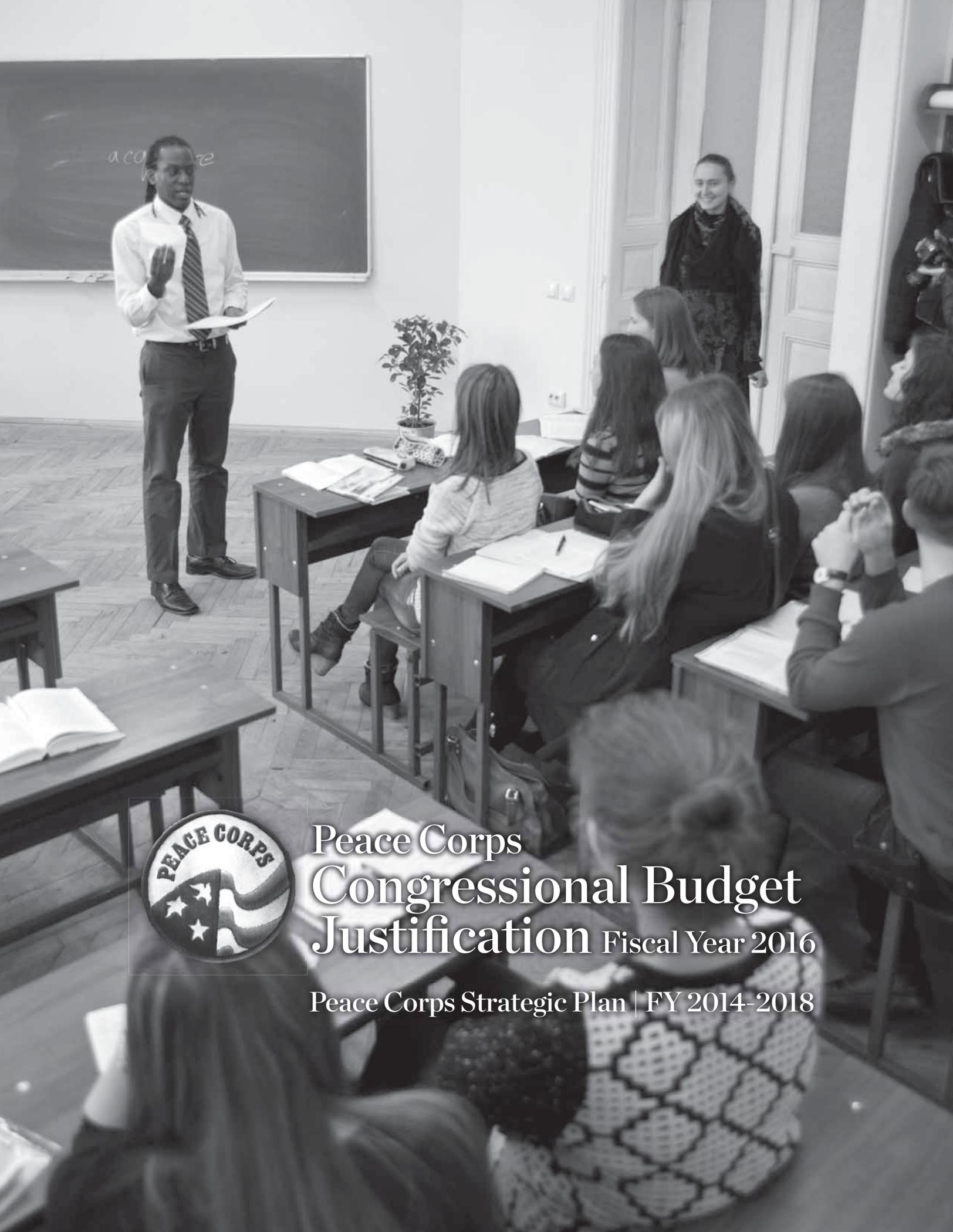




Peace Corps  
Congressional Budget  
Justification

Fiscal Year 2016



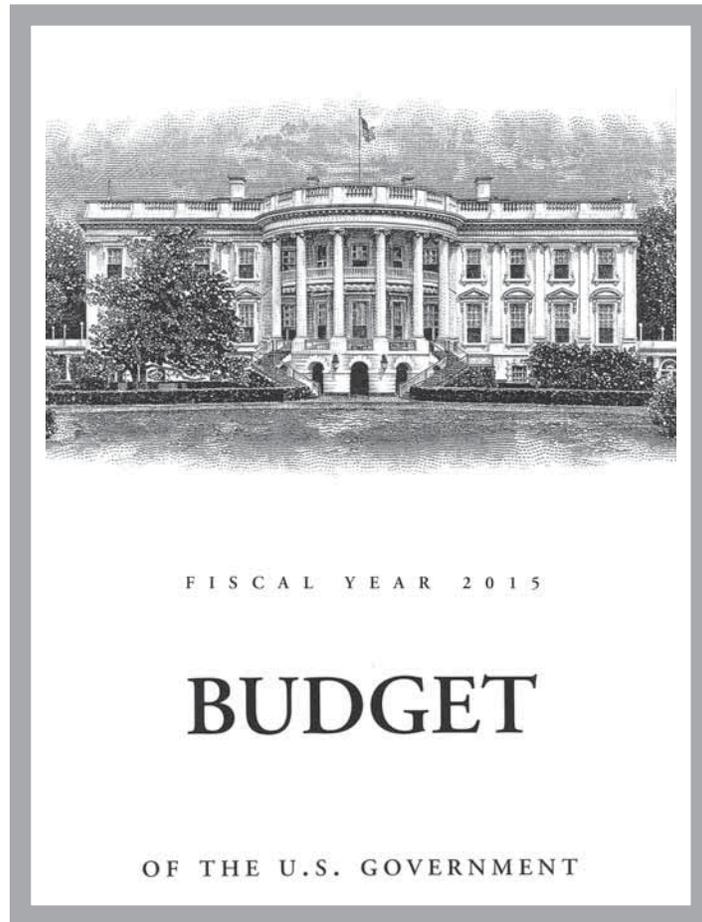
# Peace Corps Congressional Budget Justification Fiscal Year 2016

Peace Corps Strategic Plan | FY 2014-2018

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### PEACE CORPS FY 2016 BUDGET REQUEST

The Peace Corps' budget request for FY 2016 is \$410,000,000, an increase of 7.9 percent over the FY 2015 request. The FY 2016 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 64 countries worldwide in FY 2016, build the necessary infrastructure to support a larger Volunteer population, and implement the President's global engagement priorities.

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

Dear Member of Congress:

I am pleased to submit the Peace Corps' fiscal year 2016 budget request of \$410 million. This funding level is not only fiscally responsible, but it provides taxpayers one of the best returns on investment by promoting a positive image of the United States and helping our country achieve its international development and citizen diplomacy goals in a cost-effective manner.

Since the early 1960s, the Peace Corps has brought progress to communities in developing countries and promoted friendship between the American people and the citizens of other nations throughout the world. More than 50 years later, the mission and three goals that inspired the creation of the Peace Corps are not only still relevant, they are more important than ever in this increasingly complex, interconnected, 21st century world. Never before has the national security and the economic prosperity of the United States been so tied to the fortunes of citizens of other nations. Nor has there ever been a greater need for globally competent Americans who speak other languages and understand others' perspectives in order to help the United States continue to thrive as an international leader.

Nearly 220,000 Americans have served in the Peace Corps since our inception in 1961. The legacy of our Volunteers still drives us as an agency. At the end of fiscal year 2014, more than 6,800 Volunteers were serving and inspiring their communities in 64 countries. We hear the testimony of presidents and pastors, community members and corporate leaders, adolescents and members of Parliament from the 140 nations we have served. The common thread that connects their stories is that a Peace Corps Volunteer provided them the skills and encouragement they needed to build a brighter future for themselves and their communities. In so doing, our Volunteers demonstrate the compassion, generosity, integrity, creativity, and humanity of the American people.

Over the last several years, the Peace Corps has embarked on the most comprehensive reform effort in our agency's history. After a thorough review of all aspects of our operations, we are now implementing a strategic plan to modernize agency operations, strengthen the effectiveness of our programs, and increase our ability to achieve our three goals. I'm proud to report that these efforts have already yielded significant results. By making the Peace Corps more strategic and data-driven, the agency has become more responsive to our applicants, Volunteers, and institutional partners in more cost-effective ways. These efforts are concentrated in the following four areas.

- Enhanced support to Volunteers. The Peace Corps has implemented new policies and programs to dramatically improve the quality of our support to Volunteers, particularly in the areas of health, safety, technical training, and program support. Volunteers are provided with state-of-the-art training and resources to ensure they are implementing projects that have proven, through evidence, to be most effective at achieving development impact. Our support systems for Volunteer health, safety, and security are based on our country's best practices, with a focus on continual quality improvement.
- Greater focus on strategic impact. The Peace Corps is committed to ensuring that our Volunteers are working in the areas of the world that will most benefit from their service and that they are engaged in projects that will have the greatest impact for our nation and for our host country partners. The Peace Corps continues to leverage strategic partnerships to advance community-based development. For example, through the Global Health Service Partnership (GHSP), the Peace Corps, in collaboration with Seed Global Health, sends trained health professionals to serve in one-year assignments as adjunct faculty in medical, nursing, and clinical officer training schools in partnering countries, helping to address critical shortages of qualified health professionals in areas of the world where they are most needed. By delivering targeted, high-impact assistance, GHSP Volunteers offer critical support to fragile health systems.
- Increased quality of agency operations. The Peace Corps has streamlined its management and operations by using modern technology, innovative approaches, and improved business processes. We are continuing

to utilize data to better inform our decision-making, and have strengthened the monitoring and evaluation of Volunteer projects. This has enabled the agency to better track outcomes and report on common indicators across all Peace Corps countries. These reforms, among others, have positioned our agency to have an even greater impact in the years ahead.

- Improved recruitment, application, and selection. This past year, the Peace Corps implemented historic changes to our recruitment, application, and selection process to provide more choice, increase transparency, and reduce uncertainty for those applying to serve in the Peace Corps. Applicants can now choose to apply to specific countries and programs. We have also shortened the application process to less than one hour, as opposed to eight, and have set “Apply By” and “Know By” deadlines, allowing applicants to better plan their lives around their Peace Corps application. As a result, in FY 2014, the agency received the highest number of applications for two-year service positions since 1992.

The Peace Corps is now well-positioned to grow its Volunteer force in a gradual and sustainable manner while maintaining the high quality of our work to train, safeguard, and ensure a productive service experience for our Volunteers. Our mission and impact are unique. Because our Volunteers live and work with communities at the “last mile,” they are able to build powerful relationships of trust and form strong bonds at the community level. This affords Volunteers the credibility, community support, and access they need to achieve measurable results. As a result, the investments in these communities by the Peace Corps and our partners (such as the President’s Emergency Plan for AIDS Relief and the President’s Malaria Initiative) are properly implemented, monitored, and evaluated for results, owned by the community, and sustained over time. Peace Corps Volunteers reach communities that are beyond the grasp of other development agencies. By living and working at the local level, Peace Corps Volunteers are our country’s best citizen ambassadors, promoting a positive image of the United States and furthering the cause of peace throughout the world.

I recognize the considerable challenges that you and your colleagues confront in determining the federal budget for FY 2016. I appreciate your consideration of the Peace Corps’ budget request and your ongoing 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 2016 appropriations process.

Sincerely,



Carolyn Hessler-Radelet  
Director



# Congressional Budget Justification | Fiscal Year 2016

## 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, nearly 220,000 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, grassroots 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 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 through Peace Corps Response, a program for more experienced candidates that helps meet host country requests for more highly skilled or technical needs. 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 Fiscal Year 2014, 6,818 Volunteers were serving in 64 countries.

Peace Corps Volunteers help promote a better understanding of the United States and our country's values by serving as grassroots ambassadors around the world. By building person-to-person connections, they help to dispel misperceptions about the United States and to counter anti-American sentiment in areas of the world that may have little direct exposure to Americans. Presidents and pastors, community members and corporate leaders, adolescents and members of Parliament from 140 nations around the world have told the story of how Peace Corps Volunteers helped them imagine a different future for themselves and how they demonstrated the kindness of the American people.

Volunteers' service to our country 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., forever changed by their experience, they pass on their knowledge, skills, and ideas wherever they go for the rest of their lives. 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 our Volunteers is re-paid many times over, at home and abroad.

The Peace Corps' FY 2016 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 agencies highest priorities. The Peace Corps has implemented a Sexual Assault Risk-Reduction and Response (SARRR) program that includes numerous policy changes, extensive sexual assault training for Volunteers and staff, and new, clearly defined procedures for mitigating and responding to sexual assault. The SARRR program is designed to reduce the risk of sexual assault and ensure Volunteers receive compassionate, timely, and comprehensive support. It is based on a two-pronged approach: first, to reduce risks through

training for Volunteers, including bystander intervention, risk assessment, and other skill-building sessions during pre- and in-service training; and second, to ensure that Peace Corps staff responds effectively and compassionately when incidents do occur. 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 ironclad commitment to the physical and emotional well-being of every single Volunteer.

The Peace Corps coordinates a global safety and security strategy. At every post, a specific Volunteer safety system is 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 members must take appropriate measures to ensure Volunteers’ safety and confidentiality, and 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***

Peace Corps is partnering with host governments, universities, nongovernmental organizations, and donors to ensure that Volunteers focus on those projects that are wanted by their communities, and have proven through evidence to be most effective at achieving development results. Through the Country Portfolio Review process, the agency uses specific data points to determine why it serves in the countries that it does. Moreover, the agency conducts strong monitoring and evaluation of its programs in order to gauge, 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 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, called the Country Portfolio Review, the agency conducts a comprehensive review of active Peace Corps posts based on external and internal data. The agency has commenced work on its fifth review.

Due in part to the Country Portfolio Review process, the agency made several strategic decisions regarding operations in multiple countries, including opening, closing, and suspending programs. In FY 2014, the agency closed its program in Palau, opened a new program in Kosovo, re-opened its program in Mali, and notified Congress of its intent to open programs in Burma, Comoros, and Timor-Leste during FY 2015. In addition, in FY 2014, the agency suspended its programs in Kenya and Ukraine due to security concerns, and suspended its programs in Guinea, Liberia, and Sierra Leone due to the Ebola outbreak. In FY 2013, the Peace Corps notified Congress of its intent to open a program in Vietnam. However, the opening of a program in Vietnam remains indefinitely delayed. The re-opening of the program in Tunisia, anticipated in FY 2012, remains on hold due to the ongoing political landscape and security situation in-country. The program in Niger, which was suspended in FY 2011, remains suspended due to security concerns.

### **Improved Monitoring and Evaluation**

In order to ensure the agency is setting goals and achieving results, the Peace Corps has continued to strengthen its monitoring and evaluation system. In FY 2014, the Peace Corps improved existing data sources such as the Annual Volunteer Survey and the Volunteer Reporting Tool to improve data quality. The agency developed new surveys, including the Global Counterpart Survey and the Host Country Staff Survey, to provide additional perspectives on the impact of Volunteers and agency operations. The agency also instituted a new process for the collection of baseline data for new country entries and new projects to inform future impact evaluations.

## *Working in Partnership with Other U.S. Government Agencies*

Collaboration with other government agencies allows the Peace Corps and other agencies to jointly tackle complex development challenges and is critical to advancing the Peace Corps mission. The Peace Corps actively participates in Presidential and whole-of-government initiatives including the President's Emergency Plan for AIDS Relief (PEPFAR), the President's Malaria Initiative (PMI), and Feed the Future. Through these mutually beneficial partnerships, the Peace Corps expands the reach of both its strategic partners and its Volunteers by leveraging training and programmatic resources and contributing to common development goals at the local level.

- **The President's Emergency Plan for AIDS Relief:** 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 26 PEPFAR countries, 10 which are considered "hardest hit." In addition, all Volunteers play a special role in their contributions to PEPFAR through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.
- **The President's Malaria Initiative:** Peace Corps Volunteers are advancing PMI through the agency's Stomping Out Malaria in Africa initiative. Volunteers in 22 Peace Corps programs across Africa are collaborating to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. For example, Volunteers in Senegal, working with the President's Malaria Initiative and the Ministry of Health, conducted a pilot program using a proactive community treatment approach to prevent and control malaria. Community health workers in 15 villages were trained to do weekly sweeps of their village, testing all individuals with fever and treating all malaria cases with standard front-line drugs. When compared with other villages, the active weekly sweeps reduced malaria by 88 percent. Subsequent to the successful pilot program, the Peace Corps began assisting the Ministry of Health in its efforts to scale up the approach to cover over 140,000 individuals in late FY 14 and into FY 15. This high-impact program is now being replicated in Benin, Madagascar, Togo, and Uganda.
- **The President's Feed the Future Initiative:** Peace Corps Volunteers are supporting the President's Feed the Future initiative ([www.feedthefuture.gov](http://www.feedthefuture.gov)) 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 the 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 2016, 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.

## *Revitalize Recruitment*

In FY 2014, the Peace Corps announced historic changes to its recruitment, application, and selection process, which is designed to field a Volunteer force that represents the best and the brightest our country has to offer, and is reflective of the rich diversity of the American people.

With these changes, the agency simplified the application, increased transparency, and reduced uncertainty so applicants can make Peace Corps service a part of their future plans.

The agency made three significant changes to the application and selection process:

- **Choice.** Peace Corps applicants can choose which specific programs and countries they want to apply to—choosing the path that best fits their personal and professional goals. Programs are now listed by country, work area, and departure date, so applicants can see what service opportunities exist. After completing a new, shorter online application, they can apply to select programs.
- **Shorter application.** What used to be more than 60 printed pages that took more than eight hours to complete is now a short online application that takes less than one hour. The application is focused on the most relevant information that will help the agency select the very best candidates.
- **A clear path.** Each service opportunity now has clearly identified Apply By and Know By deadlines, so applicants know when they can expect to receive an invitation. These deadlines give applicants more certainty and help them plan for their future.

By investing resources in changes to the recruitment, application, and selection process, the Peace Corps will be better able to meet the requests of host countries with a larger Volunteer force that reflects the rich diversity of the United States.

*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, \$410,000,000, of which \$5,000,000 is for the Office of Inspector General, to remain available until September 30, 2017: 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 2016



## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request
<b>DIRECT VOLUNTEER OPERATIONS</b>			
<b>Overseas Operational Management</b>			
Office of Global Operations	1,000	900	900
Africa	84,300	86,400	102,200
Europe, Mediterranean, and Asia	51,900	61,700	80,700
Inter-America and the Pacific	60,200	60,300	67,400
Office of Global Health and HIV	600	700	700
Overseas Program and Training Support	6,200	6,300	6,300
Peace Corps Response	1,500	1,500	1,500
<b>Subtotal, Overseas Operational Management</b>	<b>205,700</b>	<b>217,800</b>	<b>259,700</b>
<b>Overseas Operational Support</b>			
Centrally Processed Overseas Equipment and Supplies	6,000	6,000	6,000
Federal Employees' Compensation Act	14,000	14,600	14,900
Medical Services Centrally Shared Resources	11,100	13,300	14,600
Office of Health Services	10,500	13,100	13,300
Office of Strategic Partnerships	2,500	3,200	3,000
Reimbursements to Department of State	14,000	14,500	15,000
Volunteer Readjustment Allowance	21,800	22,400	25,500
Volunteer Recruitment and Selection	17,800	22,600	22,800
<b>Subtotal, Overseas Operational Support</b>	<b>97,700</b>	<b>109,700</b>	<b>115,100</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS</b>	<b>303,400</b>	<b>327,500</b>	<b>374,800</b>
<b>VOLUNTEER OPERATIONS SUPPORT SERVICES</b>			
Office of Third Goal and Returned Volunteer Services	1,100	1,300	1,300
Office of Communications	3,200	3,000	3,000
Office of Congressional Relations	500	500	500
Director's Office and Associated Offices	3,900	4,300	4,400
Office of Victim Advocacy	300	500	500
Office of General Counsel	2,100	2,100	2,100
Office of Management	6,400	8,400	7,900
Office of Management Centrally Managed Resources	12,700	12,600	12,700
Office of the Chief Financial Officer	12,700	13,700	13,600
Office of the Chief Financial Officer Centrally Managed Resources	(13,300)	5,400	5,500
Office of the Chief Information Officer	14,900	12,600	12,500
Office of the Chief Information Officer Centrally Managed Resources	11,700	12,600	12,500
Office of Strategic Information, Research, and Planning	1,500	1,800	1,800
Office of Safety and Security	3,800	5,300	5,500

*(continued)*

## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Safety and Security Centrally Managed Resources	1,200	1,800	1,800
<b>SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES</b>	<b>62,700</b>	<b>85,900</b>	<b>85,600</b>
<b>SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL</b>	<b>366,100</b>	<b>413,400</b>	<b>460,400</b>
<b>INSPECTOR GENERAL <sup>/1</sup></b>	<b>5,000</b>	<b>5,200</b>	<b>5,000</b>
<b>GRAND TOTAL, AGENCY</b>	<b>371,100</b>	<b>418,600</b>	<b>465,400</b>

<sup>/1</sup> See Appendix G.

## Peace Corps Resource Summary

(in thousands of dollars)

AVAILABLE RESOURCES	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request
Unobligated balance carried forward, start of year	62,800	78,500	47,400
New budget authority (gross)	379,000	379,500	410,000
Recoveries of prior year unpaid obligations	7,800	8,000	8,000
<b>Total Budgetary Resources Available for Obligation</b>	<b>449,600</b>	<b>466,000</b>	<b>465,400</b>
AVAILABLE RESOURCES			
Total direct obligations	360,800	408,300	455,100
Reimbursable program activity	10,300	10,300	10,300
<b>Total New Obligations</b>	<b>371,100</b>	<b>418,600</b>	<b>465,400</b>
<b>Unobligated balance carried forward, end of year</b>	<b>78,500</b>	<b>47,400</b>	<b>-</b>

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2016**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
1962	540,000	540,000	530,000	3,699	N/A
1963	63,750	63,750	59,000 <sup>c/</sup>	4,969	N/A
1964	102,000	108,000	95,964 <sup>c/</sup>	7,720	N/A
1965	115,000	115,000	104,100 <sup>c/</sup>	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 <sup>d/</sup>	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 <sup>e/</sup>	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 <sup>f/</sup>	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 <sup>g/</sup>	219,745	219,745 <sup>h/</sup>	3,541	5,644
1995	234,000	226,000	219,745 <sup>i/ j/</sup>	3,954	5,884
1996	—	234,000	205,000 <sup>k/ m/</sup>	3,280	6,086
1997	—	220,000 <sup>l/</sup>	208,000 <sup>n/</sup>	3,607	5,858
1998	—	222,000	222,000 <sup>o/</sup>	3,551	5,757
1999	—	270,335	240,000 <sup>p/</sup>	3,835	5,729

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2016**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
2000	270,000 <sup>q/</sup>	270,000	245,000 <sup>r/</sup>	3,919	7,164
2001	298,000	275,000	267,007 <sup>s/ t/</sup>	3,191	6,643
2002	327,000	275,000	278,700 <sup>u/ v/</sup>	4,047 <sup>w/</sup>	6,636
2003	365,000	317,000	297,000 <sup>x/</sup>	4,411	7,533
2004	—	359,000	310,000 <sup>y/</sup>	3,812	7,733
2005	—	401,000	320,000 <sup>z/</sup>	4,006	7,810
2006	—	345,000	322,000 <sup>aa/ab</sup>	4,015	7,628
2007	—	336,642	319,700 <sup>ac/</sup>	3,964	7,875
2008	—	333,500	333,500 <sup>ad/</sup>	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 <sup>ae/</sup>	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,400 <sup>est</sup>	6,450 <sup>est</sup>
2016	—	410,000	—	3,430 <sup>est</sup>	7,390 <sup>est</sup>

## 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 11<sup>th</sup> 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.

### *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 the Pacific*

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific. These accounts fund staff overseas who work directly with Peace Corps Volunteers, as well as staff at Peace Corps headquarters 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 on HIV/AIDS activities, see Global Initiatives.

OGHH also coordinates the agency's participation in PEPFAR and the Global Health Initiative. These efforts include participating in the Global Health Service Partnership, Ebola prevention, and Volunteers' work in the Saving Mothers, Giving Life effort.

### *Office of Overseas Programming and Training Support*

The Office of Overseas Programming and Training Support (OPATS) ensures that overseas staff 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 recruited and placed over 2,500 seasoned professionals in short-term, high-impact assignments in more than 50 countries. Peace Corps Response Volunteers accomplish concrete deliverables and make a significant impact in the communities in which they serve. Assignments range from accreditation specialists in Micronesia to water system engineers in Mexico. Peace Corps Response also assists the agency with country re-entries.

In addition, Peace Corps Response is home to the Global Health Service Partnership (GHSP), an innovative partnership between the Peace Corps, PEPFAR, and SEED Global Health. In the past three years, the GHSP recruited over 70 doctors and nurses to serve as adjunct faculty in medical and nursing schools in Malawi, Tanzania, and Uganda.

### ***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, 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 after-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 (OHS) 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.

OHS 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 and emergencies.

### ***Office of Strategic Partnerships***

The 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 collaborates with the private sector, universities, foundations, multilaterals, non-governmental organizations, and other government agencies to combine expertise, resources, and ideas to strengthen capacity. Strategic partnerships support program priorities and objectives through every stage in the Volunteer life cycle, including recruitment, training, assignment, programming, project support, activities related to the Peace Corps' Third Goal (sharing other cultures with Americans), and returned Volunteer support. OSP includes the Office of Intergovernmental and External Affairs, the Office of Gifts and Grants Management, and the Office of University Programs.

Office of Intergovernmental and External Affairs (IAE): IAE 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 overseas 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 Programs (UP): UP establishes and maintains collaborative relationships with colleges and universities through both the Master's International and Fellows programs, and domestic organizations to promote future, current, and returned Peace Corps Volunteers' career and educational opportunities.

### ***Reimbursements to the Department of State (International Cooperative Administrative Support Services)***

These are payments the Peace Corps makes to the Department of State for administrative support. Some financial management support is also included through these payments, although the Peace Corps has directly provided financial management support to its overseas posts since the end of FY 1998.

### ***Volunteer Readjustment Allowance***

An allowance of \$325 per month of service (\$425 per month for a Volunteer's third year of service and for Peace Corps Response Volunteers) is provided to Volunteers upon termination of service to assist them when they return to the United States.

### ***Volunteer Recruitment and Selection (VRS)***

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

**Recruitment:** The regional recruitment offices, located in Atlanta, Chicago, Dallas, Los Angeles, New York, San Francisco, Seattle, and Washington, D.C., promote public interest in the agency. They develop university relationships, engage with local returned Peace Corps Volunteer groups, and organizing events, such as information sessions and send-off parties for new invitees.

**Placement:** The Placement Office fills overseas posts' requests for trainees. Placement officers interview and assess all applicants for service, matching applicants' skills and preferences with the needs of posts. Each placement officer is assigned to one to three countries, depending on the number of Volunteers requested at each post.

**Office of Diversity Recruitment and National Outreach:** The Office of Diversity Recruitment and National Outreach works to support the regional recruitment offices by reaching out to groups and organizations that can assist in generating more applications from 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. At each staging event, invitees receive their passports, visas, and tickets and receive training and preparation for their arrival at post. The unit also assists VRS in coordinating staff training and development activities based on need and availability of funds.

**Office of Analysis and Evaluation:** The Office of Analysis and Evaluation supports VRS by analyzing trends in applicant numbers. The office tracks how many applicants apply to each country and sector, identify areas of need, and evaluate the impact of large-scale recruiting initiatives.

**VRS Administration:** The Administrative Unit provides the essential resources and administrative support that enables VRS to deliver Peace Corps trainees to its overseas posts. The office's 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.

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, which helps U.S. schoolchildren better understand the people and culture of other countries. The World Wise Schools program 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.

### ***Office of Communications***

The Office of Communications manages all official agency communications, including press relations and social media, marketing, video production and photography, publications, design, printing, editorial support, and the website ([peacecorps.gov](http://peacecorps.gov)). The office's primary

responsibilities are to communicate internally and to the public the agency's priorities, 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 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) ensures 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. Victim advocates assist current and returned Volunteers who have been the victim of, or witness to, crimes during their Peace Corps service. The assistance may include ensuring Volunteers are aware of their options so they may 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 current or returned Volunteer through the in-country criminal investigation and prosecutorial process.

OVA coordinates with other Peace Corps offices, co-manages the Sexual Assault Response Liaison program, and provides input and guidance in the development and updating 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 advice and policy guidance and services to the Director and overseas and domestic staff and assists in the development of Peace Corps policies and procedures.

### ***Office of Management***

The Office of Management provides administrative, logistics, human resources management, 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 Resource Management manages the range of personnel support functions, including federal staff recruitment and hiring (domestic and overseas), position classification, performance management, pay and compensation, training and professional development, 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 Act/Privacy Act/Records Management Office ensures agency compliance with the law and applicable guidelines in these specific areas.

### ***Office of Management Centrally Managed Resources***

These funds are used to pay for 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 (OCFO) 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. In addition, the Office of Acquisitions and Contract Management, which is part of OCFO, handles all forms of procurement and assistance, including contracting, simplified acquisitions, contract administration, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements/grants.

### ***Office of the Chief Financial Officer Centrally Managed Resources***

These resources are primarily for staff costs, such as unemployment compensation, severance pay, terminal leave payments, and overseas staff medical evacuation, and also include foreign currency fluctuation.

### ***Office of the Chief Information Officer***

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

### ***Office of the Chief Information Officer Centrally Managed Resources***

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

### ***Office of Strategic Information, Research, and Planning***

The Office of Strategic Information, Research, and Planning guides agency strategic planning; monitors and evaluates agency-level performance and programs; conducts research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; enhances the stewardship and governance of agency data; and helps to shape agency engagement on high-level, governmentwide initiatives.

### ***Office of Safety and Security***

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

The Office of Safety and Security manages four operating areas: overseas safety and security for staff and Volunteers; information and personnel security; emergency management and physical security; and learning, evaluation, and design for safety and security training. 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, threat analysis, and managing the agency's incident reporting system. Overseas safety and security staff 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 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 to Volunteers who have been victims of crime. The Office of 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 handles the Emergency Preparedness and Physical Security (EMPS) and Information and Personnel Security (IPS) components of the office. EMPS coordinates security for the Peace Corps headquarters building and the regional recruiting offices and leads the agency's continuity of operations program and Occupant Emergency Plan. IPS manages the personnel and information security programs as well as the insider threat program.

### ***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 2015</i>	<i>FY 2016</i>	<i>FY 2015</i>	<i>FY 2016</i>
Africa	2,390	2,910	86,400	102,200
Europe, Mediterranean, Asia	1,890	2,210	61,700	80,700
Inter-America and the Pacific	1,980	2,080	60,300	67,400
<b>Subtotal, Country Programs</b>	<b>6,260</b>	<b>7,200</b>	<b>208,400</b>	<b>250,300</b>
Peace Corps Response	200	200	1,500	1,500
<b>Country Programs + PC Response</b>	<b>6,460</b>	<b>7,400</b>	<b>209,900</b>	<b>251,800</b>

**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 2015</i>	<i>FY 2016</i>	<i>FY 2015</i>	<i>FY 2016</i>
Albania	80	90	2,100	2,800
Armenia	80	110	2,300	3,000
Azerbaijan	0	0	1,600	1,900
Belize	30	50	1,600	1,900
Benin	100	120	4,800	5,500
Botswana	70	90	2,000	2,300
Burkina Faso	110	140	5,400	6,600
Burma	0	20	1,300	1,800
Cambodia	120	140	2,600	3,400
Cameroon	160	170	5,900	6,600
China	160	160	4,100	5,200
Colombia	90	90	3,000	3,300
Costa Rica	140	120	4,100	4,300
Comoros	30	50	1,400	2,000
Dominican Republic	160	170	4,300	4,800
Eastern Caribbean	50	50	2,800	3,100

\* 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 2015</i>	<i>FY 2016</i>	<i>FY 2015</i>	<i>FY 2016</i>
East Timor	20	50	1,600	2,300
Ecuador	120	140	4,900	5,700
El Salvador	60	70	2,600	3,000
Ethiopia	180	190	4,600	5,500
Fiji	80	90	1,800	2,200
Gambia, The	80	100	1,800	2,300
Georgia	100	100	3,200	4,200
Ghana	130	170	4,000	4,900
Guatemala	120	150	4,500	4,900
Guinea	0	0	2,400	2,700
Guyana	60	70	2,300	2,700
Indonesia	120	130	2,600	3,400
Jamaica	50	60	2,800	3,200
Jordan	30	60	2,200	3,200
Kenya	0	0	1,900	2,100
Kosovo	50	60	1,500	2,800
Kyrgyz Republic	110	110	2,200	2,900
Lesotho	60	80	2,300	2,700
Liberia	0	0	2,200	2,500
Macedonia	120	130	3,100	4,000
Madagascar	120	150	3,800	4,200
Malawi	80	90	2,700	3,300
Mali	30	70	2,700	4,000
Mexico	70	60	2,600	2,800
Micronesia	30	40	1,700	1,800
Moldova	130	140	2,700	3,500
Mongolia	150	140	3,900	5,100
Morocco	240	260	6,000	7,000
Mozambique	160	170	3,800	4,500

\* See Note b, Page 7

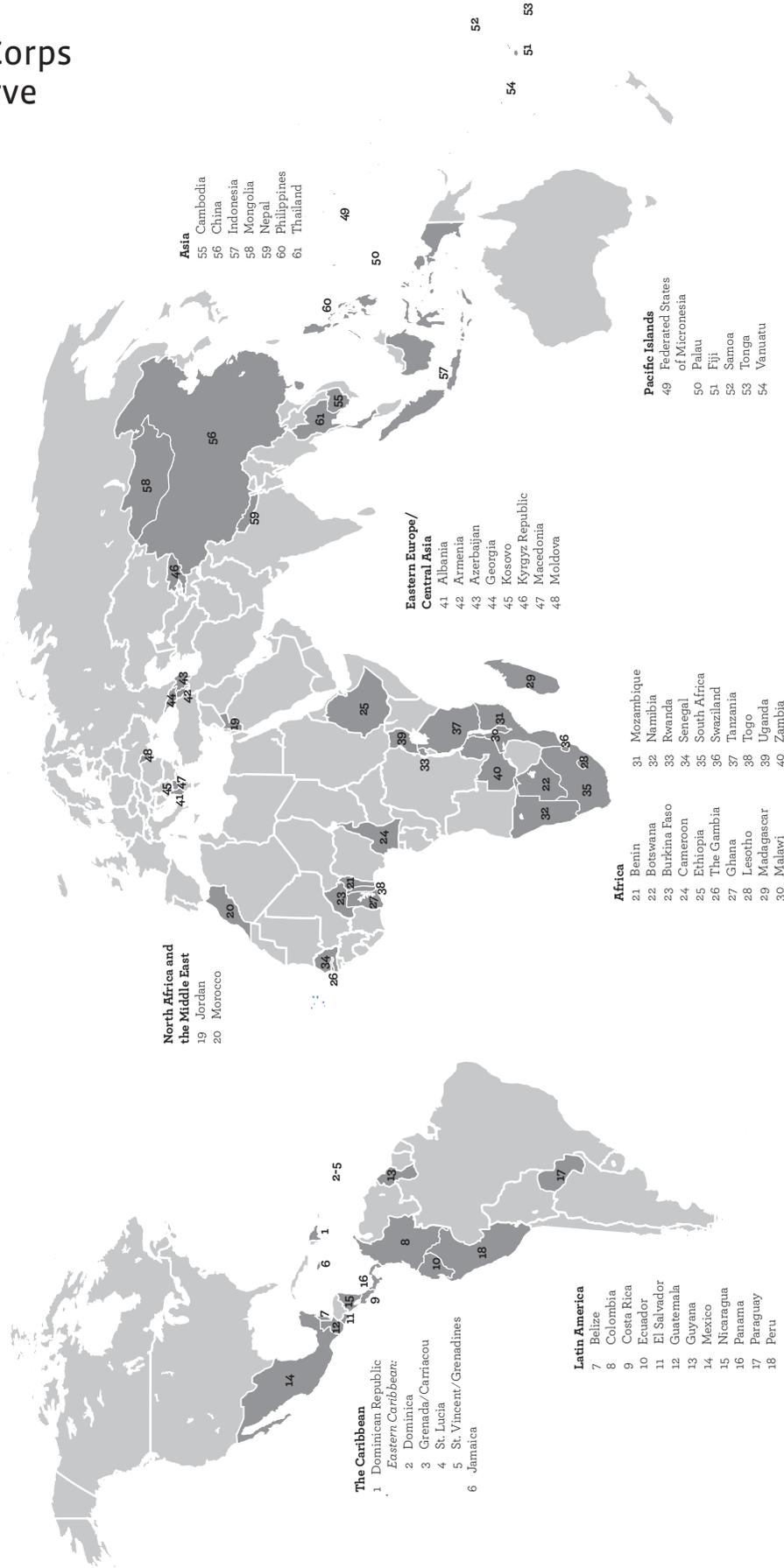
**Peace Corps 2015 Congressional Budget Justification  
Volunteers and Program Funds**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30*</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2015</i>	<i>FY 2016</i>	<i>FY 2015</i>	<i>FY 2016</i>
Namibia	80	100	2,600	2,900
Nepal	80	110	2,000	3,000
Nicaragua	180	180	3,800	4,100
Panama	190	180	5,400	5,900
Paraguay	220	220	5,700	6,200
Peru	240	250	7,200	7,900
Philippines	160	170	4,100	5,500
Rwanda	90	120	2,500	3,000
Samoa	20	30	1,100	1,300
Senegal	270	320	7,500	8,700
Sierra Leone	0	0	1,400	1,600
South Africa	90	110	3,600	4,100
Swaziland	40	50	1,500	1,800
Tanzania	120	180	3,600	4,500
Thailand	110	120	3,200	4,200
Togo	80	90	3,400	3,900
Tonga	40	40	1,200	1,300
Uganda	80	90	2,700	3,100
Ukraine	110	190	3,500	5,300
Vanuatu	60	60	2,800	3,200
Zambia	120	140	5,900	6,900
<b>TOTAL</b>	<b>6,260</b>	<b>7,200</b>	<b>208,400</b>	<b>250,300</b>

\* See Note b, Page 7

# Where Peace Corps Volunteers Serve

## 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, Mali, Sierra Leone, Togo

Eastern Africa

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

Southern Africa

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



AFRICA REGION

## **Africa**

Since 1961, more than 76,600 Peace Corps Volunteers have served throughout Africa. At the end of FY 2014, 3,225 Volunteers were working in 24 countries in the region, changing lives and advancing public diplomacy and understanding through the work they do in some of the poorest countries in the world. Programs in Africa cover all six of the agency's program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Volunteers serve primarily in rural areas, working in almost 125 languages. They are able to reach "the last mile" and address many critical, complex global development challenges, including the following:

- **HIV/AIDS:** About 25 million people in sub-Saharan Africa live with HIV/AIDS, accounting for nearly 70 percent of the global total. About 60 percent of those infected are women, and about 15 million African children have lost parents due to AIDS. Peace Corps Volunteers are working to stop the spread of HIV/AIDS and alleviate its impact: They promote healthy behavior among youth through life-skills education in the classroom and after-school clubs; they work with community health workers conducting house-to-house training and tracking to encourage compliance among people on anti-retroviral treatment; they promote circumcision among adult males, which can reduce HIV transmission by as much as 60 percent; and they help AIDS orphans by teaching in preschools and working in orphanages.

- **Malaria:** An African child dies every minute and almost 600,000 Africans die annually from this preventable and treatable disease. About 85 percent of cases and 90 percent of malaria deaths worldwide occur in sub-Saharan Africa. In response to this tragedy, the Peace Corps launched Stomping Out Malaria in Africa, which is mobilizing over 2,000 Volunteers to promote bed net use, improve environmental control of mosquitos, and ensure early detection and treatment of malaria.

- **Food Security:** The United Nations Food and Agriculture Organization estimates that over 200 million people in sub-Saharan Africa are chronically hungry. Peace Corps Volunteers are working with rural families and farmers to improve household food security through introducing better agronomic practices and new varieties, in collaboration with Master Farmers; training in nutrition; demonstrating school and community

gardens; improved watershed management; and tree planting for erosion control.

- **Education:** Literacy rates are improving globally, but youth literacy rates in sub-Saharan Africa (72 percent) are the lowest of any region: Almost 50 million youths (ages 15–24) are not able to read and write, and only one-third of adolescents are enrolled in secondary school. Peace Corps Volunteers are serving as classroom teachers of English, math, and science; tutoring students and promoting "safe school" concepts to keep students, especially girls, in school; introducing improved teaching techniques to fellow teachers; establishing school and community libraries to foster a culture of reading; and working on early literacy programs to help young children build a strong base for subsequent learning.

The Peace Corps works closely with other agencies in a whole-of-government manner to tackle these problems: with the PEPFAR country team on HIV/AIDS, with the President's Malaria Initiative on malaria, and with U.S. Agency for International Development on Feed the Future/food security and early literacy.

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.

### ***Examples of Peace Corps Volunteers' accomplishments in Africa:***

#### **Liberia—Empowering rural women**

Bosh Bosh was initiated by a Peace Corps Volunteer and her Liberian counterpart in 2012 as an after-school program designed to empower rural female students through extracurricular educational activities and vocational opportunities, focused primarily on sewing bags from African materials. In two years, it has become a registered Liberian nongovernmental organization with 15 paid employees, 20 female scholars, and myriad programs, including fully funded educational scholarships, interactive health workshops, tutoring and advising, hands-on computer classes, sewing lessons, literacy and financial planning training, life-skills workshops, and community service. When Ebola hit Liberia, Bosh Bosh Inc.'s scholars were on the front lines educating

their community and surrounding villages on how to stay Ebola-free. Currently, Bosh Bosh Inc. is funding and monitoring 100 hand-washing stations, providing hygiene lessons, leading awareness workshops, and taking care of quarantined residents suspected of Ebola. Bosh Bosh Inc. is “Sewing dreams together one stitch at a time” not only for its members but also for other local artisans, entrepreneurs, and organizations collaborating with them. The organization has international recognition for its social agenda as well as its sustainable, grass-roots approach to community economic development.

### **Zambia—Saving Mothers**

Peace Corps Zambia is an integral part of Saving Mothers, Giving Life, a global partnership established to achieve reduction in maternal and neo-natal mortality through coordinated efforts of the United States’ global health platforms including PEPFAR, U.S. Agency for International Development, Centers for Disease Control and Prevention, National Institutes of Health, Department of Defense, and the government of Zambia. With Peace Corps Volunteers spearheading community mobilization activities, this initiative achieved 35 percent reduction in maternal mortality in one year. Health facility staff have been empowered in emergency care, and communities have been sensitized on the need to have mothers deliver at health-care facilities. The program has been so successful that a number of other

partners, both international and local, have come on board to replicate the program in remaining districts across the country.

### **Uganda—Building a strong foundation for learning through early literacy**

Across Uganda, Education Volunteers increase literacy rates through teacher training, reading intervention programs, and activities that address five specific skills of literacy (phonemic awareness, alphabetic principle, fluency, vocabulary, and comprehension), while promoting a culture of reading. School libraries complement the effort: They are stocked with culturally relevant books, and community members are trained to maintain the resources and implement literacy activities. Uganda held the first annual National DEAR (Drop Everything and Read) Day under the initiative of Peace Corps Volunteers. Another first for Uganda was the My Language Spelling Bee, which included eight local languages in a national spelling competition. These low-cost, high-impact activities raise awareness, build capacity of teachers and students, and incentivize being a reader. Academic achievement is further supported by training on Student Friendly Schools and implementation of Positive Behavior Systems to create school culture and staff climate where real growth is possible.

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# EUROPE, MEDITERRANEAN, AND ASIA REGION

Balkans and North Africa

Albania, Kosovo, Macedonia, Morocco

Central and Eastern Europe

Moldova, Ukraine

Middle East and the Caucasus

Armenia, Azerbaijan, Georgia, Jordan

Central Asia

Kyrgyz Republic

Asia

Burma, Cambodia, China, Indonesia, Mongolia, Nepal, Philippines,  
Thailand, Timor-Leste



### ***Europe, Mediterranean, and Asia***

Since the Peace Corps was established in 1961, over 58,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. At the end of FY 2014, EMA had 1,610 Volunteers and trainees 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 non-governmental organizations, municipal governments, and universities.

Education remains the largest sector in the EMA region, with classroom-based Teaching English as a Foreign Language (TEFL) 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.

With Feed the Future project funding 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 to improve agricultural productivity as well as nutrition, hygiene, and sanitation practices.

Volunteers in EMA were trained in approximately 30 languages during FY 2014. Volunteers receive intensive language, cross-cultural, and technical training, which enables them to integrate successfully into the communities where they live and work.

### ***Examples of Peace Corps Volunteers' accomplishments in EMA:***

#### **China—Planting a forest on Earth Day**

In the Sichuan Province of China, one Peace Corps Volunteer set out to use his degree in environmental policy to help combat air pollution in his community. Working closely with his counterpart, a soil scientist, and the university administration, the Volunteer coordinated an

Earth Day tree-planting event. Despite incredible heat, students and community volunteers planted 20 trees in three hours, working in both Chinese and English, which provided an opportunity for greater language learning. The Volunteer's use of social media to promote the event was popular on both U.S. and Chinese social media networks. Over the following two months, students, teachers, and gardeners helped to water the trees, committing to the success of the project.

#### **Albania—First national GLOW conference**

Peace Corps/Albania Volunteers and their local partners hosted the Girls Leading Our World (GLOW) National Conference in Durrës, Albania, a first for the country. The program, originally started by Peace Corps/Romania in 1995, was a culmination of the first year of this project in Albania. Volunteers brought together 34 girls and nine adult leaders from 13 cities throughout the country to provide a safe space for these girls to share stories, develop ideas, and work together to empower and inspire each other in areas of leadership, self-discovery, health, advocacy, and relationship building. Working closely with the Peace Corps' partners Anti-Trafficking In Persons Albania and the Mary Ward Loretta Foundation, the participants gained knowledge and understanding of human trafficking.

As they returned home to their communities, many of the girls let their voices be heard on social media, with posts such as "Intelligence will never stop being beautiful" and "We are strong, we are beautiful, we can improve ourselves, we can improve the world."

#### **Georgia—Securing financial independence**

Over 30 women from the Samtskhe-Javakheti region of Georgia came together for a one-month program on personal and business financial management principles. With support from a USAID Small Project Assistance grant, Peace Corps Volunteers from the Community Economic Development sector provided financial education to the female beneficiaries of the region's Democratic Women's Organization and their local service providers.

During a series of workshops, participants were introduced to concepts such as budgeting, benchmarking, managing liabilities and risk, cost versus profit, and filling out basic financial forms. Participants utilized

this new information to create personal financial plans. For most women, it was the first time they had tracked monthly spending to develop a budget. At the end of the workshop, budding entrepreneurs presented basic financial plans for new business ideas, and small business owners used new models to analyze their current enterprises.

There was a wide range of experience amongst the participants and they were able to share success

stories and expand their personal and professional networks. The women also completed personal financial workbooks, which included all the information from the series of workshops to be used as a resource in their homes and communities. On the final day of the workshop, participants received financial training on Georgia-specific laws, rules, and regulations from an expert financial auditor to help them navigate the local environment.



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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 the Grenadines), Jamaica

South America

Colombia, Ecuador, Guyana, Paraguay, Peru

Pacific

Fiji, Micronesia, Palau, Samoa, Tonga, Vanuatu

## INTER-AMERICA AND THE PACIFIC REGION

### *Inter-America and the Pacific Region*

More than 84,000 Volunteers have served in the Inter-America and Pacific (IAP) Region since the founding of the Peace Corps in 1961. At the end of FY 2014, 1,983 Volunteers were working in 20 posts in 23 nations (some Peace Corps posts cover more than one country). In the IAP region, the Peace Corps provides training in more than 20 languages, thereby enhancing Volunteers' effectiveness and integration into local communities.

Volunteers in IAP work in all six agency programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers also address issues related to information technology, climate change, food security, gender equality, host country volunteerism, and HIV/AIDS education. Regardless of assignment, the majority of Volunteers in the region actively engage youth in their activities.

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

Access to basic health services, education, and sanitation systems remains a serious problem for many communities in the IAP region. Volunteers work to improve the health of communities, families, and schoolchildren by training service providers and building community awareness about the importance of basic hygiene, maternal and child health, nutrition, disease prevention, and clean water. Volunteers also support local health clinics with health education and outreach efforts and help communities promote HIV/AIDS awareness and prevention.

Deforestation and environmental degradation seriously affects air and water quality, flooding risks, and the sustainability of natural resources in the region. Volunteers who work in Environment projects engage

local youth, communities, and partner agencies in promoting environmental education and conservation. Some Volunteers also foster income generation for local communities through ecotourism, eco-business, and protected land management.

### *Examples of Peace Corps Volunteers' accomplishments in IAP:*

#### **Dominican Republic—Teacher training conferences**

Volunteers organized three regional conferences for Dominican educators. In total, 33 Peace Corps Volunteers and 61 Dominican educators participated in technical workshops with topics including classroom management, literacy promotion, lesson planning, and didactic material development. As an integral part of each conference, participants planned and conducted local teacher training workshops, reaching 30 communities and more than 300 teachers and 4,000 students. The Small Project Assistance Program was used to support this teacher training initiative.

#### **Mexico—Harvesting mountain rainwater to save potable water**

A Peace Corps Response Volunteer facilitated the design and construction of a 30,000 liter rainwater harvesting system for three university campus buildings, including installation of water-saving devices for bathroom sinks, urinals, and toilets due to the increasing potable water demands in the face of decreasing rainwater. The Volunteer trained students, faculty, and maintenance staff on how to design, construct, and maintain rainwater harvesting cistern systems for on-campus buildings.

#### **Nicaragua—Bridging communities and futures**

With the help of a Peace Corps Volunteer and a grant from Feed the Future, the two communities of Pearl Lagoon and Kukra Hill were connected with a bridge for the first time in years. Due to heavy rains, the old bridge had washed out, leaving a single 30-foot barrier along the road connecting two communities. As over-fishing has affected these two coastal communities, more residents have turned to farming to make ends meet, but they faced one problem: The only way to get their product to market was to carry it on their backs more than five kilometers. Without a bridge, fertile land was

left unplanted, and area buses had to take a significant detour to connect the two towns. The new bridge opened economic opportunities and fostered long-lasting cooperation between the two communities.

### **Peru—Organic waste management**

A Volunteer in the Environment program developed a large-scale organic waste management system that is not only keeping his community clean but also generating nutrient-rich composted fertilizer for his com-

munity's crop gardens, fruit trees, and grass. By adding slow-release nutrients to the crops, the rich fertilizer is fostering expanded crop growth. The system currently produces more than 1,100 pounds of compost weekly through a process called vermicomposting—a fast, non-hazardous way to turn organic waste into high-quality, natural fertilizer using worms. The Volunteer's initiative is a model for the community, which is seeing the value of locally generated, organic fertilizers.



## VOLUNTEER WORK BY SECTOR

### Agriculture

Agriculture Peace Corps Volunteers help host country communities develop their agriculture sectors to improve local livelihoods and promote better nutrition. Agriculture projects are designed to promote environmentally sustainable, small-holder farming practices 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 agricultural inputs such as improved seed varieties and organic fertilizer, adoption of improved soil management methods such as no-till cultivation, and the use of more efficient water capture and delivery technologies such as micro-irrigation. Volunteers contribute to climate change preparedness by educating community members, promoting the use of “climate smart” agriculture techniques and practices, and creating sustainable and self-sufficient agricultural systems.

Using the local language, Agriculture Volunteers provide direct assistance to individual farmers and producer groups. In addition, they 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 purposefully include women and youth in their agriculture outreach activities.

At the end of FY 2014, there were 348 Agriculture Peace Corps Volunteers worldwide.

#### Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as conservation agriculture (e.g., no tillage, use of permanent soil cover using organic mulch, crop rotation) and agroforestry strategies (e.g., alley cropping, planting windbreaks and living fences, planting leguminous and multi-purpose trees)
- Encouraging home garden production while raising awareness about the nutritional advantages of pro-

ducing crops with high nutritional value, like orange-fleshed sweet potato and green leafy vegetables, as well as the advantages of growing a variety of both traditional and non-traditional vegetables and fruits

- Increasing knowledge and skills needed for small-animal husbandry, including poultry, rabbits, fish, and bees
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to improve profits through a value chain approach to cash crop production and marketing of cacao, cashews, and shea
- Developing farmers’ skill in dry-season gardening, a practice that enhances food security and provides income to local communities outside of the field crop growing season

### Community Economic Development

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

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

Additionally, Volunteers train and advise individual entrepreneurs and business managers in business planning, marketing, financial management, product design, distribution, and customer service. 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

## VOLUNTEER WORK BY SECTOR, cont.

community-run businesses, and coordinate overall community economic development.

Volunteers also engage with their local community to promote personal money management strategies. Volunteers help microfinance institutions improve their outreach to potential clients and provide would-be entrepreneurs 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 2014, there were 624 Community Economic Development Peace Corps Volunteers worldwide.

### Examples of Community Economic Development

#### Volunteer work:

- Building the capacity of business owners to use computer technology and the Internet to market products and services
- Organizing youth business plan competitions at the local, regional, and national levels
- Helping artisan cooperatives find new markets for their handmade goods and improve quality control
- Advising women's groups about the value of saving and 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 Volunteers work on projects that 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; English; literacy/numeracy; and gender 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 in which students, community members, and parents address how they can support reading and literacy development at home and in community settings.

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

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

At the end of FY 2014, there were 2,620 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
- Facilitating learner-centered and components-based approaches to literacy in classrooms and teacher training activities
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects

## VOLUNTEER WORK BY SECTOR, cont.

- Facilitating camps or clubs related to the Volunteer's teaching focus
- Organizing spelling bees, Model United Nations activities, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring opportunities, pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools
- Working with administrators and communities to find alternative discipline techniques
- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general community awareness of 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-generating activities.

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

ricular activities, including clubs, camps, and awareness campaigns.

At the end of FY 2014, there were 788 Environment Peace Corps Volunteers worldwide.

### Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries with local counterparts
- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and 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

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

The Peace Corps is a fully integrated partner in the implementation of the President's Emergency Plan for AIDS Relief (PEPFAR). As a result, a growing number of Peace Corps Volunteers work on HIV/AIDS. Volunteers' HIV/AIDS work includes prevention, care, treatment, and support services for people living with HIV and those affected. 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

## VOLUNTEER WORK BY SECTOR, cont.

to health-related nongovernmental organizations to help increase their technical, managerial, and administrative capacities.

At the end of FY 2014, there were 1,632 Health Volunteers worldwide.

### **Examples of Health Volunteer work:**

- Facilitating health education on improved nutrition practices and behaviors
- Promoting hygiene education and pandemic preparedness in communities and schools
- Expanding peer education to urge youth and others to reduce risky behavior
- Disseminating educational information on infectious diseases, including malaria and HIV
- Assisting in promoting maternal and child health services
- Strengthening nongovernmental health-delivery systems through timely vaccination campaigns

### **Youth in Development**

Youth in Development Peace Corps Volunteers prepare and engage young people for their adult roles in the family, the workforce, and as active citizens. 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, healthy emotional practices, and communication, decision-making, and goal-setting skills. Volunteers help young people prepare for the workforce through trainings in employability, entrepreneurship, and financial literacy. 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 by promoting volunteerism and facilitating service-learning activities. Volunteers also work with youth service providers and youth-serving organizations to help implement high-quality youth programs. Volunteers and their partners also encourage parents and other community adults to play essential supporting roles for youth.

Volunteers and their partners help young people lead healthy lifestyles and prepare for family life by providing training on sexual and reproductive health, as well as 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 2014, there were 618 Youth in Development Peace Corps Volunteers worldwide.

### **Examples of Youth in Development Volunteer work:**

- Training youth in life skills to promote self-esteem and positive identity, healthy emotional practices, and effective communication, goal-setting and action planning
- Promoting healthy lifestyles skills, such as nutrition and fitness, HIV/AIDS prevention, and sexual and reproductive health
- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English
- Creating opportunities to volunteer and supporting young people to develop service-learning projects
- Engaging parents and other community adults who support positive youth development

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2014

### Africa

<b>BENIN</b>	Adja, Ani, Bariba, Biali, Boo, Fon, French, Fulfulde, Goun, Kotokoli, Lokpa, Mahi, Mina, Nagot, Nyende, Oueme, Sahoue, Yom	<b>MOZAMBIQUE</b>	Portuguese
<b>BOTSWANA</b>	Setswana	<b>NAMIBIA</b>	Afrikaans, Khoekhoegowab, Oshikwanyama, Oshindonga, Otjiherero, Rukwangali, Silozi
<b>BURKINA FASO</b>	Dagara, Dioula, French, Gourematche, Lobiri, Moore, Nuni, Sissala	<b>RWANDA</b>	Kinyarwanda
<b>CAMEROON</b>	French, Fulfuldé, Pidgin (Cameroon)	<b>SENEGAL</b>	Bambara, Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulaafuta, Seereer, Wolof
<b>ETHIOPIA</b>	Afan Oromo/Oromo, Amharic, Tigrigna	<b>SIERRA LEONE</b>	Krio
<b>THE GAMBIA</b>	Jola, Mandinka, Pulaar, Sarahule, Wolof	<b>SOUTH AFRICA</b>	IsiNdebele/Ndebele, Siswati/IsiSwati, isiZulu, TshiVenda/Venda, Sepedi, XiTsonga
<b>GHANA</b>	Dagaare, Dagbani, Ewe, Gurune, Likpangkalan, Mampuli, Twi	<b>SWAZILAND</b>	Siswati/IsiSwati, siSwati Sign Language
<b>GUINEA</b>	French, Kissi, Malinke, Pulaar, Soussou	<b>TANZANIA</b>	Swahili/Kiswahili
<b>KENYA</b>	Dholuo, Kamba, Kimiiru, Kenyan Sign Language, Swahili/Kiswahili	<b>TOGO</b>	Bassar, Ewe, French, Ikposso, Kabiye, Konkomba, Kotokoli/Tem, Lamba, Moba, Tchamba
<b>LESOTHO</b>	Sesotho/Suthu	<b>UGANDA</b>	Acholi, Alur, Ateso, Lango, Luganda, Lugbara, Lumasaaba, Lusoga, Runyankore/Rukiga, Runyoro-Rutooro
<b>LIBERIA</b>	Liberian English	<b>ZAMBIA</b>	Bemba, Chitonga/Tonga, Chitumbuka, Kaonde, Lunda, Mambwe-Lungu, Nyanja
<b>MADAGASCAR</b>	French, Malagasy (standard), Malagasy South East dialect (Antesaka, Antemoro, Antefasy)		
<b>MALAWI</b>	Chichewa, Chilambya, Chitonga, Chitumbuka		

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2014, cont.

### Europe, Mediterranean, and Asia

ALBANIA	Albanian	KYRGYZ REPUBLIC	Kyrgyz, Russian
ARMENIA	Armenian	MACEDONIA	Albanian, Macedonian
AZERBAIJAN	Azerbaijani	MOLDOVA	Romanian, Russian
CAMBODIA	Khmer	MONGOLIA	Mongolian
CHINA	Chinese/Mandarin	MOROCCO	Arabic (Morocco), Tamazight, Tashelheet
GEORGIA	Georgian	NEPAL	Nepali
INDONESIA	Indonesian, Javanese, Sunda	PHILIPPINES	Bicol-Albay, Bicol-Naga, Cebuano, Hiligaynon, Kinaray-a, Sorsoganon, Tagalog, Waray-Waray
JORDAN	Arabic (Jordan)	THAILAND	Thai (Central)
KOSOVO	Albanian	UKRAINE	Russian, Ukrainian

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2014, cont.

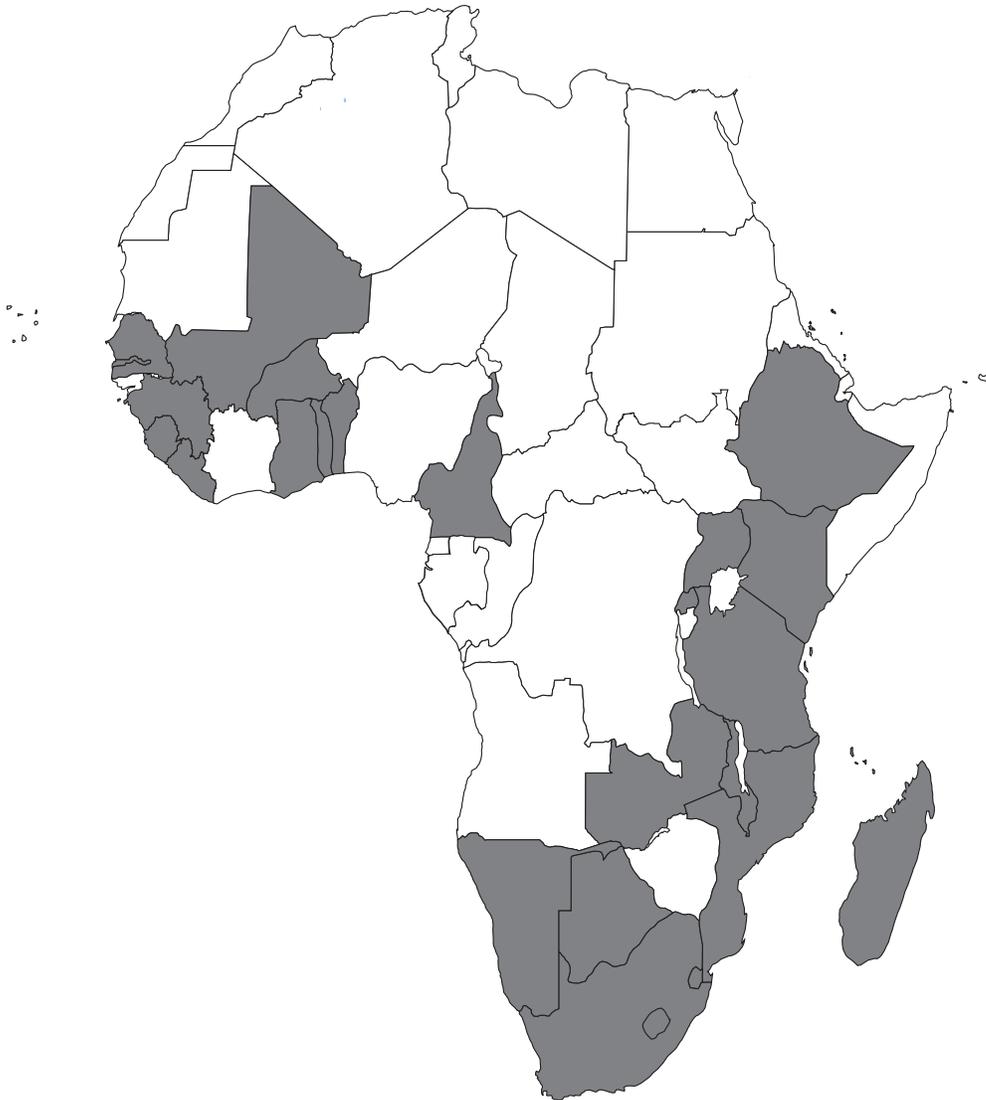
### Inter-America and the Pacific

BELIZE	Kriol (Belize), Q'eqchi (Maya), Spanish	MEXICO	Spanish
COLOMBIA	Spanish	MICRONESIA AND PALAU	Kosraean, Mortlockese, Pohnpeian, Ulithian, Yapese
COSTA RICA	Spanish	NICARAGUA	Spanish
DOMINICAN REPUBLIC	Creole (Haiti), Spanish	PANAMA	Ngabere, Spanish
EASTERN CARIBBEAN	Kweyol (Eastern Caribbean)	PARAGUAY	Guaraní, Spanish
ECUADOR	Kichwa, Spanish	PERU	Quechua, Spanish
EL SALVADOR	Spanish	SAMOA	Samoan
FIJI	Fijian, Hindi	TONGA	Tongan
GUATEMALA	Ixil, Kaqchikel, K'iche, Mam, Spanish	VANUATU	Bislama
GUYANA	Creolese		
JAMAICA	Patois (Jamaica)		

## AFRICA REGION COUNTRY PROFILES

Sahel	The Gambia, Senegal
Coastal West and Central Africa	Benin, Burkina Faso, Cameroon, Ghana, Guinea, Liberia, Mali, Sierra Leone, Togo
Eastern Africa	Comoros, 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 are primarily from The World Bank's latest World Development Indicators.*



## Benin

CAPITAL Porto-Novo  
 POPULATION 10.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$790  
 PROGRAM DATES 1968–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health  
 Peace Corps Response

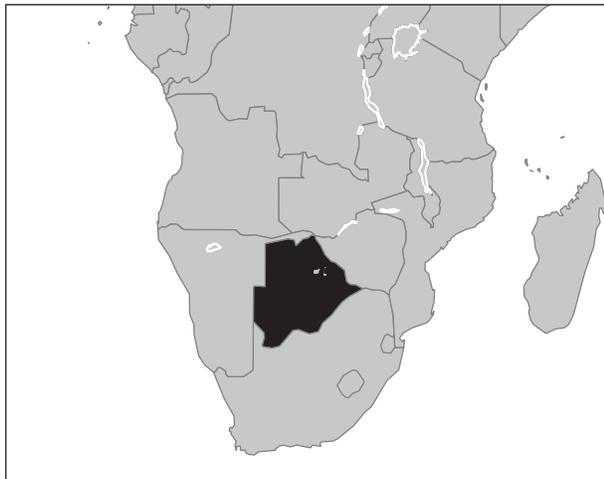


### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	100	120
Program funds (\$000)	4,800	5,500

## Botswana



CAPITAL Gaborone  
 POPULATION 2.0 million  
 GROSS NATIONAL INCOME PER CAPITA \$7,730  
 PROGRAM DATES 1966–97, 2003–present  
 PROGRAM SECTORS Health

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	70	90
Program funds (\$000)	2,000	2,300

## Burkina Faso

CAPITAL Ouagadougou  
 POPULATION 16.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$670  
 PROGRAM DATES 1967–87, 1995–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Health  
 Peace Corps Response



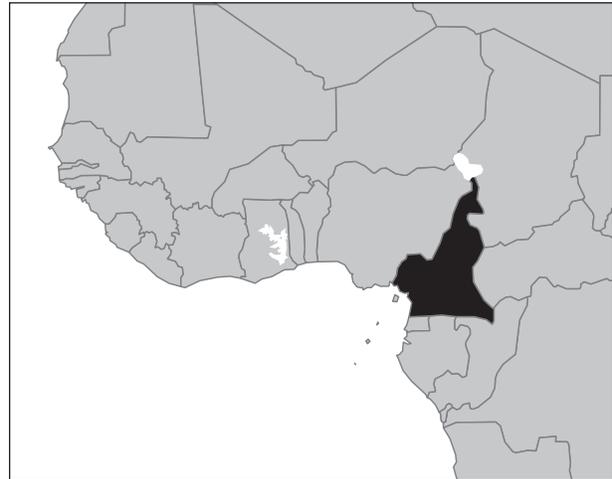
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	110	140
Program funds (\$000)	5,400	6,600

## Cameroon

CAPITAL Yaounde  
 POPULATION 21.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,270  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health, Peace Corps Response  
 Youth in Development

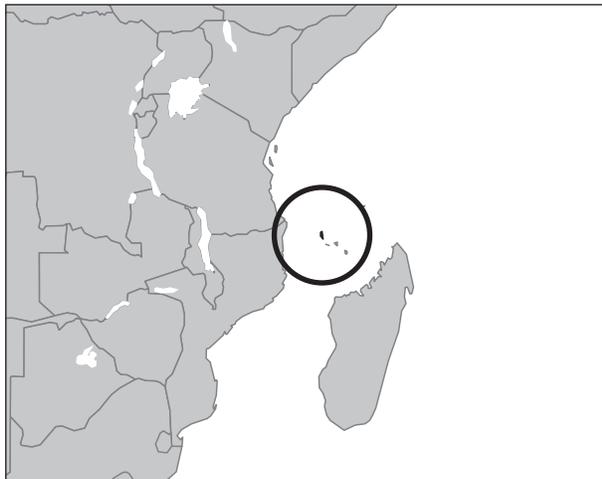


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	160	170
Program funds (\$000)	5,900	6,600

## Comoros



CAPITAL Moroni  
 POPULATION 766 thousand  
 GROSS NATIONAL INCOME PER CAPITA \$1,560  
 PROGRAM DATES 1988–95, 2015–present  
 PROGRAM SECTORS Education  
 Environment

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	30	50
Program funds (\$000)	1,400	2,200

## Ethiopia

CAPITAL Addis-Ababa  
 POPULATION 94.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$410  
 PROGRAM DATES 1962–77, 1995–99, 2007–present  
 PROGRAM SECTORS Education  
 Environment  
 Health  
 Peace Corps Response



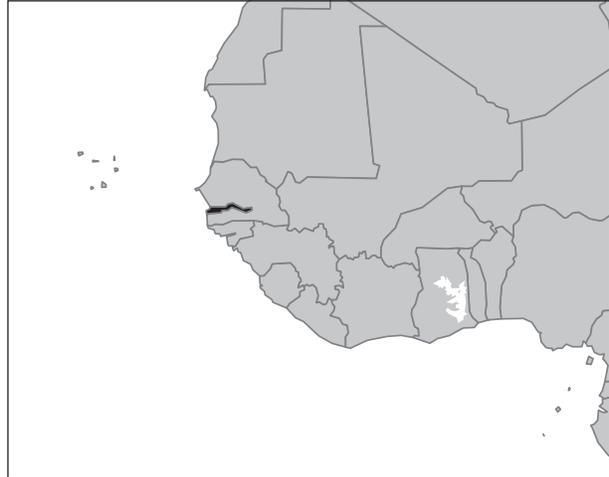
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	180	190
Program funds (\$000)	4,600	5,500

# 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 2015	FY 2016
Volunteers	80	100
Program funds (\$000)	1,800	2,300

# Ghana



CAPITAL Accra  
 POPULATION 25.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,760  
 PROGRAM DATES 1961–present  
 PROGRAM SECTORS Agriculture  
 Community Economic Development, Education  
 Environment, Health, Peace Corps Response

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	130	170
Program funds (\$000)	4,000	4,900

# Guinea

CAPITAL Conakry  
 POPULATION 11.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$460  
 PROGRAM DATES 1963–66, 1969–71, 1985–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	0	0
Program funds (\$000)	2,400	2,700

# Lesotho

CAPITAL Maseru  
 POPULATION 2.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,550  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education  
 Health



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	60	80
Program funds (\$000)	2,300	2,700

# Liberia



CAPITAL Monrovia  
 POPULATION 4.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$410  
 PROGRAM DATES 1962–90, 2008–present  
 PROGRAM SECTORS Education  
 Peace Corps Response

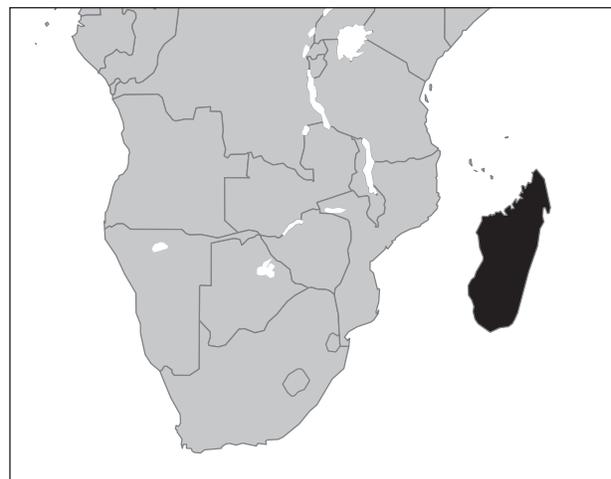
## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	0	0
Program funds (\$000)	2,200	2,500

# Madagascar

CAPITAL Antananarivo  
 POPULATION 22.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$440  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	150
Program funds (\$000)	3,800	4,200

# Malawi

CAPITAL Lilongwe  
 POPULATION 16.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$270  
 PROGRAM DATES 1963–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Health  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	90
Program funds (\$000)	2,700	3,700

# Mali



CAPITAL Bamako  
 POPULATION 16.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$670  
 PROGRAM DATES 1971–2012, 2014–present  
 PROGRAM SECTORS Peace Corps Response

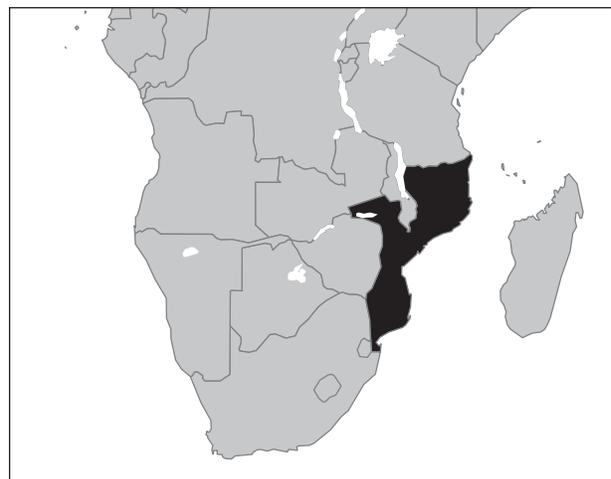
## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	30	70
Program funds (\$000)	2,700	4,100

# Mozambique

CAPITAL Maputo  
 POPULATION 24.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$590  
 PROGRAM DATES 1998–present  
 PROGRAM SECTORS Education



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	160	170
Program funds (\$000)	3,800	4,500

## Namibia

**CAPITAL** Windhoek  
**POPULATION** 2.3 million  
**GROSS NATIONAL INCOME PER CAPITA** \$5,840  
**PROGRAM DATES** 1990–present  
**PROGRAM SECTORS** Community Economic Development  
 Education  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	100
Program funds (\$000)	2,600	2,900

## Rwanda



**CAPITAL** Kigali  
**POPULATION** 11.8 million  
**GROSS NATIONAL INCOME PER CAPITA** \$620  
**PROGRAM DATES** 1975–93, 2008–present  
**PROGRAM SECTORS** Education  
 Peace Corps Response

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	90	120
Program funds (\$000)	2,500	3,000

## Senegal

**CAPITAL** Dakar  
**POPULATION** 14.1 million  
**GROSS NATIONAL INCOME PER CAPITA** \$1,070  
**PROGRAM DATES** 1962–present  
**PROGRAM SECTORS** Agriculture  
 Community Economic Development  
 Environment, Health  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	270	320
Program funds (\$000)	7,500	8,700

## Sierra Leone

CAPITAL	Freetown
POPULATION	6.1 million
GROSS NATIONAL INCOME PER CAPITA	\$680
PROGRAM DATES	1962–94, 2010–present
PROGRAM SECTORS	Education Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	0	0
Program funds (\$000)	1,400	1,600

## South Africa



CAPITAL	Pretoria
POPULATION	53.0 million
GROSS NATIONAL INCOME PER CAPITA	\$7,190
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Health Peace Corps Response

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	90	110
Program funds (\$000)	3,600	4,100

## Swaziland

CAPITAL	Mbabane
POPULATION	1.2 million
GROSS NATIONAL INCOME PER CAPITA	\$3,080
PROGRAM DATES	1968–96, 2003–present
PROGRAM SECTORS	Education Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	40	50
Program funds (\$000)	1,500	1,800

# Tanzania

CAPITAL Dodoma  
 POPULATION 49.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$630  
 PROGRAM DATES 1961-69, 1979-present  
 PROGRAM SECTORS Education  
 Environment  
 Youth in Development



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	180
Program funds (\$000)	3,600	4,500

# Togo



CAPITAL Lome  
 POPULATION 6.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$530  
 PROGRAM DATES 1962-present  
 PROGRAM SECTORS Education  
 Environment  
 Health

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	90
Program funds (\$000)	3,400	3,900

# Uganda

CAPITAL Kampala  
 POPULATION 37.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$510  
 PROGRAM DATES 1964-72, 1991-99, 2001-present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	90
Program funds (\$000)	2,700	3,100

# Zambia

CAPITAL Lusaka  
 POPULATION 14.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,480  
 PROGRAM DATES 1994–present  
 PROGRAM SECTORS Agriculture  
 Environment  
 Health  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	140
Program funds (\$000)	5,900	6,900

## Europe, Mediterranean, and Asia Region Country Profiles



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

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

# Albania

CAPITAL Tirana  
 POPULATION 2.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,700  
 PROGRAM DATES 1992–97, 2003–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	90
Program funds (\$000)	2,100	2,800

# Armenia



CAPITAL Yerevan  
 POPULATION 3.0 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,790  
 PROGRAM DATES 1992–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Peace Corps Response

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	110
Program funds (\$000)	2,300	3,000

# Azerbaijan

CAPITAL Baku  
 POPULATION 9.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$7,350  
 PROGRAM DATES 2003–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Youth in Development



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	0	0
Program funds (\$000)	1,600	1,900

## Burma

CAPITAL	Naypyidaw
POPULATION	56 million
GROSS NATIONAL INCOME PER CAPITA	\$1,125.9
PROGRAM DATES	2015–present
PROGRAM SECTORS	Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	0	20
Program funds (\$000)	1,300	1,800

## Cambodia



CAPITAL	Phnom Penh
POPULATION	15.1 million
GROSS NATIONAL INCOME PER CAPITA	\$950
PROGRAM DATES	2007–present
PROGRAM SECTORS	Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	140
Program funds (\$000)	2,600	3,400

## China

CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$6,560
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	160	160
Program funds (\$000)	4,100	5,200

## Georgia

CAPITAL Tbilisi  
 POPULATION 4.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,570  
 PROGRAM DATES 2001–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	100	100
Program funds (\$000)	3,200	4,200

## Indonesia



CAPITAL Jakarta  
 POPULATION 249.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,580  
 PROGRAM DATES 1963–65, 2010–present  
 PROGRAM SECTORS Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	130
Program funds (\$000)	2,600	3,400

## Jordan

CAPITAL Amman  
 POPULATION 6.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,950  
 PROGRAM DATES 1997–2002, 2004–present  
 PROGRAM SECTORS Education  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	30	60
Program funds (\$000)	2,200	3,200

## Kosovo

CAPITAL Pristina  
 POPULATION 1.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,890  
 PROGRAM DATES 2014–present  
 PROGRAM SECTORS Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	50	60
Program funds (\$000)	1,500	2,800

## Kyrgyz Republic



CAPITAL Bishkek  
 POPULATION 5.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,200  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	110	110
Program funds (\$000)	2,200	2,900

## Macedonia

CAPITAL Skopje  
 POPULATION 2.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,800  
 PROGRAM DATES 1996–present  
 PROGRAM SECTORS Community Economic Development  
 Education, Environment  
 Youth in Development  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	130
Program funds (\$000)	3,100	4,000

## Moldova

CAPITAL Chisinau  
 POPULATION 3.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$2,460  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Health  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	130	140
Program funds (\$000)	2,700	3,500

## Mongolia



CAPITAL Ulaanbaatar  
 POPULATION 2.8 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,770  
 PROGRAM DATES 1991–present  
 PROGRAM SECTORS Education  
 Health  
 Peace Corps Response  
 Youth in Development

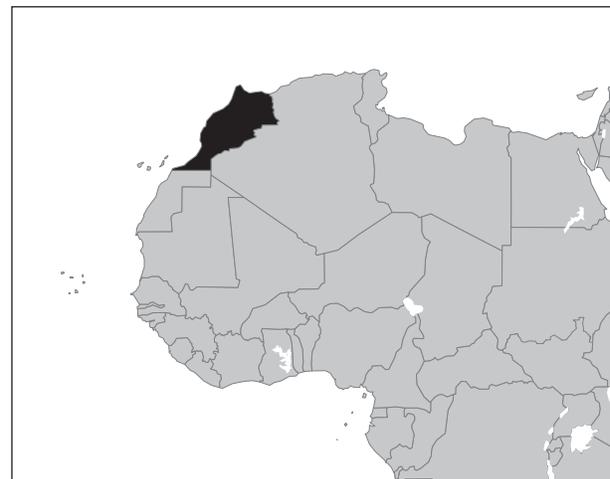
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	150	140
Program funds (\$000)	3,900	5,100

## Morocco

CAPITAL Rabat  
 POPULATION 33.0 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,030  
 PROGRAM DATES 1963–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Environment  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	240	260
Program funds (\$000)	6,000	7,000

## Nepal

CAPITAL	Kathmandu
POPULATION	27.8 million
GROSS NATIONAL INCOME PER CAPITA	\$730
PROGRAM DATES	1962–2004, 2012–present
PROGRAM SECTORS	Agriculture Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	80	110
Program funds (\$000)	2,000	3,000

## Philippines



CAPITAL	Manila
POPULATION	98.4 million
GROSS NATIONAL INCOME PER CAPITA	\$3,270
PROGRAM DATES	1961–90, 1992–present
PROGRAM SECTORS	Education Environment Youth in Development Peace Corps Response

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	160	170
Program funds (\$000)	4,100	5,500

## Thailand

CAPITAL	Bangkok
POPULATION	67.4 million
GROSS NATIONAL INCOME PER CAPITA	\$5,370
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	110	120
Program funds (\$000)	3,200	4,200

# Timor-Leste

CAPITAL Dili  
 POPULATION 1.2 million  
 GROSS NATIONAL INCOME PER CAPITA \$6,411  
 PROGRAM DATES 2002–06, 2015–present  
 PROGRAM SECTORS Community Economic Development  
 Health  
 Youth in Development



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	20	50
Program funds (\$000)	1,600	2,300

# Ukraine



CAPITAL Kyiv  
 POPULATION 44.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,960  
 PROGRAM DATES 1992–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Youth in Development

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	110	190
Program funds (\$000)	3,500	5,300

## 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 the Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Fiji, Micronesia, Palau, Samoa, Tonga, Vanuatu

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

## Belize

CAPITAL Belmopan  
 POPULATION .3 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,660  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Education  
 Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	30	50
Program funds (\$000)	1,600	1,900

## Colombia



CAPITAL Bogota  
 POPULATION 48.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$7,560  
 PROGRAM DATES 1961–81, 2010–present  
 PROGRAM SECTORS Education  
 Peace Corps Response

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	90	90
Program funds (\$000)	3,000	3,300

## Costa Rica

CAPITAL San Jose  
 POPULATION 4.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,550  
 PROGRAM DATES 1963–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Peace Corps Response  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	140	120
Program funds (\$000)	4,100	4,300

## Dominican Republic

CAPITAL Santo Domingo  
 POPULATION 10.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,620  
 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 2015	FY 2016
Volunteers	160	170
Program funds (\$000)	4,300	4,800

## Eastern Caribbean



CAPITALS St. John's, Hillsborough, Rouseau, St. George's,  
 Basseterre, Castries, Kingstown  
 POPULATION .6 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,040  
 PROGRAM DATES 1961–present  
 PROGRAM SECTORS Community Economic Development  
 Education  
 Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	50	50
Program funds (\$000)	2,800	3,100

## Ecuador

CAPITAL Quito  
 POPULATION 15.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,510  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Education  
 Environment  
 Health  
 Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	120	140
Program funds (\$000)	4,900	5,700

## El Salvador

CAPITAL	San Salvador
POPULATION	6.3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,720
PROGRAM DATES	1962–80, 1993–present
PROGRAM SECTORS	Community Economic Development Youth in Development Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	60	70
Program funds (\$000)	2,600	3,000

## Fiji



CAPITAL	Suva
POPULATION	.8 million
GROSS NATIONAL INCOME PER CAPITA	\$4,430
PROGRAM DATES	1968–98, 2003–present
PROGRAM SECTORS	Health Peace Corps Response

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	80	90
Program funds (\$000)	1,800	2,200

## Guatemala

CAPITAL	Guatemala City
POPULATION	15.5 million
GROSS NATIONAL INCOME PER CAPITA	\$3,340
PROGRAM DATES	1963–present
PROGRAM SECTORS	Health Youth in Development Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2015	FY 2016
Volunteers	120	150
Program funds (\$000)	4,500	4,900

# Guyana

CAPITAL Georgetown  
 POPULATION .8 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,750  
 PROGRAM DATES 1966-71  
 1995-present  
 PROGRAM SECTORS Education  
 Health  
 Peace Corps Response



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	60	70
Program funds (\$000)	2,300	2,700

# Jamaica



CAPITAL Kingston  
 POPULATION 2.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,220  
 PROGRAM DATES 1962-present  
 PROGRAM SECTORS Education  
 Environment  
 Youth in Development

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	50	60
Program funds (\$000)	2,800	3,200

# Mexico

CAPITAL Mexico City  
 POPULATION 122.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,940  
 PROGRAM DATES 2004-present  
 PROGRAM SECTORS Community Economic Development  
 Environment



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	70	60
Program funds (\$000)	2,600	2,800

## Micronesia

CAPITAL Palikir  
 POPULATION .1 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,430  
 PROGRAM DATES 1966–present  
 PROGRAM SECTORS Education  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	30	40
Program funds (\$000)	1,700	1,800

## Nicaragua



CAPITAL Managua  
 POPULATION 6.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,780  
 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 2015	FY 2016
Volunteers	180	180
Program funds (\$000)	3,800	4,100

## Panama

CAPITAL Panama City  
 POPULATION 3.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,700  
 PROGRAM DATES 1963–71, 1990–present  
 PROGRAM SECTORS Agriculture  
 Education, Environment, Health  
 Peace Corps Response



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	190	180
Program funds (\$000)	5,400	5,900

# Paraguay

CAPITAL Asuncion  
 POPULATION 6.8 million  
 ANNUAL PER CAPITA INCOME \$4,040  
 PROGRAM DATES 1966–present  
 PROGRAM SECTORS Agriculture  
 Community Economic Development  
 Environment  
 Health



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	220	220
Program funds (\$000)	5,700	6,200

# Peru



CAPITAL Lima  
 POPULATION 30.4 million  
 ANNUAL PER CAPITA INCOME \$6,390  
 PROGRAM DATES 1962–74, 2002–present  
 PROGRAM SECTORS Community Economic Development  
 Environment, Health  
 Youth in Development

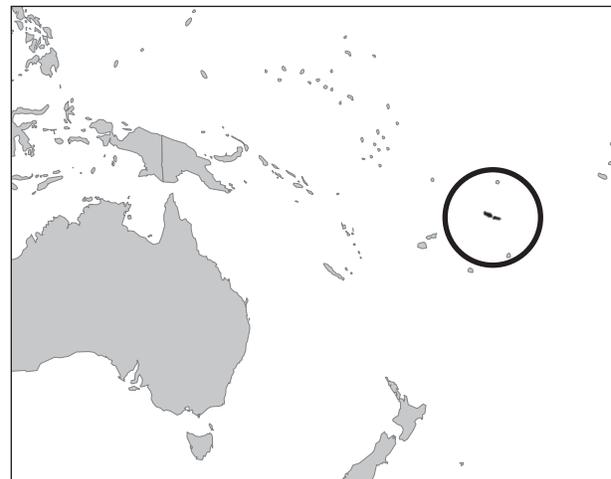
## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	240	250
Program funds (\$000)	7,200	7,900

# Samoa

CAPITAL Apia  
 POPULATION .2 million  
 ANNUAL PER CAPITA INCOME \$3,430  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	20	30
Program funds (\$000)	1,100	1,300

# Tonga

CAPITAL Nuku'alofa  
 POPULATION .1 million  
 ANNUAL PER CAPITA INCOME \$4,490  
 PROGRAM DATES 1967-present  
 PROGRAM SECTORS Education



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	40	40
Program funds (\$000)	1,200	1,300

# Vanuatu



CAPITAL Port Vila  
 POPULATION .3 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,130  
 PROGRAM DATES 1990-present  
 PROGRAM SECTORS Education  
 Health  
 Peace Corps Response

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2015	FY 2016
Volunteers	60	60
Program funds (\$000)	2,700	3,200



GLOBAL INITIATIVES

## VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES DURING FY 2014

<b>Africa</b>		<b>Europe, Mediterranean, and Asia</b>		<b>Inter-America and the Pacific</b>	
<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>
Benin	50	Albania	25	Belize	3
Botswana	59	Armenia	10	Colombia	10
Burkina Faso	46	Azerbaijan	4	Costa Rica	1
Cameroon	89	Cambodia	14	Dominican Republic	101
Ethiopia	94	China	3	Eastern Caribbean	13
Ghana	72	Georgia	16	Ecuador	31
Guinea	22	Indonesia	2	El Salvador	17
Kenya	52	Kyrgyz Republic	23	Fiji	19
Lesotho	62	Macedonia	3	Guatemala	37
Liberia	12	Moldova	16	Guyana	27
Madagascar	38	Mongolia	33	Jamaica	22
Malawi	69	Morocco	63	Mexico	2
Mali	12	Nepal	3	Micronesia and Palau	2
Mozambique	118	Philippines	27	Nicaragua	44
Namibia	59	Thailand	28	Panama	36
Rwanda	60	Ukraine	37	Paraguay	49
Senegal	24	<b>TOTAL</b>	<b>307</b>	Peru	33
Sierra Leone	16			Tonga	2
South Africa	73			Vanuatu	12
Swaziland	66			<b>TOTAL</b>	<b>461</b>
Tanzania	94				
The Gambia	19				
Togo	36				
Uganda	79				
Zambia	166				
<b>TOTAL</b>	<b>1,408</b>				

---

**Grand Total: 2,176**

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

## VOLUNTEERS WORKING IN FOOD SECURITY DURING FY 2014

<i>Country</i>	<i>Volunteers</i>
Benin	32
Burkina Faso	7
Cambodia	11
Cameroon	51
Dominican Republic	25
Ecuador	32
Ethiopia	38
Gambia, The	21
Ghana	57
Guatemala	16
Guinea	15
Guyana	6
Jamaica	20
Madagascar	26
Malawi	30
Mexico	34
Mozambique	14
Namibia	9
Nepal	27
Nicaragua	57
Panama	112
Paraguay	124
Peru	66
Rwanda	9
Senegal	174
Sierra Leone	0
Swaziland	9
Tanzania	35
Togo	29
Uganda	12
Zambia	131
<b>TOTAL</b>	<b>1,229</b>

## VOLUNTEERS WORKING IN MALARIA PREVENTION DURING FY 2014

<i>Country</i>	<i>Volunteers</i>
Benin	49
Botswana	5
Burkina Faso	51
Cameroon	29
Ethiopia	31
Gambia, The	38
Ghana	63
Guinea	45
Kenya	23
Liberia	14
Madagascar	36
Malawi	26
Mozambique	47
Namibia	4
Rwanda	45
Senegal	73
Sierra Leone	9
Swaziland	1
Tanzania	37
Togo	29
Uganda	46
Zambia	73
<b>TOTAL</b>	<b>774</b>

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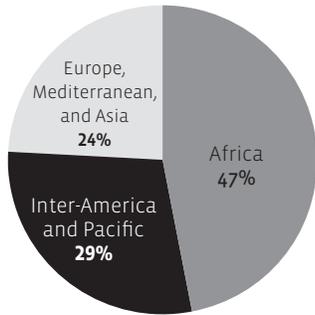
# ADVANCING BRILLIANT CHARACTER (ABC) PR



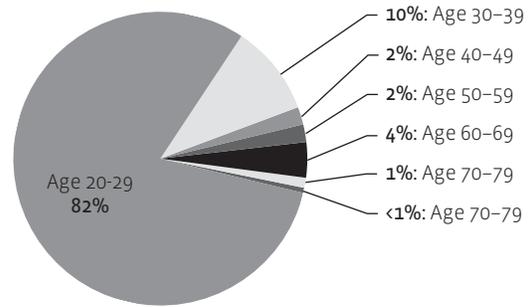
# APPENDIX A: FY 2014 VOLUNTEER STATISTICS

## Volunteer Statistics

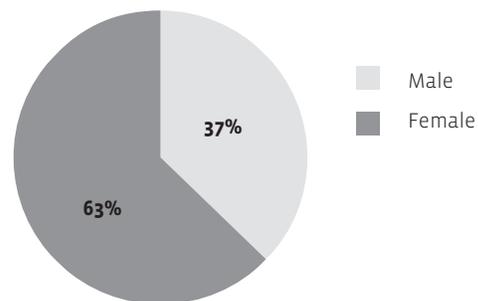
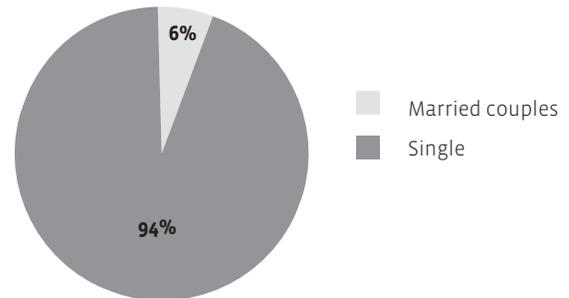
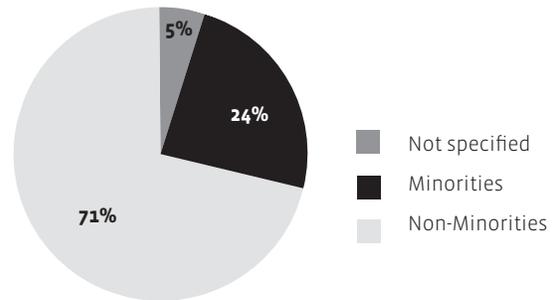
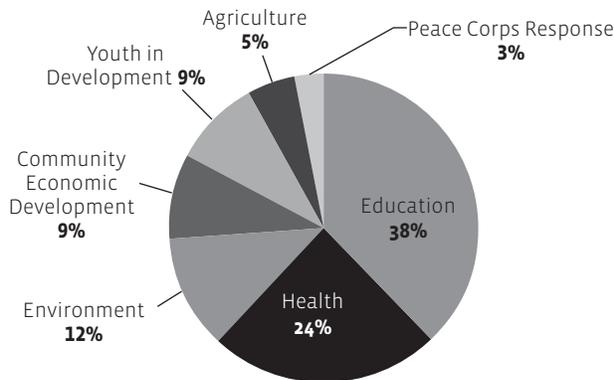
**Percentage of Volunteers by Peace Corps Region**



**Volunteer Profile**



**Percentage of Volunteers by Sector**



All data current as of September 30, 2014.  
Totals may not add to 100 percent due to rounding.

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

### Peace Corps Application Process

The Peace Corps application process lasts approximately 6–12 months. There are quarterly application deadlines and Know By dates, which help applicants plan according to their own schedules and needs. All applicants are notified whether or not they are invited to a program at least four months prior to the program’s date of departure.

#### Step One: Application

The first step to become a Peace Corps Volunteer is to complete an application at [peacecorps.gov/apply](http://peacecorps.gov/apply). Once an applicant submits an application, he or she is asked to complete a Health History Form. As of July 2014, the applicant receives a country support list based on the results of the individual Health History Form. The applicant then selects the countries he or she would like to be considered for, based on where he or she can be medically supported.

#### Step Two: Interview

During the interview, the applicant and a Peace Corps staff member will discuss relevant skills and interests, available job opportunities, 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 the applicant to ask questions and explore with the interviewer—who is almost always a returned Volunteer—if the Peace Corps is a good match and how the applicant might best fit into assignment openings.

#### Step Three: Invitation

If an applicant is among the best for a particular assignment, he or she will receive an invitation to serve. The invitation will include 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

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

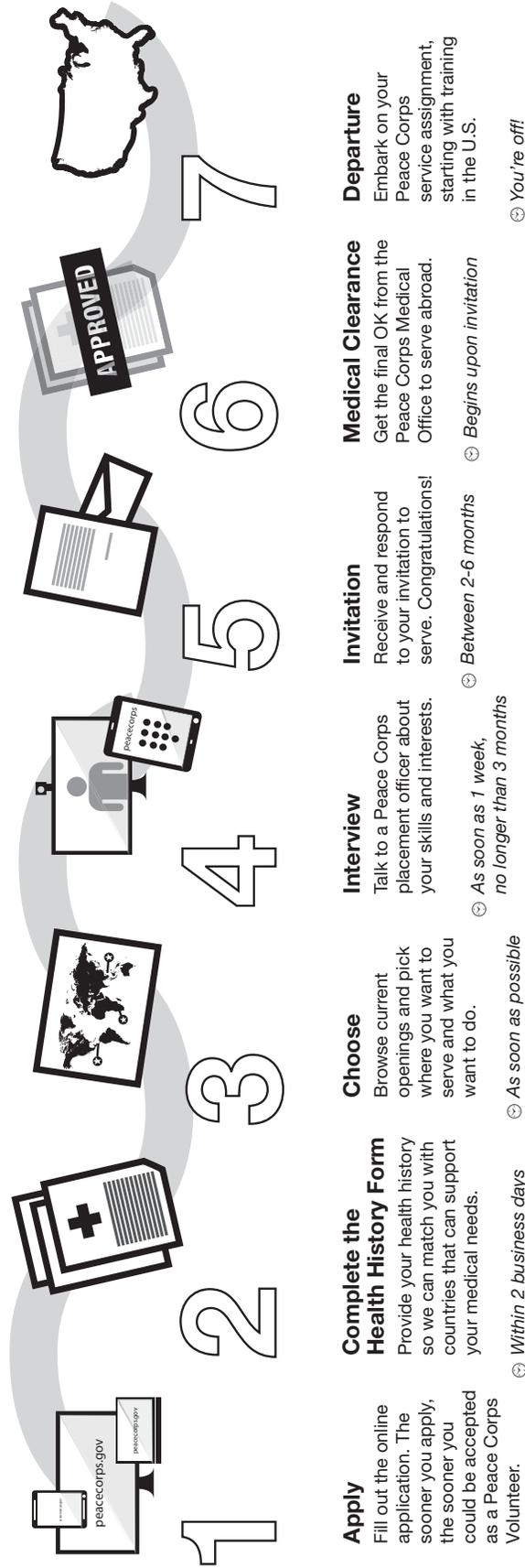
#### Step Five: Preparation for Departure

After the invitee has been medically cleared for service, the Peace Corps travel office 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

The invitees fly to their assigned country to begin in-country training.

# Peace Corps Application Process: Easier Than Ever



**Apply**  
Fill out the online application. The sooner you apply, the sooner you could be accepted as a Peace Corps Volunteer.

☺ *Less than 1 hour*

**Complete the Health History Form**  
Provide your health history so we can match you with countries that can support your medical needs.

☺ *Within 2 business days*

**Choose**  
Browse current openings and pick where you want to serve and what you want to do.

☺ *As soon as possible*

**Interview**  
Talk to a Peace Corps placement officer about your skills and interests.

☺ *As soon as 1 week, no longer than 3 months*

**Invitation**  
Receive and respond to your invitation to serve. Congratulations!

☺ *Between 2-6 months*

**Medical Clearance**  
Get the final OK from the Peace Corps Medical Office to serve abroad.

☺ *Begins upon invitation*

**Departure**  
Embark on your Peace Corps service assignment, starting with training in the U.S.

☺ *You're off!*

## 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 overseas assignments. 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. State Department 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 Volunteer 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 an allowance of \$325 per month of service (\$425 per month for a Volunteer's third year of service and for Peace Corps Response Volunteers) to help finance their transition to careers or further education.

##### *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	57	1,120	Montana	42	1,389
Alaska	24	973	Nebraska	47	1,363
Arizona	106	3,499	Nevada	32	977
Arkansas	22	952	New Hampshire	57	1,687
California	926	29,418	New Jersey	179	4,952
Colorado	236	7,024	New Mexico	60	2,154
Connecticut	107	3,318	New York	412	13,303
Delaware	12	498	North Carolina	148	4,146
District of Columbia	43	2,271	North Dakota	9	570
Florida	305	7,662	Ohio	237	7,120
Georgia	176	3,372	Oklahoma	37	1,303
Guam	1	75	Oregon	160	6,069
Hawaii	26	1,408	Pennsylvania	270	7,900
Idaho	67	1,328	Puerto Rico	15	401
Illinois	284	8,460	Rhode Island	25	1,003
Indiana	120	3,239	South Carolina	62	1,523
Iowa	68	2,316	South Dakota	17	636
Kansas	58	1,727	Tennessee	84	1,746
Kentucky	61	1,519	Texas	269	7,281
Louisiana	32	1,103	U.S. Virgin Islands	2	80
Maine	49	1,846	Utah	43	1,091
Maryland	195	5,836	Vermont	49	1,501
Massachusetts	210	8,151	Virginia	260	7,388
Michigan	233	7,107	Washington	320	9,162
Minnesota	202	6,495	West Virginia	14	656
Mississippi	10	479	Wisconsin	187	5,942
Missouri	125	3,274	Wyoming	13	516

\*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, 2014.

## 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	Peace Corps Prep Colleges and 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	
Arkansas		University of Arkansas	
California	California State University, Chico California State University, Fresno California State University, Northridge California State University, Sacramento Humboldt State University Loma Linda University Monterey Institute of International Studies University of California, Davis University of the Pacific	Loma Linda University Monterey Institute of International Studies Pacifica Graduate University University of La Verne University of Southern California	
Colorado	Colorado State University University of Colorado, Boulder University of Denver Western State Colorado University	University of Colorado, Denver University of Denver	
Connecticut		Yale University	University of Bridgeport
District of Columbia	American University George Washington University	American University Catholic University of America 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	Florida International
Georgia	Emory University Georgia State University University of Georgia	Emory University Georgia College & State University Kennesaw State University	University of North Georgia Georgia Gwinnett College
Hawaii	University of Hawaii		
Illinois	Illinois State University University of Illinois, Chicago	DePaul University Illinois State University Western Illinois University	Knox College Western Illinois University

**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	Peace Corps Prep Colleges and Universities
Indiana	Indiana University Valparaiso University	Indiana University, Bloomington University of Notre Dame	
Kansas			Pittsburgh State
Kentucky	Western Kentucky University		
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana	Tulane University
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, Baltimore County
Massachusetts	Boston University Wheelock College	Andover Newton Theological School Babson College Brandeis University Clark University Mount Holyoke College Suffolk University	
Michigan	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan Western Michigan University	Michigan Technological University University of Michigan, Ann Arbor	
Minnesota	University of Minnesota, Twin Cities	St. Catherine University University of Minnesota	
Missouri	Lincoln University	University of Missouri, Columbia University of Missouri, Kansas City	University of Missouri
Montana	University of Montana		University of Montana
Nevada	University of Nevada, Las Vegas		
New Hampshire	Antioch University New England	Antioch University New England Southern New Hampshire University University of New Hampshire	
New Jersey	Rutgers, The State University of New Jersey	Drew University Monmouth University Rutgers, The State University of New Jersey	
New Mexico	New Mexico State University, Las Cruces	New Mexico State University, Las Cruces Western New Mexico University	

**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	Peace Corps Prep Colleges and Universities
<b>New York</b>	Adelphi University Bard College Clarkson University Columbia University Fordham University Cornell University State University of New York at Albany State University of New York at Downstate State University of New York at Oswego State University of New York College of Environmental Science and Forestry	Bard College Columbia University Teachers College Cornell University Manhattanville University The New School School of the Visual Arts University at Albany, State University of New York University of Rochester Yeshiva University	
<b>North Carolina</b>	Appalachian State University North Carolina A&T State University North Carolina Central University North Carolina State University	Duke University Wake Forest University	Elon University University of North Carolina, Wilmington
<b>Ohio</b>	University of Cincinnati	Bowling Green State University Case Western Reserve University University of Cincinnati	Wittenberg University Shawnee State Hiram College Wilmington College College of Wooster
<b>Oklahoma</b>	Oklahoma State University		
<b>Oregon</b>	Oregon State University Portland State University	University of Oregon Willamette University	
<b>Pennsylvania</b>	University of Pittsburgh	Carnegie Mellon University Drexel University Duquesne University Seton Hill University University of Pennsylvania University of Pittsburgh Villanova University	Ursinus College Arcadia University
<b>South Carolina</b>	Clemson University College of Charleston South Carolina State University University of South Carolina, Columbia	University of South Carolina, Columbia	
<b>Tennessee</b>	Tennessee State University		
<b>Texas</b>	Texas A&M University, College Station Texas A&M University, Corpus Christi Texas Tech University University of Texas, Austin		Austin College University of Texas, El Paso
<b>Utah</b>	Utah State University		Brigham Young University
<b>Vermont</b>	SIT Graduate Institute St. Michael's College	University of Vermont SIT Graduate Institute	
<b>Virginia</b>	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University Virginia Commonwealth University	Virginia Wesleyan College Virginia Commonwealth University
<b>Washington</b>	Gonzaga University University of Washington Washington State University	University of Washington	University of Washington, Tacoma

**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	Peace Corps Prep Colleges and Universities
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 2014, the Peace Corps realized \$6,596,500 in foreign currency gains and transferred \$800,000 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 (BUDGET)**

	FY 2013	FY 2014
<b>Total Reimbursable</b>	\$9,931,518	\$9,686,306
<b>Total PEPFAR</b>	\$28,202,979	\$34,556,117

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 2016 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.

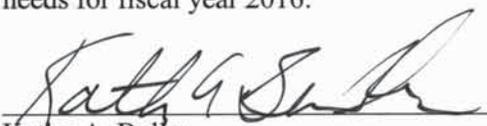
The President shall include in each budget of the U.S. Government submitted to Congress:

- 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 2016:

the aggregate budget request for the operations of the OIG is \$ 5,000,000  
the portion of this amount needed for OIG training is \$58,310 and  
the portion of this amount needed to support the CIGIE is \$13,500 (.27% 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 2016.

  
\_\_\_\_\_  
Kathy A. Butler  
Inspector General  
Peace Corps

  
\_\_\_\_\_  
Date

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The Peace Corps  
**Strategic Plan | FY 2014–2018**  
**and Annual Performance Plan | FY 2016**



## 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 140 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 2016 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 2014–18 Strategic Plan and FY 2016 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 2016, 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 agencywide 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 2016 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	●	●	●
2. Service Opportunity of Choice	●	●	●
3. Development Impact	●	●	
4. Cross-Cultural Understanding	●	●	●
5. Continuation of Service			●
6. Diversity and Inclusion	●	●	●
7. Site Development	●	●	
8. Train-Up	●	●	
9. High-Performing Learning Organization	●	●	●
10. Global Connectivity	●	●	●
11. Measurement for Results	●	●	●

## 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 health-care 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 health care and safety and security support
- 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
- Improve the recruitment, retention, and support of Peace Corps medical staff
- 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
- Provide ongoing medical education and administrative support for Peace Corps medical officers
- 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
- Monitor the effectiveness of Volunteers' training related to safety, security, and health and make necessary adjustments
- Collaborate with other governmental and nongovernmental agencies on projects to improve Volunteer health outcomes

**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: Increase Volunteer Satisfaction with Safety and Security Support

**Increase the percentage of Volunteers “satisfied” or “very satisfied”<sup>1</sup> with safety and security support to 82 percent by FY 2018**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	76%	78%	80%	82%
Result <sup>2</sup>	73%	68%	71%	84%				

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

<sup>2</sup>Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

The agency employs a rigorous Volunteer safety and security program to reduce risk and to respond to crime and security incidents. Volunteer satisfaction with safety and security support is a direct measure of the efficacy of the agency’s safety and security prevention and response systems. The agency also monitors other indicators, including incidents of serious crime against Volunteers, to inform strategies to safeguard the well-being of Volunteers. The agency expects to identify new performance goals in FY 2017 that will provide additional tools to measure and advance the agency’s Volunteer safety and security program.

**Data Source:** Annual Volunteer Survey

**Lead Offices:** Office of Safety and Security, Office of Global Operations

Performance Goal 1.2: Reduce Volunteer Dissatisfaction with Medical and Mental Health Support

**Reduce the percentage of Volunteers “dissatisfied” or “very dissatisfied”<sup>1</sup> 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
Target	--	--	--	8.2%	7.2%	7.0%
Result <sup>2</sup>	7.0%	7.4%	9.2%	8.6%		

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

<sup>2</sup>Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

Health-care research suggests a strong relationship between patient satisfaction with health care 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 health-care providers.

**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
- 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
- Implement proactive recruitment strategies to encourage individuals interested in service to apply to the Peace Corps
- 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 opportunity options.

## 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
Target	95%	95%	95%	100%	100%	100%	100%	100%
Result	97%	97%	90%	98%				

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
Target	--	--	--	7,600	8,200	8,800	9,400	10,000
Result	9,095	8,073	7,209	6,818				

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 25,000 by FY 2018**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	20,000	22,000	23,000	24,000	25,000
Result <sup>1</sup>	12,206	10,091	10,118	17,336				

<sup>1</sup>The definition of an application for Volunteer service was modified in FY 2014; results for FY 2011–13 are reported using the previous definition. The agency received 15,404 applications in FY 2014 as measured by the previous definition. Under the new definition, an “application” occurs when a qualified U.S. citizen submits a completed application for either the two-year Peace Corps Volunteer program or the short-term Peace Corps Response program. The previous definition did not include Peace Corps Response and required that individuals submit both an application and a health history form. Under the new definition, the agency received 19,151 applications in FY 2014. For comparison to the FY 2014 target, only applications from the two-year program (17,336) are reported in FY 2014. Targets for fiscal years 2015 and beyond are set based on this new definition, which includes applications from both the two-year program and the Peace Corps Response program.

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 Office:** Office of Volunteer Recruitment and Selection

Performance Goal 2.4: Reduce Time from Application to Invitation

**Reduce the average 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
Target	--	--	--	5 months	4 months	3 months
Result	10 months	11 months	6 months <sup>1</sup>	7 months		

<sup>1</sup>In 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 average time from application to invitation.

Prior to the reforms to the application process in FY 2014, the time required to go through the application process was much longer than other service opportunities and has been cited as a major deterrent by prospective applicants.

**Data Source:** Peace Corps database (DOVE/PCVDBMS)

**Lead Office:** Office of Volunteer Recruitment and Selection

## 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, nongovernmental, 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:

- 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 resources
- Provide monitoring and evaluation training to staff and Volunteers, including the use of the redesigned Volunteer Reporting Tool
- Develop post standards on the frequency and quality of feedback provided to Volunteers

**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 in community-based development outcomes to 80 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	--	80%
Result	--	--	--	76%		

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 Source:** *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 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	--	No target set; Baseline data collection
Result	--	--	--	--		

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 Source:** *Global Counterpart Survey*

**Lead Office:** *Office of Global Operations*

### Performance Goal 3.3: Improve Feedback to Volunteers

***Increase the percentage of Volunteers “satisfied” or “very satisfied”<sup>1</sup> with the timeliness and quality of the feedback provided on their work to 68 percent by FY 2018***

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	40%	59%	62%	65%	68%
Result <sup>2</sup>	39%	33%	38%	55%				

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

<sup>2</sup>Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

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.

**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 that enables American and host country individuals and communities to have meaningful conversations, develop strong relationships, and sustain their interactions.

### Strategies and Activities:

- Develop intercultural competency training and tools for Volunteers and staff
- Encourage currently serving and returned Volunteers to leverage new technology, including social media, to facilitate communication between Americans and host country 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

**External Factors:** The world is interconnected 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 to 95 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	--	95%
Result <sup>1</sup>	--	--	--	94%		

<sup>1</sup>The FY 2014 result represents responses from a low percentage of Volunteer counterparts (approximately 25 percent). While FY 2014 results are not globally representative, information gathered from other sources, including the Host Country Impact Studies conducted by the agency from 2008–12 ([www.peacecorps.gov/open](http://www.peacecorps.gov/open)), provides sufficient evidence to set targets for this performance goal for FY 2015 and beyond.

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

**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 to 62 percent by FY 2016***

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	60%	62%
Result	--	--	--	57%		

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 Offices:** *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 community’s work to advance the Peace Corps mission takes place through returned Volunteer groups or the actions of individual returned Volunteers—independent of the agency. However, by providing tools and resources to Volunteers 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 returned Volunteers to be active contributors to the agency’s Third Goal efforts. The Peace Corps also encourages returned Volunteers to share their experiences with family, friends, and the public; build and maintain connections between Americans and host country individuals and communities; and recruit the next generation of Volunteers. Notably, a significant number of returned Volunteers 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 returned Volunteers
- Improve the quantity and quality of returned Volunteer contact information by developing a contact database where individuals can easily update their information
- Collect regular feedback from returned Volunteers through a survey to track their professional and academic progress and inform the development of 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 returned Volunteers can compete for year-long positions within the agency and with its strategic partners
- Actively promote the non-competitive eligibility status of returned Volunteers 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 Volunteer alumni groups by providing materials on the promotion of the Third Goal and encouraging returned Volunteers to participate in such groups

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

*Performance Goals*

Performance Goal 5.1: Support Returned Volunteer 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
Target	--	--	--	2,500	2,750	3,000
Result	--	--	--	2,649		

The agency provides returned Volunteers with top-notch career services, seminars, and transition tools upon returning from service. Providing the career and personal development tools necessary for returned Volunteers’ 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 Returned Volunteer 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
Target	--	--	--	8,000	10,000	12,000	14,000	16,000
Result	--	--	--	9,754				

The agency facilitates a wide array of activities to provide returned Volunteers 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 returned Volunteers 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, communications, and outreach strategy to increase the diversity of the Peace Corps Volunteer and staff applicant pools
- Collaborate with local and regional groups aligned with underrepresented populations to increase applications
- Identify and mitigate economic barriers to Volunteer service
- Support and monitor the implementation of the same-sex couples initiative, which allows 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 underrepresented populations
- Engage the returned Volunteer community in recruiting underrepresented populations
- Identify, support, and implement strategic partnerships to support the Peace Corps' diversity recruitment efforts
- Develop and implement annual diversity recruitment strategies for each regional recruitment office
- Monitor applicant drop-out rates by race/ethnicity, sex, age, and other demographic elements to identify potential barriers
- 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 diverse environment
- Review and revise the eligibility standards for Volunteer service, including medical status eligibility standards, to ensure that applicants are not evaluated on the basis of any factor that is not relevant to the ability to serve effectively
- Develop an agencywide Diversity Governance Council to provide guidance and feedback on the development and implementation of Peace Corps policies and initiatives and to address systemic issues and concerns related to diversity and inclusion

**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
Target	--	--	--	32%	34%	35%
Result	26%	27%	30%	33%		

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 “agree” or “strongly agree”<sup>1</sup> that the agency 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
Target <sup>2</sup>		--	--	--	85%	88%	90%
Result	U.S. direct hire staff	--	--	--	88%		
	Host country staff	--	--	--	89%		
	Volunteers	--	--	--	80%		

<sup>1</sup>Includes the top two positive responses on a five-point balanced scale.

<sup>2</sup>The FY 2014 target only applies to U.S. direct hire staff and was based on an estimate derived from contextual information from the Employee Viewpoint Survey. Based on the collection of baseline data from host country staff and Volunteers through the Host Country Staff Survey and Annual Volunteer Survey, respectively (shaded in gray), targets for FY 2015 and beyond apply to all three groups.

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.

**Data Sources:** Annual Volunteer Survey, Employee Viewpoint Survey, and Host Country 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 each Volunteer to focus on building relationships and strengthening local capacity both when he or she arrives in the community, and throughout service.

### **Strategies and Activities:**

- Develop and implement post-specific site development criteria, policies, and procedures and standardize specific criteria agencywide 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 “satisfied” or “very satisfied”<sup>1</sup> with site selection and preparation to 68 percent by FY 2018**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	44%	62%	64%	66%	68%
Result <sup>2</sup>	42%	41%	42%	59%				

<sup>1</sup>Includes the top two response options on a five-point balanced scale.

<sup>2</sup>Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

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

**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 “satisfied” or “very satisfied”<sup>1</sup> with the community integration and project work support provided by their assigned counterpart to 61 percent by FY 2018**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	34%	55%	57%	59%	61%
Result <sup>2</sup>	31%	32%	32%	53%				

<sup>1</sup>Includes the top two response options on a five-point balanced scale.

<sup>2</sup>Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

While Volunteers work with a variety of local partners throughout their service, the Peace Corps selects and assigns local counterparts to Volunteers when they first arrive at their sites to help connect them to their communities and to serve as resources for their project work. Volunteers reporting that 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.

**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 toward achieving them throughout service, including at the end of pre-service training and close of service
- Share training and language-learning 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
- Implement mandatory close-of-service language testing and encourage posts to administer language exams to Volunteers at mid-service
- Pilot new approaches to the content, sequencing, and design of Volunteer training

**External Factors:** An increase in critical safety and security training content 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
Target	--	--	--	50%	55%	60%	65%	70%
Result	--	--	--	63%				

Developing local language skills is critical for Volunteers’ ability to integrate into their community, work effectively, and maintain their safety and security. An increase in the percentage of Volunteers who 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 was “effective” or “very effective”<sup>1</sup> in preparing them to work at their site to 67 percent by FY 2018**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	52%	64%	65%	66%	67%
Result <sup>2</sup>	44%	44%	50%	63%				

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

<sup>2</sup>Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 and beyond will be possible. Additional information on the effects of the AVS changes on performance results is in Appendix C, Verification and Validation of Performance Data.

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

**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 the 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
- Pursue legislative modifications to the five-year rule, which generally limits staff to five-year appointments
- Implement development of a leadership continuum for agency supervisors
- Work with agency supervisors to develop individual development plans for staff
- Review and standardize the onboarding 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 agencywide 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 for 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 satisfied<sup>1</sup> 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
Target <sup>2</sup>		--	--	--	54%	56%	58%	60%	62%
Result	U.S. direct hire staff	50%	50%	57%	55%				
	Host country staff	--	--	--	62%				

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

<sup>2</sup>The FY 2014 target only applies to U.S. direct hire staff and was based on actual results from the Employee Viewpoint Survey. Based on the collection of baseline data from host country staff through the Host Country Staff Survey (shaded in gray), targets for FY 2015 and beyond apply to both U.S. direct hire and host country staff.

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.

**Data Sources:** Employee Viewpoint Survey and Host Country 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 to 4 years by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	--	4 years
Result	--	3.3 years	4.1 years	3.7 years		

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, returned Volunteer, and staff contact database to improve data quality and access to contact information
- Establish a clearly defined, transparent risk assessment strategy related to new 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
Target	--	--	--	10%	30%	50%	70%	100%
Result	--	--	--	15%				

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 to 85 percent by FY 2016**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	80%	85%
Result	--	--	--	77%		

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
- Expand access to timely and high-quality data through the development of new data sources, the improvement of existing data sources, and the simplification of reports and products

**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 to 100 percent by FY 2016***

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	50%	75%	100%
Result	--	--	--	0%		

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
Target	--	--	--	50%	75%	100%
Result	--	--	--	68%		

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

**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 pilots conducted by posts and headquarters offices that include structured monitoring and assessment methods to 100 percent by FY 2017***

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	--	--	--	--	50%	75%	100%
Result	--	--	--	--			

Pilot testing and experimentation encourages 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 Office:** 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 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 governmentwide 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.** Through the Integrated Planning and Budget System (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 reviews.** 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.** Each year, the agency conducts an annual strategic review to assess the progress made on achieving the strategic objectives in the Strategic Plan. This exercise is based on IPBS submissions from every office and post and engages Peace Corps' senior leadership in a comprehensive performance review that informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to better understand the effectiveness of agency activities.

## 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 are at [www.peacecorps.gov/open/evaluations/](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 [www.peacecorps.gov/about/leadership/inspgeen/reports/](http://www.peacecorps.gov/about/leadership/inspgeen/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. 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, health care, 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.

## The development of new sources of evidence

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions 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.

New sources of evidence include the following:

- **Global Counterpart Survey.** The Global Counterpart Survey was launched in FY 2014 to gather feedback on the impact of Volunteers on local development outcomes and building a better understanding of Americans from the perspective of Volunteers' primary work partners. The survey is administered continuously and throughout the year by overseas staff during regularly scheduled site visits. When fully implemented, 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.
- **Host Country 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 initiated the Host Country Staff Survey, modeled on the Employee Viewpoint Survey administered to federal government employees annually. The survey provides data that informs the agency on 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 develops 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 an evaluation of the new business processes for Volunteer recruitment, performance evaluations on agency performance goals in which 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 produces evidence about the effectiveness of agency operations.
- **Impact evaluations.** In FY 2014, the agency conducted a baseline data collection project in Kosovo. This represented 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 was completed in FY 2014. The redesigned VRT includes an intuitive user interface, allows for the global aggregation of Volunteer activity data, and provides for better 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: Verification and Validation of Performance Data

The performance data included in the FY 2014–18 Strategic Plan and FY 2016 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 2016 Annual Performance Plan are detailed below.

### Annual Volunteer Survey

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

The 2014 AVS was fielded from June 9–August 15, 2014, and 91 percent of Volunteers completed the survey. The high response rate from Volunteers minimizes total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to non-response bias.

The demographic profile of the survey respondents is representative of the Volunteer population on key characteristics: age, gender, length of stay in country, project sector, and status as a Volunteer. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures were applied to the dataset prior to analysis. Analyzed data were used to inform agency leadership about the Volunteers' perspectives on key issues. The high response rate from Volunteers and the data verification and validation measures utilized 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 both statistical and practical significance to account for variation in AVS results from year to year. Thus, nominal percentage point movements may not be practically meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

The AVS questionnaire underwent a significant redesign in 2014 to improve data quality and strengthen respondent confidentiality. The questionnaire length was significantly reduced—from 105 questions in 2013 to 55 questions in 2014—in order to improve data quality and the survey-taking experience. A detailed analysis of previous years' data, matched with best practices from the survey research field, guided the redesign decisions. Questions that were highly correlated, that posed respondent confidentiality concerns, and that typical respondents would not have adequate knowledge to answer were excluded from this year's survey.

To reduce measurement error and follow best survey research practices, adjectival scales (unbalanced unipolar), which had been intended to measure attributes that are bipolar in nature, were changed to more accurate Likert scales (balanced bipolar) in 2014. Adjectival scales were first introduced in the Annual Volunteer Survey questionnaire in 2010; prior to that, survey questionnaires primarily consisted of visual analog scales with only the end points labeled. The change from unbalanced to balanced scales affected 18 questions in the 55-question instrument.

To strengthen respondent confidentiality, all demographic questions were moved to the end of the survey. This change allowed respondents to make an informed decision about disclosing their optional demographic data after having answered all of the substantive questions on the survey. Consequently, the data quality of survey responses to non-demographic questions was expected to improve.

Due to these improvements to the AVS, results from prior years may not be directly comparable to results in FY 2014 and future years. Changing from unbalanced to balanced scales has the effect of drawing respondents from an unbalanced center point into well-defined scale points on either side. While the agency is not able to quantify the effect of this change on the survey results, it is clear that FY 2014 results are consistently more positive than previous year results. This may be result of the 2014 redesign (including the modification of the response scales, improvements to respondent confidentiality, and the reduction of the length of the questionnaire) and/or the implementation of agency strategies to achieve performance goals.

## Peace Corps databases

The agency maintains several database systems to collect Volunteer and program information. In order to maintain data integrity and ensure that the appropriate data entry methodology is followed, only authorized staff who have been properly trained can access key systems. Regular reconciliation processes among 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 is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they are noted in the appropriate performance goal section.

## Peace Corps administrative records

The agency collects data annually from headquarters offices and overseas posts that do not exist in a centrally managed database through an online data call (survey). Responses are housed in an external, electronic database. Data cleaning procedures are applied to the dataset prior to analysis. Staff in positions of leadership at all overseas posts and headquarters offices are required to complete the survey. The survey is designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed by the Office of Strategic Information, Research, and Planning and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually.

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

## Employee Viewpoint Survey

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

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. In 2014, 93 percent of employees completed the survey. The survey is administered electronically, and questions are modeled on the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

The survey is not administered to a random sample of Peace Corps employees; as a result, the survey is subject to 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 data limitations by drawing conclusions from multiyear trends and by comparing the results with those from other federal agencies.

## Volunteer Reporting Tool

Volunteers report on their work and the progress they are making toward their project outcomes through the Volunteer Reporting Tool (VRT). The VRT is also utilized to report on Volunteers' contributions to agency strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future.

Since the development of the first version of the VRT, the agency has made numerous enhancements to improve the user experience, reduce data entry errors, and improve reporting. Volunteer reports are submitted to overseas post staff through the VRT on a quarterly or semi-annual basis. Staff review all reports and work with Volunteers to verify data and correct anomalies prior to end-of-year analysis. The agency provides in-depth VRT training and support to Volunteers and staff to ensure data are collected, analyzed, and reported properly. The agency has also developed data collection tools for the project indicators related to performance goal 3.1 to standardize the methods that Volunteers use to collect data prior to entry into the VRT.

The primary data quality challenge that remains is ensuring an adequate percentage of Volunteers report on the project indicators related to performance goal 3.1. The agency is addressing this challenge by working with overseas posts to encourage higher reporting rates and by appropriately documenting and considering reporting rates when conducting analyses.

## Global Counterpart Survey

The first Global Counterpart Survey was launched in FY 2014 and consists of a short interview of Volunteers' primary work partners administered by overseas staff. The 20-question survey is designed to provide information on the impact of Volunteers on local communities from the perspectives of the individuals with whom Volunteers work most closely. The survey is administered continuously throughout the year by overseas staff during regularly scheduled site visits.

Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive survey interviewing and data collection experience. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies.

Determining the survey population is a challenge. There are multiple utilizations and interpretations of the title “counterpart” across the agency, which will influence the survey population. To address this, the agency has defined counterpart as the Volunteer’s primary work partner for his or her primary project. For the purposes of performance goals 3.2 and 4.1, it is assumed that each Volunteer will have one official counterpart. The agency will track survey responses and explore instances in which a post reports more counterparts than Volunteers who served during that time period.

## Host Country Staff Survey

The first systematic, global survey of Peace Corps host country staff was launched in FY 2014. The Host Country Staff Survey is a short, confidential, voluntary survey designed to gather input from host country staff for two performance goals in the agency’s strategic plan. The survey was administered online from July 31 to September 2, 2014 and was completed by 37 percent of the total host country staff population. The survey included eight questions covering topics related to building an agency more inclusive of diversity and understanding staff training needs. In future years, the agency expects to expand the survey to include additional questions to more fully capture the perspectives of host country staff on a range of topics related to post operations and support.

The primary data quality challenge with the survey in FY 2014 was the development of the sampling frame. Identifying and contacting all host country staff proved difficult; some staff members in administrative or support positions did not have official email addresses. Due to this challenge, the sampling frame only consisted of the host country staff who could be reached via email (approximately 1,850 out of 2,900 staff). Of those reached, 58 percent of the host country staff responded to the survey. Additionally, lack of computer access, differing levels of familiarity with online survey tools, and limited English ability for some staff may have contributed to non-response bias. Moving forward, the agency will explore additional methods of survey administration, such as supplementing online surveying with paper surveys and developing questionnaires in additional languages, to facilitate the participation of more host country staff.

## Appendix D: Stakeholder Engagement

The Peace Corps utilized a highly participatory and inclusive process to develop a strategic plan that includes input from a wide array of key stakeholders. The agency 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 FY 2014–18 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.



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