



**Peace
Corps**

**THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION**
FISCAL YEAR 2022

60TH
ANNIVERSARY

Peace Corps

FISCAL YEAR 2022

Congressional Budget Justification

FISCAL YEAR 2018—2022 STRATEGIC PLAN

FY 2022 ANNUAL PERFORMANCE PLAN

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BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FISCAL YEAR (FY) 2022 BUDGET REQUEST

The Peace Corps' budget request is \$410,500,000.
The FY 2022 budget request will enable the Peace Corps to support returning American Volunteers to service in up to 60 countries worldwide.

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

Dear Member of Congress:

I am pleased to submit the Peace Corps' Fiscal Year 2022 budget request of \$410,500,000. This funding level provides a cost-effective investment in strengthening the United States and its impact across the world by promoting peace and friendship through international service.

Now in the Peace Corps' 60th year, the agency's three goals – to help the people of interested countries in meeting their need for trained men and women; to help promote a better understanding of Americans on the part of the peoples served; and to help promote a better understanding of other peoples on the part of Americans – are more relevant and important than ever. The global COVID-19 pandemic, which forced the evacuation of all Volunteers by March 2020, has set back years of development progress, exacerbated existing inequalities, and strained ties between and within societies.

That is why the primary focus of the Peace Corps in FY 2022 will be to safely send Volunteers to the countries and communities in which the agency had a presence before the evacuation, where we know that their development and people-to-people efforts will have the most positive impact. At the same time, the Peace Corps mission continues to attract interest from other countries, demonstrated by invitations from potential host governments. For example, in FY 2022, the Peace Corps plans to expand to Viet Nam and is making arrangements to re-establish its operations in El Salvador and Solomon Islands.

The communities that Volunteers will support have been changed, as have those in our own country, by the experience of the pandemic. Peace Corps service will look different, with increased mitigation measures being put into place to protect the health and safety of our Volunteers, host country staff, and host communities. The agency is developing plans for future programming through the lens of COVID-19, including Volunteer assignments that directly respond to host country needs under the pandemic, and is exploring alternate service models, including virtual service, where appropriate. The Peace Corps is also reviewing what steps Volunteers can take to address climate change, another threat that knows no borders, as part of their service abroad.

As an agency with a focus on intercultural competence, the Peace Corps is redoubling its commitment to service that promotes diversity, equity, and inclusion. The Peace Corps is in the process of reviewing our structures, programs and policies to identify how we can best recruit and support a diverse cohort of Volunteers and staff, representing the breadth and depth of America to the world, while promoting a safe and inclusive environment for all.

The values of the Peace Corps—respect, collaboration, and acceptance of others—are more important than ever, both at home and abroad. The skills and experiences that Volunteers gain through their Peace Corps service are invaluable assets to America's workforce, whether in the federal government, local governments, non-profit or faith-based organizations, corporate boardrooms, and on college and university campuses. The investment this budget request makes in Volunteers and their service around the world is one that helps our nation grow and prosper.

On behalf of the Peace Corps, the hundreds of thousands of returned Volunteers, our staff, and our overseas partners that make achievement of this great mission possible, thank you for your consideration and support.

Sincerely,



Carol Spahn
Acting Director

EXECUTIVE SUMMARY

MISSION & GOALS

For 60 years, the Peace Corps has been the premier international service opportunity for Americans motivated by its mission of promoting world peace and friendship. Since the agency's founding in 1961, over 241,000 Peace Corps Volunteers have proudly represented the United States in 143 countries. They have been welcomed by host communities abroad, working tirelessly to address the needs and challenges of their partners, and developing skills and knowledge that strengthen America once they return home.

As an independent agency of the U.S. government, the Peace Corps does not engage in diplomacy or promote a specific foreign policy agenda. Instead, in an ever-changing world, Volunteers embody American ideals of compassion, ingenuity, and hard work in service to others. In doing so, the Peace Corps continues to pursue the agency's three goals, which are as relevant today as they were at its founding:

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

The COVID-19 pandemic continues to significantly impact Peace Corps domestic and overseas staff and operations across the globe. Almost 7,000 Peace Corps Volunteers and Trainees were evacuated from more than 60 countries in early 2020 and safely returned to their homes of record. The agency also repatriated nearly all overseas American staff after the issuance of a State Department global authorized departure and reduced the physical presence of domestic staff in its facilities to less than 5 percent of its workforce.

After the State Department lifted its authorized departure in December 2020, overseas staff have largely returned to their posts, where they continue to plan and prepare for the eventual return of Volunteers. Domestic operations continue with roughly 5 percent of staff regularly reporting to work at headquarters in Washington, D.C., to maintain critical functions. The balance of domestic staff continue to work remotely. The Peace Corps is presently in Phase One of its COVID-19 Continuity of Operations Plan. The Peace Corps actively monitors both domestic and overseas operations and continuously evaluates opportunities and risks associated with measured but deliberate steps toward a return of Volunteers to the field and normal operating status.

The world has changed as a result of the pandemic, as has the U.S., which makes the mission of the Peace Corps even more relevant today, and the agency is continuing to find innovative ways to serve. For example, even with no Volunteers abroad, the Peace Corps is assisting host communities overseas through a Virtual Service Pilot program, and in May 2021 the agency deployed approximately 160 Volunteers inside the U.S. (for only the second time in Peace Corps history) to assist the Federal Emergency Management Agency with pandemic relief efforts. As a global leader in volunteerism, the Peace Corps can significantly impact global challenges far beyond what the agency could do in its early years. Addressing these challenges begins with getting Volunteers back into service overseas and building on the partnerships and successes that have made Peace Corps Volunteers valued partners and collaborators around the world.

As the Peace Corps began FY 2020, it had 6,893 Volunteers serving in 62 countries. Each Volunteer was engaged in one of the following program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Most Peace Corps Volunteers served for 27 months. During that

time, they worked on projects in collaboration with their host community partners to address the developmental needs identified by their host country. Prior to the global evacuation, Peace Corps Volunteers made a significant impact on the global challenges our partner countries encounter.

In Colombia, the Peace Corps partnered with Servicio Nacional de Aprendizaje (SENA), the national training service, to promote inclusion of rural communities in small-scale productive economic activities. This collaboration specifically targeted rural women, who comprise 67 percent of program participants. Peace Corps Volunteers worked alongside SENA instructors to co-plan and co-deliver community training sessions. Sessions focused on enhancing participants' skills in entrepreneurship, business management, and financial literacy. The Los Andes women's bakery cooperative in Nueva Granada, Magdalena, attributes its success in accessing new markets for its baked goods to the Peace Corps Volunteer who facilitated their enrollment in the program and provided ongoing technical assistance after the training had concluded.

In the aftermath of a devastating November 2019 earthquake, Peace Corps Volunteers in Albania provided child trauma management trainings. With financial support from the Peace Corps' international partner World Connect, 45 Volunteers worked from December 9, 2019 to February 6, 2020, to facilitate 129 Training of Trainer sessions in 52 training sites around the country. The sessions provided best practices and strategies to Albanian teachers working with students traumatized by the earthquake.

In Senegal, a Peace Corps Volunteer encouraged female gardeners in her community to take advantage of both the economic and nutritional benefits of vegetables through the establishment of kitchen-garden training sessions. The sessions combined instruction on practical garden-building skills and water conservation methods.

Working under the umbrella of the Peace Corps Senegal Food Security Initiative, a Feed the Future effort funded through the U.S. Agency for International Development, the women who had invested in their garden spaces reported greater access to fresh, nutritional foods.

As the Peace Corps celebrates its 60th anniversary, the agency exemplifies the best of America. When facing the difficult decision to evacuate thousands of Volunteers and Trainees worldwide, the Peace Corps acted swiftly and efficiently in the best interest of its Volunteers/Trainees, staff, host communities, and host countries. Now, as the agency works to return Volunteers to service, the Peace Corps looks forward to once again being an agent of peace and prosperity in a changing and challenging world.

While the Peace Corps is a forward-thinking agency, now more than ever focused on its mission of world peace and friendship, it is still grounded and driven by the words of its first Director:

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

— Sargent Shriver,
founding Peace Corps Director

KEY INITIATIVES FOR THE PEACE CORPS FY 2022 BUDGET REQUEST:

The Peace Corps budget request for FY 2022 is \$410,500,000. In FY 2022, the Peace Corps will focus on the following key initiatives.

Return to Service: Continuing our Mission and Returning Volunteers to their Global Presence

Immediately following the successful evacuation of Peace Corps Volunteers and Trainees around the globe, the Peace Corps turned its full attention

to safely resuming operations abroad. Since the global evacuation, the Peace Corps has developed a robust re-entry strategy to return Volunteers to host countries as soon as the health and safety of Volunteers, staff, and host communities can be assured. The strategy involves a comprehensive process for evaluating each Peace Corps post based on medical, security, programmatic, administrative, and logistical criteria that allow the agency to determine when conditions are conducive to the return of Volunteers to service. The agency is working closely with the U.S. State Department and the governments of each host country to protect the health and safety of Peace Corps Volunteers in the communities where Volunteers will live and work.

More than 1,000 evacuated Peace Corps Volunteers remain interested in returning to Peace Corps service through the agency's expedited application process. The agency is also recruiting and building a new Volunteer base eager to serve abroad and determined to support the Peace Corps mission.

FY 2022 funds will allow the agency to return to operations abroad and to continue to recruit, train and support Volunteers and Trainees. With an added emphasis on assisting host communities in combating the COVID-19 pandemic and addressing the impacts of climate change, the Peace Corps and its Volunteers know that their return will be very important to the countries in which they serve, and ultimately, to the United States. The world will be watching and welcoming as the Peace Corps returns to full strength, enabling Americans and their host communities to once again learn from each other and develop together.

Opening Historic Operations in Viet Nam and Re-Opening in El Salvador and Solomon Islands

Even as the Peace Corps focuses its energy on returning to countries from which it evacuated in 2020, the agency continues to explore

opportunities to expand its engagement by partnering with new countries and reviving past cooperation.

On July 17, 2020, the Peace Corps signed an historic Implementing Agreement with the Government of Viet Nam. This engagement is a sign of the continued strengthening of relations between our two nations in recent years. It reflects the unique people-to-people and development abilities of the Peace Corps, and is a clear embodiment of the agency's mission of promoting peace and friendship.

The Peace Corps is currently establishing its post, hiring staff, and developing its program, and the inaugural group of Volunteers – the first cohort to ever serve in Viet Nam – is expected to arrive in the summer of 2022. Before beginning their two-year assignments as English language teachers, Volunteers will undergo three months of comprehensive cultural, language, and technical training.

The Peace Corps is also planning to return to El Salvador in FY 2022. From 1962-2016, more than 2,300 Americans served as Peace Corps Volunteers in the country, working in the areas of Community Economic Development and Youth in Development. The post was suspended in January of 2016 for safety and security reasons.

After assessments focused on safety and security, medical infrastructure, programmatic opportunities, and administrative feasibility, the Peace Corps is well positioned to re-establish its operations in El Salvador. The agency anticipates opening its El Salvador post in FY 2022 and placing Volunteers as soon as the pandemic and other health and safety conditions allow. Trainees and Volunteers going to El Salvador will receive specialized training to address security concerns and will be placed in communities with lower risk profiles.

In 2019, before the pandemic started, the Peace Corps had begun the process of re-opening its program in Solomon Islands. This process

continues, and the Peace Corps is currently renegotiating its Country Agreement with the Government of Solomon Islands. Once the new agreement is finalized and signed, anticipated in FY 2022, the Peace Corps will re-establish its operations there, reflecting an expansion of the agency's programs in the Pacific.

Advancing Intercultural Competence, Diversity, Equity, and Inclusion

On January 20, 2021, President Biden signed Executive Order (EO) 13985, On Advancing Racial Equality and Support for Underserved Communities Through the Federal Government. The Peace Corps is committed to reviewing agency structures, policies, and programs to ensure they promote intercultural competence, diversity, equity, and inclusion (ICDEI). The Peace Corps mission of advancing world peace and

friendship cannot be pursued without ICDEI, both in the U.S. and abroad. The agency is committed to recruiting and supporting a diverse cohort of Volunteers and staff, representing the full tapestry of American culture, and ensuring a safe and inclusive environment for all.

The Peace Corps is carrying out several efforts to ensure a comprehensive approach in implementing EO 13985. The agency has been developing an ICDEI framework to align agency operations to ICDEI principles and will ensure these principles are included in the agency's FY22-26 strategic plan. The agency is also conducting a barrier analysis to identify, address, and remove barriers to Volunteer service for members of underserved communities. The ICDEI framework and barrier analysis are both scheduled to conclude in FY 2021 and the agency will focus on implementation of recommendations in FY 2022.



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, \$410,500,000, of which \$6,330,000 is for the Office of Inspector General, to remain available until September 30, 2023: *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 in addition to the requirements under section 7015(a) of this Act, the Peace Corps shall consult with the Committees on Appropriations prior to any decision to open, close, or suspend a domestic or overseas office or a country program unless there is a substantial risk to Volunteers or other Peace Corps personnel: *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 113-76 shall apply to funds appropriated under this heading.



BUDGET INFORMATION

PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS FY 2022 PRESIDENT'S BUDGET (IN THOUSANDS OF DOLLARS)

	FY2020	FY2021	FY2022
	Enacted	Enacted	Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operations	170,200	170,800	189,500
Africa	70,600	73,500	79,200
Europe, Mediterranean, and Asia	48,700	46,900	54,400
Inter-America and The Pacific	50,900	50,400	55,900
Overseas Operational Support	109,900	108,800	116,100
Overseas Operational Support Offices	70,300	78,200	78,200
Volunteer Readjustment Allowance	10,300	—	6,400
Federal Employees' Compensation Act	11,500	12,000	12,000
Reimbursements to Department of State (ICASS)	17,800	18,600	19,500
Foreign Currency Centralization	(1,300)	—	—
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	278,800	279,600	305,600
AGENCY SUPPORT SERVICES	125,400	124,600	98,600
Agency Support Services Offices	122,500	117,800	87,800
Rental Payments to GSA	2,900	6,800	10,800
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	404,200	404,200	404,200
INSPECTOR GENERAL	6,300	6,300	6,300
GRAND TOTAL, AGENCY	410,500	410,500	410,500

PEACE CORPS RESOURCE SUMMARY

(IN THOUSANDS OF DOLLARS)

	FY 2020	FY 2021	FY 2022
AVAILABLE RESOURCES	Enacted	Enacted	Request
Budgetary Resources Available for Obligation			
Unobligated balance brought forward, October 1	41,800	85,300	62,700
New budget authority (Agency)	404,200	404,200	404,200
New budget authority (Office of the Inspector General)	6,300	6,300	6,300
Supplemental	88,000	—	—
Congressional Rescission	—	(30,000)	—
Recoveries of prior year obligations	10,600	10,000	10,000
Congressional Rescission	4,300	9,500	7,000
Total direct obligations (Agency)	394,400	400,000	419,000
Total direct obligations (Office of the Inspector General)	5,900	6,300	6,300
Total direct obligations (Supplemental)	67,400	10,000	10,600
Total direct obligations (Reimbursable Programs)	2,200	6,300	6,300
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	85,300	62,700	48,000

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS

FY 1962 – FY 2022 (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 2022 (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	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 ^{ae/}	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,790	6,377
2017	—	410,000	410,000	3,429	6,591
2018	—	398,221	410,000	3,595	6,629
2019	—	396,200	410,500	3,426	6,648
2020	—	396,200	410,500	1,000	— ^{af/}
2020 Supp	—	88,000	—	—	—
2021	—	401,200	410,500 ^{ag/}	— ^{ah/}	— ^{ah/}
2022	—	410,500	—	3,500 ^{ai/}	3,500 ^{ai/}

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/ No Volunteers were on board on September 30, 2020 because of worldwide Volunteer evacuations due to the COVID-19 global pandemic. Nearly 7,000 Volunteers were evacuated at the time.
- ag/ Appropriation was reduced by a rescission of \$30,000,000.
- ah/ The Peace Corps is continuously evaluating the potential for returning Volunteers to the field in FY2021 and will do so once host countries meet agency health and safety criteria.
- ai/ All Volunteer projections are rounded to the nearest hundred, and imply the center of a range representing the total Volunteer Corps. At any point, it is reasonable to estimate that the range can fluctuate five to ten percent from the indicated number.

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OPERATIONAL AREAS



DIRECT VOLUNTEER OPERATIONS

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

OVERSEAS OPERATIONS

The Office of Global Operations (OGO) manages and coordinates the agency's strategic support to the Peace Corps' overseas operations, ensuring that all Volunteers have a safe and productive experience. These accounts fund overseas operations and staff who work directly with Peace Corps Volunteers, as well as staff at Peace Corps headquarters, and provide general oversight and direction to Peace Corps country programs. These accounts also fund costs for Volunteers including training, travel, and a monthly allowance to cover housing, utilities, household supplies, food, clothing, and transportation.

OVERSEAS OPERATIONAL SUPPORT OFFICES

Overseas Operational Support Offices include the following offices: Office of Global Operations, Peace Corps Response, Overseas Programming and Training Support, Office of Global Health and HIV, Office of Volunteer Recruitment and Selection, Office of Health Services, Office of Victim Advocacy, Office of Safety and Security, as well as equipment and supplies for Volunteers.

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; staff claims are minimal.

REIMBURSEMENTS TO THE DEPARTMENT OF STATE (INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES)

These are payments 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 the end of FY 1998.

FOREIGN CURRENCY CENTRALIZATION

Gains or losses realized from the fluctuation of foreign currency.

AGENCY SUPPORT SERVICES

Agency Support Services include administrative offices to support the agency in its mission as well as supporting Volunteers and Returned Peace Corps Volunteers in helping achieve the Peace Corps mission and three goals.

AGENCY SUPPORT SERVICES OFFICES

Offices in this category are: Office of Third Goal and Returned Volunteer Services, Office of the Director, Office of External Affairs, Office of Strategic Information, Research, and Planning, Office of the General Counsel, Office of Human Resources, Office of Management, Office of the Chief Financial Officer, and Office of the Chief Information Officer. This category also includes centrally managed resources for agency-wide expenses such as vehicles and information technology.

RENTAL PAYMENTS TO GSA

GSA rent for the Peace Corps headquarters and regional offices.

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General provides independent oversight in accordance with the Inspector General Act of 1978, as amended. Through audits, evaluations, and investigations, the Office of Inspector General prevents and detects waste, fraud, abuse, and mismanagement; provides advice and assistance to agency management, as appropriate; and promotes efficiency, effectiveness, and economy in agency programs and operations.



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OVERSEAS OPERATIONS

VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2021	FY 2022	FY 2021	FY 2022
Africa	—	1,320	\$73,500	\$79,200
Europe, Mediterranean, and Asia	—	1,130	\$46,800	\$54,300
Inter-America and the Pacific	—	1,040	\$50,400	\$56,000
Country Programs	—	3,490	\$170,700	\$189,500

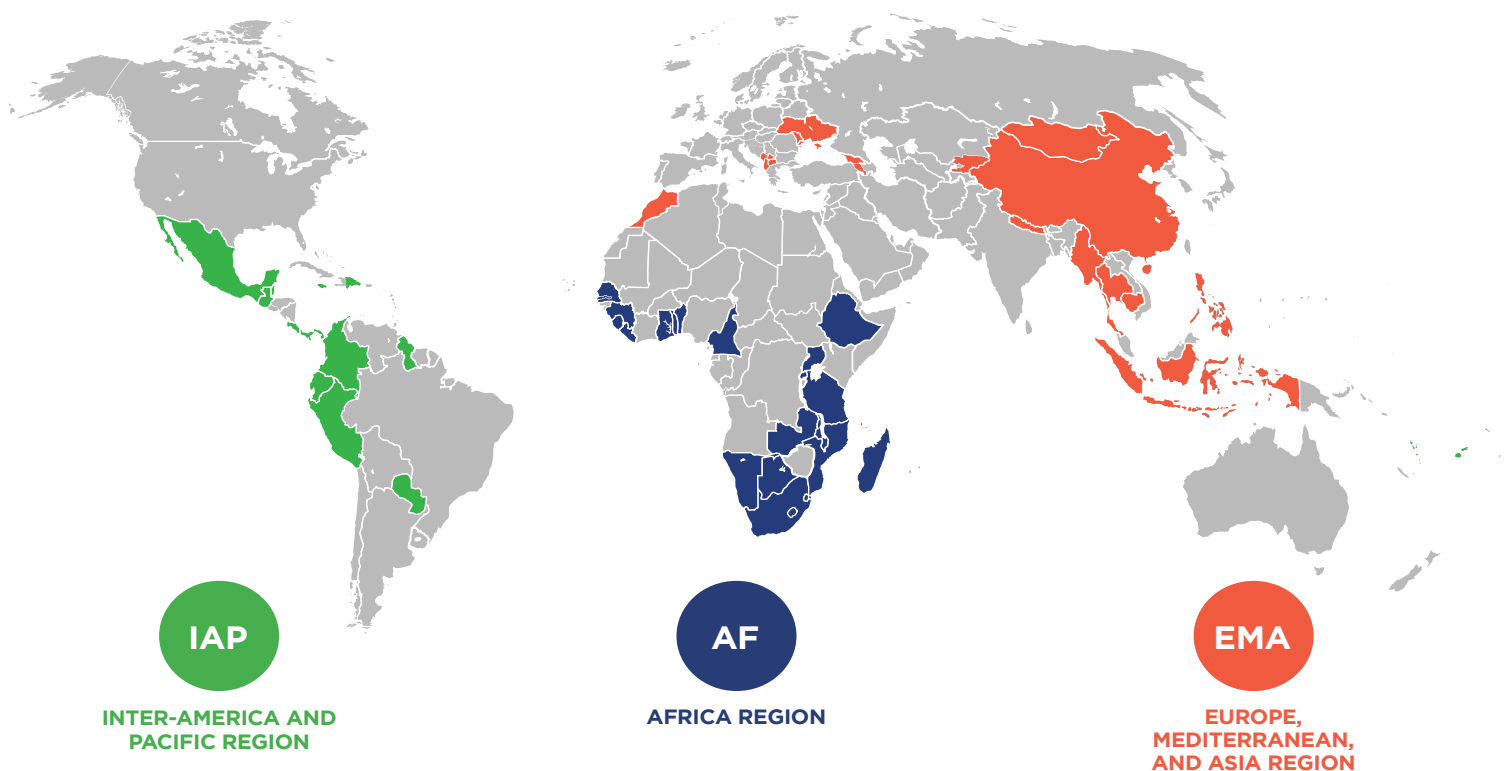
PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2021	FY 2022	FY 2021	FY 2022
Albania	—	40	\$1,900	\$2,600
Armenia	—	30	\$2,100	\$2,500
Belize	—	30	\$1,800	\$1,900
Benin	—	60	\$4,400	\$4,600
Botswana	—	40	\$2,000	\$2,100
Cambodia	—	70	\$2,200	\$2,700
Cameroon	—	40	\$4,300	\$4,500
China	—	—	\$800	—
Colombia	—	90	\$2,700	\$3,200
Comoros	—	30	\$1,400	\$1,600
Costa Rica	—	90	\$3,200	\$3,800
Dominican Republic	—	80	\$3,500	\$3,800
East Caribbean	—	60	\$2,400	\$2,700
Ecuador	—	90	\$4,900	\$5,400
El Salvador	—	—	—	\$900
Eswatini	—	50	\$1,500	\$1,600

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2021	FY 2022	FY 2021	FY 2022
Ethiopia	—	60	\$4,300	\$4,600
Fiji	—	40	\$1,700	\$2,000
Gambia, The	—	20	\$2,000	\$2,100
Georgia	—	70	\$2,100	\$2,500
Ghana	—	60	\$2,700	\$3,000
Guatemala	—	70	\$4,500	\$4,900
Guinea	—	80	\$3,200	\$3,400
Guyana	—	40	\$2,200	\$2,500
Indonesia	—	80	\$3,000	\$3,200
Jamaica	—	30	\$2,300	\$2,600
Kenya	—	20	\$3,600	\$3,400
Kosovo	—	40	\$1,900	\$2,000
Kyrgyz Republic	—	50	\$2,000	\$2,300
Lesotho	—	40	\$1,900	\$2,000
Liberia	—	40	\$4,200	\$4,600
North Macedonia	—	50	\$2,400	\$2,600
Madagascar	—	90	\$2,400	\$2,900
Malawi	—	50	\$2,800	\$3,000
Mexico	—	60	\$1,700	\$2,000
Moldova	—	60	\$2,100	\$2,400
Mongolia	—	70	\$2,900	\$3,200
Montenegro	—	10	\$200	\$200

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2021	FY 2022	FY 2021	FY 2022
Morocco	—	110	\$4,200	\$4,700
Mozambique	—	60	\$3,700	\$4,000
Myanmar	—	40	\$1,900	\$2,500
Namibia	—	50	\$2,500	\$2,700
Nepal	—	50	\$1,900	\$2,400
Panama	—	100	\$5,100	\$5,500
Paraguay	—	90	\$4,200	\$4,400
Peru	—	110	\$5,500	\$5,800
Philippines	—	110	\$3,100	\$3,900
Rwanda	—	70	\$3,100	\$3,300
Samoa	—	—	\$1,300	\$1,300
Senegal	—	130	\$6,700	\$7,400
Sierra Leone	—	60	\$2,200	\$2,400
South Africa	—	40	\$3,400	\$3,600
Sri Lanka	—	50	\$2,000	\$2,100
Tanzania	—	40	\$2,900	\$3,100
Thailand	—	60	\$3,000	\$3,900
Timor-Leste	—	—	\$2,000	\$2,200
Togo	—	50	\$2,800	\$3,100
Tonga	—	30	\$1,000	\$1,200
Uganda	—	50	\$2,300	\$2,600
Ukraine	—	140	\$3,900	\$4,400
Vanuatu	—	30	\$2,400	\$2,700
Viet Nam	—	20	\$1,300	\$2,100
Zambia	—	70	\$3,200	\$3,600
Total	—	3,490	\$170,800	\$189,500

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

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY2020



Caribbean

Dominican Republic
Eastern Caribbean:
• Dominica
• Grenada and Carriacou
• St. Lucia
• St. Vincent and
the Grenadines
Jamaica

Central and South America

Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Panama
Paraguay
Peru

Africa

Benin
Botswana
Cameroon
Comoros
Eswatini
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal
Sierra Leone
South Africa
Tanzania
The Gambia
Togo
Uganda
Zambia

North Africa and the Middle East

Morocco

Eastern Europe and Central Asia

Albania/Montenegro:
• Albania
• Montenegro
Armenia
Georgia
Kosovo
Kyrgyz Republic
North Macedonia
Moldova
Ukraine

Asia

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands

Fiji
Samoa
Tonga
Vanuatu

Due to COVID-19, Peace Corps temporarily suspended Volunteer operations at all Peace Corps posts in March 2020. China Volunteers evacuated in February 2020.

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AFRICA REGION

Sahel	Senegal, The Gambia
Coastal West and Central Africa	Benin, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo
Eastern Africa	Comoros, Ethiopia, Kenya, ² Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda
Southern Africa	Botswana, Eswatini, Lesotho, Namibia, South Africa, Zambia



² Following Congressional Notification in June of 2019, Peace Corps approved re-entry into Kenya. Peace Corps plans to resume its program there in FY 2022 with Health and Education Volunteers.

AFRICA

Since the Peace Corps was established in 1961, more than 86,000 Peace Corps Volunteers have served in Africa. At the time of the FY 2020 global evacuation of Volunteers and Trainees, 2,463 Volunteers, or 39 percent of Peace Corps Volunteers worldwide, were serving in 23 countries across the continent. Volunteers in Africa work in some of the poorest nations in the world and primarily live in rural areas.

To effectively integrate into their host communities, promote cross-cultural understanding, and implement development interventions focusing on capacity building and sustainable change, Volunteers in Africa—collectively—learn more than 150 local languages. Programs in Africa focus on some of the continent’s most pressing development challenges and encompass all six of the agency’s sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Volunteers engage in a wide range of projects, including combating malaria, promoting food security, girls’ education, women’s economic empowerment, and preventing the spread of HIV/AIDS in the region.

Education is the largest Peace Corps sector in Africa, encompassing over 39 percent of the region’s Volunteers at the time of the FY 2020 global evacuation of Volunteers. Education Volunteers serve as classroom teachers and support capacity building of local teachers. They increase student achievement in literacy and numeracy, math and science, and teach English as a foreign language (TEFL). These interventions equip and empower host country teachers in their classrooms and promote gender-equitable, evidence-based best practices to improve academic achievement.

Due to high rates of malaria, HIV/AIDS, and under-five mortality, due to pneumonia,

diarrhea, measles, and other childhood diseases, Volunteers in Africa work on a number of health initiatives, including supporting the President’s Malaria Initiative (PMI) through the Africa Region’s Stomping Out Malaria program. The program trains communities on the use of insecticide-treated bed nets, malaria prevention and treatment education, and vector control.

Peace Corps’ HIV/AIDS programs align with the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). Volunteers play a critical role in PEPFAR by working with youth leaders, clinical service providers, and community influencers to help prevent new infections among youth. Volunteers in this program also work to improve care, support, and treatment services provided to those living with, and affected by, HIV and AIDS. One important example of how Volunteers make a difference across the continent is their support of the PEPFAR-led DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe) public-private partnership, through which they target priority populations for prevention interventions.

Volunteers in Africa also promote good nutrition, clean water and sanitation, and improved health outcomes for mothers and children. The goal of this program is to realize a world where every child lives to celebrate his or her fifth birthday and no woman dies as a result of pregnancy or childbirth. Volunteers promote good nutrition, work on efforts to make sure caretakers seek early treatment for children who suffer from malaria or infectious diseases, and educate pregnant women about seeking early antenatal care.

In accordance with the Global Food Security Act, which reinforces the U.S. Government’s successful approach to increasing food security and nutrition, Peace Corps Africa Region is proud to be a part of Feed the Future. Together with

other federal government partner agencies, Peace Corps Volunteers ensure the United States is committed to empowering smallholder producers—especially women—improving nutrition, and strengthening communities and economies through agricultural development and resiliency to climate-related shocks.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN AFRICA

Senegal - Kitchen Gardens Provide Fresh Food, New Opportunities for Senegalese Women

After growing everything from okra to eggplants, small-town vegetable gardeners in Senegal go door-to-door or set up market stalls to show off their produce. At the end of the day, many go

home with a little extra money in their pockets, but not food in their bowls. These growers often value the economic potential of the nutrient-packed vegetables they sell more than they value the benefits these foods might bring to their own health, overlooking the long-term costs of malnutrition.

To encourage some of the female gardeners in her community to take advantage of both the economic and the nutritional benefits of vegetables, Peace Corps Volunteer Sabrina worked with community partners Lamine and Suleiman to organize kitchen garden training. These training sessions combined instruction on practical garden-building skills and water conservation methods with the message that eating the vegetables does not have to mean losing out financially. The work they did emphasized the fact that savings from



The President of the Women's group standing in an Okra field



Solar panels installed in the field to power a solar water pump

growing vegetables for household consumption and nutrition can more than make up for lost profits.

The Peace Corps Senegal Food Security Initiative, a Feed the Future project funded through USAID/Senegal, supported Sabrina and her counterparts. The project provides training for PCVs and counterparts on sustainable techniques for vegetable gardening and nutrition and high-quality vegetable seed extension.

Using local materials and a simple model promoted by local agriculture extension agents, Sabrina, Lamine, and Suleiman worked with women's groups in the community to build gardens and train female gardeners. All told, five kitchen gardens were built and over 50 women were trained. Following up with the women later, Sabrina saw a consistent theme: each woman who had invested in her garden space reported greater access to fresh foods in her household. The close proximity and smaller size of the kitchen gardens encouraged direct household consumption, enabling these women to put their family's health first.

In one particularly memorable conversation, a first-time gardener told Sabrina: "Before I had this garden, I had never grown anything. Now [our family] has so much lettuce, okra, and *bissap* (hibiscus) that we do not have to buy any from the market." With a simple kitchen garden, the hard-working female gardeners of a small community in Tambacounda are improving their families' nutrition and saving money—all while staying in their own backyards.

Madagascar - Increasing Girls' Access to School

Equal access to education and attainment of educational qualifications is necessary to ensure that women participate fully in the process of social, economic, and political development under equal conditions. To encourage girls' equal access

to education, Molly, an Education Volunteer on the east coast of Madagascar, spearheaded a project to bring girls back to school. When starting at her site, she noticed her middle school frequently cancelled classes due to its poor condition. The school used one big classroom—divided into three parts—to teach three different classes. As a result, the school was crowded and noisy. Moreover, the room's roof was old. When it rained, the room would flood, making it necessary to cancel classes. Girls were especially impacted by this poor learning environment because in Madagascar, girls are more frequently harassed or unable to find a place to sit in crowded classrooms. Moreover, discouraged by frequent cancellations, parents were more likely to keep their daughters at home permanently to help with household chores. Molly recognized that expanding the school itself would have a positive impact on girls' attendance.

Therefore, to enhance the students' learning process by improving the teaching and learning environment, Molly worked with her community to construct three new classrooms at her school. This project solved the problem of school overcrowding and improved the learning conditions for all students. Perhaps more importantly, it prompted a significant boost in girls' enrollment in the school. Now, 100 of the 153 students at the school are girls.

As part of this project, Molly also worked with fellow teachers to hold gender-equitable training on teaching methods. These sessions educated both male and female students about the importance of gender equity inside and outside of the classroom. The training created an educational and social environment where girls and boys are treated equally and encouraged to achieve their full potential. The positive impact of the training on the school community is expected to continue, as is the increased enrollment and retention rate of girls. By facilitating girls' education in Madagascar, Molly helped to better the girls' future.

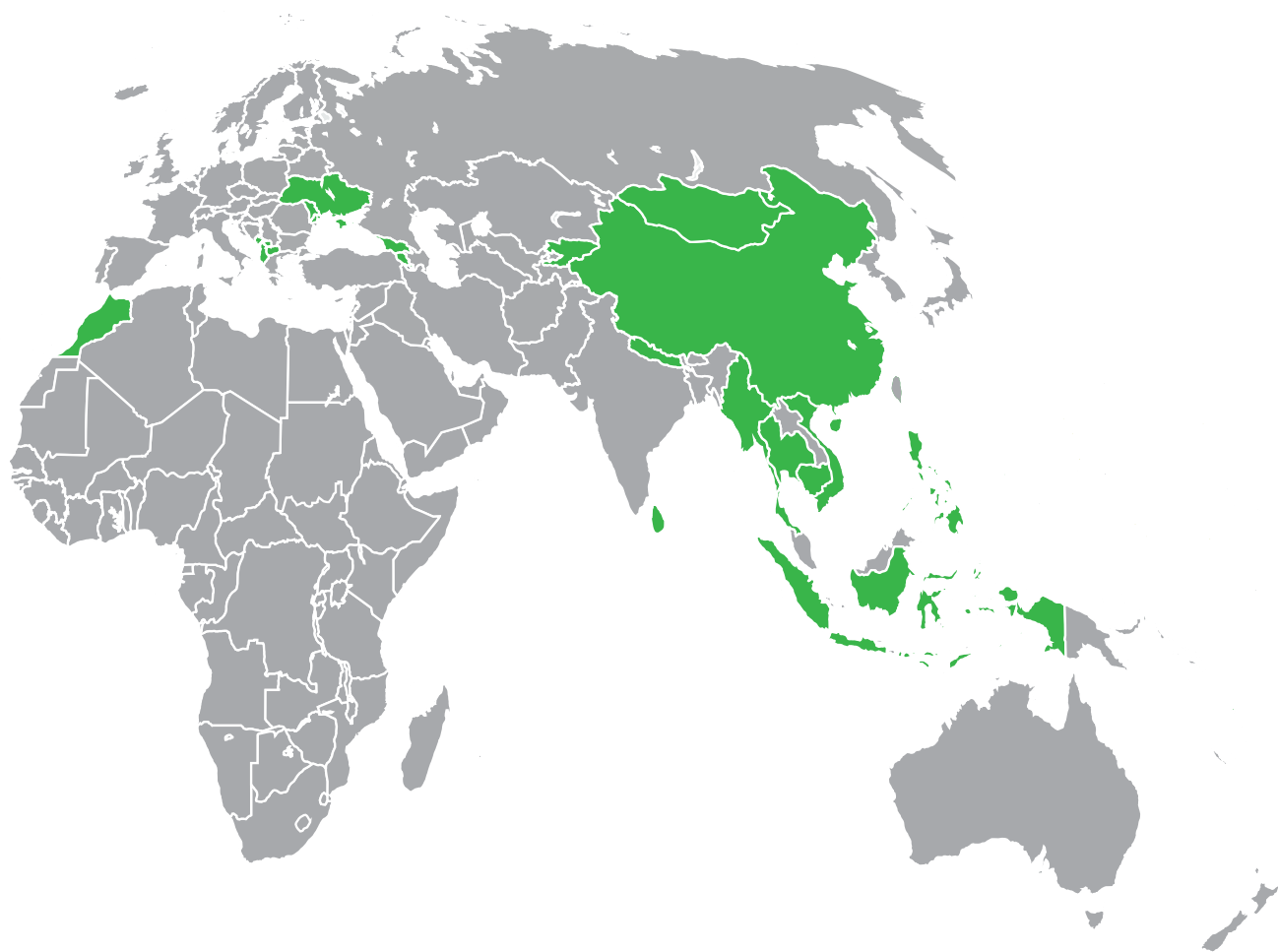
AFRICA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2020

Country	Languages
BENIN	Adja, Bariba, Kotokoli, Dendi, Ditamari, Fon, French, Lokpa, Mahi, Yom, Idaasha
BOTSWANA	Setswana
CAMEROON	French, Fulfulde
COMOROS	Shimwali, Shindzwani, Shingazidja
ESWATINI	Siswati/IsiSwati
ETHIOPIA	Afan Oromo/Oromo, Amharic, Tigrigna
GHANA	Dagaari, Dagbani, Ewe, Ghanaian Sign Language, Gurune, Mampruli, Twi
GUINEA	French, Kissi, Lele, Malinke, Pulaar, Soussou
LESOTHO	Sesotho/Suthu, Phuthi
LIBERIA	Bassa, Gbandi, Gio, Gola, Kissi, Kpelle, Liberian English, Lorma, Mandi, Mano, Vai
MADAGASCAR	Antandroy, Malagasy (Antakarana), Malagasy (Antanosy), Malagasy (Antemoro), Malagasy (Betsileo), Malagasy (Betsimisaraka), Malagasy (Sakalava Boina), Malagasy (Standard)
MALAWI	Chichewa, Chitonga, Chitumbuka
MOZAMBIQUE	Chichewa/Cinyanja, Chimanyika, Cichangana, Cicopi, Portuguese, Cindau, Cinyungwe/Cinyungwe, Citewe, Citswa, Ciyao, Echuabo, Ekoti, Elomwe, Emakwa, Gitonga
NAMIBIA	Afrikaans, Khoekhoegowab, Oshikwanyama/Kwanyama, Oshindonga/Ndonga, Otjiherero/Herero, Rukwangali, Rumanyo, Silozi
RWANDA	Kinyarwanda
SENEGAL	Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulafuta, Seereer, Wolof
SIERRA LEONE	Krio, Mandingo, Mende, Temne, Limba, Susu, Fula, Kono
SOUTH AFRICA	IsiZulu, Sepedi, Venda/TshiVenda, IsiNdebele
TANZANIA	Swahili/Kiswahili
THE GAMBIA	Jola, Mandinka, Pulaar, Sarahule, Wolof,
TOGO	Adja, Akebou, Bassar, Ewe, French, Ikposso, Kabiye, Nawdum, Konkomba, Tchamba, Tem, Lamba, Adele , Koussountou
UGANDA	Ateso, Dhopadhola, Lango, Luganda, Lusoga, Lumasaaba
ZAMBIA	Bemba, Chitonga, Kaonde, Lenje/Chilenje, Lunda, Mambwe-Lungu, Nyanja, Tumbuka

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EUROPE, MEDITERRANEAN, AND ASIA REGION

Balkans	Albania, Kosovo, Montenegro, North Macedonia
Central and Eastern Europe	Moldova, Ukraine
North Africa and the Middle East	Morocco
The Caucasus	Armenia, Georgia
Central Asia	Kyrgyz Republic
Asia	Cambodia, China, ³ Indonesia, Mongolia, Myanmar, Nepal, Philippines, Sri Lanka, ⁴ Thailand, Timor-Leste, Viet Nam ⁵



3 In January 2020, a Congressional Notification was sent stating Peace Corps' intent to permanently close its post in China. The Peace Corps is not planning to return Volunteers to China in FY2022.

4 Following Congressional Notification in September 2017, the Government of Sri Lanka and the Peace Corps signed a new bilateral agreement in February 2018 to re-establish a program there. Deployment of Volunteers was delayed for several reasons, including the pandemic, so Volunteers are slated to begin their service there in FY 2022.

5 In July 2020, Peace Corps notified Congress that Peace Corps and the Government of Viet Nam had signed an agreement to officially establish a Peace Corps program in Viet Nam. Education Volunteers are expected to arrive in FY2022.

EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 64,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the time of the FY 2020 global evacuation of Volunteers and Trainees, 1,949 Volunteers, or 31 percent of Peace Corps Volunteers worldwide, worked in 19 countries across the region—including a new country, Montenegro. In addition, in FY 2022, the EMA region will establish the first-ever program in Viet Nam, where Volunteers will be teaching English. An agency virtual assessment is also underway in Uzbekistan.

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

In Ukraine, the Peace Corps serves as an implementing agency of the PEPFAR program. Volunteers work with community partners and clinical service providers to help prevent new infections and ensure linkage to care and treatment for people living with HIV, especially youth.

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

Volunteers in the EMA region were trained in nearly 50 languages in FY 2020. In addition to language training, Volunteers receive intensive cross-cultural, safety and security, and technical training, all of which enable them to integrate successfully into the communities where they live and work.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN EMA

Albania - Volunteers Provide Training as Part of Earthquake Response

In response to the post-traumatic stress experienced by Albanian communities following the November 26, 2019 earthquake, Peace Corps Albania Volunteers and their counterparts partnered with local organization "Qendra Marrëdhëniet" to provide Albanian teachers with "Child Trauma Management Training." These training sessions were based on "A teacher's guide to psychological support for children after an earthquake," designed by Qendra Marrëdhëniet.

With financial support from Peace Corps' international partner, World Connect, 45 Volunteers worked from December 9, 2019 to February 6, 2020, to facilitate 129 Training of Trainer sessions in 52 training sites throughout the country to provide best practices and strategies to Albanian teachers who were working with traumatized students in the aftermath of the November 26 earthquake. Each training consisted of approximately 60-90 minutes of instruction with two distinct lessons. The first lesson provided technical information about earthquakes, taught teachers how to identify common manifestations of trauma in different age groups, and taught them how to effectively communicate with traumatized students. The second lesson focused on healthy coping mechanisms for both students and service providers.

As a result of this joint effort, Volunteers and their counterparts trained 2,347 representatives from 897 schools and worked with each of the 51 regional educational offices in Albania.

The feedback teachers and students gave about the sessions was excellent. The sessions

demonstrated both the demand for such projects and training throughout the country, and the ability of the Peace Corps and Peace Corps Volunteers to respond to such emergencies with skill and commitment.

One of the teachers who participated at an event in Bathore (just outside of Tirana) shared her thoughts about how valuable the experience was for her professionally and personally. As she said, “I thought I knew a lot about earthquakes and how to react before training, but in reality, a lot of information provided on the preventive measures and managing panic or actions under panic were new. I was very glad to learn this information, which will help me and my family personally but also the students that I teach. The most valuable lesson was that we need to work beforehand with ourselves and the students on how to react in such situations, how to protect ourselves, how to maintain calm and avoid panic. For this reason, we need to refresh this information for our students and family members and do frequent drills. As for me personally, my family members know now very well what to do in such cases, how to shelter, how to evacuate the building, and how to meet with others after such events.”

Kyrgyz Republic - Teacher Training Webinars Prepare English Teachers for Online Teaching

Volunteers in the Kyrgyz Republic use their educational expertise to support local English language educators. Although Volunteers are placed in schools, they also support their communities to develop English-language resources and learn more about American culture.

One Volunteer with an extensive teaching background partnered with a U.S. Embassy-sponsored American cultural center that needed an experienced Teaching English as a Foreign Language instructor to conduct teacher trainings. From November 2019 to March 2020, the Volunteer conducted trainings on communicative teaching

methodology, organized activities to celebrate American holidays, started the Kid’s English Club, and helped with the local spelling bee.

Evacuation has not deterred the Volunteer from her service. From her home in the United States, she has continued to offer teacher training webinars online once a week. The Volunteer is participating in the Virtual Service Pilot (VSP) program and is planning to join the next VSP cohort in order to provide additional teacher training during the summer school holidays. Her work includes observing classes and providing feedback to her co-teacher. Since April 2020, she has conducted more than 20 sessions and covered topics such as innovative teaching methods, communicative language teaching, and adapting teaching materials to online formats, online resources, and other topics. She is also co-planning and co-facilitating a Saturday English club for students. In addition to her work in VSP she has continued to do weekly workshops with the American cultural center.

More than 25 Kyrgyz teachers of English have been joining the webinars. One participant said, “The topics of the webinars are interesting and useful. Thanks to these online webinars, I learned how to conduct online lessons and found a common language with students.”

The Volunteer has also continued to benefit from the continuation of her activities virtually. She said, “I was initially very excited to be offered this opportunity as it has kept me in contact with the community, but as the pandemic is continuing I see just how important these workshops have become as the face of education is changing in Kyrgyz Republic.”

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EMA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2020

Country	Languages
ALBANIA	Albanian
ARMENIA	Armenian
CAMBODIA	Khmer
CHINA	Chinese (Mandarin)
GEORGIA	Georgian, Armenian, Azeri
INDONESIA	Bahasa Indonesia
KOSOVO	Albanian, Serbian
KYRGYZ REPUBLIC	Kyrgyz
MOLDOVA	Romanian, Russian
MONGOLIA	Kazakh, Mongolian
MONTENEGRO	Montenegrin
MOROCCO	Arabic (Morocco Darija), Tamazight, Tashelheet
MYANMAR	Burmese
NEPAL	Gurung, Magar, Nepali, Tamang, Doteli
NORTH MACEDONIA	Albanian, Macedonian
THAILAND	Thai (Central), Thai (North Eastern Dialect), Thai (Northern Dialect), Thai (Southern Dialect)
PHILIPPINES	Cebuano, Hiligaynon, Kinaray-a, Ilokano, Tagalog, Waray-Waray
TIMOR-LESTE	Tetun
UKRAINE	Ukrainian, Russian

INTER-AMERICA AND THE PACIFIC REGION

Central America	Belize, Costa Rica, El Salvador, ⁶ Guatemala, Mexico, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Fiji, Samoa, Solomon Islands, ⁷ Tonga, Vanuatu



⁶ In November of 2020, a Congressional Notification was sent to announce Peace Corps intent to re-establish operations in El Salvador.

⁷ Following Congressional Notification in September 2019, the Peace Corps announced it intends to re-establish operations in Solomon Islands. Peace Corps and the Government of Solomon Islands are currently re-negotiating the country agreement.

INTER-AMERICA AND THE PACIFIC

More than 90,000 Volunteers have served in the Inter-America and the Pacific (IAP) region since the founding of the Peace Corps in 1961. At the time of the FY 2020 global evacuation of Volunteers and Trainees, 1,867 Volunteers, or 30 percent of Peace Corps Volunteers worldwide, were working across 20 nations (one IAP post covers four countries).

In the IAP region, the Peace Corps provides training in 21 languages—enhancing Volunteer effectiveness and integration into local communities. Using the agency’s integrated project planning and management system, Volunteers address community-defined priorities through work in all six of the agency’s programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development.

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

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

Access to basic health services, education, and sanitation systems remains problematic for many communities in the region. Volunteers work to improve the health of communities, families, and schoolchildren by training service providers

and building community awareness about the importance of basic hygiene, maternal and child health, nutrition, disease prevention, and clean water. Volunteers also support local health clinics with health education and outreach efforts.

Deforestation and environmental degradation negatively affect air and water quality, increase flooding risks, and threaten the sustainability of natural resources in the region. Volunteers who work on environmental 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 – Leveraging Host Country Engagement

When the Peace Corps ordered the global evacuation, staff in Fiji were heartbroken to see their 64 talented, committed Volunteers leave so suddenly. At the same time, they recognized that this period of time without Volunteers presented a rare opportunity to refine their operations and programming.

The post commenced with a focus on developing or refining elements critical to the office’s Standard Operating Procedure (SOPs), handbooks, training sessions, and other internal processes. When Fiji reached “COVID-19-contained” status just a few months later, staff began traveling to evacuated Volunteer villages, which spanned eight disparate islands. During these visits, they facilitated meaningful iTatau (farewell) ceremonies with the communities, aiding with processing the sudden evacuation and offering some closure. Along the way, staff completed their most thorough collection of community feedback by methodically

gathering qualitative data about Peace Corps Fiji's work and the impact Volunteers had on over 500 villagers. At the same time, staff further deepened and broadened their relationships with government partners by sitting down with every level of leadership—from village Mayors and Chiefs, to Prime Minister Bainimarama.

The result is a Peace Corps post that is leveraging rejuvenated partnerships and community-based data to ensure a more streamlined, impactful, and genuinely responsive program that meets the needs of their nation. This will enable even more effective and impactful Volunteer engagement with communities once they are able to return.

Jamaica – Coffee Growers Association

While Volunteering in Jamaica, Mary worked with and supported a coffee farmers group, helping

them in becoming a registered Jamaican business, (Cascade Coffee). As a registered business, Cascade Coffee was able to apply for funding and begin working alongside the Jamaican Coffee Growers Association. Mary worked with group members and the wider community to make plans for renovating an abandoned building in the community to be used for processing coffee and to serve in the future as a cafe and tourist destination. Mary also supported her community in re-establishing a Rural Agriculture Development Association (RADA) group in Cascade focused on intercropping vegetables among coffee trees. By supporting her host organization in reaching their goals of processing their community's coffee for profit, Mary helped them eliminate middlemen and enabled farmers to be paid directly for their high quality product. The group was able to advance their agricultural and economic priorities in the time Mary was with them.



IAP – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2020

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

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VOLUNTEER WORK BY SECTOR

AGRICULTURE

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

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

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

less predictable and more intense environmental conditions and increase carbon sequestration. In this way, Volunteers assist smallholder farming communities to become climate resilient.

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

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 695 Agriculture Volunteers worldwide.⁸

Examples of Agriculture Volunteer work:

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

⁸ In addition to the Volunteer totals listed for each sector, 152 Peace Corps Response Volunteers entered on duty in FY 2020, and served in all six Peace Corps program sectors, across all three regions.

sweet potato, mushrooms, iron-fortified beans, and dark green leafy vegetables.

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

COMMUNITY ECONOMIC DEVELOPMENT

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

Projects focusing on economic development enable host country households to achieve economic security and upward economic mobility. By delivering training and workshops, providing ongoing technical assistance, teaching

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

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

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 591 Community Economic Development Volunteers worldwide.

Examples of Community Economic Development Volunteer work:

- Supporting youth with business plan development and participation in business plan competitions at the local, regional, and national levels

- Increasing business owners' digital literacy in order to market products and services online, and access new economic opportunities
- Organizing youth clubs to increase civic engagement and volunteerism in the community
- Helping artisan cooperatives find new markets for their handmade goods and improve quality control
- Advising women's groups on value-added strategies for increasing the profitability of their agriculture-based products
- Strengthening organizational systems, processes, and learning so that organizations can move from a project-based focus to a more sustainable program-based focus
- Fostering the creation of sustainable, independent, community-managed savings, and loan associations
- Working with local civil society groups to improve their outreach and implement awareness campaigns

EDUCATION

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

Education Volunteers focusing on childhood literacy and early grade reading promote improvement of students' basic literacy and numeracy skills and help teachers develop strategies for teaching reading and comprehension. They pay special attention to students at risk of failing.

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

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

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

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

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 2,692 Education Volunteers worldwide.

Examples of Education Volunteer work:

- Facilitating communities of practice among teachers
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement. Volunteers work with counterparts to use information and communications technology (ICT) to cultivate the four skills of speaking, listening, reading, and writing in their classrooms
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Facilitating learner-centered and competency approaches to literacy in classrooms and teacher training
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects
- Facilitating camps or clubs related to the Volunteer's teaching focus
- Organizing activities such as spelling bees, Drop Everything and Read events, Model United Nations meetings, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring programs pairing older youth with primary school children

- Demonstrating and integrating gender-equitable teaching practices in schools.
- Working with administrators and communities to find alternative discipline techniques
- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general community awareness of children with disabilities

ENVIRONMENT

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

Environment Volunteers encourage sustainable natural resource planning and management by facilitating efforts to expand and sustain the use of healthy conservation practices, including producing and cultivating trees to improve soils, conserving water, and protecting fields from erosion. Effective management of natural resources and habitats requires local government, organization, community, and individual cooperation. Volunteers work to build the organizational capacity of partners to plan, manage, lead, and advocate for protecting the local environment. Volunteers help develop income-generating activities that create incentives for natural resource conservation, such as ecotourism and crafts creation. They also address the quickening pace of deforestation by introducing more fuel-efficient cook stoves to local communities.

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

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 473 Environment Volunteers worldwide.

Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries with local counterparts
- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and clubs and sponsoring special events such as Earth Day activities
- Strengthening the organizational and planning capacities of environmental non-governmental organizations
- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems
- Introducing innovative soil fertility and water conservation methods to adapt to increasingly arid climates
- Promoting sustainable management of coastal fisheries

- Promoting income-generating activities, such as sustainable ecotourism
- Slowing rates of deforestation through the introduction of fuel-efficient cook stoves

HEALTH

Peace Corps' Health sector is the agency's second-largest Volunteer sector. Volunteers work with local partners to improve health outcomes in communities where individuals tend to have the least access to health information and services. Volunteers help introduce innovations and technology while also using appropriate resources to address health needs and help individuals adopt positive health-seeking behaviors.

The Peace Corps is a fully integrated partner in implementing PEPFAR. As a result, a large number of Volunteers work on HIV/AIDS initiatives. All aspects of Volunteer work on HIV programs have a focus on youth. Volunteers also support programs targeting orphans, vulnerable children, and other at-risk youth. Volunteers work to support the President's Malaria Initiative (PMI), combating malaria by distributing bed nets and providing education on prevention, diagnosis, and treatment. Health Volunteers also contribute to efforts to improve maternal, newborn, and child health services, and promote healthy behaviors for youth. Volunteers are frequently assigned to nongovernmental organizations working in health-related fields to help increase their technical, managerial, and administrative capacities. When Volunteers return to service, Peace Corps will seek opportunities to address the urgent need due to the global burden of COVID-19. Volunteers will support the implementation of activities to prevent, prepare for, and respond to COVID-19, including mitigating the global impacts of COVID-19.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 1,021 Health Volunteers worldwide.

Examples of Health Volunteer work:

Health Volunteers work with community members to co-facilitate:

- Groups to promote comprehensive antenatal care visits among pregnant women to increase healthy pregnancy, safe delivery, and healthy newborns
- Groups of mothers and caregivers to keep children under five healthy through promotion of effective nutrition, malaria prevention, and improved hygiene practices
- Sexual reproductive health/HIV prevention education at youth camps and clubs
- Caregiving support groups for orphans, vulnerable children, and caregivers
- Clubs, camps, and classroom curriculum that provide essential health information to youth 10-19 years of age
- Activities that build capacity of health workers and school-based staff to facilitate health and life skills curricula and access to youth-friendly services

YOUTH IN DEVELOPMENT

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

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

Volunteers and their community partners mentor young people to take an active role in planning for their own futures and the futures of their communities and countries. Volunteers promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities. They also work to improve emotional well-being and resiliency in young people.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 686 Youth in Development Volunteers worldwide.

Examples of Youth in Development Volunteer work:

- Teaching youth life and leadership skills to promote self-esteem, positive identity, effective emotional management, effective communication, goal setting, problem-solving, and action planning

OVERSEAS OPERATIONS

- Conducting workshops in career planning, financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and conversational English
- Facilitating youth participation in service-learning projects and other community volunteering activities
- Supporting youth service providers to implement programs that promote positive youth development
- Training parents and caregivers in techniques to improve communication with youth and take a greater role in supporting their development



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GLOBAL INITIATIVES

VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES IN FY 2020

As noted previously, the Peace Corps has been an integral partner of PEPFAR since its creation in 2003. Peace Corps Volunteers play a role in implementing the PEPFAR Strategy for Accelerating HIV/AIDS Epidemic Control and in the PEPFAR-led DREAMS public-private partnership. Volunteers implement targeted prevention interventions with priority populations, focusing on adolescent girls and young women, supporting people infected with and affected by HIV (including orphans and vulnerable children), and creating an enabling environment by addressing gender norms, stigma, and discrimination in the communities where they live.

In FY 2020, the Peace Corps used PEPFAR funds for activities in 12 countries (bolded below), and worked 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 because their contributions to this initiative include their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents. Volunteers work on HIV/AIDS prevention beyond the PEPFAR program by integrating HIV prevention activities into other programs, like sexual and reproductive health (SRH) programs, maternal, newborn and child health (MNCH) program, to name a few.

The tables below list the number of Volunteers funded by appropriations and PEPFAR who report implementing HIV-related activities.⁹

AFRICA	VOLUNTEERS	EUROPE, MEDITERRANEAN, AND ASIA	VOLUNTEERS	INTER-AMERICA AND THE PACIFIC	VOLUNTEERS
Benin	29	Albania	1	Belize	8
Botswana	103	Moldova	1	Dominican Republic	9
Cameroon	68	Mongolia	1	Ecuador	10
Eswatini	49	Morocco	1	Fiji	1
Ethiopia	15	Thailand	7	Panama	3
Ghana	16	Ukraine	1	Paraguay	1
Guinea	4			Vanuatu	1
Lesotho	65			Peru	1
Liberia	11				
Madagascar	2				
Malawi	83				
Mozambique	2				
Namibia	41				
Rwanda	4				
Sierra Leone	1				
South Africa	2				
Tanzania	85				
Togo	75				
Uganda	2				
Zambia	17				
Subtotal	471	Subtotal	12	Subtotal	34
GRAND TOTAL	517				

⁹ Volunteers were globally evacuated mid-March, 2020 due to the COVID pandemic, therefore FY20 data only reflects results from Oct 1, 2019 – mid-March, 2020 (specific date depends on the country). Additionally, during the evacuation, not all Volunteers were able to submit data prior to departing post which may result in under-reporting.

VOLUNTEERS WORKING IN FOOD SECURITY IN FY 2020

The Peace Corps is a key partner in Feed the Future and the U.S. Government's Global Food Security Strategy to address poverty, hunger, and undernutrition in over 40 countries worldwide. Each year¹⁰ since 2012, around 1,200 Peace Corps Volunteers contribute to the initiative by promoting community-led approaches that build local capacity of individuals and groups to address food insecurity and increase resilience at both household and community levels. The Peace Corps trains and equips Volunteers and their counterparts with context-appropriate and evidence-based practices and technologies that sustainably ensure food availability, accessibility, and utilization at all times. Volunteers from all six sectors use a variety of proven methods to implement food security-related activities that increase agricultural productivity, sustain and improve the natural resource base, improve health and nutrition, or increase economic opportunities, particularly for women and youth, in the communities they serve.

POST NAME	NUMBER OF VOLUNTEERS REPORTING ON FOOD SECURITY INDICATORS	POST NAME	NUMBER OF VOLUNTEERS REPORTING ON FOOD SECURITY INDICATORS
Benin	26	Morocco	1
Botswana	1	Mozambique	3
Cameroon	19	Namibia	2
East Timor	1	Nepal	45
Ecuador	2	Panama	19
Ethiopia	11	Paraguay	13
Gambia	28	Rwanda	21
Ghana	7	Senegal	78
Guatemala	17	Sierra Leone	13
Guinea	18	Tanzania	39
Indonesia	1	Thailand	1
Jamaica	7	Togo	19
Lesotho	3	Uganda	34
Liberia	3	Zambia	50
Madagascar	12		
Malawi	12		
		GRAND TOTAL	506

¹⁰ In the first 6 months of FY20, prior to the COVID-19 influenced global evacuation of all PCVs, 506 PCVs in 30 countries reported food security activities.

VOLUNTEERS WORKING IN MALARIA PREVENTION IN FY 2020

Peace Corps Volunteers are advancing the President's Malaria Initiative through the agency's Stomping Out Malaria in Africa initiative. Volunteers in 18 Peace Corps programs across Africa are collaborating to help eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where the program is involved in mosquito-net distribution, Volunteers collaborate with the President's Malaria Initiative and local community leaders to ensure that the mosquito nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention. Volunteers also engage in behavior-change outreach to advocate for early interventions and strengthen community health worker networks' capacity to rapidly diagnose and treat malaria. In FY 2020, the Peace Corps continues to focus its malaria programming and training to support the respective priorities of National Malaria Control Programs and for country-specific malaria program needs. Despite the evacuation of Peace Corps Volunteers due to the COVID-19 pandemic, Peace Corps health programming staff continue to coordinate with partner organizations and support malaria control activities.¹¹

POST NAME	NUMBER OF VOLUNTEERS IMPLEMENTING MALARIA ERADICATION ACTIVITIES
Benin	15
Cameroon	15
Ethiopia	3
Gambia	7
Ghana	4
Guinea	13
Liberia	18
Madagascar	8
Malawi	11
Mozambique	15
Rwanda	15
Senegal	9
Sierra Leone	4
Tanzania	4
Togo	10
Uganda	7
Zambia	39
GRAND TOTAL	197

¹¹ Volunteers were globally evacuated mid-March, 2020 due to the COVID pandemic, therefore FY20 data only reflects results from Oct 1, 2019 – mid-March, 2020 (specific date depends on the country). Additionally, during the evacuation, not all Volunteers were able to submit data prior to departing post which may result in under-reporting.



APPENDICES

APPENDIX A

ON-BOARD STRENGTH SUMMARY

On-Board Data in this report are based on evacuated Volunteers/Trainees in FY2020 and reflect those funded by the Peace Corps appropriation and PEPFAR. Due to the global evacuation in response to the COVID-19 pandemic, no Volunteer/Trainee was in service on September 30, 2020.

On-Board Strength Summary Statistics Fiscal Year 2020

Last updated October 26, 2020

Source: PCVDBMS, DOVE, and Odyssey

Funding Source
Appropriated

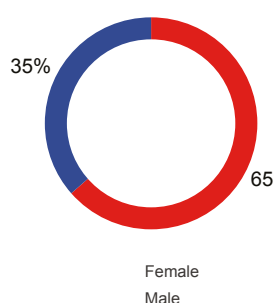
Region
All

Post Name
All

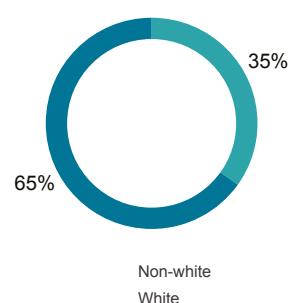
On-Board Strength



Gender Distribution



Minorities*

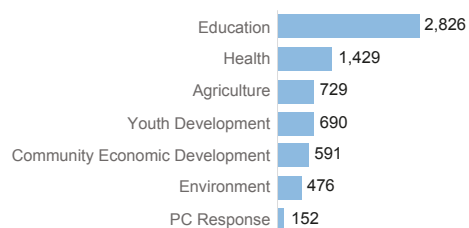


*Excludes 17 Volunteers and Trainees (funded through any source) who did not disclose their race or ethnicity. All Volunteers and Trainees who reported Hispanic ethnicity are included in the minority statistic.

Race/Ethnicity Counts

Race	Hispanic or Latino	Not Hispanic	Not Specified	Grand Total
White	511	4,440	18	4,969
Two or more races	97	435	115	647
Black or African American	52	537	3	589
Asian or Pacific Islander	20	369		389
American Indian or Alaskan Native	63	11		74
Not Specified	205	13	4	222
Grand Total	948	5,805	140	6,893

OBS by Sector

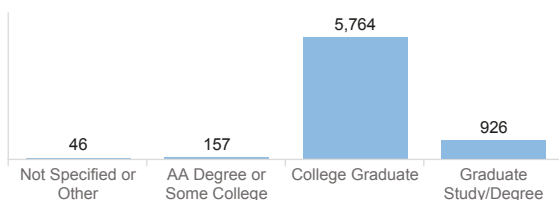


Age Distribution*

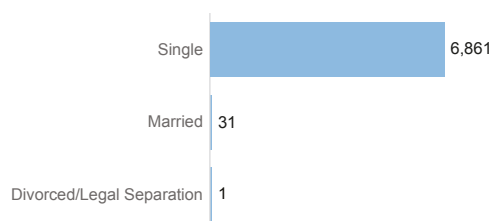
Age group	Number of Records	% of Grand Total
20-29	5,906	85.7%
30-39	648	9.4%
40-49	107	1.6%
50+	232	3.4%

Average = 27, Median = 25, Youngest = 20, Oldest = 81
* Volunteer/Trainee age on the last day of the Fiscal Year

OBS by Educational Attainment



OBS by Marital Status



APPENDIX B

PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

PEACE CORPS APPLICATION PROCESS

The Peace Corps application process typically takes six to 12 months. Peace Corps posts quarterly application deadlines and “Know-By” dates that help applicants plan and make decisions based on their own schedules and needs. All applicants are notified—at least four months before their anticipated departure date — as to whether they are invited to serve or not.

Application

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

Interview

The next step is an interview to further assess the applicant’s suitability for service. Via videoconference, the applicant has the opportunity to highlight their skills, interests, and suitability for service with a Peace Corps staff member. Personal Attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service are evaluated. This is also an opportunity for the applicant to ask questions and explore with the interviewer whether 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, a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more. An invitation to serve is contingent on the invitee obtaining both medical and legal clearance.¹²

Medical Clearance

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

Legal Clearance

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

Preparation for Departure

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

¹² During the COVID-19 pandemic, Peace Corps continues to receive and assess applications, but is not yet issuing invitations to Peace Corps service

Departure for Service

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

PHASES OF VOLUNTEER SERVICE

Trainee

Pre-Service Training: Upon arrival to their country of service, trainees undergo three months of training in language, technical skills, and cross-cultural, health, and personal safety and security issues. After successful completion of training and testing, trainees are sworn in as Volunteers.

Volunteer

Volunteer Assignment: The Volunteer is assigned to a project, designed by Peace Corps staff, to help meet the development needs of the host country.

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

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

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

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

RETURNED VOLUNTEER

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

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

Returned Volunteer Services: The Peace Corps provides career, educational, and transitional assistance to Volunteers when they complete their Peace Corps service. Returned Volunteers are also encouraged to further the Peace Corps' Third Goal by sharing their experiences abroad with fellow Americans and to assist the Peace Corps in documenting the domestic dividend accrued to the United States via the skills and competencies gained by a Volunteer during their service.

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

Paul D. Coverdell Fellows: The Peace Corps partners with universities and colleges to provide graduate school benefits for returned Volunteers.

APPENDIX C

FY 2020 HOME STATES OF PEACE CORPS VOLUNTEERS

Counts of Peace Corps Volunteers, Trainees, and PCR Volunteers from all funding sources in Fiscal Year 2020. Due to the global evacuation in response to the COVID-19 pandemic, no Volunteers were serving on September 30, 2020. Therefore, only evacuated Volunteers are included in this table. This analysis includes U.S. territories and the District of Columbia. Not included among the evacuated Volunteers are 82 Volunteers who have an overseas home address or no address on file. Report completed October 16, 2020, by OSIRP. Source: PCVDBMS.

STATE / TERRITORY	FY 2020 ON-BOARD STRENGTH	TOTAL SINCE 1961 ¹³	STATE / TERRITORY	FY 2020 ON-BOARD STRENGTH	TOTAL SINCE 1961
Alabama	39	1,254	Montana	45	1,524
Alaska	16	1,048	Nebraska	32	1,486
Arizona	135	3,893	Nevada	37	1,091
Arkansas	30	1,031	New Hampshire	48	1,826
California	817	31,891	New Jersey	157	5,434
Colorado	215	7,678	New Mexico	37	2,289
Connecticut	78	3,608	New York	395	14,550
Delaware	17	554	North Carolina	217	4,773
District of Columbia	124	2,523	North Dakota	7	596
Florida	306	8,625	Ohio	223	7,776
Georgia	193	3,927	Oklahoma	40	1,422
Guam	1	81	Oregon	167	6,595
Hawaii	26	1,488	Pennsylvania	271	8,705
Idaho	41	1,471	Puerto Rico	15	443
Illinois	274	9,312	Rhode Island	31	1,111
Indiana	110	3,553	South Carolina	71	1,751
Iowa	84	2,515	South Dakota	8	677
Kansas	46	1,871	Tennessee	75	1,990
Kentucky	59	1,712	Texas	352	8,227
Louisiana	50	1,231	Utah	36	1,221
Maine	46	1,987	Vermont	49	1,633
Maryland	255	6,542	Virgin Islands	1	89
Massachusetts	241	8,812	Virginia	355	8,354
Michigan	199	7,775	Washington	241	10,009
Minnesota	171	7,090	West Virginia	21	720
Mississippi	24	540	Wisconsin	154	6,440
Missouri	117	3,628	Wyoming	12	553

¹³ Includes FY 2018 data corrections.

APPENDIX D

THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

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

- **Paul D. Coverdell Fellows:** A graduate school benefit program that offers returned 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 34 colleges and universities.
- **Campus Ambassadors:** An internship-like opportunity for undergraduate students to serve as peer-to-peer brand ambassadors, extending Peace Corps recruiters' reach to those who may have less awareness of opportunities to serve. Currently, Peace Corps has 57 campus ambassadors on 51 college campuses around the nation.

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

APPENDICES

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
California (Cont.)	Pacifica Graduate Institute University of San Diego University of San Francisco University of Southern California	<ul style="list-style-type: none"> • University of California, Los Angeles • University of California, Merced • University of California, Riverside • University of California, San Diego • University of California, Santa Barbara • University of California, Santa Cruz University of La Verne Whittier College
Colorado	Colorado State University Regis University University of Colorado, Denver University of Denver Western Colorado University	Colorado College Colorado School of Mines University of Colorado, Boulder University of Colorado, Denver Western Colorado University
Connecticut	University of Bridgeport Yale University	Fairfield University University of Bridgeport
Delaware	University of Delaware	
District of Columbia	American University Catholic University of America The George Washington University Georgetown University	American University Gallaudet University
Florida	Florida Institute of Technology Florida State University University of Central Florida University of South Florida	Eckerd College Florida Atlantic University Florida Gulf Coast University Florida International University Florida State University Stetson University University of Florida University of North Florida University of South Florida University of West Florida

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

APPENDICES

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

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

APPENDICES

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

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

APPENDIX E

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2020 the Peace Corps did not transfer funds to the Foreign Currency Fluctuations Account from the operating expenses account.

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

	FY2019	FY2020
Total Reimbursable	\$4,845,776	\$2,231,057
Total PEPFAR	\$35,110,213	\$28,053,110

APPENDIX G

OIG BUDGET REQUEST

**Office of Inspector General's Fiscal Year 2022 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:

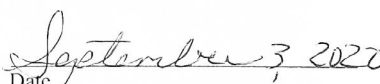
- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the 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 2022:

the aggregate budget request for the operations of the OIG is \$ 6,330,000
 the portion of this amount needed for OIG training is \$59,000 and
 the portion of this amount needed to support the CIGIE is \$22,788 (.36% of \$6,330,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2022.


 Kathy A. Buller
 Inspector General


 Date

Peace Corps Office of Inspector General

Paul D. Coverdell Peace Corps Headquarters · 1275 First Street, NE, Washington, DC 20526 · 202.692.2900 · OIG@peacecorpsoig.gov

APPENDIX H

OPEN RECOMMENDATIONS FOR GAO-IG ACT COMPLIANCE

Project Code	Fiscal Year	Project Name	Recommendation
IG-11-01-E	FY 11	PC/Volunteer Delivery System	18. That the agency systematically collect and analyze data to determine whether Volunteer medical accommodations pose an undue hardship on the operation of the Peace Corps or any component thereof.
IG-12-05-E	FY 12	PC/Five-Year Rule	2. That the Director identify which function should be subject to periodic turnover to meet the needs of the agency, and implement a process to manage turnover so that the agency retains qualified personnel on the basis of merit and performance.
IG-12-05-E	FY 12	PC/Five-Year Rule	3. That the Director identify the agency's core business functions and positions that currently suffer from frequent staff turnover and lack of continuity, and determine and implement a process for acquiring and retaining qualified personnel to perform those functions on the basis of merit and performance.
IG-13-01-SR	FY 13	Capstone: Medical Inventory	03. That the Office of Health Services enhance the monitoring of medical supply inventories to include conducting additional analysis, requiring explanations for significant discrepancies, and assisting posts that continue to struggle with implementing procedures.
IG-13-01-SR	FY 13	Capstone: Medical Inventory	02. That the Office of Health Services track the total procurement of the different classifications of medical supplies: controlled, specially designated, and other. Additionally, that the Office of Health Services use this information to monitor the amount of medical supplies covered by the policies, to determine what is included in the list of specially designated medical supplies, and to establish appropriate controls for the different classifications.
IG-14-01-A	FY 14	PC/Overseas Staffing	9. That the Office of Global Operations, in coordination with the Office of Human Resource Management, determine how to overcome the timing differences between the Annual Volunteer Survey and annual written appraisals to better match the performance appraisal period and provide timely Annual Volunteer Survey results for inclusion in the annual written performance appraisals.
IG-14-01-A	FY 14	PC/Overseas Staffing	10. That the Office of Human Resource Management provide bi-annual training and guidance to all post rating officials on their role in conducting performance appraisals and the level of detail needed to provide adequate feedback.

Project Code	Fiscal Year	Project Name	Recommendation
IG-14-01-A	FY 14	PC/Overseas Staffing	11. That the Office of Global Operations develop guidance and provide oversight of post senior staff performance appraisals to verify that each performance element is consistently addressed in the appraisal.
IG-14-01-A	FY 14	PC/Overseas Staffing	13. That the Office of Global Operations, in coordination with the Office of Human Resource Management, issue guidance and provide support to regional directors on how to handle performance issues and, when required, termination of country directors.
IG-14-02-E	FY 14	PC/Peace Corps Volunteer Sexual Assault Policy	7. That the agency develop and communicate expectations for training newly hired overseas staff, including training methods and deadlines.
IG-14-02-E	FY 14	PC/Peace Corps Volunteer Sexual Assault Policy	8. That the agency develop and implement a method to track training records to verify that it is meeting the requirements of the Kate Puzey Act.
IG-14-07-E	FY 14	PC/Overseas Staff Training	04. That the director for human resource management maintain a complete list of supervisors and provide initial and refresher supervisor training to all staff in a supervisory role, regardless of employment classification.
IG-14-07-E	FY 14	PC/Overseas Staff Training	05. That the director for human resource management develop and implement a method to track supervisor training for overseas staff and hold staff accountable for completion of the training.
IG-14-07-E	FY 14	PC/Overseas Staff Training	8. That the AD for global operations develop and implement an approach that ensures that overseas American staff has the language skills they need for their jobs.
IG-14-07-E	FY 14	PC/Overseas Staff Training	14. That the chief acquisition officer establish and implement a formal verification and follow-up process to ensure purchase cardholders and approving officials are receiving required training.
IG-14-07-E	FY 14	PC/Overseas Staff Training	21. That the chief of staff develop and implement a process to conduct staff training needs assessments on an ongoing basis.
IG-14-07-E	FY 14	PC/Overseas Staff Training	24. That the chief of staff conduct a comprehensive assessment of the applicability and relevance of federally mandated trainings to overseas staff and develop training requirements and training programs as necessary.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC.Morocco	8. That the associate director of the Office of Health Services ensure that all root cause analyses include key components (system focus, cause/effect, action plan and measures).

Project Code	Fiscal Year	Project Name	Recommendation
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	9. That the associate director of the Office of Health Services improve staff understanding of best practices for selecting sentinel events for review and for carrying out root cause analyses.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC.Morocco	22. That the associate director of the Office of Health Services, the associate director for Global Operations, and the chief of staff in the Office of the Director address the causes of Peace Corps medical officer job dissatisfaction, including compensation, workload, professional development opportunities, and communication between health unit and other units at post, to improve Peace Corps medical officer morale and retention.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	23. That the associate director of the Office of Health Services assess staffing configurations at posts and regional medical hubs and develop a plan to provide health units with sufficient clinical and administrative support staff.
IG-16-02-A	FY 16	PC/Healthcare Benefits Administration Contract	6. That the chief acquisition officer direct the contracting officer to modify the present contract to correctly identify the contract type.
IG-16-02-A	FY 16	PC/Healthcare Benefits Administration Contract	7. That the chief acquisition officer implement policy to ensure that the Peace Corps' contacting officers follow Federal Acquisition Regulation Subpart 16.1, "Selecting Contract Types."
IG-16-02-A	FY 16	PC/Healthcare Benefits Administration Contract	10. That the chief acquisition officer direct the contracting officer to calculate the overpayment of the network costs and seek a refund from the contractor for Peace Corps' overpayment that resulted through non-use of the MDR benchmark over the period October 1, 2005 through August 31, 2015.
IG-16-02-A	FY 16	PC/Healthcare Benefits Administration Contract	12. That the Office of Health Services associate director, ensure that the contracting officer's representative develop a detailed plan for reviewing and testing sufficient selected data supporting contractor invoices submitted to the Peace Corps for payment. The plan should be designed to achieve better assurance that the amounts billed are accurate, fully supported, and authorized by the contract.
16-03-SR	FY 16	MAR: Site History Files	1. That the Associate Director for Safety and Security, the Associate Director of Global Operations, and Regional Directors collaborate to strengthen oversight mechanisms to improve the completeness, organization, and use of site history files for site development and selection.

Project Code	Fiscal Year	Project Name	Recommendation
16-03-SR	FY 16	MAR: Site History Files	2. That the Associate Director for Safety and Security collaborate with the Associate Director of Global Operations and Regional Directors to provide clear, easily accessible and explicit agency-wide guidance to posts on the processes and procedures for maintaining site history files.
16-03-SR	FY 16	MAR: Site History Files	3. That the Associate Director for Safety and Security, the Associate Director for Global Operations, Regional Directors, and the Chief Information Officer collaborate as needed to provide systems for post for maintaining site history files.
IG-17-01-E	FY 17	PC/SARRR Evaluation	2. That the Director improve the presentation of crimes and risks information (including qualitative information on the risk of sexual harassment) for applicants by making this information more accessible to all applicants and easier to understand.
IG-17-01-E	FY 17	PC/SARRR Evaluation	16. That the Director establish a process to gather information on Volunteers' use of risk reduction and response skills taught in the training, and use it to make improvements to the training.
IG-17-01-E	FY 17	PC/SARRR Evaluation	18. That the Director develop and implement mental health access to care timeliness standards for victims of sexual assault with a mechanism to notify management when these standards are not met.
IG-17-01-E	FY 17	PC/SARRR Evaluation	26. That the Director expand the monitoring and evaluation plan for the sexual assault risk reduction and response program to include sexual assault risk reduction measures.
IG-17-01-E	FY 17	PC/SARRR Evaluation	29. That the Director dedicate additional administrative support to maintain accurate, up-to-date, centralized, and easily accessible overseas staff sexual assault risk reduction and response training records.
IG-17-01-E	FY 17	PC/SARRR Evaluation	35. That the Director develop specific guidance to Peace Corps medical officers to clarify the standards and expectations for the provision of counseling services, and communicate that guidance to Volunteers.
16-EVAL-03	FY 17	PC/South Africa	2. That the Office of Health Service in consultation with the Country Director and Peace Corps Medical Officers in South Africa take into account the nature of service in the country when making decisions about placing and supporting medically accommodated Volunteers, especially those with mental health accommodations.

Project Code	Fiscal Year	Project Name	Recommendation
17-AUD-05	FY 17	PC/Zambia	19. That the Office of the Chief Financial Officer/Acquisition and Contract Management issue a policy requiring post management to enter in to a contract with the auctioneer as warranted by the nature of the auction arrangement.
18-EVAL-01	FY 18	PC/Uganda	4. That the director of programming and training improve the post's practices during site identification and approval to collect information about transportation options at each site, including the physical distances from Volunteers' houses and work sites to a standard form of transportation.
18-EVAL-01	FY 18	PC/Uganda	7. That the director of programming and training create a plan to develop, implement, and communicate a more standardized and effective site identification, preparation, and approval process.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	1. That the Director of the Peace Corps provide country directors with additional support to resolve allegations of drug involvement under manual section 204, 3.5.1 and specifically consider the efficacy of reasonable suspicion drug testing as a means of doing so.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	2. That the Office of General Counsel review the evidentiary standard required to administratively separate a Volunteer suspected of involvement with drugs to determine whether the standard, and its application, is consistent with promoting the integrity of the program and continues to serve the policy interest of the Peace Corps.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	3. That the Director of the Peace Corps make necessary changes to policies, procedures, and forms related to Volunteer resignations and administrative separations, so that Volunteer files and early termination statistics include accurate information regarding unauthorized drug use
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	4. That the Director of the Peace Corps take effective steps to ensure ongoing compliance and consistency in implementation of the Volunteer separation recordation processes.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	5. That the Director of the Peace Corps gather and analyze continuous information on the prevalence of, and factors contributing to, unauthorized drug use in the context of Volunteer service, through the Annual Volunteer Survey or another data gathering tool.

Project Code	Fiscal Year	Project Name	Recommendation
IG-18-02-SR	FY 18	MAR: Managing the Suspension of Peace Corps/Kenya	1. That the Director develop guidelines and a process for staff to periodically assess the suitability of staffing levels at suspended posts, and to make timely reduction in staff decisions. The process should include, at minimum, staff from the Director's office, Regional Operations Office, Office of Safety and Security, Office of Global Operations, Congressional Relations, General Counsel, Office of the Chief Financial Officer.
IG-18-02-SR	FY 18	MAR: Managing the Suspension of Peace Corps/Kenya	2. That the Director maintain adequate documentation of key decisions and recommendations related to opening, closing, and suspending any overseas office or country program.
IG-18-03-SR	FY 18	MAR: Purchase Card Review	2. That the Office of the Chief Financial Officer develop, provide and track Peace Corps-specific training for all purchase card program participants including obligating, reallocating, and approving procedures. Further, ensure that this training complies with OMB guidelines for both initial and refresher training.
IG-18-03-SR	FY 18	MAR: Purchase Card Review	3. That the Office of the Chief Financial Officer ensure appropriate oversight over the purchase card program to include monitoring of transactions, the use of available data analytics tools and ensuring that follow-up processes receive sufficient staffing and oversight, in both ACM and GAP.
IG-18-03-SR	FY 18	MAR: Purchase Card Review	4. That the Office of the Chief Financial Officer: <ul style="list-style-type: none"> • develop controls to ensure the APC monitors, identifies and follows-up potential split purchases. • ensure rejected transactions are monitored and resolved in a timely manner. • develop procedures for the APC to monitor auto-closed Citibank monthly statements and review transactions on auto-closed statements to verify for adequate support and authorization • remind cardholders and approving officials to comply with Peace Corps policy for retaining supporting documents for appropriate period.
IG-18-03-SR	FY 18	MAR: Purchase Card Review	5. That the Office of the Chief Financial Officer review the need to ratify the items purchased over micro-purchase limits.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	1. That the Director of the Peace Corps require the Chief Acquisition Officer to implement procedures and practices that ensure proper segregation of duties to avoid potential conflicts and appearances of favoritism in the cooperative agreement award process.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	2. That the Director of the Peace Corps establish comprehensive agency policy and procedures on cooperative agreements with non-governmental entities. At minimum, such policy should address the need for competition, circumstances where competition is not required, justifications for noncompetitive awards, and appropriate limitations on cooperative agreement extensions.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	3. That the Director of the Peace Corps require the Chief Acquisition Officer to implement a record management system for cooperative agreements, to include maintaining specific written documentation to justify all future non-competitive agreements in the agreement file that will assist other staff in substantiating decisions made by former staff.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	4. That the Director of the Peace Corps require the Chief Acquisition Officer to submit to GSA's Catalog of Federal Domestic Assistance complete and accurate information regarding all grants and cooperative agreements with Peace Corps.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	5. That the Director of the Peace Corps require the Chief Acquisition Officer to review relevant Peace Corps contracts, grants, and agreements to ascertain that each file contains the proper anti-lobbying certification, in compliance with applicable laws and regulations and report to OIG the failure of any entity to submit required certifications.
IG-19-02-A	FY 19	PC/eSwatini	26. That the country director and director of management and operations consult with the Office of the Chief Financial Officer on the corrections necessary regarding this purchase and follow their guidance, as necessary.
IG-19-02-A	FY 19	PC/eSwatini	27. That the director of management and operations follow the PEPFAR guidance for allocating funds.
IG-19-02-A	FY 19	PC/eSwatini	28. That the director of management and operations implement post specific controls to record and track the use of fuel for generators.
IG-19-03-E	FY 19	PC/Comoros	2. That the chief of operations for the Africa Region work with post leadership to develop a plan to implement the post's transition to a new staffing model and clarify staff roles and responsibilities.
IG-19-03-E	FY 19	PC/Comoros	3. That the country director and the program manager work with the agency's education specialist to modify the TEFL training sessions in both pre-service and in-service training to incorporate more information about teaching in Comorian schools.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-03-E	FY 19	PC/Comoros	4. That the country director and the program manager improve the model school experience during pre-service training to provide trainees with a more relevant practicum that reflects what Volunteers will face in a typical Comorian classroom.
IG-19-03-E	FY 19	PC/Comoros	5. That the country director and the program manager improve training for any temporary technical trainer to ensure that he or she is well prepared to present the TEFL technical training during pre-service or in-service training events.
IG-19-03-E	FY 19	PC/Comoros	8. That the country director implement the trainee assessment portfolio to provide formative assessments to trainees, determine which trainees will be allowed to swear in, and document the assessment process.
IG-19-03-E	FY 19	PC/Comoros	11. That the country director develop standard operating procedures for the post's site history files.
IG-19-03-E	FY 19	PC/Comoros	13. That the country director improve the processes post uses to install mosquito screens in Volunteer homes prior to occupancy, and ensure that screens have been installed at the housing of currently serving Volunteers.
IG-19-03-E	FY 19	PC/Comoros	15. That the country director and Peace Corps medical officer update medical site selection criteria and train programming staff who use it when carrying out site identification activities.
IG-19-03-SR	FY 19	Management Advisory Report: Comoros	1. That the Director deploy at least two qualified medical officers to Comoros and assess the need to have a minimum of two qualified medical officers at posts with an active Volunteer population, prioritizing in the short term those posts with just one medical officer and additional vulnerabilities or factors (e.g. a medical officer with limited clinical expertise, a remote archipelago with inadequate local medical facilities) that complicate the agency's ability to meet Volunteers' health care needs.
IG-19-03-SR	FY 19	Management Advisory Report: Comoros	7. That the Peace Corps Medical Officer(s) in Comoros institute a process to track and provide Volunteers with malaria chemoprophylaxis on a schedule that makes it possible for Volunteers to rigorously adhere to their antimalarial medication requirement, and administratively separate Volunteers who fail to adhere to their malaria prophylaxis schedules.
IG-19-04-A	FY 19	PC/Fiji	10. That the Office of the Chief Financial Officer/Acquisition and Contract Management issue a policy requiring post management to enter in to a contract with the auctioneer as warranted by the nature of the auction arrangement.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-04-A	FY 19	PC/Fiji	1. That the country director work with the Office of General Counsel to initiate negotiations as called for in the country agreement, with the goal of achieving tax exempt status on certain purchases.
IG-19-04-E	FY 19	PC/Paraguay	1. That the director of programming and training work with staff and Volunteers to integrate training on harassment into language, cultural, and other aspects of trainings so that Volunteers in Paraguay learn appropriate and practical ways to mitigate and respond to harassment they may experience.
IG-19-04-E	FY 19	PC/Paraguay	5. That the country director and director of programming and training develop a plan to improve management and oversight of a more consistent and efficient site identification and selection process.
IG-19-04-E	FY 19	PC/Paraguay	3. That the director of programming and training improve collaboration between the programming and training teams in the design and delivery of technical training for Volunteers.
IG-19-04-E	FY 19	PC/Paraguay	10. That the country director and Peace Corps medical officers adhere to Technical Guideline 510, and clarify to medical staff and Volunteers the referral process for providing mental health counseling support to Volunteers.
IG-19-04-E	FY 19	PC/Paraguay	5. That the country director and director of programming and training develop a plan to improve management and oversight of a more consistent and efficient site identification and selection process.
IG-19-04-E	FY 19	PC/Paraguay	6. That the director of programming and training develop, document, and implement site identification criteria that help the post select suitable host families, counterparts, organizations, and communities.
IG-19-05-E	FY 19	Homestay Impact Evaluation	1. That the deputy director of the Office of Strategic Information, Research, and Planning collaborate with the Office of Safety and Security to develop a plan to assess the impact of homestay requirements on Volunteer safety using Interrupted Time Series analysis or a similarly robust approach.
IG-19-05-E	FY 19	Homestay Impact Evaluation	2. That the deputy director of the Office of Strategic Information, Research, and Planning collaborate with the Office of Overseas Programming and Training Support to develop a plan to assess the impact of homestay requirements on Volunteer language proficiency using Interrupted Time Series analysis or a similarly robust approach.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-05-E	FY 19	Homestay Impact Evaluation	3. That the associate director of the Office of Global Operations issue guidance to posts that describes how and why to emphasize both privacy and support when training host families.
IG-19-05-E	FY 19	Homestay Impact Evaluation	4. That the associate director of the Office of Global Operations provides guidance to posts about initiating, increasing, and implementing homestay requirements in order to mitigate the challenges associated with these policies.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	3. OIG recommended that the associate director of the Office of Global Operations provide guidance regarding the use of internally and externally available data sources to understand the conflict context during assessments.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	6. OIG recommended that the associate director of the Office of Global Operations centralize and consolidate reports, notes, and information collected during new country assessments.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	7. OIG recommended that the country director ensure that screens are properly installed and functioning on doors and windows of all Volunteer residences.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	8. OIG recommended that the associate director of the Office of Global Operations revise the “New Country Entry Guide” to include additional provisions for the training and support needs of staff working in conflict-affected environments.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	9. OIG recommended that the associate director of the Office of Global Operations revise the “New Country Entry Guide” to provide for longer timelines, where appropriate, and additional resource requirements to support staff involved in completing start-up activities in conflict-affected countries.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	10. OIG recommended that the associate director of the Office of Global Operations revise the “New Country Entry Guide” to include more guidance related to the appropriate use of regional staff or other temporary duty staff to assist with start-up operations in conflict-affected countries.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	11. OIG recommended that the associate directors for the Offices of Volunteer Recruitment and Selection, Global Operations, and Peace Corps Response develop focused Volunteer recruitment protocols and pre-departure communications for conflict-affected environments which inform invitees about challenges of service.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	12. OIG recommended that the associate director of the Office of Global Operations revise the “New Country Entry Guide” to provide guidance on Volunteer training competencies for conflict- affected environments.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	13. OIG recommended that the associate director of the Office of Overseas Programming and Training Support create, collect, and make available appropriate references and trauma-informed training materials for conflict-affected posts.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	14. OIG recommended that the associate director of the Office of Global Operations revise the “New Country Entry Guide” to include guidance related to the use of external local resources to assist with training Volunteers about the conflict.
IG-19-07-E	FY 19	PC/Tanzania	1. That the country director ensures there are sufficient funds at the post available to improve housing when communities are unable to pay for necessary upgrades.
IG-19-07-E	FY 19	PC/Tanzania	2. That the director for programming provide sufficient oversight to ensure that the process of site development is well- planned and organized and staff are appropriately documenting and sharing information about the progress of each site..
IG-19-07-E	FY 19	PC/Tanzania	3. That the director for programming revise the timeline for site development to conform with the Programming, Training, and Evaluation Guidance that the site identification process should begin a year before Volunteers arrive at site.
IG-19-07-E	FY 19	PC/Tanzania	4. That the country director ensure that site and housing criteria checklists are accurately completed and approved before Volunteers move into their permanent sites.
IG-19-07-E	FY 19	PC/Tanzania	5. That the country director develop and implement a post site history file standard operating procedure which conforms with the requirements of Safety and Security Instruction 401.
IG-19-07-E	FY 19	PC/Tanzania	9. That the country director create a standard operating procedure which designates responsibilities and procedures for different functions in the Volunteer information database application (Version 2.0).
IG-19-07-E	FY 19	PC/Tanzania	11. That the Peace Corps safety and security officer conduct a full country risk assessment for the post.

Project Code	Fiscal Year	Project Name	Recommendation
IG-19-07-E	FY 19	PC/Tanzania	12. That the country director and director of management and operations work with Volunteers to increase settling-in allowance survey participation and the post's understanding of Volunteer settling-in challenges.
IG-19-07-E	FY 19	PC/Tanzania	13. That the country director and director of management and operations evaluate whether settling-in allowances should be changed to reflect different living situations.
IG-19-07-E	FY 19	PC/Tanzania	14. That the country director clarify and communicate the process for obtaining reimbursement for additional settling-in expenses.
IG-19-07-E	FY 19	PC/Tanzania	17. That the country director establish more active and regular engagement with project advisory committees.
IG-19-07-E	FY 19	PC/Tanzania	18. That the country director revise the post staffing structure to a more conventional director of programming and training, and deputy director of programming and training.
IG-19-07-E	FY 19	PC/Tanzania	21. That the Africa regional director provide resources for team building and conflict mediation between the programming and training units and United States direct hire staff.
IG-19-08-E	FY 19	PC/Kyrgyz Republic	1. That the Europe, Mediterranean, and Asia regional director develop a strategy to deploy to the post a leadership team with sufficient experience and expertise to support and facilitate effective communication and collaboration with staff, Volunteers, and stakeholders.
IG-19-08-E	FY 19	PC/Kyrgyz Republic	3. That the country director implement a procedure to annually review and update an earthquake checklist with the safety and security manager and incorporate the checklist into the emergency action plan.
IG-19-08-E	FY 19	PC/Kyrgyz Republic	6. That the director of programming and training ensure sexual assault and harassment training includes practical response techniques.
IG-19-08-E	FY 19	PC/Kyrgyz Republic	9. That the safety and security manager ensure relevant safety and security information is included in all site history files.
IG-20-01-A	FY 20	The Peace Corps' Compliance with the Digital Accountability and Transparency Act	2. That the Director develop a risk profile in alignment with the agency's enterprise risk management policy and OMB Circular No. A-123, Management Responsibility for Enterprise Risk Management and Internal Control. This should include risks associated with the controls over the source systems and reporting for the Digital Accountability and Transparency Act of 2014.

Project Code	Fiscal Year	Project Name	Recommendation
IG-20-01-A	FY 20	The Peace Corps' Compliance with the Digital Accountability and Transparency Act	3. That the chief financial officer develop and implement a data quality plan that aligns with the requirements of OMB memorandum 18-16 and outlines the risk and mitigating controls the agency has in place to demonstrate that the data submitted is of high quality.
IG-20-01-A	FY 20	The Peace Corps' Compliance with the Digital Accountability and Transparency Act	4. That the chief financial officer require all quality review steps, outlined in the data quality plan, be performed prior to the senior accountable officer certification of the quarterly submissions for the Digital Accountability and Transparency Act of 2014.
IG-20-01-E	FY 20	PC/Panama	1. That the director of programming and training align the health project goals with national development goals and the work Volunteers can realistically accomplish as part of the agency's programming, training, and evaluation realignment process.
IG-20-01-E	FY 20	PC/Panama	6. That the country director and the safety and security manager conduct consolidation tests to improve Volunteer awareness of their consolidation point.
IG-20-01-E	FY 20	PC/Panama	9. That the director of management and operations improve the administration of allowance surveys to raise the Volunteer response rate.
20-EVAL-01	FY 20	PC/Eastern Caribbean	2. That the country director develop a plan to improve management of key aspects of the post's Response program, including: identification and vetting of Response Volunteer assignments, selection and preparation of work sites and partners, training of Response Volunteers on local language and culture, and staff communication and collaboration to support the program.
20-EVAL-01	FY 20	PC/Eastern Caribbean	3. That the country director swear-in Volunteers based on staff's completed assessment of trainees' readiness to serve and qualifications.
20-EVAL-01	FY 20	PC/Eastern Caribbean	4. That the director of programming and training provide more oversight of staff's completion of trainee assessments, per the post's trainee assessment portfolio guidelines.
20-EVAL-01	FY 20	PC/Eastern Caribbean	5. That the director of programming and training incorporate more opportunity for education project trainees to practice teaching before going to their permanent sites, and ensure staff observe, assess, and document trainees' acquisition of teaching skills prior to their swearing-in.

Project Code	Fiscal Year	Project Name	Recommendation
20-EVAL-01	FY 20	PC/Eastern Caribbean	6. That the director of programming and training ensure that the post adheres to its standard operating procedure for the collection, documentation, recordation, and proper utilization of site history files.
20-EVAL-01	FY 20	PC/Eastern Caribbean	8. That the director of management and operations train staff on how to conduct market-basket surveys and have staff conduct a market-basket survey for each island, as required by Manual Section 221.
20-EVAL-01	FY 20	PC/Eastern Caribbean	10. That the country director work with relevant headquarters offices and post staff to improve and assess employee engagement in decision-making and foster an environment that supports better communication, collaboration, and information sharing among staff.
20-EVAL-01	FY 20	PC/Eastern Caribbean	11. That the country director establish processes and practices that improve communication lines between staff, including those across different islands.
20-EVAL-01	FY 20	PC/Eastern Caribbean	12. That the country director develop a memorandum of understanding or similar agreement for the literacy project with the appropriate ministry or national-level government partner for each country.
20-EVAL-01	FY 20	PC/Eastern Caribbean	13. That the country director establish a project advisory committee for each country.
20-EVAL-01	FY 20	PC/Eastern Caribbean	14. That the country director develop and implement a plan to address staff training needs.
20-AUD-01	FY 20	PC/Thailand	2. That the Office of Health Services develop training on maintaining and protecting personal health information in accordance with Manual Section 294 Policy and Procedures.
20-AUD-01	FY 20	PC/Thailand	5. That the country director and the director of management and operations work with the Royal Thai Government to create a new memorandum of understanding regarding host country contributions.
20-AUD-01	FY 20	PC/Thailand	7. That the director of management and operations ensure cash collection is only performed by the cashier.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	1. OIG recommended that the Office of the Chief Financial Officer, in collaboration with the Office of Global Health and HIV, develop comprehensive guidance that fully defines: <ul style="list-style-type: none"> a. the roles and responsibilities of post and headquarters staff for the financial management of PEPFAR funds; and b. the documentation required to support PEPFAR payments.

Project Code	Fiscal Year	Project Name	Recommendation
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	2. OIG recommended that the Office of Global Health and HIV train voucher examiners on the requirements of the use of PEPFAR funds to ensure proper oversight of PEPFAR payments.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	3. OIG recommended that the Office of Global Health and HIV train post financial staff in the documentation required to support PEPFAR payments for the full range of costs and expenses payable with PEPFAR funds.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	4. OIG recommended that the Office of the Chief Financial Officer identify any other authority allowing for the use of VAT refunds of PEPFAR funding towards non-PEPFAR programs, and, should no other authority be available, review past practices regarding the crediting and use of VAT refunds of PEPFAR funding to identify related Purpose Statute or Anti-deficiency Act violations and make any required reporting.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	5. OIG recommended that the Office of the Chief Financial Officer ensure that PEPFAR funds are not co-mingled with other sources of funds, or, if an authority is identified pursuant to recommendation 4, seek written permission to co-mingle funds pursuant to the Memorandum of Agreement.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	6: OIG recommended that the Office of the Chief Financial Officer ensure that the PEPFAR value added tax that was incorrectly refunded to the general fund be transferred back to the PEPFAR account.
IG-20- 04-A	FY 20	PC/Ghana	4. That the country director ensure that the cash movement policy contains all the requirements listed in OFMH 13, is approved by the RSO, revised annually, and maintained as part of the cashier's files.
IG-20- 04-A	FY 20	PC/Ghana	10. That the director of management and operations ensure that the training center sub-cashier's passthrough accounts is fully operational.
IG-20- 04-A	FY 20	PC/Ghana	11. That the director of management and operations apply due diligence in collecting approximately \$3,379 USDE in overpaid living allowances.
IG-20- 04-A	FY 20	PC/Ghana	12. That the director of management and operations apply due diligence in returning approximately \$820 in over-collected living allowances and uncollected bank account balances to Volunteers.
IG-20- 04-A	FY 20	PC/Ghana	19. That the director of management and operations work with the U.S. Embassy to correct all erroneous vehicle registrations.

Project Code	Fiscal Year	Project Name	Recommendation
IG-20- 04-A	FY 20	PC/Ghana	20. That the director of management and operations work with the post's asset management team to correct records identified as erroneous or missing in the agency's asset management system.
IG-20- 04-A	FY 20	PC/Ghana	22. That the director of management and operations make an effort to obtain itemized records of all property auctions from FY 2018 and FY 2019 and take action to correct asset management system records accordingly.
IG-20- 04-A	FY 20	PC/Ghana	25. That the country director evaluate the need for a process of reconciling monthly phone bills for personal usage that includes the prevention of unauthorized phone line additions.
IG-20- 04-A	FY 20	PC/Ghana	43. That the director of management and operations review all users of Peace Corps information technology systems and update their forms to ensure that they have proper access to these systems.
IG-20- 04-A	FY 20	PC/Ghana	49. That the overseas contracting officer at the post ensure that all contract modifications executed at post are well supported in the contracting file and that increases in the price of the contract are detailed and also include an explanation on how the increased cost is fair and reasonable to the Peace Corps.
IG-20- 04-A	FY 20	PC/Ghana	51. That the director of management and operations ensure that the obligations under this guard-service contract are properly closed.
IG-20- 04-A	FY 20	PC/Ghana	52. That the Office of Acquisition and Contract Management ensure that overseas contracting officers are trained in the process for exercising option years for existing contracts, including the need to update the Delegation of Additional Procurement Authority.
IG-20-05-A	FY 20	PC/Ethiopia	2. That the director of management and operations implement a procedure to manage the withdrawal of funds from Volunteer bank accounts, including tracking of funds withdrawn and compliance with the agency's policies for bills of collection and imprest funds.
IG-20-05-A	FY 20	PC/Ethiopia	3. That the Office of the Chief Financial Officer issue guidance to manage withdrawals of funds from Volunteer bank accounts where the post does not have power of attorney over them
IG-20-05-A	FY 20	PC/Ethiopia	4. That the director of management and operations instruct the post staff to follow OFMH guidance for fuel purchases from travel advances.

Project Code	Fiscal Year	Project Name	Recommendation
IG-20-05-A	FY 20	PC/Ethiopia	7. That the country director and the director of management and operations work with the Offices of the Chief Financial Officer and the General Counsel to resolve the open grants and the amounts withheld from the prior grants coordinator.
IG-20-05-A	FY 20	PC/Ethiopia	10. That the director of management and operations ensure that staff obtain signed contractor's releases from vendors.
IG-20-05-A	FY 20	PC/Ethiopia	13. That the Office of Health Services modify medical technical guidelines to provide reasonable assurance that the Peace Corps complies with all laws and customs of host countries when importing, prescribing, and dispensing medication.

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Peace
Corps

THE PEACE CORPS'
FISCAL YEAR (FY) 2018-2022
**STRATEGIC PLAN
AND FY 2022 ANNUAL
PERFORMANCE PLAN**

60TH
ANNIVERSARY

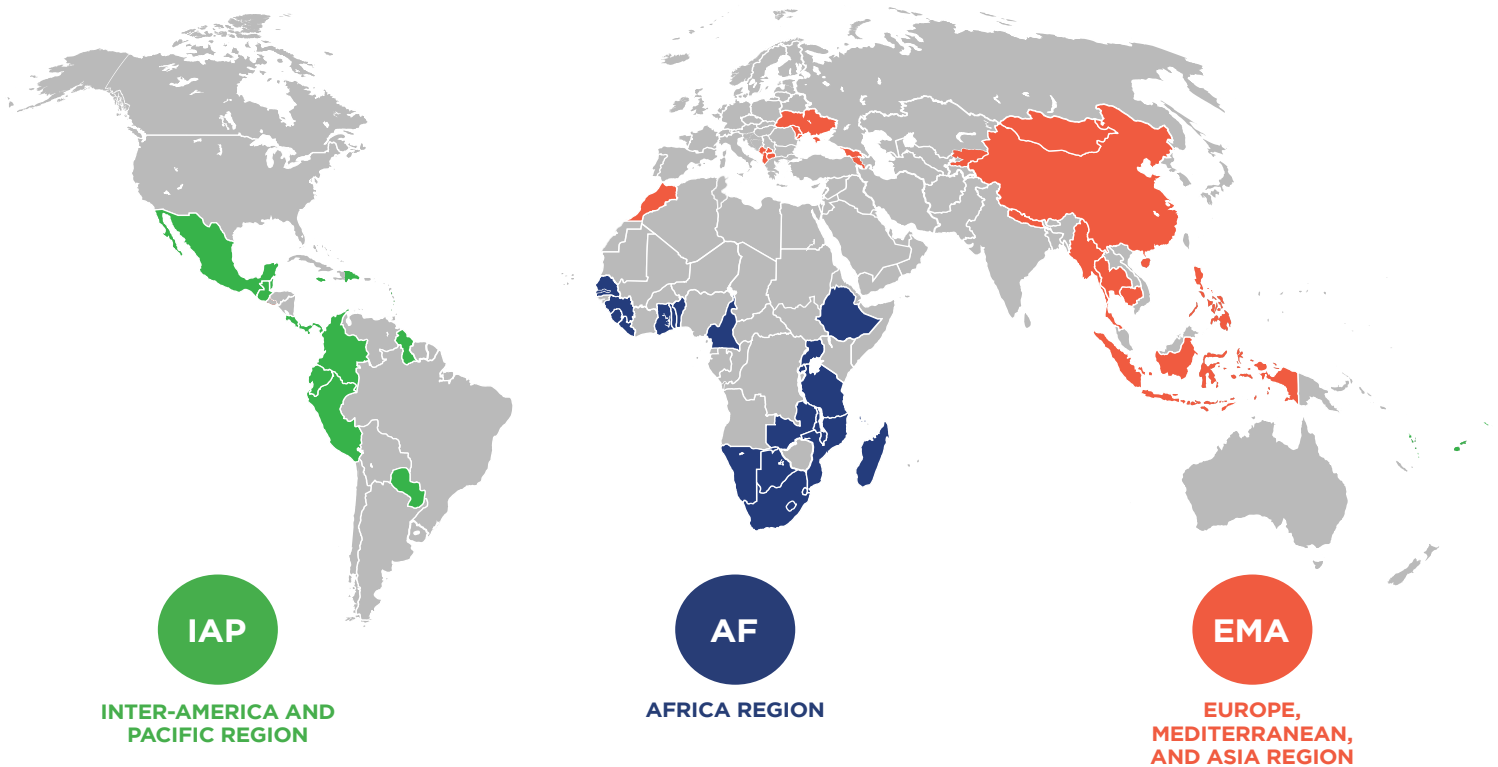
FY 2018-2022 STRATEGIC PLAN AND FY 2022 ANNUAL PERFORMANCE PLAN

Promoting World Peace and Friendship Since 1961

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

This report is available at peacecorps.gov/docs.

Comments or questions on this plan may be sent to OSIRP@peacecorps.gov or to the mailing address above.



Caribbean

Dominican Republic

Eastern Caribbean:

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

Jamaica

Central and South America

Belize

Colombia

Costa Rica

Ecuador

Guatemala

Guyana

Mexico

Panama

Paraguay

Peru

Africa

Benin

Botswana

Cameroon

Comoros

Eswatini

Ethiopia

Ghana

Guinea

Lesotho

Liberia

Madagascar

Malawi

Mozambique

Namibia

Rwanda

Senegal

Sierra Leone

South Africa

Tanzania

The Gambia

Togo

Uganda

Zambia

North Africa and the Middle East

Morocco

Eastern Europe and Central Asia

Albania/Montenegro:

- Albania
- Montenegro

Armenia

Georgia

Kosovo

Kyrgyz Republic

North Macedonia

Moldova

Ukraine

Asia

Cambodia

China

Indonesia

Mongolia

Myanmar

Nepal

Philippines

Thailand

Timor-Leste

Pacific Islands

Fiji

Samoa

Tonga

Vanuatu

Due to COVID-19, Peace Corps temporarily suspended Volunteer operations at all Peace Corps posts in March 2020. China Volunteers evacuated in February 2020.

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Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of our nation's spirit by sending Americans to serve around the world, advancing development, and building cross-cultural understanding. Today, the Peace Corps continues to build strong relationships between our country and the people of our partner nations, while making a difference in overseas communities, in the lives of our Volunteers, and back home in the United States. More than 241,000¹ Volunteers have served in 143 countries since 1961. They have changed countless lives—including their own.

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

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

Vision

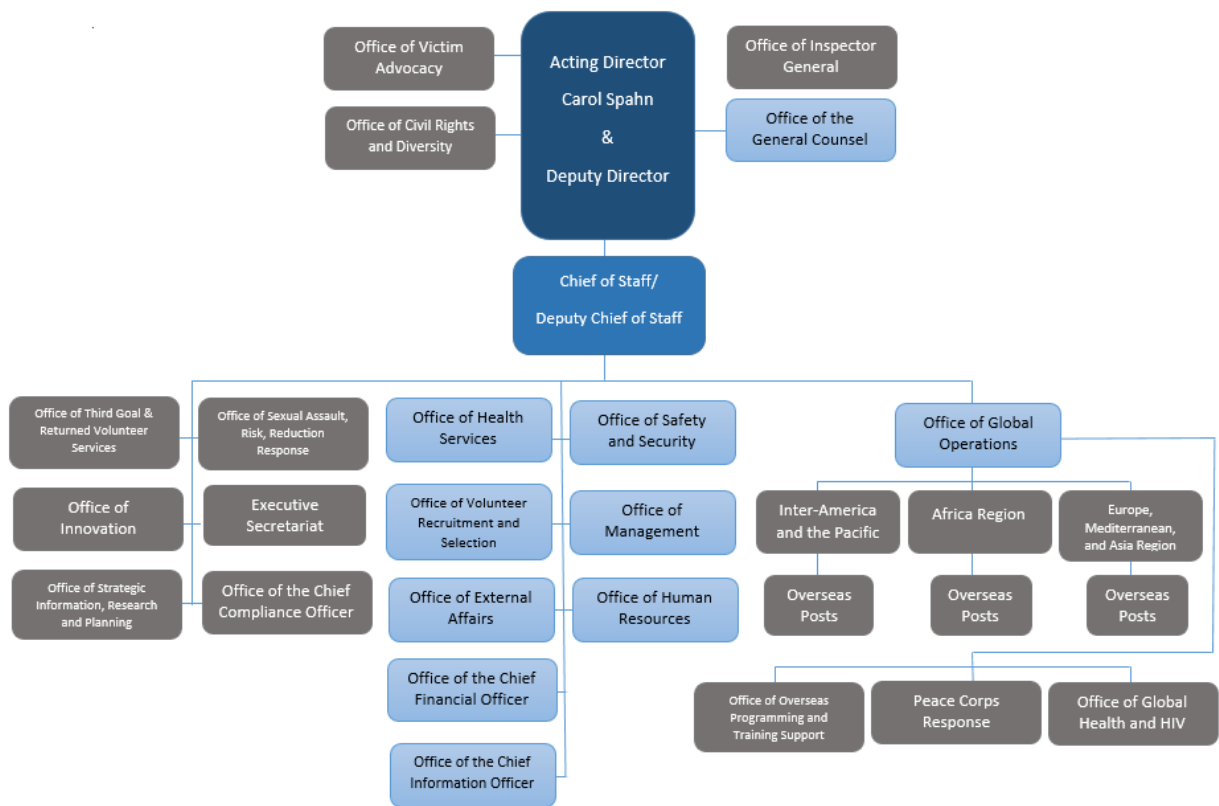
To be a dynamic, forward-leaning champion for international service,
defined by our energy, innovation, and development impact.

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

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

¹ This includes the number of people who served in each post. A person who served in two posts is counted in both posts. The number is rounded to the nearest thousand.

PEACE CORPS ORGANIZATIONAL CHART



Core Values

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

Volunteer Well-Being: The Peace Corps works to provide a safe, healthy, and productive service for every Volunteer. The safety, security, and physical and emotional health of Volunteers are the 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 abroad in the service of others and continuing that commitment to service once they return.

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

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

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

Plan Overview

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

The combined FY 2018–2022 Strategic Plan and FY 2022 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 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 time frame. In this plan, two types of performance goals are used. Use of each type depends on whether the goal should be measured quantitatively, or whether the goal relates to a new agency process being measured using milestones. In both cases, annual targets (either a milestone or a numeric target to be achieved) are set through FY 2022. When available, actual results are provided for prior years. The agency uses performance goals both to assess progress on strategic goals and objectives and to drive performance improvement. In conjunction with the budget formulation process, performance goals will be updated each year and included in the annual performance plan.
- **A lead** is identified for each objective and performance goal. The title of the lead individual and the name of the office in the lead role is noted. Although 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 agency-wide efforts to develop, implement, and report on plans.

Appendices provide additional detail on the development of the FY 2018–2022 Strategic Plan and FY 2022 Annual Performance Plan. Appendices include a summary of the

Peace Corps' performance management framework (Appendix A), a description of how evaluation and research informed the development of the plan (Appendix B), data verification and validation standards for the performance goal indicators (Appendix C), a summary of the stakeholder outreach conducted (Appendix D), a description of the agency's plans to return Peace Corps Volunteers to service following the global Volunteer evacuation (Appendix E), and a list of acronyms used throughout this document (Appendix F).

GPRA Modernization Act of 2010

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

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

Strategic Goals

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

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

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

Strategic Goal 1: Building Local Capacity

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

The Peace Corps' approach to development is local and community based. Peace Corps Volunteers work to strengthen the capacity of host country individuals, groups, and communities to advance local development outcomes. 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 ensure that the Volunteers' work 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 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, counterparts², friends, and others. Over the course of their two years of service, Volunteers share America with the world—dispelling myths about Americans and developing deep relationships with local people. Through this approach, Volunteers also learn more about local challenges, resources,

² The Peace Corps assigns one or more “counterparts” to each Volunteer. Counterparts are the primary host community partners who aid Volunteers in community integration and work.

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

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

Strategic Goal 3: Bringing the World Back Home

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

During their two years of service, Volunteers learn the languages, customs, traditions, and values of the people they live and work among. 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 people in communities around the world engenders mutual understanding and trust which, in turn, increases respect and promotes human dignity in world affairs. Additionally, through their overseas experiences, Volunteers develop language, intercultural, technical, and entrepreneurial skills that prepare them for today’s competitive job market. They bring these skills with them to their work in the public, nonprofit, and private sectors, where they share their global experiences and perspectives with colleagues, friends, and family. This, in turn, helps 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 units of analysis for assessing the agency's performance. These 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 agency processes and associated impediments to success in a common format to allow for prioritization of agency efforts toward achieving its 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.

Rationale: The Peace Corps' strength lies in promoting individual, community, and organizational development through effective engagement in local partnerships, evidence-based programs, and 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 seen as facilitators for increasing engagement and interaction with individuals and organizations with common objectives. In the short term, priority areas in this strategic objective include improving program outcomes and evidence-based decision making. In the end, successful engagement leverages resources and knowledge and strengthens both local ownership and sustainability of development efforts.

Strategies:

- Increase the capacity of posts³ and headquarters offices to access and synthesize multiple data sources for evidence-based planning and management decisions.
- Develop an approach to, and tools for, gathering quantitative and qualitative data on host country partners' assessment of the Peace Corps' contributions to local development priorities outlined in logical project frameworks (LPFs) and designed to facilitate sustainable change in local organizations and communities.⁴
- Identify priority programmatic and operational themes to explore the Peace Corps' impact and effectiveness.

Strategic Objective Lead: Associate Director for Global Operations

³ "Posts" are the principal offices responsible for managing day-to-day operations within host countries. In some cases, multiple countries may be administered from a single post to economize on overhead costs. For more information on the Peace Corps' countries of service, please refer to the map on Page 1.

⁴ LPFs are expected to be endorsed for all projects by FY 2021 and rolled out to all posts for use in onboarding new Volunteers by FY 2022 as a systematic foundation for evidence-based program design, implementation, and evaluation.

Performance Goal 1.1: Advance Community-Based Results								
Increase the percentage of projects with documented achievements in community-based development by FY 2022.								
Indicator 1: Increase achievements on the selected set of 19 standard indicators.								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
Targets	-	80%	85%	87%	89%	90%		
Results ⁵	75%	76%	86%	80%	76%	56%		
Indicator 2: Increase achievements of projects that use LPFs.								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets					Baseline data collection	Baseline data collection	Baseline data collection	Baseline data collection
Results ⁶	NA	NA	NA	NA	Baseline data collected: 71%	Baseline data collected: 28%		

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

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

⁵ These results are based on all data received for the fiscal year reporting by November 30, 2017; November 27, 2018; November 22, 2019; and September 4, 2020, respectively. As part of the agency's multi-year plan to transition projects to the new LPFs under Indicator 2, the number of projects reported under Indicator 1 will decrease each year.

⁶ Based on the baseline data collected, the percentage of projects that had documented achievements in FY 2019 and FY 2020 was 71 and 28, respectively.

links between project design and Volunteer training, and simplifying Volunteers' reporting of their achievements.

The centerpiece of PT&E alignment is the new project design document, the LPF. The LPF consists of two templates. The first is a logic model that articulates the project goals, objectives, and anticipated community benefits (outcomes). The activities reflect both the Peace Corps' niche and evidence-based practices. The second template is a plan for monitoring, reporting, and assessing project progress. This template defines evidence-based indicators, data collection tools, and standardized measurement strategies. Each sector's LPF and supporting materials reflect what Volunteers, in partnership with their counterparts, do to effect change.

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

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

The transition to Indicator 2 will enable the agency to more clearly evaluate project-level achievements across a range of Volunteer activities related to capacity building; improving knowledge, skills, and behaviors among project participants; and other priorities identified by posts. This transition will happen progressively from FY 2019 to FY 2022 with the posts that are implementing new PT&E frameworks reporting on their new indicators while results for projects in posts that are still in the process of changing their frameworks continue being analyzed using Indicator 1. By the end of FY 2021, it is anticipated that the vast majority of projects will have been developed using the new frameworks, and as Volunteers begin re-entering countries, they will work primarily on the new projects. Thus, Indicator 1 is being discontinued with FY 2020 reporting. Indicator 2 will continue to be used through FY 2022. The baseline data collection for Indicator 2 has been extended to FY 2022 because of the gap in available data in FY 2020 and FY 2021 resulting from the global evacuation of all Volunteers midway through FY 2020.

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

Data Source: *VRT reporting against post project frameworks*

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

Performance Goal 1.2: Assess the Peace Corps' Impact <i>Conduct one thematic study per fiscal year of a broad component of the Peace Corps' programming to assess its effectiveness and impact.</i>						
	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	List of proposed topics, tools, and approach developed	First study conducted Second study planned	Two studies initiated	FY 2020 studies completed	Two additional studies begun
Results	NA	List of proposed topics, tools, and approach developed	Two studies completed: Community Integration and Site Management ⁷	Language study completed; three studies initiated		

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

The studies will be conducted using a combination of desk reviews, existing administrative data from the VRT, annual surveys of Volunteers, interviews with staff in Peace Corps' posts, and other materials that are related to the topic of the study.

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

Possible topics identified for the FY 2018-2022 Strategic Plan include programs (e.g., girls' education, youth camps, malaria prevention, HIV/AIDS awareness, and/or Peace Corps' contributions to sustainable change in its host country programs) or operational topics (e.g., best practices in site development, working with local counterparts, and global and local partnerships; and/or mechanisms to engage communities in productive, collaborative, and inclusive relationships that foster development and strengthen cultural exchange).

In FY 2020, one study which focused on the use of technology in language learning was completed and is described in the progress update. A second FY 2020 study which focuses on understanding attrition between the time when applicants are invited to serve and when they enter on duty was initiated. The continuation of this study has been postponed to FY 2021 due to staff turnover and unforeseen events created by the global COVID-19 pandemic. A third study focusing on factors that contribute to building successful relationships with counterparts was also begun in FY 2020 and will be completed in FY 2021.

As a result of the pandemic, the Peace Corps made the difficult decision to temporarily suspend its operations globally and evacuate Volunteers and Trainees to the United States. The Peace Corps is capturing the lessons learned from this unprecedented experience as a fourth study. This study will highlight policies, processes, and procedures that worked and will identify opportunities for further improvement. The study will be completed in the first half of FY 2021.

Due to the agency's focus on the return of Volunteers to Peace Corps service, the study priorities for FY 2022 will be established in the second half of FY 2021 in consultation with agency stakeholders.

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

Data Source: *Agency records and administrative data*

Calculation: *Completion of the milestones listed above*

Strategic Objective 2: Volunteer Effectiveness

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

Rationale: Achievement of the agency's three goals is contingent on establishing an enabling environment conducive to effective Volunteer service. This requires targeted and strategic support from the agency, including developing staff capacity, designing and managing projects with evidence-based methods, and using a systematic approach to site management. Volunteer learning must also be facilitated in order to ensure comprehensive intercultural competence, diversity, and inclusion (ICD&I) are integrated into all agency operations. Engaging and supporting host country partners in their roles is another critical element.

Strategies

- Develop a competency-based overseas staff learning strategy, focused on programming, training, and evaluation (PT&E) staff that targets resources for onboarding and ongoing professional development.
- Develop a competency-based Volunteer learning strategy that differentiates and targets learning and development resources through all stages of Volunteer service (with an emphasis on technical, ICD&I, and language training) that includes 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. These tools will enable staff to better place Volunteers with communities and partners that have the greatest potential to achieve development outcomes.
- Operationalize PT&E processes and tools (PT&E alignment) for project design and management so that all posts have logical project frameworks (LPFs) that articulate training, implementation plans, and the contributions Volunteers are expected to make to local development goals.
- Develop and implement a project-level monitoring and evaluation strategy and mobile data system to facilitate the real-time reporting and monitoring of Volunteer activities, outputs, and outcomes.

Strategic Objective Lead: Associate Director for Global Operations

Performance Goal 2.1: Optimize Staff Performance

Establish a competency-based learning strategy for overseas PT&E staff that supports targeted professional development throughout the employee lifecycle by the end of FY 2022.

	FY 2015- FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2022
Targets	-	Competencies developed	Competencies developed Resource plan developed Sequencing and mapping completed User interface on IT platform completed	Resource plan completed Sequencing and mapping completed Content on IT platform uploaded and organized	Staff capacity in competencies built	Assess increased capacity of staff in select competencies
Results	NA	Language, training, and ICD&I competencies developed	Programming and evaluation competencies developed	Resource plan, sequencing, and mapping completed. Content on IT platform uploaded but needs greater organization		

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

- Phase 1: Develop competencies in language, training, and ICD&I in FY 2018.
Develop additional competencies in programming and evaluation in FY 2019.
- Phase 2: Identify, refine, develop, and align resources—including resources that help staff support Volunteers in building their resiliency. Map the resources to the competencies that have been defined.
- Phase 3: Sequence and map learning and development resources to the employee lifecycle, beginning with onboarding.

Phase 4: Roll-out staff competencies and learning and development resources on an integrated and navigable IT platform that supports staff professional development.

Phase 5: Build the capacity of staff to use learned competencies in their work and to continue their professional development using the related resources.

Phase 6: Assess improved performance in select competencies 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 2022.

	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Competencies developed	Global core competencies developed Resource plan developed Sequencing and mapping completed	Resource plan completed Sequencing and mapping completed	Content on IT platform uploaded and organized Pre-departure environment standards and guidance established Guidance and resources to support Volunteer capacity building developed	Volunteer achievement of competencies assessed
Results	NA	Technical competencies developed	Global core competencies developed	Resource plan, sequencing, and mapping completed		

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

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

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								
<i>Increase the percentage of Volunteers tested at close of service (COS) who achieve the “advanced” level or above on the language proficiency interview (LPI).</i>								
Indicator 1: Increase the percentage of Volunteers tested at COS who achieve the “Advanced” level or above in Level 1 and 2 languages.								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	84%	85%	85%	85%	85%
Results ⁸	81%	82%	82%	82%	86% ⁹	86% ¹⁰		
Indicator 2: Increase the percentage of Volunteers tested at COS who achieve the “Advanced” level or above in Level 3 and 4 languages.								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	39%	40%	42%	42%	42%
Results ⁸	46%	38%	38%	38%	44% ⁹	43% ¹⁰		

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 an advanced level of language proficiency indicates that the agency is supporting effective language training and independent language learning throughout Volunteer service.

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

Volunteers are taught and tested in key language(s) spoken at their site. Measuring language ability at mid-service and COS allows posts to assess the efficacy of their

⁸ Results prior to FY 2019 are not comparable to later years due to changes in measurement.

⁹ These results include Volunteers (20 for Levels 1-2 languages, and 11 for Levels 3-4 languages) who tested at the “Advanced” level during their service and were thus not re-tested at COS.

¹⁰ These results include Volunteers (25 for Levels 1-2 languages, and 16 for Levels 3-4 languages) who tested at the “Advanced” level during their service and were thus not re-tested at COS. Due to the global evacuation of Volunteers, results do not include Volunteers who COS’d in March 2020 or later. Results also do not include Volunteers who COS’d in China in February 2020 or later, as these Volunteers were evacuated one month prior to the global evacuation. Thus, the sample size is less representative and much smaller than in prior years.

language-learning programs and determine the types of activities that Volunteers can reasonably be expected to perform in the local language(s). This indicator continues to be particularly important as posts design and implement new strategies for language learning throughout service that are consistent with their project frameworks.

Advanced proficiency in a language classified as a Level 3 or 4 for difficulty is more challenging and time-consuming than developing that level of proficiency in languages classified as Level 1 or 2. Over time, the proportion of Volunteers serving at posts with more difficult languages has increased steadily (for example, from 51 percent of the Volunteers tested in FY 2015 to 57 percent of those tested in FY 2018 and 60 percent in FY 2019). Thus, this performance goal was revised from the goal used in the FY 2014–2018 Strategic Plan to take into account the larger numbers of Volunteers being tested in languages where it is more difficult to achieve advanced proficiency. For this reason, two separate indicators for language skills were established for agency performance reporting in FY 2018 and beyond.

One additional contextual factor impacting this performance goal is the fact that some Volunteers may receive training in more than one language during the course of their service. For example, some Volunteers may find they need to use one language while working on their primary assignment in their communities and another language while traveling to municipal hubs for grocery shopping or other personal matters. As a result, these Volunteers may experience more difficulty achieving advanced proficiency in each language. In light of this context, the Peace Corps is further refining language learning expectations and evaluations.

Furthermore, the global COVID-19 pandemic in 2020 led to the evacuation of Volunteers from all posts for the first time in the history of the Peace Corps. Plans began in the late spring of 2020 to determine how best to return Volunteers to service in FY 2021. The agency will begin returning Volunteers to Peace Corps service starting with a subset of posts as global conditions and operational needs allow. This will mean the variations in language difficulty by post will likely shift the LPI results, either toward or away from more difficult languages. The extent of this shift will be reported in FY 2021.

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

Data Source: Peace Corps databases (VIDA¹¹ and SharePoint)

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

¹¹ The Volunteer Information Database Application (VIDA) tool allows posts to manage data on Volunteers, sites, and Emergency Action Plans. Beginning in FY 2019, posts use a data collection tool on SharePoint to report this data.

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Targets	-	Parameters and hypothesis defined Data collection tools developed	Structured interviews and case studies conducted in selected posts	Existing site management guidance enhanced with research findings	Orient staff in all posts to the updated site management guidance
Results	NA	Scope of work and hypothesis defined	Research completed	Guidance enhanced	

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

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

Goal Leads: Deputy Director of the Office of Global Operations

Data Source: Agency administrative records

Calculation: Completion of the milestones listed above

Performance Goal 2.5: Strengthen Project Planning and Management

Develop logical project frameworks (LPFs) for all projects using programming, training, and evaluation (PT&E) alignment processes and tools by FY 2021.

	FY 2015 - FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Targets	-	-	35% of projects	68% of projects	84% of projects	100% of projects	
Results ¹²	NA	4% of projects	21% of projects	54% of projects	83% of projects		

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

The process of developing new project frameworks began in FY 2017 and has continued each year as posts complete one six-year project and prepare to begin the next one using the new LPFs. The process of transitioning from one project to another culminates when the regional offices complete their final review of post plans and endorse the new project frameworks. In FY 2020 and FY 2021, posts continue to develop LPFs in preparation for Volunteers entering service.

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

Data Source: *Administrative records*

Calculation: *Number of projects with an endorsed project framework divided by the number of projects. The targets and results expressed above for FY 2017-FY 2018 are based on a global total of 142 projects that are being developed or refreshed using the agency’s PT&E process. In FY 2019, with the suspension of programming in Nicaragua, the denominator decreased to 138 projects. For FY 2020, the number of projects shifted due to the closing of the post in China, planning for Volunteers entering service in Sri Lanka as the country re-opens from its FY 2006 closure, and changes to sector projects in Mongolia and Cambodia. Thus, results are based on 135 projects.*

¹² The total number of active projects included in the calculation of these results varies from year to year due to posts beginning and ending projects and suspending programs. The FY 2020 result includes all projects that were active up until the global evacuation starting February 2020 for China and March 2020 for all other posts.

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 developments in the field of resilience, stress management, and intercultural competence, diversity, and inclusion (ICD&I) point to the need to review and revise the agency's approach to enhancing resilience. Volunteers encounter unique stressors associated with living and working abroad and integrating into host communities. Individual Volunteers may experience and react to these stressors differently depending on their prior life experiences, identity, education, or other factors, including the social and cultural complexities of development work at their sites. Delineating a systematic and comprehensive approach to setting expectations and building resilience skills—one that includes staff, in-country partners, and Volunteers who support each other—will increase Volunteers' ability to successfully navigate the challenges of service, from recruitment to close of service (COS), and throughout life beyond the Peace Corps.

Strategies

- Promote a suite of standardized products to inform core expectations, such as short videos, digital content, job descriptions, and post communications.
- Analyze the existing applicant interview questions, job descriptions, and country pages, including sections related to expectations of service and adaptation strategies; modify or update as needed to strengthen messages targeted to prospective applicants.
- Identify methods and opportunities to inform resilience skill building at posts that can be integrated with properly sequenced ICD&I coaching and other training by using simulation and experiential learning techniques where appropriate.¹³
- Enhance the Volunteer support environment by identifying external research findings on resilience and incorporate the most relevant findings into Volunteer and staff skill building.
- Assess key psychosocial factors in the COVID-19/post-COVID-19 environment at posts that could impact Volunteers and returned Volunteers. Implement strategies to mitigate impact. Increase awareness of potential factors and ensure staff, Volunteers, and returned Volunteers are prepared to cope effectively.
- Assess and adapt systems to respond to COVID-19/post-COVID-19 challenges that intersect with elements of diversity such as race, ethnicity, age, and disability. Put particular emphasis on how such challenges affect historically underrepresented groups so that the appropriate support systems are in place for

¹³ One example of experiential learning is to let Trainees experience a cultural setting where a shared value like respect is shown through different behaviors than ones they are accustomed to.

such groups during their Volunteer service. Support leads to greater resilience, which leads to more opportunity within the Peace Corps, because Volunteers with greater resilience tend to cope with stressors in a way that leads to less service disruption.

- Work in partnership with existing affinity groups to identify gaps and to develop appropriate resources to ensure equitable systems of support. Understanding how the COVID-19 pandemic is impacting diverse Volunteers and staff will inform support mechanisms and help build greater resilience.
- Develop a globally supported, post-level mechanism or functional group that builds on the skills and experiences of local staff and underrepresented staff and Volunteers. This will help address perceived gaps of inclusion in expectations, behaviors, representation, and systems so that all Volunteers feel equitably supported throughout their service. The result will be that staff will improve mechanisms for supporting Volunteers in their adjustment to cultural changes and expectations regarding acceptable gender roles or identity, thereby increasing resilience in service.
- Utilize the intercultural engagement and diversity, equity, and inclusion competencies articulated in Strategic Objective 2 for staff and Volunteers.
- Enhance post staff's ability to address individual Volunteer adjustment challenges and/or resilience gaps.
- Advance a common understanding of Volunteer adjustment and resilience mechanisms and their critical contributing factors across all elements of the agency engaged in Volunteer support, including the development of materials and activities for counterparts and host families.
- Build ICD&I concepts, actions, and tools into core agency business processes.

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

Performance Goal 3.1: Establish Realistic Expectations of Service

Ensure that all agency messaging is focused and consistent on internal and external platforms throughout the applicant lifecycle to establish realistic expectations of service by FY 2022.

	FY 2015- FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Analysis of current messaging from headquarters and post conducted	New resiliency content and adjustment standards developed	New content for recruiters and stakeholders approved and disseminated	Reaching Generation “Z” and communicating new challenges of service	Research on readiness conducted with Volunteers entering service
Results	NA	Headquarters analysis underway; post analysis to be conducted in FY 2019 ¹⁴	Resiliency content and standards developed	New content approved and disseminated		

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

Milestones for this performance goal include:

- Phase 1: Conduct an analysis of current messaging from headquarters that addresses resiliency as it relates to expectations of service.
- Phase 2: Conduct an analysis of current pre-departure messaging from posts.
- Phase 3: Create and disseminate agency content, standards, and messaging on challenges to expect during Peace Corps service.
- Phase 4: Conduct research on Volunteer readiness when entering service as it relates to increased challenges and awareness that the COVID-19 pandemic and racial inequality may present.

¹⁴ Post analysis was not conducted in FY 2019 due to shifting targets.

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

Data Sources: The Peace Corps website

Calculation: Completion of the milestones listed above

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

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

Indicator 1: Decrease and maintain the Volunteer/Trainee (VT) rate of care seeking from Peace Corps medical officers (PCMOs) for adjustment difficulties.¹⁵

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets				6.2 cases per 100 VT years	6.0 cases per 100 VT years	6.0 cases per 100 VT years	6.0 cases per 100 VT years	6.0 cases per 100 VT years
Results	NA	6.7 cases per 100 VT years ¹⁶	6.4 cases per 100 VT years	6.3 cases per 100 VT years	7.2 cases per 100 VT years	8.5 cases per 100 VT years ¹⁷		

¹⁵ An “adjustment difficulty” is defined as managing a new situation (related to work, living situation, culture, etc.) that requires support from the PCMO, such as empathetic interactions and minor skill building. This does not rise to the level of diagnosable concern in that it does not impact functioning in a detrimental way, has not been present for a significant period of time, and does not require treatment from a licensed mental health provider. Rates are calculated using VT years to account for the number of Volunteers and the length of time they served.

¹⁶ The FY 2016 rate relies on data reported through PCMEDICS, the Volunteer Medical Record, from January-September 2016 only; data prior to January 2016 was unavailable or was not comparable to later months due to changes in the criteria for coding cases as “adjustment difficulty.”

¹⁷ This calculation represents a partial fiscal year of data due to the global evacuation of Volunteers. Therefore, the result is based on only five and a half months of data and does not factor in variations in cases reported at different months during the year. It is possible that reported cases fluctuate over different months of the fiscal year and these fluctuations would not be captured in this partial dataset.

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

	FY 2015 -FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Agency vision and strategy developed Peace Corps' status against key ICD&I benchmarks analyzed	Peace Corps' status advanced by one level on selected ICD&I benchmarks	ICD&I benchmarks and/or reflection questions within the Administrative Management Control Survey (AMCS) developed	Resource list of ICD&I best practices across core business functions developed and distributed to regions	Create global accountability measures and systems ensuring post systems support historically under-represented populations
Results	NA	Vision completed; benchmarks under development	Management Directive 715 (MD-715) completed	Reflection questions developed		

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

	FY 2015 -FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Evidence-based training modules field tested and finalized	10% of posts completed review of modules and incorporated materials into their training programs	20% of posts representing all regions completed review of modules and incorporated materials into training programs	Modules disseminated to posts	Amend modules and methods of delivery to meet emerging needs
Results	NA	Modules completed	19% of posts completed review	20% of posts completed review		

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

service, but Volunteers need the appropriate skills and resources to effectively utilize these broader networks.

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

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

In addition to complexities stemming from demographic diversity, Volunteers face new challenges and psycho-social stressors related to the COVID-19 pandemic that erupted in 2020. Many of these stressors will likely continue in the post-COVID-19 environment. These challenges will need to be assessed and mitigated through increased awareness, understanding, and associated training for Volunteers and staff.

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

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

To further this work organizationally, senior staff in the agency collaborated to analyze its status against benchmarks recognized by external experts in the field of ICD&I. The agency seeks to make progress on two fronts using existing tools, such as Management

Directive 715 (MD-715), which measures equal employment opportunity compliance, and by developing new, agency-specific ICD&I benchmarks and reflection questions within the AMCS. In this way, the ICD&I actions are integrated into core agency business processes, maximizing their effectiveness and sustainability to ensure that all Volunteers are receiving equitable support and that staff feel prepared to handle these complexities.

Milestones for this performance goal include:

- Phase 1: Create guidance for skill building and resources to optimize the use of Volunteer leaders, peer support networks, affinity groups, post staff, and diversity committees at posts so that Volunteers have other non-medical resources available to them.
- Phase 2: Communicate the new guidance, resources, and tools at Peace Corps headquarters and plan for roll out to posts.
- Phase 3: Roll out the new guidance, resources, and tools for posts to review and incorporate into their business processes and training for staff and Volunteers. Amend and adapt modules to meet the needs of diverse Volunteer populations, with an additional focus on equipping all Volunteer populations and staff to understand and be supportive of experiences unique to underrepresented populations. Refine staff capacity and/or standard operations to increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

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

Data Sources: PCMEDICS and post administrative data

Calculations: **Indicator 1:** Incidents of adjustment difficulty (or other behavioral health epidemiological codes) divided by VT years; **Indicator 2:** Completion of milestones listed above; **Indicator 3:** FY 2018: Completion of milestones listed above. FY 2019 and beyond: 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 Volunteers constitute a significant “domestic dividend” of skilled and dedicated individuals. Volunteers return to America with a unique and diverse set of highly marketable skills, including leadership, language, technical, intercultural, and entrepreneurial skills that contribute to a more competitive U.S. workforce. In addition, returned Volunteers often use their intercultural knowledge and experience to continue their service at home by engaging in public service, supporting volunteerism, and promoting a better understanding of other cultures. This strategic objective directly supports Strategic Goals Two and Three. Priority areas within this strategic objective focus on streamlining returned Volunteer services to ensure operational efficiency, interoffice collaboration, a coordinated and effective returned Volunteer communication strategy, and gathering and strategically analyzing existing data on the Peace Corps’ Third Goal.

Strategies

- Identify the knowledge, skills, and abilities gained during Volunteer service, particularly those related to leadership and intercultural competence. Develop training and tools that enable returned Volunteers to successfully translate those competencies into marketable skills after service.
- Expand the distribution of employment opportunities for returned Volunteers across sectors (public, private, and nonprofit) in order to maximize the diversity of available options.
- Integrate a virtual and user-friendly career resource center into existing platforms, such as the RPCV (Returned Peace Corps Volunteer) Portal and peacecorps.gov website, to reduce staff administrative burden and deliver services efficiently.
- Promote civic engagement and cross-cultural exchange in U.S. communities by improving how online resources are organized and presented and by raising awareness of opportunities for returned Volunteers.
- Strengthen business procedures to efficiently manage returned Volunteer contact data.
- Expand continuation of service opportunities to Volunteers earlier and more frequently during service.
- Expand capacity to use virtual tools and platforms to engage and support returned Volunteers.
- Review existing processes and procedures to ensure diversity and equality in Peace Corps-provided returned Volunteer support.

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

Performance Goal 4.1: Cultivate Leadership Skills

Develop and share leadership and intercultural competency tools to support returned Volunteers as they transition from their service by FY 2022.

	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Map created of leadership and intercultural competencies developed during service (model)	Methodology developed to link leadership and intercultural competencies to activities in the Volunteer Reporting Tool (VRT)	Templates and other tools developed for documenting competencies gained by Volunteers in their individual Description of Service (DOS)	Templates and related user guidance and training reviewed and approved	Policy updated Training materials and templates disseminated
Results	NA	Competency structure completed	Methodology developed	Templates developed		

During Peace Corps service, powerful learning experiences provide practical opportunities to develop leadership skills and intercultural competencies. The competencies gained during service include participatory analysis, project design and management, coaching, and mentoring. These competencies enable Volunteers to be effective not only in their overseas communities and organizations but also when they return home. Back home in the United States, returned Volunteers use competencies cultivated through Peace Corps service that contribute to a high-quality American workforce.

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

Volunteers develop competencies during service by engaging in activities identified in the posts' project frameworks and reported in the Volunteer Reporting Tool (VRT). Linking VRT activities to competency development clarifies how Volunteer activities

enable posts to fulfill commitments to host countries. It also provides evidence to future employers of the ways in which Volunteers have demonstrated leadership and intercultural competencies.

The DOS is the agency record that documents Volunteer achievements during service. Peace Corps Manual Section (MS) 285 sets out the policy and procedures for documenting service and provides a sample DOS that posts can provide to Volunteers. This template—as well as other tools for documenting skills that Volunteers gain—is being updated to align with the new logical project frameworks (LPFs) and competencies outlined in Strategic Objective 2. It will include information that summarizes the activities that a Volunteer reported in the VRT. Developing these new tools requires collaboration with the Office of Global Operations, the Field Advisory Board, and the Office of Overseas Programming and Training Support. Any new Volunteer training relating to the DOS will be submitted to the Volunteer Learning Council.¹⁸ Once the templates and related user guidance and training materials have been approved by these stakeholders, they will be distributed to all posts. These revisions to the DOS will help highlight the employer-sought skills that Volunteers have gained through their service.

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

Data Source: Agency administrative records.

Calculation: Completion of the milestones listed above

Performance Goal 4.2: Continuation of Service <i>Increase the number of opportunities for returned Volunteers to engage in continued service to 3,000 by FY 2022.</i>								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	2,500	2,500	2,600	2,700	3,000
Results	2,250	2,300	2,230 ¹⁹	2,153	2,742	2,046		

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

¹⁸ This Council has been established to develop a balanced training plan that considers requirements for Invitees, Trainees, and Volunteers. The Council may consider a range of options including revisions, replacements, combinations, and/or changes in the approaches to training before making recommendations to the Director for incorporation into agency policy. The Council will also delineate clear guidelines for determining what is mandatory and what is optional within the Volunteer training portfolio.

¹⁹ This number reflects what was reported in prior years. However, due to improved calculations, the FY 2017 result should be 1,831 instead.

competencies. This enables them to engage diverse communities through volunteerism and cross-cultural learning opportunities. The agency is committed to cultivating and expanding opportunities for returned Volunteers to reengage with the mission (e.g., Peace Corps Response²⁰ and the Paul D. Coverdell Fellows Program²¹) and to share their experiences.

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 <i>Increase the percentage of recently returned Volunteers who access the RPCV Portal to 75 percent by FY 2022.</i>								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	45%	50%	60%	70%	75%
Results	NA	43%	38%	32%	49%	73%		

The agency can better serve returned Volunteers by developing a streamlined mechanism for them to identify, request, and access career and transition services. Centralizing these services to one location (the online RPCV Portal) achieves several improvements in efficiency, including: consistent marketing to returned Volunteers for events, streamlined access to services, a more user-friendly experience, and eventual standardization of agency outreach to the returned Volunteer community via the planned upgrades to the RPCV Portal. Additionally, centralization of services enables more efficient communication with returned Volunteers and reduces the administrative burden on Peace Corps staff providing these services, including Peace Corps Response, the Office of Health Services, and the Office of External Affairs.

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

²⁰ Peace Corps Response is another pathway to Peace Corps service where returned Volunteers and other experienced professionals undertake short-term, high-impact assignments.

²¹ The Paul D. Coverdell Fellows Program is a graduate fellowship program that offers financial assistance to returned Volunteers.

Performance Goal 4.4: Fulfilling the Third Goal

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

Indicator 1: Number of Volunteers participating in Peace Corps Partnership Program (PCPP) projects, Paul D. Coverdell World Wise Schools (WWS)/Speakers Match Program, and VRT activities.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	-	5,600	5,700	5,800	5,800
Results ²²	NA	5,512	5,803	5,190	4,954	3,655		

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	-	70,000	73,000	75,000	75,000
Results ²³	NA	38,274	29,847	65,993	91,862	44,726		

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

Various data sources, both internal and external to the agency, already record Third-Goal activities that Volunteers and returned Volunteers carry out, but the agency has not made a sustained effort to compile and analyze this data. This new performance goal reflects a renewed commitment to capturing and reporting this information to demonstrate fulfillment of the Third-Goal mandate to stakeholders. Several types of data are used including numbers of Volunteers and participants from PCPP projects, the WWS/Speakers Match Program, and Third-Goal activities reported in the Volunteer Reporting Tool (VRT); however, due to the global evacuation, all programs contributing to this objective have been impacted. PCPP projects, the WWS Global Connections program, and VRT-reported Third-Goal activities have all been suspended until Volunteers begin to return to service.

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

Data Sources: Gift, Grants, and Management (PCPP); agency administrative records; VRT

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

²² FY 2016 results are not comparable to later years due to gaps in available data.

²³ FY 2016 and FY 2017 results are not comparable to later years due to gaps in available data.

Management Objective 5: Foundational Business Management

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

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

Strategies

- Improve the cost-effectiveness, speed, ease-of-use, transparency, and quality of services and the processes used to deliver business services to domestic and overseas staff.
- Support good decision making by ensuring agency leaders have access to timely, relevant, accurate, and easy-to-use business intelligence and are 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 Leads: Chief Human Capital Officer and Chief Information Officer

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

Increase the percentage of offices that maintain dashboards containing a combination of operational, financial, human capital, and customer service metrics to 100 percent of selected offices by FY 2020.

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

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

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

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 <i>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 2022.</i>						
	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Individual performance plans developed and/or restructured to align with this goal	Performance plans aligned for 50% of senior leaders	Performance plans aligned for 100% of all Peace Corps employees	Development, adoption, and implementation of a tiered performance management system that incorporates one or more agency strategic goals or objectives into performance standards	100% of Peace Corps employees have one or more agency strategic goals or objectives aligned into a performance standard in their performance plans
Results	NA	New performance management system under development	100% of performance plans for selected senior leaders aligned	100% of performance plans for all senior leaders aligned but not for all employees		

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.

As the Peace Corps continues to evaluate its Human Capital policies and procedures, the Office of Human Resources' policy team is also examining OPM's recommendations to improve the Peace Corps' current pass/fail rating system for end-of-year employee performance ratings. The Policy and Employee Relations teams are researching three-, four-, and five-tier rating systems, exploring updates to the current performance management manual section and procedures, and considering required training for supervisors. By engaging staff across offices, the agency expects to develop and implement a robust and effective performance management system.

Goal Lead: Chief Human Capital Officer

Data Source: Human Resources records

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

Performance Goal 5.3: Improve Human Capital Planning and Processes

Improve the agency's ability to strategically deploy its talent by strengthening advance planning and minimizing vacancy gaps by the end of FY 2022.

Indicator 1: Develop an agency-wide Human Capital Operating Plan.

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

Indicator 2: Decrease the average vacancy gap to 80 days.²⁴

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	-	-	100 days	90 days	80 days	80 days	80 days
Results	NA ²⁵	89 days ²⁶	132 days ²⁷	71 days ²⁸	111 days ²⁹	94 days		

One of the most critical factors affecting the Peace Corps' ability to serve its Volunteers is its ability to maintain an engaged workforce, both domestically and abroad. Success depends on the agency's ability to strategically deploy talent—the right people, in the right place, at the right time. The development of a Human Capital Operating Plan should not only comply with the Office of Management and Budget (OMB) Circular 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

²⁴ The percentage of employees hired within 80 days is consistent with the recommended time frames on the [hiring reform](#) published by OPM.

²⁵ Data from the former application system (Avue) is no longer accessible.

²⁶ Career Connector is the Peace Corps' job vacancy management system. It was utilized for the first time in January 2016; as a result, the FY 2016 data does not reflect the entire fiscal year.

²⁷ 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.

²⁸ Reflects the vacancy gap for domestic vacancies only.

²⁹ The lapse in appropriations and furlough from December 2018 to late January 2019 impacted the agency's hiring process, resulting in delays in onboarding new staff.

and external stakeholders, and espousing industry-leading practices in diversity, inclusion, and belongingness.

After the Human Capital Operating Plan is in place, process improvements should lead to a decrease in the time it takes for vacancies to be filled. This is a critical human capital outcome for the 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 vacancy gaps indicates that human capital operations have been improved.

Goal Lead: Chief Human Capital Officer

Data Source: Human Resources records

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

Performance Goal 5.4: Modernize Agency Information and Communications Capabilities

Increase the percentage of agency investment on new information and communications capabilities to 40 percent of all IT spending by the end of FY 2022.

	FY 2015-FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Baseline data collection	Baseline data collection	40%	40%
Results ³⁰	NA	Baseline data collected	Baseline data collected		

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

As technology changes over time, the cost of maintaining older systems increases. Newer technologies and delivery methods that focus on rapid, agile development, cloud-based storage, integrated architecture, and convergent platforms, are able to

³⁰ In FY 2019, the agency collected preliminary baseline data on IT costs. During FY 2020, the Office of the Chief Information Officer and the Office of the Chief Financial Officer identified and analyzed all IT costs for the entire agency and categorized them using a methodology that was informed by Technology Business Management, or TBM—a value-management methodology to provide IT costs, consumption, and performance transparency.

deliver a lower-cost solution to the agency while increasing both information availability and security.

In FY 2020, the agency shifted its modernization focus from merely counting the number of outdated systems to be retired to emphasizing strategic investments in net new information and communications capability. To this end, the agency is measuring the proportion of IT funds invested in modern, integrated information systems compared to spending to maintain outdated legacy systems. For this goal, the agency will strive to meet, and eventually exceed, the average federal ratio of development, modernization, and enhancement (DME)³¹ to operations and maintenance (O&M)³² IT investment, currently measured at approximately 25 percent and 75 percent respectively across federal agencies. In preparation for launching this new goal, the agency worked to baseline its current DME:O&M ratio in FY 2020 and set targets for increasing the ratio.

Goal Lead: Chief Information Officer

Data Source: Agency administrative records

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

³¹ Costs for DME services are for projects and activities leading to new IT assets/systems and projects and activities that change or modify existing IT assets to substantively improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. For more information on these concepts, please refer to the website managed by OMB to government-wide IT spending: <https://itdashboard.gov>.

³² Costs for O&M services are incurred in the phase of the development life cycle in which the asset is in operations and produces the same product or provides a repetitive service. This is also commonly referred to as "legacy" or "steady state."

Management Objective 6: Organizational Risk Management

Identify agency processes and associated impediments to success in a common format to allow for prioritization of agency efforts toward achieving its goals.

Rationale: This objective focuses on advancing and sustaining the agency's mission and effectiveness by identifying and managing risks while finding opportunities to improve efficient and effective use of Peace Corps resources at all levels of the organization. The scope of this objective covers risks across the agency in the categories of security, legal, fiduciary, IT, reputational, programmatic, human capital, and health. This objective is focused on creating an Enterprise Risk Management Council (ERMC), revising agency policy concerning risk management, training agency leadership on risk management, and incorporating risk management into agency-wide assessments and planning.

Strategies:

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

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

Performance Goal 6.1: Maturation of the Enterprise Risk Management (ERM) Program

Establish a repeatable process for ERM and incorporate the agency risk profile into decision making.

	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	Policy and procedures approved	Approval process for the new policy completed Agency risk profile produced	Agency risk profile produced	ERM integrated into the agency governance structure	ERM plays a formal role in resource allocation across the agency
Results	NA	Policies and procedures drafted	ERMC Charter, By-Laws, and policy approved Agency risk profile in process	Risk profile partially completed		

This goal seeks to facilitate risk management across the agency by further refining a comprehensive ERM policy and incorporating the ERM process and ERMC into the overall governance structure.

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

Milestones for this performance goal include:

1. Regular ERMC meetings.
2. Incorporation of risk management policies into the agency governance structure including using the risk management process in prioritizing agency resource allocations and policy decisions.

Goal Lead: Chief Financial Officer

Data Source: Administrative records

Calculation: Completion of the milestones listed above

Performance Goal 6.2: Strengthen Risk Registers

All offices in the agency shall develop ERM assessments based on the agency risk profile by the end of FY 2022.

	FY 2015 - FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets	-	100% of office points of contact trained	100% of selected offices have developed active risk registers	Active risk registers developed for three additional offices	100% of all offices have developed active risk registers	ERM risk registers are reviewed and updated annually
Results	NA	Training developed	Risk register is under development for the Office of the Chief Information Officer	Risk registers for two offices and one working group developed		

Once an agreement has been reached on the agency policy as described in Performance Goal 6.1, the focus of the agency's efforts will be to ensure that each office has a point of contact who has been trained on ERM and maintenance of office risk registers. The agency will then measure the percentage of offices that are using and maintaining their risk registers with up-to-date information and analysis. While the agency is committed to training staff from all offices in risk management principles, the targets focus on developing and supporting risk registers for the selected headquarters offices with the greatest risks. In FY 2019, the priority was the Office of the Chief Information Officer. In FY 2020, the focus has been on developing active risk registers for the Offices of Safety and Security, Health Services, and the Chief Financial Officer. In FY 2021, the agency's goal is to have risk registers completed for all offices. In FY 2022, these registers will be reviewed and updated annually.

Milestones for this performance goal include:

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

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

Data Source: Administrative records

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 is responsible for strategic planning and reporting. The Office works closely with other offices across the agency to collect and analyze data to improve agency operations. The Office's director 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 forward-looking meetings in collaboration with senior leadership from across the agency. The purpose is to discuss the development of the next Annual Performance Plan. Prior to these meetings, lead offices identify challenges, opportunities, and possible realignments in order to advance strategic objectives. Revisions to strategies and performance goals are incorporated into the following year's Annual Performance Plan. These annual meetings are a key opportunity for senior leadership to collaborate and determine long-term courses of action that will maximize organizational effectiveness and efficiency.
- Country Portfolio Review:** The Country Portfolio Review is a comprehensive review of active and potential Peace Corps posts that is conducted by the agency using external and internal data. The review focuses on the safety, security, and medical care of Volunteers; host country engagement with the Peace Corps; host country needs; programming and training; post management and costs; and congruence with U.S. government development priorities. The review includes data from a variety of external sources, including the World Bank, the United Nations Development Programme, the United Nations Office on Drugs and Crime, the U.S. Department of State, the World Health Organization, the International Food Policy Research Institute, the World Economic Forum, and the United Nations Education, Scientific and Cultural Organization. Internal data sources include administrative and financial data, post and headquarters' staff survey results, and results from the Annual Volunteer Survey (AVS) and the Host

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

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

Appendix B

Evaluation and Research

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

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

Appendix C

Verification and Validation of Performance Data

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

Peace Corps Administrative Records and Databases

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

Volunteer Reporting Tool (VRT)

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

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

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

Annual Volunteer Survey (AVS)

In accordance with the Kate Puzey Act mandate, as extended by the Sam Farr and Nick Castle Peace Corps Reform Act, the Peace Corps conducts the AVS, which is a confidential, voluntary online survey of all currently serving, two-year Volunteers. This comprehensive survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience.

While the AVS is typically completed each year by nine out of every ten Volunteers who have been in service for at least one month, it was not conducted in FY 2020 due to the COVID-19 pandemic and the resulting global evacuation and close of service (COS) of all Volunteers. As a result, in FY 2020, the Peace Corps was unable to fulfill the Kate Puzey Act mandate to survey currently serving Volunteers. However, in June to July 2020, the agency conducted a special survey of the evacuated returned Volunteers that enabled them to provide feedback on agency operations.

The AVS is not administered to a random sample of Volunteers. Instead, it is sent to all Volunteers serving for at least 30 days at their sites (in FY 2020, a survey was sent to all Volunteers and Trainees who were evacuated due to the COVID-19 pandemic). Because of this, the results are subject to potential bias if the Volunteers who choose to respond have different viewpoints from those who choose not to respond. However, the high response rate and data verification and validation measures minimize total survey error at the global level.

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

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

Federal Employee Viewpoint Survey

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

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

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

Host Country Staff Survey

This survey has been fielded every year since FY 2014 to systematically gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff and assessing the rate of achievement of reaching Peace Corps Goals One and Two. The survey includes questions covering staff training, diversity and inclusion, contributions to the Peace Corps' goals, development impact, and job satisfaction. For the FY 2020 survey, a section was added to obtain feedback on the global evacuation.

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 (e.g., drivers, janitors, and short-term staff) do not have official email addresses. Due to this challenge, the sampling frame consists of the host country staff who can be reached via email. Additionally, while the Host Country Staff Survey is offered in English, French, Spanish, and Russian, limited literacy in those languages, as well as other 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 used a broad array of evidence to inform the process of developing the FY 2018–2022 Strategic Plan. This included activities with agency leadership and working groups.

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

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 OMB. In addition, the draft FY 2018–2022 Strategic Plan and FY 2020 Annual Performance Plan was posted on the agency’s open government website for one month from December 2017 to January 2018 to collect feedback from external stakeholders and the American people.

Appendix E

Global Evacuation and Volunteer Return to Service

On March 15, 2020, as the COVID-19 pandemic quickly spread across the globe, the Peace Corps faced a challenge never before seen in the agency's history and made the difficult decision to temporarily suspend Volunteer operations at all Peace Corps posts. Nearly 6,900 Volunteers and Trainees were brought safely back to the United States from 62 countries³³ worldwide, and their service closed as a result of the evacuation. For the first time since 1961, no Peace Corps Volunteers were serving in the field. In the days following the evacuation, the agency quickly shifted gears into devoting an enormous amount of time and resources to supporting the recently evacuated Volunteers and Trainees and laying out a process to position the agency to resume Volunteer operations as soon as it is safe to do so.

To meet this challenge, the Peace Corps Director outlined a plan and vision for resuming Volunteer operations. The plan identified five goals that need to be reached in order to reestablish global presence. Those goals include:

1. Resuming overseas operations as soon as it is safe to do so
2. Recruiting and preparing applicants for service
3. Communicating effectively across internal and external audiences
4. Supporting and expanding Third-Goal opportunities for returned Volunteers
5. Maintaining strong continuity of operations as the agency works within current global limitations posed by the pandemic

In order to reach these goals, the Director created a COVID-19 Task Force that consisted of five theme-based working groups, each oriented to address one of the goals listed above. The working groups drew upon broad expertise and experience from across the agency. More than 140 staff members provided input, and these staff represented 18 offices from both headquarters and the field.

During the first few months after the global evacuation of Volunteers and Trainees, the Task Force focused exclusively on developing the tools, procedures, and guidance needed to resume operations abroad. As it completed these tasks, the Task Force gradually shifted its focus to more in-depth monitoring and evaluation of both domestic and global conditions related to the pandemic. In the remainder of FY 2020 and into FY 2021, the Task Force worked, and will continue to work, with internal and external stakeholders to collect and synthesize information helpful to determining when conditions will be conducive to resuming Volunteer service. The agency is working diligently and assessing opportunities to get Volunteers back to service with the goal of gradually expanding to full Volunteer operations as soon as conditions permit.

³³ This number includes China and Mongolia, which started evacuating Volunteers prior to March 15, 2020.

As always, the safety, security, and health of Volunteers will be the paramount consideration.

Looking beyond the Task Force, there are numerous lessons learned that will serve the agency long after the Task Force completes its work. Through this crisis and the agency's work, the Peace Corps has learned that the systems, procedures, and foundational elements of its operations have proven to be strong, resilient, and relevant in these incredibly challenging times. The agency was built on a strong foundation 60 years ago and that foundation continues to serve it well. Nevertheless, as the global COVID-19 pandemic has tested these systems in an unprecedented manner, the Peace Corps has learned valuable lessons it will use to strengthen operations and staff resiliency moving forward.

Appendix F

Acronyms

AMCS – Administrative Management Control Survey
 AVS – Annual Volunteer Survey
 COS – Close of Service
 DME – Development, Modernization, and Enhancement
 DOS – Description of Service
 ERM – Enterprise Risk Management
 ERM Council – Enterprise Risk Management Council
 FY – Fiscal Year
 GPRA – Government Performance and Results Act
 ICD&I – Intercultural Competence, Diversity, and Inclusion
 LPF – Logical Project Framework
 LPI – Language Proficiency Interview
 O&M – Operations and Maintenance
 OMB – Office of Management and Budget
 OPM – Office of Personnel Management
 PCMO – Peace Corps Medical Officer
 PCPP – Peace Corps Partnership Program
 PT&E – Programing, Training, and Evaluation
 RPCV – Returned Peace Corps Volunteer
 VIDA – Volunteer Information Database Application
 VRT – Volunteer Reporting Tool
 VT – Volunteer/Trainee
 WWS – World Wise Schools

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