



# The Peace Corps

A Comprehensive Agency Assessment

APPENDICES



# The Peace Corps

## A Comprehensive Agency Assessment

### Appendices

June 2010

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Appendix III-1

III-1 Projected Volunteer Strength by Post on September 30, 2010

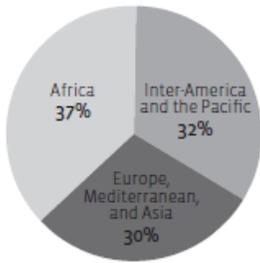
Country	Volunteers
Albania	69
Armenia	85
Azerbaijan	167
Belize	82
Benin	103
Bolivia	0
Botswana	51
Bulgaria	149
Burkina Faso	127
Cambodia	88
Cameroon	176
Cape Verde	58
China	129
Costa Rica	94
Dominican Republic	204
Eastern Caribbean	103
Ecuador	173
El Salvador	142
Ethiopia	45
Fiji	52
Gambia, The	80
Georgia	49
Ghana	152
Guatemala	215
Guinea	12
Guyana	55
Honduras	164
Indonesia	22
Jamaica	64
Jordan	35
Kazakhstan	171
Kenya	68
Kyrgyz Republic	99
Lesotho	76
Liberia	13

Appendix III – 1 (continued)  
 Projected Volunteer Strength by Post on September 30, 2010

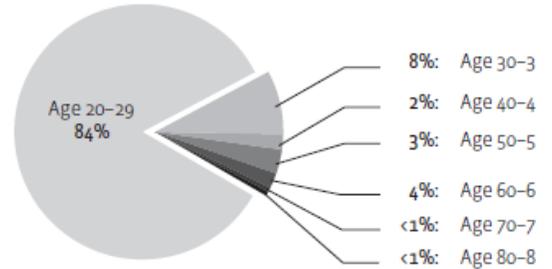
Country	Volunteers
Macedonia	106
Madagascar	96
Malawi	123
Mali	149
Mauritania	0
Mexico	73
Micronesia	68
Moldova	108
Mongolia	128
Morocco	264
Mozambique	161
Namibia	101
Nicaragua	216
Niger	58
Panama	180
Paraguay	232
Peru	250
Philippines	239
Romania	80
Rwanda	53
Samoa	29
Senegal	210
Sierra Leone	30
South Africa	121
Suriname	37
Swaziland	69
Tanzania	153
Thailand	91
Togo	117
Tonga	35
Turkmenistan	84
Uganda	87
Ukraine	453
Vanuatu	96
Zambia	131
Total	7,800

III-2 Volunteer Statistics

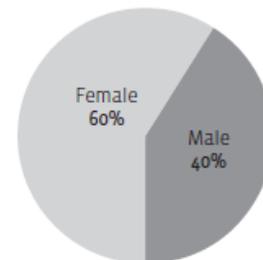
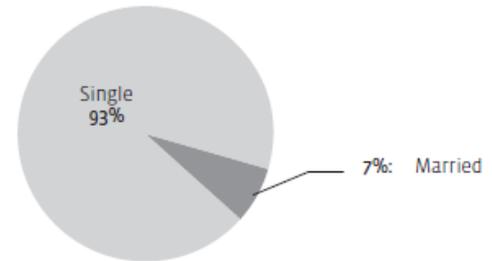
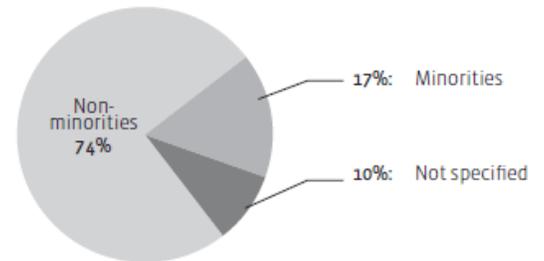
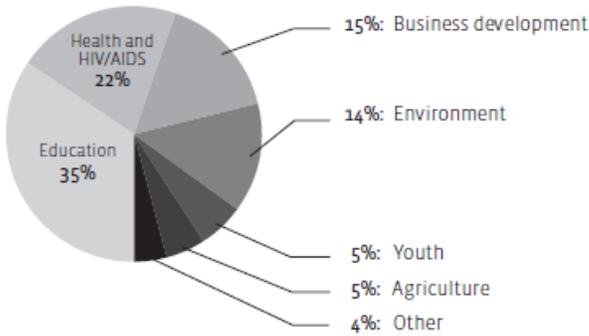
**Volunteers by Region**



**Volunteer Profile**



**Volunteer Projects**



Totals may not add to 100 percent because of rounding.

All data current as of September 30, 2009.

### III-3 Activities Carried Out By Peace Corps Volunteers By Region

#### Africa Region

Since 1961, more than 67,000 Peace Corps Volunteers have served in countries throughout Africa. At the end of FY 2009, Africa had 2,860 Volunteers working in 27 countries. In October 2009 the Peace Corps signed a country agreement to re-enter Sierra Leone. The first Volunteers are expected to arrive in mid-2010.

Programs in Africa cover all six of the agency's program sectors—agriculture, business development, education, environment, health and HIV/AIDS, and youth. Many Volunteers add a cross-sectorial dimension by incorporating information and communication technology (ICT), girls' education, and food security. In addition to French and Portuguese, the Peace Corps provides training for Volunteers in over 150 local languages and in sign language in Kenya and Ghana.

Agriculture sector Volunteers work to improve agricultural practices. Volunteers provide assistance in sustainable agriculture, agro-forestry, and gardening technologies by helping rural communities and groups to improve soil fertility and production, training farmers in natural resource management and conservation techniques, and promoting micro-gardening innovations in urban areas. These new methods help provide greater food security.

Peace Corps Volunteers are involved with business development throughout Africa. Volunteers work with savings and credit clubs, handicraft associations, and agribusiness cooperatives to improve business practices and the viability of commercial activities. Their efforts focus on teaching business skills to youth, farmers, artisans, non-governmental organizations (NGOs), credit institutions, and ICT-related businesses. Volunteers train associations and cooperative members to market crafts and agribusiness products such as locally produced soap and Shea butter.

Education remains one of the Peace Corps' largest program sectors in Africa. Among the subjects taught by Volunteers are English, mathematics, science, the arts, ICT, and life skills. Volunteers use community content-based instruction to incorporate HIV/AIDS, environmental, and gender-specific themes into their lesson plans and presentations. Volunteers in the environment sector work to reduce degradation of natural resources and promote environmentally friendly farming methods. Volunteers and their local counterparts promote environmental education in schools, educate farmers about sustainable practices, develop eco-tourism opportunities, and work with national parks conservation.

The Peace Corps trains all Volunteers serving in Africa, regardless of their primary assignment, in HIV/AIDS prevention and awareness. Volunteers are uniquely suited to educate others about HIV/AIDS because they live and work in the communities where they serve. They are trained to communicate AIDS prevention messages in local languages, and share information in a culturally sensitive manner. Volunteers also help build capacity for local service organizations to support people living with HIV/AIDS and to care for orphans and vulnerable children who feel the effects of the pandemic.

Volunteers also coach and mentor youth in a variety of themes and often focus on gender equity and inclusion of women. Volunteers at many posts organize annual GLOW (Girls Leading Our World) camps. The content of each camp is adapted to reflect the realities of the young women participating. These camps include activities designed to develop leadership skills and improve self-esteem. In the long term, this project will help foster equitable and sustainable capacity building for girls, increasing their participation in the economic and political lives of their communities and countries.

Europe, Mediterranean, and Asia

Since the Peace Corps' inception in 1961, more than 52,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2009, EMA had 2,331 Volunteers and trainees working in 18 countries. In December 2009 the Peace Corps signed a country agreement to establish a program in Indonesia. The first Volunteers are expected to arrive in March 2010.

Volunteers in EMA serve in five of the agency's program sectors—business development, education, environment, health and HIV/AIDS, and youth. In addition, many Volunteers add a cross-sectorial dimension by incorporating information and communication technology (ICT), girls' education, and food security as they work with communities, schools, clinics, businesses, cooperatives and local nongovernmental organizations (NGOs), municipal governments, and universities. In addition, the Peace Corps provides training for Volunteers in more than 30 languages. This enables Volunteers to effectively live and work in their communities.

Over the last 10 years, Volunteers' efforts in the business sector have evolved from business consulting to an increase in community economic development, emphasizing sustainability, transparency, community volunteerism, and leadership training. This includes working directly with entrepreneurs, governmental organizations and NGOs, educational institutions, community groups, and motivated individuals.

Education continues to be the largest sector in the region, with teaching English as a foreign language (TEFL) identified as the primary activity. Volunteers are part of national and local efforts to strengthen primary, secondary, and university education capacity through classroom instruction, professional development for teachers, and community resource development.

Working with schools, youth groups, and nonprofit organizations, environment sector Volunteers in the EMA region promote a greater understanding of local ecology and environmental issues. Volunteers increase awareness through eco-clubs, camps, tree-planting campaigns, and similar community efforts. They also address ecological issues such as safe water, erosion, and overuse of pesticides and fertilizers. Other Volunteers work to improve rural fuel and energy usage through the promotion of alternative fuel options, train guides at national parks, or improve sanitation.

Health Volunteers educate individuals, households, service providers, and communities about the importance of health promotion and disease prevention. The main focus is on strengthening health education – whether in schools, teaching institutions, or communities – by using a preventative health care approach. Most Volunteer projects attempt to include HIV/AIDS prevention and life skills education.

Youth development activities are increasingly important in the EMA region, where half the population is under the age of 25. Important areas of activity include life-skills training for employment, entrepreneurship and leadership training, promoting tolerance and self-esteem, and conflict resolution.

Inter-America and Pacific

Since the Peace Corps' inception in 1961, more than 78,000 Volunteers have served in the Inter-America and Pacific (IAP) region. At the end of FY 2009, 2,480 Volunteers were working in 22 posts in 28 countries.

Volunteers in IAP work in all six of the agency's sectors – agriculture, business development, education, environment, health and HIV/AIDS, and youth. In addition, many Volunteers add a cross-sectorial dimension to their primary project by incorporating information and communication technology (ICT), girls' education, food security, and a push toward greater volunteerism among host country nationals. In addition to Spanish, the Peace Corps provides training in over 50 languages, enabling Volunteers to effectively live and work at the grassroots level.

Through the introduction of sustainable agriculture techniques, Volunteers help communities protect the rich diversity of natural resources and improve the living conditions of rural families. By giving farmers more options, Volunteers help communities to improve their farming practices, reducing the destruction of forests, soils, and watersheds. The additional food produced through improved, sustainable techniques helps to increase the food security of surrounding communities.

Volunteers often coordinate activities with other Volunteers and government counterparts working in community small business programs to promote integrated rural development, assuring sustainability. Through the transfer of business management knowledge and skills, Volunteers provide technical assistance to individual entrepreneurs, as well as to organizations providing credit, training, and technical assistance to small businesses.

Volunteers seek to improve the professional development of host country teachers by introducing new teaching methodologies and curriculum. Volunteers also help build libraries and resource centers, promote adult literacy, and encourage parents and communities to become more involved in the education of their children.

Communities where Volunteers serve are increasingly affected by environmental degradation, which impacts air quality as well as water and land resources. Volunteers engage national and local partners in environmental education and conservation. Additionally, many Volunteers integrate economic development interests with environmental sustainability through ecotourism and eco-business projects.

Access to basic health care remains a serious problem for many communities in the region. Volunteers work to improve the health of individuals and families in the communities where they serve by training health care providers, teaching disease prevention techniques, and providing nutrition information. With the increasing threat of HIV/AIDS in the region, Volunteers help their communities gain a better understanding of HIV/AIDS by integrating awareness and prevention messages into their work.

Youth under the age of 25 account for over half of the population in many IAP countries. Peace Corps programs target youth in order to develop life and leadership skills and to improve employability. In several countries, Volunteers organize and facilitate camps for girls, leading sessions on self-esteem, healthy life skills, HIV/AIDS awareness and prevention, leadership, and personal development.

Appendix III- 4

III-4 Peace Corps Volunteers Working in HIV/AIDS Prevention by Country

<b>Africa</b>		<b>Europe, Mediterranean, and Asia</b>		<b>Inter-America and the Pacific</b>	
<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>
Benin	47	Albania	15	Belize	21
Botswana	112	Armenia	14	Costa Rica	21
Burkina Faso	59	Azerbaijan	11	Dominican Republic	63
Cameroon	67	Bulgaria	60	Eastern Caribbean*	43
Cape Verde	11	Cambodia	11	Ecuador	75
Ethiopia	60	China	22	El Salvador	75
Ghana	115	Kazakhstan	42	Fiji	20
Guinea	16	Kyrgyz Republic	19	Guatemala	65
Kenya	21	Macedonia	11	Guyana	39
Lesotho	85	Moldova	54	Honduras	43
Malawi	134	Mongolia	32	Jamaica	47
Mali	8	Morocco	32	Micronesia and Palau	4
Mauritania	24	Philippines	24	Nicaragua	68
Mozambique	101	Romania	8	Panama	36
Namibia	132	Thailand	25	Paraguay	43
Niger	48	Turkmenistan	6	Peru	17
Rwanda	13	Ukraine	103	Suriname	18
Senegal	72	<b>TOTAL</b>	<b>489</b>	Tonga	20
South Africa	51			Vanuatu	17
Swaziland	32			<b>TOTAL</b>	<b>735</b>
Tanzania	42				
The Gambia	47				
Togo	48				
Uganda	144				
Zambia	134				
<b>TOTAL</b>	<b>1,623</b>				

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Grand Total: 2,847

III-5 List of Major Documents Consulted by the Assessment Team

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Appendix III – 5 (continued)  
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IV-1 Primary Conditions Necessary for the Peace Corps to Establish or Maintain a Presence in a Country

Country's level of interest in the Peace Corps

The existence of a formal letter of invitation to establish a Peace Corps presence does not always imply the level of support needed to implement a successful program. During the preliminary review, Peace Corps staff undertake an internal review of in-house documentation and staff knowledge on the country (particularly if Peace Corps has had a presence in the past). This includes a review of records of communication with the State Department or Members of Congress related to that country. Peace Corps management almost always interviews the country's Ambassador to the United States and other/or relevant country representatives in the United States to better assess the country's commitment to the Peace Corps.

A subset of the commitment question is whether or not the programmatic area of interest expressed by the country is in line with Peace Corps' core areas of expertise..

Security: A threshold consideration for Peace Corps presence in any country is whether the environment is acceptably safe and secure for Volunteers and staff. The Office of Safety and Security conducts a pre-assessment review of a country's security profile in a manner similar to the review of country commitment discussed above, which may include initial input from the United States Embassy's local or Regional security officer in the country.

Resources: The demand for Volunteers and programs has always outpaced available resources. Since each country program requires a sizeable initial investment to cover start-up costs, an initial decision is made as to whether or not the Agency has the resources to cover expansion into a new country. Determination of the availability and sources of funding at this stage is the responsibility of the Office of the Chief Financial Officer.

Complicating the process is the fact that Volunteer placement decisions translate into funding requirements other than in-country costs. From a costing perspective, the other functions within the agency that affect Volunteer support directly or indirectly include recruitment, training, medical support, administrative support, etc.). These other functions are equally as important as Volunteer in-country placement in maximizing the achievement of the Agency's three core goals, but also compete for scarce resources.

## IV-2 Description of the New Country Entry Assessment

The country assessment is divided into five main sections that are briefly described below.

### Gathering Information (pre-travel)

This section focuses on information to be gathered prior to the country visit: It provides a list of offices and information required, a list of potential interviewees in the host country, as well as a check list for offices within the Peace Corps that will provide input into the assessment process (Office of Volunteer Recruitment and Selection, Office of Strategic Information, Research and Planning, Office of the Chief Financial Officer, General Counsel, Office of Safety and Security, and the Office of Medical Services).

### Administrative Assessment

The administrative assessment is designed to provide information to both the headquarters and post staff in the development of projected budget requirements, and in determining whether volunteers and staff can be effectively supported. Specifically, it addresses:

- Budget requirements;
- In-country infrastructure available to support the establishment of a program;
- Support from the United States Embassy in country; and,
- Support from the host government for administrative support.

The assessment guide provides a detailed list of individuals and organizations to meet with and the information to be gathered in each of these meetings while in country.

### Programming Assessment

The programming assessment is used to gather program and training information for use by both headquarters and post staff. It is used primarily to define the Peace Corps role in the country by gathering information on the following::

- The requested need for the Peace Corps;
- The relationship and fit between the Peace Corps and the host country;
- Stakeholder support for a Peace Corps program;
- The existence of viable assignments for PCVs that will help the Peace Corps accomplish its Mission and three core goals;
- The host governments participation in the overall development of the country; and,
- The effect of cultural issues on safety and security, health, programming, and training.

The assessment guide provides a detailed list of individuals and organizations to meet with and the information to be gathered in each of these meetings while in country.

### Safety and Security Assessment

The safety and security assessment is to determine if the safety and security conditions in the country are conducive for the Peace Corps program and if there is reasonable certainty that the Peace Corps staff will be able to comply with MS 270. What is this??? The Safety and Security Assessment is designed to identify any restrictions or conditions to placing Volunteers, security issues that need to be addressed prior to Peace Corps entering the country, and local systems/safeguards already in place that would lend themselves to Volunteer support. This part of the assessment addresses the following issues:

- Overview of the current security situation in the country;
- The current status of any potential threats;
- Level of crime in the capital/urban settings;
- Issues related to war or conflict;
- History and/or potential threat of terrorism;
- Sectarian violence;
- Travel:
- Trafficking (drugs, vehicles, persons, etc.);
- Security issues for women;
- Type and dependability of communication systems;
- Effectiveness of police/military; and,
- Emergency preparedness and response issues.

The assessment guide provides a detailed list of individuals and organizations to meet with and the information to be gathered in each of these meetings while in country in order to best address this section of the country assessment.

### Medical and Health Assessment

The medical and health assessment is used to determine if the conditions in the country are conducive for the Peace Corps program to operate and if there is reasonable certainty that the Peace Corps staff will be able to comply with technical guidelines regarding Volunteer medical and health requirements.

The medical and health assessment requires the completion of very specific information that is contained in assessment forms for this section. These include:

- An analysis of volunteer health and safety risks, country infrastructure, and volunteer site characteristics;
- A list of the available healthcare resources for volunteers (e.g., physicians, dentists, labs, hospitals, etc.). This information is used to prepare a list of medical consultants and facilities recommend for use by Volunteers;
- Recommendations to the Office of Medical Services and the Country Director for needed health resources and staffing for the Peace Corps health unit;
- Recommendations for volunteer health and safety/risk prevention; and,
- The preparation of a preliminary medical evacuation plan.

Appendix IV – 3

IV-3 Country Closures and Suspensions  
(2001 – 2009)

Africa Region

Chad	Closed in 2006
Cote d'Ivoire	Closed in 2003
Gabon	Closed in 2005
Guinea	Suspended in 2009
Mauritania	Suspended in 2009
Zimbabwe	Closed in 2002

Europe, Mediterranean, and Asia Region

Estonia	Closed in 2002
Latvia	Closed in 2002
Lithuania	Closed in 2002
Bangladesh	Closed in 2006
Bosnia & Herzegovina	Closed in 2002
East Timor	Closed in 2006
Kyrgyz Republic	Suspended from 2001 to 2003
Macedonia	Temporary suspension in 2001
Nepal	Closed in 2005
Poland	Closed in 2001
Russia	Closed in 2003
Slovak Republic	Closed in 2002
Turkmenistan	Suspended from 2001 to 2003
Uzbekistan	Suspended from 2001 to 2003, closed in 2005

Inter America and the Pacific Region

Bolivia	Suspended in 2008
Haiti	Closed and reopened several times in the last three decades due to security reasons. The last closure was in 2005. As of February 2010, the Peace Corps Response program has been working in Haiti supporting the disaster relief effort.
Papua New Guinea	Closed in 2002
Solomon Islands	Closed in 2000

IV-4 Cable from Secretary of State Dean Rusk

ORIGIN AC 161		DEPARTMENT OF STATE		AIRGRAM		XR	HID
1	5	CA-10410,		CONFIDENTIAL		FOR DEPT. USE ONLY	
4	6	NO.		HANDLING INSTRUCTOR		<i>Out</i>	
5	5	TO :		ANKARA, ABIDJAN, ACCRA, ADDIS ABABA, BANGKOK, BARBADOS (Pass St. Lucia), BELIZE, BOGOTA, CARACAS, COLONBO, DACCA, DAKAR, DAR-ES-SALAM, DJAKARTA, FREETOWN, KABUL, KATHMANDU, KARACHI, KINGSTON, KUALA LUMPUR, LAGOS, LAHORE, LA PAZ, LIMA, LOME, MANILA, MONROVIA, NEW DELHI, MCGADISCIO, NIAMEY, NICOSIA, QUITO, RIO DE JANEIRO, SALISBURY (Pass Blantyre), SAN SALVADOR, SANTIAGO, SANTO DOMINGO, SINGAPORE (Pass Jesselton & Kuching), TEGUCIGALPA, TEHRAN, TUNIS, YAOKUDE			
4	3	FROM :		DEPARTMENT OF STATE			
50	12	DATE:		3/21/63			
1	1	SUBJECT:		PEACE CORPS ROLE IN U.S. FOREIGN POLICY			
4	1	REF:		7			
5	10	ARMY		CIA		NAVY	
15	8	OSD		USIA		NSA	
	13						

The Peace Corps has been in operation for two years. From the beginning of the Peace Corps, I have considered it understood that Peace Corps Volunteers would not be used as intelligence sources on the countries in which they are serving. Because of the geographic dispersion of Volunteers and the access which they have to the people of the country, some members of your staff, through either unfamiliarity with policy or overzealousness, may be tempted to regard the Volunteers as instruments of foreign policy designed to serve the particular ends of the staff members' job. In order that there shall be no misunderstanding as to the role of Peace Corps Volunteers, I wish to state the relevant policy:

Peace Corps volunteers are not to be regarded nor utilized as official members of the Mission and in particular they are not to be requested to undertake any formal or informal intelligence functions. They are to be treated in the same manner as are other responsible and loyal private American citizens resident in your area and are not to be singled out for intelligence interviews.

The strength of my conviction on this subject was underscored by my remarks before the National Advisory Council of the Peace Corps on May 22, 1961, when I said:

"The Peace Corps  
GROUP 3  
Downgraded at 12-year intervals,  
not automatically declassified.

(2)

FORM DS-323  
Classified by S - [Signature] in Rusk  
G:WA/John [Signature] on 3/22/63  
Clearances: S/S - Mr. Kriebel [Signature]

CONFIDENTIAL

FOR DEPT. USE ONLY  
 In  Out

Approved by: S - The Secretary [Signature]

CA-10410,

CONFIDENTIAL

-2-

"The Peace Corps is not an instrument of foreign policy because to make it so would rob it of its contribution to foreign policy ..... the Peace Corps is an opportunity for the nations of the world to learn what America is all about. This is one of the most important things our country can do in the world today. Outside of the shadows and struggles of the cold war, outside of the military rivalries which heighten dangers all over the world, outside of the constant sense of national advantage which pervades diplomacy, if the Peace Corps can let other peoples find out what this country is all about, we shall be surprised to discover how many allies America has all over the world."

To involve the Peace Corps, by accident or design, in any activity which is not within the purview of this statement would be to compromise the role of the Volunteer and jeopardize the Peace Corps and its purposes throughout the world.

I wish each Chief of Mission to make it clear that I expect Embassy staff, USAID, USIS, MAAG and CIA personnel to comply with the letter and spirit of these instructions.

RUSK

CONFIDENTIAL

IV-5 Cable from Secretary of State Hillary Clinton

UNCLASSIFIED STATE 00012309

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FM SECSTATE WASHDC

TO ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE

RUEHTRO/AMEMBASSY TRIPOLI 5558 BT

UNCLAS SECTION 01 OF 02 STATE 012309

FROM THE SECRETARY TO ALL CHIEFS OF MISSION

E.O. 12958: N/A

TAGS: AODE, AMGT

SUBJECT: PEACE CORPS-STATE DEPARTMENT RELATIONS

REF: 07 STATE 78240

**1. INTRODUCTION:**

In the context of this Administration's foreign assistance programs and initiatives to manage those programs and the U.S. presence overseas, I am delighted to take this opportunity to reaffirm to all Chiefs of Mission the basic principles that guide the Department's dealings with the Peace Corps. The President and I strongly support the objectives and purposes of the Peace Corps and wish to strengthen its capabilities and effectiveness in the years ahead. The Peace Corps is pursuing new opportunities in the twenty-first century, while also ensuring the safety and security of Peace Corps volunteers to the maximum extent possible. The State Department and all of our overseas missions are committed to helping in every way possible.

**2. PEACE CORPS' PURPOSE:**

As stated in the Peace Corps Act, the purpose of the Peace Corps is to promote world peace and friendship. The agency's essential role is threefold:

- A. to provide American volunteers to help meet the needs of the people of the host countries for trained manpower;
  - B. to help promote a better understanding of the American people on the part of the people served;
- and

- C. to help promote a better understanding of other people on the part of the American people. The Peace Corps makes a significant contribution to building international understanding and sympathy among people, an integral long-term objective of American foreign policy.

**3. RELATIONSHIP BETWEEN THE U.S. MISSION AND PEACE CORPS STAFF:**

A. To fulfill its responsibilities successfully and to retain its unique people-to-people character, the Peace Corps must remain substantially separate from the day- to-day conduct and concerns of our foreign policy. The Peace Corps' role and its need for separation from the day-to-day activities of the mission are not comparable to those of other U.S. Government agencies.

B. The President's Letter of Instruction and other relevant laws and regulations (including your delegated duties under the Diplomatic Security Act) outline your authority over and responsibilities for all Executive Branch employees, including Peace Corps staff. As Secretary of State, I am responsible for the "continuous supervision and general direction" of Peace Corps programs to ensure they are effectively integrated both at home and abroad, and "the foreign policy of the United States is best served thereby." Like my predecessors, I ask that you join me in exercising these authorities so as to provide the Peace Corps with as much autonomy and flexibility in its day-to-day operations as possible, so long as this does not conflict with U.S. objectives and policies. As Secretary Rusk stated in 1961, "The Peace Corps is not an instrument of foreign policy because to make it so would rob it of its contribution to foreign policy."

C. The Peace Corps Director will notify you of the selection of the Country Director to be assigned to the Mission, a decision reserved to the Director exclusively. Peace Corps Country Directors and staff members are U.S. officials and are a part of the U.S. Mission; as such they are covered by NSDD-38.

D. Peace Corps Country Directors and staff members are present in the country under a separate Peace Corps country agreement under which they have certain privileges, including tax and customs duties exemptions, but no immunities from the jurisdiction of the host government. Peace Corps employees should not be placed on the Mission duty roster or asked to assume Mission administrative functions or other responsibilities outside their Peace Corps duties except in unusual situations. Peace Corps officials are provided with official passports, not diplomatic passports. With regard to Mission descriptions of USG activities overseas, reference to Peace Corps activities in a Mission Strategic Plan should be limited, and confined to the Chief of Mission statement. The Peace Corps welcomes the Chief of Mission's assessment of the Country Director's or other staff members' performance for incorporation into the annual and on-going evaluation process by the Peace Corps of its employees.

E. The Peace Corps expects its employees to live at a level that appropriately reflects the Peace Corps' status as a grassroots, people-to-people, volunteer organization. Traditionally Peace Corps offices and staff residences have not been located in Mission compounds or in areas predominantly frequented by foreigners. As provided in section 691 of the Foreign Relations Authorization Act, Fiscal Year 2003, Public Law 107-228, to the degree permitted by security considerations, you should give favorable consideration to requests from the Peace Corps to maintain its offices at locations separate from the Mission and thus preserve this autonomy.

**4. PEACE CORPS VOLUNTEERS:**

A. For all relevant purposes, volunteers are not considered to be U.S. Government employees. They are not official members of the Mission and do not have diplomatic immunity. Generally you and other members of the Mission should not treat them as employees, but should treat them in the same manner as you do all other private American citizens resident in your area.

B. Volunteers are selected on the basis of technical expertise, motivation, and personal characteristics relevant to the Peace Corps' purposes of providing technical assistance and fostering improved understanding of the American people by host-country citizens and of host-country peoples on the part of the American people. They are expected to maintain an apolitical stance with respect to the political affairs in their countries of service.

C. In the absence of overriding security concerns, the Peace Corps is responsible for determining what volunteers will do and where they will be located in-country.

D. Peace Corps activities must be completely and absolutely separated from intelligence activities. There should be no contact whatsoever between anyone in the intelligence community and any Peace Corps volunteer or trainee. Peace Corps staff should not be included in meetings where defense or intelligence issues are discussed, unless volunteer safety is at issue.

**5. COUNTRY AGREEMENTS:**

The Peace Corps must obtain the Department of State's advice and approval before new programs are proposed or country agreements are negotiated. Embassies work closely with Peace Corps representatives in the process of negotiating, concluding, and when appropriate, terminating Peace Corps country agreements. The Department will follow the Circular 175 procedure set out in 11 FAM 700 in approving negotiation, conclusion, or termination of country agreements. Thereafter, the Peace Corps will ordinarily make direct contact with host governments and arrange for the implementation of country agreements. The Peace Corps representative will keep you fully informed and appropriately consult with you regarding the programs being planned and the number of volunteers involved. Before making a decision about terminating activity in a given country, the Peace Corps will conduct a thorough review in consultation with you and the Department of State. (As mentioned above, terminating a country agreement requires Department approval under Circular 175 procedures.)

**6. CLOSING:**

For nearly 50 years, Ambassadors and overseas Missions have assisted the Peace Corps, enabling more than 195,000 volunteers to demonstrate the American people's concern for the welfare of the citizens of other countries and their commitment to peace. The volunteers' success in those endeavors has enhanced significantly the image of the United States abroad. With your assistance, the Peace Corps will continue to fulfill its important mission. I rely on you to manage constructively the Peace Corps relationship at your post.

7. Minimize considered.

CLINTON

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## Appendix V-1

### V-1 Description of the Integrated Planning and Budgeting System as it Relates to Posts

For purposes of this analysis, the assessment team focused primarily on those aspects of the Integrated Planning and Budgeting System (IPBS) process that affects the agency's planning and budgeting process for posts.

The FY 2010 – 2012 planning and budgeting process began in February of 2009<sup>1</sup> with the distribution of a guidance document for overseas posts on the process – the “Post Strategic Plan (FY 2010 – 2012) and Budget; as well as the “Current Operations Enhancements / Reductions<sup>2</sup>. In this document, country directors were provided guidance by the Acting Director that included estimates of possible funding levels for the rest of FY 2009<sup>3</sup>, FY 2010, FY 2011 and FY 2012. The Acting Director's planning guidance specifically stated that:

“FY 2009: .... If our appropriation is passed at or near the full FY 2009 President's budget request to Congress (\$344 M), this would allow us to put in place infrastructure to set the stage for growth in the coming years.”

“FY 2010: We anticipate a higher level of funding to support growth of approximately 10% in the number of trainees relative to FY 2009 TI levels.”

Country directors and their staff were asked to focus plans for growth on existing successful programs rather than on the expansion into new program areas, and also directed the posts to specify the necessary infrastructure and staffing to support modest growth levels projected for FY 2010 and the more aggressive growth levels that were anticipated for FY 2011. Specifically the Director's Guidance stated that:

“Your planning assumptions for FY 2010 must include the identification of the necessary infrastructure and staffing necessary to support this very modest growth level. It is essential that whatever growth take place that it be well supported and accomplished within existing projects. We will not be able to support expansion into new project areas or regional expansion so factor this into your planning. It is also essential that your planning anticipate those resources and strategies needed to support FY 2011 growth levels.”

The guidance for FY 2011 and beyond stated that:

“FY 2011: We anticipate an even higher level of funding that will allow for a growth of approximately 25% in the number of trainees relative to FY 2009 levels...”

“Your planning assumptions for FY 2011 must include the identification of the necessary infrastructure and staffing necessary to support this modest growth level. It is essential that whatever growth take place that it be well supported and that we begin to explore and define expanded projects and sub regions at our posts. It is also essential that your planning anticipate those resources and strategies needed to support FY 2012 growth levels.”

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<sup>1</sup> The dates provided are specific to the process as it occurred in 2009, however, these dates do not vary significantly from year to year.

<sup>2</sup> “Guidance for the development of the Integrated Planning and Budget System Submission FY 2010 – 2012 for Overseas Posts” prepared by the Office of Budget and Analysis, Office of the Chief Financial Officer and the Office of Strategic Information, Research And Planning, February 2009.

<sup>3</sup> At the time, the Peace Corps was operating under a continuing resolution with funding at the FY 2008 level.

“FY 2012: We anticipate an even higher level of funding that will allow for a growth of approximately 45% in the number of trainees relative to FY 2009 levels.”

Working with this guidance, the country directors and their staff developed their respective FY 2010 – 2012 strategic plans along with their requests for budget enhancements or reductions over the three year planning period. These were submitted in March of 2009 to the respective regional directors at headquarters for analysis. The analysis involves a review of the information submitted by each country, the perceived strength of the each country’s program and management structure, past performance, overall level of available of resources, as well as the types of programs and Volunteer skills requested. The process may go through several iterations with the country directors before the regional directors and their staff prepare summary strategic plans and requests for budget enhancements or reductions for the Director’s office.

Based on these presentations, along with senior staff input, the Director’s office makes the internal planning and budget decisions for the upcoming fiscal year and provides guidance for preparation of the OMB submission for the following year. The regional directors then pass back these decisions along with any relevant feedback to their respective country posts so that they can begin the next step in the process. The overall review and decision making process took place in April and May of 2009, with the Director's decisions being made and communicated back to the field by June 2009.

The next step in the process was the preparation of the final operating plan and budget for FY 2010 by the country posts and each headquarters office. The operating plans and budgets are based on the goals and objectives from each unit’s rolling three year strategic plan, however, they focus specifically on the next twelve months. The posts use these operating and budget plan submissions to detail any requests for assistance they might require from the Office of Overseas Programming and Training Support, and any other assistance that the country posts requires from headquarters. The preparation and submission of these operating and budget plans occurred in July of 2009.

The final step in the planning process was the review of the operating budgets by the regional directors, and the rolling up of these budgets regionally for agency review. The Directors’ office, with senior staff input as required, makes a final determination on the budgets along with any new resource allocation decisions required. This last step occurred in August and resulted in the FY request to the OMB in September of 2009.

V-2 Characteristics of a Well Run Post and Region

An Ideal Post

- A well qualified, experienced and trained country director, with strong leadership ability;
- A motivated and well trained staff, sufficient in number and experience levels to train and support their Volunteers;
- A system designed to meet safety and medical needs;
- A budget sufficient to run a high performing post;
- A transparent management system that encourages participation and team work, rewards honest effort and holds all parties, Volunteers as well as staff, accountable for meeting clear and consistent expectations; and,
- Volunteers highly engaged in meaningful projects and assignments and at well-developed sites.

An Ideal Region

- A well qualified, experienced regional director, with strong leadership ability;
- A highly competent senior management team with field experience and capacity to manage the region during transitions in the regional director positions;
- A motivated, well trained, and well-utilized desk staff, sufficient in number and experience levels to support their posts;
- A clear, concise and easily communicated compilation of region-wide policies and procedures;
- A budget sufficient to finance high performing posts, allocated in a transparent and equitable manner;
- A management system that encourages participation in decision-making, rewards honest effort and holds all parties accountable for meeting clear and consistent expectations.

V-3 Executive Summary: Analysis of the Peace Corps Workforce and Employment-Related Authorities and Regulations

**Analysis of the Peace Corps Workforce  
and Employment-Related Authorities and  
Regulations**

**Contract No. PC-04-8-061**



**Final Report**

**September 22, 2004**

**William I. Bacchus and James Michel  
Consultants**

## EXECUTIVE SUMMARY

This report is about the unique personnel system of the Peace Corps, which relies on a U.S. workforce that serves almost exclusively under limited appointments rather than in career status. A “five-year rule,” dating from 1965, was intended to preserve a fresh outlook and openness to innovation. It is still widely supported but, as a cause of unusually high staff turnover, it is also gives rise to concern. The Peace Corps, like any organization, needs a workforce that possesses knowledge, experience and mastery of specialized skills. That need is in tension with the explicit objective of encouraging enthusiasm, risk taking and openness to new ideas through a constant infusion of new people. The sharp difference of views about the five-year rule underlies all other issues about the Peace Corps workforce.

Legislation enacted in 2003 has authorized the Peace Corps Director to make appointments without regard to the five-year rule when they involve the safety of Peace Corps volunteers. The present report analyzes the Peace Corps workforce and employment-related authorities and regulations with respect to the exemption of safety-related positions from the five-year rule. It also examines the use of existing authorities to optimize the safety of volunteers and Peace Corps efficiency. Finally, it proposes consideration of a new Agency-wide authority for multiple limited appointments, based on Agency need and individual performance, as an alternative to different systems for similarly situated employees in different skill categories.

The Peace Corps Director designated 23 positions (listed at Annex 1) as safety-related and exempt from the five-year rule in November 2003. Incumbents and new appointees to those positions have been given noncareer indefinite appointments. The Director could have provided a different level of exemption under the broad authority of the statute. As an alternative to appointments of indefinite duration he could have established a system of multiple limited appointments, with renewals subject to rigorous checks on performance and Peace Corps needs.

The initial decision to fill the 23 exempted positions by appointments of indefinite duration allowed expeditious and visible expression of the Peace Corps’ commitment to volunteer safety. It was a straightforward, timely response to the new legislative authority. However, there are costs to this approach and the creation of a small group of individuals with significantly different status than other Peace Corps employees is a potential cause of future difficulties. These difficulties could be considerably ameliorated if appointments to exempted safety-related positions were made for a specific period, renewable for second, third, fourth, or even subsequent tours, with each renewal dependent on satisfying explicit standards for assessing Agency needs and employee performance.

The Director demonstrated a conservative approach to the identification of the initial positions to be exempted. Nineteen were in the Office of Safety and Security (including nine overseas); three were regional safety and security coordinators in the Regional Directorates; one was a physician in the Office of Medical Services. That conservative approach was appropriate and each of the 23 positions warranted exemption. There is no mechanical formula that can be applied to

identify additional positions for possible exemption. However, following the same conservative approach used for the initial 23 designations, the following criteria can help to guide decisions:

1. Does the position involve the exercise of functions clearly and directly related to volunteer safety?
2. Do the safety-related functions of the position constitute a substantial part of the responsibilities of the position?
3. Do those safety-related functions have a significant impact on the safety of volunteers?
4. Would continuity in the exercise of those functions tend to enhance their effective performance and be otherwise desirable?
5. Are other positions with comparable duties already designated for exemption?

Applying those criteria, and assuming that the Agency will choose to manage all exempted safety-related positions through multiple limited appointments rather than through appointments of indefinite duration, we recommend that the Director consider designating additional positions as listed below. Some of those recommended positions are dedicated largely to safety and security; others have additional responsibilities but have a significant impact on safety and security – including by virtue of their contributions to the effectiveness and efficiency of overall operations.

***Dedicated Positions (Narrow Implementation) – 11-14 Positions***

- A second Safety and Security Coordinator in Each Regional Directorate (3).
- Chief, Clinical Programs, OMS (1).
- Information Technology Security Team Members, CIO (2-3).
- Investigators, Office of Inspector General (3-5).
- Associate General Counsel (1).
- Compliance Officer (1).

***Significant Positions (Broader Implementation) – 9-13 Positions***

- Administrative Officer or Other First Line Manager in Each Regional Directorate (3).
- Administrative Officer or Other First Line Manager in Other Major Organizational Entities (6-8).
- Project Design and Volunteer Training Senior Position (1).
- Deputy Director, Office of Medical Services (1).

Other management issues for exempted safety-related positions need to be addressed. These include the need for rotation of employees serving for a long time in one position, especially those assigned overseas. A related issue is the need for measures to provide some opportunities for advancement. Employees in exempt positions will be unable to seek advancement by competing for vacancies that may occur in nonexempt positions without losing their exempt status.

The Peace Corps can be expected to experience a high turnover of personnel, since most of its employees remain subject to the five-year rule. Existing personnel authorities and available

management systems can help to manage the consequent differences, looking beyond the staffing of safety-related positions to broader management issues.

The Peace Corps' practice of offering initial appointments limited to 30 months apparently causes some to decline Peace Corps employment and causes others to begin exploring employment alternatives fairly early in their initial tours. In the search for individuals with strong skills in common government-wide functions, the Peace Corps is competing with other federal agencies that are able to offer longer tenure. The Agency should expand on its successful experience with recruitment for auditors in the Office of Inspector General and offer initial 60-month appointments for positions identified as hard to fill.

The majority of Peace Corps employees leave before the expiration of their first or second tours. There is no empirical data to show why so many employees leave so quickly. Nevertheless, logic suggests that an employee who is approved for a second or third tour is less likely to initiate a job search. This, in turn, suggests the advisability of establishing an Agency-wide practice of making decisions on the renewal of appointments six months to a year before the expiration of the current appointment.

Existing law permits up to 15 percent of those Peace Corps employees subject to the five-year rule to serve under "third tour" appointments extending up to 30 months beyond five years. In addition, the Director can extend a limited appointment for up to one year on an individual basis. These authorities are used far less than the law would permit. More vigorous use, through transparent procedures, could help to achieve greater workforce stability. Earlier decisions on additional tours might help to cause more employees to complete their limited appointments, creating more situations to arise when authorities for extensions and third tours will be relevant.

The Peace Corps has an array of authorities to obtain services from experts and consultants, other federal agencies, and contractors. It uses those authorities to some extent at present. The Agency should undertake a systematic analysis to determine how these authorities might better contribute to a comprehensive effort to use all appropriate authorities to meet human resource needs.

Because the Peace Corps will surely continue to experience significant turnover it cannot rely entirely on individual memory and knowledge. It must have in place management systems that help assure continuity of operations. The Peace Corps Director has wisely mandated the production of continuity manuals for all Peace Corps offices. Additional measures the Agency might consider include an update of regulations and a policy of primary reliance on standardized approaches and off-the-shelf equipment and technology.

Needs for workforce stability are not limited to safety-related positions. The retention of some individuals not serving in safety-related positions could sometimes be the best way to improve volunteer safety as well as enhance Peace Corps performance in other ways. The Agency's needs might best be met by legislation permitting multiple limited appointments for any employee demonstrating excellent performance of needed functions. Such a general authority

would treat similarly situated employees in different skills categories in a similar manner. It would also ease management problems of employees in the limited number of safety-related positions, such as rotation for those assigned overseas. This proposal would return all Peace Corps direct hire employees to a single personnel system with the virtues of simplicity, clarity and equity. We believe the multiple limited appointments approach is the best option for Peace Corps operations in the early 21<sup>st</sup> Century.

All of the themes addressed in this report raise policy questions on which there is room for differences of opinion. This study is based on research that has been confined to public documents, Peace Corps records, and interviews with the Agency's current senior managers and staff. These issues should be pursued further with appropriate stakeholders in the Executive Branch, Congress, and elsewhere. Our recommendations are offered in the hope that they will contribute to the safety of volunteers and the efficiency and effectiveness of the Peace Corps.

V-4 Summary of Intergovernmental Personnel Act – Employee Details to the Peace Corps

**Intergovernmental Personnel Act (IPA)  
Assignments to the Peace Corps**

**1. Law.** 5 USC sections 3371 through 3375. **Regulations.** 5 CFR Part 334

**2. IPA Assignments.** An IPA assignment to the Peace Corps can be either a **detail or appointment**. [Peace Corps employees can also be assigned from the Peace Corps to an IPA organization.]

**3. “Five-year” and “in-out” rules not applicable to IPA assignments.** IPA assignments are made under the authority of the IPA, not the Peace Corps Act and, as such, are not subject to the “five-year” and “in-and-out” rules on Peace Corps appointments. Thus, an employee who has left the Peace Corps can come back to the Peace Corps as an “IPA employee” without regard to the “in-and-out” rule.

**4. Duties.** Unlike experts or consultants, an IPA employee can perform any of the duties of a federal employee, including supervision of Federal employees, and can be assigned to a regular Peace Corps position, including overseas positions.

**5. Eligible Organizations.** IPA employees can come from State and local governments, Indian tribal governments, institutions of higher education and **“other organizations.”**

**6. “Other organizations” are:**

**a. A nonprofit organization which is certified as offering, as one of its principal functions, professional advisory, research, educational, or development services, or related services, to governments or universities concerned with public management as certified;**

b An association of State or local public officials;

c. A national, regional, Statewide, area wide, or metropolitan organization representing member State or local governments; or

d. A federally funded research and development center.

**7. Certification of “Other Organizations.”** Agencies are now responsible for certifying the eligibility of “other organizations” for participation in the mobility program. Previously, this certification had to be done by the Office of Personnel Management.

If an organization has already been certified by an agency, this certification is permanent and may apply throughout the Federal Government. Another agency can accept this certification or require an organization to submit the appropriate paperwork for review.

**6. Length of Assignment.** Assignment agreements can be made for up to four years. An employee who has served for four continuous years on a single assignment may not be sent on another assignment without at least a 12-month return to duty with his or her regular employer.

**7. Reimbursement for Assignment.** Cost-sharing arrangements for mobility assignments are negotiated between the participating organizations. The Federal agency may agree to pay all, some, or none of the

## Summary of Intergovernmental Personnel Act – Employee Details to the Peace Corps

costs associated with an assignment. Costs may include basic pay, supplemental pay, fringe benefits, and travel and relocation expenses.

**8. Status of IPA Appointees.** Non-Federal employees on assignment to a Federal agency by appointment are Federal employees for the duration of that appointment and have all the rights, benefits, and privileges associated with that appointment. This includes eligibility for awards given under the authority of 5 USC chapter 45.

**9. Status of IPA Detailees.** Non-Federal employees on detail to Federal agencies remain employees of their permanent organizations for most purposes. Detailees are not eligible to enroll in Federal health benefits programs, group life insurance, or the Civil Service Retirement System (CSRS).

A detailee may be assigned to an established, classified position in the Federal agency, or may be given a set of ad hoc, unclassified duties, relevant only to the specific assignment project. A detailee assigned to a classified position is entitled to earn the basic rate of pay, including any locality payment, which the duties of the assignment position would warrant under the applicable classification and pay provisions of the Federal agency. If the detailee's non-Federal salary is less than the minimum rate of pay for the Federal position, the agency must supplement the salary to make up the difference.

If the detailee is detailed to a set of unclassified duties, the assignee continues to be paid directly by the non-Federal organization at a rate of pay based on the assignee's non-Federal job. The Federal agency may agree to reimburse the non-Federal organization for all, some, or none of the costs of the assignment.

Detailees are eligible to participate in alternative work schedule arrangements of the Federal agency to which they are assigned. Detailees are covered under their permanent employer's leave system. The assignment agreement will specify how the permanent employer will be notified of leave taken and how the use of leave will be approved. The agreement will also spell out what holidays will be observed by the assignee.

VI-1 Staging Survey



*Please take the next five minutes to complete this voluntary survey about your application process experience. This survey asks important information not available to Peace Corps from any other source. All responses will be confidential; no individual will be identified in our analysis and reports. Thank you for sharing your information about your Peace Corps application experience and welcome to Peace Corps!*

1. What other options were you considering when you applied to be a Peace Corps Volunteer?  
*Please mark all that apply.*
  - Continue with education (undergraduate or graduate school)
  - Job in the government (federal, state or local)
  - Domestic volunteer opportunities (e.g. AmeriCorps)
  - International volunteer opportunities
  - Other; *please specify:* \_\_\_\_\_
  - No option other than Peace Corps
  - Academic fellowship
  - Job in the non-profit sector
  - Job in the private sector
  - Teaching English overseas
  - Retirement
  
2. What prompted you to submit an application to the Peace Corps? *Please mark all that apply.*
  - Attending a recruitment event
  - Returned Peace Corps Volunteer (RPCV) you know personally
  - Family/Friends
  - Peace Corps website
  - Other; *please specify:* \_\_\_\_\_
  - Personal Interest in Peace Corps
  - Speaking with a Recruiter
  - RPCV public talk
  - Advertisement
  
3. From the time you decided to apply to the Peace Corps, how long did it take you to submit an application?
  - Immediately
  - Less than 1 month
  - 1-3 months
  - 3-6 months
  - 6 months
  - More than 6 months



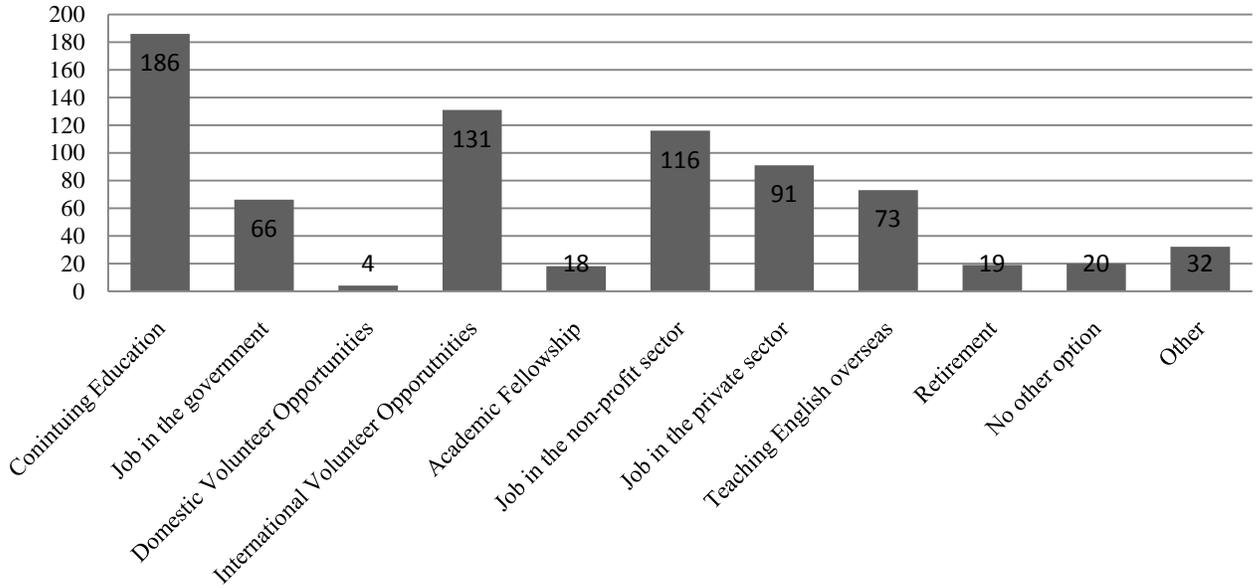
14. Please identify up to three ways Peace Corps could improve the application process.

- 1.
- 2.
- 3.

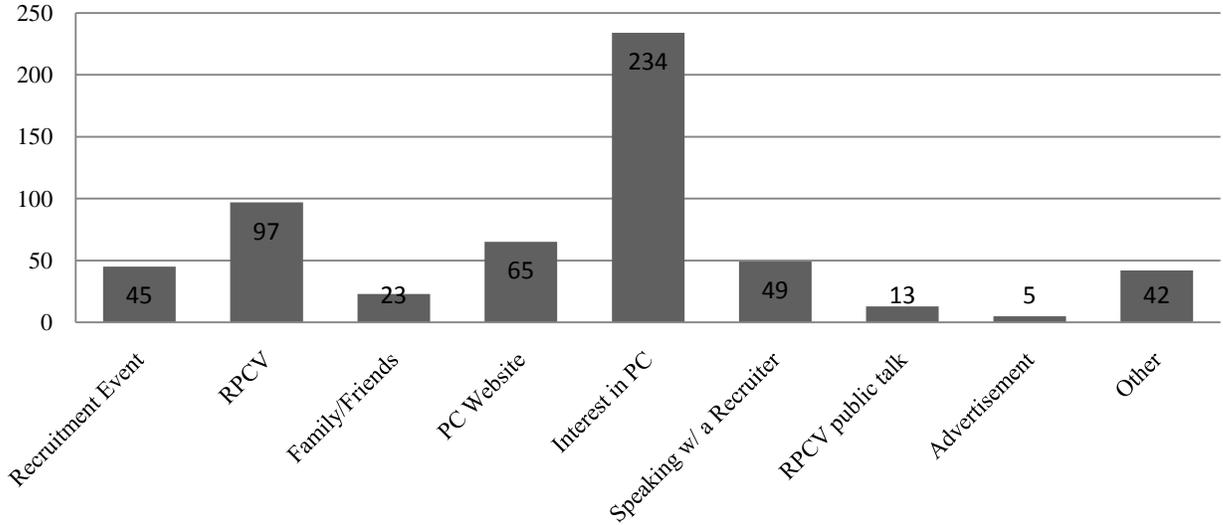
***Thank you again for helping us to learn more about your application experience! Please drop your completed survey in the envelope provided here at staging.***

VI-2 Staging Survey Results

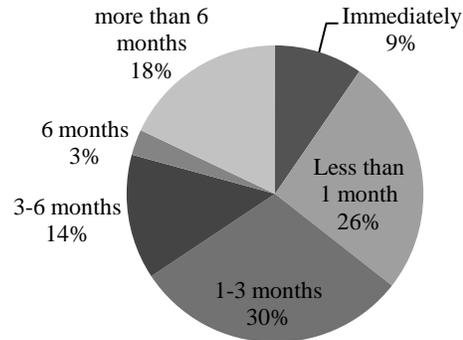
1. What other options were you considering when you applied to be a Peace Corps Volunteer?  
Please mark all that apply.



2. What prompted you to submit an application to the Peace Corps? Please mark all that apply.



3. From the time you decided to apply to the Peace Corps, how long did it take you to submit an application?



4. After you submitted your application until you arrived at staging, did you continue to pursue other options (job, graduate school, etc.)?

Yes (170)

No (151)

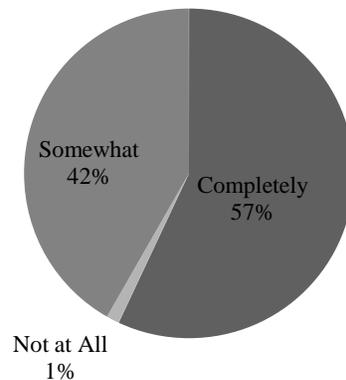
5. Please describe why you did or did not pursue other options during the application process:

6. Did you pass up other options (job, graduate school, etc.) because you were waiting for an offer from the Peace Corps?

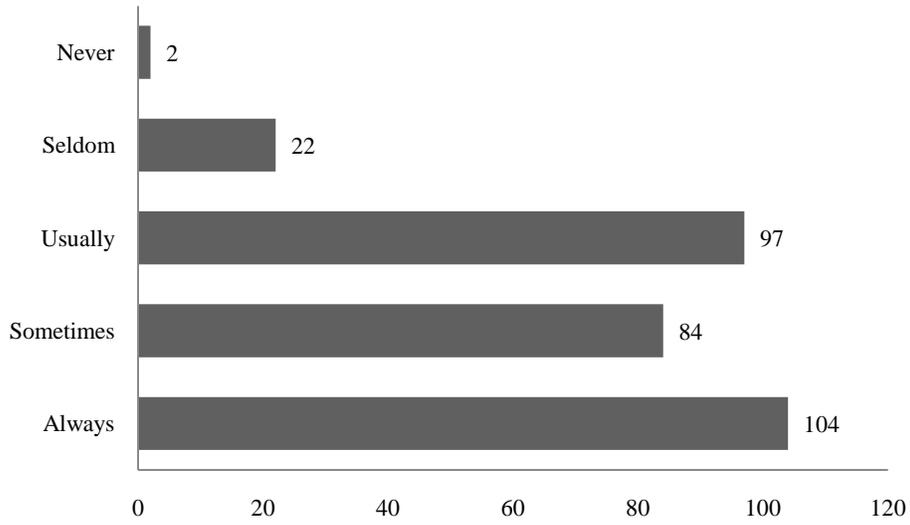
Yes (79) *please specify:*

No (239)

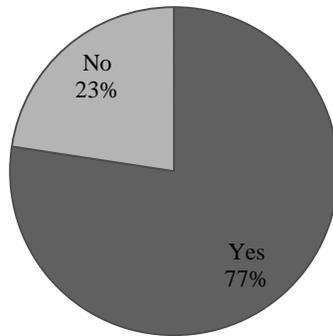
7. How well did you understand the steps (recruitment, placement, and medical clearance) in the application process?



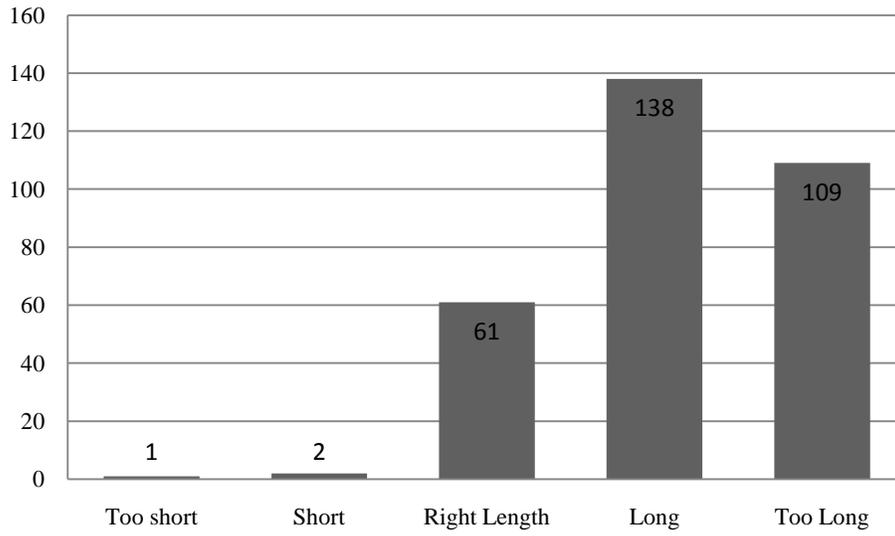
8. Did you know who to contact if you had a question during the application process?



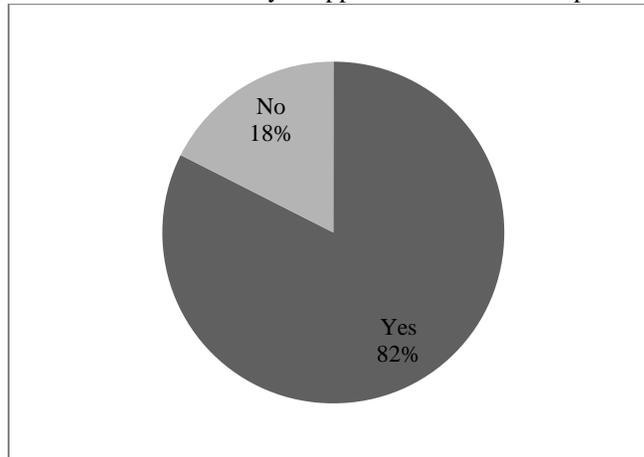
9. Did Peace Corps provide you with an accurate description of the length of the application process?



10. In your opinion, was the amount of time between when you submitted your Peace Corps application and your arrival at Staging:

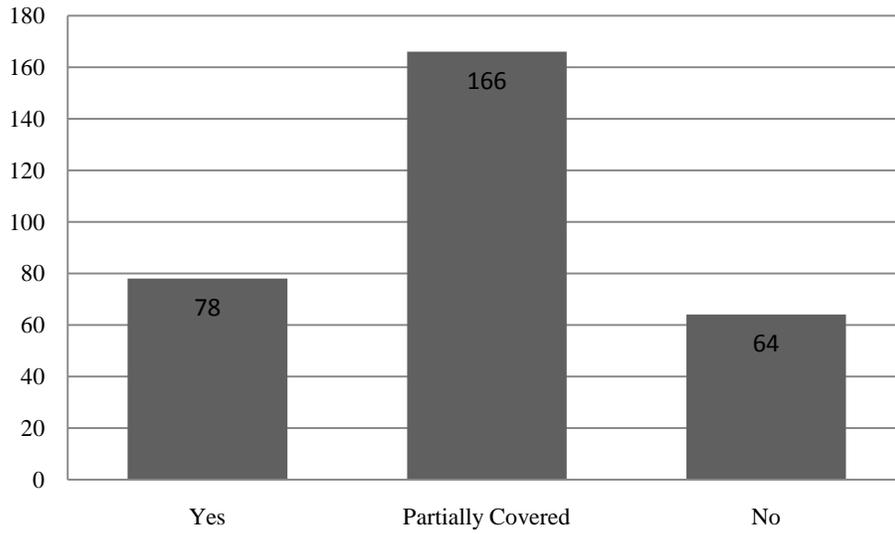


11. Did you have medical insurance when you applied to the Peace Corps?



Appendix VI-2

12. Were your medical and dental expenses covered by your insurance?



13. How much were your out-of-pocket medical and dental expenses in connection with your medical clearance? *Please estimate these costs.*

**Median \$300.00**

**Average \$722.00**

14. Please identify up to three ways Peace Corps could improve the application process.

- 1.
- 2.
- 3.

Appendix VIII-1

VIII-1 2009 Annual Volunteer Survey Results on Pre-service Training

D. Training for Peace Corps Assignment

*This section reports Volunteers' assessments of the effectiveness of their Pre-Service Training and In-Service Training at post. In-Service Training (IST) includes: Reconnect; Technical IST; Mid-Service and Close of Service conferences; project management/leadership conferences; and other post-sponsored training sessions.*

**D1: (PCVs at post 18 months or less) How effective was your Pre-Service Training (PST) in preparing you to--**

	Not effective	Poor	Adequate	Effective	Very Effective	NA/No training	Total
Manage cultural differences	1%	5%	29%	43%	22%	0%	2972
Deal with adjustment issues	1%	6%	33%	43%	17%	1%	2965
Work with counterparts/community partners	3%	22%	43%	24%	7%	1%	2970
Use language needed in work and social interactions	3%	10%	26%	35%	26%	1%	2967
Perform technical aspects of your work	6%	19%	35%	26%	12%	3%	2963
Work on your project goals and objectives	3%	14%	38%	32%	11%	2%	2963
Conduct a participatory community needs assessment	4%	14%	35%	30%	15%	3%	2970
Monitor your project goals and outcomes	3%	16%	40%	30%	8%	3%	2948
Maintain your physical health	2%	6%	24%	38%	29%	2%	2971
Maintain your mental/emotional health	2%	9%	28%	38%	22%	1%	2970
Maintain your personal safety and security	1%	2%	17%	38%	41%	2%	2967

**D5: How effective was your In-Service Training (IST) in preparing you to—(all Volunteers)**

	Not effective	Poor	Adequate	Effective	Very Effective	NA/No training	Total
Manage cultural differences	2%	6%	34%	34%	13%	11%	4079
Deal with adjustment issues	2%	7%	34%	36%	12%	10%	4072
Build and strengthen working relationships with counterparts/community partners	3%	14%	32%	33%	13%	5%	4073
Use language needed in work and social interactions	4%	11%	29%	27%	16%	12%	4060
Perform technical aspects of your work	3%	13%	31%	34%	14%	5%	4067
Work on your project goals and objectives	2%	9%	30%	37%	17%	4%	4055
Conduct a participatory community needs assessment (e.g.,PACA)	4%	11%	32%	24%	10%	19%	4060
Monitor project goals and outcomes	2%	11%	35%	34%	12%	6%	4054
Maintain your physical health	2%	5%	27%	32%	21%	14%	4068
Maintain your mental/emotional health	3%	7%	27%	33%	18%	12%	4069
Maintain your personal safety and security	2%	3%	24%	34%	27%	11%	4058

VIII-2 Global Online Village

**Peace Corps Global Online Village**

*- a vision to enable Volunteers and Staff to share information, training, informal learning and discussion across the globe*

In order to meet the need of providing up-to-date technical information, learning opportunities, the ability to share documents of various types and conduct ongoing discussion among staff and volunteers serving throughout the world, representatives from the Regions, CIO and OPATS envision the implementation of a central portal (doorway) to a variety of integrated online resources.

The Global Online Villages will provide a variety of functional elements to staff, volunteers and selected host country and other agency partners – with the ability to selectively set different levels of user permission to access various aspects of the site:

- **The ICE Collection** – digital versions of these Peace Corps technical publications and a digital version of the catalog of the collection.
- **Collected Information Sources** – categorized listings and access to topic specific areas of technical interest and learning opportunities available from other sources
- **Central Search Gateway to Targeted Topic Related Websites** – the ability to effectively and easily search for and find highly relevant technical information by aiming the search engine to selected, topic related sites
- **Headquarters Generated Staff Training** – registration, access, and tracking of staff training opportunities offered in variety of formats (self-paced online learning, leader facilitated online learning, WebExs, podcasts, and blended solutions involving both online and face-to-face components) for the continuum of learning
- **Post Generated Staff Training** – creating the opportunity for staff at post to create and put online training courses to contribute to international information sharing and the continuum of learning
- **Off-the-Shelf Professional Development Courses for Staff** – providing an immediate means to contribute to staff development through the use of online courses on topics like business and management skills, leadership, and business communication offered by a third party in English and a variety of other languages
- **Post Generated Volunteer Training Material** – creating the opportunity for staff at post to share lesson plans, learning objectives, training materials (in a variety of formats) and conduct ongoing online discussions with each other, across the globe
- **Volunteer Generated Informal Learning and Project-Related Material** – creating the opportunity for Volunteers to share work-related information, documents (in a variety of formats) and conduct ongoing online discussions with each other, across the globe
- **Discussion forums, wikis and other online collaborative tools** - creating the opportunity for Volunteers and staff to engage in ongoing discussions centered on projects, training, and other topics as well as contribute to collaborative efforts in document /video/podcast creations.

The Global Online Village will require the use and integration of two Internet-based technologies: a learning management system and a content management system.

### **What is a Learning Management System?**

**Short Answer:** analogous to an online classroom

A Learning Management System (LMS) is software for developing, delivering, tracking and managing training. Learning Management Systems often include the following capabilities:

- Manage users, roles, courses, and instructors
- Web-based or blended learning course delivery
- Import courses created using other development tools
- Course calendar, site-wide and course specific notices, RSS feeds, etc.
- Assessment / testing
- Track, record, display and report on a variety of course and learner statistics

In addition to these general features, the LMS should also include the capability for a non-technical person to:

- Create, designate and assign numerous “learning spaces” within the LMS to Agency entities (for example Posts, Regions, and/or Sectors).
- Administer / manage this designated “learning space”, using Agency guidelines.
- Use learning material in a large variety of formats including: Imported courses, self-paced online courses, instructor-facilitated blended learning, access to Webinars (live/recorded), digital video, discussion forums, digital audio, wikis (collaborative document creation), chats (real-time text-based discussions), and quizzes (with items aligned to objectives).

### **What is a Content Management System?**

**Short Answer:** analogous to an online library

A Content Management System (CMS) is a web-based software program used to create, edit, publish online, manage, and effectively search for various kinds of digital media. The content managed may include computer files, image files, audio files, video files, electronic documents and Web content. Leading CMSs also include a number of online collaborative work tools like Wikis, Discussions, Commenting, and Ratings.

In addition to these general features, the CMS should also include the following capabilities:

- A powerful, yet easy-to-use search capability that is effective in filtering, identifying and returning results that closely match the search parameters. This is the very foundation of an effective CMS.
- The capability to include contributions from staff, Volunteers, and local country counterparts via an Internet connection.
- Easy-to-use features that allow non-technical users to create private “spaces”, groups, and discussions and determine “rules” for admittance and contributions to these private areas, based on Agency guidelines.
- Easy-to-use features that allow non-technical users to create new web pages within their designated private area.
- Easy-to-use features that allow non-technical users to upload / review / approve / post / comment on and rate contributions.
- Effective versioning control of these contributions.
- The capability to easily index and identify “authorship” and responsibility for maintenance for each contribution.
- The capability to handle an extensive database of files.

## Appendix IX-1

### IX-1 Global Partnership Summary for FY 2009

Peace Corps Posts reported collaboration with 164 international partners. In all, there were 499 specific references to collaboration with these partners.

#### International partners:<sup>4</sup>

- 120 (or 73%) International NGOs
- 12 (or 7%) International agencies (e.g., FAO, UNAIDS, etc.)
- 7 (or 4%) US Government agencies (e.g., USDOS, USAID, etc.)
- 7 (or 4%) Third country bilateral (e.g., JICA, GTZ, etc.)
- 6 (or 4%) United States universities
- 6 (or 4%) International private sector organizations (e.g., Colgate, Dell)
- 6 (or 4%) Nonprofit bilateral support organizations (e.g., Friends of Bulgaria)

#### Level of collaboration:<sup>5</sup>

- 175 (or 35%) informal collaborations
- 144 (or 29%) partnerships in development
- 137 (or 27%) signed agreements
- 31 (or 6%) “not specified” as to type
- 12 (or 3%) listed as “other”

#### Type of support:<sup>6</sup>

- 276 (or 28%) materials
- 260 (or 26%) support training for pre-service or in-service Volunteer training
- 165 (or 17%) financial
- 117 (or 12%) Volunteer assignment
- 55 (or 5%) Volunteer housing
- 117 (or 12%) other Volunteer support

It should be noted that posts also collaborated with 590 host government agencies and 369 local NGOs or local private sector companies.

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<sup>4</sup> The type of organization was originally reported by post staff and either verified or adjusted by HQ staff based on research of the individual organizations. Percentages are based on the number of unique partners (165).

<sup>5</sup> This includes all reported collaborations. The data may include different levels of collaboration for the same organization if different countries partnered with the organization.

<sup>6</sup> Note that these percentages are not mutually exclusive. A reference could include more than one type of assistance.

**Principal partners** (largest number of posts mentioning collaboration):

<b>International Organization</b>	<b>Total posts</b>	<b>Sector(s) Support</b>	<b>Type of Collaboration</b>
USAID (United States Agency for International Development)	42	All	Small grant support (SPA), training, technical assistance, Volunteer assignment, housing, materials
US PEPFAR (President's Emergency Plan for AIDS Relief)	24 <sup>7</sup>	Health	Financial support, technical assistance
US DOS (United States Department of State)	18	Health, Youth, Education, Business	Volunteer assignment, technical assistance, financial support, project collaboration, resources
UNICEF (United Nations Children's Fund)	15	All	Technical assistance, materials, training, Volunteer assignment, financial support
World Vision	12	Business, Youth, Education	Volunteer assignment, housing, staff coordination, training, resources, financial support
Junior Achievement	11	All	Training for Volunteers and counterparts, program materials

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<sup>7</sup> Reflects PEPFAR funding for projects at the post level. Does not include the total number of posts or projects receiving PEPFAR funds for training and other PEPFAR related activities.

IX-2 List of Organizations that Collaborated with the Peace Corps in FY 2009

**International NGOs**

Academy for Education and Development (AED)	Engender Health Kenya
4-H (National/Local)	Engineers Without Border (US Chapters)
American Bar Association (ABA) International Liaison Office	Eurasia Foundation of Central Asia
ACDI/VOCA	Fair Trade Labeling Organization
Amazon Conservation Team (ACT)	Family Health International –FHI
ACTR-ACCELS (American Councils for International Education)	Forum of African Women Educationalists (FAWEMA)
Adventist Development and Relief Agency (ADRA)	Feed the Minds Campaign
African Economic Foundation	Food For The Poor
African Library Project	Future in Our Hands
Africare	Girl Scouts
Against Malaria	Global Sustainable Tourism Alliance (DSTA)
Aide et Action	Global Brigades
AidsRelief	Grassroots Soccer
Anamed	Habitat for Humanity
Appui Technologique aux Educateurs et Communautés (ATEC)	Health Alliance International
AVRDC (The World Vegetable Trade Center)	Health Right International
Bird Life International	Heifer Project International (HPI)
Bridge	Helen Keller International (HKI)
British Council	Honey Care Africa
CARE International	ICRAF( Word international Agroforestry center)
Carter Center	ICRISAT (International Crops Research Institute in Semi-arid Tropics)
CASALS & Associates	Institute for the Development of the Informal Sector (IDESI)
Catholic Relief Services	Inades Formation
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE). (Tropical Agriculture Research and Higher Education Center)	Innovation for Poverty Action
CHANGES2 - (Community Healthy and Nutrition, Girls Education), a project of the American Institutes for Research	Inter-America Institute for the Cooperation in Agriculture (IICA)
Cooperative Housing Foundation (CHF)	Interchurch Medical Assistance (IMA) World Health InterConnections
Citizen Network For Foreign Affairs	International Center for Soil Fertility and Agricultural Development (IFDC)
Cooperative League Union Sustainable Agriculture (CLUSA)	International Crops Research Institute for Semi-Arid Tropics (Icrisat)
Coaching for Hope	International Justice Mission
Concern Universal	International Relief and Development (IRD)
Conservation International	International Research and Exchanges Board (IREX)
Cosecha Sostenible Internacional (International Sustainable Harvest)	I-Tech
Counterpart International	Junior Achievement (JA)
Courts for Kids	Kids to Kids International
Deaf Connection	Live and Learn
Digital Development Communication (DDC)	Liverpool VCT
	Living Waters for the World
	Malaria No More

## List of Organizations that Collaborated with the Peace Corps in FY 2009

Maries Stopes	Rotary International
Mercy Corps	Save the Children
Missouri Botanical Garden	Seeds of Help
National Cooperative Business Association (CLUSA International)	Share, Intervida, Global Water
National Alliance of State & Territorial AIDS Directors	Societe Internationale des Missionnaires (SIM)
Norweign Lutheran Mission	Society For Family Health
Operation Hope	Soros Foundation in KR
Pacific Island Applied Geoscience Commission (SOPAC)	SOS Children's Village
Pacific Regional Initiative to Develop Education	Special Olympics
Pan American Health Organization	Starfish
Pan-American Development Foundation (PADF)	Stove Team International
Pan-American Social Marketing Organization	Strategies for International Development (SID)
Pathfinder International (Geracao BIZ)	Sustainable Harvest
Petroleum Trust Fund (Donor agencies in education (PTF))	Teacher to Teacher (Alaska to El Salvador)
PLAN International	Terre des Hommes
Population Services International (PSI)	The Asia Foundation
Program For Luapula Agricultural Rural Development	The Nature Conservancy
Project Bokonon	Tostan
PROMIPAC (Pest control program in Central America)	Trees for the Future
QUESTT - Quality Educational Services Through Technology, a project Educational Development Center	Water Charity
Rainforest Alliance	Waterlines/ Synergy
Red Cross/Red Crescent	West African Examinations Council (WAEC)
Reproductive Health Institute	Wildlife Conservation Society
Right To Play	Winrock International
Roma Education Fund	Women In Technology
	World Education
	World Health Organization
	World Lutheran Federation
	World Vision
	World Water Monitoring Day (WWMD)
	World Wildlife Fund (WWF)
	Volunteer Service Overseas (VSO)

**International agencies**

Food and Agriculture Organization of the United Nations (FAO)  
 The Joint United Nations Program on HIV/AIDS (UNAIDS)  
 United Nations Development Program (UNDP)  
 United Nations Educational, Scientific and Cultural Organization (UNESCO)  
 United Nations Population Fund (UNFPA)  
 United Nations High Commission for Refugees (UNHCR)  
 United Nations Children's Fund (UNICEF)  
 United Nations Industrial Development Organization (UNIDO)  
 United Nations Regional Coordinators Unit  
 United Nations Volunteers (UNV)  
 World Food Program (WFP)  
 World Health Organization (WHO)

**US Government agencies**

Centers for Disease Control (CDC)  
Millennium Challenge Corporation (MCC)  
President's Emergency Plan for AIDS Relief (PEPFAR)  
President's Malaria Initiative (PMI) (USAID/CDC)  
United States Agency for International Development (USAID)  
US Department of Agriculture (USDA)  
United States Department of State (USDOS)

**Third country bilateral**

Australia High Commission  
Foreign Embassies in Costa Rica  
German Technical Assistance Organization (GTZ)  
Japan International Cooperation Agency (JICA) and Japan Overseas Cooperation Volunteers (JOCV)  
Netherlands Development Organisation (SNV)  
New Zealand High Commission

**United States Universities**

Baylor International AIDS Initiative  
Columbia University (International Center for AIDS Care and Treatment Programs)  
Georgetown University  
Johns Hopkins University  
University of Delaware  
Vanderbilt University (Institute for Global Health)

**Nonprofit bilateral support organizations**

America for Bulgaria Foundation  
Costa Rica-USA (CRUSA) Foundation  
Friends of Guatemala (FOG)  
International Friends of Belize (RPCV group)

**International Private Sector organizations**

BBC WST  
Colgate Palmolive Fiji Ltd  
Dell Foundation  
Junior Chamber International (JCI) Perlas Pasay Chapter  
Oxford University Press

IX-3 Areas of Collaboration Between Peace Corps and Other U.S. Agencies

**Food Security**

- **USAID:** PAPAs (Participating Agency Program Agreements) 2 in Food Security- Mali and Senegal
- **USDA:** Food Security Specialist detailed to PC from USDA via PASA with USAID
- **USAID:** funded a Food Security workshop for PC in Dakar, Senegal.
- **USAID:** Currently developing and Interagency Agreement with USAID Office of Sustainable Development for collaboration on Food Security activities in Africa, Latin America and Caribbean.

**Education-TEFL**

- **Dept of State:** Working with Bureau of Education and Cultural Affairs on various in-country and regional collaboration ideas on teaching English as a foreign language and girl's education
- **USAID:** Preparing an Interagency Agreement with Office of Education to collaborate on Education activities including teaching English as a foreign language and girl's education

**Renewables**

- **Dept of State:** ECPA- Energy and Climate Partnership of the Americas proposal the Dept of State's Bureau of Western Hemisphere Affairs for a total of \$1,000,000 for a three-year Peace Corps energy poverty and climate change effort to engage local communities to address energy poverty throughout the Americas by increasing access to and use of environmentally-friendly energy technologies, and educating communities on climate change, energy conservation, climate mitigation, and adaptation.
- **EPA:** Working with EPA Office of International Affairs on possible areas and countries of collaboration

**Global Health**

- **PEPFAR/OGAC:** to date \$80 million received to support 800 volunteers in more than 30 countries
- **CDC:** HIV and Maternal Child Health Specialist prospective detail from CDC to assist in our PEPFAR and Global Health efforts
- **PMI- President's Malaria Initiative:** PCVs working with PMI in 14 African countries

X-1 List of Documents, Studies, and Memorandums on Early Termination

**1969.** MEMO. October 8, 1969, Subject: Design to Study Early Termination. Sent to Bill Inglis, Dick Wilson, Bill Hintz, Curt Bristol, Joe Kelly, and John Salamack. Sent from Wayne Mock, Director, Division of Research.

**1973.** A "**Report on Early Terminations**" identified the Top Ten Reasons for Early Terminations in FY 1971.

**1973. Early Terminations of PCVs and Trainees. April 1- Sept. 30, 1973, Office of Special Services.**

**1974.** The 10 Planning Group prepared "**A Strategy for the Reduction of V Attrition.**"

**1976.** In a reflective piece in the PC Program and Training Journal, Craig Storti questioned the commitment of many present-day PCVs and the system which produced them.

**1976.** PC/Philippines reported in PC Program and Training Journal on their solution to a high ET rate.

**1977.** Storti, Craig and Frank West. "Women as Vs: Vs as Women. IV: Patterns of V Attrition." Action. PC Program and Training Journal. Vol. IV. No.6, Pl. 53 -56, 1977.

**1980 "PC Trainee and V Attrition, FY 1977 through FY 1979"** prepared by performed by the Office of Planning and Evaluation, Evaluation Division.

**1980 "A Survey of Former PC and VISTA Vs, Volume II: Applicants Who Declined Invitations to PC & Vs Who Terminated Early"** July 1980, prepared by the Office of Planning and Evaluation, Evaluation Division.

**1980 "Decline in Trainee Input"** prepared by the Office of Planning and Evaluation, Evaluation Division., April 8, 1980

**1980 "Special Research Paper: The Utility of PC Applications in Predicting Early Terminations"** prepared by the PC Evaluation Unit.

**1980. Phase 1 CAST Evaluation Report: CAST, PRIST and Comprehensive Staging Cost Comparisons"** prepared by the PC Evaluation Unit.- Not Available

**1980 "Phase 1 CAST Evaluation Report: Comparative Attrition Rates by Type of Staging"** prepared by the PC Evaluation Unit.- Not Available

**1980** The Office of Planning and Evaluation produced a paper on "**The Utility of PC Applications in Predicting ET.**"

**1981.** The GAO report on "**The Preparation of Vs for PCV Service**" criticized PC for not properly analyzing and distributing information that it was collecting on early terminations in an effort to prevent ETs.

**1981/ 1982.** STUDY: Special Research Paper: The Utility of PC Applications in Predicting Early Termination.

**1982 "PC Trainee and V Attrition Rates, FY 1978 through FY 1980"** prepared by Office of Special Services. March 1982

**1982 "CAST De-selection & Attrition Report"** prepared by the Office of Special Services. July 1982.

**1982.** Untitled (possibly excerpt from missing document), 1982.

**1983 "Early Termination Management Exercise (Questionnaire)"** prepared by the Attrition Task Force. - Not Available

**1983: Memo: Semi-Annual Trainee and V Attrition Reports. From: Loret Ruppe, Director.** To PC Staff, Sept. 21, 1983 in response to the June 1983 report: **Trainee and V Attrition Report** prepared by Office of Special Services.

**1983.** MEMO from Loret Ruppe to Country Directors. Subject: ET Management Exercise. December 22, 1983.

**1984 "Termination Rates of Vs Serving without Spouse"** prepared by MRPS/Placement.

**1984.** Causes of Early Termination: **Attrition Task Force Report.** July 31, 1984.

**1985.** Loret Ruppe requested that AD/M and the agency: 1) develop and implement some strategies to reduce attrition, 2) communicate these strategies with Country Directors, and 3) maintain a regular reporting schedule for monitoring attrition rates.

**1985** M/PAMI "reviewed some earlier information from VRS on the high ET rates for PCVs who 'serve without spouse.'"

**1985** "Concept Paper on V Attrition" prepared by the Office of Planning & Policy Analysis.

**1986.** "Honduras ET Rates" prepared by the Office of Planning & Policy Analysis.

**1986. Testing the Validity of the Overseas Assignment Inventory for PC, Office of Planning and Policy Analysis, August.**

**1987. PPA's "Concept Paper on V Attrition"** discussed the two different methods of calculating ETs and recommended another, the Lost V/Yrs Method.

**1987 "Senior V ET Statistics"** prepared by the Office of Planning & Policy Analysis.- Not Available

**1987 "Chronology of Agency's Efforts to Analyze ET Data"** prepared by the Office of Planning & Policy Analysis.

**1988 "World ET Data: High and Low Rates by Country, 1983 -1987"** prepared by the Office of Planning & Policy Analysis.

**1988 "ET Working Group Report"** prepared by the Agency's ET Working Group.- Not Available

**1988 "Extended Retention"** prepared by the Office of Planning & Policy Analysis. - Not Available

**1988. STUDY: Management's Response to the Retention Task Force Recommendations.** Memorandum to Margaret H. Thome, Associate Director for Management, Through Robert Werge, Director MIPP A, from Alana Landel, M/PP A. Subject: Dated September 22, 1988.

**1988. STUDY: Minority V and Trainee Attrition Rates** (COS Dates FY 85-87). July 7, 88.

**1988 "The Director's Task Force on V Retention: (Findings and Recommendations)" Aug. 1988.**

**1988. STUDY: Summary Report on Senior Early Termination Data. Submitted by M/PP A, January 1988.**

**1988. Memo. Re: PC Attrition. Mariette Norbom. Sept. 29, 1988.**

**1989. Elizabeth White issued a report on "The Early Termination Pilot study"** which examined the efforts to assist Vs who left PC service prematurely.

**1989 "The U.S. PC and the Handicapped V"** PC/Handicapped V In-Country Staff Questionnaire, performed by the Office of V Recruitment & Selection/Placement. - Not Available

**1989. "A study of cross-cultural effectiveness: Theoretical Issues, Practical Applications. Daniel J. Kealey, Canadian International Development Agency. International journal of intercultural relations. Vol. 13, pp. 387-429.**

**1990 "Resignation of PCVs and Processing under MS 284, "Early Termination of V and Trainee Service"** revised 2/23/90, prepared by a Country Director, Africa Region. - Not Available

**1990. STUDY: Subject: Attrition Task Force Meeting (5/31/90) Summary.** Memorandum to Ed Slevin, VRS, Beth Ford, VRS, Dick Haag, VRS, and Eric Tannenblatt, CR; Through Earl McClure, IA; From Charles Hendrix, IA. Dated June 1, 1990.

**1990 "PC: Meeting the Challenges of the 1990s"** prepared by the U.S. General Accounting Office. - Not Available

**1990. Memo: Attrition data for Associate Vs.** From: Dick Haag, To: Barbara Zartman, Deputy Director. October 26, 1990.

**1990. Random: Remarks re Attrition. June 6, 1990.**

**1990 "Report of Staff Training/Program Evaluation Factors"** prepared by CHP, International Inc. - Not Available

**1990. Memo: from Charles Hendrix, IA to VRS, Subject: Attrition Task Force Meeting (5/31/1990) summary. Date: June 1, 1990.**

**1990 "Report on Attrition for the Class of 1988"** prepared by the Office of V Recruitment & Selection.

**1990-1992. Appendix 1, Graphs of ET Percentages and Retention Rates (FY 90-92). Post Summary Attrition Chart.**

**1991. Statement of Work, ET Tracking System. 8/27/91.**

1991 "Jamaica ETs" prepared by a Country Director, Inter America Region. - Not Available

1991 "ET Comments" prepared by a Country Director, Africa Region. - Not Available

**1991. Memo. To Jack Hogan, Acting RD/ AF, From Dick Haag, AD/VRS, Subject: Summary ET Report. Date: January 15, 1991.**

1992 "V & Trainee Attrition Information" prepared by the offices of Planning Budget & Finance, V Recruitment & Selection, & Information Resource Management. - Not Available

1992 "ET Rates for New Countries" prepared by the Office Planning, Budget & Finance. - Not Available

1992 "The Time Frame Study" & "The Withdrawal Survey"- Not Available

1992 "The V Attrition Roster" performed by the Office of V Recruitment & Selection/Placement. - Not Available

**1992. Memo & Report.** From Lee Lacy, Director for of Special Services, To: Joan Ambre, Acting Assoc. Director for Management and Laverne Dees Webb, Director of Vol. Services, Subject: FY 1992 Report on Early Termination Statistics.

**1992. STUDY: PC Office of Inspector General, Office of Audit: PC' Management of Early Termination. Draft Report. Report No. IGA-93-001. October 1992.**

**1992. Memo; Dec. 3, 1992, From Acting PC Director to IG**

**1992. STUDY: Memorandum to Michael Hill IG, From Barbara Zartman, Acting PC Director, in response to Draft Report IG-93-001 Management of Early Termination. Dated December 3, 1992.**

**1993. V Early Terminations Preliminary Report, Prepared by the Analytical Unit, Acting Director's Office, Feb. 1, 1993.**

**1993. Agency Report on V Attrition and Retention, Sept. 23, 1993. Prepared by Analytic Unit, M/PPA.**

**1995. Follow up study of nominees who drop out of the V delivery system. Office of PPA, March 1995.**

**1995. STUDY: Memorandum to Country Directors, from Mark Gearan, Director. Subject: Revised early Termination Reason Codes and Procedures. Dated October 19, 1995.**

**1995. Memo. To: CDs, From: Maureen Carroll, Director, D/ PPA, Bobbye Pickett, Director, VS/SS. Subject: Report on Reasons for ET, Dec. 11, 1995**

**1995. Intercultural Assessment and Screening: A system for predicting cross-cultural adjustment and effectiveness. Sandra M. Fowler, Management Training and Development Institute.**

**1996. Email. From Sheila Rose, PPA to Randy Adams, IA, Barbara Busch, OPB, etc. ET Group Work Plan. Date: 11/14/96**

**1996. Memo to Country Directors from PAG ET work Group. Subject: Request for feedback on managing ETs. Date: September 17, 1996.**

- 1996. PC Report on ET, Summary Findings. Compiled by PPA, 5/31/96**
- 1997. Early Termination Work Group Progress Report. Submitted by the Program Advisory Group. March 1997. Office of PPA.**
- 1998. Memo.** To: PAG Members, From: ET Work Group. Sub: Initial recommendations from the ET Work Group
- 1998. Memo: From SEP Group, To: All directors of all offices. Subject: Access to ET data. Date. April 15, 1998**
- 1999. “Report on ET, May 1999”. Report prepared by the Office of PPA.**
- 1999. Executive Summary of Worldwide PC Early Termination Data. FY 1999**
- 1999. Report of a study of early return rates and their calculation by John Merchant and Sheila Smith, March 4, 1999.**
- 2002. Email from David O’Connor (CD Nepal) To Richard Wagner. Subject: HQ Working Group to Review/ Revise Resignation Forms, Request for Feedback.**
- 2003. Memo. From GC to Chief of Staff / Chief of Operations. Subject: Revisions to MS 284: Early Termination of Service. May 30, 2003.**
- 2003. Worldwide and Regional ET Comparisons for FYs 2000-2003. February 2003. Office of PPA.**
- 2004. Early Termination Quarterly Report, January – December 2004. PowerPoint presentation by Dr. Paul Jhin, Director of PPA. Presentation accurate as of 2/23/05.**
- 2004. Resignation Form Process, Draft, 10/5/04.**
- 2005. Recommendations from Resignation Reason Task Force.**
- 2006. FY 2005 Quantitative Early Termination Report, Office of PPA, Feb. 2006.**
- 2006. FY 2006 ET REPORT, Further Analysis, Statistical Significance**
- 2007. FY 2006 Quantitative Early Termination Report, Office of PPA in May 2007.**
- n.d. Indicators of a Well-Functioning Post**
- n.d. Indicators of a well-functioning post. Document with best practices.**
- n.d. Attritions, How to Present it?**
- n.d. there is another Instrument used to predict success overseas: Cross Cultural Adaptability Inventory (CCAI)- - Not Available**
- n.d. Memo. To: The file, from: Larry lesser, Subject: Further suggestions on format and content of V retention and attrition report.**

**n.d. Questionnaire for RDs, Regional Senior staff, and Overseas Staff on ET of Ts and Vs. Costa Rica response:**

**n.d.** A systems analysis of the ET problem followed by an action plan is required. How about an incentive program that links directly ET rates to country budgets? This might unleash some creative thinking. Try it in one or two countries first.

**Nd. (probably early 90s) Early Terminations; 40 Recommendations:**

X-2 Resignation Form



## Resignation Form

The Peace Corps works to define the reasons that Volunteers and trainees decide to end their service early. Your feedback can help to improve the Peace Corps' programs and policies. Complete this form ONLY if you are *resigning*. All responses are kept confidential and *not* read by Post staff.

**Resignation Date:** \_\_\_\_\_ **Post:** \_\_\_\_\_

**What is your primary reason for resigning? Please review the list of reasons and write the code in the box below:**

**Primary Reason**

**If there was a secondary reason, please indicate it here:**

**Was there anything specific that Peace Corps could have done that would have prevented you from resigning?**

Peace Corps Support	Personal Health	Personal/Family-Related
110 technical support	310 physical health	610 romantic interest
111 medical support	311 emotional/mental health	611 further education
112 administrative support	312 illegal substance	612 other career opportunity
113 Peace Corps policies	313 alcohol	613 financial
114 Peace Corps staff in country	Country Assignment/Adaptation	614 spousal responsibility
115 other Peace Corps support		615 friend(s) or other family responsibility
Peace Corps Program/Work Assignment	410 host country culture	616 other personal/family related
210 technical skills	411 host community/host family	
211 language skills	412 living arrangements/housing	Other
212 host country counterpart/support	413 site location	710 resignation in lieu of administrative separation
213 matching skills with work assignment	414 preferred another country/region	711 other volunteers/trainees
214 amount of work	415 other country assignment/Adaptation	712 unrealistic expectations
215 project/site development	Personal Safety	
216 political/civil unrest	510 crime and personal safety	
217 other program/work assignment	511 physical assault/harassment	
	512 sexual assault/harassment	
	513 road safety/traveling	
	514 other personal safety	

"PRIVACY ACT NOTICE: This notice is provided under the Privacy Act of 1974, as amended (5 U.S.C. §552a). The information requested is collected under the authority of the Peace Corps Act, 22 U.S.C. §2501 et seq., for Peace Corps to study reasons for volunteer and trainee resignation. The information may also be used for the routine uses listed in the System of Records Notice PC-7, Peace Corps Volunteers: Reasons for Resignation, available in our electronic reading room at <http://www.peacecorps.gov>. Providing the material herein is completely voluntary. Failure to provide sufficient information will result in the information not being processed by Peace Corps."

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Appendix X-3

X-3 Top Ten Reasons For Volunteer Resignations FY 2009

<b>Given by Staff</b>	<b>Number</b>	<b>Given by Volunteers</b>	<b>Number</b>
Other personal	48	Other personal	50
Resignation in lieu of administrative separation	40	Further education	36
Career opportunity	36	Resignation in lieu of administrative separation	30
Further education	26	Physical health	28
Physical health	25	Career opportunity	26
Family responsibility	25	Emotional/mental health	23
Emotional/mental health	23	Amount of work	22
Romantic interest	23	Host country support	16
Host country culture	18	Family responsibility	15
Matching skills with work assignment	14	Matching skills with work assignment	15
Number	408	Number	407

X-4 Ideas for Increasing Third-Year Extensions

**An Informal Survey**  
Peace Corps Ukraine

As a result of discussions at Peace Corps Headquarters concerning how to increase the number of Volunteers extending for a third year, Peace Corps Ukraine sent an email to current Volunteers (n=285) asking them to indicate what would help them make the decision to extend for an additional year. Additionally, Volunteers attending a language refresher IST were asked to respond to that question.

Post received 86 responses. Below is a summary of their thoughts. Items are arranged in decreasing order of mentions.

**Suggestions for Post**

- Make sure that Volunteers have a productive and meaningful experience their first two years by engaging in effective site identification and preparation, training and Volunteer support. Mentioned by almost all respondents.
- Allow Volunteers to change their site locations in Ukraine and/or move to a different project. Mentioned by 63 respondents.
- Give extenders additional recognition/privileges and responsibilities such as additional training for them, setting aside grant money for their projects; involve them in training and advising new Volunteers. Mentioned by 53 respondents.
- Bring the possibility of extending to Volunteers' attention early in their service; talk about it often and make it "easy" to extend (i.e. little paperwork required). In other words, make extending part of the Peace Corps Ukraine culture. Mentioned by 46 respondents.

Post is currently considering the above suggestions and is working on items 2, 3 and 4. Item one is an on-going concern for Post.

**Suggestions for PC Headquarters**

- Reduce or forgive student loans. Mentioned by almost everyone. **This is VERY important to Volunteers.**
- Increase the readjustment allowance for the third year of service. Mentioned by almost everyone.
- Reduce the cost of Peace Corps supplied health insurance or make it free for a year after the third year of service. Mentioned by 54 respondents.
- Provide extra job finding assistance after the third year, including career counseling. Give extenders priority in filling Peace Corps jobs. Mentioned by 53 respondents.
- Provide enhanced continuing education assistance in the form of loans or tuition discounts for those serving for three years. Mentioned by 53 respondents.
- Increase the number of years of non-competitive eligibility beyond one year. Mentioned by 49 respondents.

*Mentioned less often:*

- Allow Volunteers to extend to another country with minimal paperwork.
- Increase the amount of vacation time given monthly to third year Volunteers.
- Allow Volunteers more of their readjustment allowance after the first two years (more than the 1/3 currently allowed).
- Increase the living allowance for third year Volunteers.
- Increase the amount of home leave between the second and third years.
- Allow Volunteers to choose their country of service at the beginning of service.

X-5 Core Expectations for Peace Corps Volunteers

**Core Expectations  
For Peace Corps Volunteers**

*The mission of the Peace Corps is to promote world peace and friendship by:*

- Helping people of interested countries in meeting their need for trained men and women
- Helping promote better understanding of Americans on the part of peoples served
- Helping promote a better understanding of other peoples on the part of Americans

*In working toward fulfilling the Peace Corps Mission, as a trainee and Volunteer, you are expected to:*

1. Prepare your personal and professional life to make a commitment to serve abroad for a full term of 27 months
2. Commit to improving the quality of life of the people with whom you live and work; and, in doing so, share your skills, adapt them, and learn new skills as needed
3. Serve where the Peace Corps asks you to go, under conditions of hardship, if necessary, and with the flexibility needed for effective service
4. Recognize that your successful and sustainable development work is based on the local trust and confidence you build by living in, and respectfully integrating yourself into, your host community and culture
5. Recognize that you are responsible 24 hours a day, 7 days a week for your personal conduct and professional performance
6. Engage with host country partners in a spirit of cooperation, and mutual learning and respect
7. Work within the rules and regulations of the Peace Corps and the local and national laws of the country where you serve
8. Exercise judgment and personal responsibility to protect your health, safety, and well-being and that of others
9. Recognize that you will be perceived, in your host country and community, as a representative of the people, cultures, values, and traditions of the United States of America
10. Represent responsibly the people, cultures, values, and traditions of your host country and community to people in the United States both during and following your service

XI-1 National Peace Corps Association Member Groups

**COUNTRY OF SERVICE GROUPS**

-A-

Friends of Afghanistan  
Friends of Armenia

-B-

Friends of the Baltics  
International Friends of Belize  
Friends of Benin  
Amigos de Bolivia y Peru  
Friends of Botswana  
Friends of Burkina Faso

-C-

Friends of Cameroon  
Returned Peace Corps Volunteers of China  
Friends of Colombia  
Peace Corps Friends of DR Congo  
Friends of Costa Rica  
Friends of Cote D'Ivoire

-D-

Friends of the Dominican Republic

-E-

Friends of Eastern Caribbean  
Friends of Ecuador  
Ethiopia and Eritrea RPCVs

-F-

Friends of Fiji

-G-

Friends of Gabon  
Friends of Senegal and the Gambia  
The Megobari Foundation (Georgia)  
Friends of Ghana  
Friends of Guatemala  
Friends of Guinea  
Friends and RPCVs of Guyana

-H-

Amigos de Honduras

-I-

Friends of India  
Peace Corps Friends of Iran

-J-

Friends of Jamaica  
Friends of Jordan Association

-K-

Friends of Kenya  
Friends of Korea  
Friends of Kyrgyzstan

-L-

Friends of Lesotho  
Friends of Liberia

-M-

Friends of Macedonia  
Friends of Malawi  
Friends of Malaysia  
Friends of Mongolia  
Friends of Morocco  
High Atlas Foundation (Morocco)

-N-

Friends of Nepal  
Friends of Niger  
Friends of Nigeria

-P-

Friends of Pakistan  
Peace Corps Panama Friends  
Friends of Paraguay  
Amigos de Bolivia y Peru  
Peace Corps Alumni Foundation for Philippine Development

-R-

Friends of Romania

-S-

Friends of Samoa RPCV Group  
Friends of Senegal and the Gambia  
Friends of Sierra Leone  
Friends of Swaziland )

-T-

Friends of Tanzania  
Friends of Thailand  
Friends of Togo  
Arkadaslar (Friends of Turkey)  
Friends of Turkmenistan

-U-

Friends of Uganda  
Friends of Ukraine

-Z-

Friends of Zimbabwe

**GEOGRAPHIC GROUPS**

-A-

Alaska Returned Peace Corps Volunteers (Anchorage, AK)  
Greater Birmingham (AL) RPCVs  
Northern Alaska Peace Corps Friends (Fairbanks, AK)  
Returned Peace Corps Volunteers of Phoenix, Arizona  
Southern Arizona RPCVs (Tucson, AZ)

-C-

Southern CA Inland  
Returned Peace Corps Volunteers of Los Angeles (CA)  
Northern California Peace Corps Association  
Orange County (CA) Peace Corps Association  
Sacramento Valley (CA) Returned Peace Corps Volunteers  
San Diego (CA) Peace Corps Association  
Santa Barbara (CA) Peace Corps Association  
Ventura County (CA) Peace Corps Association  
Returned Peace Corps Volunteers of Colorado  
Connecticut RPCVs

-D-

Delaware  
The Returned Peace Corps Volunteers of Washington, DC

-F-

First Coast (FL) Returned Peace Corps Volunteers  
Returned Peace Corps Volunteers of North Florida  
Returned Peace Corps Volunteers of South Florida

-G-

Atlanta (GA) Area Returned Peace Corps Volunteers

-H-

Returned Peace Corps Volunteers of Hawaii

-I-

Idaho

Chicago (IL) Area Peace Corps Association

RPCVs of Northeastern Illinois

Central Indiana Peace Corps Association

Iowa Peace Corps Association

-K-

South KS

Kentucky RPCVs

-L-

Louisiana Peace Corps Association

-M-

Shriver Peaceworkers (UMBC)

Boston (MA) Area Returned Peace Corps Volunteers

Maryland Returned Peace Corps Volunteers

Southeastern Michigan Returned Peace Corps Volunteers

RPCV West Michigan

Minnesota Returned Peace Corps Volunteers

Central Missouri RPCVs

Kansas City MO

Saint Louis (MO) Peace Corps Association

Big Sky RPCVs (MT)

Western Montana Returned Peace Corps Volunteers

-N-

Winston-Salem NC (Forsyth County)

Nebraska Area RPCVs

Southern NV

New Jersey

New Mexico Peace Corps Association

Returned Peace Corps Volunteers of Long Island (NY)

RPCVs of Greater New York (NY)

RPCVs of Northeast NY

Rochester NY

Western NY

Charlotte Area Peace Corps Association (NC)

North Carolina Peace Corps Association

Western North Carolina RPCVs

-O-

Cincinnati (OH) Area Returned Volunteers  
Athens OH  
Central Ohio Returned Volunteer Association  
Northern Ohio Returned Volunteer Association  
Southwestern Ohio Returned Volunteer Organization  
West Cascade Peace Corps Association (Eugene, OR)  
Columbia River Peace Corps Association (Portland, OR)

-P-

Bethlehem PA  
Philadelphia (PA) Area Peace Corps Association

-R-

Rhode Island Returned Peace Corps Volunteers

-S-

Returned Peace Corps Volunteers of South Carolina

-T-

Gulf Coast Council of Returned Peace Corps Volunteers (Houston, TX)  
Heart of Texas Peace Corps Association (Austin, TX)  
North Texas Peace Corps Association (Dallas/Fort Worth, TX)  
RPCVs of San Antonio, Texas

-V-

Green Mountain Returned Peace Corps Volunteers (VT)  
Hampton Roads VA

-W-

SEAPAX (Seattle, WA)  
Inland Northwest (ID/WA)  
RPCVs of Wisconsin - Madison  
Milwaukee (WI) Peace Corps Association

**NATIONWIDE/WORLDWIDE GROUPS**

Committee for a Museum of the Peace Corps Experience  
LGBT RPCVs  
RPCVs @ State



# The Peace Corps

A Comprehensive Agency Assessment

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