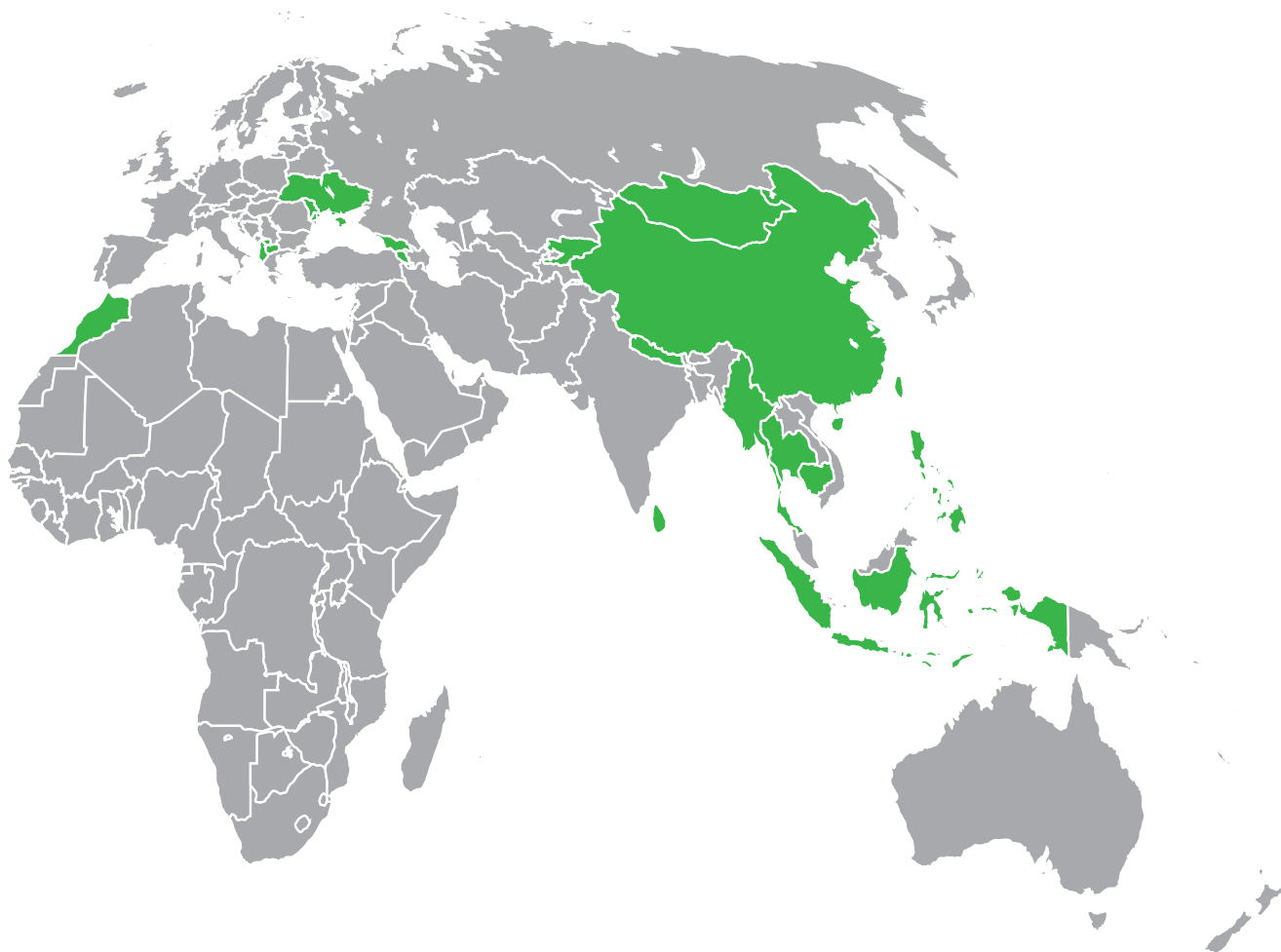
- 1. Volunteer numbers for FY 2018 and FY 2019 represent the anticipated number of Volunteers on September 30 each year.
- 2. Population and GNI per capita based on World Bank Data for 2016.



THIS PAGE WAS LEFT INTENTIONALLY BLANK

EUROPE, MEDITERRANEAN, AND ASIA REGION

Balkans	Albania, Kosovo, 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, Indonesia, Mongolia, Myanmar, Nepal, Philippines, Sri Lanka, Thailand, Timor—Leste



EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 60,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2017, 2,059 Volunteers were working in 18 countries across the region.

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 host country volunteerism. The majority of Volunteers actively engage youth in their activities.

Fifty percent of EMA Volunteers work in Education, with classroom-based teaching English as a foreign language as the primary activity. Volunteers are part of national and local 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 ten EMA countries are working to improve the lives of girls and women with primary activities focused at the community level. These activities include life skills clubs and workshops to build and strengthen girls' and boys' leadership skills, employability, and mentoring networks. Volunteers also conduct Student-Friendly Schools workshops with teachers to address gender-based violence in school settings.

Volunteers in EMA were trained in more than 45 languages in FY 2017. 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

Kyrgyz Republic – Training future entrepreneurs in Central Asia

Volunteers in the Kyrgyz Republic are tapping into their students' entrepreneurial spirit, creating local business and winning international awards. In 2017, four Peace Corps Volunteers extended their service for a third year to pilot a new Community and Youth Development project. In partnership with the Ministry of Education and Enactus, an international nonprofit organization, these Volunteers are currently working at universities in Bishkek and Osh to inspire students to use the power of entrepreneurial action to enact positive change for a more sustainable world. These Volunteers tap into their students' entrepreneurial spirit to create community-based business plans that lead to positive, sustainable change. The work of one Volunteer and his students resulted in the successful launch of a corporate lunch business, bringing reasonably priced home cooked meals to city employees. Through this program, four women increased their confidence, developed small business skills, and started to generate a monthly income for the first time.

Thailand – Teachers as mentors, students as leaders

Volunteers in Thailand are instilling new confidence and skills in students and teachers through innovative English language camps. In May 2017, a Peace Corps Volunteer and her English teacher counterpart created and led a new sustainable English language camp in their community. Over the course of six weeks, the English teacher and Volunteer co-taught six English lessons to 28 student leaders and 6 English teachers in the region. Five months later, the participants came back together for refresher training and prepared for a two-day English camp serving 170 students. Student leaders confidently led sessions and their English teachers acted as mentors, offering clarifications

and corrections as needed throughout the camp. The student leaders also led engaging games and activities to supplement the day's lessons. At the end of the two days, the overwhelming majority of the student teachers reported that their experience leading the English camp had not only raised their confidence in speaking English but also strengthened their leadership skills. At the camp's closing ceremony, a local education official proclaimed that with this camp's success, Peace Corps had shown local students and leaders alike that they now had the necessary resources and ability to train future leaders within their community.

Macedonia – Creating leaders and sustainable organizations

Peace Corps Volunteers in Macedonia are working themselves out of a job by helping local organizations take over youth leadership development programs. In September 2017, Peace Corps Macedonia officially transferred Macedonia Model United Nations (MMUN) to a local partner, the Coalition of Youth Organizations (SEGA), a nation-wide network of NGOs working on youth development. Over the past six years, Peace Corps Volunteers worked with SEGA to implement the MMUN project on a national level, reaching over 500 youth. Participants were trained and used the Model UN simulation to build research, debating, public speaking, problem-solving and English language skills. With each annual MMUN event, SEGA staff increase their knowledge and capacity to implement the project independently. To further support the program's sustainability, one Peace Corps Volunteer, together with colleagues at SEGA, created a Model

UN Manual, which serves as a programmatic, administrative and logistical guideline for starting and implementing similar Model UN projects in other countries.

Timor-Leste – Prison sewing cooperative

A Peace Corps Volunteer in Timor-Leste helped create a women's sewing cooperative at a local prison that enabled prisoners to gain new skills and a renewed sense of purpose. The Volunteer worked in partnership with a national NGO that provides services to female prisoners, called Psychosocial Recovery and Development in East Timor (PRADET), to establish a sewing cooperative. Through the Volunteer's activities at the prison, the prisoners were able to find a sense of purpose and achievement during their time in prison, as well as to prepare them for meaningful roles in their communities upon release. During her two years of service, the Volunteer trained 20 female prisoners in financial literacy and small business management, and arranged for a local seamstress to facilitate sewing workshops. Liaising with a local handicraft shop in Timor-Leste's capital, Dili, the Volunteer helped establish a market for the cooperative's products. The successful sales resulted in increased financial opportunities for the participating women, further motivating them to make the cooperative a success. After their release, at least four prisoners have been asked to continue sewing for the shop and others are making plans to open their own small business in their respective communities. The cooperative continues today with material support provided by PRADET and delivers custom work orders placed by the Dili handicraft shop.

EMA – LANGUAGES TAUGHT TO VOLUNTEERS IN 2017

Country	Languages
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
MACEDONIA	Albanian; Macedonian; Romani (Macedonian)
MOLDOVA	Romanian; Russian
MONGOLIA	Kazakh; Mongolian
MOROCCO	Arabic (Morocco – Darija); Tamazight; Tashelheet
MYANMAR	Burmese
NEPAL	Gurung; Magar; Nepali
THAILAND	Thai (Central); Thai (North Eastern Dialect); Thai (Northern Dialect); Thai (Southern Dialect)
THE PHILIPPINES	Bicol-Albay; Bikol-Naga; Cebuano; Hiligaynon; Ifugao-Tuwali; Ilokano; Kinaray-a; Sorsoganon; Tagalog; Waray-Waray
TIMOR-LESTE	Makasae; Mambae; Tetun; Tukudede
UKRAINE	Russian; Ukrainian

OVERSEAS OPERATIONS

ALBANIA

CAPITAL Tirana
 POPULATION 2.9 million
 GROSS NATIONAL INCOME PER CAPITA \$4,180
 PROGRAM DATES 1992-97, 2003-present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	2,300	2,200



ARMENIA



CAPITAL Yerevan
 POPULATION 2.9 million
 GROSS NATIONAL INCOME PER CAPITA \$3,770
 PROGRAM DATES 1992-present
 PROGRAM SECTORS Youth in Development
 Education
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

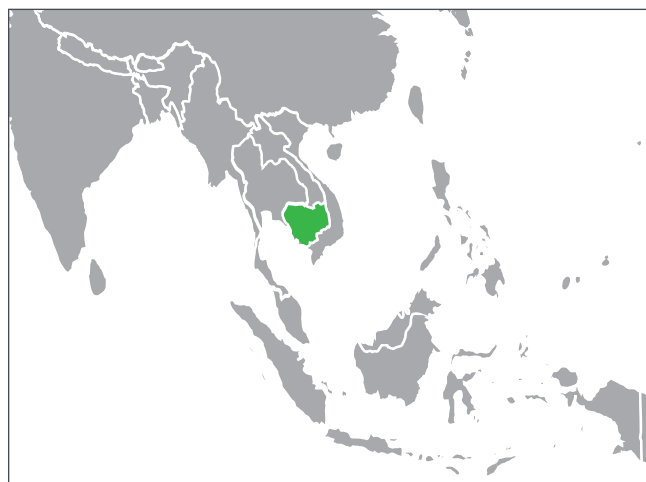
	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	2,400	2,300

CAMBODIA

CAPITAL Phnom Penh
 POPULATION 15.8 million
 GROSS NATIONAL INCOME PER CAPITA \$1,140
 PROGRAM DATES 2007-present
 PROGRAM SECTORS Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	130	130
Program funds (\$000)	3,200	3,100



CHINA

CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$8,250
PROGRAM DATES	1993-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	140	140
Program funds (\$000)	4,200	4,100



GEORGIA



CAPITAL	Tbilisi
POPULATION	3.7 million
GROSS NATIONAL INCOME PER CAPITA	\$3,830
PROGRAM DATES	2001-present
PROGRAM SECTORS	Community Economic Development Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	120	120
Program funds (\$000)	2,900	2,800

INDONESIA

CAPITAL	Jakarta
POPULATION	261.1 million
GROSS NATIONAL INCOME PER CAPITA	\$3,440
PROGRAM DATES	1963-65, 2010-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	130	140
Program funds (\$000)	3,200	3,300



OVERSEAS OPERATIONS

KOSOVO

CAPITAL	Pristina
POPULATION	1.8 million
GROSS NATIONAL INCOME PER CAPITA	\$3,850
PROGRAM DATES	2014–present
PROGRAM SECTORS	Education Community Economic Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	70	80
Program funds (\$000)	1,700	1,900



KYRGYZ REPUBLIC



CAPITAL	Bishkek
POPULATION	6.1 million
GROSS NATIONAL INCOME PER CAPITA	\$1,100
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	100	110
Program funds (\$000)	2,400	2,500

MACEDONIA

CAPITAL	Skopje
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	\$4,980
PROGRAM DATES	1996–present
PROGRAM SECTORS	Community Economic Development English Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	140	140
Program funds (\$000)	3,200	3,200



MOLDOVA

CAPITAL	Chisinau
POPULATION	3.6 million
GROSS NATIONAL INCOME PER CAPITA	\$2,120
PROGRAM DATES	1993-present
PROGRAM SECTORS	Community Economic Development Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	100	100
Program funds (\$000)	2,400	2,300



MONGOLIA



CAPITAL	Ulaanbaatar
POPULATION	3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,590
PROGRAM DATES	1991-present
PROGRAM SECTORS	Education Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

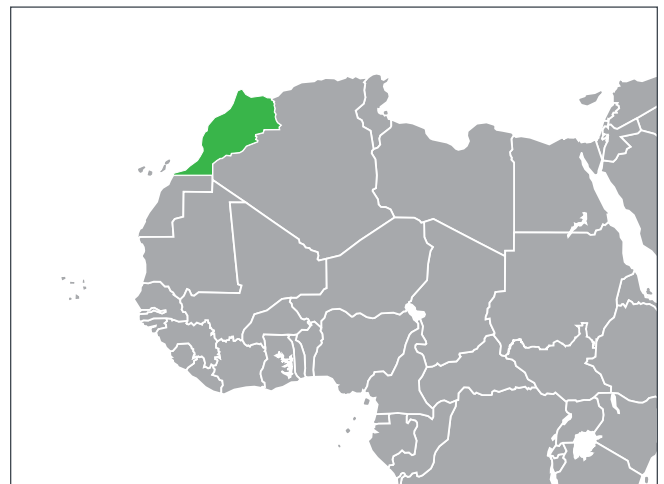
	FY 2018	FY 2019
Volunteers	110	110
Program funds (\$000)	3,600	3,500

MOROCCO

CAPITAL	Rabat
POPULATION	35.3 million
GROSS NATIONAL INCOME PER CAPITA	\$2,850
PROGRAM DATES	1963-present
PROGRAM SECTORS	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	280	280
Program funds (\$000)	5,200	5,100



OVERSEAS OPERATIONS

MYANMAR

CAPITAL	Yangon
POPULATION	52.9 million
GROSS NATIONAL INCOME PER CAPITA	\$1,190
PROGRAM DATES	2015-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	40	60
Program funds (\$000)	2,200	2,300



NEPAL



CAPITAL	Kathmandu
POPULATION	29 million
GROSS NATIONAL INCOME PER CAPITA	\$730
PROGRAM DATES	1962-2004, 2012-present
PROGRAM SECTORS	Agriculture

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	2,400	2,300

PHILIPPINES

CAPITAL	Manila
POPULATION	103.3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,580
PROGRAM DATES	1961-90, 1992-present
PROGRAM SECTORS	Education Environment Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	160	160
Program funds (\$000)	4,200	4,200

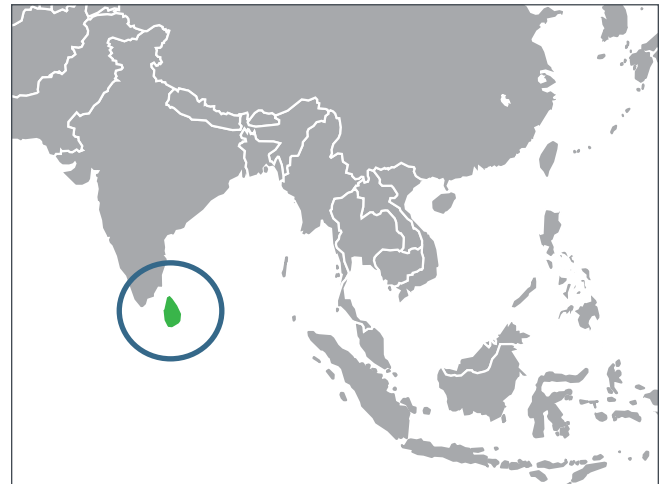


SRI LANKA

CAPITAL Colombo, Sri Jayawardenepura Kotte
 POPULATION 21.2 million
 GROSS NATIONAL INCOME PER CAPITA \$3,780
 PROGRAM DATES 1962-1964, 1967-1970, 1983-1998
 PROGRAM SECTORS Education (expected FY 2020)

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	0	0
Program funds (\$000)	0	2,000



THAILAND



CAPITAL Bangkok
 POPULATION 68.9 million
 GROSS NATIONAL INCOME PER CAPITA \$5,640
 PROGRAM DATES 1962-present
 PROGRAM SECTORS Education
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	110
Program funds (\$000)	3,600	3,700

TIMOR—LESTE

CAPITAL Dili
 POPULATION 1.3 million
 GROSS NATIONAL INCOME PER CAPITA \$2,060
 PROGRAM DATES 2002-06, 2015-present
 PROGRAM SECTORS Community Economic Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	70	70
Program funds (\$000)	2,100	2,100



UKRAINE

CAPITAL	Kyiv
POPULATION	45 million
GROSS NATIONAL INCOME PER CAPITA	\$2,310
PROGRAM DATES	1992-present
PROGRAM SECTORS	Community Economic Development
	Education
	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	330	330
Program funds (\$000)	5,500	5,300



- Notes:
- 1. Volunteer numbers for FY 2018 and FY 2019 represent the anticipated number of Volunteers on September 30 each year.
 - 2. Population and GNI per capita based on World Bank Data for 2016.



THIS PAGE WAS LEFT INTENTIONALLY BLANK

INTER-AMERICA AND THE PACIFIC REGION

Central America	Belize, Costa Rica, Guatemala, Mexico, Nicaragua, 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, Micronesia, Palau, Samoa, Tonga, Vanuatu



INTER-AMERICA AND THE PACIFIC

More than 87,000 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 2017, 1,937 Volunteers were working in 19 posts across 23 nations (some Peace Corps posts cover more than one country). In the IAP region, the Peace Corps provides training in more than 20 languages, enhancing Volunteers' effectiveness and integration into local communities.

Volunteers in IAP work in all six agency programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. A large proportion of Volunteers work with schools supporting teachers, building libraries, creating resources for hands-on learning, and teaching literacy and English. Across the sectors, Volunteers also address issues related to the environment, information technology, food security, gender equity, host country volunteerism, and HIV/AIDS education. Regardless of assignment, the majority of Volunteers actively engage youth in their activities.

Volunteers' activities place a high priority on working with youth because people under 25 years of age comprise a majority of the population in many IAP countries. Volunteers conduct a wide range of community-based activities that facilitate life and leadership skills development, and strengthen self-esteem, decision-making, and communication. In many countries, Volunteers organize and facilitate youth leadership camps, form youth groups, and provide technology and entrepreneurial skill-building workshops. Youth programs strengthen 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 IAP 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

Fiji —Dancing for healthy living

Over the course of ten days, two Volunteers hiked around the small Fijian island of Beqa, offering dancing & fitness classes to women in each of the nine villages on the island. In addition to leading the dance fitness routines promoted by Fiji's Ministry of Health, they also led talks on fitness, nutrition, gardening and other topics related to healthy lifestyles. Volunteers engaged 176 Beqa residents (mostly women) in conversations about how to manage nutrition and physical health in remote island settings. Often excluded from sports or fitness due to gender norms, the women of Beqa expressed the need for a safe, private, female-driven space to exercise, and the dance & fitness program provided that outlet. Women of all ages participated, laughed, danced, and ended each session with a newfound autonomy over their physical well-being. Multiple women's groups in the island's nine villages have requested more material and hosted their own women's only exercise sessions, expanding beyond dance & fitness classes to include volleyball and walking.

Guatemala –Elementary school kitchen construction project

A Youth in Development Volunteer started an Elementary School Kitchen Construction Project in her community. The objective of the project was to construct a new kitchen on the second level of the rural elementary school to improve health and safety of the 191 students and eight teachers. Along with kitchen construction, the Volunteer and educators facilitated trainings with the school cook, parent association, and the general parent population on nutrition and sanitary food preparation to improve student health. The community finished the project with support from the mayor, who donated cinder block and iron.

Mexico – Environment focused summer camp

Volunteers in Mexico collaborated with the National Institute of Astrophysics, Optics and Electronics to run a summer camp promoting environmental stewardship. The Institute wanted to contribute to the development and education of their host community and reached out to the local elementary school to invite 30 children to participate. The camp was modeled after summer camps in the United States, with camp counselors, supervisors and day-long activities. The summer camp included activities such as learning about controlling for population

fluctuations, building self-irrigating flower pots, and constructing small-scale bio filters for filtering dirty water. Thirty adults and teenagers helped bring the camp to life. These included primary school teachers, parents, university students, youth, and Peace Corps Volunteers. Students asked repeatedly when the next camp will be held in order to sign up immediately.

Panama – Learning English through theater

Peace Corps Volunteers in the TELLs program (Teaching English, Leadership, & Life Skills) from across the province of Coclé organized this year's Readers Theater in collaboration with the Ministry of Education's Panama Bilingual program. Readers Theater is a creative workshop that promotes language learning through the dramatic performance of modern and classic literature. The audience is encouraged to imagine themselves transformed through listening to the scripts that are read aloud, as well as observing the creative costumes, sets, and lighting designed by the students. The main objective is to help students improve their English skills in a fun and interactive way. Readers Theater has been a big hit among students, teachers, parents, and Peace Corps and continues to grow each year with over 150 students participating across Panama.

IAP – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2017

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
MICRONESIA	Chuukese; Kosraean; Pohnpeian; Ulithian; Yapese
NICARAGUA	Spanish
PANAMA	Ngabere; Spanish
PARAGUAY	Guarani; Spanish
PERU	Quechua; Spanish
SAMOA	Samoan
TONGA	Tongan
VANUATU	Bislama

OVERSEAS OPERATIONS

BELIZE

CAPITAL	Belmopan
POPULATION	367 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,360
PROGRAM DATES	1962–present
PROGRAM SECTORS	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	50	50
Program funds (\$000)	1,800	1,700



COLOMBIA



CAPITAL	Bogota
POPULATION	48.7 million
GROSS NATIONAL INCOME PER CAPITA	\$6,310
PROGRAM DATES	1961–81, 2010–present
PROGRAM SECTORS	Community Economic Development Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	120
Program funds (\$000)	2,900	3,100

COSTA RICA

CAPITAL	San Jose
POPULATION	4.9 million
GROSS NATIONAL INCOME PER CAPITA	\$10,840
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	110	120
Program funds (\$000)	3,600	3,800



DOMINICAN REPUBLIC

CAPITAL	Santo Domingo
POPULATION	10.6 million
GROSS NATIONAL INCOME PER CAPITA	\$6,390
PROGRAM DATES	1962-present
PROGRAM SECTORS	Community Economic Development Education, Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	170	180
Program funds (\$000)	4,200	4,300



EASTERN CARIBBEAN



CAPITALS	Rouseau (Dominica), Castries (St. Lucia), St. George's (Grenada), Kingstown (St. Vincent and the Grenadines)
POPULATION	470 thousand (total)
GROSS NATIONAL INCOME PER CAPITA	\$7,845 (avg)
PROGRAM DATES	1961-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	90	90
Program funds (\$000)	3,100	3,200

ECUADOR

CAPITAL	Quito
POPULATION	16.4 million
GROSS NATIONAL INCOME PER CAPITA	\$5,800
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	140	140
Program funds (\$000)	5,300	5,300



OVERSEAS OPERATIONS

FEDERATED STATES OF MICRONESIA AND PALAU

CAPITAL	Palikir (Micronesia) Ngerulmund (Palau)
POPULATION	126 thousand (total)
GROSS NATIONAL INCOME PER CAPITA	\$7,940 (avg.)
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	0	0
Program funds (\$000)	1,900	0

FIJI



CAPITAL	Suva
POPULATION	899 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,780
PROGRAM DATES	1968–98, 2003–present
PROGRAM SECTORS	Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	90	90
Program funds (\$000)	2,000	2,000

GUATEMALA

CAPITAL	Guatemala City
POPULATION	16.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,790
PROGRAM DATES	1963–present
PROGRAM SECTORS	Health Youth in Development Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	140	140
Program funds (\$000)	4,500	4,600

GUYANA

CAPITAL	Georgetown
POPULATION	773 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,240
PROGRAM DATES	1967-71, 1995-present
PROGRAM SECTORS	Education Environment, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	70	70
Program funds (\$000)	2,600	2,500



JAMAICA



CAPITAL	Kingston
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	\$4,630
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Environment

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	60	60
Program funds (\$000)	2,600	2,500

MEXICO

CAPITAL	Mexico City
POPULATION	127.5 million
GROSS NATIONAL INCOME PER CAPITA	\$9,040
PROGRAM DATES	2004-present
PROGRAM SECTORS	Education Environment Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	2,000	2,000



OVERSEAS OPERATIONS

NICARAGUA

CAPITAL	Managua
POPULATION	6.1 million
GROSS NATIONAL INCOME PER CAPITA	\$2,100
PROGRAM DATES	1968-79, 1991-present
PROGRAM SECTORS	Community Economic Development
	Education
	Environment
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	170	170
Program funds (\$000)	3,700	3,600



PANAMA



CAPITAL	Panama City
POPULATION	4 million
GROSS NATIONAL INCOME PER CAPITA	\$12,140
PROGRAM DATES	1963-71, 1990-present
PROGRAM SECTORS	Agriculture, Education
	Environment, Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	220	220
Program funds (\$000)	5,600	5,500

PARAGUAY

CAPITAL	Asuncion
POPULATION	6.7 million
ANNUAL PER CAPITA INCOME	\$4,060
PROGRAM DATES	1966-present
PROGRAM SECTORS	Agriculture
	Community Economic Development
	Environment
	Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	220	220
Program funds (\$000)	5,300	5,300



PERU

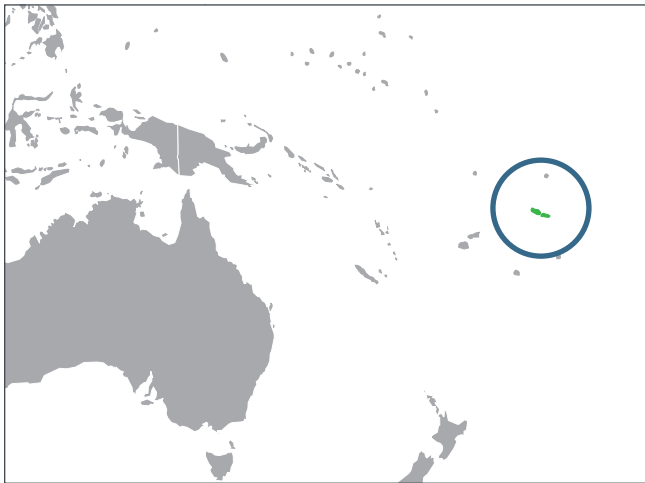
CAPITAL	Lima
POPULATION	31.8 million
ANNUAL PER CAPITA INCOME	\$5,950
PROGRAM DATES	1962-74, 2002-present
PROGRAM SECTORS	Community Economic Development
	Health
	Youth in Development
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	200	220
Program funds (\$000)	5,900	6,000



SAMOA



CAPITAL	Apia
POPULATION	195 thousand
ANNUAL PER CAPITA INCOME	\$4,120
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	50	50
Program funds (\$000)	1,500	1,400

TONGA

CAPITAL	Nuku'alofa
POPULATION	107 thousand
ANNUAL PER CAPITA INCOME	\$4,060
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	70	70
Program funds (\$000)	1,300	1,200



OVERSEAS OPERATIONS

VANUATU

CAPITAL	Port Vila
POPULATION	270 thousand
GROSS NATIONAL INCOME PER CAPITA	\$3,170
PROGRAM DATES	1990-present
PROGRAM SECTORS	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2018	FY 2019
Volunteers	80	80
Program funds (\$000)	3,200	3,100



- Notes:
- 1. Volunteer numbers for FY 2018 and FY 2019 represent the anticipated number of Volunteers on September 30 each year.
 - 2. Population and GNI per capita based on World Bank Data for 2016.



VOLUNTEER WORK BY SECTOR

AGRICULTURE

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

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

Working in local languages, Agriculture Volunteers provide direct assistance to individual farmers and producer groups. In addition, they use informal education and extension methodologies, such as the “lead” farmer approach and the Farmer Field School model, which is promoted extensively by the United Nations Food and Agriculture Organization. Volunteers also support farmers by conducting training in basic business and organizational skills, marketing, and value chain analysis. Volunteers purposefully include women and youth in their agriculture outreach activities.

At the end of FY 2017, there were 601 Agriculture Peace Corps Volunteers worldwide.*

Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as conservation agriculture (e.g., no tillage, use of permanent soil cover using organic mulch, crop rotation) and agroforestry strategies (e.g., alley cropping, planting windbreaks and living fences, planting leguminous and multi-purpose trees)
- Encouraging home garden production while raising awareness about the nutritional advantages of producing crops with high nutritional value, like orange-fleshed sweet potato and green leafy vegetables, as well as the advantages of growing a variety of both traditional and non-traditional vegetables and fruits
- Increasing knowledge and skills needed for small-animal husbandry, including poultry, rabbits, fish, and bees
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to improve profits through a value chain approach to cash crop production and marketing of moringa, cacao, cashews, and shea
- Developing farmers’ skill in dry-season gardening, a practice that enhances food

*In addition to the Volunteer totals listed for each sector, 259 Peace Corps Response Volunteers were serving throughout all six Peace Corps program sectors, working in all three regions, at the end of FY 2017.

security and provides income to local communities outside of the field-crop growing season

COMMUNITY ECONOMIC DEVELOPMENT

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

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

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

Volunteers also engage with local community members to promote personal money management strategies. Volunteers help microfinance institutions improve their outreach to potential clients and help would-be entrepreneurs access microfinance services. In communities with few formal banking services, Volunteers work with community members to set up and manage their own savings and loan

associations and provide financial literacy training to youth and adults regarding budgeting, savings, financial negotiations, and safe credit use.

At the end of FY 2017, there were 610 Community Economic Development Peace Corps Volunteers worldwide.

Examples of Community Economic Development Volunteer work:

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

EDUCATION

More than one-third of Peace Corps Volunteers work as Education Volunteers, making Education the agency's largest sector. 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.

The Teaching English as a Foreign Language (TEFL) 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, TEFL Volunteers participate in informal activities such as adult TEFL education and English clubs and camps.

Education Peace Corps Volunteers focusing on 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, but also targets students in secondary school, as well as out-of-school youth. 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.

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.

The math, science, and information and communication technologies 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. Projects promote communities of practice, particularly with other math, science, and information and communication technologies teachers, to share teaching and assessment techniques.

At the end of FY 2017, there were 3,026 Education

Peace Corps Volunteers worldwide.

Examples of Education Volunteer work:

- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Facilitating learner-centered and component-based 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 spelling bees, Model United Nations activities, 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 protect the local environment. They respond to deteriorating local conditions by promoting environmental education and awareness, natural resource planning and management, and environmentally sustainable income-generating activities.

Environment Volunteers encourage sustainable natural resource planning and management by teaching others healthy conservation practices, including the production and cultivation of trees to improve soils, conserve water, and protect fields from erosion. Effective management of resources requires the cooperation of local governments, organizations, communities, and individuals. Volunteers work to build the organizational capacity of partners to plan, manage, lead, and advocate for the protection of the local environment. Volunteers help develop income-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 cookstoves to local communities.

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

At the end of FY 2017, there were 576 Environment Peace Corps Volunteers worldwide.

Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries 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
- 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 income-generating activities, such as sustainable ecotourism
- Slowing rates of deforestation through the introduction of fuel-efficient cookstoves

HEALTH

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

The Peace Corps is a fully-integrated partner in the implementation of the President's Emergency Plan for AIDS Relief. As a result, a large number of Peace Corps Volunteers work on HIV/AIDS. Volunteers' HIV/AIDS work includes prevention, care, treatment, and support services for people living with HIV and those affected 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 health-related nongovernmental organizations to help increase their technical, managerial, and administrative capacities.

At the end of FY 2017, there were 1,506 Health Peace Corps 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 Peace Corps Volunteers prepare and engage young people for their adult roles in the family, the workforce, and the community. At the heart of all Peace Corps youth development activities is the development of young people's life skills and leadership abilities in order to become engaged citizens. Youth in Development Volunteers focus on four areas: healthy lifestyles and preparing for family life, youth professional development, active citizenship, and supporting parents and communities.

Volunteers work to 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, entrepreneurship, and financial literacy including: résumé development workshops, career-planning sessions, the establishment of savings groups, English instruction, technology trainings, and micro-enterprise development. Volunteers work to 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 community adults to play essential supporting roles for youth.

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

At the end of FY 2017, there were 798 Youth in Development Peace Corps Volunteers worldwide.

Examples of Youth in Development Volunteer work:

- Training youth in life skills to promote self-esteem and positive identity, healthy emotional practices, and effective communication, goal-setting, and action planning
- Promoting healthy lifestyles skills, such as nutrition and fitness, HIV/AIDS prevention, and sexual and reproductive health
- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English language instruction



GLOBAL INITIATIVES

VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES IN FY 2017

The Peace Corps is an integral partner in The President's Emergency Plan for AIDS Relief (PEPFAR). Peace Corps Volunteers implement PEPFAR 3.0, "Controlling the Epidemic: Delivering on the Promise of an AIDS-Free Generation," through the targeted goals of scaling up prevention, caring for people infected with and affected by HIV, and facilitating access to treatment; evidence-based interventions for populations at greatest risk; promoting sustainability, efficiency, and effectiveness; strengthening local healthcare and support systems; and driving results with science. The Peace Corps is currently active in 14 PEPFAR countries, 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 PEPFAR through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.

AFRICA	VOLUNTEERS	EUROPE, MEDITERRANEAN, AND ASIA	VOLUNTEERS	INTER-AMERICA AND THE PACIFIC	VOLUNTEERS
Benin	16	Albania	12	Belize	8
Botswana	99	Armenia	1	Colombia	2
Burkina Faso	5	Cambodia	2	Costa Rica	2
Cameroon	46	Georgia	3	Dominican Republic	32
Ethiopia	38	Indonesia	1	Eastern Caribbean*	2
Gambia	3	Kyrgyzstan	8	Ecuador	17
Ghana	21	Moldova	8	Fiji	7
Guinea	3	Mongolia	6	Guatemala	2
Lesotho	75	Philippines	7	Guyana	8
Liberia	10	Thailand	16	Nicaragua	39
Madagascar	2	Ukraine	28	Panama	13
Malawi	54			Paraguay	6
Mozambique	74			Peru	3
Namibia	35			Vanuatu	1
Rwanda	24				
Senegal	2				
South Africa	66				
Swaziland	29				
Tanzania	79				
Togo	25				
Uganda	56				
Zambia	104				
Subtotal	866	Subtotal	92	Subtotal	142
GRAND TOTAL	1,100				

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

VOLUNTEERS WORKING IN FOOD SECURITY IN FY 2017

The Peace Corps is a key partner in the U.S. Government Global Food Security Strategy. Peace Corps Volunteers contribute to the U.S. Government Global Food Security Strategy by promoting community-led approaches and sustainable methods to increase agricultural productivity, improve health and nutrition, and increase economic opportunities. The Peace Corps equips Volunteers and their counterparts with the evidence-based training and cutting edge resources necessary to address food insecurity around the world, contributing to this whole-of government initiative.

AFRICA	VOLUNTEERS	EUROPE, MEDITERRANEAN, AND ASIA	VOLUNTEERS	INTER-AMERICA AND THE PACIFIC	VOLUNTEERS
Benin	21	Cambodia	34	Guatemala	2
Burkina Faso	15	Nepal	72	Jamaica	16
Cameroon	13			Mexico	6
Ethiopia	8			Panama	17
Ghana	24			Paraguay	19
Guinea	20				
Madagascar	3				
Malawi	34				
Senegal	63				
Tanzania	41				
Togo	40				
Uganda	29				
Zambia	31				
Subtotal	342	Subtotal	106	Subtotal	60
GRAND TOTAL	508				

VOLUNTEERS WORKING IN MALARIA PREVENTION IN FY 2017

Peace Corps Volunteers are advancing President's Malaria Initiative (PMI) through the agency's Stomping Out Malaria in Africa initiative. Volunteers in 18 Peace Corps programs across Africa are collaborating to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where PMI is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to ensure that the 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 care-seeking, and strengthen community health worker networks' capacity to rapidly diagnose and treat simple malaria. In FY 2017, the Peace Corps increased its focus on active case detection programs and health systems strengthening.

POST	VOLUNTEERS
Benin	78
Botswana	50
Burkina Faso	20
Cameroon	56
Ethiopia	45
Ghana	67
Guinea	25
Liberia	100
Madagascar	36
Malawi	53
Mozambique	88
Rwanda	66
Senegal	214
Tanzania	68
The Gambia	35
Togo	71
Uganda	98
Zambia	139
GRAND TOTAL	1,309

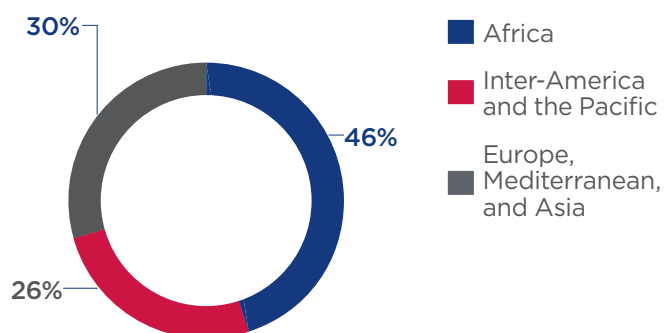


APPENDICES

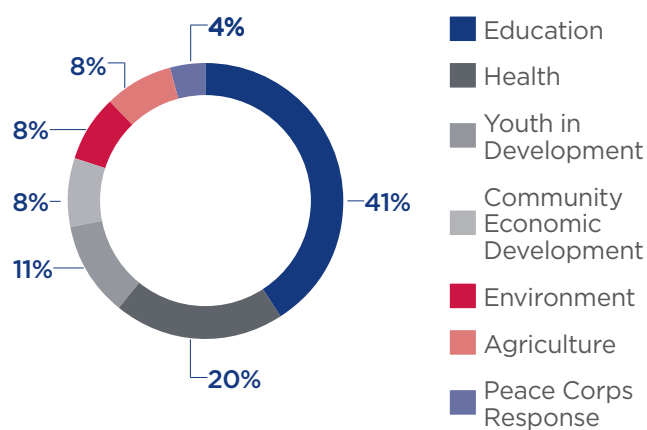
APPENDIX A

FY 2017 PEACE CORPS VOLUNTEER STATISTICS*

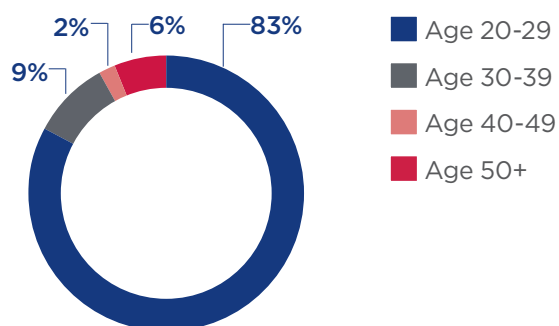
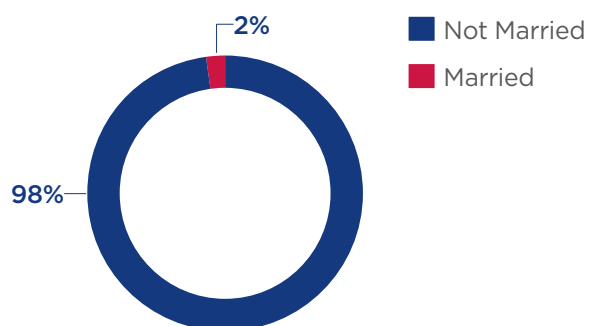
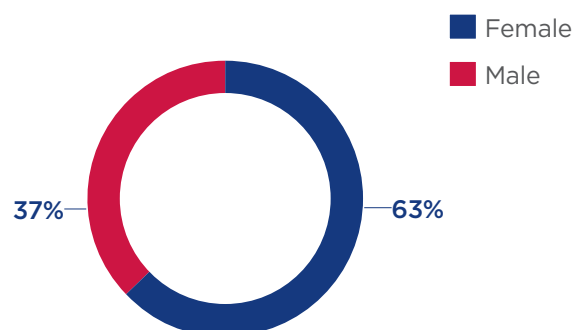
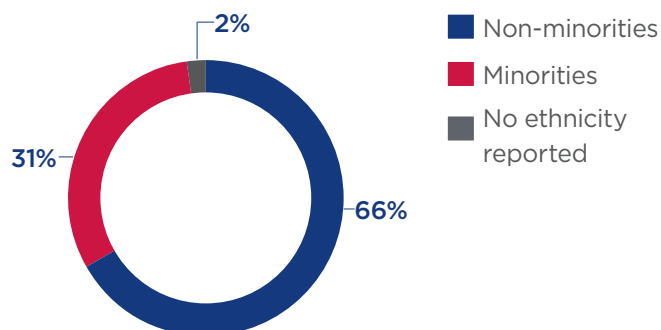
VOLUNTEERS BY REGION



VOLUNTEERS BY SECTOR



VOLUNTEER PROFILE



* All data current as of September 30, 2017. Totals may not add to 100 percent due to rounding.

APPENDIX B

PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

Peace Corps Application Process

The Peace Corps application process takes between six and 12 months. There are quarterly application deadlines and “Know-By” dates, which help applicants plan and make decisions based on their own schedules and needs. All applicants are notified—at least four months before the 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 peacecorps.gov/apply. Once an individual submits an application, they are asked to complete a health history form. After completing the health form, the applicant receives a list of countries where their medical needs may be supported, and they may apply to any program on this list.

Interview

Via videoconference, the applicant and a Peace Corps staff member discuss the applicant’s skills, interests, and suitability for service as a Peace Corps Volunteer, evaluating personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service. This is 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. 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 trip to a doctor for a medical exam with basic lab work and immunizations necessary for each assignment, as well as a visit to a dentist for X-rays. The Peace Corps offers some limited 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 enrollment of the applicant 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. After the invitee has been medically and legally cleared for service in their country, the Peace Corps travel office issues an electronic ticket for travel.

Departure for Service

Trainees meet at their designated departure city and travel as a group to their assigned country to begin in-country training.

Phases of Volunteer Service Trainee

Pre-Service Training: Staff prepares trainees for service by conducting two to 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 and host country staff, which meets the development needs of the host country.

Site Selection: The 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.

Volunteer Safety: Peace Corps headquarters and post staff work with U.S. Department of State staff to assess and address safety and security risks and to ensure Volunteers are properly trained in safety and security procedures.

In-Service Training: Post staff conducts periodic training to improve Volunteers' technical and language skills and to address changing health and safety issues.

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

Returned Volunteer

Readjustment Allowance: At the end of service, Volunteers receive \$350 per month served (\$450 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 return to the United States following 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 returned Volunteers and experienced professionals in short-term, high-impact assignments.



APPENDIX C

HOME STATES* OF PEACE CORPS VOLUNTEERS

STATE / TERRITORY	CURRENTLY SERVING	TOTAL SINCE 1961	STATE / TERRITORY	CURRENTLY SERVING	TOTAL SINCE 1961
Alabama	49	1,199	Montana	51	1,464
Alaska	26	1,025	Nebraska	46	1,440
Arizona	123	3,723	Nevada	40	1,035
Arkansas	28	996	New Hampshire	50	1,771
California	873	30,887	New Jersey	179	5,253
Colorado	218	7,389	New Mexico	50	2,232
Connecticut	111	3,497	New York	485	14,069
Delaware	24	531	North Carolina	230	4,505
District of Columbia	60	2,370	North Dakota	11	583
Florida	355	8,237	Ohio	218	7,497
Georgia	189	3,688	Oklahoma	37	1,369
Guam	3	78	Oregon	177	6,363
Hawaii	25	1,458	Pennsylvania	296	8,379
Idaho	60	1,423	Puerto Rico	14	425
Illinois	325	8,962	Rhode Island	45	1,072
Indiana	104	3,425	South Carolina	69	1,652
Iowa	69	2,420	South Dakota	14	666
Kansas	48	1,811	Tennessee	86	1,891
Kentucky	67	1,635	Texas	327	7,803
Louisiana	38	1,169	Utah	41	1,164
Maine	53	1,933	Vermont	42	1,579
Maryland	250	6,231	Virgin Islands	5	88
Massachusetts	232	8,521	Virginia	352	7,917
Michigan	266	7,518	Washington	300	9,683
Minnesota	217	6,865	West Virginia	24	691
Mississippi	20	512	Wisconsin	189	6,254
Missouri	110	3,471	Wyoming	9	539

* Includes the District of Columbia and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands. Counts of Peace Corps Volunteers, trainees, and Peace Corps Response Volunteers as of September 30, 2017.

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 Peace Corps 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 50 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 450 campus ambassadors on 240 college campuses around the nation.

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Alabama	University of Alabama, Birmingham	Alabama A&M University Troy University Tuskegee University University of Alabama, Birmingham
Alaska	University of Alaska, Fairbanks	
Arizona	Arizona State University Northern Arizona University University of Arizona	Arizona State University University of Arizona
Arkansas	University of Arkansas	Hendrix College University of Arkansas 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 Monterey Institute of International Studies Pacifica Graduate University	Antioch University Los Angeles Antioch University Santa Barbara University of California, Berkeley University of California, Davis University of California, Irvine University of California, Los Angeles University of California, Merced

APPENDICES

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
California (cont.)	University of La Verne University of San Diego University of San Francisco University of Southern California	University of California, Riverside 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 University of Colorado, Denver University of Denver Western State Colorado University	Colorado School of Mines University of Colorado, Denver Western State Colorado University
Connecticut	Yale University	University of Bridgeport
District of Columbia	American University Catholic University of America George Washington University Georgetown University	American University
Florida	Florida Institute of Technology Florida State University University of Central Florida	Eckerd College Florida International Florida State University Stetson University University of Florida University of North Florida University of South Florida
Georgia	Emory University Georgia College & State University Kennesaw State University	Fort Valley State University Georgia Gwinnett College Kennesaw State University Savannah State University University of Georgia University of North Georgia
Hawaii	University of Hawaii at Manoa	

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Idaho		Boise State University
Iowa	Iowa State University	Iowa State University
Illinois	The Chicago School of Professional Psychology DePaul University Illinois State University Western Illinois University	Aurora University Illinois State University Illinois Wesleyan University Knox College Southern Illinois University, Edwardsville Western Illinois University
Indiana	Indiana University, Bloomington University of Notre Dame	Earlham College Indiana University, Bloomington Purdue University
Kansas		University of Kansas
Kentucky		Murray State University
Louisiana	University of New Orleans Xavier University of Louisiana	Tulane University
Maryland	Johns Hopkins University Notre Dame of Maryland University University of Maryland, Baltimore University of Maryland, Baltimore County University of Maryland, College Park	Morgan State University University of Maryland, Baltimore County University of Maryland, Eastern Shore
Massachusetts	Andover Newton Theological School Brandeis University Clark University Mount Holyoke College Springfield College Suffolk University Wheelock College University of Massachusetts, Boston	University of Massachusetts, Boston Westfield State University Wheelock College
Michigan	Michigan Technological University	Michigan Technological University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Michigan (cont.)	University of Michigan, Ann Arbor	University of Michigan Western Michigan University
Minnesota	St. Catherine University University of Minnesota	
Missouri	Washington University in St. Louis University of Missouri, Columbia University of Missouri, Kansas City	Park University Truman State University University of Central Missouri University of Missouri
Montana	University of Montana	University of Montana
Nevada	University of Nevada, Reno	
New Hampshire	Antioch University, New England Southern New Hampshire University University of New Hampshire	University of New Hampshire
New Jersey	Monmouth University Rutgers University, Camden Seton Hall University	Monmouth University
New Mexico	New Mexico State University Western New Mexico University	New Mexico State University
New York	Bard College Binghamton University Columbia University Teachers College Cornell University Fordham University Manhattanville College New York University The New School State University of New York, Albany University of Rochester	Hartwick College
North Carolina	Duke University Elon University	Elon University Fayetteville State University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
North Carolina (cont.)	Wake Forest University	North Carolina Central University University of North Carolina at Pembroke University of North Carolina at Wilmington
North Dakota	University of North Dakota	
Ohio	Bowling Green State University Case Western Reserve University University of Cincinnati	Antioch University Midwest Baldwin Wallace University Kenyon College Ohio University Wittenberg University Shawnee State Hiram College Walsh University Wilmington College College of Wooster
Oklahoma		University of Oklahoma
Oregon	University of Oregon Willamette University	
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 Moravian College Ursinus College
Rhode Island		University of Rhode Island
South Carolina	University of South Carolina, Columbia	University of South Carolina University of South Carolina Upstate
Tennessee	University of Tennessee, Knoxville	

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Texas (cont.)	Texas A&M University, Corpus Christi Texas State University University of Texas, El Paso	Austin College St. Edward's University Texas State University Texas Tech University University of North Texas University of Texas at Dallas University of Texas at El Paso University of Texas Rio Grande Valley
Utah		Brigham Young University
Vermont	Green Mountain College Marlboro College SIT Graduate Institute St. Michael's College University of Vermont	St. Michael's College University of Vermont
Virginia	George Mason University Virginia Commonwealth University	George Mason University Virginia Commonwealth University Virginia State University Virginia Wesleyan College University of Mary Washington University of Virginia
Washington	University of Washington	Antioch University Seattle Pacific Lutheran University St. Martin's University University of Puget Sound Washington State University Western Washington University
West Virginia	Future Generations Graduate School	West Virginia University
Wisconsin	Marquette University University of Wisconsin, Milwaukee University of Wisconsin, Stevens Point	University of Wisconsin, Eau Claire
Wyoming	University of Wyoming	

APPENDIX E

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2017, the Peace Corps realized \$2,246,111 in foreign currency gains and transferred \$0 of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuation 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 2016	FY 2017
Total Reimbursable	\$8,499,712	\$7,346,514
Total PEPFAR	\$43,705,437	\$35,978,893

APPENDIX G

OIG BUDGET REQUEST



Office of Inspector General's Fiscal Year 2019 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:

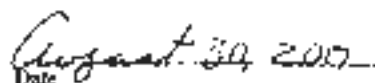
- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG;
- the amount requested by the President for each IG;
- the amount requested by the President for training of OIGs;
- the amount requested by the President for support of the CIGIE; and
- any comments of the 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 2019:

the aggregate budget request for the operations of the OIG is \$ 6,000,000
 the portion of this amount needed for OIG training is \$61,000 and
 the portion of this amount needed to support the CIGIE is \$15,200 (.22% of \$6,000,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2019.


 Kathy A. Miller
 Inspector General


 Date August 30, 2018

Peace Corps Office of Inspector General

Paul D. Curran, Peace Corps Headquarters 1111 20th Street, NW, Washington, DC 20536 • 202.692.2900 • OIG@peace-corps.gov

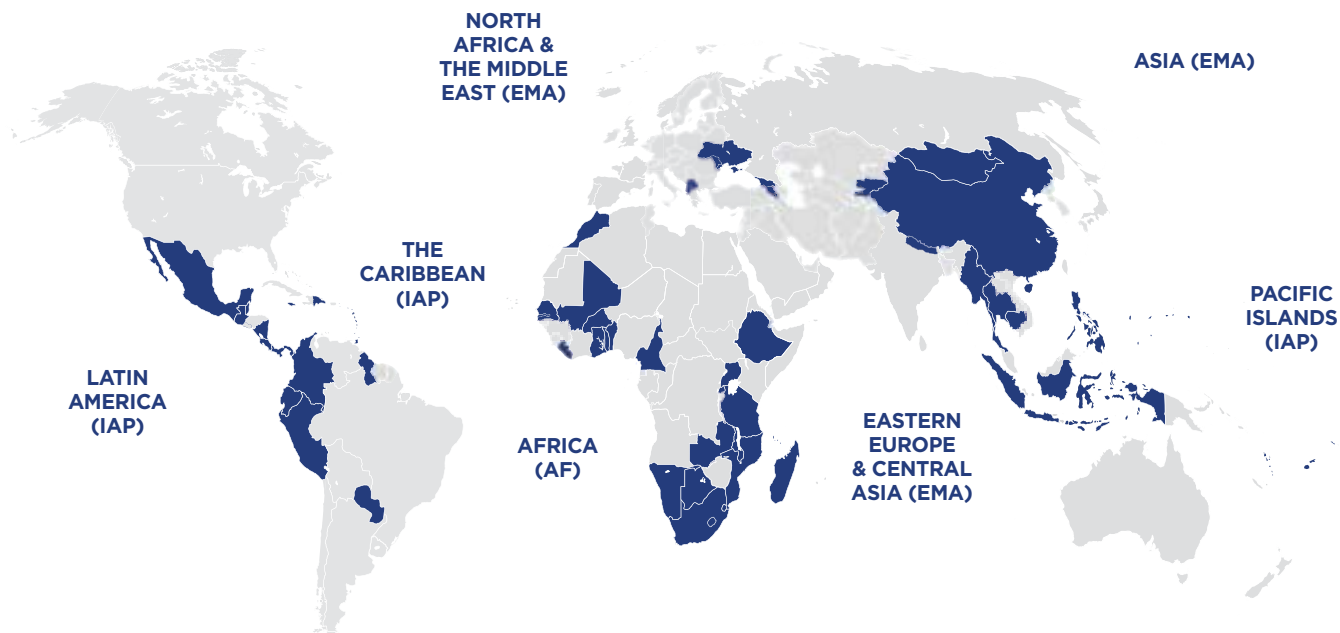


FISCAL YEAR 2018–2022 STRATEGIC PLAN AND FISCAL YEAR 2018–2019 ANNUAL PERFORMANCE PLAN



THIS PAGE WAS LEFT INTENTIONALLY BLANK

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2017



Caribbean

Dominican Republic
Eastern Caribbean:

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

Jamaica

Latin America

Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

North Africa & the Middle East

Morocco

Africa

Benin
Botswana
Burkina Faso
Cameroon
Comoros
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal

Sierra Leone
South Africa
Swaziland
Tanzania
The Gambia
Togo
Uganda
Zambia

Eastern Europe & Central Asia

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands

Federated States of
Micronesia:
• Micronesia
• Palau
Fiji
Samoa
Tonga
Vanuatu

AF: Africa Region

EMA: Europe, Mediterranean, and Asia Region

IAP: Inter-America and Pacific Region

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 the American spirit by making it possible for Americans to serve around the world advancing development and building cross-cultural understanding. Through this unique approach to development, the Peace Corps is building strong relationships between our country and the people of our partner nations while making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 230,000 Volunteers have served in 141 countries since 1961.

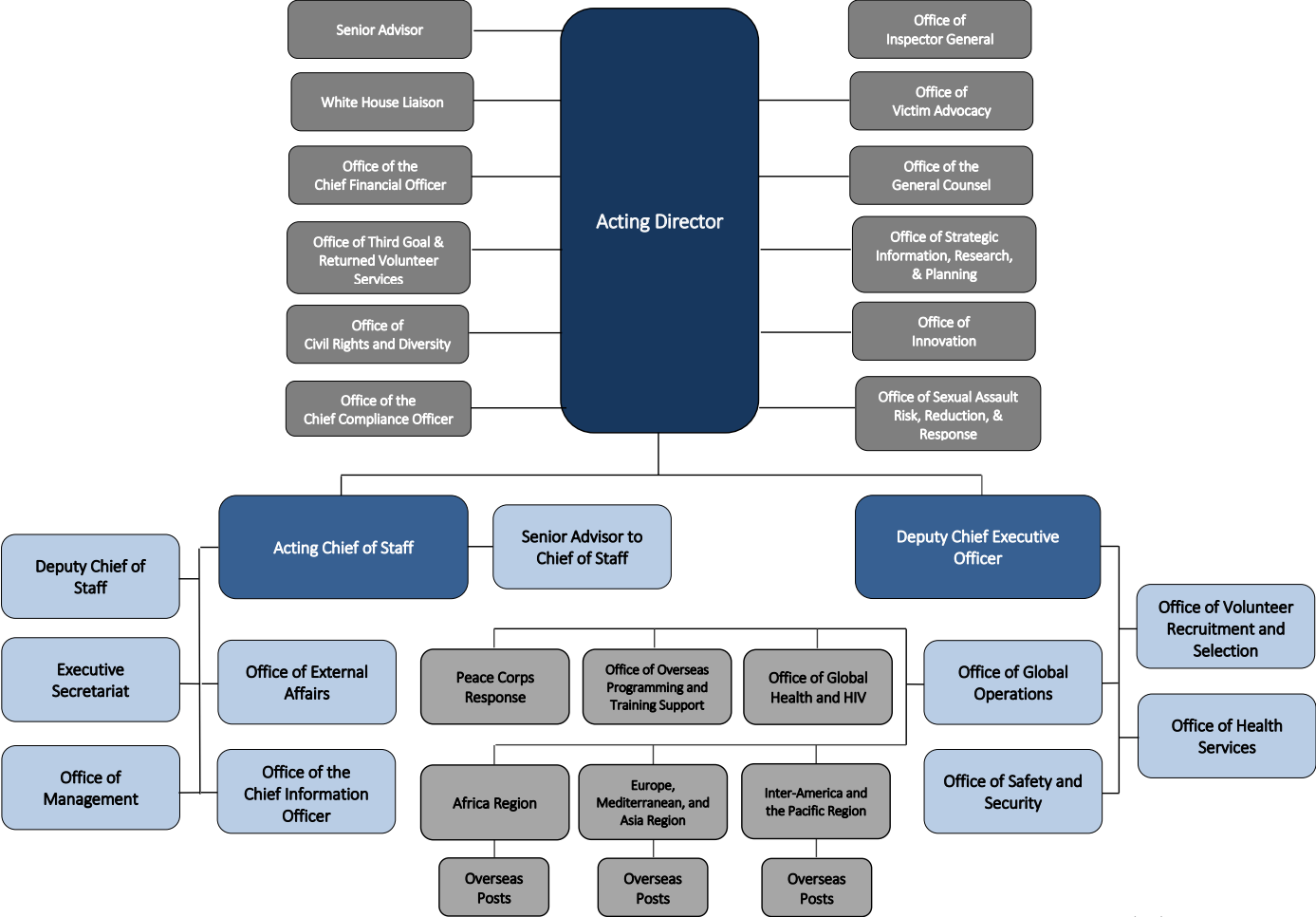
The Peace Corps advances its mission through the work of the Volunteers, both during and after their tour of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to partner with local communities to address their development challenges and to 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 sets of skills, deep knowledge of other cultures, and long-lasting relationships. Returned Volunteers continue their service by promoting awareness of other cultures and global issues with friends, family, and the American public; maintaining relationships with colleagues and friends from the countries where they served; and sustaining their commitment to volunteerism and public service.

“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



Updated January 2018

CORE VALUES

The following core values shape and guide decisions at all levels in the agency:

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 agency's top priorities.

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 in the service of others.

Diversity and Inclusion: The Peace Corps actively supports a culture of inclusion that builds on the strengths of the diversity of the American public and of the countries where we 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 fiscal year (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 and goal leaders 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 2018–2019 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 2019. 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 2018–2019 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), and a summary of the stakeholder outreach conducted (Appendix D).

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 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. Volunteers 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 Peace Corps 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, counterparts,¹ 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 community strengths and challenges and build trust with local partners, strengthening their project work.

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

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

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 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 jobs in the 21st century. They bring these skills with them to their work in both the public and private sectors, sharing their global experiences and outlook 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 posts and headquarters offices to access and synthesize multiple data sources for evidence-based planning and management decisions.
- Develop tools and an approach for gathering quantitative and qualitative data on host country partners' assessment of the Peace Corps' contributions to the local development priorities that are outlined in logical project frameworks.²
- Identify priority programmatic and operational themes to explore the Peace Corps' impact and effectiveness.

Strategic Objective Lead: Associate Director for Global Operations

² Logical project frameworks are expected to be rolled out for all projects by FY 2020 as a systematic foundation for evidence-based program design, implementation, and evaluation.

Performance Goal 1.1: Advance Community-Based Outcomes

Increase the percentage of projects with documented gains in community-based development outcomes to 90 percent by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	80%	85%	87%	89%
Results	75%	76%	86% ³		

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. Standard sector indicators representing all six of the Peace Corps' sectors are used to measure changes in specific knowledge, skills, attitudes, behaviors, or conditions that result from project activities. An increase in the percentage of projects with documented gains serves as evidence that Volunteers are contributing to community-based development.

The Peace Corps' new global strategy for programming, training, and evaluation (PT&E) which was tested in FY 2017 is being finalized and rolled out more broadly in FY 2018. The new global PT&E strategy is designed to ensure that projects adopt logical project frameworks by the end of 2021 that describe Volunteers' expected contributions to host community, organization, and government development goals. Once the new strategy is in place with guidance for posts on a streamlined set of evidence-based standard indicators, the calculations for this performance goal will be revised. Beginning in FY 2018—as the new project frameworks are entered into the VRT—a new baseline will be constructed to transition from the 19 standard sector indicators that were used for reporting from 2014-2017 to a revised set of core indicators that are based on the PT&E guidance.

In addition to the formal performance reporting, questions on community engagement and cultural exchange will be included in one reporting period per year beginning in FY 2019. These new questions will allow the agency to explore quantitative and qualitative results for the Peace Corps' Strategic Goals Two and Three and the extent to which those efforts contribute to accomplishing Goal One development priorities.

Goal Lead: *Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*

Data Source: *VRT reporting against post project frameworks*

Calculation: *The number of projects that meet the two thresholds for a “documented gain” on at least one of the selected standard sector indicators used for this goal divided by the number of projects that include one or more of the selected standard sector indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annual target for the project.*

³ This result includes all data received by November 30, 2017.

Performance Goal 1.2: Assess the Peace Corps' Impact

Conduct one thematic study per fiscal year of a broad component of the Peace Corps' programming to assess its effectiveness and impact.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Develop list of proposed topics Develop tools and approach	Conduct first study
Results	NA	NA	NA		

Between 2008 and 2012, the Peace Corps conducted [24 host country impact studies](#), each of which covered a single project in a host country. 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 that is identified as a priority by the Office of Global Operations and the agency's senior leaders. Topics for annual impact studies will be developed in consultation with stakeholder offices and advisory groups so that the findings are of maximum relevance to the continuous improvement of the agency's efforts. These annual impact studies will be used to assess the impact of evidence-based practices and programs globally and to identify opportunities to strengthen programs or 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. As envisioned, studies would be conducted using a combination of desk reviews, existing administrative data from the VRT, and other materials that are related to the topic of the study. Possible topics include programs (e.g., girls' education, youth camps, malaria prevention, HIV/AIDS awareness) or operational topics (e.g., best practices in site development; global and local partnerships; and mechanisms to engage communities in productive, inclusive, and collaborative relationships that foster positive change and strengthen cultural exchange).

Goal Lead: 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 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, Peace Corps trainee, Volunteer, and returned Peace Corps 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 programming, training and evaluation 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 (M&E) 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.

Performance Goal 2.1: Optimize Staff Performance

Establish a competency-based learning strategy for overseas Programming, Training and Evaluation staff that supports targeted professional development throughout the employee lifecycle by the end of FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Competencies developed	Resource development completed Sequencing and mapping completed Roll out on IT platform completed
Results	NA	NA	NA		

This performance goal targets capacity building for overseas Programming, Training and Evaluation (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, programming, evaluation, intercultural diversity and inclusion (ICD&I).
- 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.

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 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Competencies developed	Resource development completed Sequencing and mapping completed Pre-departure environment standardized Roll out on IT platform completed
Results	NA	NA	NA		

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 global core and technical competencies.
- 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' (including modules related to resilience, stress, and adjustment challenges) 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.
- 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.

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
Targets	Level 1 and 2 languages	-	-	-	-	84%	85%
Results		NA	81% ¹	82%	82%		

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
Targets	Level 3 and 4 languages	-	-	-	-	39%	40%
Results		NA	46% ¹	38%	38%		

¹Italicized results are not comparable to later years due to changes in measurement.

Developing local language skills is critical to 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 Volunteers’ service.

Volunteers’ language ability is measured through a language proficiency interview (LPI), administered by agency-certified language testers. The language proficiency interview 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 basic functions required in most projects such as training, co-planning, or facilitating technical activities.

Volunteers are taught and tested in the primary language spoken at their site. Measuring language ability at mid-service and close of service allows posts to assess the efficacy of their language-learning program and the types of activities that Volunteers can reasonably be expected to perform in the local language(s). This indicator is particularly important at this time as posts are designing and implementing new and improved strategies for language learning throughout service.

Advanced proficiency in a language that is classified as a Level 3 or Level 4 in terms of language difficulty is more challenging and time-consuming than developing that level of proficiency in languages classified at the Level 1 or 2 of language difficulty. Over time, the proportion of Volunteers with LPI test scores in posts with more difficult languages has increased steadily from 51 percent of the Volunteers tested in 2015 to 59 percent of those tested in 2017. 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 difficult

languages where it is more difficult to achieve “advanced” proficiency. Two separate indicators have been established for FY 2018 and FY 2019 for languages skills.

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 refined.

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

Data Source: Peace Corps database (VIDA)

Calculations: **Indicator 1:** The number of Volunteers who achieved an “advanced” or “superior” level score on their language proficiency interview 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 language proficiency interview 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

Define, design, and implement a comprehensive site management system by the end of FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Parameters and hypothesis defined Data collection tools developed	Conduct structured interviews and case studies in selected posts
Results	NA	NA	NA		

This performance goal establishes an improved and comprehensive site management system based on evidence-informed 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 based on findings from the operational research conducted in Phases 1-3.
- Phase 5: Develop guidance and tools for staff to use in the site management process to identify sites with shared programmatic goals and committed partners with whom the Volunteers can work.

- Phase 6: Develop an integrated and navigable IT platform to capture and manage critical site management data.

- Phase 7: Build the capacity of staff to implement guidance and tools.

Goal Lead: *Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*

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
Targets	-	-	-	35% of projects with an endorsed framework	68% of projects with an endorsed framework
Results	NA	NA	4% of projects with an endorsed framework		

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 “programming, training and evaluation (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. The process of developing these plans culminates when the regional offices endorse the frameworks. From March to October 2017, the agency field-tested the new approach and sector resource packages in 20 projects at 15 participating posts. By the end of FY 2017, six of these projects (4% of the global total of 145 projects) had an updated PT&E framework that had been endorsed by their respective Regions. This work constitutes the baseline for this performance goal.

Goal Lead: *Regional 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 active projects with an endorsed project framework divided by the number of active 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: Optimizing Volunteers' natural resilience has been part of the Peace Corps' approach to development since its inception in 1961. Recent increases in global interconnectivity and new knowledge 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, working, 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 skills—one that includes staff, 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, Volunteer 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.
- Identify and use a soft-skills inventory to inform resilience skill building at posts, including properly sequenced intercultural competence, diversity, and inclusion coaching and other training; utilize new simulation and experiential learning techniques where appropriate.
- 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 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.

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

Performance Goal 3.1: Establish Realistic Expectations of Service

By FY 2020 ensure that all agency messaging is focused and consistent on internal and external platforms throughout the applicant life cycle to establish realistic expectations of service.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Conduct analysis of current messaging from HQ and post	Create and disseminate new resiliency content and standards
Results	NA	NA	NA		

After revamping its marketing and simplifying its online application and screening processes in 2014, the Peace Corps increased the number of applications from around 10,000 in FY 2013 to nearly 24,000 in FY 2016. 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: Review existing trainings in Learning Space, updating and creating content where needed.

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 the Capacity of Volunteers to Manage 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 Volunteer/Year rate of care seeking from PCMOs for adjustment difficulties.¹

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	6.2 cases per 100 VT years	6.0 cases per 100 VT years
Results	NA	6.7 cases per 100 VT years ²	6.4 cases per 100 VT years		

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Develop agency vision and strategy Analyze Peace Corps' status against key ICD&I benchmarks	Advance Peace Corps' status by one level on selected ICD&I benchmarks
Results	NA	NA	NA		

Indicator 3: Develop resilience resources to build staff, Volunteer, and partner capacity to support Volunteer resilience.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Field test and finalize evidence-based resilience training modules	10% of posts complete review of modules and incorporate materials into their training programs
Results	NA	NA	NA		

¹ An "adjustment difficulty" is defined as: Managing a new situation (related to work, living situation, culture, etc.) and requiring support from the PCMO in the form of empathetic interactions and minor skill building. This does not rise to the level of diagnosable concern, meaning 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 who served in a given time period and the length of time they served.

² The FY 2016 rate relies on data reported through PCMEDICS from January-September 2016 only; data prior to January 2016 were unavailable or were not comparable to later months due to changes in the criteria for coding cases as "adjustment difficulty."

Volunteers face a number of challenges as they learn to navigate the rigors of service. As a result, they reach out to staff—including Peace Corps Medical Officers (PCMOs)—for emotional support. PCMOs are well-equipped to handle Volunteer’s medical needs. Other host country staff, Volunteer peer groups, counterparts, and other partners are better 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.

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 a framework of intercultural diversity and inclusion (ICD&I). Posts that have conducted ICD&I training report that it is an effective approach. Thus, the next step for the agency is to develop an ICD&I vision and strategy based on an analysis of the agency’s status against the benchmarks recognized by external experts in the field of intercultural competence, diversity and inclusion. Once the strategy has been developed, the agency will seek to make further progress on these benchmarks. It will roll out the guidance and materials to posts beginning in FY 2020.

In addition to the ICD&I elements of this training, the Peace Corps will also develop more training materials to enhance Volunteers’ innate resilience by building life skills that promote adaptation, adjustment and acculturation. This training will help 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 constructed anew. The training will consider skills such as effective problem solving, social connectedness and empathy, emotional balance and flexibility, and building mental strength.

Milestones for the resilience component of this performance goal include:

- Phase 1: Create guidance for skills 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 and resources at Peace Corps headquarters and plan for roll out to posts.
- Phase 3: Roll out the new guidance and resources for posts to review and incorporate into their training as needed.

In parallel with these developments, the agency will also explore ways to formulate a new Annual Volunteer Survey (AVS) question to measure the extent to which Volunteers seek support from non-medical staff for adjustment challenges. This data will be analyzed across demographic groups to see if the adjustment challenges are experienced more acutely by different groups. This new data may lead to additional ways to test increased resilience, provide online resources, and increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

Goal Lead: *Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*

Data Sources: *PCMedics and post administrative data*

Calculations: **Indicator 1:** *Incidents of adjustment difficulty (or other behavioral health epi codes) divided by Volunteer/Year Global;* **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 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, and a centralized RPCV communication strategy.

Strategies

- Identify the knowledge, skills, and abilities (KSAs) gained during Volunteer service, particularly those related to leadership and intercultural competence, and develop training and tools that enable RPCVs to translate those KSAs into marketable skills after service.
- Increase the percentage of private sector employers participating in agency-supported hiring events by marketing the leadership, cultural competence, and technical skills of returned Volunteers.
- 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 career services efficiently.
- Centralize the RPCV engagement community onto a single social platform and implement a comprehensive alumni engagement model that outlines both a segmentation strategy and clear milestones for marketing services offered to the RPCV community.
- Expand the existing network of entities to include K-12 classrooms, nonprofits, businesses, adult education programs, and other nonformal education spaces to provide more diverse opportunities for RPCVs and to reach traditionally underrepresented groups and underserved communities.
- Promote civic engagement and cross-cultural exchange in U.S. communities by centralizing online resources and raising awareness of opportunities for returned Volunteers, such as the Coverdell Fellows Program and Peace Corps Response.
- Establish a governance structure for all RPCV contact information and communication mechanisms to improve accuracy and data quality.

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

Performance Goal 4.1: Cultivate Leadership Skills

By FY 2020, develop and share leadership and intercultural competency tools to support returned Volunteers as they transition from their service.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Map leadership and intercultural KSAs developed during service (model)	Design COS training module that incorporates growth of KSAs over time (how to use and translate these skills after service)
Results	NA	NA	NA		

The capacity for leadership and intercultural competence arises out of powerful learning opportunities and practical experience. The knowledge, skills, and abilities (KSAs) gained during service not only enable Volunteers to be effective in their overseas communities and organizations but also serve the Volunteers themselves after they return home. KSAs developed during service include project planning, stakeholder engagement, intercultural competence, coaching, and mentoring. These skills easily translate into effective and inclusive leadership KSAs in the United States, thus contributing to a high-quality and in-demand workforce. Returned Volunteers continue to use and refine the competencies they gained abroad by reinvesting those skills back home in both their workplaces and communities.

Well-designed competency and skills assessment programs are critical components to ensuring that the skills Volunteers acquire during service prepare them for success in the global workforce. The Peace Corps plans to 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 resources available online and incorporating related curricula into regional and national programming efforts, the Peace Corps will be able to expand its reach to all Volunteers regardless of their geographic location.

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 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	2,500	2,750
Results	2,250	2,300	2,230		

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 Peace Corps mission (e.g.: Peace Corps Response and the Peace Corps Fellows Program) and to share their experience.

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.

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 55 percent by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	45%	50%
Results	NA	43%	38%		

To enable the agency to efficiently serve the returned Volunteer population with career and transition services, it is important to develop a streamlined mechanism for RPCVs to identify, request, and access 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 the 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 members providing these services as well as other offices that rely on returned Volunteer information for core business functions.

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 who set up an RPCV Portal account divided by the number of recently returned Peace Corps Volunteers.⁴

⁴ The definition of “recently returned” includes Volunteers who have completed service in the past 12 months.

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, and 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 result in improved 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, 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: Associate Director of Management

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
Targets	-	-	-	80%	100%
Results	NA	NA	NA		

This performance goal will help 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, and customer service metrics will help focus attention on both the effectiveness and cost efficiency of decisions, while promoting better alignment of activities with agency strategic objectives.

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
Targets	-	-	-	Develop and/or restructure individual performance plans to align with this goal	50% of leaders have plans aligned to this goal
Results	NA	NA	NA		

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 retire this performance goal. A new goal may then be identified based on the data available in the individual plans to further agency improvement efforts.

Goal Lead: Director of Human Resources Management

Data Source: Human Resources Management 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

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 plan by the end of FY 2018 and update it annually thereafter.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Plan drafted	Plan finalized
Results	NA	NA	NA		

Indicator 2: Decrease the average vacancy gap to 80 days by FY 2020.					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	100 days	90 days
Results	NA ¹	89 days ²	132 days ³		

¹ Data from the former application system (Avue) is no longer accessible.

² Career Connector began to be used in January and February 2016; as a result, the FY 2016 data does not reflect the entire fiscal year.

³ 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.

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 Operations 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 Operational 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 will indicate that human capital operations have been improved.

Goal Lead: Director of Human Resources Management

Data Source: Human Resources Management records

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

MANAGEMENT OBJECTIVE 6: ORGANIZATIONAL RISK MANAGEMENT

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

Rationale: This management 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 a senior risk assessment team,⁵ 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 register.

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

Performance Goal 6.1: Establish an Enterprise Risk Management Process

Establish a repeatable process for enterprise risk management and incorporate the agencywide risk profile into decision making by the end of FY 2019.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Approved policy and procedures (MS784)	Agencywide Risk Profile Report
Results	NA	NA	NA		

The basis of this goal is to develop and implement a risk governance structure that incorporates all levels of the agency under the leadership of a senior assessment team. The first step is to update the current agency policy in accordance with identified best practices. The policy will require developing an agency risk profile that facilitates a thoughtful analysis of the risks that the Peace Corps faces in its activities and operations and options for addressing significant risks. The senior assessment team will create an annual agencywide risk profile report based on a prioritized inventory of the most significant risks that have been identified in the office-level risk registers. The risk profile report will inform agency decision making for determining risk management strategies.

⁵ The Senior Assessment Team was established by MS784 in 2007. This management objective will preserve that language for agency consistency.

To ensure this objective finds firm grounding, once the risk governance structure is established, the agency will communicate risk management practices and prioritize among the risks that are identified to create an annual agencywide risk profile report. Improvements to the effectiveness of this tool are expected to be found through staff training on the risk register process and maintenance. It is the responsibility of the senior assessment team to review the risk registers from all participating offices on a scheduled basis and use that information to inform agency decision making as well as create an annual agencywide risk profile report. 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:

- Phase 1: Train staff on enterprise risk management.
- Phase 2: Map business processes within each office.
- Phase 3: Offices establish and communicate risk registers to the Senior Assessment Team.
- Phase 4: Develop an agencywide enterprise 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					
By the end of FY 2019, offices ⁶ in the agency shall develop enterprise risk management assessments based on the agencywide risk profile.					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	100% of office points of contact trained	100% of offices have active risk registers
Results	NA	NA	NA		

Once agreement has been reached on revisions to agency policy as described in PG 6.1 above, the focus of the agency’s efforts will be to ensure that each office has a point of contact who has been trained on 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 target will focus on developing and supporting risk registers for selected offices with the greatest needs.

⁶ The Administrative Management Control Survey (AMCS) is an effective tool for individual posts to use as they analyze what has already occurred in order to mitigate future issues. The AMCS will serve as vital supplemental data for posts as they create their risk registers just as the FISMA audit will assist CFO with their risk register.

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.** Each year, the Peace Corps Director leads a forward-looking meeting with the active engagement of senior leadership from across the agency and staff at all levels. The goal is to inform the development of the next annual performance plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' strategic and management objectives. This comprehensive performance review informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to better understand the effectiveness of agency activities. Senior leadership disseminates proposed action steps that emerge from the day's discussions through a summary report and incorporates key strategies into the annual performance plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.
- **Country Portfolio Review.** The Country Portfolio Review (CPR) is a comprehensive review of active and potential Peace Corps posts that is conducted by the agency using on 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.
- **Integrated Planning and Budget System (IPBS).** Headquarters offices and overseas posts develop strategic and operational plans to ensure that their activities are aligned with and advance the agency's strategic goals and objectives. The initial stage of this effort focuses on office-level and post-level assessments of progress-to-date on key initiatives and a review of the most recent data from

administrative sources and annual surveys. OSIRP gathers input on major programmatic shifts and agencywide strategic planning for use in the Annual Strategic Review meeting from their submissions. In the second stage, each office and post creates its IPBS plan during the agency's budget formulation process.

- **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 agency staff. Then, during the quarterly reviews, key officials from across the agency discuss select performance data from the past 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 with the greatest need 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. Programmatic monitoring and some evaluation activities are conducted at overseas posts while larger-scale research and evaluation work occurs in a variety of headquarters offices. 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>.

Sources of evidence

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, better demonstrate the impact of Volunteers, and maximize the efficiency of agency operations. 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 performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources that are available to agency staff for assessing performance goals are detailed below.

Peace Corps databases

The Peace Corps maintains several database systems to collect Volunteer and program information. 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 enable users to verify and test performance data as well as to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they will be noted in the appropriate performance goal 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). The VRT is also utilized 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 agency has made numerous enhancements to improve the user experience, reduce data entry errors, and improve reporting. 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 end-of-year analysis. The agency provides in-depth VRT training and support to Volunteers and staff to ensure 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 challenge that remains is ensuring that an adequate percentage of Volunteers report on the project indicators. The agency is addressing this challenge by working with overseas posts to encourage higher reporting rates and by appropriately documenting and considering reporting rates when conducting analyses.

Peace Corps administrative records

For some performance goals, the Peace Corps collects annual data from headquarters offices and overseas posts using several electronic databases. Data cleaning procedures are applied to the dataset prior to analysis. The data are independently reviewed by the Office of Strategic Information, Research, and Planning, and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually. The agency is able to ensure a high level of accuracy by working with individual offices and posts to develop reliable data collection and analysis procedures.

The agency also conducts online data calls (surveys). In these cases, staff in positions of leadership or designated delegates at overseas posts and headquarters offices complete the surveys, which are designed with clear logic and data validation rules to minimize data entry error.

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.

The 2017 AVS was fielded from June 19–August 11 directly to currently serving Volunteers; 88 percent of them completed the survey. The high response rate in combination with data verification and validation measures minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to nonresponse bias.

Survey respondents in FY 2017 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic 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.

It is worth noting that, as with any survey, 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. Thus, nominal percentage point movements may not be practically meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

Global Counterpart Survey

First launched in FY 2014, the Global Counterpart Survey is designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely. The second and third Global Counterpart Surveys in FY 2015 and FY 2016 consisted of a short interview of Volunteers' primary work partners administered by overseas staff. The survey has now shifted to a biannual data collection instrument, the next iteration of which is planned for late FY 2018.

This survey is administered either over the phone or in person. Global results are drawn from a randomly selected group of 400 respondents that represents all counterparts. Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive experience in survey interviewing or data collection. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, training sessions are conducted via WebEx for interested post staff. The agency also provided translations of the survey in French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make

up the random sample. In this survey, the agency has defined counterpart as the Volunteer's primary work partner as reflected in post records for his or her primary project. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner.

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 utilizes 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, with very few exceptions, 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 multiyear 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 was administered online from August 21 to September 15, 2017. The survey comprises 17 questions covering the following: 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. Overall, 52 percent of all eligible host country staff responded to the survey in FY 2017. Additionally, while the Host Country Staff Survey is offered in English, French, and Spanish, 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 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 this structure.
- **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:

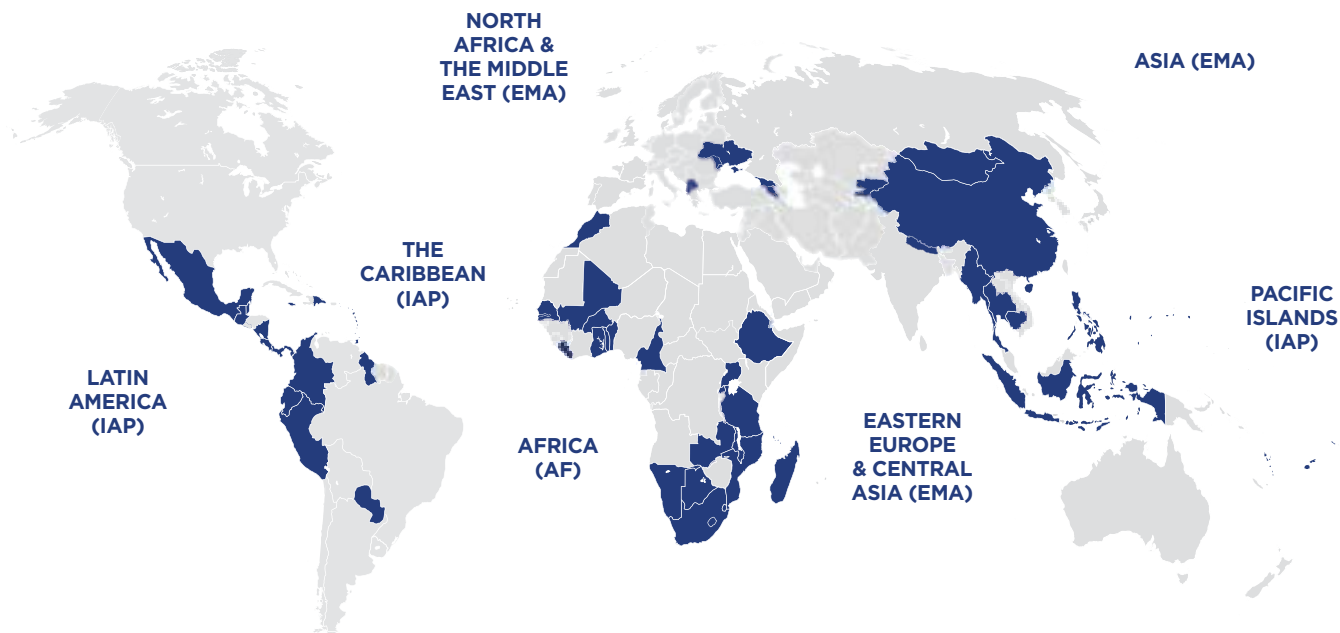
The Peace Corps provided the draft framework for this strategic plan to Congressional stakeholders concurrent with the September 11, 2017 submission of the draft plan to the Office of Management and Budget. The drafted FY 2018–2022 Strategic Plan and FY 2018–2019 Annual Performance Plan was posted on 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.



FY 2017 Annual Performance Report



WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2017



Caribbean

Dominican Republic
Eastern Caribbean:

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

Jamaica

Latin America

Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

North Africa & the Middle East

Morocco

Africa

Benin
Botswana
Burkina Faso
Cameroon
Comoros
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal

Sierra Leone
South Africa
Swaziland
Tanzania
The Gambia
Togo
Uganda
Zambia

Eastern Europe & Central Asia

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands

Federated States of
Micronesia:
• Micronesia
• Palau
Fiji
Samoa
Tonga
Vanuatu

AF: Africa Region

EMA: Europe, Mediterranean, and Asia Region

IAP: Inter-America and Pacific Region

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 the American spirit by making it possible for Americans to serve around the world advancing development and building cross-cultural understanding. Through this unique approach to development, the Peace Corps is building strong relationships between our country and the people of our partner nations while making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 230,000 Volunteers have served in 141 countries since 1961.

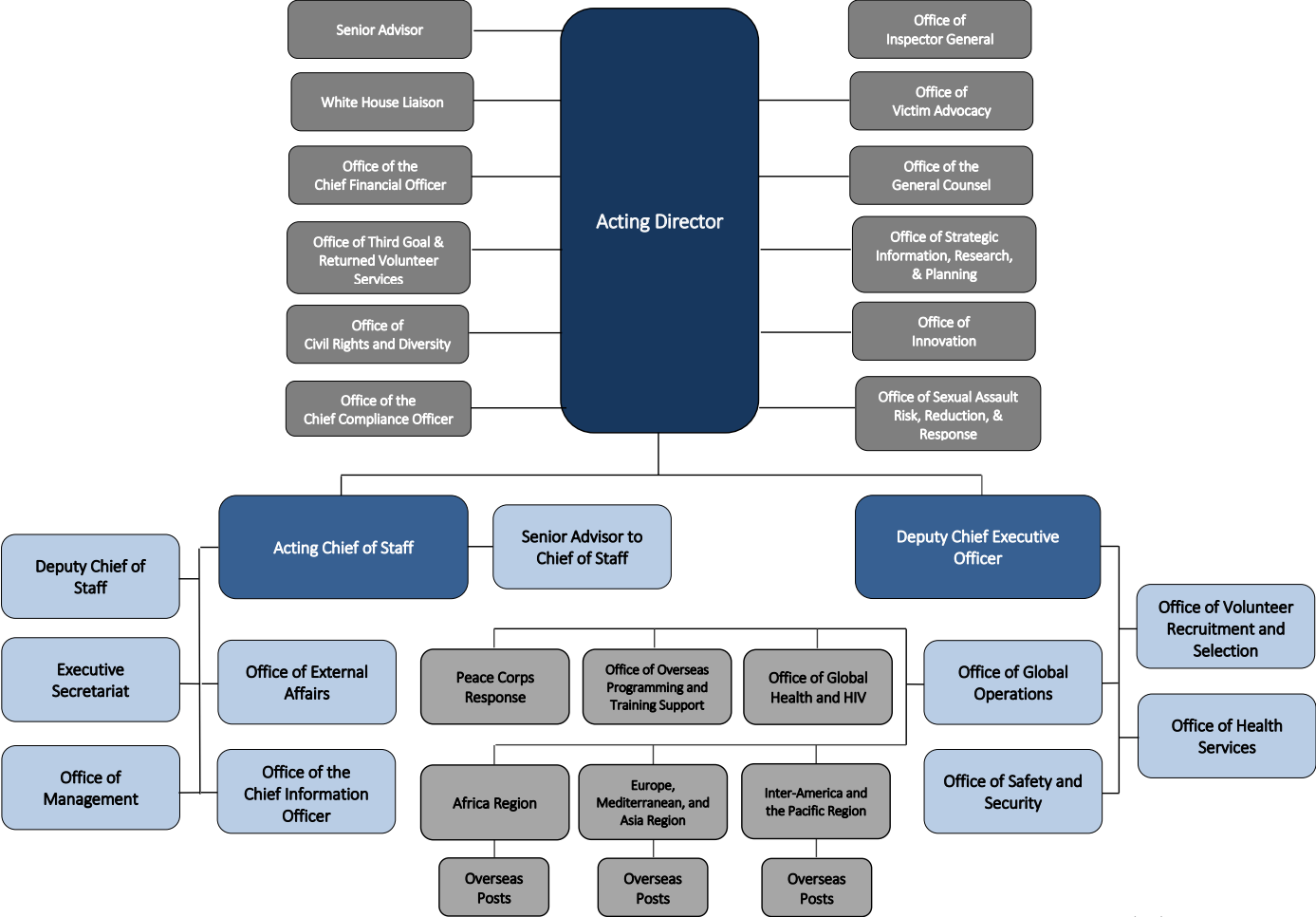
The Peace Corps advances its mission through the work of the Volunteers, both during and after their tour of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to partner with local communities to address their development challenges and to 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 sets of skills, deep knowledge of other cultures, and long-lasting relationships. Returned Volunteers continue their service by promoting awareness of other cultures and global issues with friends, family, and the American public; maintaining relationships with colleagues and friends from the countries where they served; and sustaining their commitment to volunteerism and public service.

“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



Updated January 2018

CORE VALUES

The following core values shape and guide decisions at all levels in the agency:

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 agency's top priorities.

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

Commitment to National Service: The Peace Corps seeks to expand opportunities for Americans to serve their country by volunteering their time in the service of others.

Diversity and Inclusion: The Peace Corps actively supports a culture of inclusion that builds on the strengths of the diversity of the American public and of the countries where we 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.

ABOUT THIS REPORT

The Peace Corps Fiscal Year (FY) 2017 Annual Performance Report (APR) provides detailed performance information to the President, Congress, external stakeholders, domestic and overseas staff, and the American people. This report is the final performance report that follows the performance framework established in the Peace Corps FY 2014–2018 Strategic Plan. The report allows readers to assess the Peace Corps' FY 2017 performance and longitudinal progress over the past four years.

The four-year strategic plan lays out the long-term goals and objectives designed to advance the Peace Corps mission. The annual performance plan identifies the strategies and goal leaders employed to accomplish these goals and objectives, as well as the specific results the agency expects to achieve.

The combined FY 2014–2018 Strategic Plan and 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—promoting world peace and friendship through community-based development and cross-cultural understanding.
- **Strategic objectives** break down the high-level strategic goals to express the agency's priority and focus areas in order to achieve the strategic goals.
- **Strategies** include the actions that the agency intends to take in order to meet its goals and objectives.
- **Performance goals** state quantitative levels of performance, or “targets,” to be accomplished within specific timeframes. Targets and actual results are provided for prior years when available. The agency uses performance goals both to assess progress and drive performance improvement. Performance goals are updated each year in the annual performance plan in conjunction with the budget formulation process.
- **Goal leads** are identified for each performance goal with the title of the lead individual and the name of the office in the lead role. While several offices or overseas posts may be responsible for the individual strategies that advance progress on performance goals, goal leads are given the convening authority to coordinate agencywide efforts to develop, implement, and report on plans to achieve each performance goal within a specific timeframe.
- **Partner offices** are listed for performance goals where individual strategies and activities are accomplished through specific collaborative efforts beyond the goal lead's direct authority. Partner offices work in collaboration with the goal lead(s) to develop and implement strategies while also contributing to reporting on the performance goal.

Appendices provide additional detail on the development of the FY 2014–2018 Strategic 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), and data verification and validation standards for the performance goal indicators (Appendix C).

Transition from the FY 2014–2018 Strategic Plan to the 2018–2022 Strategic Plan

The FY 2018–2022 Strategic Plan incorporates new strategic and management objectives that do not directly mirror those present in the FY 2014–2018 plan. However, the long-term outcomes and concepts outlined in both plans are interrelated, and the FY 2014–2018 Strategic Plan served as an effective foundation for building on past successes and continuing the agency’s efforts to accomplish its Strategic Goals. Even though several performance goals in the 2014–2018 plan will not be continued in the next strategic plan, many will continue to be monitored internally as they remain priorities for the agency.

As the agency moves forward, two performance goals in the FY 2014–2018 Strategic Plan will be incorporated in the next FY 2018–2022 Strategic Plan. These performance goals include performance goal 3.1: Advance Community-Based Development Outcomes (page 28) and performance goal 8.1: Improve Language Learning (page 48).

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 continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2014–2018 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. Volunteers 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 Peace Corps 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, counterparts,¹ 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 community strengths and challenges and build trust with local partners, strengthening their project work.

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

¹The Peace Corps assigns a "counterpart," or primary host community work partner, to each Volunteer.

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 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 jobs in the 21st century. They bring these skills with them to their work in both the public and private sectors, sharing their global experiences and outlook with their colleagues, friends, and family. This, in turn, helps to build a more competitive U.S. workforce.

STRATEGIC OBJECTIVES

The 11 strategic objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. As the primary unit of analysis for assessing the agency's performance, strategic objectives are measured through specific, time-bound performance goals.

1. Volunteer Well-Being

Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services

2. Service Opportunity of Choice

Position the Peace Corps as the top choice for talented Americans interested in service by reaching a new generation of potential Volunteers and streamlining the application process

3. Development Impact

Advance community-based development by strengthening the capacity of local individuals and communities, focusing on highly effective technical interventions, and leveraging strategic partnerships

4. Cross-Cultural Understanding

Build a deeper mutual understanding of other cultures by developing meaningful connections between American and host country individuals and communities

5. Continuation of Service

Support returned Volunteers' continuation of service by fostering a vibrant alumni network, providing tools and resources to ease their transition after service, and offering opportunities for them to share their experiences

6. Diversity and Inclusion

Actively recruit, support, and retain a diverse workforce and Volunteer corps and build an inclusive culture that encourages collaboration, flexibility, and fairness

7. Site Development

Establish an environment conducive to Volunteer success through an integrated approach to developing effective projects, preparing work sites, and successfully collaborating with local partners

8. Train Up

Develop a highly effective Volunteer corps through a continuum of learning throughout service

9. High-Performing Learning Organization

Cultivate a high-performing learning organization by investing in professional development for staff, improving staff retention, and strengthening institutional memory

10. Global Connectivity

Enable seamless communication and collaboration for all Volunteers and staff by modernizing and integrating information technology systems and leveraging the innovation of Volunteers and staff in the field

11. Measurement for Results

Advance the agency's ability to measure progress, improve performance, and demonstrate impact through integrated monitoring, reporting, and evaluation practices

RELATIONSHIP BETWEEN STRATEGIC GOALS AND STRATEGIC OBJECTIVES

Each of the Peace Corps' three strategic goals is supported by several strategic objectives. The table below indicates which strategic objectives support each strategic goal.

	Strategic Goal 1: Building Local Capacity	Strategic Goal 2: Sharing America with the World	Strategic Goal 3: Bringing the World Back Home
Strategic Objectives			
1. Volunteer Well-Being	●	●	●
2. Service Opportunity of Choice	●	●	●
3. Development Impact	●	●	
4. Cross-Cultural Understanding	●	●	●
5. Continuation of Service			●
6. Diversity and Inclusion	●	●	●
7. Site Development	●	●	
8. Train Up	●	●	
9. High-Performing Learning Organization	●	●	●
10. Global Connectivity	●	●	●
11. Measurement for Results	●	●	●

PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

The Peace Corps' 11 strategic objectives, which contribute to the three strategic goals, were assessed through 26 measurable performance goals during FY 2017. Each performance goal includes a quantitative performance level, or "target," to be accomplished in a specific time frame.

FY 2017 Results Legend:

Target Met	<i>100 percent of the target set for FY 2017 was met</i>
Slightly below target	<i>95 to 99 percent of the target set for FY 2017 was met</i>
Target not met	<i>Below 95 percent of the target set for FY 2017 was met</i>
FY 2017 data not available	<i>Two performance goals rely on data from the Global Counterpart Survey, a biannual survey that was last conducted in FY 2016</i>

Strategic Objective	Performance Goal	Baseline Level	Performance Goal Results in this Strategic Plan				
		2013	2014	2015	2016	FY 2017 Result	FY 2017 Target
1. Volunteer Well-Being	1.1 Increase Volunteer Satisfaction with Safety and Security Support	71% ¹	84%	81%	80%	80%	80%
	1.2 Reduce Volunteer Dissatisfaction with Medical and Mental Health Support	9% ¹	9%	10%	10%	14%	7%
	1.3 Increase Volunteer Personal Safety	-	-	-	0%	41%	35%
2. Service Opportunity of Choice	2.1 Volunteer Requests Met	90%	98%	97%	94%	96%	96-102%
	2.2 Increase Service Opportunities	7,209	6,818	6,919	7,213	7,376	9,400
	2.3 Increase Applications	10,118 ¹	19,151	24,848	23,987	22,645	24,000
3. Development Impact	3.1 Advance Community-Based Development Outcomes	-	76%	75%	76%	86%	85%
	3.2 Strengthen Local Capacity	-	-	83%	86%	FY 2017 data not available	87%
	3.3 Improve Feedback to Volunteers	38% ¹	55%	54%	57%	52%	65%

Strategic Objective	Performance Goal		Baseline Level	Performance Goal Results in this Strategic Plan				
			2013	2014	2015	2016	FY 2017 Result	FY 2017 Target
4. Cross-cultural Understanding	4.1 Greater Understanding of Americans		--	94%	90%	91%	<i>FY 2017 data not available</i>	95%
	4.2 Increase Cross-Cultural Connections		--	57%	57%	54%	49%	67%
5. Continuation of Service	5.1 Support Returned Volunteer Career Transition		-	2,649	2,831	4,116	3,818	3,250
	5.2 Increase Returned Volunteer Engagement		-	9,754	10,866	15,426	9,323	14,000
6. Diversity and Inclusion	6.1 Increase Applicant Diversity		30%	33%	35%	36%	36%	35%
	6.2 Build an Open and Inclusive Organizational Culture	U.S. direct hire staff	-	88%	83%	85%	82%	90% ²
		Host country staff	-	89%	92%	90%	91%	
		Volunteers	-	80%	76%	71%	68%	
7. Site Development	7.1 Improve Site Development		42% ¹	59%	59%	62%	62%	66%
	7.2 Improve Counterpart Selection and Preparation		32% ¹	53%	51%	53%	52%	59%
8. Train Up	8.1 Improve Language Learning		--	63%	63%	58% ¹	56%	65%
	8.2 Increase Effectiveness of Technical Training		50% ¹	63%	63%	64%	63%	66%
9. High-Performing Learning Organization	9.1 Improve Staff Training	U.S. direct hire staff	57%	55%	52%	53%	56%	60% ²
		Host country staff	-	62%	66%	69%	72%	
	9.2 Increase Staff Tenure		4.5 years	4.0 years	4.2 years	3.3 years	3.2 years	4 years
10. Global Connectivity	10.1 Develop an Integrated Technology Platform		-	15%	45%	49%	79%	70%
	10.2 Facilitate Knowledge Sharing		-	77%	78%	77%	78%	84%
10. Global Connectivity	10.1 Develop an Integrated Technology Platform		-	15%	45%	49%	79%	70%
	10.2 Facilitate Knowledge Sharing		-	77%	78%	77%	78%	84%

Strategic Objective	Performance Goal	Baseline Level	Performance Goal Results in this Strategic Plan				
		2013	2014	2015	2016	FY 2017 Result	FY 2017 Target
11. Measurement for Results	11.1 Conduct Baselines	--	0%	100%	100%	25%	100%
	11.2 Increase Evidence-Based Decisions	--	68%	86%	95%	84%	100%
	11.3 Using Evidence to Encourage Innovation	--	70%	43%	58%	50%	100%

¹ Italicized results are not comparable to later years due to changes in measurement.

² All listed population groups must reach the performance goal target in order for the goal to be shown as having met its target.

STRATEGIC OBJECTIVE 1: VOLUNTEER WELL-BEING

Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services

Rationale: The Peace Corps advances its mission through the work of the Volunteers—the most important strategic asset of the agency. Volunteers dedicate themselves to serving their host country in local communities where the health-care infrastructure, security, and environmental conditions differ from those of the United States. While safety, security, and medical risks are an inherent part of Volunteer service, the Peace Corps continually seeks to minimize the risks to Volunteers wherever possible and to provide an effective and compassionate response when crimes do occur. Further, Volunteers may experience a range of emotions as they encounter unique stressors associated with living and working in local communities and the social and cultural complexities of development work. Providing support to enhance the well-being and resiliency of Volunteers helps ensure that they focus on their assignments, minimize risk-taking behaviors, and return home safely and in good health. Volunteer well-being is the shared responsibility of staff and Volunteers.

Strategies

- Ensure that the reforms from the Kate Puzey Peace Corps Volunteer Protection Act of 2011 continue to guide agency policy and practice
- Train staff who interact with Volunteers on methods for mentoring, developing, and supporting Volunteers
- Improve the recruitment, retention, and support of Peace Corps medical staff and safety and security staff
- Encourage a comprehensive approach to Volunteer support through agencywide initiatives such as the Sexual Assault Risk-Reduction and Response program
- Expand mental and emotional health support to provide Volunteers with the tools to cope with the challenges of service
- Collaborate with other governmental and nongovernmental agencies on projects to improve Volunteer health outcomes
- Foster the development of Volunteer individual safety and security planning through the provision of additional training and materials

FY 2017 Status: Agency monitoring of this strategic objective shows progress over the past four years. The agency strengthened the 10-week curriculum for Peace Corps trainees on preventing disease and maintaining health in their host countries, provided continuing medical education for Peace Corps medical officers (PCMOs), implemented a Peer Support Network Program for Volunteers, and trained post staff to provide interpersonal support and encourage resilience during site visits. The 11 “Healthy Volunteer 2020” indicators related to the broad topics of Physical and Mental Health, Tobacco and Alcohol Use, Environmental Quality, and Health Services were developed with expert advice from the Office of Disease Prevention and Health Promotion in the Department of Health and Human Services.

The Office of Health Services is better positioned to support Volunteer medical needs than ever before. The Peace Corps has rolled out a successful electronic medical record system (PCMEDICS) that gives overseas Peace Corps medical officers streamlined access to Volunteer medical records—whether those medical officers are sitting in an office, working in remote areas, or traveling internationally. In addition, PCMEDICS enables a centralized process for coordinating and documenting medical, mental health, and dental services from local service providers and U.S. providers when Volunteers are on medevac status. PCMEDICS also allows for healthcare providers at Peace Corps headquarters in Washington, DC to access these records in real time. This capacity for improved information availability, increased collaboration, and reliable epidemiological trending enhances the cohesiveness of the Peace Corps healthcare system, which ultimately yields higher-quality, more timely care for Peace Corps Volunteers.

Additionally, the Office of Safety and Security has implemented a new, well-received approach to enhanced safety and security training for all Volunteers. The Peace Corps will use feedback from Volunteers and staff who piloted the new training in FY 2017 as it continues to roll out the new training and resources to all remaining posts in FY 2018.

Supporting the well-being of Volunteers will always be a high priority of the Peace Corps. Volunteers face a number of challenges as they learn to navigate the rigors of service. While Peace Corps staff, including PCMOs, are well equipped to handle diverse Volunteer needs, the agency also recognizes the need to emphasize Volunteer resiliency, including setting clear and accurate expectations of care in countries where conditions differ substantially from those in America. Moving forward, the Peace Corps expects that satisfaction with support will increase as Volunteers learn to manage adjustment difficulties in a more systematic way, become more resilient, and seek support from both clinical and non-clinical staff in a way that aligns with post resources and capabilities.

Performance Goal 1.1: Increase Volunteer Satisfaction with Safety and Security Support <i>Increase the percentage of Volunteers who report feeling satisfied¹ with safety and security support to 82 percent by FY 2018.</i>							Target met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	76%	78%	80%
Result	73%	68%	71%	84% ²	81%	80%	80%

¹Includes the top two positive response options on a five-point balanced scale.

²Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011-13 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible.

Goal Leads: Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Victim Advocacy

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded: “How satisfied are you with the following types of support provided by in-country Peace Corps staff: Safety and security?” Respondents who selected the “not applicable/don’t know” response option are not included in this calculation.

Overview: The agency employs a rigorous Volunteer safety and security program to reduce risk and respond to crime and security incidents. Volunteer satisfaction with safety and security support is a measure of the agency’s safety and security prevention and response systems.

FY 2017 Progress Update: The target was met. This performance goal provides an assessment of the agency’s safety and security prevention and response program from the perspective of the end user—the Volunteer. The agency emphasizes effective Volunteer training as the cornerstone of a rigorous safety and security program. Volunteer safety training is designed to enable Volunteers to assess their environment in order to reduce risk and respond to security incidents. Volunteers who felt they had learned personal security skills in their training were more satisfied with Peace Corps safety and security support overall than those who felt their training had been insufficient. While the Peace Corps has executed strategies that support this performance goal with regard to safety training, Volunteer’s satisfaction with safety and security support has not changed over the past four years. As correlation suggests the two are related, further analysis of the key drivers of satisfaction with safety and security support will be pursued in FY 2018.

Performance Goal 1.2: Reduce Volunteer Dissatisfaction with Medical and Mental Health Support <i>Reduce the percentage of Volunteers who report feeling dissatisfied¹ with medical and mental health support to 7 percent by FY 2016 and maintain that level of performance through FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	8%	7%	7%	7%
Result	7%	7%	9%	9%	10%	10%	14%

¹Includes the bottom two negative response options on a five-point balanced scale.

Goal Lead: Associate Director, Office of Health Services

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Annual Volunteer Survey

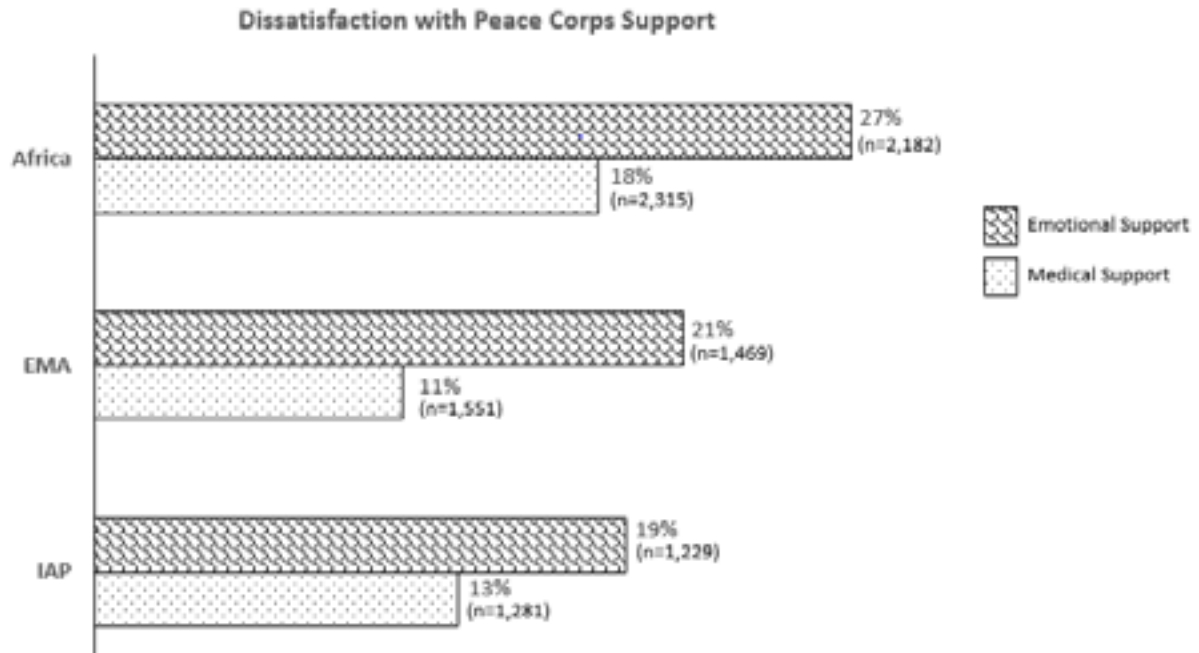
Calculation: The number of Volunteers who responded “dissatisfied” or “very dissatisfied” to the following survey question divided by the total number of Volunteers who responded: “How satisfied are you with the following types of support provided by in-country Peace Corps staff: Medical?” Respondents who selected the “not applicable/don’t know” response option are not included in this calculation.

Overview: Medical and mental health support for Volunteers is provided primarily by Peace Corps medical

officers (PCMOs) at each post. PCMOs are responsible for establishing and managing the in-country Volunteer health program and act as both program managers and clinicians. Where necessary, PCMOs or the Peace Corps' Counseling and Outreach Unit (COU) may also refer Volunteers to external health care providers in their country of service for additional treatment or diagnostic testing. This performance measure is focused on service delivery by Peace Corps staff alone. Health-care research suggests a strong relationship between patient satisfaction with health care and improved health outcomes.

FY 2017 Progress Update: The target was not met. The results in FY 2017 show a higher percentage of dissatisfied Volunteers than in the prior six years. While these results are statistically similar to previous years—and they place the Peace Corps well above high-performing U.S.-based health-care providers—they continue to fall below the agency's target for this performance goal. Several factors may contribute to Volunteer satisfaction with the overall medical support they receive during service, including satisfaction with Peace Corps medical officers, the quality of host country providers and medical facilities in their communities, expectations of care and treatment that may differ from what is available in resource-restrained countries, disease incidence, and health outcomes. Currently, the agency does not include information on these other factors in the analysis of this performance goal, but new "Healthy Volunteer 2020" indicators that track health outcomes have been developed by the Office of Health Services for a more holistic assessment of health delivery. Baseline data on these indicators were collected in FY 2017, and moving forward they will continue to be tracked by the Office of Health Services. The agency also developed and tested a new system for analyzing and reporting on concerns reported by Volunteers through the Quality Nurse Line.

Volunteer health is a combination of medical and mental health, and the responsibility for supporting Volunteers' mental health expands beyond PCMOs to include all staff at posts. Non-medical Peace Corps staff may interact with a Volunteer struggling to maintain a healthy mental state prior to a formal PCMO-Volunteer interaction. Additionally, Volunteers located in different regions are exposed to unique emotional and physical stressors related to climate, rural settings, and common local diseases. Thus, it is important to examine the correlations between Volunteer satisfaction with the emotional support provided by Peace Corps staff and Volunteer satisfaction with PCMO support at a regional level. An analysis of 2017 survey results showed a clear correlation linking these two dimensions of health support by region. Volunteers serving in the Africa region were the most likely to be dissatisfied with both emotional and medical support, with emotional support driving dissatisfaction. Similar findings are shown in EMA and IAP regions. These findings suggest that further exploring ways to improve mental health support across regions may contribute to healthier, more productive service for Volunteers.



In addition, in the FY 2018-2022 Strategic Plan, the agency will prioritize Volunteer resilience by delineating a systematic and comprehensive approach to setting expectations and building skills—one that emphasizes mutual support between staff, partners, and Volunteers so that Volunteers are better equipped to successfully navigate the challenges of service. This approach will include setting realistic expectations of service and increasing the range of individuals from whom Volunteers can seek support when facing adjustment challenges, so that they do not expect Peace Corps medical officers to provide all types of support.

Performance Goal 1.3: Increase Volunteer Personal Safety

Increase the percentage of posts that adopt Volunteer personal safety planning as part of the pre-service training package to 70 percent by FY 2018,

Target met

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	-	-	35%
Result	-	-	-	-	-	0%	41%

Goal Leads: Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Victim Advocacy

Data Source: Peace Corps administrative records

Calculation: The number of posts that have adopted personal safety planning as part of the standardized training package in Volunteers' pre-service training divided by the total number of open posts that have offered pre-service training sessions in the fiscal year.

Overview: Volunteers who engage in safety and security planning will be better prepared and more able to respond to challenges to their well-being. Incorporating personal safety planning into the standard training provided to Volunteers is expected to enhance their knowledge, skills, and self-efficacy in managing day-to-day risks. This was a new measure added in FY 2017; targets and results are not available for prior years.

FY 2017 Progress Update: The target was met. In 2017, 25 of the 61 posts that held one or more pre-service training (PST) sessions used the modified Personal Security and Risk Reduction training, which includes the introduction of the new *MySafety Guide* resource. The resource and training include improved information and exercises designed to promote the development of personal safety plans and individual risk reduction strategies. These posts will also hold a special follow-up session during the in-service training (IST). This special IST session will allow Volunteers to reflect on the needs, expectations, concerns, and suggestions identified during their PST and share promising practices for dealing with day-to-day risks related to safety and security. Staff at the posts piloting the new resource guide and revised training have generally reported positive results, and some posts that are not piloting the guide have requested to use it. The updated training and *MySafety Guide* resource will be rolled out to all remaining posts in FY 2018 by the Office of Safety and Security.² Brief surveys administered to Volunteers at both pre-service and in-service training will provide additional data in the future that will help inform continuous improvement to the safety and security training and resources provided to Volunteers.

² This performance goal will no longer be tracked by the agency for external reporting purposes after FY 2017.

STRATEGIC OBJECTIVE 2: SERVICE OPPORTUNITY OF CHOICE

Position the Peace Corps as the top choice for talented Americans interested in service by reaching a new generation of potential Volunteers and streamlining the application process

Rationale: Increasing the quantity and quality of Volunteer applications is essential in order to achieve the agency's three strategic goals—all of which are completed through the work of skilled Volunteers. The Peace Corps strives to maintain its position as a leading service opportunity in an environment in which talented Americans have an increasingly wide array of service opportunity options.

Strategies

- Continue to improve the agency's tools for communicating service opportunities to prospective Volunteers, including the Peace Corps' newly redesigned website and the development of additional content for mobile devices
- Leverage paid and donated media to aid in recruitment communications and efforts
- Develop a customer relationship management system to track new applicants throughout the Volunteer lifecycle
- Implement strategies to retain all invitees and foster a seamless transition from invitation to departure
- Establish a cohesive agencywide approach to meeting posts' requests that includes clear guidelines for potential overfill (when more trainees are received than expected) and appropriate reserve levels (when fewer trainees are received) for each post
- Expand the Peace Corps Response program to fill requests for highly skilled and experienced Volunteers
- Evaluate the effectiveness of the application and placement reforms in order to ensure that posts receive the most qualified Volunteers

FY 2017 Status: Competitive Volunteer recruitment, strategic external outreach, and bold communications have dramatically improved over the course of the FY 2014–2018 Strategic Plan. The agency has successfully sustained the innovative improvements to the Volunteer application and selection process made in FY 2014. The Peace Corps also launched the agency's largest rebranding initiative in over a decade, which included a new logo; a recruitment campaign; and a modern, responsive website (peacecorps.gov) optimized for both desktop and mobile devices. These combined efforts have been continuously monitored and improved over the past four years. The results have been substantial and positive with regard to recruitment and public engagement. Looking forward, the Peace Corps will continue to improve Volunteer recruitment, selection, and placement in FY 2018 and beyond through internal goals and milestones.

The agency is committed to maintaining its position as the top choice for talented Americans interested in international service. Over the next two years, the agency will seek to improve targeted aspects of the application and pre-departure lifecycle. Through planned technological improvements to the application

platform, the agency will aim to strengthen the pre-departure environment and facilitate a more streamlined process for communicating with invitees. Additionally, the agency plans to utilize a learning management system to deliver online training courses to invitees on topics such as Teaching English as a Foreign Language (TEFL) and safety and security. Ultimately, these improvements will bolster the agency's efforts to retain invitees by increasing their level of engagement with the Peace Corps in the weeks and months prior to their departure. Data will continue to play a key role in monitoring, assessing, and improving the application process moving forward.

Performance Goal 2.1: Volunteer Requests Met <i>Field 100 percent of the Volunteers requested by overseas posts each year.</i>							Target met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	95%	95%	95%	100%	100%	96-102%	96-102%
Result	97%	97%	90%	98%	97%	94%	96%

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Health Services

Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The number of trainees who have entered on duty divided by the number of Volunteers requested.

Overview: The ultimate outcome for the Service Opportunity of Choice objective is for the agency to fully meet overseas posts' programming needs by meeting their requests for skilled Volunteers. The Peace Corps has enough qualified applicants to meet the requests made by posts, and the agency makes every effort to account for changes in posts' needs and the availability of qualified applicants by inviting a higher number of applicants than the number of trainees requested by posts. In spite of these precautions, attrition between the final date for applicants to join a new training group and the group's date of departure from the United States is still the primary challenge to reaching a 100 percent fill rate. Several causes of attrition during the period between invitation and departure—such as unanticipated developments in a candidate's medical or legal process, family responsibilities, and changes to educational or professional plans—remain difficult to predict.

FY 2017 Progress Update: The target was met. This performance goal monitors the fill rate, which is the number of trainees who have entered on duty at a post divided by the number of Volunteers requested at that post. In FY 2017, the Office of Volunteer Recruitment and Selection analyzed fill rates and concluded that the complexity of variables and difficulty isolating individual factors would continue to result in a range of fill rates. The agency began using a percentage range as the target for this performance goal in recognition of the inherent difficulty in predicting exact attrition. The target range (96-102%) for FY 2016–2017 reflects a manageable level of variance around the optimal target fill rate. This level of variance reflects posts' ability to adjust operational plans and programs to accommodate slight increases or decreases in

the number of Volunteers that they receive. By continuing to analyze these data, especially in light of a new application process, the Peace Corps may be able to better identify causes of systematic attrition, which would lead to improved performance. Additionally, the agency will continue to pursue attrition mitigation strategies, such as backfilling programs that have experienced unanticipated loss and strengthening engagement of invitees during the pre-departure environment.

Performance Goal 2.2: Increase Service Opportunities <i>Increase the number of Volunteers serving annually to 10,000 by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Targets	-	-	-	7,600	8,200	8,800	9,400
Results	9,095	8,073	7,209	6,818	6,919	7,213	7,376

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Peace Corps Response

Data Source: Peace Corps database (PCVDBMS/HRMS)

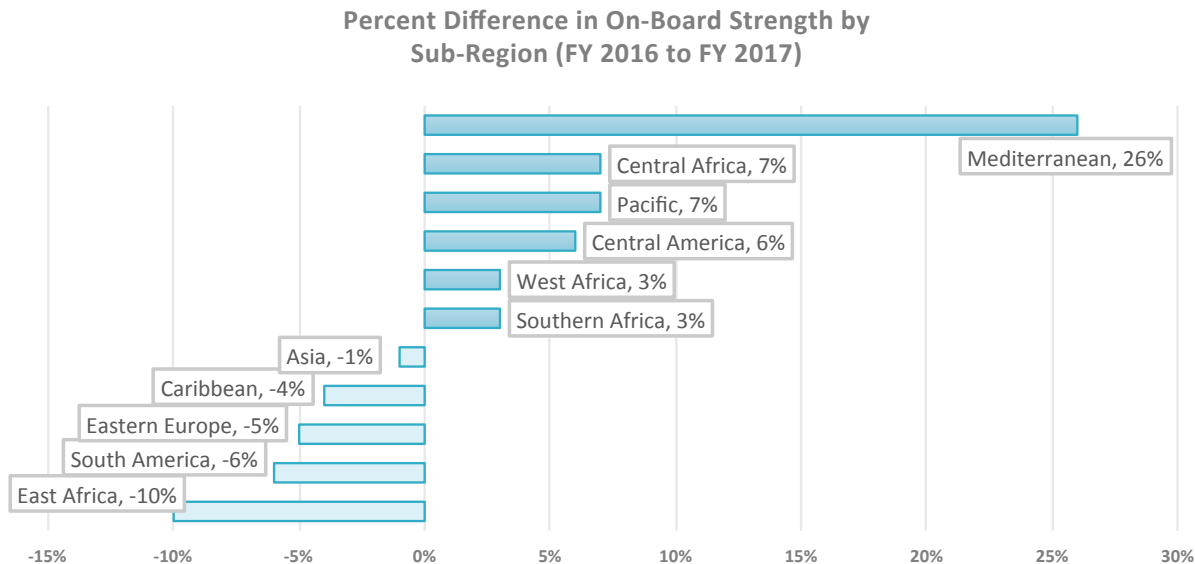
Calculation: The number of Volunteers comprising the agency's "on-board strength" (OBS), defined as the number of Volunteers and trainees—including Peace Corps Response Volunteers—from all funding sources who are serving anywhere in the world on September 30 of the fiscal year.

Overview: Per the Peace Corps Act, "It is the policy of the United States and a purpose of the Peace Corps to maintain, to the maximum extent appropriate and consistent with programmatic and fiscal considerations, a Volunteer corps of at least 10,000 individuals." Subject to the availability of sustained funding, building and maintaining a large Volunteer population ensures that more Americans have the opportunity to serve—a high priority for the agency. Aspirational targets for this goal were set to increase the number of Volunteers serving annually in order to ensure steady growth.

FY 2017 Progress Update: The target was not met. However, despite program closings and temporary program suspensions due to safety and security concerns, the Peace Corps has been able to steadily increase the number of Volunteers every year since FY 2014.

In FY 2017, the Peace Corps maintained active programs in 65 countries, administered by 61 overseas posts. In Burkina Faso, where 124 Volunteers were serving in Community Economic Development, Education, and Health, the program was temporarily suspended due to security concerns. The Peace Corps will continue to monitor the safety and security environment and hopes to continue its partnership with the government and people of Burkina Faso when conditions allow for the safe return of Volunteers. Myanmar was the only new country entry in FY 2017. In March 2017, the first cohort of 16 Volunteers began their two-year service in the Education sector.

The figure below shows the change in the number of Volunteers in the field by sub-region, providing geographic context for the presence of the Peace Corps in different areas of the world. The Peace Corps will continue to use data from the agency's annual Country Portfolio Review to inform decisions about trainee input for future years. More information on the Country Portfolio Review can be found in Appendix A of this report.



Performance Goal 2.3: Increase Applications							Target not met
Increase applications for Volunteer service to 25,000 by FY 2018.							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	20,000	22,000	23,000	24,000
Result	12,206	10,091	10,118	19,151 ¹	24,848	23,987	22,645

¹ The definition of an application for Volunteer service was modified in FY 2014. Under the updated definition, an application occurs when a qualified U.S. citizen submits a completed application for either the Peace Corps Volunteer program (two-year) or the Peace Corps Response program (short-term). FY 2011-13 results are reported for Peace Corps Volunteer program applications only and are based on the application process used at that time, which required that individuals submit both an application form and a health history form. Peace Corps Response applications from FY 2014 onward only require the application form.

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection

Partner Offices: Peace Corps Response; Office of Communications; Office of Strategic Partnerships

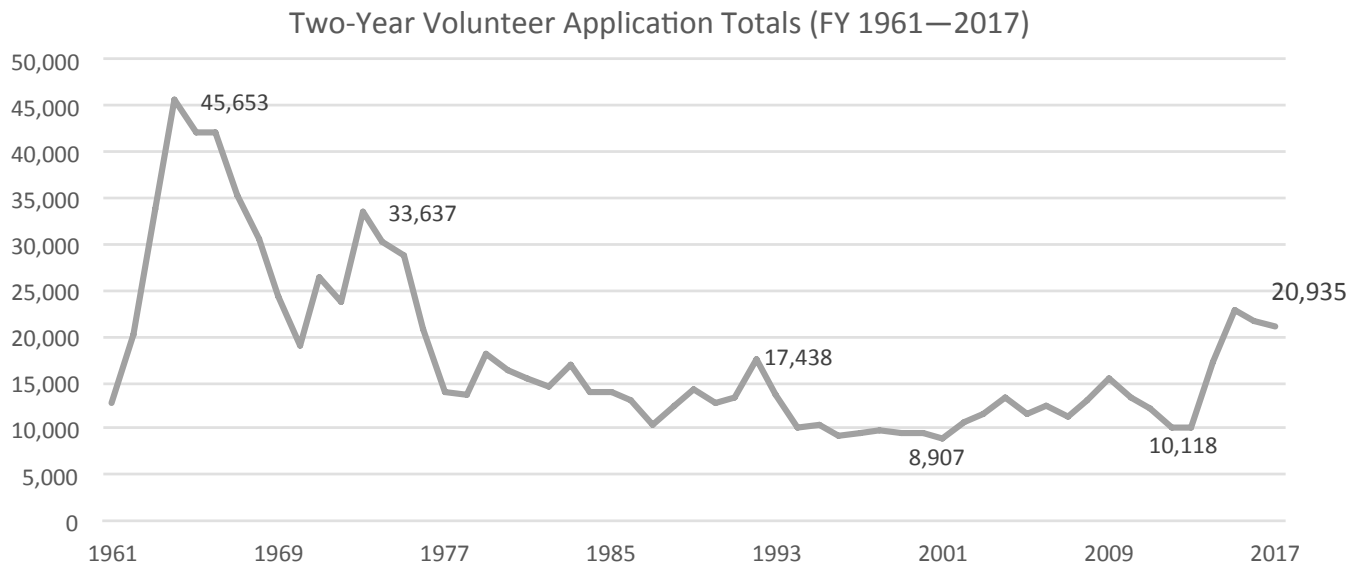
Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The total number of completed applications for the Peace Corps Volunteer program and the Peace Corps Response program from U.S. citizens who are at least 18 years old.

Overview: An increase in the number of applications for Peace Corps service is a clear indication of the competitiveness of the Peace Corps as a service opportunity of choice. The substantial increase in applications related to the Peace Corps' updated policies and streamlined processes in FY 2014 is balanced

by progressively higher targets for the remaining years in the strategic plan. The agency's goal is to ensure that there are multiple applicants for each Volunteer request so that Peace Corps service remains competitive and well-qualified candidates are placed in the field.

FY 2017 Progress Update: The target was not met. In FY 2017, there were 20,935 applications for two-year Volunteer service. When combined with the additional 1,710 applicants who applied to Peace Corps Response only, total application numbers reached 22,645 in FY 2017. Though this was below the goal of 24,000 total applications, it marks a 30-year high for the agency, sustaining the trend started in FY 2015, the first full year following the agency's historic application and recruitment reforms. With this many applicants in FY 2017, the agency was able to meet requests from the field for well-qualified Volunteers. The consistent influx of applications over the past few years indicates a continued strong desire among Americans to volunteer for service abroad.



Transparency in the application process—ensuring that applicants can easily search Volunteer opportunities and find openings best suited to their skill sets and needs—has been a key component of competitive recruitment. Volunteer openings now include detailed information, such as comprehensive project descriptions, program size, required and desired skills, country-specific language needs, and in-country living conditions. Prospective applicants can browse service opportunities by country, work area, language requirement, and departure date at peacecorps.gov/openings/.

Similar to the Peace Corps' two-year Volunteer program, Peace Corps Response employs a transparent application process where applicants can search and apply to specific job openings (peacecorps.gov/volunteer/response-openings/). In contrast to the two-year program, Peace Corps Response sends experienced professionals to undertake short-term, high-impact service assignments in specialized fields. The number of Peace Corps Response Volunteers fielded every year is correlated with the number of available opportunities each year. The number of opportunities increased steadily every year from FY 2014 through FY 2016. Correspondingly, the number of Response Volunteers fielded increased every year

between FY 2014 and FY 2016, culminating in a historic high of 379 Response Volunteers fielded in the last fiscal year. In FY 2017, the agency fielded 288 Response Volunteers. This decrease corresponds to a decrease in the number of available service opportunities as the agency did not field any Global Health Service Partnership (GHSP) positions in FY 2017.

STRATEGIC OBJECTIVE 3: DEVELOPMENT IMPACT

Advance community-based development by strengthening the capacity of local individuals and communities, focusing on highly effective technical interventions and leveraging strategic partnerships

Rationale: The Peace Corps delivers development assistance to interested host countries through the work of its Volunteers. Volunteers utilize effective technical interventions to share their skills and experience with local individuals and communities. Through this collaborative approach, Volunteers help strengthen local capacity to address development challenges. In addition, the Peace Corps partners with other U.S. government, nongovernmental, and private sector development partners to leverage training, resources, knowledge, and skills to expand the reach of Peace Corps programs and to enhance Volunteers' impact.

Strategies

- Embrace new approaches (theories of change, logical frameworks) to develop more focused-in projects with fewer standard indicators
- Fully implement standardized technical training to ensure Volunteers have the skills required to meet community needs
- Provide monitoring and evaluation training to staff and Volunteers
- Train all posts on the use of the redesigned Volunteer Reporting Tool to support timely and high-quality feedback mechanisms
- Develop post standards on the frequency and quality of feedback provided to Volunteers on their work
- Provide guidance to posts detailing ways to improve the selection and cultivation of counterparts
- Expand counterpart training opportunities to provide counterparts and community members with tools to work effectively with Volunteers and to strengthen the capacity of host country individuals and communities
- Leverage agency strategic partners to provide Volunteers with additional technical training, tools, and resources

FY 2017 Status: This strategic objective demonstrated significant progress in documenting development impact at the project level although efforts to support Volunteers with individual feedback continued to be challenging. The agency's project-level planning efforts are collectively referred to as Programming, Training, and Evaluation (PT&E) Alignment. PT&E Alignment uses the lessons learned by the agency over recent years as it has streamlined its programs into six sectors and supported post staff in designing, implementing, and evaluating high-quality programming and training for Volunteers. In FY 2016, the PT&E alignment process was launched with the development of "anchor activities" for each sector—evidence-informed activities that focus Volunteers and their counterparts on highly effective interventions. In FY 2017, agency specialists developed resource packages for each sector (including guidance, tools, and templates) to assist posts with designing logical project frameworks; providing Volunteers with effective training; and ensuring high-quality,

timely feedback on Volunteer work in order to strengthen development impact.

From March to October 2017, the agency field-tested the new approach and sector resource packages in 20 projects at 15 participating posts, with representation across all three regions and each of the six sectors. Results from this field test will be used to strengthen materials and processes related to PT&E Alignment prior to the global rollout in April 2018.

Performance Goal 3.1: Advance Community-Based Development Outcomes <i>Increase the percentage of projects with documented gains in community-based development outcomes to 90 percent by FY 2018.</i>							Target Met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	-	80%	85%
Result	-	-	-	76%	75%	76%	86%

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS; Office of Strategic Partnerships; Office of Strategic Information, Research, and Planning

Data Source: Volunteer Reporting Tool

Calculation: The number of projects that meet two thresholds for a “documented gain” on at least one of the standard sector indicators used for this goal divided by the number of projects that include one or more of the 19 standard sector indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annualized targets for the project.

Overview: Community-based projects are undertaken by multiple generations of Volunteers serving for two years over a defined timeframe to advance the host country’s public benefit goal. Plans for each project are designed and executed in collaboration with local partners. The plans define the project background and the implementation strategy. Project frameworks are used by the Peace Corps to operationalize the project plans by describing the goals, objectives, activity statements, and indicators of a project.

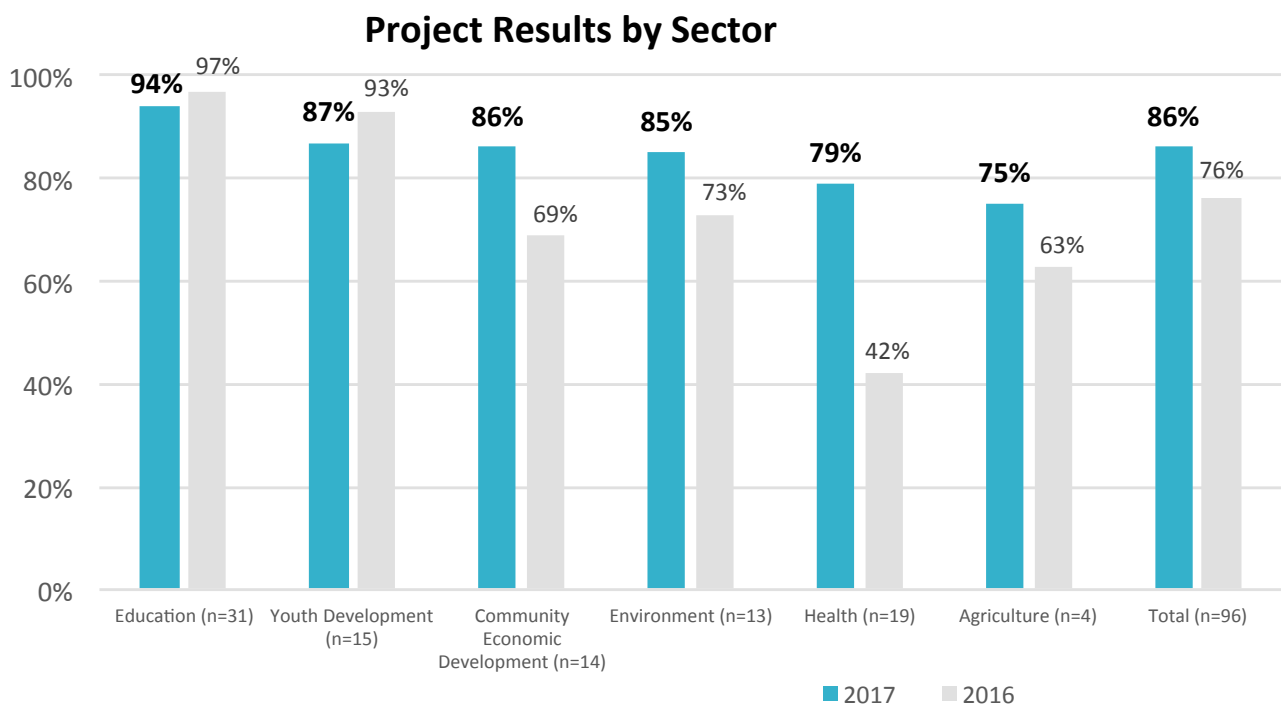
In order to measure this performance goal, the agency selected 19 standard sector indicators representing all six of the Peace Corps’ sectors. These indicators are based on industry standards and are outcome-oriented measures of changes in specific knowledge, skills, attitudes, behaviors, or conditions that result from project activities. An increase in the percentage of projects with documented gains is used as evidence that Volunteers are contributing to community-based development.

In FY 2017, posts began developing new logical project framework models for their project planning and design. These models illustrate the logical linkages between planned activities; outputs; and short-term and long-term outcomes for Volunteers, their work partners, and project stakeholders. Volunteers in these projects benefit from a more comprehensive sense of their work and the role that they play in community-

based development as well as a streamlined number of indicators that the post monitors and evaluates to assess progress.

For FY 2017 reporting, the indicators used in this assessment continue to be the 19 that were selected in FY 2014, allowing the agency to assess progress over time. As the shift to new logical project frameworks continues, the measurement of this performance goal in the FY 2018-2022 Strategic Plan will be updated to ensure consistency.

FY 2017 Progress Update: The target was met in FY 2017 and is further analyzed by sector in the chart below. Ninety-six projects were included in this analysis. The results by sector were calculated by dividing the number of projects with one or more indicators passing both thresholds (as explained in the calculation above) by the total number of projects reported for that sector. Results across all six sectors ranged from 75 to 94 percent with four sectors (Environment, Community Economic Development, Health, and Agriculture) registering large increases in the proportion of projects that met these thresholds compared to results in FY 2016. The sector with the highest proportion of projects with documented gains was Education.



Performance Goal 3.2: Strengthen Local Capacity <i>Increase the percentage of counterparts who report increased capacity to 90 percent by FY 2018.</i>							FY 2017 data not available
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	-	84%	87%
Result	-	-	-	-	83%	86%	-

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning

Data Source: Global Counterpart Survey

Calculation: The number of counterparts who ranked one of the following descriptions as the top Volunteer impact on their work divided by the total number of randomly selected counterparts interviewed by post staff: *“helped to improve day-to-day work skills of others,” “suggested new ways to meet goals,” and “motivated or inspired others to do better work.”*

Overview: Volunteers strengthen local capacity by working closely with community partners through all phases of their project. This goal measures the increase in the capacity of local counterparts—Volunteers’ primary community partners—from the perspective of the counterparts themselves. To measure this goal, assigned counterparts were asked about the ways Volunteers impact their work and the work of their organizations. Many counterparts cited increased capacity within their communities, which may better position host country partners to achieve measurable and sustainable results.

FY 2017 Progress Update: Data is not available for this performance goal in FY 2017. The target was met in FY 2016. A random global sample of 400 counterparts was used to measure counterparts’ perception of the capacity building that resulted from working with Peace Corps Volunteers. For two consecutive years, the Global Counterpart Survey provided evidence that the Peace Corps was having a positive effect on both Strategic Goal One and Goal Two. Given that the results were consistently positive, an additional Global Counterpart Survey in FY 2017 would not have been an efficient use of resources. Thus, no FY 2017 data were collected. However, Regions do continue to collect, analyze, and disseminate information on best practices for capacity building among counterparts including inviting counterparts to attend Volunteer training where feasible, expanding the range of counterparts to include individuals who support community integration as well as project work, and seeking ways to explore analysis of capacity building at the level of the host organization.

Performance Goal 3.3: Improve Feedback to Volunteers <i>Increase the percentage of Volunteers who report feeling satisfied¹ with the timeliness and quality of feedback provided on their work to 68 percent by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	40%	59%	62%	65%
Result	39%	33%	38%	55% ²	54%	57%	52%

¹ Includes the top two positive response options on a five-point balanced scale.

² Due to the improvements to the Annual Volunteer Survey in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011-13 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets for FY 2015 and beyond were revised in view of the higher than projected FY 2014 results.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of the Chief Information Officer

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following two survey questions with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded positively to the following two questions: *“How satisfied are you with the timeliness of feedback from Peace Corps staff about your work?”* and *“How satisfied are you with the quality of feedback from Peace Corps staff about your work?”* Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: Volunteers live and work in local communities that are often far away from Peace Corps staff. When Volunteers receive timely, high-quality feedback on their work from staff via email, text messages, phone calls, responses to the Volunteer Reporting Tool, or other mechanisms, they are able to benefit from the experience and advice of staff, share successes, and address challenges. This interaction contributes to the ability of Volunteers to achieve their project outcomes.

FY 2017 Progress Update: The target was not met, with 52 percent of the Volunteers reporting feeling satisfied with both the timeliness and quality of the feedback they were given. Notably though, 59 percent of the Volunteers who responded to the survey question were satisfied with the *timeliness* of the feedback they received, and 62 percent were satisfied with its *quality*. Many posts have prioritized feedback as a critical issue and have begun to explore opportunities for improvements through increased access to technology, more frequent “check-ins,” training for staff on providing constructive feedback, and informing Volunteers on the many ways in which feedback is given.

STRATEGIC OBJECTIVE 4: CROSS-CULTURAL UNDERSTANDING

Build a deeper mutual understanding of other cultures by developing meaningful connections between American and host country individuals and communities

Rationale: Volunteers advance cultural understanding between the United States and the communities where they serve by living and working side by side with local partners and by sharing their experiences with family, friends, and the American public both during their service and when they return to the United States. Through comprehensive intercultural learning opportunities, Volunteers acquire skills that allow them to not only understand other cultures but to navigate among cultures appropriately, responsibly, and effectively. In this way, Volunteers create a cultural window that enables American and host country individuals and communities to have meaningful conversations, develop strong relationships, and sustain their interactions.

Strategies

- Develop intercultural competency standards and anchor activities to assist in community integration for Volunteers
- Coach post staff to use language training as a method for developing Volunteers' intercultural communication skills
- Develop measures to assess Volunteers' intercultural competence at multiple points during their service
- Incorporate age-appropriate, intercultural education into Third Goal activities
- Encourage currently serving and returned Volunteers to leverage new technology, including social media, to share their experiences in order to foster communication between Americans and host country individuals and communities (e.g., Blog It Home and video contests)
- Strengthen the Coverdell World Wise Schools Correspondence Match program with online platforms and expand educator access to information based on their curriculum needs

FY 2017 Status: Strategies and key milestones that support achievement of this strategic objective have been executed according to plan. The efforts and planned milestones at the regional level to support this strategic objective are part of the standard operating processes at posts. The Global Counterpart Survey, which is designed to provide information on the impact of Volunteers from the perspectives of local community counterparts, will continue to be administered on a biannual basis. The next Global Counterpart Survey is planned for late FY 2018.

The Peace Corps' approach to cross-cultural understanding and its effectiveness in Strategic Goal Two (Sharing America with the World) is described in detail in two notable reports: Peace Corps Works: [A Cross-Sectional Analysis of 21 Host Country Impact Studies](#) and [the 2016 Global Counterpart Survey Summary Report](#).

Performance Goal 4.1: Greater Understanding of Americans <i>Maintain the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer at or above 95 percent through FY 2018.</i>							FY 2017 data not available
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Targets	-	-	-	-	-	95%	95%
Results	-	-	-	94%	90% ¹	91%	-

¹ Results from FY 2015 onward are based on data collected from a globally representative random sample of counterparts.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning

Data Source: Global Counterpart Survey

Calculation: The number of counterparts who reported learning about the United States or Americans divided by the number of randomly selected counterparts interviewed by post staff who responded to the following question: “Have you learned anything new about the United States or Americans through your interactions with Peace Corps Volunteers?”

Overview: Counterparts work closely with Volunteers. Their increased understanding of the United States as a country and of Americans as a people as a result of sustained day-to-day interactions with Volunteers indicates a successful partnership for building cultural understanding between the United States and the countries where Volunteers serve.

FY 2017 Progress Update: Data is not available for this performance goal in FY 2017. Given that the three-year trend from FY 2014–2016 showed consistently high percentages of counterparts reporting greater understanding of Americans, an additional survey in FY 2017 would not have been an efficient use of resources. Thus, no FY 2017 survey was conducted. The FY 2016 survey included a supplemental question about the specific content that counterparts reported learning through working with Peace Corps Volunteers. Counterparts reported that they learned most about how Americans approach work, followed by American values, then American diversity. A full summary of the most recent Global Counterpart Survey results is available in the [2016 Global Counterpart Survey Summary Report](#).

Performance Goal 4.2: Increase Cross-Cultural Connections <i>Increase the percentage of Volunteers who report that they facilitated direct interactions between Americans and host country individuals and communities to 70 percent by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Targets	-	-	-	-	60%	63%	67%
Results	-	-	-	57%	57%	54%	49%

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support

Partner Office: Office of Third Goal and Returned Volunteer Services

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who reported facilitating direct interactions between Americans and host country individuals divided by the number of Volunteers who responded to the following question: *“Did you facilitate direct interactions between Americans and host country individuals in the last 12 months?”*

Overview: When Volunteers actively build strong connections between the United States and host countries, they are promoting mutual cultural understanding and contributing substantially to the Peace Corps’ foundational goals and mission. Direct interactions between Americans and host country individuals and communities include communication through visits, letters, social media, email, web conferences, and other mechanisms. Volunteers may facilitate these direct interactions independently or through Peace Corps-sponsored programs such as the Coverdell World Wise Schools Correspondence Match.

FY 2017 Progress Update: The target was not met in 2017. Volunteers reported slightly less facilitation of direct interactions between Americans and host country individuals relative to previous years. The agency continues to encourage the use of the Peace Corps’ digital materials and guidance to promote interactions between Americans and host country individuals. The upcoming integration and alignment of the agency’s programming, training, and evaluation efforts will also provide an opportunity to gain additional data on cross-cultural understanding through Volunteer reporting.

STRATEGIC OBJECTIVE 5: CONTINUATION OF SERVICE

Support returned Volunteers' continuation of service by fostering a vibrant alumni network, providing tools and resources to ease their transition after service, and offering opportunities for them to share their experiences

Rationale: More than 230,000 Americans have served as Peace Corps Volunteers since 1961—a significant “domestic dividend” of skilled and dedicated individuals who continue serving the American public and the communities where they lived and worked abroad long after they return home. By providing tools and resources to Volunteers to ease their transition after service, such as career counseling and best practices for sharing their experiences and promoting service, the Peace Corps is positioning returned Volunteers to be active contributors to the agency’s Third Goal. The agency also encourages returned Volunteers to share their experiences with family, friends, and the public; build and maintain connections between Americans and host country individuals and communities; and recruit the next generation of Volunteers. Significant additional work to advance the Peace Corps mission is undertaken directly by the returned Peace Corps Volunteer community through returned Volunteer groups and the actions of individual returned Volunteers— independent of the agency. Notably, a significant number of returned Volunteers continue their service as international development or foreign policy specialists.

Strategies

- Leverage social media, email, and other online tools to effectively communicate and share knowledge with and among returned Volunteers
- Collect regular feedback from returned Volunteers through a survey to track their professional and academic progress and to inform the development of tools that will help them continue their service throughout their careers
- Expand returned Volunteer career services by centralizing tools and resources available to returned Volunteers through an expanded and easily accessible online job portal
- Develop a “Third Goal and Returned Volunteer Services” curriculum to be included in pre-departure, pre-service, and close-of-service training for Volunteers
- Engage the American public through strong partnerships with businesses, schools, and government agencies to provide communication platforms for returned Volunteers, increase public understanding of other cultures, and generate a commitment to public service and community development

FY 2017 Status: The Peace Corps has consistently made progress in this strategic objective over the past four years. A gradual shift from live events and individual services to virtual communications with the returned Volunteer community has dramatically increased the quantity and diversity of interactions from FY 2015–2017. In FY 2018, the Peace Corps will focus on improving other related outcomes that support increased American’s awareness and knowledge of other cultures and global issues through Volunteers. Priority areas include streamlining returned Volunteer services to ensure operational efficiency, interoffice collaboration, a broader range of career services, and a centralized Returned Peace Corps Volunteer (RPCV) communication strategy. Additionally, the Peace Corps will focus on improving the tools and systems that

enable RPCVs to refine the competencies gained abroad. By reinvesting those skills back home, in both their workplaces and communities, RPCVs contribute to the competitive workforce and stronger American communities.

Performance Goal 5.1: Support Returned Volunteer Career Transition <i>Increase the number of returned Volunteers who access the Peace Corps' career services to 3,250 by FY 2018.</i>							Target Met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	2,500	2,750	3,000	3,250
Result	-	-	-	2,649	2,831	4,116	3,818

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

Partner Office: Office of Strategic Partnerships

Data Source: Peace Corps administrative records

Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for or participated in agency-initiated career services during the fiscal year.

Overview: The agency provides returned Volunteers with professional career services, seminars, and transition tools upon returning from service. These services include career conferences and fairs, employer panels, employer information sessions, career-focused webinars, résumé reviews, mock interviews, and career service consultations at headquarters and regional recruitment offices. Providing the career and personal development tools necessary for returned Volunteers' success in both professional and service opportunities eases their transition upon returning home and facilitate an environment where they can share their experiences and promote volunteerism and public service.

FY 2017 Progress Update: The target was met. The agency served 3,818 returned Volunteers and conducted 6,895 career service activities in FY 2017 (an average of 1.8 activities for every participating returned Volunteer). Although the increased demand for career services occasionally led to wait times for access to career development specialists, much progress was made in expanding career services for returned Volunteers overall. The RPCV Portal expanded to over 15,000 accounts, improving RPCV contact information for the agency, as well as streamlining the event registration process for RPCVs. Though a prolonged hiring freeze in the Federal Government impacted attendance at events, the performance goal was still achieved. Returned Volunteer Career Services engaged a wide range of employers in FY 2017, including Google, Apple, Microsoft, FINCA International, the U.S. Department of Justice, the U.S. Department of the Interior, MorningStar, Engility, Maher & Maher, Mastercard, Tetra Tech, the Small Business Administration, NASA, the National Institutes of Health, the National Science Foundation, FEMA, PYXERA Global, and RTI International. The Peace Corps has set strategies and goals in the FY 2018–2022 Strategic Plan to expand its internet resources available to returned Volunteers on the RPCV Portal. Additionally, the agency plans to consolidate all career and transition services for returned Volunteers to the RPCV Portal in an effort to develop a streamlined and efficient mechanism for RPCVs to identify, request, and access services

Performance Goal 5.2: Increase Returned Volunteer Engagement <i>Increase the number of returned Volunteers who participate in agency-supported Third Goal activities to 16,000 by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	8,000	10,000	12,000	14,000
Result	-	-	-	9,754	10,866	15,426	9,323

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

Partner Offices: Office of Volunteer Recruitment and Selection; Office of Overseas Programming and Training Support

Data Source: Peace Corps administrative records

Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for agency-supported Third Goal activities during the fiscal year.

Overview: The agency facilitates a wide array of activities to provide returned Volunteers with opportunities to share their experiences, including events and programs that are directly sponsored by the Peace Corps and others that are jointly sponsored by the Peace Corps and its strategic partners. These events include the Coverdell World Wise Schools Speakers Match, recruitment events, and Peace Corps Week. The agency also develops materials for returned Volunteers to independently conduct Third Goal activities.

FY 2017 Progress Update: The target was not met. This performance goal is shared between the Office of Third Goal and Returned Volunteer Services (3GL/RVS) and the Office of Volunteer Recruitment and Selection (VRS). In FY 2017, 3GL/RVS reported 6,741 RPCVs participating in agency-supported Third Goal activities and VRS reported participation of 2,582 RPCVs. In FY 2017, the Peace Corps continued its client-based approach to engaging returned Volunteers by focusing opportunities for Third Goal activities using online platforms, such as Facebook and GovDelivery. Third Goal activities were also reported using the RPCV Portal, which streamlined communication, data collection and reporting. VRS transitioned to a new system for event management, using the Peace Corps customer relationship management platform. This transition had an impact on data collection and reporting during the last six months of the third and fourth quarters FY 2017, and may have contributed to lower-than-expected FY 2017 total results.

STRATEGIC OBJECTIVE 6: DIVERSITY AND INCLUSION

Actively recruit, support, and retain a diverse workforce and Volunteer corps and build an inclusive culture that encourages collaboration, flexibility, and fairness

Rationale: Volunteers serve as cultural ambassadors in the local communities where they live and work. To promote a better understanding of America, it is critical that Volunteers represent the rich diversity of the U.S. population. In addition, since many staff are drawn from the pool of returned Volunteers, a diverse Volunteer corps contributes to building a more diverse workforce. To harness and support the unique perspectives of a diverse workforce and Volunteer corps, the agency fosters an inclusive culture that encourages collaboration, flexibility, fairness, and meaningful ongoing dialogue.

Strategies

- Train directors, managers, and supervisors to address diversity and inclusion goals and understand Equal Employee Opportunity policies and principles
- Expand collaboration among key stakeholders to integrate diversity and inclusion concepts and Equal Employee Opportunity policies and principles into core business practices and agency culture
- Collaborate with returned Volunteer groups, strategic partners, and local and regional groups aligned with underrepresented populations to support the recruitment of diverse applicants
- Support and monitor the implementation of the same-sex couples initiative, which allows same-sex couples to serve together as Peace Corps Volunteers
- Support employee resource groups to help recruit, retain, and foster a diverse workforce through the use of data-informed, resourceful, and innovative methods
- Provide tools and training for staff to increase their awareness and empower them to prevent the types of discrimination and harassment issues that can occur within a diverse environment
- Review and revise the eligibility standards for Volunteer service, including medical status eligibility standards, to ensure that applicants are not evaluated on the basis of any factor that is not relevant to the ability to serve effectively
- Develop a plan for a streamlined mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve retention

FY 2017 Status: Strategies that support this strategic objective have been supported and monitored by the interoffice Diversity Governance Council, which was established in FY 2015. The mission of the Diversity Governance Council (DGC) is to support and promote diversity and inclusion (D&I) within the Peace Corps and to encourage a workplace environment that is open and accepting of differences among individuals. The founding of the DGC, which meets quarterly, has led to several key accomplishments for this strategic objective, including the addition of a D&I policy statement in the Peace Corps Manual and the development of the Diversity and Inclusion Strategic Plan. An additional recommendation of the DGC resulted in the creation of a new position at Peace Corps in late 2016: Chief Diversity Officer. This position reports directly to the Chief of Staff and is responsible for providing strategic direction and coordination to create an inclusive organizational culture.

Successful efforts in increasing the number of Volunteers from underrepresented groups has heightened the need for the Peace Corps to examine and enhance support to a diverse Volunteer corps. Looking forward, the Peace Corps' FY 2018–2022 Strategic Plan incorporates intercultural competence and diversity as a cross-cutting issue. For example, as part of a performance goal on optimizing Volunteer resilience, the agency has committed to developing an intercultural competence, diversity, and inclusion (ICD&I) framework. Agency leaders are committed to promoting diversity as plans are developed and implemented.

Performance Goal 6.1: Increase Applicant Diversity <i>Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by 2016 and maintain that level of performance through FY 2018</i>							Target met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	32%	34%	35%	35%
Result	26%	27%	30%	33%	35%	36%	36%

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection

Partner Offices: Office of Communications; Office of Civil Rights and Diversity

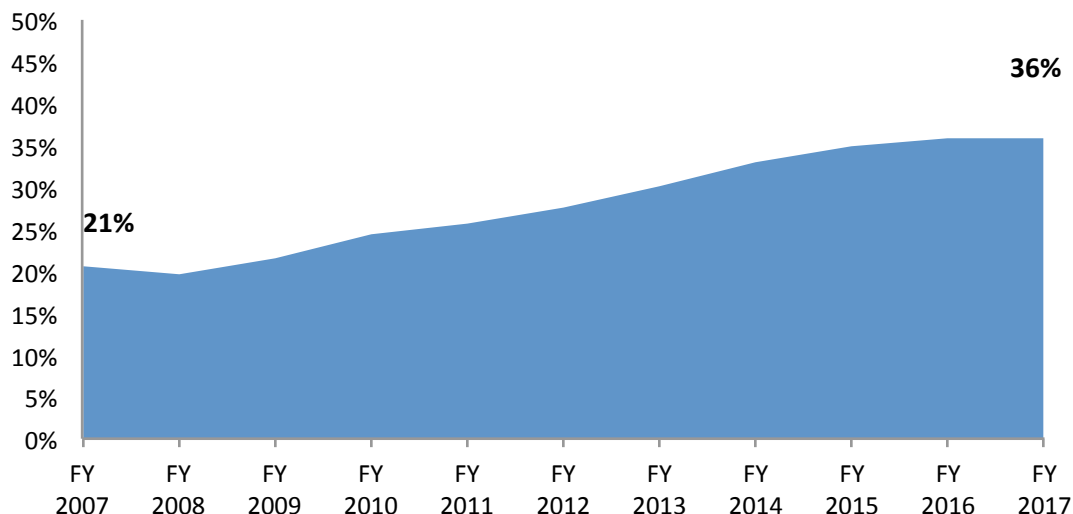
Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The number of completed applications from individuals belonging to minority racial and ethnic groups divided by the total number of completed applications for Peace Corps Volunteer service and Peace Corps Response positions. Applicants who did not provide their race or ethnicity are not included in this calculation.

Overview: Maintaining the number of applications from individuals of minority racial and ethnic groups—who are traditionally underrepresented populations—results in a Volunteer force that reflects the diversity of America. Given that Peace Corps projects generally require at least a Bachelor's degree level of education, the agency works to maintain a Volunteer population that reflects the diversity of the college-degreed U.S. population. Thus, targets for this goal are set based on that population.

FY 2017 Progress Update: The Peace Corps has met targets for this performance goal for the past four years. The sustained increase in applicant diversity is likely the result of the agency's increased outreach to over 181 Minority-serving Institutions in FY 2016 and FY 2017. Minority racial and ethnic groups include the following designations on the Peace Corps application: Hispanic or Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Native Alaskan, and two or more races. Over the past ten years, the percentage of applications from minority applicants has steadily increased from 21 percent in FY 2007 to 36 percent in FY 2017. The two largest minority groups to apply in FY 2017 were Hispanic or Latino (14%) and Black or African American (11%).

Percentage of Applicants from Individuals of Minority Racial and Ethnic Groups



Performance Goal 6.2: Build an Open and Inclusive Organizational Culture

Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country staff who agree¹ that the agency has an inclusive organizational culture to 90 percent and maintain that level of performance through FY 2018.

Target not met

		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target ²		-	-	-	85%	88%	90%	90%
Result	U.S. direct hire staff	-	-	-	88%	83%	85%	82%
	Host country staff	-	-	-	89%	92%	90%	91%
	Volunteers	-	-	-	80%	76%	71%	68%

¹ Includes the top two positive responses on a five-point balanced scale.

² Targets for FY 2015 and beyond apply to each of the three population groups. All three groups must reach 90 percent for the target to be reached.

Lead: Chief Diversity Officer; Director, Office of Civil Rights and Diversity

Partner Offices: Office of Human Resource Management; Office of Overseas Programming and Training Support

Data Sources: Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace Corps at overseas posts as personal services contractors or Foreign Service nationals; Annual Volunteer Survey (AVS) for Volunteers

Calculation: For each data source (EVS, HCSS, and AVS), the number of individuals who responded to the following survey question with the top two positive responses (“agree” or “strongly agree”) divided by the total number of respondents: “To what extent do you disagree or agree that the organizational culture of the

Peace Corps (including staff and Volunteers) is inclusive of diverse people?" Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Overview: This performance goal measures the openness and inclusion of the Peace Corps as perceived by post staff, headquarters staff, and Volunteers with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, veteran status, family status, and gender identity or expression. This direct outcome measure can be used to evaluate how all groups perceive the agency's culture of inclusion and to what extent employees and Volunteers feel valued.

FY 2017 Progress Update: The target was met among host country staff but not among U.S. direct hire staff (USDH) or Volunteers. As a result, the overall target was not met. Results have declined for both Volunteers and U.S. direct hire staff since the measure started being tracked in FY 2014. For the U.S. direct hire staff, the overall three-year decline (FY 2014 to FY 2017) was six percentage points, and for Volunteers the decline was 12 percentage points. Successful efforts in increasing the number of Volunteers from underrepresented groups has heightened the need for the agency to improve support provided to all Volunteers. Moving forward, execution of the strategies contained in the agency's Diversity and Inclusion Strategic Plan are critical to addressing some of the needs and gaps noted among USDH staff and Volunteers.

STRATEGIC OBJECTIVE 7: SITE DEVELOPMENT

Establish an environment conducive to Volunteer success through an integrated approach to developing effective projects, preparing work sites, and successfully collaborating with local partners

Rationale: Before Volunteers arrive in their country of service, the Peace Corps works to ensure that each Volunteer will have meaningful work opportunities that meet the development needs of the local community and that there are local partners interested in working alongside the Volunteer. The agency also verifies that each work site can support the Volunteer's safety, security, and medical and mental health needs. This foundation allows each Volunteer to focus on building relationships and strengthening local capacity upon arrival in the community and throughout service.

Strategies

- Identify, prepare, and train host families, host agencies, and counterparts to live and work effectively with Volunteers, including setting clear expectations regarding the role of the Volunteer
- Establish well-defined and meaningful work opportunities for Volunteers by selecting sites with well-documented needs
- Ensure that project frameworks and sites are aligned with Volunteers' skills, experience, and the needs of local communities
- Explore key research questions and best practices on the standards and criteria conducive to effective site identification and development using Country Portfolio Review findings and other data sources
- Develop a mobile technology solution to track and document the effective selection, documentation, and preparation of sites
- Improve the technology platform for managing and mobilizing data on the development, monitoring, and history of Volunteer sites that is mobile, facilitates document sharing, and takes a modularized approach to integration
- Support posts in their implementation of regional site development and site monitoring standards and procedures

FY 2017 Status: Progress has been made on this strategic objective in FY 2017 with all three regions having successfully implemented significant improvements to their regional guidance on site development procedures. Additionally, the Peace Corps is aligning programming and site development by matching project frameworks and sites more strategically with Volunteers' skills, experience, and the needs of local communities.

Moving forward, the FY 2018–2022 Strategic Plan has set a goal to define and implement a comprehensive site management system by the end of FY 2021. The Peace Corps will establish a comprehensive site management system based on evidence-informed guidance and tools. The system will foster an enabling environment for Volunteers, communities, and partners to address mutually-defined development priorities. The resulting agencywide site development strategies will be implemented gradually and deliberately, using a phased approach. The limitations of post staff resources and existing country-specific site development procedures will be considered throughout the process.

Performance Goal 7.1: Improve Site Development <i>Increase the percentage of Volunteers who report feeling satisfied¹ with site selection and preparation to 68 percent by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	44%	62%	64%	66%
Result	42%	41%	42%	59% ²	59%	62%	62%

¹Includes the top two response options on a five-point balanced scale.

²Due to the improvements to the Annual Volunteer Survey in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011-13 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets for FY 2015 and beyond were revised in view of the higher than projected FY 2014 results.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Health Services; Office of Safety and Security

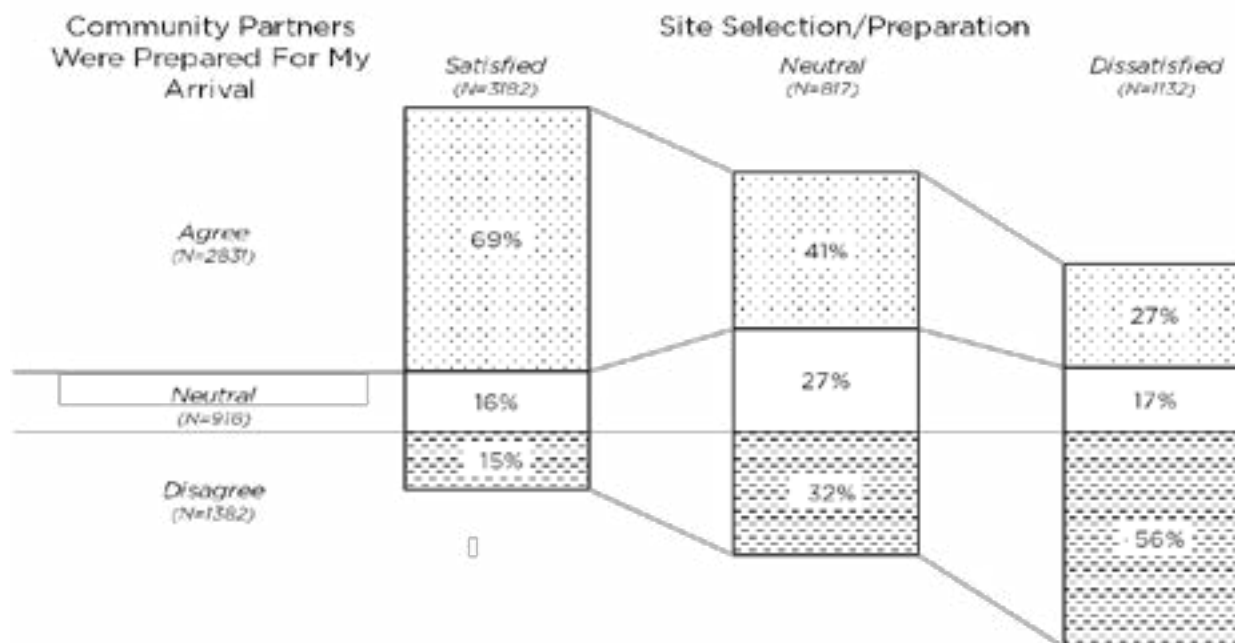
Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded to the question: “How satisfied are you with (Site selection/preparation) provided by in-country Peace Corps staff?” Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: The quality of a Volunteer’s site, housing, and work assignment is a critical feature of a safe, productive Volunteer experience. Each post must ensure that Volunteer sites, housing, and work assignments are appropriate and meet all Peace Corps and post-established criteria. Site development criteria address living arrangements, potential for integration, communication infrastructure, transportation, access to essential health care, and other support services, security climate, vulnerability to natural disasters, the planned work role for the Volunteer, and cooperation of host authorities.

FY 2017 Progress Update: The target was not met, but progress has been made over the past four years. Through an analysis of survey data, the agency found that Volunteer satisfaction with the site selection and preparation conducted by Peace Corps post staff was significantly correlated to the perceived “level of preparedness” among host community members. Among the 3,182 Volunteers who were “satisfied” or “very satisfied” with site development and preparation, 69 percent felt community members were prepared for their arrival. Comparatively, among the 1,132 Volunteers who were “dissatisfied” or “very dissatisfied” with site development and preparation, only 27 percent felt community partners were prepared for their arrival.

Volunteer Satisfaction with Site Selection/Preparation and Community Support



Results are based on the following survey question:

"How satisfied are you with the site selection/preparation support provided by in-country Peace Corps staff?"

Performance Goal 7.2: Improve Counterpart Selection and Preparation							Target not met
Increase the percentage of Volunteers who report feeling satisfied ¹ with the community integration and project work support by their assigned counterpart to 61 percent by FY 2018.							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	34%	55%	57%	59%
Result	31%	32%	32%	53% ²	51%	53%	52%

¹ Includes the top two response options on a five-point balanced scale.

² Due to the improvements to the Annual Volunteer Survey in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011-13 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets for FY 2015 and beyond were revised in view of the higher than projected FY 2014 results.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Health Services; Office of Safety and Security

Data Source: Annual Volunteer Survey

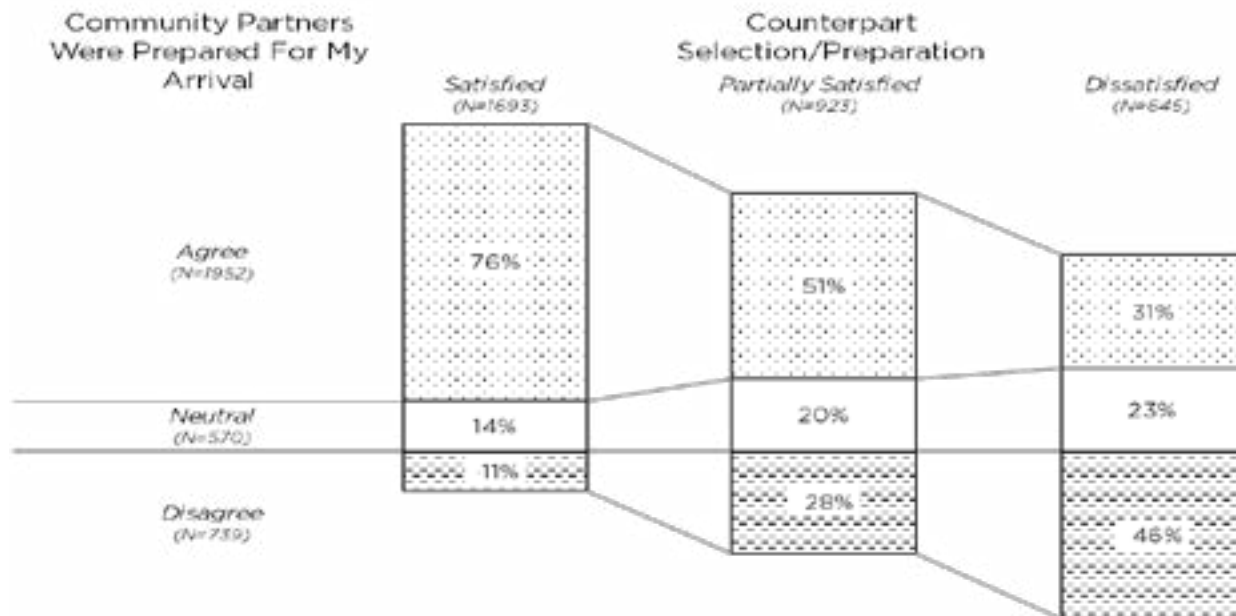
Calculation: The number of Volunteers who responded to the following two questions on the survey with

the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded to the two questions: *“How satisfied are you with the following aspects of working with your Peace Corps-assigned counterpart? a. Accomplishing your project work; b. Integrating into your community.”* Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: While Volunteers work with a variety of local partners throughout their service, the Peace Corps selects and assigns local counterparts to Volunteers when they first arrive at their sites to help them to integrate into their communities and to serve as resources for their project work. The percentage of Volunteers who report being satisfied with the support from their assigned counterparts indicates the extent to which they are satisfied with the way posts are selecting and preparing local partners as a part of the site identification and preparation process.

FY 2017 Progress Update: The target was not met. The perceived “level of preparedness” among host community members was highly correlated with the results on this performance goal. Three out of every four Volunteers (76%) who were satisfied with their assigned counterpart also agreed that community partners were prepared for their arrival. In contrast, of the 645 Volunteers who were dissatisfied with their counterpart, only 31 percent agreed that community partners were prepared for their arrival.

Volunteer Satisfaction with Site Selection/Preparation and Community Support



Results are based on the following survey questions: *“How satisfied are you with the following aspects of working with your Peace Corps-assigned counterpart: accomplishing your project work and integrating into your community?”* The “partially satisfied” category for site selection/preparation is used for respondents who were “satisfied” or “very satisfied” with one—but not both—of these aspects

Agency analysis conducted in FY 2017 reinforces the importance of the site identification process and the counterpart relationship in driving Volunteer effectiveness. In addition to identifying counterparts to support the Volunteers’ entry into their host communities, the agency can also improve effective skills-training to

better enable Volunteers to build productive relationships with their counterparts and other work partners.

Volunteers who viewed their counterpart and community partner training as effective were 25 percent more likely to be successful in building the capacity of their host organizations. The Peace Corps will explore additional ways to include community member preparedness as a key component of site development and preparation in the future.

STRATEGIC OBJECTIVE 8: TRAIN UP

Develop a highly effective Volunteer corps through a continuum of learning throughout service

Rationale: High-quality training is central to the success of Volunteers. The Peace Corps invests in technical training to ensure that Volunteers have the necessary skills to draw upon, contribute to, and support local capacity-building efforts. Training also focuses on building Volunteers' language skills and intercultural competence to advance technical work and to facilitate cultural integration and mutual understanding. Providing a continuum of learning throughout service ensures that Volunteers receive the tools and support they need.

Strategies

- Develop, refine, and evaluate training materials in accordance with the Programming, Training, and Evaluation (PT&E) Alignment strategy
- Share programming, training, and evaluation resources through an online knowledge-sharing platform
- Develop formal processes to document the training received, expertise and proficiency levels achieved, and certifications earned by Volunteers
- Fully implement mandatory close-of-service language testing and encourage posts to administer language exams to Volunteers at mid-service
- Improve training and professional development for staff overseas with the development and implementation of a staff learning continuum
- Develop and implement a Volunteer learning continuum—from pre-departure to close of service—that emphasizes self-directed learning, utilizes coaching and mentoring, fosters communities of practice, and includes individual learning plans for Volunteers

FY 2017 Status: While results for both performance goals were below their targets, substantial progress was made on this strategic objective. For example, the training component of the staff learning continuum for overseas programming and training staff was successfully completed. The agency will use this staff learning continuum to strategically support staff development to more effectively train Volunteers throughout their service.

The agency continued to see improvement in reporting on close-of-service language testing in FY 2017, and 29 posts saw greater than 90 percent of their Volunteers reach the “advanced” level at close-of-service testing. The technical reporting of the Language Proficiency Interview (LPI) data is improving, but some challenges still exist. A “Language Learning throughout Service” strategy is being finalized and implementation across posts is starting. Improving language training remains a performance goal in the FY 2018–2022 strategic plan. Staff and Volunteer training also will remain as priorities in the next strategic plan as the next stage of the agency’s focus on training.

Performance Goal 8.1: Improve Language Learning <i>Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above on the language proficiency interview to 70 percent by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	50%	55%	60%	65%
Result	-	-	-	63%	63%	58%	56%

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support

Partner Office: Office of the Chief Information Officer

Data Source: Peace Corps database (VIDA)

Calculation: The number of Volunteers who achieved an “advanced” or “superior” level score on their language proficiency interview at close of service divided by the number of Volunteers who were tested at close of service.

Overview: Developing local language skills is critical for Volunteers’ ability to integrate into their communities, work effectively, and maintain their safety and security. An increase in the percentage of Volunteers who achieve a high level of language proficiency indicates that the agency is providing effective language training and support throughout the Volunteers’ service.

Volunteers’ language ability is measured through the language proficiency interview, administered by agency-certified language testers. The language interview includes four proficiency levels based on the American Council for Teaching Foreign Languages proficiency guidelines: Novice, Intermediate, Advanced, and Superior. Volunteers are taught and tested in the primary language spoken at their site. Measuring language ability at close of service allows posts to determine the efficacy of their language-learning program and what types of activities Volunteers can reasonably be expected to perform in the local language(s). At the Advanced level, Volunteers should be able to perform the basic functions required in most projects such as training, co-planning, or facilitating technical activities.

FY 2017 Progress Update: The target was not met. Although FY 2017 results for this performance goal were below the established target, further progress was made on increasing the percentage of Volunteers who were tested at their close of service. In FY 2015, 54 percent of Volunteers were tested at their close of service compared to 73 percent of Volunteers in FY 2016 and 77 percent in FY 2017. More than 90 percent of Volunteers received close-of-service language testing at 29 posts in FY 2017. At eight posts, more than 90 percent of the Volunteers who received the close-of-service language test achieved the “advanced” level. Additionally, over time, the proportion of Volunteers who received the close-of-service language test for the most difficult languages at posts has increased steadily from 51 percent of the Volunteers tested in 2015 to 59 percent of those tested in 2017. Language difficulty is classified from Level 1 to Level 4. Languages classified as Level 3 or Level 4 in terms of difficulty are more challenging and time-consuming than developing that level of proficiency in languages classified at the Level 1 or 2 of difficulty. The acquisition of local language skills is paramount for Volunteer effectiveness and remains a top priority in the FY 2018–2022

Strategic Plan. The Peace Corps will continue to analyze best practices and try to replicate what works best across the agency to increase Volunteer local language skills.

Performance Goal 8.2: Increase Effectiveness of Technical Training <i>Increase the percentage of Volunteers who report that their technical training was effective¹ in preparing them to work at their site to 67 percent by FY 2018.</i>							Slightly below target
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	52%	64%	65%	66%
Result	44%	44%	50%	63% ²	63%	64%	63%

¹Includes the top two positive response options on a five-point balanced scale.

²Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011 to FY 2013 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“effective” or “very effective”) divided by the total number of Volunteers who responded to the question: “Please evaluate the effectiveness of your Peace Corps training in preparing you to perform technical aspects of your work.” Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: Effective technical training covers topics related to the work that Volunteers will do at their Volunteer site. It includes the instruction Volunteers receive during pre-service training, in-service training, and other post-sponsored events that cover work activities related to their assigned project framework. This training is a key component of the preparation Volunteers receive that enables them to engage with their counterparts and communities as true partners in development, strengthening the capacity of local individuals so that together they can have a positive impact on their organizations and communities. This training is critical for achieving the Peace Corps’ Goal One: Building Local Capacity.

FY 2017 Progress Update: The results were slightly below target. Less than half of the respondents (46%) to the 2017 Annual Volunteer Survey felt prepared or very prepared to meet the challenges of service when they first arrived in their host countries. After Peace Corps training and field experience, however, the great majority (85%) felt prepared or very prepared. In order to gather more data concerning the strengths and areas for improvement of technical training, additional questions were added to the Annual Volunteer Survey in 2017. These questions revealed that 81 percent of respondents agreed that their technical trainers were knowledgeable, and 76 percent agreed they effectively communicated material. While 69 percent agreed that technical training content was relevant to their work site, just over half (51 percent) agreed it was covered in sufficient depth. The Peace Corps has set strategies and goals in the FY 2018–2022 Strategic Plan to further develop competency-based Volunteer learning with an emphasis on technical, intercultural

competence, diversity, and inclusion (ICD&I), and language training for each phase of the Volunteer lifecycle. With this data the Peace Corps will now be able to better focus its technical training efforts.

STRATEGIC OBJECTIVE 9: HIGH-PERFORMING LEARNING ORGANIZATION

Cultivate a high-performing learning organization by investing in professional development for staff, improving staff retention, and strengthening institutional memory

Rationale: The unique law limiting the majority of Americans working as Peace Corps staff to five-year appointments (“known as the “five-year-rule”) results in an influx of fresh ideas and innovation, but it also produces significant human capital and knowledge management challenges. Host country staff often serve longer than American staff and have very different professional development needs. To successfully advance the Peace Corps mission, the agency must be a high-performing learning organization that invests in staff development, retains employees to the fullest extent of the law, and draws from a deep institutional memory to learn from its past and circulate best practices among Volunteers and staff.

Strategies

- Develop a competency and skills assessment program for Peace Corps domestic and overseas staff
- Utilize an automated system to track training events in order to develop a more cost-effective training program
- Identify the core positions that suffer from frequent staff turnover and consider developing a narrowly focused request to seek legislative modification to the five-year rule
- Review and standardize the onboarding process for all staff and link it to learning and professional development opportunities
- Implement a mentoring and coaching program for all agency staff, including a component designed for host country staff that focuses on effective strategies for advancing their careers and for working with Volunteers
- Improve the off-boarding process by collaborating with federal government employers to place staff with noncompetitive eligibility
- Improve the retention of staff through a number of methods, including retention agreements for staff in specialized positions, cross-training, individual development plans, earlier consideration of extension requests, modification to the agency policy to enable managers to provide employees with earlier notification of extensions to their term appointments, and increased utilization of career ladders
- Collect and analyze data on the causes of early employee resignations and develop informed solutions to address the issue
- Expand the agencywide use of technological platforms and increase online training to expand learning opportunities for domestic and overseas staff

FY 2017 Status: Significant progress has been made on some areas in this strategic objective. The Peace Corps has provided information on the impact of the five-year rule to Congress. This rule limits most

employee's tenure to five years. Legislation has been introduced and if enacted would increase the flexibility of this rule. The Peace Corps' Office of Staff Learning and Development (OSLD) has implemented a number of programs improving performance management training, professional development, onboarding and offboarding, and Overseas Staff Training.

The OSLD worked closely with the Office of Strategic Information, Research and Planning to develop and add training needs assessments questions to the Host Country Staff Survey. Over time, these questions will help the Peace Corps gain greater insights into staff learning and development needs.

In response to the Office of the Inspector General's *2014 Program Evaluation Report: Training Peace Corps' Overseas Staff*, OSLD procured a new Learning Management System (LMS) to expand mandatory and professional development online learning and improve the tracking of employee training. Substantial work in FY 2017 has been completed, with the planned launch of the new system scheduled for April 2018.

Performance Goal 9.1: Improve Staff Training								Target not met
Increase the percentage of staff who report feeling satisfied ¹ with the training they received to do their job to 62 percent by FY 2018.								
		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target ²		-	-	-	54%	56%	58%	60%
Result	U.S. direct hire staff	50%	50%	57%	55%	52%	53%	56%
	Host country staff	-	-	-	62%	66%	69%	72%

¹ Includes the top two positive response options on a balanced five-point scale.

² Targets for FY 2015 and beyond apply to both population groups. In FY 2016, for example, both USDH staff and host country staff must reach 58 percent for the target to be reached.

Goal Leads: Associate Director, Office of Management; Office of Staff Learning and Development

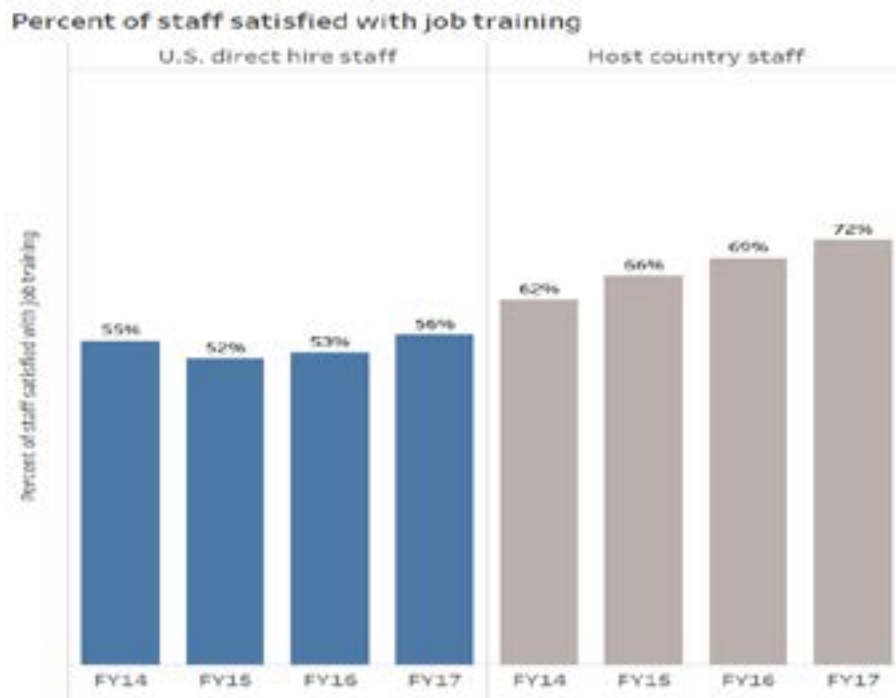
Partner Offices: Office of Human Resource Management; Associate Director, Office of Global Operations/ Director, Office of Overseas Programming and Training Support

Data Source: Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace Corps at overseas posts as personal service contractors or Foreign Service Nationals

Calculation: For each population and data source (EVS and HCSS), the number of respondents to the following survey questions with the top two positive responses ("satisfied" and "very satisfied") divided by the total number of respondents for that survey question: *"How satisfied are you with the training you receive for your present job?"*

Overview: An increase in staff satisfaction with their training indicates that staff are being provided the tools and training to do their jobs effectively and to develop professionally.

FY 2017 Progress Update: The target was met. Satisfaction with job training increased by three percentage points for both U.S. direct hires and host country staff. While the host country staff satisfaction rate greatly exceeded the target, the satisfaction rate for U.S. direct hires indicates that more work is needed to reach the target. Although the overall target was not met in FY 2017, the Peace Corps has made significant improvements in staff development. Participation in training services has tripled since the Office of Staff Learning and Development was created in 2015. The Office of Overseas Programming and Training Support implemented post training for project development and management as part of the Programming, Training, and Evaluation (PT&E) initiative. The agency will conduct further analysis to better identify the best practices that are driving the increasing training satisfaction scores among host country staff.



Performance Goal 9.2: Increase Staff Tenure

Increase the average tenure of U.S. direct hire staff to 4 years by FY 2016 and maintain that level of performance through FY 2018.

Target
not met

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	-	4 years	4 years
Result	-	3.5 years	4.5 years	4.0 years	4.2 years	3.3 years	3.2 years

Goal Lead: Director, Office of Human Resource Management

Partner Office: Office of Congressional Relations

Data Source: National Finance Center

Calculation: The median number of months of tenure (e.g., number of months from entry-on-duty to separation, departure, or retirement) averaged across all U.S. direct hire staff who left the agency in a given fiscal year.

Overview: Staffing at the Peace Corps is governed by the Peace Corps Act, which limits the appointments of most U.S. direct hire staff working in domestic and overseas offices to five years. The Peace Corps Act allows the Director to extend appointments for one additional year at her or his discretion and to offer an additional “tour” of 30 months for up to 15 percent of the U.S. direct hire staff. These additional appointments are generally offered to employees who have demonstrated an exceptional record of performance in order to achieve one of the following purposes: to promote continuity of functions in administering the Peace Corps; to permit individuals working at overseas posts to work in the United States; to permit individuals working in the United States to work at overseas posts; and to permit individuals working in a recruitment, selection, or a training role to serve in another capacity. Within the overall five-year limit, the agency works to retain high-performing employees for as long as possible in order to minimize staffing gaps.

The staff who are covered by this performance goal are U.S. direct hire staff working in domestic and overseas offices. Consultants and other employees who are exempt from the five-year rule are not included in the measurement. Experts are not included in the measurement for any time period that follows their transition out of a staff role into an expert appointment.

FY 2017 Progress Update: The target was not met. The FY 2017 result of a median of 3.2 years fell below the established target. The budget uncertainty during FY 2017 and the public announcement of plans to downsize the federal government workforce may have resulted in some staff having sought other opportunities earlier in their tenure as compared to prior years. While the five-year rule has a clear impact on staff tenure, the Peace Corps seeks to address these needs through employee engagement, training, and professional development opportunities. This is a core strategy of the agency’s Employee Development Lifecycle as established by the Office of Staff Learning and Development.

STRATEGIC OBJECTIVE 10: GLOBAL CONNECTIVITY

Enable seamless communication and collaboration for all Volunteers and staff by modernizing and integrating information technology systems and leveraging the innovation of Volunteers and staff in the field

Rationale: Information technology (IT) is changing rapidly. Often, Volunteers in the field and their local partners are using a broader range of technologies than the Peace Corps can support. At the same time, the agency maintains several legacy applications to manage information at headquarters and overseas posts that no longer meet the evolving needs of the Peace Corps. The confluence of these factors produces inefficiencies in how Volunteers and staff communicate and collaborate, inhibiting the agency's ability to advance its mission. A globally connected agency, supported by a flexible and secure network of IT systems and invigorated by field-based problem solving, will leverage modern technology to break down barriers to communication and collaboration. Achieving this objective while maintaining operational stability, security, and reliability in a complex global operational environment while also ensuring critical regulatory and policy mandates are met is a major IT challenge for the Peace Corps.

Strategies

- Build modern tracking, analysis, and reporting applications that enable easy database maintenance, data integration, and data access
- Modernize the Peace Corps Intranet to improve information sharing and collaboration among staff
- Create a consolidated Volunteer, returned Volunteer, and staff contact database to improve data quality and access to contact information
- Establish a clearly defined, transparent risk assessment strategy related to new IT projects and archive decisions for reference
- Provide guidance to staff on new methods of communication commonly used by Volunteers to facilitate communication and collaboration
- Design flexible systems, platforms, and processes to be compatible with evolving technology (e.g., social and collaborative networks, mobile devices, a unified data model, cloud-based technology)
- Support the development of Volunteer-driven solutions, to improve how the agency uses technology to deliver on its mission
- Encourage the use of PCLive as the Peace Corps' knowledge-sharing platform for Volunteers and staff to facilitate collaboration and communication through an interactive resource library and communities of practice.
- Develop a data management strategy that facilitates the use of open and authenticated data to inform real-time and long-term decision making
- Develop a strategy to move the existing data center to a co-located facility and to the cloud.

FY 2017 Status: The Peace Corps continued to make progress toward achieving this strategic objective during the past year. The agency met its target on its legacy systems retirement goal. Although the Peace Corps has increased the content and use of digital materials, it fell short of its target. The Technology Advisory Board (TAB) established in FY 2016 evaluated and advised on many recommendations for the decommissioning of applications that were no longer needed or including their functionality into other existing systems. These recommendations, along with other efforts, have resulted in the consolidation, re-platform, and decommissioning of legacy and redundant systems. Going forward, the Peace Corps will continue to strive to attract quality IT professionals to modernize and protect its IT infrastructure and information.

Performance Goal 10.1: Develop an Integrated Technology Platform <i>Retire all legacy applications and consolidate functions into an integrated platform by FY 2018.</i>							Target met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	10%	30%	50%	70%
Result	-	-	-	15%	45%	49%	79%

Goal Lead: Chief Information Officer, Office of the Chief Information Officer

Data Source: Peace Corps administrative records

Calculation: The number of legacy applications retired divided by the total number of legacy applications.

Overview: Through the OCIO's IT modernization initiatives, legacy applications—defined as systems based on outdated technology that is no longer fully supported by the Peace Corps—are being retired and their functions consolidated into a common, integrated platform. The concept does not include systems that are mandated by Congress or systems that are critical to agency needs or operations. A full list of legacy applications that are scheduled to be retired is managed by the Office of the Chief Information Officer. Legacy applications are considered to have been “retired” when they have been de-activated, and any core functions have been consolidated into a central, integrated platform (e.g., Dynamics Customer Relationship Management system or SharePoint). These initiatives improve data quality and facilitate increased access to data to meet the evolving information needs of the agency.

FY 2017 Progress Update: The target was met. In FY 2014, the agency completed an audit of its applications. Through the audit, the agency identified 142 legacy applications, one-third of which were identified as low-impact applications that could be retired without replacement. By the close of FY 2017, 113 legacy applications (79 percent of the original 142) had been retired. The agency continues to make significant progress to develop an integrated technology platform. Development work on approved Technology Advisory Board (TAB) projects continues to ensure the future scalability, sustainability, and integration of the developing Customer Relationship Management (CRM) and SharePoint platforms. Retaining and hiring quality IT professionals will be key to increasing momentum during FY 2018.

Performance Goal 10.2: Facilitate Knowledge Sharing <i>Increase the percentage of Volunteers who report that they use the digital materials provided by the Peace Corps in their work to 85 percent by FY 2018.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	80%	82%	84%
Result	-	-	-	77%	78%	77%	78%

Goal Lead: Associate Director, Office of Global Operations/Director, Office of Overseas Programming and Training Support

Partner Offices: Office of the Chief Information Officer; Office of Digital Integration; Office of Innovation

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who report using digital materials divided by the total number of Volunteers who responded to the question.

Overview: With the spread of internet and mobile technology to many of the communities where Volunteers serve, Volunteers are able to collaborate with peers across projects, communities, countries, and the world. Access to digital resources through knowledge-sharing platforms facilitates this collaboration by enabling both Volunteers and staff to store and search for specific project information. As a result, Volunteers and staff can build upon already-successful projects and strategies. PCLive is a knowledge and information exchange platform for Volunteers and staff.

FY 2017 Progress Update: The target was not met. However, the Peace Corps continues to achieve progress towards making materials digitally available to Volunteers. PCLive continues to grow in use both domestically and abroad. By the end of the fiscal year, there were over 3,600 registered users, nearly 30 active online communities, and over 300 new resources submitted to the resource library. Volunteers are now being auto-enrolled on PCLive, which means that all new Invitees have access to PCLive prior to departing from the United States to start their service. PCLive continues to support knowledge and information sharing amongst and between staff and Volunteers via online communities, an expansive resource library, post collections, blogs, and micro-learning (short videos and recorded presentations). The Peace Corps made substantial progress this year in providing e-learning content to Volunteers on the Learning Management System (LMS). The number of active e-learning courses available increased from 19 to 67, and the number of total course visits more than doubled, from 235,005 to 501,799. The LMS also supports participant knowledge sharing through discussion forums, reinforcing best practices across posts and program sectors. In addition to the agency's global platforms, information resource centers at some posts are transitioning from traditional physical library collections to digital resource hubs.

STRATEGIC OBJECTIVE 11: MEASUREMENT FOR RESULTS

Advance the agency's ability to measure progress, improve performance, and demonstrate impact through integrated monitoring, reporting, and evaluation practices

Rationale: The Peace Corps has significantly expanded its emphasis on evidence-based decision making and has developed capacity in monitoring, evaluation, evidence-gathering, and analysis, both at posts and at headquarters. Monitoring, reporting, and evaluation practices are conducted at all levels of the agency. A coherent, integrated approach that combines training, regular reviews of ongoing programs, the collection of baseline data, and well-documented pilot tests will provide staff with rigorous, high-quality data. That data can then be used to inform decision making at both the program and agency level, identify promising practices, foster transparency, and advance performance improvement.

Strategies

- Identify evaluation priorities each fiscal year related to management and performance challenges, as well as programming opportunities, such as Feed-the-Future.
- Provide guidance to posts and headquarters offices on monitoring, reporting, and evaluation practices, including piloting and experimentation parameters
- Provide monitoring, reporting, and evaluation training to Volunteers, overseas staff, and counterparts
- Develop the analytical skills of staff, counterparts, and Volunteers by providing project support and targeted training on analytical and/or survey-based competencies
- Collect or construct baseline data prior to new country entries and the initiation of new projects to assess Volunteer impact
- Expand access to timely and high-quality data through the development of new data sources, the improvement of existing data sources, and the simplification of reports and products
- Develop a communication strategy that identifies the products, formats, and dissemination plan for data collected and analyzed by the Office of Strategic Information, Research, and Planning
- Increase transparency, strengthening the agency's focus on data and analytic quality
- Implement methods other than surveys for gathering and analyzing business intelligence
- Further implement the Monitoring and Evaluation Task Force recommendations by making progress on Programming, Training, and Evaluation (PT&E) alignment efforts.

FY 2017 Status: Over the past four years, the agency has expanded its evidence base with new sources of data such as the Host Country Staff Survey, Global Counterpart Survey, and expanded Country Portfolio Review. In FY 2017, the agency pivoted from continuing to expand the number of data sources to focus on further advancing its logical planning and analytic capabilities. The agency has developed evidence-based

sector logic models, and each region has tested the use of project-level logic models. All projects established from 2017 and beyond are now required to have logic models, and existing Peace Corps projects are expected to incorporate logic models by 2021. This updated approach to programming will help the Peace Corps focus on critical activities and indicators relevant to their respective sectors, thereby enhancing the impact of its projects. As the agency's inventory of existing data sources expanded between 2014 and 2016, so did the agency's use of data to inform decision-making and high-level planning at headquarters. Among the aforementioned improvements to existing data sources, several are particularly notable and proved useful in informing strategy and planning. For example, the linkage of Volunteer administrative data to Volunteer survey data in 2017 was informative to Volunteer support and placement functions. Business intelligence was also improved by including new metrics in the Country Portfolio Review, such as host country staff feedback and measures of post operational complexity. More work remains to be done in encouraging the use of data, and more skills are needed in synthesizing diverse data sources.

Performance Goal 11.1: Conduct Baselines

Increase the percentage of new country entries¹ and new Volunteer project frameworks where baseline data has been collected or compiled to 100 percent by FY 2016 and maintain that level of performance through FY 2018.

Target not met

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	50%	75%	100%	100%
Results	-	-	-	0%	100%	100%	25%

¹ The term "new country entries" includes both countries that the Peace Corps is entering for the first time as well as countries to which it is returning after a sustained absence.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Strategic Information, Research, and Planning; Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS

Data Source: Peace Corps administrative records

Calculation: The number of new country entries and new project frameworks for which baseline data was collected divided by the total number of new country entries and new project frameworks during the fiscal year. Calculations are based on the fiscal year in which Volunteers are scheduled to begin entering the communities where they will be serving. A baseline data collection effort in progress was considered to meet this goal as long as the study design and primary data collection are complete prior to the start of the interventions.

Overview: Conducting baseline surveys or compiling baseline data from partner organizations, when combined with post-based intervention measurements, will allow the agency to demonstrate with confidence the impact of Volunteers on specific projects. Baseline data is collected before project activities begin in order to establish a point of reference that will be compared to data collected later to determine the extent to which knowledge, skills, attitudes, behaviors, systems, and conditions change over the life of the project. The two types of situations in which baseline data are collected include new country entries and new Volunteer project frameworks. For the purpose of this performance goal, a "new Volunteer project

framework” is defined as a project in a new sector for a country or a new project in an existing sector for a country that has been significantly redesigned.

FY 2017 Progress Update: The target was not met. Each year is unique in the demand that is placed on agency resources for opening new post projects. In FY 2017, the agency opened one new post and established three new projects. Sierra Leone completed its data collection in this fiscal year. It conducted a well-designed and executed baseline study of maternal-child health behaviors in rural communities. This baseline featured outcome metrics aligned to the program logic as well as a 15-hour training of enumerators by a monitoring and evaluation specialist with professional experience in maternal and child health. A baseline survey was used to collect primary data in rural communities and health clinics from representative members of the population with whom Volunteers would be working. The survey included questions designed to measure understanding of Americans, in alignment with Peace Corps Goal Two. Ultimately, 106 surveys of members of the beneficiary population were conducted, providing the Africa Region the ability to estimate the effectiveness of the new Sierra Leone health project after Volunteers have been in place and working.

Performance Goal 11.2: Increase Evidence-Based Decisions <i>Increase the percentage of posts and headquarters offices that demonstrate the use of evidence in program, policy, and/or budget decisions to 100 percent by FY 2016 and maintain that level of performance through FY 2017.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	50%	75%	100%	100%
Result	-	-	-	68%	86% ¹	95%	84%

¹ Due to the improvements to the data collection process in FY 2015, including shifting from qualitative data collection to a structured questionnaire, results from FY 2014 (italicized) are not directly comparable to results in FY 2015 and future years. However, year-to-year comparison of results from FY 2015 onward is possible.

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

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Peace Corps administrative records

Calculation: The number of posts and headquarters offices that demonstrated the use of evidence in policy, program, and/or budget decisions divided by the total number of posts and headquarters offices operating in the fiscal year.

Overview: For the purposes of this performance measure, “evidence” refers to results from conclusions derived from the process of collecting, analyzing, and/or reporting programmatic, administrative, or financial data through formal or informal research and evaluation activities. Evidence may be collected to support decisions to redesign or discontinue programs, develop or revise policies, prioritize resources, or modify processes. An increase in the use of evidence in decision making will help posts and headquarters offices improve program performance and make more cost-effective decisions.

FY 2017 Progress Update: The target was not met. This performance goal is measured through an annual “data call” to all posts and headquarters offices requesting that they provide the best example they have of an evidence-based decision that their post or office made during the fiscal year in the areas of program, policy, or budget. To be included in this result, a respondent must:

1. Identify at least one high-quality source of evidence used to make the decision, and
2. Assert that the evidence-based decision was expected to have at least a modest impact on their operations.

The following were considered to be sources of high-quality evidence: official agencywide surveys; a formal evaluation with a defined methodology and analysis plan; a logic model to inform a project’s plan and design; the agency’s Country Portfolio Review summary or dataset; in-depth interviews with a formal questionnaire; focus group discussions with a structured question guide; administrative data (such as language test scores, data on early terminations, or budget); and, data from established business processes or products (such as help desk tickets or numbers of applications).

Based on this analysis, a total of 84 percent of posts and 86 percent of headquarters offices demonstrated evidence-based decision making for an overall result of 84 percent. This represents a decrease from last year’s result of 95 percent. The reasons for the decline in result for this performance goal require further study. A general focus on strengthening staff’s ability to synthesize data is included in the strategies in the FY 2018–2022 Strategic Plan.

Performance Goal 11.3: Using Evidence to Encourage Innovation <i>Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges to 100 percent by FY 2017.</i>							Target not met
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	-	-	-	-	50%	75%	100%
Result	-	-	-	70%	43% ¹	59%	50%

¹Due to the improvements to the data collection process in FY 2015, including shifting from qualitative data collection to a structured questionnaire, results from FY 2014 (italicized) are not directly comparable to results in FY 2015 and future years. However, year-to-year comparison of results from FY 2015 onward is possible.

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

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

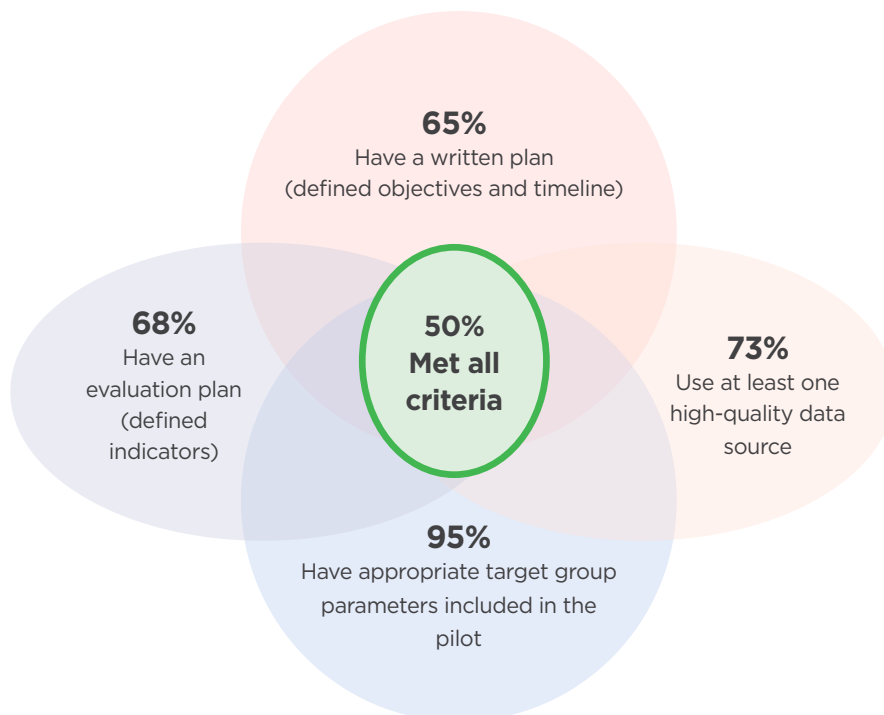
Data Source: Peace Corps administrative records

Calculation: The number of posts and headquarters offices that conducted pilots using structured monitoring and assessment divided by the total number of posts and headquarters offices that conducted pilots in the fiscal year.

Overview: Pilot testing and experimentation refers to the structured development of innovative solutions to enhance Volunteers' impact and to address persistent and emerging operational challenges. Pilot studies are conducted to test new approaches to program delivery prior to widespread adoption. The primary goal of a pilot study is to identify problems before resources are expended on full implementation. Structured pilots are conducted based on specific Peace Corps criteria that ensure the study is developed and executed in a manner that will provide the agency with evidence to inform the decision to expand, modify, or discontinue a new approach. The use of standard criteria and rigorous measurement enable the agency to learn from these pilots and determine if the new approaches should be fully adopted. Those criteria were published in FY 2016 in the form of agencywide guidance.

FY 2017 Progress Update: The target was not met. This performance goal is measured through an annual "data call" to posts and headquarters offices. The data for this goal were measured as a proportion of the 40 posts and offices (out of 83 surveyed) which reported conducting a pilot in FY 2017. All 40 posts and offices that reported conducting a pilot during this time period were asked to indicate which elements of a structured pilot had been developed using a checklist that was provided to them. The results were analyzed to ensure that each pilot included a combination of the following elements, at a minimum: (1) defined indicators (measures of success or failure) and/or an evaluation plan; (2) a written plan for data collection and analysis and/or key elements of the plan, including defined objectives and a timeline with a defined start and end date; and (3) at least one source of high-quality evidence. The sources of "high-quality evidence" for this analysis were the same as the ones cited in Performance Goal 11.2. Finally, to be considered a "pilot"—with the potential for scalability—the activity was expected to involve less than 60 percent of the target population. Posts that exceeded this percentage were seen as already implementing a revised practice or policy rather than conducting a pilot. Overall, 50 percent of the posts and offices that reported conducting a pilot met these criteria.

Minimum Criteria for Structured Pilots



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.** Each year, the Peace Corps Director leads a forward-looking meeting with the active engagement of senior leadership from across the agency and staff at all levels. The goal is to inform the development of the next annual performance plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' strategic and management objectives. This comprehensive performance review informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to better understand the effectiveness of agency activities. Senior leadership disseminates proposed action steps that emerge from the day's discussions through a summary report and incorporates key strategies into the annual performance plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.
- **Country Portfolio Review:** The Country Portfolio Review (CPR) 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.
- **Integrated Planning and Budget System (IPBS).** Headquarters offices and overseas posts develop strategic and operational plans to ensure that their activities are aligned with and advance the agency's strategic goals and objectives. The initial stage of this effort focuses on office-level and post-level assessments of progress-to-date on key initiatives and a review of the most recent data from

administrative sources and annual surveys. OSIRP gathers input on major programmatic shifts and agencywide strategic planning for use in the Annual Strategic Review meeting from their submissions. In the second stage, each office and post creates its IPBS plan during the agency's budget formulation process.

- **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 agency staff. Then, during the quarterly reviews, key officials from across the agency discuss select performance data from the past 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 with the greatest need 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. Programmatic monitoring and some evaluation activities are conducted at overseas posts while larger-scale research and evaluation work occurs in a variety of headquarters offices. 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.>

Sources of evidence

The Peace Corps continues to maintain its evaluation and research capabilities to satisfy the demand, both internally and externally, for evidence to support critical decisions, better demonstrate the impact of Volunteers, and maximize the efficiency of agency operations. 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 performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources that are available to agency staff for assessing performance goals are detailed below.

Peace Corps databases

The Peace Corps maintains several database systems to collect Volunteer and program information. 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 enable users to verify and test performance data as well as to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they will be noted in the appropriate performance goal 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). The VRT is also utilized 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 agency has made numerous enhancements to improve the user experience, reduce data entry errors, and improve reporting. 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 end-of-year analysis. The agency provides in-depth VRT training and support to Volunteers and staff to ensure 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 challenge that remains is ensuring that an adequate percentage of Volunteers report on the project indicators. The agency is addressing this challenge by working with overseas posts to encourage higher reporting rates and by appropriately documenting and considering reporting rates when conducting analyses.

Peace Corps administrative records

For some performance goals, the Peace Corps collects annual data from headquarters offices and overseas posts through an online data call (survey). Responses are housed in an external, electronic database. Data cleaning procedures are applied to the dataset prior to analysis. Staff in positions of leadership or designated delegates at all overseas posts and headquarters offices are required to complete the survey. The survey is

designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed by the Office of Strategic Information, Research, and Planning, and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually.

While these administrative records do not have the benefit of the verification and validation standards executed in Peace Corps database systems, the agency is able to ensure a high level of accuracy by working with individual offices and posts to develop reliable data collection and analysis procedures.

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.

In FY 2014, the agency substantially redesigned the survey questionnaire to improve data quality by reducing measurement error, strengthening respondent confidentiality, and shortening the survey by half. By maintaining these improvements through FY 2017, the agency is well on its way to being able to provide truly comparable, multiyear trend data to internal and external stakeholders. As a result of these enhancements to the AVS, the agency has gained a more accurate understanding of the perspectives of Volunteers.

The 2017 AVS was fielded from June 19–August 11 directly to currently serving Volunteers; 88 percent of them completed the survey. The high response rate in combination with data verification and validation measures minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to nonresponse bias.

Survey respondents in FY 2017 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic 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.

It is worth noting that, as with any survey, 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. Thus, nominal percentage point movements may not be practically meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

Global Counterpart Survey

First launched in FY 2014, the Global Counterpart Survey is designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely. The second and third Global Counterpart Surveys in FY 2015 and FY 2016 consisted of a short interview of Volunteers' primary work partners administered by overseas staff. The survey has now shifted to a biannual data collection instrument, the next iteration of which is planned for late FY 2018.

This survey is administered either over the phone or in person. Global results are drawn from a randomly selected group of 400 respondents that represents all counterparts. Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive experience in survey interviewing or data collection. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, training sessions are conducted via WebEx for interested post staff. The agency also provided translations of the survey in French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make up the random sample. In this survey, the agency has defined “counterpart” as the Volunteer’s primary work partner as reflected in post records for his or her primary project. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner.

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 with very few exceptions that are related to the Peace Corps’ performance goals, 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 multiyear 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 was administered online from August 21 to September 15, 2017. The survey comprises 17 questions covering the following: 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. Overall, 52 percent of all eligible host country staff responded to the survey in FY 2017. Additionally, while the Host Country Staff Survey is offered in English, French, and Spanish, 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.



Peace
Corps

peacecorps.gov

