



Peace Corps Congressional Budget Justification

Fiscal Year 2015

Peace Corps Strategic Plan | FY 2014-2018



Peace Corps Congressional Budget Justification

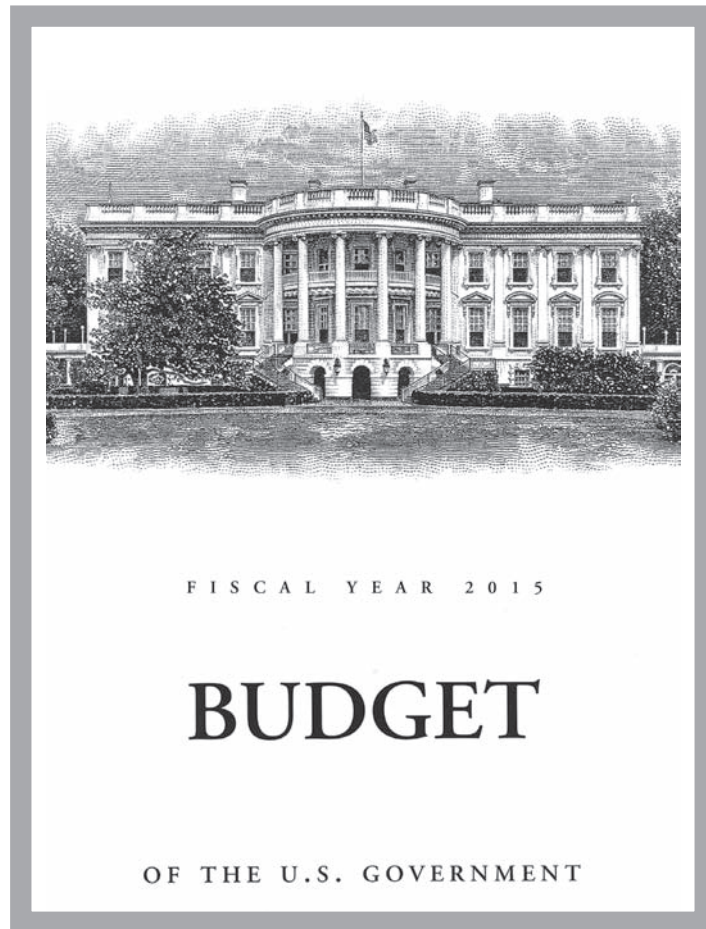
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Peace Corps Strategic Plan | FY 2014-2018

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PEACE CORPS FY 2015 BUDGET REQUEST

The Peace Corps' budget request for FY 2015 is \$380,000,000, an increase of less than 1 percent from the FY 2014 request of \$378,800,000. The FY 2015 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 65 countries worldwide in FY 2015, while continuing the comprehensive reforms and improvements that have been put in place over the past few years.

THE DIRECTOR OF THE PEACE CORPS
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps' fiscal year 2015 budget request of \$380 million. This fiscally responsible funding level will not only help the agency further its enduring goals of fostering international development and cross-cultural understanding, but will also allow us to continue our efforts as a dynamic, forward-leaning champion for international service.

At recent commemorative events to mark the 50th anniversary of President John F. Kennedy's death, we were reminded again of the ideals and commitment that created the Peace Corps. More than 215,000 Americans have served in the Peace Corps since they were first called to service in 1961. Their inspirational legacy still drives us as an agency. Today, the story of Peace Corps continues to unfold in the 65 countries where Volunteers serve and inspire their communities. We hear the stories from presidents and pastors, community members and corporate leaders, midwives and members of Parliament from the 139 nations we have served. The common thread that runs through all of their stories is that a Peace Corps Volunteer helped them imagine a brighter future for themselves and demonstrated the compassion and humanity of the American people.

Last year, the Peace Corps reported that we were engaged in comprehensive reform efforts to streamline and enhance the effectiveness of our core functions. I'm proud to report that those efforts are on-going and have already resulted in making the Peace Corps stronger and even more responsive to our applicants, Volunteers, and institutional partners. These efforts are concentrated in the following four areas.

- New policies, programs, safeguards, and improved training for Volunteers to better meet the agency's top priority: the health, safety, and security of our Volunteers in the field.
- The country portfolio review, which is an objective, data-driven process to guide decisions about where and how the Peace Corps operates globally and informs agency decisions to open, close, reduce, or restructure programs. The review process ensures that the Peace Corps is operating in countries of strategic interest to the United States, as well as ensuring the most efficient use of taxpayer dollars.
- Enhanced monitoring and evaluation of Volunteer projects, which allows the agency to better track outcomes and report on common results across all of the countries where we serve.
- A more transparent and applicant-friendly recruitment model to ensure the highest quality Volunteer force that represents the excellence and rich diversity of the American people.

Thanks to its unique, grassroots approach to development, the Peace Corps is able to reach communities and individuals living and working at the "last mile"—places that many international development organizations are unable to reach. Peace Corps Volunteers live and work in communities that may not otherwise have access to our foreign assistance.

In FY 2015, the Peace Corps will also continue our cost-effective approach to development through continuing partnerships with other federal agencies, including the President's Emergency Plan for AIDS Relief, Feed the Future, and the President's Malaria Initiative.

I recognize the considerable challenges that you and your colleagues confront in determining the federal budget for FY 2015. I appreciate your consideration of the Peace Corps' budget request and your support for the patriotic Americans who serve our country as Volunteers. I am continually grateful for the bipartisan support that the Peace Corps receives from Congress, and I look forward to working with you throughout the FY 2015 appropriations process.

Sincerely,



Carrie Hessler-Radelet

Acting Director

Returned Peace Corps Volunteer, Western Samoa, 1981–1983



Congressional Budget Justification | Fiscal Year 2015 Overview of Peace Corps Operations and Key Initiatives

Mission and Goals

The Peace Corps was established in 1961 by President John F. Kennedy with a mission to promote world peace and friendship. Since that time, more than 215,000 Americans have served as Volunteers in 140 countries across the world, working to advance the agency's three goals:

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

The Peace Corps has a unique approach to development to help host countries meet their development needs in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Instead of providing monetary assistance to countries, the agency sends American Volunteers to countries that have expressed a need for trained men and women. Most Volunteers serve for 27 months, integrating into local communities and sharing their skills and experience directly with host country nationals and organizations. In addition, the Peace Corps also offers shorter-term Volunteer assignments for experienced candidates through Peace Corps Response, which helps meet host country requests for more highly skilled or technical personnel. Volunteers' activities are designed to build capacity at the grassroots level so that communities are empowered to solve their development challenges long after the Volunteers have returned home. At the end of FY 2013, 6,407 Volunteers were serving in 65 countries.

Peace Corps Volunteers help promote a better understanding of the United States and its values by serving as grassroots ambassadors around the world. By building person-to-person connections, they help to provide a positive image of the United States in areas of the world that may have little direct exposure to Americans.

Volunteers' service to the United States continues long after they have left the Peace Corps by helping Americans learn about other cultures and peoples. When Volunteers return to the U.S., they are deeply changed by their experience and bring their knowledge, skills, and expertise with them wherever they go. The skills they acquire while serving—whether it be professional growth in cross-cultural settings, a new language, or technical development expertise—are invaluable to the United States, as is the commitment to public service that the Peace Corps instills. Ultimately, the investment made in Volunteers is repaid many times over, at home and abroad.

The Peace Corps' FY 2015 budget request will support key initiatives, including the following:

Supporting the health, safety, and security of Volunteers

The health, safety, and security of Volunteers remain the agency's highest priorities. On September 1, 2013, the Peace Corps launched the final stages of the Sexual Assault Risk Reduction and Response Program (SARRR), a comprehensive strategy for reducing risks and strengthening the response to Volunteers who have been the victims of sexual assault and other violent crimes. Continuing to build on reforms that began in 2009, the SARRR program is a two-pronged approach to supporting Volunteers: risk reduction and response. To accomplish the risk reduction portion of the policy, Peace Corps Volunteers are trained in bystander intervention, risk assessment, and other country-specific sessions during pre- and in-service training. The second part—ensuring that Peace Corps staff responds effectively and compassionately when incidents occur—is being accomplished through staff training, the Office of Victim Advocacy,

and the appointment of trained sexual assault response liaisons at each post. This program meets and exceeds the requirements of the Kate Puzey Peace Corps Volunteer Protection Act of 2011, P.L. 112–57, reflecting the agency’s steadfast commitment to the physical and emotional well-being of every single Volunteer.

The Peace Corps maintains a global safety and security strategy. At every post, a country-specific Volunteer safety system is in place, designed to minimize risks and promote effective and safe service. To enhance safety and security for Volunteers, the agency has trained overseas staff how to respond appropriately when Volunteers bring allegations of wrongdoing to their attention. Peace Corps staff must take appropriate measures to ensure Volunteers’ safety and confidentiality, and then ensure the allegation is given serious consideration, including referral to the Office of the Inspector General as appropriate.

Empowering Volunteers to achieve measurable results in their host communities

The Peace Corps is partnering with host governments, universities, nongovernmental organizations, and donors to ensure that Volunteers focus on projects that are based on community need and are evidence-proven to be most effective at achieving development results. Through the Country Portfolio Review process, the agency is now able to use specific data points to explain why it operates in the countries that it does. Moreover, the agency conducts monitoring and evaluation of its programs in order to measure, with certainty, the impact of Volunteer work. By giving them the training, tools, and experience they need, Peace Corps Volunteers will increase their impact in their host communities.

Country Portfolio Review

As a result of the 2010 Comprehensive Agency Assessment, the Peace Corps has instituted an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of Volunteers and other resources. Through this process—the Country Portfolio Review—the agency conducts a comprehensive review of active Peace Corps posts based on external and internal data. The fourth annual Country Portfolio Review was completed in FY 2013, and the agency has commenced work on the FY 2014 review.

Due in part to the Country Portfolio Review process, the agency made strategic decisions regarding operations in several countries. In FY 2013, the agency closed the following programs: Antigua/Barbuda, Bulgaria, Cape Verde, Honduras, Romania, St. Kitts/Nevis, Suriname, and Turkmenistan. The Peace Corps formally notified Congress of its intent to open a program in Kosovo. In FY 2013, the agency made the additional decision to formally close the program in Palau in FY 2014. The anticipated re-opening of the program in Tunisia in FY 2012 remains on hold. The programs in Mali and Niger, which were suspended in FY 2012, remain suspended due to security concerns.

Improved Monitoring and Evaluation

In order to ensure the agency is setting goals and achieving results, the Peace Corps continues to make advances in its monitoring and evaluation system. For the first time, the agency has identified “Measurement for Results” as a strategic objective in its FY 2014–2018 Strategic Plan. Meeting the goals under this strategic objective will require collecting baseline data for new country projects, and encourage the use of pilots throughout the agency. Also for the first time, the agency has identified key standard indicators to track performance in all six program sectors and will aggregate results globally. To support this, and downstream reporting at the project and Volunteer level, the agency has launched new technology to improve the process of recording and tracking Volunteer work activities, new staff and Volunteer training on monitoring and evaluation, and long-term planning for at least one full-time monitoring and evaluation staff member in each post.

Between FY 2008 – FY 2012, the agency conducted targeted evaluations to determine the impact of Volunteers’ work in individual countries and sectors. The studies gathered evidence directly from host country nationals who live and work with Volunteers, providing critical insight into tangible changes in communities where Volunteers serve. To date, 24 such studies have been completed. In February 2014, leveraging the knowledge and experience gained from these studies, the agency launched its global counterpart survey. This survey will gather feedback on Peace Corps’ achievements in Goal One and Goal Two directly from counterparts in the field, providing statistically comparable

results for the first time at a very low cost. Other planned evaluations include measuring return on investments made in the agency's Volunteer Recruiting System, and assessing the agency's achievements in developing an inclusive and high-performing learning culture through new surveys of host country national staff.

Working in partnership with other U.S. government agencies

The Peace Corps works as a force multiplier through partnerships with other government agencies to increase the impact and sustainability of U.S. international development programs. Because of its unique ability to bring about lasting change in isolated communities at a relatively low cost, the Peace Corps is an important partner in a number of whole-of-government health and development initiatives:

The President's Emergency Plan for AIDS Relief (PEPFAR): Peace Corps Volunteers implement PEPFAR's Blueprint to an AIDS-Free Generation through the targeted goals of scaling up prevention and treatment; evidence-based interventions for populations at greatest risk; promoting sustainability, efficiency, and effectiveness; strengthening local health care and support systems; and driving results with science. The Peace Corps is currently active in 65 countries; 28 of these are identified PEPFAR countries. In addition, all Volunteers play a special role in their contributions to PEPFAR through their inherent ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.

The President's Malaria Initiative (PMI): Peace Corps Volunteers are advancing PMI through the agency's Stomping Out Malaria in Africa initiative. In FY 2013, more than 3,000 Volunteers in 22 Peace Corps programs across Africa collaborated to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment-seeking education campaigns at the community level.

The President's Feed the Future Initiative: Peace Corps Volunteers are supporting the President's Feed the Future initiative by promoting sustainable methods for local people to assure their own food security through increased agricultural productivity, improved economic opportunity, and improved health and nutrition. In partnership with the U. S. Agency for International Development, the Peace Corps is equipping Volunteers with training and resources to address food security needs at Peace Corps posts around the world, and supporting, monitoring, and evaluating their contributions to this initiative.

Through these partnerships, Volunteers are able to maximize the impact of U.S. government development assistance and ensure that those projects are implemented effectively, owned by the community, and sustained over time. In FY 2015, the Peace Corps will continue, as well as expand, these partnerships, while seeking further strategic partnerships to leverage the Peace Corps' training and programmatic resources without compromising the agency's independence or mission.

Revitalizing recruitment

The Peace Corps will undertake a revitalization of its recruitment efforts with a focus on building a high-quality Volunteer force that represents the excellence and rich diversity that is the American people.

In FY 2013, the agency launched a new application system that allowed applicants access to a portal to check their application status throughout the process. Building on this change in FY 2014 and continuing in FY 2015, the agency will continue to enhance the applicant experience by developing a significantly shortened and streamlined application process. The new application process is intended to increase the number of applicants and ensure that the Peace Corps is the service opportunity of choice for U.S. citizens interested in international service. Moreover, the agency is revising its assessment processes to ensure that the best candidates are selected for available positions abroad. These revisions include additional applicant assessment tools, as well as rating and pooling available applicants so that staff can select those with the highest scores in each pool.

The Peace Corps is moving toward a recruitment model that is more transparent and customer friendly. For the first time, the improved business process will offer applicants the ability to express their preference for country of service, assignment, and departure date.

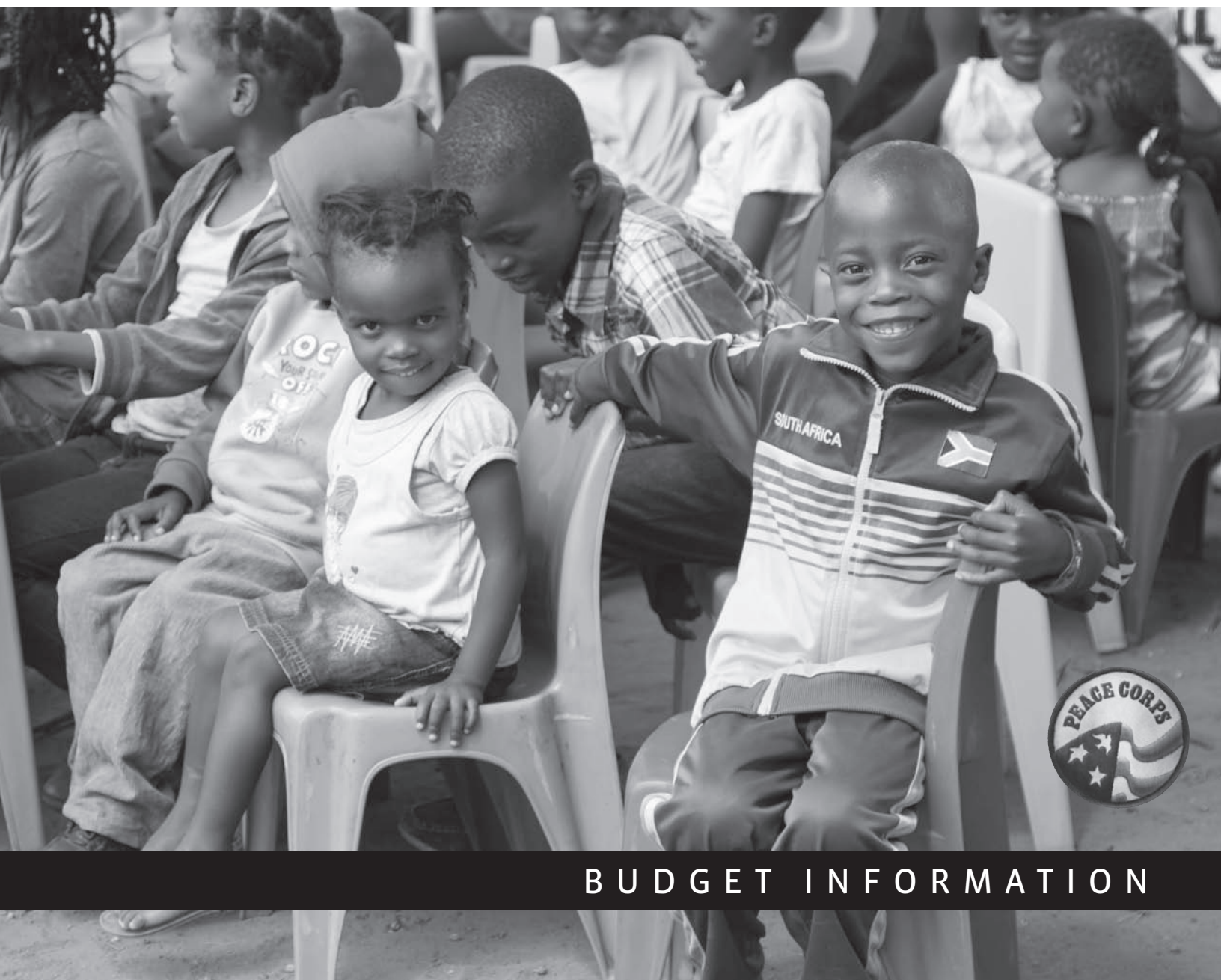
In addition, the agency is striving to increase diversity of the Volunteers that it sends abroad to more accurately represent the face of America. By investing additional resources to support these proposed changes in the application process, and increasing the diversity of applicants, the Peace Corps will be better able to meet the requests of host countries with a Volunteer force that reflects the American population.

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Peace Corps (including transfer of funds)

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501–2523), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$380,000,000, of which \$5,000,000 is for the Office of Inspector General, to remain available until September 30, 2016: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed \$5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed \$104,000 may be available for representation expenses, of which not to exceed \$4,000 may be made available for entertainment expenses: Provided further, That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations, except that prior consultation and regular notification procedures may be waived when there is a substantial security risk to volunteers or other Peace Corps personnel, pursuant to section 7015(e) of this Act: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions. Provided further, That notwithstanding the previous proviso, section 614 of division E of Public Law 113–76 shall apply to funds appropriated under this heading.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2015



Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	900	900	900
Africa	80,800	82,200	87,500
Europe, Mediterranean, and Asia	50,100	54,100	58,100
Inter-America and Pacific	60,300	61,600	66,200
Office of Global Health and HIV	400	700	700
Overseas Program and Training Support	4,800	5,300	5,300
Peace Corps Response	1,400	2,000	2,000
Subtotal, Overseas Operational Management	198,700	206,800	220,700
Overseas Operational Support			
Centrally Processed Overseas Equipment and Supplies	2,500	2,600	2,600
Federal Employees' Compensation Act	13,000	15,000	15,700
Medical Services Centrally Shared Resources	12,300	12,500	12,700
Office of Health Services	9,300	13,400	13,400
Office of Strategic Partnerships	2,200	2,700	2,700
Reimbursements to Department of State	13,500	14,900	14,900
Volunteer Readjustment Allowance	23,800	26,900	27,300
Volunteer Recruitment and Selection	16,500	23,000	24,200
Subtotal, Overseas Operational Support	93,100	111,000	113,500
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	291,800	317,800	334,200
VOLUNTEER OPERATIONS SUPPORT SERVICES			
Office of Third Goal and Returned Volunteer Services	800	1,100	1,100
Office of Acquisitions and Contract Management	1,600	2,000	2,000
Office of Communications	2,200	2,500	2,500
Office of Congressional Relations	300	500	500
Director's Office and Associated Offices	3,100	2,900	2,900
Office of Victim Advocacy	300	400	400
Office of General Counsel	1,800	1,900	1,900
Office of Management	6,000	7,000	7,000
Office of Management Centrally Managed Resources	11,300	13,100	13,100
Office of the Chief Financial Officer	11,700	12,100	12,100
Office of the Chief Financial Officer Centrally Managed Resources/ ¹	(6,400)	7,300	7,300
Office of the Chief Information Officer	12,900	16,100	16,200
Office of the Chief Information Officer Centrally Managed Resources	9,100	10,400	10,400
Office of Strategic Information, Research, and Planning	1,200	1,500	1,500

(continued)

Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of Safety & Security	4,100	5,900	5,900
Safety & Security Centrally Managed Resources	2,900	3,000	3,000
SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES	62,900	87,700	87,800
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	354,700	405,500	422,000
Inspector General	4,800	5,150	5,000
GRAND TOTAL, AGENCY	359,500	410,650	427,000

/¹ See Appendix E.

Peace Corps Resource Summary

(in millions of dollars)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
AVAILABLE RESOURCES			
Unobligated balance carried forward, start of year	59	61	36
New budget authority (gross)	356	379	380
Recoveries of prior year unpaid obligations	9	9	9
Total spending authority from offsetting collections	7	8	12
Total Budgetary Resources Available for Obligation	431	457	437
AVAILABLE RESOURCES			
Total Direct Obligations	360	411	427
Reimbursable program activity	10	10	10
Total New Obligations	370	421	437
Unobligated balance carried forward, end of year	61	36	0

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

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
1962	\$40,000	\$40,000	\$30,000	3,699	N/A
1963	63,750	63,750	59,000 ^{c/}	4,969	N/A
1964	102,000	108,000	95,964 ^{c/}	7,720	N/A
1965	115,000	115,000	104,100 ^{c/}	7,876	N/A
1966	115,000	125,200	114,000	9,216	N/A
1967	110,000	110,500	110,000	7,565	N/A
1968	115,700	124,400	107,500	7,391	N/A
1969	112,800	112,800	102,000	6,243	N/A
1970	98,450	109,800	98,450	4,637	N/A
1971	94,500	98,800	90,000	4,686	N/A
1972	77,200	71,200	72,500	3,997	6,632
1973	88,027	88,027	81,000	4,821	6,194
1974	77,000	77,000	77,000	4,886	6,489
1975	82,256	82,256	77,687	3,296	6,652
1976	88,468	80,826	81,266	3,291	5,825
Transition Qtr	27,887	25,729	24,190	—	—
1977	81,000	67,155	80,000	4,180 ^{d/}	5,590
1978	87,544	74,800	86,234	3,715	6,017
1979	112,424	95,135	99,179	3,327	5,723
1980	105,000	105,404	99,924	3,108	5,097
1981	118,531	118,800	105,531	2,729	4,863
1982	105,000	121,900	105,000	2,862	4,559
1983	105,000	97,500	109,000	2,988	4,668
1984	115,000	108,500	115,000	2,781	4,779
1984/5 Supp	2,000	2,000	2,000	—	—
1985	128,600	115,000	128,600	3,430	4,828
1986	130,000	124,400	124,410 ^{e/}	2,597	5,162
1987	137,200	126,200	130,760	2,774	4,771
1987/8 Supp	7,200	—	7,200	—	—
1988	146,200	130,682	146,200	3,360	4,611
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649 ^{f/}	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745 ^{g/}	219,745	219,745 ^{h/}	3,541	5,644
1995	234,000	226,000	219,745 ^{i/ j/}	3,954	5,884
1996	—	234,000	205,000 ^{k/ m/}	3,280	6,086
1997	—	220,000 ^{l/}	208,000 ^{n/}	3,607	5,858
1998	—	222,000	222,000 ^{o/}	3,551	5,757
1999	—	270,335	240,000 ^{p/}	3,835	5,729

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

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
2000	270,000 ^{q/}	270,000	245,000 ^{r/}	3,919	7,164
2001	298,000	275,000	267,007 ^{s/ t/}	3,191	6,643
2002	327,000	275,000	278,700 ^{u/ v/}	4,047 ^{w/}	6,636
2003	365,000	317,000	297,000 ^{x/}	4,411	7,533
2004	—	359,000	310,000 ^{y/}	3,812	7,733
2005	—	401,000	320,000 ^{z/}	4,006	7,810
2006	—	345,000	322,000 ^{aa/ab}	4,015	7,628
2007	—	336,642	319,700 ^{ac/}	3,964	7,875
2008	—	333,500	333,500 ^{ad/}	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 ^{ae/}	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,407
2014	—	378,800	379,000	3,400 ^{est}	6,550 ^{est}
2015	—	380,000	—	3,600 ^{est}	7,140 ^{est}

Notes:

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

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OPERATIONAL AREAS



Direct Volunteer Operations

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

Overseas Operational Management

Office of Global Operations

The mission of Global Operations is to manage and coordinate the agency's strategic support to Peace Corps overseas operations, ensuring that all Volunteers have a safe and productive experience. In addition to the Peace Corps' three geographic regions (see below), Global Operations also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, and Peace Corps Response.

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

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

Office of Global Health and HIV

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

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

Office of Overseas Programming and Training Support

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

Peace Corps Response

Since 1996, Peace Corps Response has placed nearly 2,000 seasoned professionals in short-term, high-impact assignments in more than 50 countries. Peace Corps Response Volunteers are expected to accomplish concrete deliverables during their assignments and make a significant impact in the communities in which they serve. The program anticipates placing 355 Volunteers in 55 countries in FY 2014.

In July 2013, through an innovative partnership called the Global Health Service Partnership (GHSP) between the Peace Corps, PEPFAR, and SEED Global

Health, 30 doctors and nurses began serving in one-year assignments as adjunct faculty in medical and nursing schools in Malawi, Tanzania, and Uganda.

The agency's expansion of the Peace Corps Response program, allowing highly skilled professionals who have not previously served with the Peace Corps to serve, was essential to making this partnership possible.

Centrally Processed Overseas Equipment and Supplies

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

Federal Employees' Compensation Act

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

Medical Services Centrally Shared Resources

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

Office of Health Services

The Office of Health Services provides medical and mental health support for Volunteers, medical and mental health screening and clearance of applicants, and assistance for returned Volunteers with continuing and service-related medical or mental health problems. Additionally, OHS provides initial and ongoing training for overseas medical staff and contractors. Sub-offices of OHS include the Office of Medical Services (OMS)

and the Counseling and Outreach Unit (COU).

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

COU also assists posts in the management of Volunteer mental health and adjustment issues by responding to Peace Corps medical officer consultative requests and providing counseling services to Volunteers by phone or in person, provides support to posts related to staff and peer support training, and provides support to Volunteers and their families during crises or emergencies.

Office of Strategic Partnerships

The Peace Corps Office of Strategic Partnerships (OSP) brokers external collaboration to support Volunteers and enhance the capacity of the agency to more effectively execute its mission. OSP includes the Office of Intergovernmental Affairs and Global Partnerships, the Office of Gifts and Grants Management, and the Office of University and Domestic Partnerships. OSP collaborates with the private sector, universities, foundations, multilaterals, nongovernmental organizations, and other government agencies to combine expertise, resources, and ideas to strengthen capacity and innovate. Strategic partnerships support program priorities and objectives through every stage in the Volunteer lifecycle, including recruitment, training, assignment, programming, project support, Third Goal activities, and returned Volunteer support.

Office of Intergovernmental Affairs and Global Partnerships (IGAP): IGAP promotes, develops, and

manages the agency's partnerships with U.S. government agencies, international nongovernmental organizations, multilateral institutions, and corporations. Strategic partnerships bring a variety of resources to the table, including placement opportunities for Volunteers, technical staff at headquarters, training resources at posts, and career opportunities for returned Volunteers.

Office of Gifts and Grants Management (GGM): GGM manages the solicitation and acceptance of monetary and in-kind gifts and administers the Peace Corps Partnership Program (PCPP). The office engages individual donors, foundations, and corporations in support of PCPP and other agency priorities.

Office of University and Domestic Partnerships (UDP): UDP establishes and maintains collaborative relationships with colleges and universities through both the Master's International and Paul D. Coverdell Fellows programs, and with domestic organizations to promote career and educational opportunities for currently serving and returned Peace Corps Volunteers.

Reimbursements to the Department of State

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

Volunteer Readjustment Allowance

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

Volunteer Recruitment and Selection

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment process, from prospect inquiry to pre-departure orientation. VRS is comprised of the following components:

Recruitment: The six regional recruitment offices, serving the Northeast, Mid-Atlantic, Southeast, Midwest, Southwest and West Coast regions, promote public interest in the agency and assist candidates during the initial stages of the application process.

Placement: The Placement Office ensures that overseas posts' requests for trainees are filled. Placement staff assess applicants' legal eligibility, qualifications for specific assignment areas, and overall suitability for service.

Office of Diversity Recruitment and National Outreach: The Office of Diversity Recruitment and National Outreach works to support regional recruitment offices by reaching out to groups and organizations that can assist in generating more applications among diverse populations and in specialized skill areas.

Staging and Staff Development: The Office of Staging and Staff Development manages the departure of each training class. Staging events are held in different cities across the U.S. depending on the class's destination. Invitees receive their passports, visas, and tickets at the staging event and receive training and preparation for their arrival at post. In addition, the unit assists VRS in coordinating staff training and development activities based on need and availability of funds.

VRS Administration: The Administrative Unit is responsible for providing the essential resources and administrative support that enables VRS to deliver Peace Corps trainees to overseas posts. Their primary tasks include administering VRS' finances and budget, personnel and position management, space and inventory management, and ensuring departmental compliance with Peace Corps and federal government policies and procedures. The unit also provides training, consultation, and guidance to the administrative specialists in the six regional recruitment offices.

For more information on the Peace Corps application process and phases of Volunteer service, see Appendix B.



Volunteer Operations Support Services

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

Office of Third Goal and Returned Volunteer Services

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

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

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program (WWS), which helps U.S. schoolchildren better understand the people and culture of other countries. The WWS website offers educators and students free, online curriculum materials and multimedia resources that highlight Volunteer experiences and projects. Returned Peace Corps Volunteers can also share their Peace Corps experiences through the WWS Speakers Match program by visiting and speaking in elementary, secondary, and post-secondary schools in their communities. In FY 2013, more than 607 returned Volunteers visited schools across the United States to share their experiences.

Office of Acquisitions and Contract Management

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

Consistent with 41 U.S.C. 433(h), the Peace Corps requests \$10,000 for education and training of staff members within the Office of Acquisitions and Contract Management.

Office of Communications

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

Office of Congressional Relations

This office manages the Peace Corps' relationship with Congress. It develops the Peace Corps' legislative strategy, coordinates activities related to all legislative issues and interests, and serves as the official liaison between the Peace Corps Director and members of Congress and congressional staff.

Director's Office and Associated Offices

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

Office of Victim Advocacy

The Office of Victim Advocacy (OVA) works to ensure each Volunteer is made aware of, and receives access to, services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes, and facilitates Volunteers' access to such services. OVA victim advocates are available 24/7 to assist Volunteers and returned Peace Corps Volunteers who have been the victim of, or witness to, a crime during their Peace Corps service. The assistance includes ensuring Volunteers are aware of their options so they can make informed decisions, assuring Peace Corps staff are aware of the Volunteers' choices, helping them understand the local criminal and legal systems, and safety planning. When requested, victim advocates are available to accompany a Volunteer or returned Volunteer through the in-country criminal investigation and prosecutorial process.

OVA coordinates with other Peace Corps offices to assure efficient, responsive, and compassionate management of cases both during and after a Volunteer's service. OVA co-manages the sexual assault response liaison program and provides input for and guidance in the development and revision of the Peace Corps' comprehensive sexual assault policy, including the Sexual Assault Risk Reduction and Response Program.

Office of the General Counsel

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

Office of Management

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

The Office of Management includes a number of sub-offices. The Office of Human Resources Management manages the range of personnel support functions, including staff recruitment, hiring, position classification, performance management, pay and compensation, and employee and labor relations. The Office of Administrative Services handles facilities management, mail distribution, travel, transportation, and shipping, medical supplies acquisition and distribution, overseas vehicle procurement, and domestic vehicle fleet procurement and management. The Freedom of Information and Privacy Act and Records Management offices ensure agency compliance with the laws and applicable guidelines in these specific areas.

Consistent with 42 U.S.C. 8255, the Peace Corps requests \$30,000 for energy conservation measures.

Office of Management Centrally Managed Resources

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

Office of the Chief Financial Officer

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

Office of the Chief Information Officer

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

Office of the Chief Information Officer Centrally Managed Resources

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

Office of Strategic Information, Research, and Planning

The mission of the Office of Strategic Information, Research, and Planning (OSIRP) is to advance evidence-based management of the Peace Corps by guiding agency strategic planning, enhancing the stewardship and governance of agency data, strengthening measurement and evaluation of agency performance and programs, and helping shape agency engagement on certain high-level, government wide initiatives. Through these efforts, OSIRP seeks to improve performance and to link performance to strategic planning and the allocation of agency resources.

Office of Safety and Security

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

The Overseas Operations division oversees the overall safety and security programs at posts, which includes ensuring the physical security of Peace Corps offices

and U.S. staff residences abroad, threat analysis, and managing the agency's incident reporting system. Overseas Operations also coordinates with host country law enforcement and other federal agencies, as appropriate, to support the investigation and prosecution of crimes against Volunteers. The office coordinates closely with the Office of Global Operations to ensure the proper management of security programs.

Much of the direct support to posts overseas is provided by the 10 regionally based Peace Corps safety and security officers. The officers act as security advisers for country directors and provide training, threat assessment, physical security guidance, and crisis management, response, and support for Volunteers who have been victims of crime. Safety and Security also provides technical oversight and professional development for safety and security staff assigned to posts and the regions.

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

Safety and Security Centrally Managed Resources

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

Office of Inspector General

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

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OVERSEAS OPERATIONS

Peace Corps 2015 Congressional Budget Justification

Volunteers and Program Funds

<i>Regions</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2014</i>	<i>FY 2015</i>
Africa	2,450	2,700	82,200	87,500
Europe, Mediterranean, and Asia	1,920	2,100	54,100	58,100
Inter-America and the Pacific	1,930	2,090	61,600	66,200
SUBTOTAL, COUNTRY PROGRAMS	6,300	6,890	197,900	211,800
Peace Corps Response	250	250	2,000	2,000
GRAND TOTAL	6,550	7,140	199,900	213,800

Volunteers and Program Funds by Post

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2014</i>	<i>FY 2015</i>
Albania	70	80	1,600	1,800
Armenia	70	80	1,500	1,700
Azerbaijan	140	120	2,600	2,300
Belize	30	30	1,400	1,400
Benin	110	100	3,700	3,300
Botswana	40	60	1,300	1,900
Burkina Faso	110	130	3,100	3,600
Cambodia	100	110	1,600	1,800
Cameroon	190	180	4,300	4,000
China	150	170	2,500	2,900
Colombia	70	80	2,100	2,400
Costa Rica	110	140	2,900	3,600
Dominican Republic	160	180	3,500	3,900
Eastern Caribbean	50	50	2,000	2,000

* See Note b, Page 7

Peace Corps 2015 Congressional Budget Justification

Volunteers and Program Funds

Country	Volunteers and Trainees on Board on September 30 *		Program Funds (\$000)	
	FY 2014	FY 2015	FY 2014	FY 2015
Ecuador	110	120	3,400	3,700
El Salvador	50	80	1,800	2,800
Ethiopia	160	180	2,600	2,900
Fiji	70	80	1,400	1,600
Gambia, The	70	70	1,500	1,500
Georgia	80	100	1,800	2,300
Ghana	120	130	2,600	2,800
Guatemala	110	120	3,400	3,700
Guinea	80	100	2,300	2,800
Guyana	60	60	1,500	1,500
Indonesia	100	110	2,200	2,400
Jamaica	50	50	2,100	2,100
Jordan	20	30	1,400	2,100
Kenya	40	50	2,200	2,700
Kosovo	20	50	1,700	2,000
Kyrgyz Republic	90	100	1,500	1,700
Lesotho	50	60	1,400	1,700
Liberia	80	110	2,200	2,900
Macedonia	110	110	1,900	1,900
Madagascar	130	130	2,400	2,400
Malawi	80	80	2,000	2,000
Mali	0	20	1,300	1,600
Mexico	70	80	1,900	2,200
Micronesia	40	40	1,100	1,100
Moldova	120	140	2,100	2,500
Mongolia	130	160	2,700	3,300
Morocco	180	180	4,200	4,200
Mozambique	150	160	2,600	2,700
Namibia	70	80	2,000	2,200

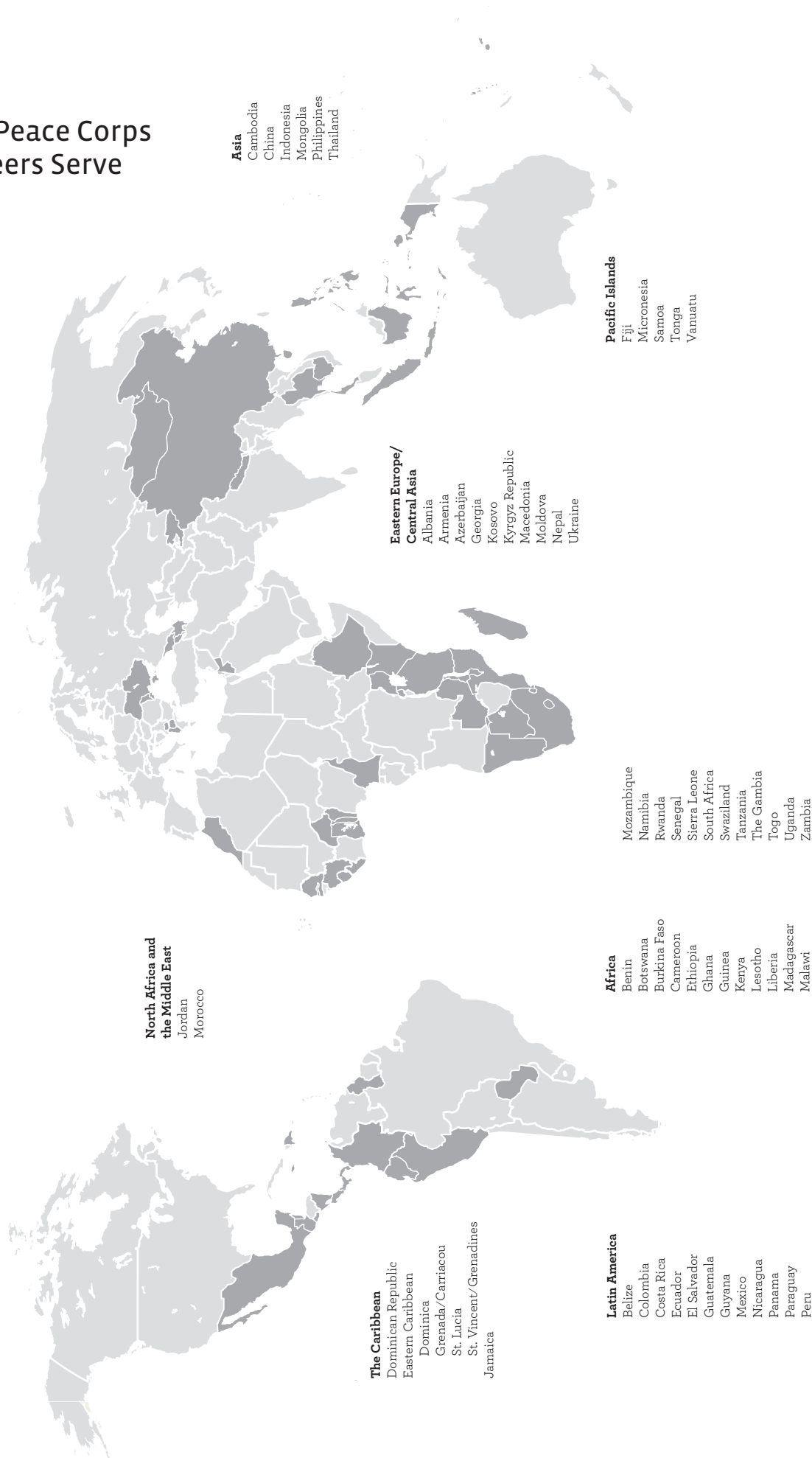
* See Note b, Page 7

Peace Corps 2015 Congressional Budget Justification Volunteers and Program Funds

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30*</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2014</i>	<i>FY 2015</i>
Nepal	70	90	1,500	1,900
Nicaragua	160	180	2,300	2,600
Panama	190	190	4,200	4,200
Paraguay	240	240	4,600	4,700
Peru	230	240	5,300	5,400
Philippines	150	140	3,500	3,300
Rwanda	90	80	1,800	1,600
Samoa	30	30	800	800
Senegal	260	280	5,100	5,300
Sierra Leone	90	100	1,800	2,000
South Africa	90	110	3,100	3,700
Swaziland	50	60	1,300	1,500
Tanzania	100	150	2,200	3,100
Thailand	90	100	2,400	2,700
Togo	80	80	2,400	2,400
Tonga	40	50	1,000	1,200
Uganda	80	80	1,800	1,800
Ukraine	240	230	4,100	4,000
Vanuatu	60	60	2,200	2,200
Zambia	120	100	4,400	4,000
TOTAL	6,300	6,890	151,100	164,300

* See Note b, Page 7

Where Peace Corps Volunteers Serve



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Sahel

The Gambia, Senegal

Coastal West and Central Africa

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

Eastern Africa

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

Southern Africa

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



AFRICA REGION

Africa Region

Since 1961, more than 74,000 Peace Corps Volunteers have served throughout Africa. At the end of FY 2013, 2,560 Volunteers were working in 24 countries in the region, which includes some of the poorest countries in the world. In West Africa, half the population lives on \$1.25 per day, while in East and Southern Africa, about 40 percent of the population is classified as poor. Because of the value attached to the work of Volunteers, the Peace Corps receives strong support from African host countries, including cash contributions from governments and in-kind contributions from communities and local partners, which provide almost 100 percent of Volunteer housing.

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

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

The Peace Corps works closely with other agencies in whole-of-government approaches to tackle these problems: with President's Emergency Plan for AIDS Relief (PEPFAR) on HIV/AIDS, with the President's Malaria Initiative on malaria, and with USAID on Feed the Future for food security.

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

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

In FY 2013, the Peace Corps' involvement in improving readiness for learning and increasing literacy, especially through early grade reading, continued to grow. Additionally, Volunteers are expanding their successful work in girls' empowerment.

Volunteers receive intensive language, cross-cultural, and technical training, which enables them to integrate successfully into the communities where they live and work. In addition to French and Portuguese, the Peace Corps teaches Volunteers in Africa more than 100 local languages, plus local sign languages in Ghana and Kenya.

Examples of Peace Corps Volunteers' accomplishments in Africa:

Madagascar—Increasing educational attainment for remote students

Thanks to the work of Volunteers living and teaching in some of the most remote areas of Madagascar, an increased number of students from these otherwise underserved communities are being recruited into major institutions of higher education. A letter from the head of the English Department at the University of Antananarivo to the Peace Corps explained, "... in the last few years, we have recruited students from more remote lycees [high schools] of Madagascar, and realized after their admission that they had passed the competitive exam into [our university] because they had had a Peace Corps Volunteer for a teacher of English."

Burkina Faso—Breaking the cycle of poverty with early childhood education

Together with her community, a Volunteer in Burkina Faso is establishing a community-run, sustainable preschool, providing 150 children aged 3–6 the opportunity to learn critical-thinking and language skills and prepare them for success in elementary school. Community members will run the center and, with the help of other nonprofits, will work to increase the health of the children with vaccinations, vitamins, and meals.

Money for the preschool was raised by community members and through the Peace Corps Partnership Program, which allows Volunteers to raise project funds through donations.

Botswana—Creating successful business opportunities for women caring for orphaned and vulnerable children

Peace Corps Volunteers around Botswana have assisted in turning a simple idea into a sustainable, multinational nonprofit organization that supports women who care for children orphaned or made vulnerable by HIV and

AIDS. The organization, Mothers for All, teaches groups of women to make environmentally friendly crafts, then sells them around the world to generate income for the women and their families. From the first Volunteers who taught them to make recycled paper beads and helped a small group establish a charitable trust, to the Volunteers who have provided administrative expertise to set up an operations office, design an inventory tracking database, and train the group in financial reporting, the national coordinator of Mothers for All credits Volunteers for their large part in the development of the organization.

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EUROPE, MEDITERRANEAN, AND ASIA REGION

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



Europe, Mediterranean, and Asia

Since the Peace Corps was established in 1961, more than 57,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. At the end of FY 2013, EMA had 1,913 Volunteers working in 17 countries.

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

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

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

Volunteers in EMA were trained in approximately 30 languages during FY 2013.

Examples of Peace Corps Volunteers' accomplishments in EMA:

Albania—Serving the Roma population

To support the marginalized and underserved Roma youth population in the district of Fier, a Peace Corps Volunteer collaborated with the United Nations Development Program (UNDP) to organize a hand-washing and dental hygiene workshop. The workshop facilitators discussed with the children why washing their hands and brushing their teeth are important and demonstrated proper hygiene techniques through interactive activities. The majority of students did not know what a toothbrush was and those who did only had one toothbrush to share with their entire family. At the end of the workshop, each child received a bar of soap, a toothbrush, and toothpaste through a donation from UNDP. Since this activity, the local health clinic has continued to partner with the Peace Corps and UNDP on other Roma community activities, such as providing breast cancer information and detection lessons to Roma women.

Indonesia—Cultural interaction through running

Building on a surge in popularity in long-distance running throughout Indonesia, Peace Corps Volunteers organized the first annual Bromo Marathon, held in the villages surrounding Bromo-Tengger-Semeru National Park in East Java. Alongside Volunteers, local residents established an event that also improved education, health, and economic prosperity throughout the many low-income and low-resource communities in the region. To meet the additional priority of providing a platform for cultural interaction and peace through understanding, Volunteers launched the first annual Tengger Arts and Culture Festival on the eve of the marathon. Then, after 14 months and thousands of hours of work organizing the events, more than 900 runners and 5,000 spectators from more than 30 countries gathered in the region to participate. All proceeds from the Bromo Marathon went to develop and advance local school library facilities. The local mayor has committed to hosting the Bromo Marathon and Tengger Arts and Culture Festival for many years to come. Furthermore, CNN Travel now touts the event as one of Asia's top destination races.

Philippines—Addressing poverty through coral reef regeneration

In the community of Santo Domingo in the province of Albay, the poverty rate of fishermen was growing due to the desecration of the local reef. With only about 20 percent of the reef corals remaining, fish populations had dropped drastically over the past 40 years. Peace Corps Volunteers collaborated with the youth organization Junior Chamber International to

begin actively restoring the reef—first by reorganizing and redesigning the Marine Protected Area, and then by bringing a solar paneled coral garden to the community to assist in the regeneration of the reef. Community members volunteered to guard the coral reef at night and assist in its maintenance. As the coral cover increases, fishermen have begun to report seeing more fish in the area. Additionally, the coral garden and reef has proven to be a local tourist attraction.



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Central America

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

Caribbean

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

South America

Colombia, Ecuador, Guyana, Paraguay, Peru

Pacific

Micronesia, Fiji, Samoa, Tonga, Vanuatu

INTER-AMERICA AND THE PACIFIC REGION

Inter-America and the Pacific Region

More than 83,000 Volunteers have served in the Inter-America and the Pacific (IAP) Region since the founding of the Peace Corps in 1961. At the end of FY 2013, IAP had 1,934 Volunteers working in 20 posts in 24 nations (some Peace Corps posts cover more than one country).

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

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

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

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

In partnership with the U.S. Department of State, the Peace Corps is extending the reach and impact of the Energy and Climate Partnership for the Americas initiative. Communities in which Peace Corps Volunteers work are receiving small grants to promote increased

access to cleaner energy in low-income communities. In FY 13, these activities were carried out in 9 countries in the Americas: Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua, Panama, Paraguay, and Peru. The Peace Corps is working with host governments and international, national, and local partners to help communities address rural energy challenges through capacity building, financing options, and small projects. The small-scale projects that Volunteers are working on include improved-efficiency cookstoves, biodigestors, and photovoltaics. Since signing the agreement in August 2011, Volunteers and host country partners have completed 70 workshops and 161 small grant projects.

In addition to Spanish, the Peace Corps provides training in 20 languages, enabling Volunteers in the IAP region to effectively live and work at the grassroots level.

Examples of Peace Corps Volunteers' accomplishments in IAP:

Panama—Reader's theater

Two Peace Corps Volunteers organized a competition that attracted nearly 200 students from 15 schools to engage in a reader's theater competition, in which students read scripts aloud and used voice, facial expressions, and gestures to bring the scene to life—without stage settings, costumes, or props. Students from fourth grade through high school presented stories from U.S. authors such as Dr. Seuss and Shel Silverstein.

Costa Rica—Helping women develop businesses

With the support of a Peace Corps Volunteer, three Costa Rican women are opening a hair salon that will enable them to become financial providers for their families. The hair salon will also serve as a business development teaching tool for 18 other individuals from an area women's club who are studying management, marketing, accounting, and finance to become successful business owners. The Peace Corps Partnership Program is helping to support this project.

Vanuatu—Community trash clean-up

A Peace Corps Volunteer worked with more than 140 youth to organize a weeklong trash clean-up. Following the clean-up, participants were divided into teams to build boats out of the trash they collected for a race in the city's central harbor. Fostering competition motivated the local youth

to clean areas with the highest concentrations of trash in order to construct the sturdiest boat. In the end, youth built and raced nine boats. Since the boat race, the Volunteer has been contacted by several community groups with ideas for new trash-based projects and is also working with a local women's group to create recycled crafts.



VOLUNTEER WORK BY SECTOR

Agriculture

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

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

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

At the end of FY 2013, there were 354 Agriculture Peace Corps Volunteers worldwide.

Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as soil conservation techniques, crop diversification, and agroforestry strategies
- Expanding the availability of nontraditional crops by promoting vegetable gardening and fruit tree production while raising awareness about their nutritional value
- Increasing knowledge and skills needed for small animal husbandry, including poultry, rabbits, fish, and honey production
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to generate income through fish farming
- Developing farmers’ skill in dry-season gardening, a method that enhances food security and provides income to local communities outside of the growing season, for staple crops

Community Economic Development

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

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

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

Volunteers engage with their local community to promote personal money management strategies as well. Volunteers help microfinance institutions improve their outreach to potential clients and provide would-be entre-

VOLUNTEER WORK BY SECTOR, cont.

preneurs access to microfinance services. In communities with few formal banking services, Volunteers work with community members to set up and manage their own savings and loan associations and provide financial literacy training to youth and adults regarding budgeting, savings, financial negotiations, and the safe use of credit.

At the end of FY 2013, there were 820 Community Economic Development Peace Corps Volunteers worldwide

Examples of CED Volunteer work:

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

Education

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

The Teaching English as a Foreign Language (TEFL) project focuses on helping host country counterparts improve their English proficiency, teaching skills, and participation in professional development, which in turn leads to improved English language instruction and increased English proficiency for students. In addition to formal classroom instruction, TEFL Volunteers also participate in various informal activities, such as English camps and clubs, and adult TEFL education.

Education Peace Corps Volunteers focusing on literacy promote improvement of students' basic literacy

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

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

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

At the end of FY 2013, there were 2,883 Education Peace Corps Volunteers worldwide.

Examples of Education Volunteer work:

- Advising communities in the development of curricula and teaching materials
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects
- Organizing spelling bees, Model United Nations, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring opportunities, pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools

VOLUNTEER WORK BY SECTOR, cont.

- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general awareness in the community of children and youth with disabilities

Environment

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

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

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

At the end of FY 2013, there were 854 Environment Peace Corps Volunteers worldwide.

Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries in collaboration with local counterparts

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

Health

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

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

At the end of FY 2013, there were 1,603 Health Peace Corps Volunteers worldwide.

Examples of Health Volunteer work:

- Facilitating health education on nutrition and nutritional rehabilitation
- Promoting hygiene education and pandemic preparedness in communities and schools

VOLUNTEER WORK BY SECTOR, cont.

- Expanding peer education to urge youth and others to reduce risky behavior
- Disseminating educational information on infectious diseases, including malaria and HIV
- Assisting in promoting maternal and child health services
- Strengthening NGO health-delivery systems through timely vaccination campaigns

Youth in Development

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

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

Volunteers work to help the next generation become active citizens by mobilizing them to improve their communities through service learning activities. Volunteers also work with youth service providers and youth-serving organizations to help them implement high-quality youth programs. Volunteers and their partners also encourage

parents and other community adults to play essential supporting roles for youth.

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

At the end of FY 2013, there were 511 Youth in Development Peace Corps Volunteers worldwide.

Examples of Youth in Development Volunteer work:

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

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013

Africa

BENIN	Adja, Bariba, Dendi, Ditamari, Fon, French, Goun, Nagot	MOZAMBIQUE	Portuguese
BOTSWANA	Setswana	NAMIBIA	Afrikaans, Khoekhoegowab, Oshikwanyama, Oshindonga, Otjiherero, Rukwangali, Silozi, Thimbukushu
BURKINA FASO	Bwamu, Dagara, Dioula, French, Gulmancema, Lobiri, Lyele, Moore	RWANDA	Kinyarwanda
CAMEROON	French, Fulfuldé, Pidgin (Cameroon)	SENEGAL	Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulaafuta, Seereer, Wolof
ETHIOPIA	Amharic, Oromo/Afan Oromo, Tigrigna	SIERRA LEONE	Kono, Krio, Kuranko, Limba, Mandingo, Mende, Susu, Temne
THE GAMBIA	Mandinka, Pulaar, Sarahule, Wolof	SOUTH AFRICA	isiZulu, Sepedi, Siswati/IsiSwati, Venda/Tshivenda, XiTsonga
GHANA	Buli, Dagaare, Dagbani, Dangme, Fante, Gonja, Kasem, Mampruli, Ghanaian Sign Language, Sisaali, Twi	SWAZILAND	Siswati/IsiSwati
GUINEA	French, Maninka, Pulaar, Soussou	TANZANIA	Swahili
KENYA	Kenyan Sign Language, Swahili	TOGO	Adja, Anufo, Bassar, Ewe, French, Gangan, Ife, Kabiye, Konkomba, Lamba, Moba, Nawdum
LESOTHO	Sesotho/Suthu	UGANDA	Acholi, Ateso, Dhopadhola, Lango, Lhukonzo, Luganda, Lugbara, Lumasaaba, Runyankore/Rukiga
LIBERIA	Liberian English	ZAMBIA	Bemba, Kaonde, Lunda, Mambwe, Nyanja, Tonga, Tumbuka/Chitumbuka
MADAGASCAR	Antakarana, Antandroy, Antanosy, Betsileo, Betsimisaraka, Malagasy, Sakalava, South East dialect (Antesaka, Antemoro, Antefasy), Tsimihety		
MALAWI	Chichewa, Chitonga, Chitumbuka, Chiyao		

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013, cont.

Europe, Mediterranean, and Asia

ALBANIA	Albanian	MACEDONIA	Albanian, Macedonian
ARMENIA	Armenian	MOLDOVA	Romanian, Russian
AZERBAIJAN	Azerbaijani	MONGOLIA	Mongolian
CAMBODIA	Khmer	MOROCCO	Arabic (Morocco)
CHINA	Chinese/Mandarin	NEPAL	Nepali
GEORGIA	Armenian, Georgian	PHILIPPINES	Aklanon, Bikol-Albay, Bikol-Naga, Cebuano, Hiligaynon, Kinaray-a, Tagalog, Waray-Waray
INDONESIA	Indonesian, Javanese, Madurese, Sundanese	THAILAND	Thai, Thai/Laos dialect
JORDAN	Arabic (Jordan)	UKRAINE	Russian, Ukrainian
KYRGYZ REPUBLIC	Kyrgyz, Russian		

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013, cont.

Inter-America and Pacific

COLOMBIA	Spanish	MEXICO	Spanish
COSTA RICA	Spanish	MICRONESIA	Chuukese, Kosraean, Mortlockese, Palauan, Pohnpeian
DOMINICAN REPUBLIC	Spanishl	NICARAGUA	Spanish
EASTERN CARIBBEAN	Kwevol	PANAMA	Embera, Ngabera, Spanish
ECUADOR	Kichwa, Spanish	PARAGUAY	Guaraní, Spanish
FIJI	Fijian, Hindi	PERU	Quechua, Spanish
GUATEMALA	Ixil, Kaqchikel, K'iche, Mam, Spanish	SAMOA	Samoan
JAMAICA	Jamaican Patois	TONGA	Tongan
		VANUATU	Bislama

AFRICA REGION COUNTRY PROFILES

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

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



Benin

CAPITAL Porto-Novo
 POPULATION 9.9 million
 GROSS NATIONAL INCOME PER CAPITA \$750
 PROGRAM DATES 1968–present
 PROGRAM SECTORS Community Economic Development
 Education
 Environment
 Health

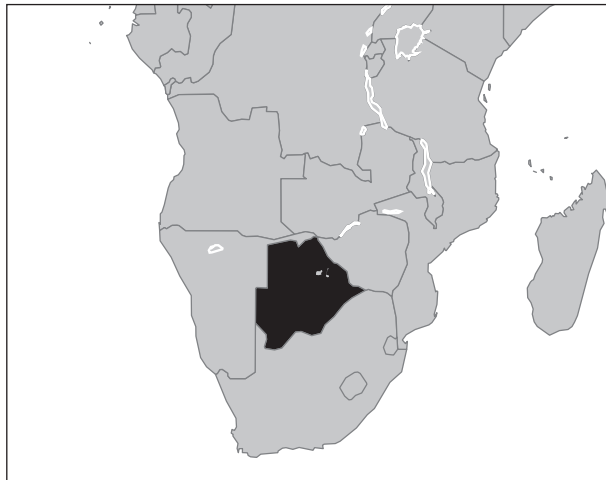
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	100
Program funds (\$000)	3,700	3,300



Botswana



CAPITAL Gaborone
 POPULATION 2.1 million
 GROSS NATIONAL INCOME PER CAPITA \$7,650
 PROGRAM DATES 1966–97
 2003–present
 PROGRAM SECTORS Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	40	60
Program funds (\$000)	1,300	1,900

Burkina Faso

CAPITAL Ouagadougou
 POPULATION 17.8 million
 GROSS NATIONAL INCOME PER CAPITA \$670
 PROGRAM DATES 1967–87
 1995–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	130
Program funds (\$000)	3,100	3,600



Cameroon

CAPITAL Yaounde
 POPULATION 20.6 million
 GROSS NATIONAL INCOME PER CAPITA \$1,170
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Community Economic Development
 Education, Health
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	190	180
Program funds (\$000)	4,300	4,000

Ethiopia



CAPITAL Addis-Ababa
 POPULATION 93.9 million
 GROSS NATIONAL INCOME PER CAPITA \$380
 PROGRAM DATES 1962–97, 1995–99
 2007–present
 PROGRAM SECTORS Education
 Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$000)	2,600	2,900

The Gambia

CAPITAL Banjul
 POPULATION 1.9 million
 GROSS NATIONAL INCOME PER CAPITA \$510
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Education
 Environment
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	70
Program funds (\$000)	1,500	1,500

Ghana

CAPITAL Accra
 POPULATION 25.2 million
 GROSS NATIONAL INCOME PER CAPITA \$1,550
 PROGRAM DATES 1961–present
 PROGRAM SECTORS Agriculture,
 Community Economic Development, Education
 Environment, Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	120	130
Program funds (\$000)	2,600	2,800

Guinea



CAPITAL Conakry
 POPULATION 11.2 million
 GROSS NATIONAL INCOME PER CAPITA \$440
 PROGRAM DATES 1963–66, 1969–71
 1985–present
 PROGRAM SECTORS Community Economic Development
 Education, Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	100
Program funds (\$000)	2,300	2,800

Kenya

CAPITAL Nairobi
 POPULATION 44.0 million
 GROSS NATIONAL INCOME PER CAPITA \$860
 PROGRAM DATES 1964–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	40	50
Program funds (\$000)	2,200	2,700

Lesotho

CAPITAL Maseru
 POPULATION 1.9 million
 GROSS NATIONAL INCOME PER CAPITA \$1,380
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Community Economic Development
 Education, Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	50	60
Program funds (\$000)	1,400	1,700

Liberia



CAPITAL Monrovia
 POPULATION 4.0 million
 GROSS NATIONAL INCOME PER CAPITA \$370
 PROGRAM DATES 1962–90
 2008–present
 PROGRAM SECTORS Education

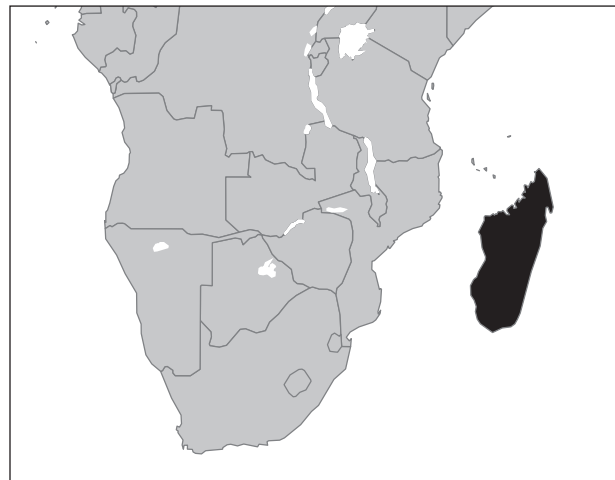
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	110
Program funds (\$000)	2,200	2,900

Madagascar

CAPITAL Antananarivo
 POPULATION 22.6 million
 GROSS NATIONAL INCOME PER CAPITA \$430
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Community Economic Development
 Education
 Environment
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	130	130
Program funds (\$000)	2,400	2,400

Malawi

CAPITAL Lilongwe
 POPULATION 16.8 million
 GROSS NATIONAL INCOME PER CAPITA \$320
 PROGRAM DATES 1963–1976
 1978–present
 PROGRAM SECTORS Community Economic Development
 Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	2,000	2,000



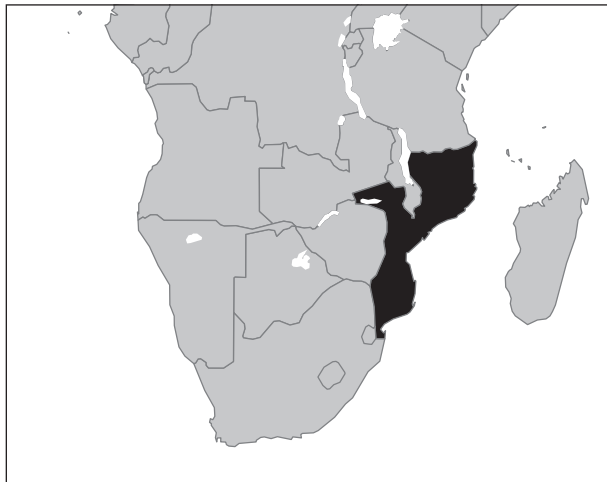
Mozambique

CAPITAL Maputu
 POPULATION 24.1 million
 GROSS NATIONAL INCOME PER CAPITA \$510
 PROGRAM DATES 1998–present
 PROGRAM SECTORS Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	150	160
Program funds (\$000)	2,600	2,700



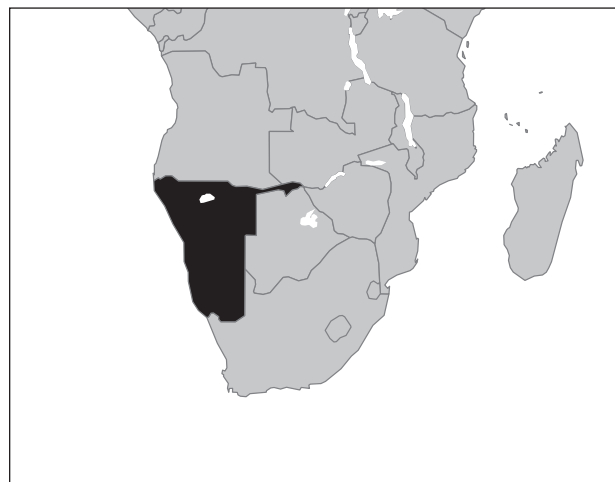
Namibia

CAPITAL Windhoek
 POPULATION 2.9 million
 GROSS NATIONAL INCOME PER CAPITA \$5,610
 PROGRAM DATES 1990–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	2,000	2,200



Rwanda

CAPITAL Kigali
 POPULATION 12.0 million
 GROSS NATIONAL INCOME PER CAPITA \$600
 PROGRAM DATES 1975–93
 2008–present
 PROGRAM SECTORS Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	90	80
Program funds (\$000)	1,800	1,600



Senegal



CAPITAL Dakar
 POPULATION 13.3 million
 GROSS NATIONAL INCOME PER CAPITA \$1,030
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Agriculture
 Community Economic Development
 Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	260	280
Program funds (\$000)	5,100	5,300

Sierra Leone

CAPITAL Freetown
 POPULATION 5.6 million
 ANNUAL PER CAPITA INCOME \$580
 PROGRAM DATES 1962–94
 2010–present
 PROGRAM SECTORS Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$000)	1,800	2,000



South Africa

CAPITAL	Pretoria
POPULATION	48.6 million
GROSS NATIONAL INCOME PER CAPITA	\$7,610
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Environment Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	90	110
Program funds (\$000)	3,100	3,700

Swaziland



CAPITAL	Mbabane
POPULATION	1.4 million
GROSS NATIONAL INCOME PER CAPITA	\$2,860
PROGRAM DATES	1968–96 2003–present
PROGRAM SECTORS	Education, Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	50	60
Program funds (\$000)	1,300	1,500

Tanzania

CAPITAL	Dar es Salaam
POPULATION	44.3 million
GROSS NATIONAL INCOME PER CAPITA	\$570
PROGRAM DATES	1961–69 1979–present
PROGRAM SECTORS	Education Environment Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	100	150
Program funds (\$000)	2,200	3,100

Togo

CAPITAL Lome
 POPULATION 7.2 million
 GROSS NATIONAL INCOME PER CAPITA \$500
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Community Economic Development
 Education
 Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	2,400	2,400



Uganda



CAPITAL Kampala
 POPULATION 34.8 million
 GROSS NATIONAL INCOME PER CAPITA \$440
 PROGRAM DATES 1964–72, 1991–99
 2001–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	1,800	1,800

Zambia

CAPITAL Lusaka
 POPULATION 14.2 million
 GROSS NATIONAL INCOME PER CAPITA \$1,350
 PROGRAM DATES 1994–present
 PROGRAM SECTORS Agriculture
 Education
 Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	120	100
Program funds (\$000)	4,400	4,000



Europe, Mediterranean, and Asia Region Country Profiles



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

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

Albania

CAPITAL Tirana
 POPULATION 3.0 million
 GROSS NATIONAL INCOME PER CAPITA \$4,030
 PROGRAM DATES 1992–97
 2003–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,600	1,800



Armenia



CAPITAL Yerevan
 POPULATION 3.0 million
 GROSS NATIONAL INCOME PER CAPITA \$3,720
 PROGRAM DATES 1992–present
 PROGRAM SECTORS Community Economic Development
 Education, Environment
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,500	1,700

Azerbaijan

CAPITAL Baku
 POPULATION 9.6 million
 GROSS NATIONAL INCOME PER CAPITA \$6,220
 PROGRAM DATES 2003–present
 PROGRAM SECTORS Community Economic Development
 Education
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	140	120
Program funds (\$000)	2,600	2,300



Cambodia

CAPITAL	Phnom Penh
POPULATION	15.2 million
GROSS NATIONAL INCOME PER CAPITA	\$880
PROGRAM DATES	2007–present
PROGRAM SECTORS	Education Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	100	110
Program funds (\$000)	1,600	1,800

China



CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$5,720
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	150	170
Program funds (\$000)	2,500	2,900

Georgia

CAPITAL	Tbilisi
POPULATION	4.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,270
PROGRAM DATES	2001–present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	80	100
Program funds (\$000)	1,800	2,300



Indonesia

CAPITAL	Jakarta
POPULATION	251.2 million
GROSS NATIONAL INCOME PER CAPITA	\$3,420
PROGRAM DATES	1963–65 2010–present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	100	110
Program funds (\$000)	2,200	2,400

Jordan



CAPITAL	Amman
POPULATION	6.5 million
GROSS NATIONAL INCOME PER CAPITA	\$4,670
PROGRAM DATES	1997–2002 2004–present
PROGRAM SECTORS	Education, Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	20	30
Program funds (\$000)	1,400	2,100

Kosovo

CAPITAL	Pristina
POPULATION	1.8 million
GROSS NATIONAL INCOME PER CAPITA	\$3,600
PROGRAM DATES	2014–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	20	50
Program funds (\$000)	1,700	2,000

Kyrgyz Republic

CAPITAL Bishkek
 POPULATION 5.6 million
 GROSS NATIONAL INCOME PER CAPITA \$990
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$000)	1,500	1,700

Macedonia



CAPITAL Skopje
 POPULATION 2.1 million
 GROSS NATIONAL INCOME PER CAPITA \$4,620
 PROGRAM DATES 1996–present
 PROGRAM SECTORS Community Economic Development
 Education, Environment
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	100
Program funds (\$000)	1,900	1,900

Moldova

CAPITAL Chisinau
 POPULATION 3.6 million
 GROSS NATIONAL INCOME PER CAPITA \$2,070
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Agriculture
 Community Economic Development
 Education
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	120	140
Program funds (\$000)	2,100	2,500

Mongolia

CAPITAL Ulaanbaatar
 POPULATION 3.2 million
 GROSS NATIONAL INCOME PER CAPITA \$3,160
 PROGRAM DATES 1991–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	130	160
Program funds (\$000)	2,700	3,300

Morocco



CAPITAL Rabat
 POPULATION 32.7 million
 GROSS NATIONAL INCOME PER CAPITA \$2,960
 PROGRAM DATES 1963–present
 PROGRAM SECTORS Community Economic Development
 Education, Environment
 Health
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	180	180
Program funds (\$000)	4,200	4,200

Nepal

CAPITAL Kathmandu
 POPULATION 30.4 million
 GROSS NATIONAL INCOME PER CAPITA \$700
 PROGRAM DATES 1962–2004, 2012–present
 PROGRAM SECTORS Agriculture
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	90
Program funds (\$000)	1,500	1,900

Philippines

CAPITAL Manila
 POPULATION 105.7 million
 GROSS NATIONAL INCOME PER CAPITA \$2,500
 PROGRAM DATES 1961–90
 1992–present
 PROGRAM SECTORS Education
 Environment
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	150	140
Program funds (\$000)	3,500	3,300

Thailand



CAPITAL Bangkok
 POPULATION 67.5 million
 GROSS NATIONAL INCOME PER CAPITA \$5,210
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Community Economic Development
 Education
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$000)	2,400	2,700

Ukraine

CAPITAL Kyiv
 POPULATION 44.6 million
 GROSS NATIONAL INCOME PER CAPITA \$3,500
 PROGRAM DATES 1992–present
 PROGRAM SECTORS Community Economic Development
 Education
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	240	230
Program funds (\$000)	4,100	4,000

Inter-America and the Pacific Region Country Profiles



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

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

Belize

CAPITAL	Belmopan
POPULATION	.3 million
GROSS NATIONAL INCOME PER CAPITA	\$4,490
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	30	30
Program funds (\$000)	1,400	1,400

Colombia



CAPITAL	Bogota
POPULATION	45.8 million
GROSS NATIONAL INCOME PER CAPITA	\$7,020
PROGRAM DATES	1961–81 2010–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	2,100	2,400

Costa Rica

CAPITAL	San Jose
POPULATION	4.5 million
GROSS NATIONAL INCOME PER CAPITA	\$8,820
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	140
Program funds (\$000)	2,900	3,600

Dominican Republic

CAPITAL Santo Domingo
 POPULATION 10.2 million
 GROSS NATIONAL INCOME PER CAPITA \$5,470
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Community Economic Development
 Education, Environment
 Health, Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$000)	3,500	3,900



Eastern Caribbean



CAPITALS St. John's, Hillsborough, Rouseau, St. George's,
 Basseterre, Castries, Kingstown
 POPULATION .6 million
 GROSS NATIONAL INCOME PER CAPITA \$6,778
 PROGRAM DATES 1961–present
 PROGRAM SECTORS Community Economic Development
 Education, Health
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	50	50
Program funds (\$000)	2,000	2,000

Ecuador

CAPITAL Quito
 POPULATION 15.4 million
 GROSS NATIONAL INCOME PER CAPITA \$5,170
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Agriculture
 Education
 Environment, Health
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	120
Program funds (\$000)	3,400	3,700



El Salvador

CAPITAL San Salvador
 POPULATION 6.1 million
 GROSS NATIONAL INCOME PER CAPITA \$3,590
 PROGRAM DATES 1962–80
 1993–present
 PROGRAM SECTORS Community Economic Development
 Health, Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	50	80
Program funds (\$000)	1,800	2,800

Fiji



CAPITAL Suva
 POPULATION .9 million
 GROSS NATIONAL INCOME PER CAPITA \$4,110
 PROGRAM DATES 1968–98
 2003–present
 PROGRAM SECTORS Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,400	1,600

Guatemala

CAPITAL Guatemala City
 POPULATION 14.4 million
 GROSS NATIONAL INCOME PER CAPITA \$3,120
 PROGRAM DATES 1963–present
 PROGRAM SECTORS Agriculture
 Community Economic Development
 Environment, Health
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	110	120
Program funds (\$000)	3,400	3,700

Guyana

CAPITAL Georgetown
 POPULATION .7 million
 GROSS NATIONAL INCOME PER CAPITA \$3,410
 PROGRAM DATES 1966–71
 1995–present
 PROGRAM SECTORS Education
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	60	60
Program funds (\$000)	1,500	1,500

Jamaica



CAPITAL Kingston
 POPULATION 2.9 million
 GROSS NATIONAL INCOME PER CAPITA \$5,120
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Education
 Environment
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	50	50
Program funds (\$000)	2,100	2,100

Mexico

CAPITAL Mexico City
 POPULATION 116.2 million
 GROSS NATIONAL INCOME PER CAPITA \$9,640
 PROGRAM DATES 2004–present
 PROGRAM SECTORS Community Economic Development
 Environment



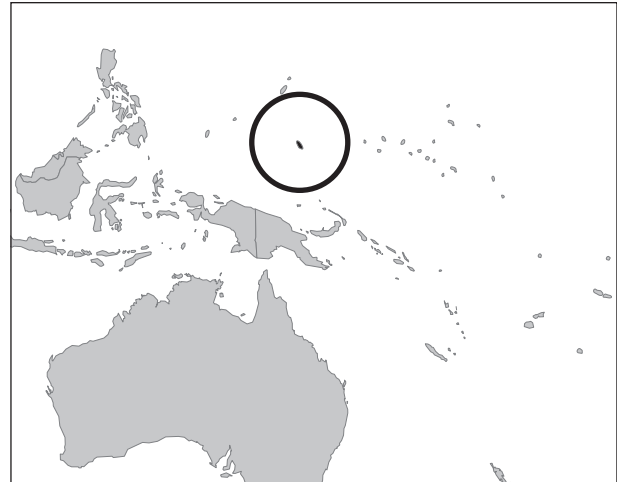
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,900	2,200

Micronesia

CAPITAL	Palikir, Melekeok
POPULATION	.1 million
GROSS NATIONAL INCOME PER CAPITA	\$3,230
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	40	40
Program funds (\$000)	1,100	1,100

Nicaragua



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

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$000)	2,300	2,600

Panama

CAPITAL	Panama City
POPULATION	3.6 million
GROSS NATIONAL INCOME PER CAPITA	\$8,510
PROGRAM DATES	1963–71 1990–present
PROGRAM SECTORS	Agriculture Community Economic Development, Education Environment, Health



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	190	190
Program funds (\$000)	4,200	4,200

Paraguay

CAPITAL Asuncion
 POPULATION 6.6 million
 ANNUAL PER CAPITA INCOME \$3,400
 PROGRAM DATES 1966–present
 PROGRAM SECTORS Agriculture
 Community Economic Development
 Education, Environment
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	240	240
Program funds (\$000)	4,600	4,700



Peru



CAPITAL Lima
 POPULATION 29.9 million
 ANNUAL PER CAPITA INCOME \$6,060
 PROGRAM DATES 1962–74
 2002–present
 PROGRAM SECTORS Community Economic Development
 Environment, Health
 Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	230	240
Program funds (\$000)	5,300	5,400

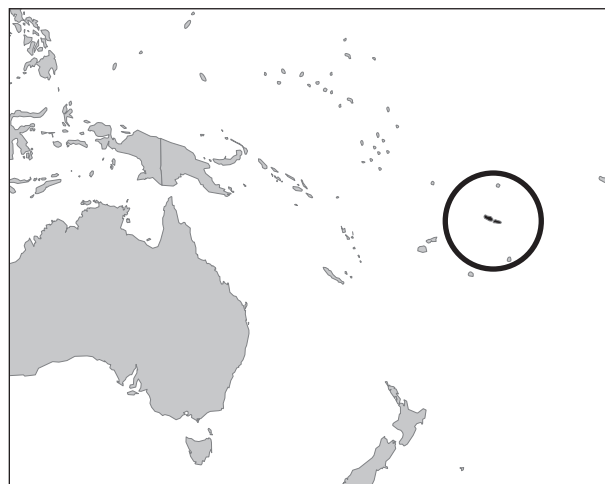
Samoa

CAPITAL Apia
 POPULATION .2 million
 ANNUAL PER CAPITA INCOME \$3,260
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	30	30
Program funds (\$000)	800	800



Tonga

CAPITAL Nuku'alofa
 POPULATION .1 million
 ANNUAL PER CAPITA INCOME \$4,220
 PROGRAM DATES 1967-present
 PROGRAM SECTORS Education

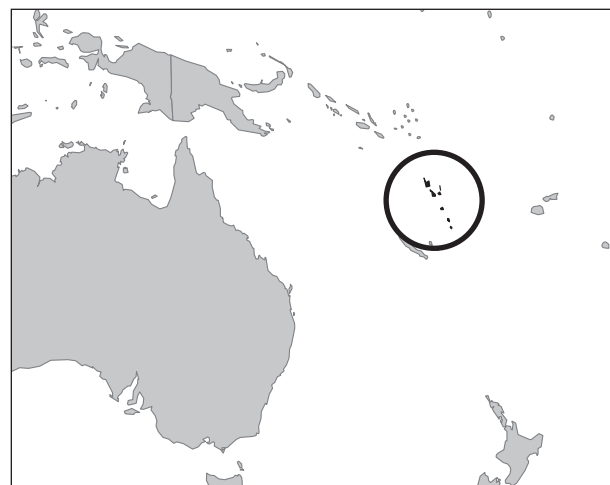


ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	40	50
Program funds (\$000)	1,000	1,200

Vanuatu



CAPITAL Port Vila
 POPULATION .3 million
 GROSS NATIONAL INCOME PER CAPITA \$3,000
 PROGRAM DATES 1990-present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2014	FY 2015
Volunteers	60	60
Program funds (\$000)	2,200	2,200



GLOBAL INITIATIVES

VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES DURING FY 2013

Africa		Europe, Mediterranean, and Asia		Inter-America and Pacific	
Country	Volunteers	Country	Volunteers	Country	Volunteers
Benin	76	Albania	19	Belize	6
Botswana	78	Armenia	21	Colombia	35
Burkina Faso	88	Azerbaijan	4	Costa Rica	21
Cameroon	94	Bulgaria	5	Dominican Republic	57
Ethiopia	135	Cambodia	12	Eastern Caribbean*	30
Ghana	101	China	5	Ecuador	42
Guinea	17	Georgia	35	El Salvador	15
Kenya	78	Indonesia	5	Fiji	13
Lesotho	65	Kyrgyz Republic	31	Guatemala	25
Liberia	1	Macedonia	1	Guyana	31
Madagascar	23	Moldova	52	Jamaica	21
Malawi	64	Mongolia	20	Mexico	1
Mozambique	112	Morocco	78	Micronesia and Palau	10
Namibia	37	Philippines	28	Nicaragua	79
Rwanda	47	Romania	9	Panama	74
Senegal	32	Thailand	21	Paraguay	88
Sierra Leone	27	Ukraine	159	Peru	124
South Africa	288	TOTAL	505	Tonga	2
Swaziland	60			Vanuatu	29
Tanzania	99			TOTAL	703
The Gambia	53				
Togo	23				
Uganda	80				
Zambia	229				
TOTAL	1,907				

Grand Total: 3,115

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

VOLUNTEERS WORKING IN FOOD SECURITY DURING FY 2013

<i>Country</i>	<i>Volunteers</i>
Cambodia	12
Cameroon	51
Dominican Republic	26
Ecuador	20
Ethiopia	38
Ghana	57
Guatemala	16
Jamaica	20
Kenya	11
Lesotho	8
Madagascar	26
Malawi	30
Mozambique	14
Namibia	9
Nicaragua	57
Panama	113
Paraguay	124
Peru	66
Senegal	174
Tanzania	35
Togo	28
Zambia	131
TOTAL	1,066

VOLUNTEERS WORKING IN MALARIA PREVENTION DURING FY 2013

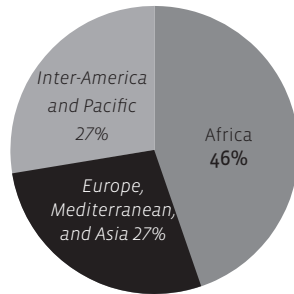
<i>Country</i>	<i>Volunteers</i>
Benin	49
Botswana	15
Burkina Faso	73
Cameroon	35
Ethiopia	31
Ghana	128
Guinea	96
Kenya	36
Liberia	2
Madagascar	25
Malawi	25
Mozambique	42
Namibia	3
Rwanda	27
Senegal	178
Sierra Leone	20
Swaziland	4
Tanzania	41
The Gambia	9
Togo	13
Uganda	23
Zambia	91
TOTAL	966



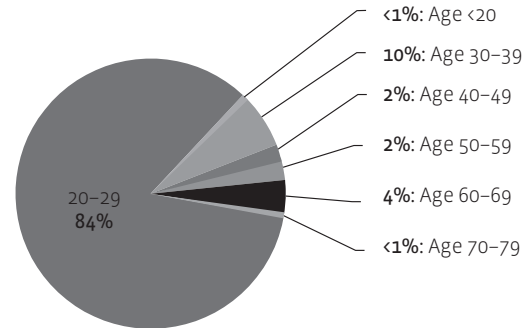
APPENDIX A: FY 2013 VOLUNTEER STATISTICS

Volunteer Statistics

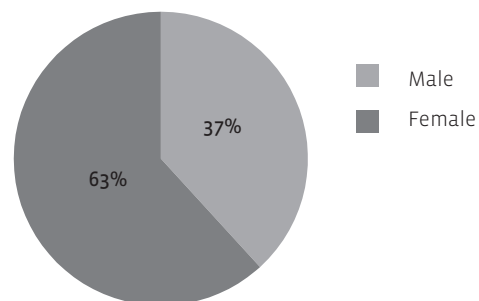
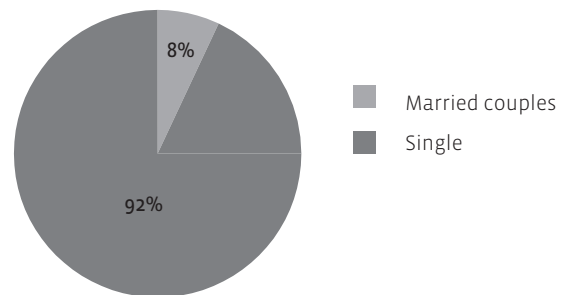
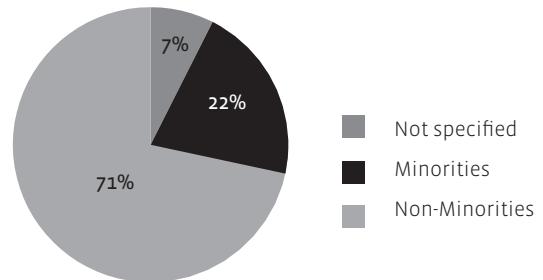
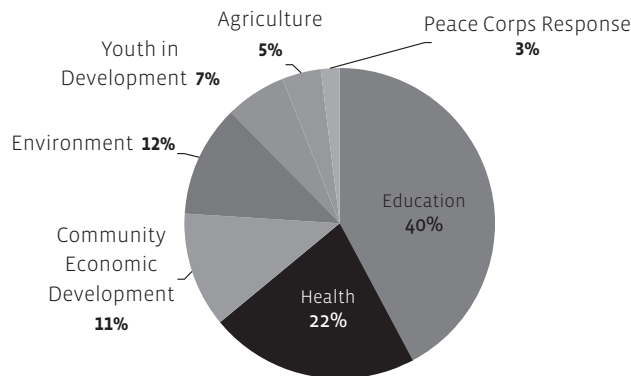
Percentage of Volunteers by Peace Corps Region



Volunteer Profile



Percentage of Volunteers by Sector



All data current as of September 30, 2013.

APPENDIX B: PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

Peace Corps Application Process

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

Step One: Application

The first step toward becoming a Peace Corps Volunteer is to submit an application at peacecorps.gov/apply. Once the application is submitted, each applicant is asked to complete a Health History Form.

Step Two: Interview

After passing the internal screening process, a Peace Corps applicant moves to the interview process. During the interview, a Peace Corps staff member will gauge the applicant's skills and interests, job opportunities available, and suitability for service as a Peace Corps Volunteer, including personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service. This is an opportunity for applicants to ask questions and explore with the interviewer—who is almost always a returned Volunteer—if the Peace Corps is appropriate for them and how they might best fit the Peace Corps' assignment openings.

Step Three: Invitation

If an application is among the best for a particular assignment, the Peace Corps will invite the applicant to serve. The invitation includes the date of departure, the program assignment, and links to a welcome packet with details about the country of service, the Volunteer Handbook, and more.

Step Four: Medical Exam

Applicants are required to complete a physical and dental examination. At a minimum, the physical examination includes a trip to the applicant's doctor for a medical exam with basic lab work and immunizations necessary for the country assignment, as well as a visit to a dentist for X-rays. The Peace Corps offers some limited cost-sharing reimbursement according to a fee schedule.

Step Five: Preparation for Departure

After the applicant has been medically cleared for service in his/her assignment and country, the Peace Corps will issue an electronic ticket for travel to the pre-service orientation site (also known as staging). Immediately prior to leaving for the country of assignment, Peace Corps "trainees" meet in the United States to prepare for their Volunteer service.

Step Six: Departure for Service

Trainees fly to their assigned country to begin in-country training.

APPENDIX B: PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE, cont.

Phases of Volunteer Service

TRAINEE

Orientation (Staging)

Staff members conduct a one-day staging before trainees depart for their assignments abroad. Safety and security training is a component of this orientation.

Pre-Service Training

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

VOLUNTEER

Volunteer Assignment

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

Site Selection

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

Living Allowance

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

Health

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

Volunteer Safety

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

In-Service Training

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

Service Extension

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

RETURNED VOLUNTEER

Career, Education, and Re-Entry Planning

Information on career, higher education, and re-entry is provided to Volunteers before the end of their service, as well as upon their return.

Readjustment Allowance

At the end of service, Volunteers receive \$275 per month served to help finance their transition to careers or further education. Peace Corps Response Volunteers and Volunteers who extend their service for longer than 27 months receive \$375 per month.

Health Insurance

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

Returned Volunteer Services

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

Peace Corps Response

Headquarters staff recruits and places experienced Volunteers in short-term disaster relief and humanitarian response positions.

APPENDIX C: HOME STATES OF PEACE CORPS VOLUNTEERS*

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	51	1,090	Montana	36	1,363
Alaska	18	955	Nebraska	56	1,340
Arizona	105	3,435	Nevada	31	956
Arkansas	22	939	New Hampshire	72	1,662
California	973	28,893	New Jersey	184	4,863
Colorado	247	6,901	New Mexico	50	2,118
Connecticut	116	3,263	New York	420	13,085
Delaware	17	493	North Carolina	153	4,054
District of Columbia	48	2,235	North Dakota	11	568
Florida	309	7,493	Ohio	290	7,009
Georgia	196	3,281	Oklahoma	32	1,282
Guam	0	74	Oregon	203	5,993
Hawaii	26	1,391	Pennsylvania	284	7,740
Idaho	70	1,302	Puerto Rico	12	392
Illinois	300	8,302	Rhode Island	23	990
Indiana	120	3,181	South Carolina	67	1,488
Iowa	77	2,284	South Dakota	19	630
Kansas	65	1,698	Tennessee	80	1,698
Kentucky	59	1,485	Texas	342	7,142
Louisiana	29	1,083	U.S. Virgin Islands	0	77
Maine	38	1,812	Utah	40	1,068
Maryland	199	5,729	Vermont	49	1,474
Massachusetts	203	8,034	Virginia	267	7,241
Michigan	271	6,988	Washington	328	8,975
Minnesota	206	6,387	West Virginia	23	651
Mississippi	13	474	Wisconsin	213	5,846
Missouri	120	3,195	Wyoming	18	509

* Includes the District of Columbia, as well as the territories of Guam, Puerto Rico, and the U.S. Virgin Islands.
All data current as of September 30, 2013.

APPENDIX D: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

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

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

APPENDIX D: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES, cont.

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

APPENDIX D: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES, cont.

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

APPENDIX E: FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2013, the Peace Corps realized \$5,673,000 in foreign currency gains and transferred \$0 of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuation Account.

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

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

	FY 2012	FY 2013
Total Reimbursable	\$7,196,030	\$9,923,896
Total PEPFAR	24,766,924	28,291,893

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

APPENDIX G: OFFICE OF THE INSPECTOR GENERAL BUDGET REQUEST

Office of Inspector General's Fiscal Year 2015 Budget Request

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

Each Inspector General (IG) is required to transmit a budget request to the head of the establishment or designated Federal entity to which the IG reports specifying the:

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

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

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


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

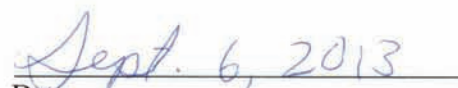
- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the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

Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2015:

the aggregate budget request for the operations of the OIG is \$5,000,000
the portion of this amount needed for OIG training is \$63,020 and
the portion of this amount needed to support the CIGIE is \$13,000 (.26% of \$5,000,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2015.


Kathy A. Buller
Inspector General
Peace Corps


Date

APPENDIX H: PHYSICIANS' COMPARABILITY ALLOWANCE (PCA) WORKSHEET

Table 1

		PY 2013 (Actual)	CY 2014 (Estimates)	BY 2015* (Estimates)
1) Number of Physicians Receiving PCAs		4	3	3
2) Number of Physicians with One-Year PCA Agreements		4	3	3
3) Number of Physicians with Multi-Year PCA Agreements				
4) Average Annual PCA Physician Pay (without PCA payment)		150,000	150,000	150,000
5) Average Annual PCA Payment		15,500	16,000	16,000
6) Number of Physicians Receiving PCAs by Category (non-add)	Category I Clinical Position	4	3	3
	Category II Research Position			
	Category III Occupational Health			
	Category IV-A Disability Evaluation			
	Category IV-B Health and Medical Admin.			

*FY 2014 data will be approved during the FY 2015 Budget cycle.

- 7) If applicable, list and explain the necessity of any additional physician categories designated by your agency (for categories other than I through IV-B). Provide the number of PCA agreements per additional category for the PY, CY and BY.

Not Applicable

- 8) Provide the maximum annual PCA amount paid to each category of physician in your agency and explain the reasoning for these amounts by category.

The amount of allowance authorized will be the minimum amount necessary to resolve the recruitment and retention problem for each category, and may not exceed the following amounts.

1. \$14,000 per annum if the employee has served as a Government physician for 30 months or less;
2. \$20,000 per annum after 30 months of service;
3. \$30,000 per annum if the employee has served as a Government physician for more than 60 months. *(Peace Corps has never awarded PCA at this level but would use it in the event we require a specialist physician on staff)*

- 9) Explain the recruitment and retention problem(s) for each category of physician in your agency (this should demonstrate that a current need continues to persist).

(Please include any staffing data to support your explanation, such as number and duration of unfilled positions and number of accessions and separations per fiscal year.)

Historically, the turnover rate for physicians has been higher than for some other positions due to more lucrative offers outside the agency and to the personal and professional challenges of serving overseas. Peace Corps vies with agencies such as Public Health Service, Veteran's Affairs, and the State Department for physician candidates, yet is not able to offer incentives such as relocation expenses to its headquarters employees as do these employers. This effectively limits our applicant pool to those within the Washington, DC commuting area. Competing agencies in the Washington area also offer other incentives including education allowances for dependent children, posing even more recruiting challenges to the Peace Corps. We also recruit physicians for overseas postings, thereby appealing to a select segment of the physician applicant pool and eliminating those who may have family or other responsibilities that keep them in the US. As well, headquarters physicians are on call far more frequently than their counterparts in other federal agencies. (Note: PC physicians cannot be compared to those in private practice, or even to those providing clinical services in the public sector, but rather to those non-clinical positions at State or PHS, where the doctors have no on call responsibilities.) Headquarters

APPENDIX H: PHYSICIANS' COMPARABILITY ALLOWANCE (PCA) WORKSHEET

physicians are also responsible for continuous quality improvement and nursing oversight, and education and training, responsibilities both of which are greater than those of their State or PHS counterparts.

- 10) Explain the degree to which recruitment and retention problems were alleviated in your agency through the use of PCAs in the prior fiscal year.

(Please include any staffing data to support your explanation, such as number and duration of unfilled positions and number of accessions and separations per fiscal year.)

PCA has provided an incentive to remain with Peace Corps beyond the initial 30-month service requirement with the expectation of the increase from \$14,000/p.a. to \$20,000/p.a. Most of our physicians stay more than one 30-month tour, and many extend through 60 months or longer.

- 11) Provide any additional information that may be useful in planning PCA staffing levels and amounts in your agency.

Consideration is world-wide even though relocation expenses are not covered, except to fill overseas positions. We place advertisements in professional journals and the mainstream press, and place internet advertisements on the OPM and Peace Corps web sites. We also contact other federal agencies, educational institutions and the Public Health Service, as well as notify previous applicants and former employees who have left Peace Corps employment for a period of time equal to their prior service in the Peace Corps. 22 USC § 2506(a)(2)(B).

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The Peace Corps
Strategic Plan | FY 2014–2018
and Annual Performance Plan | FY 2014–2015

Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of the American spirit by making it possible for Americans to serve—advancing development and building cross-cultural understanding around the world. Through this unique approach to development, the Peace Corps is making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 215,000 Volunteers have served in 139 countries since 1961.

The Peace Corps advances its mission through the work of the Volunteers, both during and after their term of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction provides Volunteers with a unique perspective and the opportunity to partner with local communities to address their development challenges and to strengthen mutual understanding. After Volunteers complete their service, they return to the United States with new sets of skills, deep knowledge about different cultures, and long-lasting relationships. Returned Volunteers continue their service by promoting awareness of other cultures and global issues with friends, family, and the American public, maintaining relationships with colleagues and friends from the countries in which they served, and demonstrating a sustained commitment to volunteerism and public service.

Core Values

The FY 2014-2018 Strategic Plan reflects the core values that shape and guide decisions at all levels in the agency:

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

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

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

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

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

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

“The United States will join with our allies to eradicate such extreme poverty in the next two decades by connecting more people to the global economy; by empowering women; by giving our young and brightest minds new opportunities to serve, and helping communities to feed, and power, and educate themselves; by saving the world’s children from preventable deaths; and by realizing the promise of an AIDS-free generation, which is within our reach.”

*President Barack Obama
2013 State of the Union Address*

Plan Overview

The FY 2014-18 Strategic Plan establishes an ambitious vision for the Peace Corps over the next five years. The Strategic Plan strengthens recent far-reaching reforms, focuses on addressing decades-old challenges, and leverages promising opportunities to increase the impact of Volunteers and improve operations.

The Strategic Plan includes the long-range goals and objectives designed to advance the Peace Corps mission. The accompanying FY 2014-15 Annual Performance Plan lays out the strategies and activities the agency will utilize to accomplish these goals and objectives as well as the specific results the agency expects to achieve over time.

The FY 2014-2018 Strategic Plan and FY 2014/2015 Annual Performance Plan include the following components:

Strategic Goals reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps mission of world peace and friendship.

Strategic Objectives break down the high-level strategic goals to express the specific focus areas the agency will prioritize in order to achieve the strategic goals.

Strategies and Activities include the actions the agency intends to take to meet agency goals and objectives.

Performance Goals state a quantitative level of performance, or “target,” to be accomplished within a specific timeframe. In the plan, annual targets are set for FY 2014 and FY 2015, and some initial targets are set for future years. Initial targets will be revised in future annual performance plans. Targets and actual results are provided for prior years when available. The agency uses performance goals to both drive performance improvement and to assess progress on strategic goals and objectives. Performance goals are updated each year in the annual performance plan in conjunction with the budget formulation process.

Lead Offices are identified for each performance goal. While several offices or overseas posts may be responsible for the individual strategies and activities that advance progress on performance goals, lead offices are given the convening authority to coordinate agency-wide efforts to develop, implement, and report on plans to achieve each performance goal within a specific timeframe.

Appendices provide additional detail on the development of the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan. Appendices include a summary of the Peace Corps’ performance management framework (Appendix A), a description of how evaluation and research informed the development of the plans (Appendix B), data validation and verification standards for the performance goals and indicators (Appendix C), and a summary of the stakeholder outreach conducted (Appendix D).

GPRA Modernization Act of 2010

The President’s Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

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

Strategic Goals

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

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

These three core goals continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2014-18 Strategic Plan:

Strategic Goal 1: Building Local Capacity

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

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

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

Strategic Goal 2: Sharing America with the World

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

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

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

Strategic Goal 3: Bringing the World Back Home

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

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

Public Benefit: Sustained interaction between Americans and other peoples engenders mutual understanding and trust, increasing respect and human dignity in world affairs at home and abroad. Additionally, through their overseas experiences, Volunteers develop language, intercultural, technical, and entrepreneurial skills that prepare them for jobs in the 21st century. They bring these skills with them to their work in both the public and private sectors, sharing their global experiences and outlook with their colleagues, friends, and family. This, in turn, helps to build a more competitive U.S. workforce.

Strategic Objectives

The 11 strategic objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. Strategic objectives serve as the primary unit of analysis for assessing how the agency is performing and are measured through specific, time-bound performance goals. The table below indicates how each of the strategic objectives supports each strategic goal.

Relationship between Strategic Goals and Strategic Objectives

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

Strategic Objective 1: Volunteer Well-Being

Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services (Supports Strategic Goals 1, 2, and 3)

Rationale: The Peace Corps advances its mission through the work of the Volunteers—the most important strategic asset of the agency. Volunteers dedicate themselves to serving their country in local communities where the healthcare infrastructure and security environments often differ from those of the United States. Further, Volunteers may experience a range of emotions as they address the complexities of development work and encounter unique stressors associated with living and working in local communities. Attention to the well-being of Volunteers and supporting their resiliency allows them to focus on their assignment and helps to ensure that they return home safely and in good health. Volunteer well-being is the shared responsibility of staff and Volunteers.

Strategies and Activities:

- Finalize implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011 and ensure its reforms continue to guide agency policy and practice
- Periodically evaluate individual experiences with healthcare and safety and security support
- Define and implement regionally-approved safety and security standards for site selection and monitoring
- Train staff who interact with Volunteers on methods for mentoring, developing, and supporting Volunteers
- Assess the effects of Volunteer health and safety on Volunteers' productivity at work
- Encourage a comprehensive approach to Volunteer support through agencywide initiatives such as the Sexual Assault Risk Reduction and Response Program
- Expand mental and emotional health support to provide Volunteers with the tools to cope with the challenges of service
- Establish a data management system to track critical safety and security recommendations by posts and headquarters offices

External Factors: Volunteers encounter a broad range of social and environmental conditions during their service. As a result, safety, security, and medical risks are an inherent part of Volunteer service.

Performance Goals

Performance Goal 1.1: Implement Critical Safety and Security Recommendations

Increase the percentage of critical Volunteer safety and security recommendations implemented by the agreed upon time to 90 percent by FY 2015

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Targets	--	--	--	88%	90%
Results	79%	75%	84%		

Peace Corps safety and security officers develop recommendations for improvement based on reviews of posts' safety and security systems. The timely implementation of these critical recommendations indicates improvement to Volunteer safety and security systems.

Data Source: Peace Corps administrative records

Lead Office: Office of Global Operations

Performance Goal 1.2: Volunteer Satisfaction with Medical and Mental Health Support

Reduce the percentage of Volunteers "minimally" or "not at all" satisfied¹ with medical and mental health support to 7.0 percent by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	8.2%	7.2%	7.0%
Results	7.0%	7.4%	9.2%			

Healthcare research suggests a strong relationship between patient satisfaction with healthcare and improved health outcomes. Ensuring the percentage of Volunteers who are unsatisfied with medical and mental health support does not exceed 7.0 percent will place the Peace Corps on par with the highest-performing U.S.-based healthcare providers.

¹Includes the bottom two negative responses on a five-point scale

Data Source: Annual Volunteer Survey

Lead Office: Office of Health Services

Strategic Objective 2: Service Opportunity of Choice

Position the Peace Corps as the top choice for talented Americans interested in service by reaching a new generation of potential Volunteers and streamlining the application process (Supports Strategic Goals 1, 2, and 3)

Rationale: Increasing the quantity and quality of Volunteer applications is essential in order to position the agency to provide development assistance responsive to local community needs and to promote cross-cultural understanding between the United States and other countries through the work of skilled Volunteers.

Strategies and Activities:

- Modify business processes and the application platform to allow individuals to apply to specific countries, sectors, and/or departure months to improve transparency and to better account for applicant preferences
- Implement a waitlist system to ensure posts' requests for Volunteers are filled each year
- Establish quarterly application deadlines to pool and rank candidates and select the most qualified and competitive individuals for service
- Reduce the length and complexity of the Volunteer application form and process
- Increase recruitment and placement staff to conduct more outreach to increase applications and move applicants through the application process more quickly
- Conduct market research to better understand the goals, preferences, key motivators, and deterrents of core prospects (18- to 26-year-olds), future prospects (15 to 17-year-olds), and their primary influencers (such as family and friends)
- Invest in a national public relations and marketing campaign to build awareness of the Peace Corps among core prospects
- Improve tools for communicating service opportunities to prospective Volunteers, including redesigning the Peace Corps website and developing additional content for mobile devices
- Utilize the Peace Corps Response program to fill requests for highly-skilled and experienced Volunteers
- Fully implement applicant rating and Volunteer assessment tools
- Redesign the framework utilized by overseas posts to request Volunteers, currently the Assignment Area system, to align with Focus In/Train Up programming
- Leverage strategic interagency, university, and public-private partnerships to increase the number of Volunteers serving annually and pilot new service models
- Evaluate the effectiveness of the reforms implemented to improve the application, assessment, and placement processes

External Factors: The Peace Corps must be a viable and attractive service opportunity in an environment in which talented Americans have an increasingly wide array of service opportunities from which to choose.

Performance Goals

Performance Goal 2.1: Volunteer Requests Met

Field 100 percent of the Volunteers requested by overseas posts each year

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	95%	95%	95%	100%	100%	100%	100%	100%
Results	97%	97%	90%					

The ultimate outcome for the Service Opportunity of Choice objective is for the agency to fully meet overseas posts' requests for skilled Volunteers. This performance goal is a direct outcome measure.

Data Source: Peace Corps database (DOVE/PCVDBMS)

Lead Office: Office of Volunteer Recruitment and Selection

Performance Goal 2.2: Increase Service Opportunities

Increase the number of Volunteers serving annually to 10,000 by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	7,600	8,200	8,800	9,400	10,000
Results	9,095	8,073	7,209					

Per the Peace Corps Act, "it is the policy of the United States and a purpose of the Peace Corps to maintain, to the maximum extent appropriate and consistent with programmatic and fiscal considerations, a Volunteer corps of at least 10,000 individuals." Based upon available funding, building and maintaining an even larger Volunteer population would ensure more Americans have the opportunity to serve—a high priority for the agency.

Data Source: Peace Corps database (PCVDBMS/HRMS)

Lead Office: Office of Global Operations

Performance Goal 2.3: Increase Applications

Increase applications for Volunteer service to 22,000 by FY 2015

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Targets	--	--	--	20,000	22,000
Results	12,206	10,091	10,118		

An increase in the number of applications for Peace Corps service is a clear indication of the competitiveness of the Peace Corps as a service opportunity of choice.

Data Source: Peace Corps database (DOVE/PCVDBMS)

Lead Offices: Office of Volunteer Recruitment and Selection

Performance Goal 2.4: Reduce Time from Application to Invitation

Reduce the median time from application to invitation to no more than 3 months by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	5 months	4 months	3 months
Results	10 months	11 months	6 months ¹			

The time currently required to go through the application process is much longer than other service opportunities and has been cited as a major deterrent by prospective applicants.

¹In FY 2013, the application and medical review processes were modified; invitations are now offered prior to medical clearance. This resulted in a reduction of the median time from application to invitation.

Data Source: Peace Corps database (DOVE/PCVDBMS)

Lead Offices: Office of Volunteer Recruitment and Selection; Office of Health Services

Strategic Objective 3: Development Impact

Advance community-based development by strengthening the capacity of local individuals and communities, focusing on highly effective technical interventions, and leveraging strategic partnerships (Supports Strategic Goals 1 and 2)

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

Strategies and Activities:

- Complete the revisions of project frameworks to focus Volunteer activity on highly-effective technical interventions
- Fully implement standardized technical training to ensure Volunteers have the skills required to meet community needs
- Periodically monitor community need through Project Advisory Committees to ensure project activities address local development challenges appropriately
- Expand counterpart training opportunities to provide counterparts and community members with tools to work effectively with Volunteers and to strengthen the capacity of host country individuals and communities
- Improve Volunteer training on working with communities and host country partners
- Engage with agency strategic partners to provide Volunteers with technical training, tools, and mentoring

External Factors: Measuring the precise impact of Volunteers in a complex development space presents unique challenges.

Performance Goals

Performance Goal 3.1: Advance Community-Based Development Outcomes

Increase the percentage of projects with documented gains on community-based development outcomes

- Improved farming techniques or farm management practices (Agriculture)
- Improved organizational management practices and new business development (Community and Economic Development)
- Improved TEFL practices and proficiency (Education)
- Improved environmental management practices and understanding of environmental issues (Environment)

- Improved health practices through key behavioral changes (Health)
- Improvement in demonstrated life skills and leadership among youth (Youth in Development)

	FY 2014
Targets:	No target set; Baseline data collection

Volunteer projects and activities are designed and executed alongside local partners. An increase in the percentage of projects with documented gains suggests that Volunteers are contributing to community-based development.

Data Sources: *Volunteer Reporting Tool*

Lead Office: *Office of Global Operations*

Performance Goal 3.2: Strengthen Local Capacity

Increase the percentage of projects with documented gains in the capacity of host country individuals

	FY 2014
Targets:	No target set; Baseline data collection

Volunteers strengthen local capacity by working closely with community partners through all phases of their project activities. This goal measures the increase in the capacity of local individuals, including counterparts—Volunteers’ primary community partners.

Data Sources: *Global Counterpart Survey*

Lead Office: *Office of Global Operations*

Performance Goal 3.3: Improve Feedback to Volunteers

Increase the percentage of Volunteers who report “considerable” or “exceptional”¹ satisfaction with the timeliness and quality of the feedback provided on their work to 56 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	40%	44%	48%	52%	56%
Results ²	39%	33%	38%					

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

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

² FY 2011-13 results are from a proxy measure from the Annual Volunteer Survey: “How satisfied are you with the following support provided by in-country Peace Corps staff: Feedback on my work reports”

Data Source: *Annual Volunteer Survey*

Lead Office: *Office of Global Operations*

Strategic Objective 4: Cross-Cultural Understanding

Build a deeper mutual understanding of other cultures by developing long-lasting connections between American and host country individuals and communities (Supports Strategic Goals 1, 2, and 3)

Rationale: Volunteers advance cultural understanding between the United States and the communities where they serve by living and working in local communities and by sharing their experiences with family, friends, and the American public during their service and when they return to the United States. In this way, Volunteers create a cultural window which enables American and host country individuals and communities to have meaningful conversations, develop strong relationships, and sustain their interactions.

Strategies and Activities:

- Assess intercultural competence at multiple points during Volunteer service
- Encourage currently-serving and returned Volunteers to leverage new technology, including social media, to facilitate communication between Americans and local individuals and communities
- Train Volunteers on managing cultural differences during their service
- Redesign the Coverdell World Wise Schools - Correspondence Match program to allow Volunteers to independently identify their own matches prior to departure and expand educator access to information based on their curriculum needs
- Expand the redesigned Coverdell World Wise Schools - Speakers Match program

External Factors: The world is inter-connected today in ways vastly different from when the Peace Corps was founded in 1961. There are new opportunities to utilize modern communication tools and technologies to better connect Americans and people in the countries where Volunteers serve both during and after a Volunteer's service.

Performance Goals

Performance Goal 4.1: Greater Understanding of Americans

Increase the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer

Targets:	FY 2014
	No target set; Baseline data collection

Counterparts regularly work closely with Volunteers. If counterparts increase their understanding of Americans as a result of sustained day-to-day interactions with Volunteers, it is an indicator of the success of the primary mechanism the agency utilizes to build cultural understanding between the United States and the countries where Volunteers serve.

Data Source: Global Counterpart Survey

Lead Office: Office of Global Operations

Performance Goal 4.2: Increase Cross-Cultural Connections

Increase the percentage of Volunteers who report they facilitated direct interactions between American and host country individuals and communities

Targets:	FY 2014
	No target set; Baseline data collection

When Volunteers actively build strong connections between the United States and host countries, they are promoting mutual cultural understanding.

Data Source: *Annual Volunteer Survey*

Lead Office: *Office of Overseas Programming and Training Support; Office of Third Goal and Returned Volunteer Services*

Strategic Objective 5: Continuation of Service

Support returned Volunteers' continuation of service by fostering a vibrant alumni network, providing tools and resources to ease their transition after service, and offering opportunities for them to share their experiences (Supports Strategic Goal 3)

Rationale: More than 215,000 Americans have served as Peace Corps Volunteers since 1961—a significant “domestic dividend” of skilled and dedicated individuals who continue serving the American public and the overseas communities where they lived and worked long after they return home. Much of the returned Peace Corps Volunteer (RPCV) community’s work to advance the Peace Corps mission takes place through RPCV groups or the actions of individual RPCVs—independent of the agency. However, by providing tools and resources to RPCVs to ease their transition after service, such as career services and best practices for sharing their experiences and promoting service, the Peace Corps is positioning RPCVs to be active contributors to the agency’s third goal efforts. The Peace Corps also encourages RPCVs to share their experiences with family, friends, and the public; build and maintain connections between American and host country individuals and communities; and recruit the next generation of Volunteers. Notably, a significant number of RPCVs continue their service as international development or foreign policy specialists.

Strategies and Activities:

- Leverage email, social media, and other online tools to communicate more effectively with RPCVs
- Improve the quantity and quality of RPCV contact information by developing a contact database where Volunteers and RPCVs can easily update their information
- Develop an RPCV survey to gather regular feedback from returned Volunteers, track their professional and academic progress, and develop tools to help them continue their service throughout their careers
- Expand returned Volunteer career services across the United States by centralizing tools and resources available to returned Volunteers through an expanded and easily-accessible online job portal
- Develop a system for tracking and evaluating the results of returned Volunteer career services
- Establish a competitive internship program where exceptional RPCVs can compete for year-long positions within the agency and its strategic partners
- Actively promote the non-competitive eligibility status of RPCVs at federal agencies for expedited hiring
- Develop a “Third Goal and Returned Volunteer Services” curriculum to be included during close-of-service training for currently-serving Volunteers
- Engage the American public through strong partnerships with businesses, schools, and government agencies to provide communication platforms for returned Volunteers, increase public understanding of other cultures, and generate a commitment to public service and community development
- Support the development of independent RPCV alumni groups by providing materials on the promotion of the Third Goal and encouraging RPCVs to participate in such groups

External Factors: Much of the RPCV community’s contribution to the agency’s Third Goal occurs organically and outside the span of control of the Peace Corps. The agency will explore opportunities to build upon the RPCV community’s continuing efforts to advance the Peace Corps mission.

Performance Goals

Performance Goal 5.1: Support RPCV Career Transition

Increase the number of returned Volunteers who access Peace Corps' career services to 3,000 by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	2,500	2,750	3,000
Results	--	--	--			

The agency provides RPCVs with top-notch career services, seminars, and transition tools upon returning from service. Providing the career and personal development tools necessary for RPCV success in both professional and service opportunities will ease their transition upon returning home and facilitate an environment where they can share their experiences and promote volunteerism and public service.

Data Source: Peace Corps administrative records

Lead Office: Office of Third Goal and Returned Volunteer Services

Performance Goal 5.2: Increase RPCV Engagement

Increase the number of returned Volunteers who participate in agency-supported Third Goal activities to 16,000 by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	8,000	10,000	12,000	14,000	16,000
Results	--	--	--					

The agency facilitates a wide array of activities to provide RPCVs with opportunities to share their experiences, including Coverdell World Wise Schools – Speakers Match, recruitment events, and Peace Corps Week. The agency also develops materials for RPCVs to independently conduct “Third Goal” activities.

Data Source: Peace Corps administrative records

Lead Office: Office of Third Goal and Returned Volunteer Services

Strategic Objective 6: Diversity and Inclusion

Actively recruit, support, and retain a diverse workforce and Volunteer corps and build an inclusive culture that encourages collaboration, flexibility, and fairness (Supports Strategic Goals 1, 2, and 3)

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

Strategies and Activities:

- Develop a marketing and communications strategy to increase the diversity of the Peace Corps Volunteer and staff applicant pools
- Collaborate with local and regional groups aligned with under-represented populations to increase applications
- Support and monitor the implementation of the initiative to allow same-sex couples to serve together as Peace Corps Volunteers
- Develop a system for field staff to recommend returned Peace Corps Volunteers who can serve as recruiters for under-represented populations
- Engage the RPCV community in recruiting under-represented populations
- Identify, support, and implement strategic partnerships to support the Peace Corps' diversity recruitment efforts
- Develop a mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve applicant retention
- Monitor applicant drop-out rates by race/ethnicity, sex, age, and other demographic elements to identify potential barriers
- Develop change agents to build an inclusive culture at all levels
- Support Employee Resource Groups to help recruit, retain, and support staff
- Provide tools and training for staff to increase their awareness and empower them to prevent the types of discrimination and harassment issues that can occur within a multicultural environment
- Identify and mitigate economic barriers to Volunteer service
- Review and revise the eligibility standards for Volunteer service, including medical status eligibility standards, to ensure that applicants are not evaluated on the basis of any factor that is not relevant to the ability to serve effectively

External Factors: As the Peace Corps primarily attracts recent college graduates, efforts to increase the diversity of the Volunteer population are dependent in part on the diversity of individuals completing an undergraduate degree. Similarly, staff diversity is influenced by the diversity of both the Volunteer population and the U.S. workforce. Additionally, the lack of a commercial student loan deferment option makes it difficult for those with commercial student loan debt to serve.

Performance Goals

Performance Goal 6.1: Increase Applicant Diversity

Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	32%	34%	35%
Results	26%	27%	30%			

Increasing the number of applications from individuals of minority racial and ethnic groups—who are traditionally underrepresented in the Peace Corps—will result in a Volunteer population that more accurately reflects the diversity of America.

Data Source: Peace Corps database (DOVE/PCVDBMS)

Lead Office: Office of Volunteer Recruitment and Selection

Performance Goal 6.2: Build an Open and Inclusive Organizational Culture

Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country national staff who report that the agency “usually” or “always”¹ has an open and inclusive organizational culture to 90 percent by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets ²	--	--	--	85%	88%	90%
Results	--	--	--			

The Peace Corps’ level of inclusivity can be largely determined by analyzing the perceptions of Volunteers and staff regarding openness and inclusion in the organization with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, and gender identity/expression. This will provide a direct outcome measure that can be evaluated in detail to measure how all groups perceive the agency’s culture of inclusion and to what extent employees feel valued and productive.

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

² FY 2014–16 targets apply to U.S. direct hire staff. Targets for Volunteers and host country national staff will be identified once baseline data has been collected through the addition of new Annual Volunteer Survey questions and the new Host Country National Staff Survey in FY 2014.

Data Sources: Annual Volunteer Survey, Employee Viewpoint Survey, and Host Country National Staff Survey

Lead Office: Office of Civil Rights and Diversity

Strategic Objective 7: Site Development

Establish an environment conducive to Volunteer success through an integrated approach to developing effective projects, preparing work sites, and successfully collaborating with local partners (Supports Strategic Goals 1 and 2)

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

Strategies and Activities:

- Develop and implement post-specific site development criteria, policies, and procedures and standardize specific criteria agency-wide where appropriate
- Improve the staff to Volunteer ratio to provide more staff capacity for site development and to meet Volunteer support requirements
- Identify, prepare, and train host families, host agencies, and counterparts on how to live and work effectively with Volunteers, including setting clear expectations regarding the role of the Volunteer
- Establish well-defined and meaningful work opportunities for Volunteers by selecting sites with well-documented needs
- Assign Volunteers to sites where there is a good match between the Volunteers' skills and experience and the needs of local communities
- Utilize Project Advisory Committees to regularly monitor projects to ensure they address local development needs
- Develop a mobile technology solution to track and document the effective selection, documentation, and preparation of sites

External Factors: Each host country and individual community provides unique infrastructure and cultural challenges that limit the agency's ability to apply common site development standards uniformly across all posts.

Performance Goals

Performance Goal 7.1: Improve Site Development

Increase the percentage of Volunteers who report “considerable” or “exceptional”¹ satisfaction with site selection and preparation to 60 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	44%	48%	52%	56%	60%
Results ²	42%	41%	42%					

The agency has a responsibility to develop an environment for Volunteer success by ensuring that sites are effectively selected and prepared for their arrival.

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

²FY 2011-2013 results are from a proxy measure from the Annual Volunteer Survey: “How satisfied are you with the following support provided by in-country Peace Corps staff: Site selection/preparation”

Data Source: Annual Volunteer Survey

Lead Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

Performance Goal 7.2: Improve Counterpart Selection and Preparation

Increase the percentage of Volunteers who report their assigned counterpart met their needs for community integration and project work support to a “considerable” or “exceptional”¹ degree to 48 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	34%	38%	42%	46%	48%
Results ²	31%	32%	32%					

While Volunteers work with a variety of local partners throughout their service, the Peace Corps selects and assigns local counterparts to Volunteers to help connect them to their communities and to serve as resources for their project work when Volunteers first arrive at their sites. Volunteers reporting they received adequate support from their assigned counterpart indicates that posts are properly selecting and preparing local partners as a part of the site development process.

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

²FY 2011-13 results are from a proxy measure from Annual Volunteer Survey question “When you arrived at your community, how prepared for your arrival were the host country individuals with whom you would be working?”

Data Source: Annual Volunteer Survey

Lead Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

Strategic Objective 8: Train-Up

Develop a highly-effective Volunteer corps through a continuum of learning throughout service (Supports Strategic Goals 1 and 2)

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

Strategies and Activities:

- Continue to evaluate and refine the training materials developed through the Focus-In/Train-Up strategy
- Develop and implement a global Volunteer continuum of learning for the six project sectors that emphasizes self-directed learning, utilizes coaching and mentoring, fosters communities of practice, and includes individual learning plans for Volunteers
- Establish terminal learning objectives and measure Volunteer's progress towards achieving them throughout service, including at the end of pre-service training and close-of-service
- Share training materials through an online knowledge-sharing platform
- Develop formal training certificates and exam processes to document the training received by Volunteers and the expertise and proficiency levels achieved

External Factors: An increase in required training content, including critical safety and security training, reduces the amount of time that can be spent on technical and language training. Additionally, trainers at some posts are temporary hires, and the retention of these experienced trainers year-to-year is challenging.

Performance Goals

Performance Goal 8.1: Improve Language Learning

Increase the percentage of Volunteers tested at close of service who achieve the "advanced" level or above on the language proficiency interview to 70 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	50%	55%	60%	65%	70%
Results	--	--	--					

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

Data Source: Peace Corps database (VIDA)

Lead Offices: Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

Performance Goal 8.2: Increase Effectiveness of Technical Training

Increase the percentage of Volunteers who report that their technical training prepared them to work at their site to a “considerable” or “exceptional”¹ degree to 60 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	52%	54%	56%	58%	60%
Results	44%	44%	50%					

Effective technical training covers topics related to the work that Volunteers will be conducting at their Volunteer site.

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

Data Source: Annual Volunteer Survey

Lead Offices: Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

Strategic Objective 9: High-Performing Learning Organization

Cultivate a high-performing learning organization by investing in professional development for staff, improving staff retention, and strengthening institutional memory (Supports Strategic Goals 1, 2, and 3)

Rationale: The unique law limiting the majority of U.S.-based and American overseas Peace Corps staff to five-year appointments results in a constant influx of fresh ideas and innovation. It also produces significant human capital and knowledge management challenges. At the same time, host country national staff often serve longer than American staff and have very different professional development needs. To successfully advance the Peace Corps mission, the agency must be a high-performing learning organization that invests in staff development, retains employees to the fullest extent of the law, and draws from a deep institutional memory to learn from its past and circulate best practices among Volunteers and staff.

Strategies and Activities:

- Initiate development of a competency and skills assessment program for Peace Corps domestic and overseas staff
- Invest in an automated system to track training events to develop a more cost-effective training program
- Implement development of a leadership continuum for agency supervisors
- Work with agency supervisors to develop individual development plans for staff
- Review and standardize the on-boarding process for all staff, including office/post-based orientation and training beyond new employee orientation
- Implement a mentoring and coaching program for all agency staff, including a component designed for host country national staff that focuses on effective strategies for advancing their careers and for working with Volunteers
- Encourage cross-training to provide coverage and continuity of operations
- Identify agency-wide training requirements and costs to develop a disciplined training budget
- Establish a pool of trained staff with the requisite clearances who are prepared to fill vacancies if overseas staff in critical positions leave unexpectedly
- Modify policy to require the development of transition documents by departing staff during the off-boarding process
- Reduce prolonged overseas staffing vacancies at posts
- Improve the off-boarding process by collaborating with federal government employers to place staff with non-competitive eligibility
- Develop a strategy for improving the retention of training staff
- Experiment with providing year-round employment opportunities for temporary host country national staff in high-turnover positions

- Increase online training to expand learning opportunities to domestic and overseas staff
- Improve the efficiency of routine tasks by developing a repository of standard operating procedures and templates for post operations
- Modify agency policy to enable managers to provide employees with early notification regarding potential extensions to their term appointments to aid in retention

External Factors: The law that generally limits staff to five-year appointments produces significant transaction costs and creates challenges to building a high-performing learning organization.

Performance Goals

Performance Goal 9.1: Improve Staff Training

Increase the percentage of staff satisfied¹ with the training they received to do their job to 62 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	54%	56%	58%	60%	62%
Results ²	50%	50%	57%					

An increase in staff satisfaction related to staff training indicates that staff are being provided the tools and training to do their job effectively and to develop professionally.

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

²FY 2011-13 results only include responses from U.S. direct hire staff in the Employee Viewpoint Survey; they do not include host country national staff.

Data Sources: Employee Viewpoint Survey and Host Country National Staff Survey

Lead Offices: Office of Human Resources Management; Office of Overseas Programming and Training Support

Performance Goal 9.2: Increase Staff Tenure

Increase the average tenure of U.S. direct hire staff

	FY 2014
Targets:	No target set; Baseline data collection

Due to the law that generally limits staff appointments to five years, the agency works to retain high-performing employees for as long as possible and to minimize staffing gaps.

Data Source: Peace Corps database (NFC)

Lead Office: Office of Human Resources Management

Strategic Objective 10: Global Connectivity

Enable seamless communication and collaboration for all Volunteers and staff by modernizing and integrating information technology systems and leveraging the innovation of Volunteers and staff in the field (Supports Strategic Goals 1, 2, and 3)

Rationale: Information technology (IT) is changing rapidly; often, Volunteers in the field and their local partners are using a broader spectrum of technologies than the Peace Corps can support. At the same time, the agency maintains several legacy applications to manage information at headquarters and overseas posts that no longer meet the evolving needs of the Peace Corps. The confluence of these factors produces inefficiencies in how Volunteers and staff communicate and collaborate, inhibiting the agency's ability to advance its mission. A globally-connected agency, supported by a flexible IT system and invigorated by field-based experimentation and problem solving, will leverage modern technology to break down barriers to communication and collaboration.

Strategies and Activities:

- Build modern tracking, analysis, and reporting applications that enable easy database maintenance, data integration, and data access
- Modernize the Peace Corps Intranet to improve information sharing among staff
- Create a consolidated Volunteer, RPCV, and staff contact database to improve data quality and access to contact information
- Establish a clearly-defined, transparent risk assessment strategy related to new information technology projects and archive decisions for reference
- Provide guidance, training, and access to staff on new methods of communication commonly used by Volunteers, such as social media, to facilitate communication and collaboration
- Design flexible systems, platforms, and processes to be compatible with evolving technology (e.g. mobile devices)
- Support the development of Volunteer-driven solutions, such as those from the Peace Corps Innovation Challenge and other crowd-sourcing activities, to improve how the agency uses technology to deliver on its mission
- Encourage the use of PCLive as the Peace Corps' knowledge-sharing platform for Volunteers and staff to manage project and administrative content and identify promising practices

External Factors: A major IT challenge for the Peace Corps is to utilize rapidly evolving technology, such as mobile technology, to increase communication and collaboration among Volunteers, posts, and headquarters while maintaining operational stability, security, and reliability in a complex operational and regulatory environment.

Performance Goals

Performance Goal 10.1: Develop an Integrated Technology Platform

Retire all legacy applications and consolidate functions into an integrated platform by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	10%	30%	50%	70%	100%
Results	--	--	--					

Through the Platform Modernization project, legacy applications will be retired and their functions consolidated into a common, integrated platform. The project will improve data quality and facilitate increased access to data to meet the evolving information needs of the agency.

Data Source: *Peace Corps administrative records*

Lead Office: *Office of the Chief Information Officer*

Performance Goal 10.2: Facilitate Knowledge Sharing

Increase the percentage of Volunteers who report that they use the digital materials provided by the Peace Corps in their work

	FY 2014
Targets:	No target set; Baseline data collection

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

Data Source: *Annual Volunteer Survey*

Lead Office: *Office of Overseas Programming and Training Support*

Strategic Objective 11: Measurement for Results

Advance the agency's ability to measure progress, improve performance, and demonstrate impact through integrated monitoring, reporting, and evaluation practices (Supports Strategic Goals 1, 2, and 3)

Rationale: Monitoring, reporting, and evaluation practices are conducted at all levels within the agency. A coherent, integrated approach that combines training, regular reviews of ongoing programs, the collection of baseline data, and well-documented pilots will provide staff with rigorous, high-quality data. That data can then be used to inform decision-making at both the program and agency level, identify promising practices, foster transparency, and advance performance improvement.

Strategies and Activities:

- Develop an agency-level evaluation agenda each fiscal year to lay out the priorities for further exploring major management and performance challenges
- Fully implement the agencywide Evaluation Framework to provide guidance to posts and headquarters offices on monitoring, reporting, and evaluation practices, including piloting and experimentation parameters
- Provide monitoring, reporting, and evaluation training to Volunteers, overseas staff, and counterparts
- Develop the analytical skills of headquarters and overseas staff responsible for data analysis by modifying the requirements for key positions when recruiting for new positions or backfilling positions and by providing targeted training on analytical competencies
- Collect or construct baseline data prior to new country entries and the initiation of new projects to assess Volunteer impact

External Factors: The federal government and the international development community have significantly expanded their emphasis on the use of research and evaluation for evidence-based decision making—supported by recent Executive Orders, the GPRA Modernization Act of 2010, and directives from the Office of Management and Budget. Further, during a time of fiscal challenges, federal agencies are expected to clearly demonstrate the impact of their programs.

Performance Goals

Performance Goal 11.1: Conduct Baselines

Increase the percentage of new country entries and new Volunteer project frameworks where baseline data has been collected or compiled prior to the beginning of the intervention to 100 percent by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	50%	75%	100%
Results	--	--	--			

Conducting baseline surveys or compiling baseline data from partner organizations, when combined with post-based intervention measurements, will allow the agency to demonstrate with confidence the impact of Volunteers on specific projects.

Data Source: Peace Corps administrative records

Lead Offices: Office of Global Operations; Office of Strategic Information, Research, and Planning

Performance Goal 11.2: Increase Evidence-Based Decisions

Increase the percentage of posts and headquarters offices that demonstrate the use of evidence in program, policy, and/or budget decisions to 100 percent by FY 2016

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	50%	75%	100%
Results	--	--	--			

An increase in the use of evidence in decisions will help posts and headquarters offices improve program performance and make more cost-effective decisions.

Data Source: Peace Corps administrative records

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

Performance Goal 11.3: Using Evidence to Encourage Innovation

Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges

	FY 2014
Targets:	No target set; Baseline data collection

Increased pilot-testing and experimentation will encourage the development of innovative solutions to enhance the impact of the Volunteers and to address persistent and emerging operational challenges. The use of standard criteria and rigorous measurement will enable the agency to learn from these pilots and determine if the new approaches should be fully adopted.

Data Source: Peace Corps administrative records

Lead Offices: Office of Strategic Information, Research, and Planning

Appendix A: Performance Management System

The goals, objectives, and strategies included in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

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

Several processes occur throughout the year to ensure activities align with the goals in the Strategic Plan; evidence and data are available and used by agency leadership, managers, and staff to inform program, policy, and budget decisions; and, opportunities for performance improvement are identified, tracked, and executed.

- **Integrated Planning and Budget System (IPBS).** Through the IPBS, headquarters offices and overseas posts develop strategic and operational plans to ensure their activities are aligned with and advance the agency's strategic goals. IPBS plans are developed during the agency's budget formulation process; budgets are informed by the resource requirements of the IPBS plans. Through the IPBS, the agency is working to better link performance and budgeting processes to ensure decision makers have the appropriate information to inform program, policy, and budget decisions.
- **Country Portfolio Review.** Each year, the agency conducts a comprehensive review of active and potential Peace Corps posts based on external and internal data. The Country Portfolio Review informs decisions about new country entries, country graduations (closures), and the allocation of Volunteers and other resources.
- **Quarterly strategic plan performance review sessions.** Key officials from across the agency, including senior leadership, review performance data at the end of each quarter to share best practices and develop strategies to meet performance targets when areas for improvement are identified. A performance spotlight is identified during each quarterly meeting to highlight a particularly noteworthy use of data in program, policy, or budget decisions.
- **Annual strategic review.** Beginning in 2014, the agency will conduct an annual strategic review to assess the progress made on achieving the strategic objectives in the Strategic Plan. This exercise will engage Peace Corps' senior leadership in a comprehensive performance review that will serve to inform annual planning and budget formulation, help set performance improvement areas for the year, and identify potential evaluation topics to better understand the effectiveness of agency activities.

Appendix B: Evaluation and Research

The Peace Corps is deeply committed to performance improvement through the use of high quality data and evidence. Evaluation and research activities are conducted at overseas posts and in a variety of headquarters offices to draw conclusions from existing evidence and to develop new sources of data to better understand performance challenges and improve operations.

Evaluations and other reporting can be found at <http://www.peacecorps.gov/open/evaluations>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations which can be found at <http://www.peacecorps.gov/about/leadership/inspgen/reports>.

The use of evidence in the development of agency goals

The agency employed an evidence-based approach throughout the process of selecting the goals and objectives in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan. The agency developed or utilized evidence to inform the process through the following activities:

- **Review of existing studies.** The agency reviewed more than 40 internal and external reports and studies—including the Comprehensive Agency Assessment, Host Country Impact Studies, and Peace Corps Office of Inspector General audits and evaluations—to identify recurring challenges facing the Peace Corps as well as promising opportunities for improvement.
- **In-depth interviews.** The agency conducted over 50 individual interviews with agency employees to identify common performance themes. The agency also held conversations with returned Volunteers and overseas staff during scheduled conferences.
- **Agency work groups.** The agency convened over a dozen working groups comprised of senior managers and technical specialists from headquarters offices, overseas posts, and regional recruitment offices. More than 100 employees applied their unique technical skills and personal experience with the Peace Corps to analyze existing data on performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges.
- **Fieldwork at overseas posts.** Staff conducted interviews, observed Volunteer and staff operations, and held focused discussions in Morocco, Senegal, El Salvador, Guatemala, Ukraine, and Panama to gather the perspectives of overseas U.S. direct hire and host country staff, Volunteers, and beneficiaries.
- **Analysis of existing Peace Corps data sources.** The agency utilized several internal data sources to develop agency goals. For example, the agency analyzed Annual Volunteer Survey data—such as data on safety and security, healthcare, the site development process, access to communication technology, and Volunteer counterparts—to develop performance goals and inform strategies and activities to advance agency goals. Administrative data on posts' use of standard sector indicators were utilized to determine which measures would best demonstrate the development impact of Volunteers. The agency analyzed data from a counterpart survey pilot to determine performance goals related to Volunteers' contribution to local development and to the promotion of a better understanding of Americans.

Future plans

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions and to better demonstrate the impact of the Volunteers and the effectiveness of agency operations. The agency's evaluation framework, finalized in FY 2013, provides the agency with a systematic framework for conducting evaluation and research activities across the agency. Strategic Objective 11 (Measurement for Results) in the FY 2014-18 Strategic Plan further demonstrates the agency's focus on improving and expanding its monitoring, reporting, and evaluation practices.

Efforts to enhance the use of existing data and to build the Peace Corps' evidence base will be supported by an increase in evaluation staff resources and improvements in the monitoring, reporting, and evaluation training and tools available to Volunteers and staff. New evidence will be used to inform agency decisions through the existing performance management processes detailed in Appendix A.

Future plans for developing new sources of evidence include the following:

- **Global Counterpart Survey.** The Global Counterpart Survey will be fielded annually to Volunteers' counterparts to gather feedback on the impact of Volunteers on local development outcomes and building a better understanding of Americans. As the survey will be conducted annually and across all Peace Corps posts and sectors, the Global Counterpart Survey will provide the agency with timely and actionable information on the impact of Volunteers directly from the individuals that work and interact with Volunteers most frequently. The agency initiated a pilot for surveying local counterparts at 14 posts in FY 2013 to determine the most appropriate survey methodology. After analysis of the pilot is complete, the Peace Corps will launch the Global Counterpart Survey in FY 2014.
- **Host Country National Staff Survey.** While the majority of U.S. direct hire staff domestically and abroad are limited to five-year appointments, host country national staff are often employed for many years and thus constitute the institutional memory at overseas posts. However, the Peace Corps has not conducted a regular survey to collect the viewpoints of these critical staff. In FY 2014, the agency will pilot a Host Country National Staff Survey, modeled on the Employee Viewpoint Survey administered to federal government employees annually. Upon successful completion of the pilot, the agency will field the survey globally on an annual basis. The agency anticipates receiving data from the survey that will help inform how best to foster an inclusive and satisfying work environment and support the professional development of host country national staff.
- **Annual agencywide evaluation agenda.** Each year, the Peace Corps will develop an agency-level evaluation agenda based on the results of the annual strategic review, the identification of topics through the quarterly strategic plan performance review process, and agency priorities and interests. Anticipated evaluation topics include a process evaluation of the new business processes for Volunteer recruitment, performance evaluations on agency performance goals where insufficient progress has been made, and a usage study of Volunteer project monitoring tools such as the Volunteer Reporting Tool. The annual agencywide evaluation agenda will produce evidence about the effectiveness of agency operations.
- **Impact evaluations.** In FY 2014, the agency plans to collect and compile baseline data prior to the arrival of Volunteers in Kosovo. This represents a rare opportunity to collect baseline data in a country that has never before hosted Peace Corps Volunteers. When coupled with endline data collected after host country individuals and communities have interacted with Volunteers for a sustained period of time, this

baseline data collection effort will allow the agency to conduct a rigorous impact evaluation on the effect of Volunteers on local development outcomes and building a better understanding of Americans. The agency plans to conduct similar baseline data collection activities in other new country entries and when posts introduce a new Volunteer sector. The agency will also conduct structured pilots to test new approaches to increasing the impact of Volunteers and to solving management challenges.

- **Volunteer Reporting Tool.** Since FY 2008, Volunteers have been reporting on their activities electronically through the Volunteer Reporting Tool (VRT). In conjunction with the wholesale revision of Volunteer project frameworks through the Focus-In/Train-Up strategy, a major redesign of the VRT is scheduled to be complete in FY 2014. The redesigned VRT will have a more intuitive user interface, will allow for the global aggregation of Volunteer activity data, and will improve data quality. As a result of the improved VRT and revision of Volunteer project frameworks, Volunteers will be able to report on standard indicators for each sector that are consistent with and can contribute to the development indicators of the agency's strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future. When the redesigned VRT is fully implemented, more data will be collected on Volunteer activities and their outcomes which can be more easily monitored, analyzed, and reported to demonstrate the impact of Volunteers.

Appendix C: Data Validation and Verification

The performance data included in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan are based on reliable and valid data that are complete as of the submission of this document.

Data collection and reporting consistency is ensured by the use of detailed performance goal data reference sheets which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources for performance goals in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan are detailed below.

Annual Volunteer Survey

The Annual Volunteer Survey (AVS) is an anonymous, voluntary survey of all currently serving Volunteers. This comprehensive survey provides direct feedback from the Volunteers regarding agency activities and is a key data source informing performance improvement. A consistently high response rate from Volunteers (92 percent in FY 2013) minimizes total survey error. The survey is not, however, administered to a random sample of Volunteers and—as with other non-randomized surveys—is therefore subject to non-response bias.

The demographic profile of the survey respondents is consistently representative of the Volunteer population on key characteristics: age, sex, race, ethnicity, level of education, and status as a Volunteer. Since FY 2012, the AVS has been administered exclusively online. Responses to all AVS questions are directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. Analyzed data are used to inform agency management about the Volunteers' perspectives on key issues. The high response rate from Volunteers and the data verification and validation measures ensure the high level of AVS data accuracy needed for its intended use.

The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors, such as major external events or the ability to recall information. The agency takes into consideration issues of both statistical and practical significance to account for variation in AVS results from year-to-year. Thus, nominal percentage point movements may not be meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

Peace Corps databases

The agency maintains several databases to collect Volunteer and program information. Only authorized staff who have been properly trained can access key systems, maintaining data integrity and ensuring that the data entry methodology is followed. Regular reconciliation processes between agency units enable users to verify and test performance data to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data are appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is high and is met through rigorous database rules and business processes.

Peace Corps administrative records

The agency collects data annually from headquarters offices and overseas posts that rely on administrative records that do not exist in a centrally-managed database. Data requested from all headquarters office and overseas posts are collected through online survey software and responses are housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. Leaders from all overseas posts and headquarters offices are required to complete the survey. The survey is designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed and anomalies are addressed and corrected to improve data quality. Other data are collected from specific headquarters offices individually.

As these administrative records do not have the benefit of the verification and validation standards executed in Peace Corps database systems, the agency's ability to ensure a high level of accuracy for the data is limited. To compensate for this limitation, the agency develops data collection tools associated with each applicable performance goal to ensure that respondents are fully aware of data collection procedures and that they collect data consistently throughout the year.

Employee Viewpoint Survey

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

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff population. A high response rate ensures the voices of a significant number of staff are heard each year. The survey is administered electronically, and questions are modeled on the Federal Employee Viewpoint Survey fielded each year governmentwide by the Office of Personnel Management.

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

Data sources in development

Several new data sources are in development in FY 2014, including the Global Counterpart Survey, the Host Country National Staff Survey, and the Volunteer Reporting Tool. Detailed validation and verification standards will be included in future Annual Performance Plans as these data sources are fully developed.

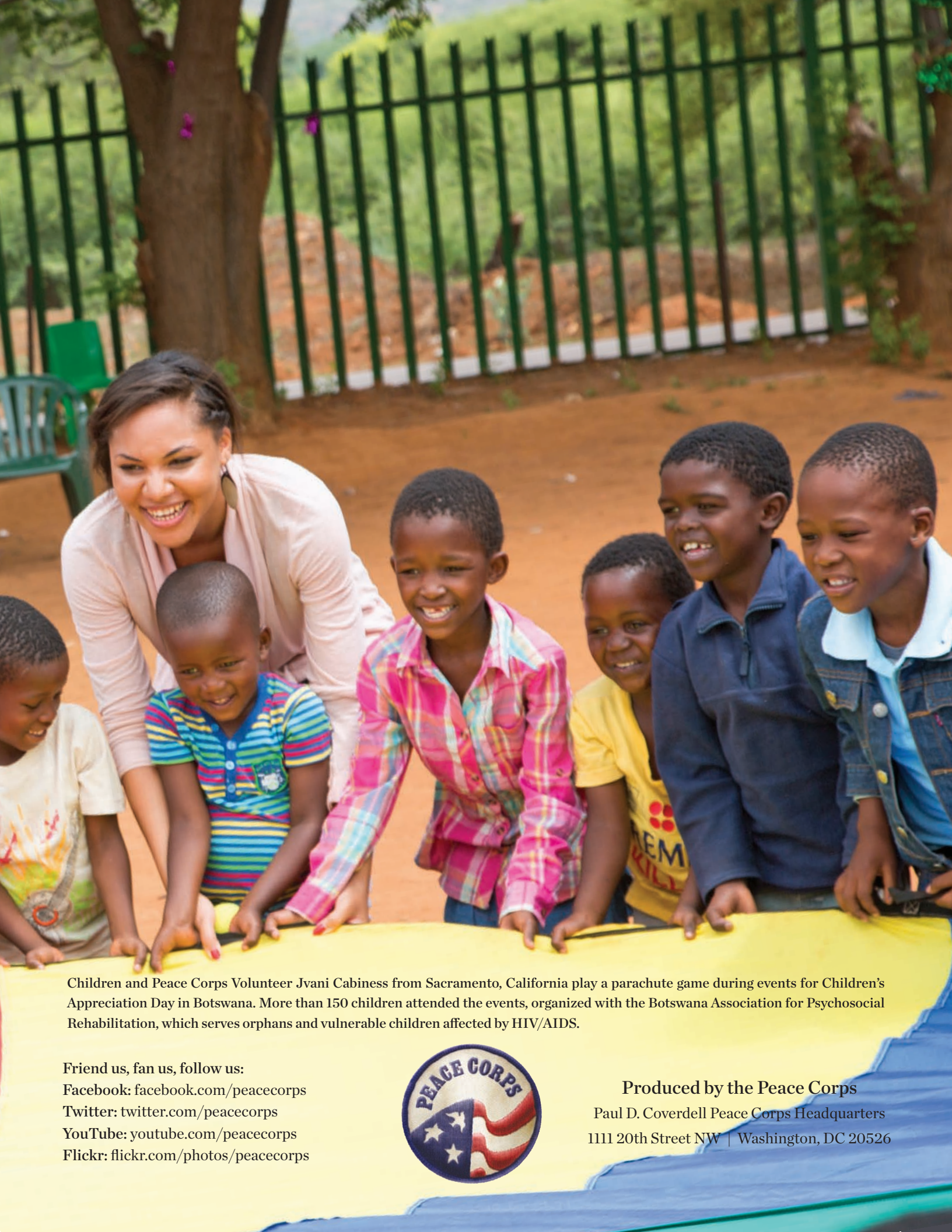
Appendix D: Stakeholder Engagement

The Peace Corps has utilized a highly participatory and inclusive process to develop a strategic plan that includes input from a wide array of key stakeholders. The agency has conducted dozens of meetings, interviews, and focused discussions with key headquarters and field-based staff, host country national staff, Volunteers, and beneficiaries to develop the goals, objectives, and strategies in the strategic plan. The agency also reached out to the returned Volunteer community and key strategic partners to ensure their inclusion in the consultative process.

The agency posted a preliminary draft of the Strategic Plan on its public website from November 8–December 2, 2013, to collect feedback from returned Volunteers, the agency’s strategic partners, and the general public. The feedback from stakeholders was incorporated into the strategic plan as appropriate.

Congressional consultation

In September 2012, the agency conducted outreach to the appropriate Congressional committees based on the FY 2009-14 Strategic Plan. In October 2013, the draft FY 2014-18 Strategic Plan was sent to the Peace Corps’ authorizing, oversight, and appropriations committees for their review and comments. The agency engages in ongoing discussions with Congressional offices on issues of policy and budget importance and takes the views of Congress into consideration in its strategic planning



Children and Peace Corps Volunteer Jvani Cabiness from Sacramento, California play a parachute game during events for Children's Appreciation Day in Botswana. More than 150 children attended the events, organized with the Botswana Association for Psychosocial Rehabilitation, which serves orphans and vulnerable children affected by HIV/AIDS.

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