The Peace Corps FISCAL YEAR 2017

CONGRESSIONAL
BUDGET JUSTIFICATION

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Strategic Plan Fiscal Years 2014–2018
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FISCAL YEAR 2017

BUDGET

OF THE U.S. GOVERNMENT

PEACE CORPS FY 2017 BUDGET REQUEST

The Peace Corps' budget request for FY 2017 is $410,000,000, which is equal to agency's FY 2016 request. The FY 2017 request will enable the Peace Corps to provide support to Americans serving abroad as Volunteers in approximately 64 countries worldwide in FY 2017, continue building the necessary infrastructure to support a larger Volunteer population, and implement the President's strategic initiatives.

Dear Member of Congress:

I am pleased to submit the Peace Corps' fiscal year 2017 budget request of $410 million. This fiscally responsible funding level offers taxpayers a unique, cost-effective investment that will strengthen our nation by helping our country achieve its international development and citizen diplomacy goals while promoting a positive image of the United States abroad.

When the agency was established in 1961, the Peace Corps was an innovative idea—to promote world peace and friendship by sending Americans abroad to live and work in developing countries. Today, more than 220,000 returned Peace Corps Volunteers demonstrate the enduring strength of that idea. In this increasingly complex and interconnected world—where our future depends on global cooperation, built on relationships of trust—the impact and relevance of the Peace Corps' work has never been more important.

At the end of fiscal year 2015, more than 6,900 Volunteers were serving and inspiring their communities in 63 countries. Our dedication to continually improve support to Volunteers is what drives us every day. In order to improve our support to Volunteers and improve our agency's operations, the Peace Corps embarked upon its largest-ever reform effort nearly five years ago. The sweeping reform efforts extend to every corner of our operations and have been constantly aligned with our strategic priorities. Four areas of focus—effective Volunteer support, competitive recruitment, bold communications and outreach, and strong staff, resources, and data—guide agency operations and support the goals outlined in our strategic plan. The Peace Corps has made significant progress over the last several years and, as a result, is stronger and more strategic than ever before. By supporting and empowering our Volunteers to make a lasting difference in the communities they serve, the Peace Corps is delivering development assistance while also advancing our nation's critical diplomacy needs. From the National Workshop and Business Plan Competition Volunteers organized for 57 Paraguayan youth entrepreneurs to the Volunteers in Zambia who trained over 360 small-scale farmers to carry out new and improved soil conservation practices, Volunteers are leaving behind a legacy of shared values, strong relationships, and sustainable community-based development.

In FY 2017, the Peace Corps will continue implementing our strategic plan to modernize agency operations, strengthen the effectiveness of our programs, and increase our ability to achieve our goals. 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, which has allowed us to better target our resources. These efforts are concentrated in the following areas:
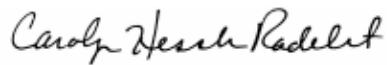
- **Enhanced support to Volunteers.** The Peace Corps is committed to providing Volunteers with the most compassionate and effective training, care, and support possible, so they can remain healthy, safe, and productive throughout their service and beyond. The Peace Corps also strengthened, and will continue to improve, its Volunteer-centered approach to safety, security, and health support by integrating superior health care and rapid incident response with increased Volunteer training. In addition, in FY 2015, the agency achieved full implementation of the Kate Puzey Peace Corps Volunteer Protection Act. In FY 2016, the Peace Corps reached full implementation of PCMEDICS, our new electronic medical records system, which will further enhance our support to Volunteers.

- **Focus on strategic impact.** The Peace Corps continues to engage in strategic partnerships to advance community-based development, marked in FY 2015 by our participation in Let Girls Learn, a whole-of-government initiative supporting girls' empowerment and education. Peace Corps Volunteers are uniquely positioned to serve as catalysts of community-led change, working side by side with local leaders to achieve community-based solutions. Additionally, the Global Health Service Partnership continues to be an example of strategic impact. Since its creation in FY 2012, nearly 100 physician and nurse Volunteers have helped to address critical shortages of qualified health professionals in areas of the world where they are most needed.
- **Improved recruitment and selection.** FY 2015 marked the first full year that the agency's historic application and recruitment reforms were in place. Launched in FY 2014, the new, streamlined process provides an open, transparent process that empowers applicants to choose their country of service and apply to specific programs. As a result, we have seen two consecutive years of drastic increases in the number of applications for two-year service positions, setting a 40-year record in FY 2015.

In FY 2017, the Peace Corps will continue to build upon the strength of our unique mission and impact. Volunteers live and work with communities at the "last mile," often beyond the reach of other development organizations. They catalyze powerful relationships and community support to achieve measurable results, elevating the impact of the Peace Corps and our partners (such as Let Girls Learn, the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative, and Feed the Future). The agency will further increase its impact by growing the Volunteer force in a gradual, sustainable manner while maintaining our dedication to train, safeguard, and ensure a productive service experience for our Volunteers. As we celebrate the agency's 55th anniversary in the coming year, the Peace Corps is better positioned than ever before to make a measurable difference in communities around the globe and in the lives of Volunteers.

I recognize the considerable challenges that you and your colleagues confront in determining the federal budget for FY 2017. I appreciate your consideration of the Peace Corps' budget request and your ongoing support for the patriotic Americans who serve our county 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 2017 appropriations process.

Sincerely,

Carolyn Hessler-Radelet
Director

Congressional Budget Justification | Fiscal Year 2017
Overview of Peace Corps Operations and Key Initiatives

Mission and Goals

Since 1961, the Peace Corps has been strengthening the United States of America by building bridges with nations around the world through community-based development and cross-cultural understanding. Volunteers and staff have represented the United States in 141 countries, working to advance the agency's three goals:

1. **Building Local Capacity:** Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.

2. **Sharing America with the World:** Promote a better understanding of Americans through Volunteers who live and work within local communities.

3. **Bringing the World Back Home:** Increase Americans' awareness and knowledge of other cultures and global issues through Volunteers who share their Peace Corps experiences and continue to serve upon their return.

At the end of fiscal year 2015, 6,919 Volunteers were serving in 63 countries to accomplish these goals. The Peace Corps' unique, grassroots approach to development helps host countries meet their development needs in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Rather than providing monetary assistance, Volunteers engage community partners in collaborative projects that address specific needs identified by the host country. Most Volunteers serve for 27 months, integrating into local communities and using their skills and experience to create meaningful change from the ground up. In addition, the Peace Corps provides targeted assistance in short-term, specialized assignments through Peace Corps Response, a program that matches more experienced individuals with unique assignments that require advanced language, technical, and intercultural skills.

Peace Corps Volunteers help promote a better understanding of the United States and our country's values by serving as grassroots ambassadors around the world. The relationships that Volunteers form with their students, neighbors, and community leaders help to dispel misconceptions about the United States and to counter anti-American sentiment in areas of the world that may have little direct exposure to Americans. Anastasia Msosa, the first female chief justice of Malawi, illustrates this impact, saying that Peace Corps Volunteers "helped me to have dreams…and contributed to shaping me to what I am today." Presidents and pastors, community members and corporate leaders, midwives and members of Parliament from myriad nations have echoed Anastasia Msosa's story of how Peace Corps Volunteers demonstrated the kindness of the American people and helped them imagine a different future for themselves.

Volunteers' service to the United States continues long after they have left the Peace Corps by helping Americans learn about other cultures and peoples, advancing the agency's Third Goal. When Volunteers return to the United States, forever changed by their experience, they pass on their knowledge, skills, and ideas wherever they go for the rest of their lives. The commitment to public service that the Peace Corps instills, coupled with the skills they acquire while serving—professional growth in cross-cultural settings, a new language, and technical development expertise— are invaluable to the United States. Ultimately, the investment made in Peace Corps Volunteers is re-paid many times over, at home and abroad.

The Peace Corps' FY 2017 budget request will support key initiatives, including the following:

Supporting the Health, Safety, and Security of Volunteers

The health, safety, and security of Volunteers remain the agency's highest priorities. With a focus on innovation and efficiency to further enhance support to Volunteers, the agency completed its transition to PCMEDICS, an electronic medical records system, in FY 2016. PCMEDICS will assist the medical staff in accessing individual Volunteer medical records worldwide, streamline the recordkeeping process, and allow practitioners more time with Volunteers and less time on paperwork.

The Peace Corps has fully implemented the Kate Puzey Peace Corps Volunteer Protection Act, honoring the life of this exceptional Volunteer, and reflecting the agency's ironclad commitment to our Volunteers. The comprehensive Sexual Assault Risk-Reduction and Response (SARRR) program goes above and beyond the requirements of the law, incorporating more than 30 policy changes, and including extensive training for all Volunteers and staff. Additionally, Volunteers now have access to the services of a victim advocate and sexual assault response liaisons at each post, as well as a 24-hour anonymous hotline that provides crisis counseling and information about Peace Corps' sexual assault reporting and response procedures.

Advancing Development through Whole-of-Government Initiatives

Collaboration with other government agencies allows the Peace Corps to utilize its unique strengths to elevate U.S. government development goals. The Peace Corps actively participates in presidential and whole-of-government initiatives, including Let Girls Learn, the President's Malaria Initiative (PMI), the President's Emergency Plan for AIDS Relief (PEPFAR), and Feed the Future. The President has called for a 21st-century development policy that is strategic, collaborative, and focused on sustainable development outcomes. The Peace Corps and its strategic partners play a critical role in implementing these global development initiatives.

- **Let Girls Learn:** On March 3, 2015, the White House launched Let Girls Learn, a whole-of-government initiative designed to help adolescent girls around the world attend and complete school. As part of the U.S. government's commitment to Let Girls Learn, First Lady Michelle Obama and the Peace Corps formed a powerful collaboration that empowers local leaders to put lasting solutions in place, elevate existing Volunteer programs, and leverage public and private sector partnerships. In FY 2016, the agency is training thousands of Volunteers and community leaders to design sustainable, grassroots projects that focus on girls' education and development opportunities. Also in FY 2016, the Peace Corps' Let Girls Learn program will expand from its initial 13 countries to a total of at least 35 posts, and will expand to at least 40 countries in FY 2017. The program operates three main pillars: (1) Empowering leaders, (2) Working hand in hand with communities, and (3) Increasing the impact of Volunteers. Peace Corps Volunteers, who live and work at the grassroots level, are uniquely positioned to support community-led solutions to reduce barriers that prevent adolescent girls from completing their education. In FY 2017, approximately 3,000 Peace Corps Volunteers will receive Let Girls Learn training, preparing them to initiate activities in support of girls' education throughout their Peace Corps service.
- **The President's Malaria Initiative:** Peace Corps Volunteers are advancing PMI through the agency's Stomping Out Malaria in Africa initiative. Volunteers in 21 Peace Corps programs across Africa are collaborating to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where PMI is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to ensure that the nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention. Recently published data shows that the flagship Peace Corps malaria prevention program, Proactive Community Treatment (ProACT), reduced

the odds of symptomatic malaria 30-fold in southeastern Senegal. The government of Senegal has scaled up ProACT to cover two regions (nearly 1 million individuals) and the Peace Corps continues to work with other countries across sub-Saharan Africa to advocate for the development of small-scale ProACT pilot projects.

- **The President's Emergency Plan for AIDS Relief:** Peace Corps Volunteers implement PEPFAR 3.0, "Controlling the Epidemic: Delivering on the Promise of an AIDS-Free Generation," through the targeted goals of scaling up prevention, caring for people infected with and affected by HIV, and facilitating access to treatment; evidence-based interventions for populations at greatest risk; promoting sustainability, efficiency, and effectiveness; strengthening local health care and support systems; and driving results with science. The Peace Corps is currently active in 25 PEPFAR countries, 10 of which PEPFAR considers to be long-term strategy countries. Most importantly, all Volunteers play a special role in their contributions to PEPFAR through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.
- **The President's Feed the Future initiative:** Peace Corps Volunteers are supporting the President's Feed the Future initiative by promoting sustainable methods for local people to assure their own food security through increased agricultural productivity, improved health and nutrition, and increased economic opportunities. In partnership with the U.S. Agency for International Development, the Peace Corps is equipping Volunteers and their counterparts with the evidence-based training and cutting-edge resources necessary to address food insecurity around the world, contributing to this whole-of-government initiative.

Through these partnerships, Volunteers are able to maximize the impact of U.S. government development assistance and ensure that projects are implemented effectively, owned by the community, and sustained over time. In FY 2017, the Peace Corps will continue these partnerships, while seeking additional strategic partnerships to leverage the Peace Corps' training and programmatic resources without compromising the agency's independence or mission.

Maximizing Peace Corps' Impact by Utilizing Data-Driven Methods

As a result of the 2010 Comprehensive Agency Assessment, the Peace Corps instituted the Country Portfolio Review, an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of Volunteers and other resources. The review conducted in FY 2015 focused on Volunteer safety and security, medical infrastructure, host country need, development impact, cross-cultural impact, host country commitment and engagement, post management, alignment with U.S. government development priorities, and cost. The agency has commenced work on its sixth 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 2015, the agency reopened programs in Comoros and Timor-Leste, and restarted previously suspended programs in Liberia and Ukraine. Following notifications to Congress, preparations have begun to reopen programs in Guinea and Sierra Leone in FY 2016, marking a return to all posts suspended due to the Ebola outbreak. Volunteers are projected to enter Myanmar (Burma) in FY 2016. In FY 2015, Volunteers were removed from Jordan due to regional security concerns. In FY 2016, the program in Azerbaijan was closed following its suspension in FY 2015 due to lack of agreement with the host government. In FY 2016, programs in El Salvador and Mali were suspended due to security concerns. Programs in Kenya and Niger remain suspended, and the re-opening of the program in Tunisia remains on hold due to the ongoing political landscape and security situation in-country. In FY 2013, the Peace Corps notified Congress of its intent to open a program in Vietnam. However, due to lack of agreement with the host government, the opening remains indefinitely delayed.

Increasing Volunteer Impact through Enhanced Training

In response to the 2010 Comprehensive Agency Assessment, the Peace Corps developed a Teaching English as a Foreign Language (TEFL) Certificate Program to both meet the needs of host countries and contribute to Volunteers' professional development. The Peace Corps' fully accredited TEFL certificate program, validated by the Center for Applied Linguistics, provides high-quality training to Volunteers and allows the Peace Corps to meet global professional English teaching standards. All Volunteers serving in the TEFL certificate program receive 120 hours of training and practice teaching, followed by two years of supervised teaching experience. Volunteers who complete the program earn a recognized TEFL credential that represents the quality of Peace Corps training and experience and also provides an excellent professional benefit to Volunteers who may wish to continue teaching English as a foreign language following Peace Corps service. Since beginning a pilot in FY 2014, the Peace Corps has been scaling up the program. In FY 2017, the agency will double the number of countries participating in the TEFL certificate program, further increasing Volunteers' impact and amplifying the President's Global Engagement Strategy.

Revitalize Recruitment

In FY 2014, the Peace Corps announced historic changes to its recruitment, application, and selection process. These reforms were designed to field a Volunteer force representative of the best and the brightest of America and reflect the rich diversity of the American people. With these changes, the agency significantly shortened the application timeline and allowed applicants to select their country of service and work sector. Since the reforms, the agency has seen notable increases in its application numbers, as well as a greater proportion of applications from diverse Americans:

- **Higher application numbers.** At the end of FY 2015, the Peace Corps saw a 40-year high in applications and an annual increase of 32 percent in applications for two-year positions.
- **Shorter timeline.** The Peace Corps has cut over 70 percent of the time it once took to process applications. Today, applicants can expect to hear if they have been invited to serve approximately two months after submitting their Peace Corps application, a substantial reduction from the median wait of seven months prior to the reforms.
- **Improved rate of completion.** Before modifying the application process, less than 30 percent of individuals who began a Peace Corps application completed it. With the shortened application, more than 90 percent complete their application.
- **Increase in diversity.** In order to send a more diverse Volunteer population abroad, the Peace Corps has placed an emphasis on outreach to minority populations. As a result, the agency has seen an increase in diverse candidates. In FY 2015, 35 percent of Peace Corps applicants self-identified as racially or ethnically diverse compared to 24 percent in FY 2010.

By investing resources in changes to the recruitment, application, and selection process, the Peace Corps made the process more open and transparent, allowing the agency to better meet the requests of host countries with a 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 et seq.), 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 $5,500,000 is for the Office of Inspector General, to remain available until September 30, 2018: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by section 16 of the Peace Corps Act (22 U.S.C. 2515), an amount not to exceed $5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed $104,000 may be available for representation expenses, of which not to exceed $4,000 may be made available for entertainment expenses: Provided further, That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations, except that prior consultation and regular notification procedures may be waived when there is a substantial security risk to Volunteers or other Peace Corps personnel, pursuant to section 7011(d) of this Act: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That notwithstanding the previous proviso, section 614 of division E of Public Law 114–113 shall apply to funds appropriated under this heading.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2017

BUDGET INFORMATION

Peace Corps Budget Request by Program Operations
(in thousands of dollars)

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	1,100	1,100	1,100
Africa	88,400	92,700	93,500
Europe, Mediterranean, and Asia	55,100	56,800	57,700
Inter-America and the Pacific	64,500	66,600	67,500
Peace Corps Response	1,500	1,500	1,500
Overseas Program and Training Support	6,000	6,300	6,400
Office of Global Health and HIV	500	600	600
Subtotal, Overseas Operational Management	**217,100**	**225,600**	**228,300**
Overseas Operational Support			
Office of Volunteer Recruitment and Selection	21,200	21,500	21,600
Office of Health Services	12,100	14,600	14,600
Office of Victim Advocacy	500	600	700
Medical Services Centrally Shared Resources	12,300	12,600	12,800
Office of Safety and Security	4,300	5,200	5,600
Safety and Security Centrally Managed Resources	1,600	1,600	1,700
Centrally Processed Overseas Equipment and Supplies	4,600	4,700	4,700
Office of Strategic Partnerships	2,600	2,700	2,700
Volunteer Readjustment Allowance	24,400	24,900	25,200
Federal Employees' Compensation Act	14,600	14,900	15,000
Reimbursements to Department of State	14,900	16,300	16,300
Foreign Currency Gains or Losses	(12,000)	500	500
Subtotal, Overseas Operational Support	**101,100**	**120,100**	**121,400**
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	**318,200**	**345,700**	**349,700**
VOLUNTEER OPERATIONS SUPPORT SERVICES			
Office of Third Goal and Returned Volunteer Services	1,000	1,700	1,700
Office of the Director	5,000	4,300	4,300
Office of Communications	13,500	4,300	4,000
Office of Congressional Relations	400	400	400
Office of Strategic Information, Research, and Planning	1,700	1,700	1,700
Office of General Counsel	1,900	2,000	2,000
Office of Management	7,400	7,400	7,400
Office of Management Centrally Managed Resources	13,400	12,400	12,800
Office of the Chief Financial Officer	14,300	14,400	14,400
Office of the Chief Financial Officer Centrally Managed Resources	1,700	3,400	3,400

(continued)

Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of the Chief Information Officer	22,800	22,800	21,800
Office of the Chief Information Officer Centrally Managed Resources	10,800	10,800	10,800
SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES	**93,900**	**85,600**	**84,700**
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	**412,100**	**431,300**	**434,400**
INSPECTOR GENERAL [1]	**5,500**	**5,500**	**5,500**
GRAND TOTAL, AGENCY	**417,600**	**436,800**	**439,900**

[1] See Appendix G

Peace Corps Resource Summary
(in thousands of dollars)

AVAILABLE RESOURCES	FY 2015 Actual	FY 2016 Estimate	FY 2017 Request
Unobligated balance carried forward, start of year	78,500	55,100	50,300
New budget authority (Agency)	374,350	404,850	404,500
New budget authority (Office of the Inspector General)	5,150	5,150	5,500
Recoveries of prior year unpaid obligations	9,100	17,000	10,000
Spending authority from offsetting collections	16,000	15,000	15,000
Total Budgetary Resources Available for Obligation	**483,100**	**497,100**	**485,300**

AVAILABLE RESOURCES			
Total direct obligations	417,600	436,800	439,900
Reimbursable program activity	10,400	10,000	10,000
Total New Obligations	**428,000**	**446,800**	**449,900**

Unobligated balance carried forward, end of year	**55,100**	**50,300**	**35,400**

Peace Corps Authorizations and Appropriations | FY 1962–FY 2017
(in thousands of dollars)

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

Peace Corps Authorizations and Appropriations | FY 1962–FY 2017
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request [a/]	Appropriated [a/]	Trainee Input	Volunteers and Trainees On Board [b/]
2000	270,000 [q/]	270,000	245,000 [r/]	3,919	7,164
2001	298,000	275,000	267,007 [s/ t/]	3,191	6,643
2002	327,000	275,000	278,700 [u/ v/]	4,047 [w/]	6,636
2003	365,000	317,000	297,000 [x/]	4,411	7,533
2004	—	359,000	310,000 [y/]	3,812	7,733
2005	—	401,000	320,000 [z/]	4,006	7,810
2006	—	345,000	322,000 [aa/ab]	4,015	7,628
2007	—	336,642	319,700 [ac/]	3,964	7,875
2008	—	333,500	333,500 [ad/]	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 [ae/]	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,900 [est]	7,100 [est]
2017	—	410,000		4,100 [est]	7,700 [est]

Notes:

a/ Starting in FY 1992, funds to remain available for two years.

b/ For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through Peace Corps' appropriation.

c/ Includes reappropriated funds in 1963 ($3.864 million), 1964 ($17 million) and 1965 ($12.1 million).

d/ Includes Trainee Input from Transition Quarter.

e/ Excludes $5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99–177).

f/ Excludes $2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a $725,000 reduction related to the Drug Initiative (P.L. 101-167).

g/ Authorization included report language of a $15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).

h/ In addition, the Peace Corps received a transfer of $12.5 million for assistance to the NIS.

i/ In addition, the Peace Corps received a transfer of $11.6 million for assistance to the NIS.

j/ Appropriation of $219,745,000 was later reduced by a rescission of $721,000.

k/ In addition, the Peace Corps received a transfer of $13 million for assistance to the NIS. An additional $1 million of NIS funds, intended for FY 1996, was received in FY 1997.

l/ In addition, the President requested a transfer of $5 million for assistance to the NIS.

m/ Appropriation of $205 million was later reduced by a rescission of $296,000.

n/ In addition, the Peace Corps received a transfer of $12 million for assistance to the NIS. An additional $1 million of NIS funds, originally intended for FY 1996 in addition to the $13 million received that year, was received in FY 1997.

o/ In addition, the Peace Corps received a base transfer of $3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.

p/ Appropriation of $240 million was later reduced by a rescission of $594,000. In addition, the Peace Corps received a transfer of $1,269,000 from Economic Support Funds for security; $7.5 million from the FY 1999 Emergency Appropriations Act ($7 million for security and $500,000 related to the Kosovo conflict); $6 million from the Central American and Caribbean Disaster Recovery Fund; and $1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.

q/ Four-year authorization bill by Congress, FY 2000 of $270 million, FY 2001 of $298 million, FY 2002 of $327 million and FY 2003 of $365 million.

r/ Appropriation of $245 million was reduced by a rescission of $931,000.

s/ Appropriation of $265 million was reduced by a rescission of $583,000.

t/ The Peace Corps received a transfer of $2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.

u/ The Peace Corps received a transfer of $3.9 million of Emergency Response Fund monies in support of potential future evacuations.

v/ Appropriation of $275 million was reduced by a rescission of $200,000.

w/ Due to the September 11th events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.

x/ Appropriation of $297 million was reduced by a rescission of $1,930,500. OMB later reallocated $1.2 million in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.

y/ Appropriation of $310 million was reduced by a rescission of $1,829,000.

z/ Appropriation of $320 million was reduced by a rescission of $2.56 million.

aa/ Appropriation of $322 million was reduced by a rescission of $3.22 million.

ab/ In addition, Peace Corps received $1.1 million supplemental for Avian Flu Preparedness.

ac/ Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).

ad/ Appropriation of $333.5 million was reduced by a rescission of $2,701,000.

ae/ Appropriation of $375 million was reduced by a rescission of $750,000.

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 maternal and child health, water and sanitation, and HIV/AIDS prevention and care. OGHH also coordinates the agency's participation in the U.S. President's Emergency Plan for AIDS Relief 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) promotes a culture of continuous learning for Peace Corps staff and Volunteers and ensures that programming, training, and evaluation staff have the skills, resources, and guidance needed to prepare Volunteers to meet the three goals of the Peace Corps. OPATS develops sector-specific programming, training, and evaluation resources and guidance; delivers in-person and distance training and technical assistance for staff; manages a knowledge-sharing platform to facilitate information exchange; oversees the implementation of standard sector indicators and Volunteer learning standards; and develops tools for monitoring, evaluating, and reporting Volunteers' work.

Peace Corps Response

Peace Corps Response places professionals with significant experience in short-term assignments to meet host country requests for highly skilled Volunteers. Peace Corps Response also assists the agency with returning to post-conflict countries and starting new agency partnerships and initiatives, such as the Global Health Service Partnership (GHSP). The GHSP aims to improve clinical education, expand the base of physician and nursing educators, and build health-care capacity in countries that face critical shortages of health-care providers. In FY 2015, Peace Corps Response placed 332 Volunteers—the highest number of Volunteers to enter duty in the program's history. Peace Corps Response also opened all assignments to applicants without previous

Peace Corps service history. This change broadens the applicant pool and enables the agency to recruit a more diverse Volunteer workforce.

Centrally Processed Overseas Equipment and Supplies

Overseen by the Office of Management, Centrally Processed Overseas Equipment and Supplies funds the purchase of vehicles for overseas Volunteer support and supplies for Volunteers such as medical kits, eyeglasses, and mosquito nets.

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.

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. OMS is also responsible for agency medical and mental health quality assurance and improvement activities, the selection and management of all Peace Corps medical officers assigned to overseas posts, the supervision of regional medical officers and regional medical hubs,

and the operations and maintenance of the Peace Corps electronic medical record system.

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.

Medical Services Centrally Shared Resources

Medical Services Centrally Shared Resources 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 Peace Corps Volunteers, as well as support to Volunteers who require a visit back to their home of record for family emergencies.

Office of Safety and Security

The Office of Safety and Security is responsible for managing the safety and security of Peace Corps operations, which includes supporting 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, analyzing threats, and managing the agency's incident reporting system. Overseas safety and security staff also coordinate 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 oversee the management of safety and 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 funds are primarily for domestic security guard contracts with the Department of Homeland Security and for personnel security expenses such as federal suitability reviews and background investigations. 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 Strategic Partnerships

The Peace Corps Office of Strategic Partnerships (OSP) brokers external collaborations 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, nongovernmental 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 and the Office of Gifts and Grants Management.

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

A readjustment allowance is provided to Volunteers upon termination of service to assist them when they return to the United States. The readjustment allowance is $325 per month for trainees and Volunteers during the first full tour of service. The allowance increases to $425 for each month that Volunteers extend beyond 24 months from their swearing-in date, and for Peace Corps Response Volunteers.

Volunteer Recruitment and Selection (VRS)

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment process, from prospect inquiry to pre-departure orientation. VRS includes the Office of Diversity Recruitment and National Outreach, which seeks to attract and retain diverse applicants; the Peace Corps' regional recruitment offices, which promote public interest in the agency and assist candidates during the initial stages of the application process; the Placement Office, which fills overseas posts' requests for trainees; the Office of Staging and Staff Development, which manages the departure of each training class; the Office of Analysis and Evaluation, which analyzes trends in applicant numbers; and the Office of University Partnerships, which establishes and maintains collaborative relationships with colleges and universities. 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, 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 current and returned Peace Corps Volunteers achieve the Peace Corps' Third Goal: to help promote a better understanding of other peoples on the part of Americans. Third Goal activities serve as a foundation for world peace and friendship by raising cultural awareness throughout the United States.

The Returned Volunteer Services program develops and implements career and 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 virtual career conferences and events that serve over 2,700 returned Peace Corps Volunteers each year. These programs assist returned Volunteers to find jobs soon after their return from service in the private, nonprofit, and public sectors both domestically and abroad.

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program, which helps U.S. schoolchildren, from kindergarten to 12th grade, better understand the peoples and cultures of other countries by connecting currently serving Volunteers with classrooms around the United States. The program also offers educators and students free, online, multimedia 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 official agency communications, including press relations, social media, marketing, video production, photography, publications, design, printing, editorial support, and the public-facing website (peacecorps.gov). The office's primary responsibilities are to communicate to the public the agency's priorities, to inform the public about the Peace Corps and the work of Volunteers, and to support recruitment of the next generation of Volunteers. 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

The Office of Congressional Relations develops the Peace Corps' legislative strategy, coordinates activities related to all legislative issues and interests, and serves as the official liaison between the Director of the Peace Corps and members of Congress and congressional staff.

Director's Office and Associated Offices

The Office of the Director provides executive-level direction to the Peace Corps, overseeing its programs and activities. This office establishes agency policy in accordance with the three goals of the Peace Corps, in additional to ensuring compliance with the Peace Corps Act. The Director's Office includes the Let Girls Learn program office, the Office of Civil Rights and Diversity, the Office of Innovation, 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 includes ensuring Volunteers are aware of their options so they may make informed decisions regarding their health and safety, helping them understand the local criminal and legal systems, safety planning, and assuring Peace Corps staff are aware of the Volunteers' choices when providing in-country support. When requested, victim advocates are available to accompany a current or returned Volunteer through the in-country criminal investigation and prosecutorial process.

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 and policy advice and services to the Director and overseas and domestic staff and assists in the development of Peace Corps policies and procedures.

Office of Management

The Office of Management provides administrative, logistics, human resources management, and general operations support to all headquarters offices, regional recruiting offices, and the agency's overseas 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 benefits, 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 Office of the Chief Administrative Officer oversees all budget and contracting activities. The Office of Staff Learning and Development manages staff training and professional development activities. 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 include payments to the General Services Administration for headquarters and domestic recruiting building leases, maintenance, furniture, and equipment; warehouse and mailroom services; travel services and transit benefits; vehicles; and medical supplies.

Office of the Chief Financial Officer

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

Office of the Chief Financial Officer Centrally Managed Resources are primarily for mandatory staff costs, such as unemployment compensation, severance pay, terminal leave payments, and overseas staff medical evacuation, but also includes gains and losses in foreign currency fluctuations.

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) manages enterprise technology architecture; the development of agency information technology policies and practices; and agency applications, communications, and global IT infrastructure. OCIO manages IT security across the global network, ensuring agency resources and data are protected. OCIO also works to continually modernize the agency's global IT infrastructure 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 a centralized service desk; 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, customer support, cybersecurity, and the Peace Corps' disaster recovery site.

Office of Strategic Information, Research, and Planning

The Office of Strategic Information, Research, and Planning (OSIRP) 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 shape agency engagement on high-level, governmentwide initiatives. Through these efforts, OSIRP seeks to improve performance and to link performance to strategic planning and agency resources.

Office of the 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.

Peace Corps 2017 Congressional Budget Justification
Volunteers and Program Funds

Regions	Volunteers and Trainees on Board on September 30*		Program Funds ($000)	
	FY 2016	FY 2017	FY 2016	FY 2017
Africa	2,740	3,020	92,700	93,500
Europe, Mediterranean, Asia	2,080	2,210	56,800	57,700
Inter-America and the Pacific	2,030	2,160	66,600	67,500
Subtotal, Country Programs	**6,850**	**7,390**	**216,100**	**218,700**
Peace Corps Response	250	290	1,500	1,500
Country Programs + PC Response	**7,100**	**7,680**	**217,600**	**220,200**

Volunteers and Program Funds by Post

Peace Corps Posts	Volunteers and Trainees on Board on September 30*		Program Funds ($000)	
	FY 2016	FY 2017	FY 2016	FY 2017
Albania	100	100	2,200	2,300
Armenia	110	100	2,600	2,500
Belize	40	50	1,700	1,800
Benin	110	110	4,600	4,600
Botswana	100	100	2,500	2,500
Burkina Faso	130	140	5,000	5,100
Cambodia	130	130	2,700	2,800
Cameroon	150	160	5,200	5,300
China	140	140	4,200	4,200
Colombia	70	90	2,800	3,100
Comoros	30	30	1,300	1,300
Costa Rica	120	110	4,200	4,000
Dominican Republic	170	190	4,100	4,300
Eastern Caribbean	60	60	3,000	3,000
Ecuador	140	150	5,100	5,300
El Salvador	-	-	2,100	1,100

* See Note b, Page 7

Peace Corps 2017 Congressional Budget Justification
Volunteers and Program Funds by Post, continued

Country	Volunteers and Trainees on Board on September 30*		Program Funds ($000)	
	FY 2016	FY 2017	FY 2016	FY 2017
Ethiopia	160	160	5,300	5,300
Fiji	90	90	2,000	2,000
Georgia	100	100	3,400	3,400
Ghana	150	150	4,100	4,200
Guatemala	130	150	4,300	4,500
Guinea	60	100	2,700	2,800
Guyana	80	90	2,900	3,100
Indonesia	130	130	3,600	3,600
Jamaica	70	60	2,900	2,800
Jordan	-	-	900	900
Kenya	-	-	1,400	1,100
Kosovo	70	70	1,700	1,700
Kyrgyz Republic	110	110	2,500	2,500
Lesotho	100	100	2,400	2,500
Liberia	60	90	3,600	3,900
Macedonia	130	130	2,900	2,900
Madagascar	140	150	3,600	3,800
Malawi	80	80	3,200	3,300
Mali	-	-	2,100	1,000
Mexico	60	70	2,200	2,300
Micronesia	30	40	1,800	1,900
Moldova	130	140	2,500	2,700
Mongolia	130	150	4,100	4,300
Morocco	180	180	4,900	4,900
Mozambique	170	170	4,600	4,700
Myanmar (Burma)	20	40	2,100	2,300
Namibia	110	140	3,500	3,600
Nepal	80	60	2,400	2,200
Nicaragua	170	180	3,700	4,100

* See Note b, Page 7

Peace Corps 2017 Congressional Budget Justification
Volunteers and Program Funds by Post, continued

Peace Corps Posts	Volunteers and Trainees on Board on September30*		Program Funds ($000)	
	FY 2016	FY 2017	FY 2016	FY 2017
Panama	190	190	5,400	5,400
Paraguay	220	220	5,800	5,800
Peru	250	240	7,300	7,100
Philippines	170	170	5,000	5,000
Rwanda	140	180	2,900	3,100
Samoa	30	40	1,100	1,300
Senegal	300	330	8,000	8,100
Sierra Leone	60	100	1,900	2,000
South Africa	90	80	4,700	4,500
Swaziland	50	60	1,700	1,800
Tanzania	170	170	4,000	4,000
Thailand	120	120	3,400	3,500
The Gambia	90	100	2,200	2,300
Timor-Leste	50	70	1,800	1,800
Togo	90	90	3,500	3,600
Tonga	50	60	1,100	1,300
Uganda	80	90	3,100	3,200
Ukraine	180	270	3,900	4,200
Vanuatu	60	80	3,100	3,300
Zambia	120	140	5,600	5,900
TOTAL	6,850	7,390	216,100	218,700

* See Note b, Page 7

Where Peace Corps Volunteers Serve

North Africa and
the Middle East
(EMA)

Caribbean
(IAP)

Asia (EMA)

Pacific Islands
(IAP)

Latin America
(IAP)

Africa
(AF)

Eastern Europe/
Central Asia
(EMA)

Latin America (IAP)
Belize
Colombia
Costa Rica
Ecuador
El Salvador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

The Caribbean (IAP)
Dominican Republic
Eastern Caribbean:
  Dominica
  Grenada and Carriacou
  St. Lucia
  St. Vincent and the
  Grenadines
Jamaica

North Africa and
the Middle East (EMA)
Morocco

Africa (AF)
Benin
Botswana
Burkina Faso
Cameroon
Comoros
Ethiopia
Ghana
Lesotho
Liberia
Madagascar
Malawi
Mali
Mozambique
Namibia
Rwanda
Senegal
South Africa
Swaziland
Tanzania
The Gambia
Togo
Uganda
Zambia

Eastern Europe/
Central Asia (EMA)
Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia (EMA)
Cambodia
China
Indonesia
Mongolia
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands (IAP)
Federated States
  of Micronesia
Fiji
Palau
Samoa
Tonga
Vanuatu

AF | Africa Region
EMA | Europe, Mediterranean and Asian Region
IAP | Inter-America and the Pacific Region

Countries with Volunteers as of September 30, 2015

AFRICA REGION

Sahel	Senegal, The Gambia
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

Since the establishment of the Peace Corps in 1961, more than 75,000 Peace Corps Volunteers have served throughout Africa. At the close of FY 2015, 3,124 Volunteers were working in 23 countries throughout the continent, serving in some of the poorest countries in the world. In Africa, Volunteers live primarily in rural areas where they are able to meet the needs of underserved populations and learn the local languages of their host communities. Programs in Africa focus on some of the continent's most challenging problems and encompass all six of the agency's sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers also address issues related to the environment, information technology, food security, gender equality, host country volunteerism, and HIV/AIDS education. Regardless of assignment, the majority of Volunteers actively engage youth in their activities. The programs descriptions below highlight a few of the ways Volunteers work to address development challenges in Africa:

• **Let Girls Learn:** In FY 2015, seven countries in Africa participated in the first year of the Let Girls Learn initiative, a whole-of-government effort to educate girls and improve the community environment for girls' advancement. Educational achievement continues to improve globally, but the high drop-out rate and low enrollment of girls persists in sub-Saharan Africa. Nearly 42 percent of African children leave school early and some 43 million school-aged children are outside of the formal education system. Peace Corps Volunteers serve as classroom teachers and apply concepts from Peace Corps' Student Friendly Schools program to keep students—especially girls—in school. They introduce improved teaching techniques to fellow teachers, create after-school clubs, act as tutors to struggling students, and establish community libraries to foster a culture of reading. By the end of FY 2017, an 17 African countries will participate in the Let Girls Learn program.

• **HIV/AIDS:** In sub-Saharan Africa, around 25 million people are living with HIV/AIDS. Peace Corps Volunteers work to stop the spread of HIV through community-focused interventions and by promoting behavior change. Successful Volunteer projects include life skills coaching for youths at camps and after-school clubs, partnerships with local health workers to facilitate awareness campaigns for prevention and treatment, and spearheading movements to commemorate World AIDS Day.

• **Malaria:** In 2015, sub-Saharan Africa was home to 89 percent of malaria cases and 91 percent of malaria deaths worldwide. This disproportionately high share of global malaria cases led the Peace Corps to create Stomping Out Malaria in Africa, a program to mobilize Volunteers to encourage bed-net use, improve environmental controls of mosquitos, and ensure early detection and treatment of malaria.

• **Food Security:** An estimated 220 million people in sub-Saharan Africa are undernourished and struggle with food insecurity. Peace Corps Volunteers work with rural families and farmers to improve household food security by introducing better agricultural practices, demonstrating school and community gardens, improving watershed management, and planting trees for erosion control.

• **Maternal and Child Health:** Maternal and child health issues continue to pose a significant challenge in Africa, where the rate of child mortality is 12 times higher than the average of high-income countries. Many of these deaths are from preventable causes. Peace Corps Volunteers in Africa engage communities and health workers to launch awareness campaigns for vaccinations, nutrition, water and sanitation, and breastfeeding to improve the health and well-being of mothers and children.

Examples of Peace Corps Volunteers' accomplishments in Africa:

Botswana—Eliminating Corporal Punishment for Students

A Peace Corps Volunteer in Botswana worked with school leaders to eliminate corporal punishment by teachers, culminating with schoolwide changes to disciplinary policies spearheaded by the school head. The

Volunteer held several workshops educating teachers and administrators on alternative disciplinary actions to use with students as well as strategies to mitigate disruptive student behavior. Through these workshops, administrators saw a need for the elimination of corporal punishment and were empowered to update school policies to focus on holistic student development and support the teachers' new knowledge of classroom management. The school has seen dramatic increases in students' test scores, jumping from a 39 percent pass rate in 2012 to a 79 percent pass rate in 2015, marking the first time that every single class passed their exams with a grade C or higher.

Cameroon—Supporting people living with HIV
In northwest Cameroon, most of the population has never been tested for HIV. For people living with HIV in the community, adherence to antiretroviral therapy is difficult. The nearest HIV treatment center is a full day's travel away—and experiences frequent shortages—and a typical individual could not afford the transportation cost to get treatment. Consequently, people with HIV in this geographically marginalized community are unable to access treatment, compared to those who live in towns and cities. A Peace Corps Volunteer worked with a local organization to start a support group for people living with HIV. Ultimately, 3,989 people were trained on HIV prevention and 1,283 people were tested for HIV. For almost half of this group, it was their first time being tested for HIV. As a result, 44 people tested positive for HIV and are now linked to the HIV support group so they can begin consistent treatment.

Malawi, Tanzania, and Uganda—Global Health Service Partnership
The Global Health Service Partnership (GHSP) is a collaboration of the Peace Corps, Seed Global Health, and the President's Emergency Plan for AIDS Relief that places nurse and physician Volunteer educators to serve for one year as faculty in nursing and medical schools in Malawi, Tanzania, and Uganda. The mission of GHSP is to increase capacity and strengthen the quality of nursing and medical education in countries with critical shortages of health-care workers. Since GHSP launched in 2012, 97 nurse and physician educators have served in the program at 13 hosting institutions. These Volunteers have contributed over 85,000 service hours to reach more than 7,000 students, fellow faculty, and other health professional trainees through teaching in over 300 courses and trainings. In FY 2016, the program will expand to Swaziland.

Togo—Fighting childhood malnutrition
With support from USAID's West Africa Food Security Partnership, Peace Corps Togo offered trainings designed to fight childhood malnutrition in the northern Savannah region, with an integrated approach to family nutrition that addressed gender roles and built host community capacity. Using the hearth nutrition model, or FARN in French, Volunteers identify mothers with malnourished infants through regular baby-weighing at village clinics. A cohort of mothers is then enrolled in a 12-day program that provides them with a liter of enriched porridge a day, which their child consumes in addition to regular meals. The trainings emphasize how gender roles affect family nutrition, including sessions to encourage husbands and fathers to actively work with their wives to ensure proper nutrition for the family.

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2015

Africa

BENIN

Bariba, Ditamari, Dendi, Fon, French, Mahi, Nagot

BOTSWANA

Setswana, Ikalanga, Kgalagadi

BURKINA FASO

Bissa, Dagara, French, Jula, Lyele, Lobiri, Moore

CAMEROON

French, Fulfuldé, Pidgin (Cameroon)

COMOROS

French, Shikomori

ETHIOPIA

Afan Oromo/Oromo, Amharic, Tigrigna

GHANA

Dagaare, Dagbani, Dangbe, Ewe, Ghanaian Sign Language, Kasem, Mampruli, Sisali, Twi

LESOTHO

Sesotho/Suthu

MADAGASCAR

Malagasy (standard), Malagasy (Betsileo), Malagasy (Northern and Southern Betsimisaraka), Malagasy (Antakarana), Malagasy (South-east dialect), Malagasy (Tsimihety)

MALAWI

Chichewa, Chitonga, Chitumbuka, Chiyao

MALI

Bambara

MOZAMBIQUE

Portuguese, Cichangana, Citswa, Citewe, Nhungue, Emakwa, Chichewa, Echuabo, Yaho

NAMIBIA

Afrikaans, Khoekhoegowab, Otjiherero, Oshindonga, Oshikwanyama, Rukwangali, Silozi

RWANDA

Kinyarwanda

SENEGAL

Bambara, Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulafuta, Seereer, Wolof

SOUTH AFRICA

IsiZulu, Sepedi, Siswati/IsiSwati, TshiVenda, XiTsonga

SWAZILAND

Siswati/IsiSwati

TANZANIA

Swahili/Kiswahili

THE GAMBIA

Jola, Mandinka, Pulaar, Sarahule, Wolof

TOGO

Bassar, Ewe, French, Gourma, Ikposso, Kabiye, Konkomba, Moba, Nawdum Tem

UGANDA

Acholi, Ateso, Dhophadola, Lango, Luganda, Lugbara, Lusoga, Runyankore/Rukiga, Runyoro/Rutooro

ZAMBIA

Bemba, Chitonga, Kaonde, Lunda, Mambwe-Lungu, Nyanja

EUROPE, MEDITERRANEAN, AND ASIA REGION

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

Europe, Mediterranean, and Asia

Since the Peace Corps was established in 1961, nearly 60,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2015, EMA had 1,748 Volunteers working in 16 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. Across the sectors, Volunteers also address issues related to the environment, information technology, food security, gender equality, host country volunteerism, and HIV/AIDS education. Regardless of assignment, the majority of Volunteers actively engage youth in their activities.

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

Six EMA countries were part of the first year of the Let Girls Learn initiative, a whole-of-government effort to improve the lives of girls and women with primary activities focused at the community level: building and strengthening the sustainability of girls' and boys' leadership and life skills clubs, promoting employability workshops and mentoring, and conducting Peace Corps' Student-Friendly Schools workshops with teachers to address gender-based violence in school settings. By the end of FY 2017, two additional EMA countries will participate in the Let Girls Learn program.

Volunteers in EMA were trained in approximately 30 languages in FY 2015. In addition to language training, Volunteers receive intensive 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:

Indonesia—Getting creative with education
In Indonesia, a Volunteer with a professional background as an actor worked with her school community to create English theater and video projects. One of these video projects was part of the Denver Sonnets Project, which endeavors to make short films out of all 154 of Shakespeare's sonnets, using actors with Colorado connections. Selected films are posted on the Denver Sonnets Project YouTube channel. The Volunteer selected "Sonnet 78," about mutual inspiration between writer and muse, and used this sonnet to illustrate the mutually inspirational relationships that exists in the classroom, between teacher and student, counterpart and Volunteer, American and host country national. The video was selected as part of the Denver Sonnets Project and received over 200 views in the first two weeks.

Mongolia—Special Olympics
As the newest country to join the International Special Olympics family in 2013, Special Olympics Mongolia worked with two Peace Corps Volunteers to hold its first Special Olympic Games in Ulaanbaatar, in October 2014.

In September 2015, two Volunteers met with the chief executive officer of Special Olympics International and the local director of the nascent Special Olympics Mongolia to present on the first Special Olympics event ever held in the Orkhon Province. The event was a collaboration involving Volunteers from throughout Mongolia, and numerous host country national counterparts, school doctors, nurses, social workers, family, and community members. Over 100 athletes and family members, as well as 30 coaches, participated in events at four locations. Also in 2015, Peace Corps Volunteers worked with athletes who competed in the World Special Olympics in Los Angeles—and took medals home to Mongolia.

Philippines—Protecting marine areas
In Atulayan Bay, a Peace Corps Volunteer established two marine protected areas. She also organized traveling seminars with her counterparts and traveled to eight coastal regions to educate communities on the benefits of protecting marine areas. Over 1,000 participants attended the launch of the new marine protected areas.

Thailand—Helping girls lead
One Volunteer in Thailand is empowering young women to lead through engagement with his all-girl student

council. In the past year, the student council established a community garden, attended a leadership camp with a volunteering component, hosted a sexual and reproductive health camp, and learned discipline and self-defense through Muaythai training. In all of these activities, the girls learned how to set goals and work together to achieve them—skills they can use for a lifetime.

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2015

Europe, Mediterranean, and Asia

ALBANIA
Albanian

ARMENIA
Armenian

CAMBODIA
Khmer

CHINA
Chinese/Mandarin

GEORGIA
Georgian

INDONESIA
Indonesian, Javanese, Sundanese, Madurese, Javanese (Cirebon)

KOSOVO
Albanian, Serbian

KYRGYZ REPUBLIC
Kyrgyz, Russian

MACEDONIA
Albanian, Macedonian

MOLDOVA
Romanian, Russian

MONGOLIA
Mongolian, Kazakh

MOROCCO
Arabic (Morocco)

NEPAL
Nepali

PHILIPPINES
Bikol-Naga, Cebuano, Hiligaynon, Ilokano, Kinaray-a, Sorsoganon, Tagalog, Waray

THAILAND
Thai, Thai (Northern Dialect), Thai (Southern Dialect), Thai (North Eastern Dialect)

INTER-AMERICA AND THE PACIFIC REGION

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

More than 85,000 Volunteers have served in the Inter-America and the Pacific (IAP) region since the founding of the Peace Corps in 1961. At the end of FY 2015, 2,047 Volunteers were working in 20 posts in 24 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 the environment, information technology, food security, gender equality, host country volunteerism, and HIV/AIDS education. Regardless of assignment, the majority of Volunteers actively engage youth in their activities.

Volunteers' activities place a high priority on working with youth because people under 25 years of age comprise a majority of the population in many IAP countries. Volunteers conduct a wide range of community-based activities that facilitate life and leadership skills development, and strengthen self-esteem, decision-making, and communication. In many countries, Volunteers organize and facilitate youth leadership camps, form youth groups, and provide technology and entrepreneurial skill-building workshops. Youth programs strengthen civic engagement and enhance economic futures for participating youth and their families and communities. Volunteers in IAP countries will also support youth by participating in the Let Girls Learn program, a whole-of-government initiative supporting girls' empowerment and education. By FY 2017, eight IAP countries will participate in the Let Girls Learn program.

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 affect air and water quality, increase flooding risks, and threaten the sustainability of natural resources in the region. Volunteers who work on Environment projects engage local youth, communities, and partner agencies in promoting environmental education and conservation. Some Volunteers also foster income generation for local communities through ecotourism, eco-business, and protected land management.

Examples of Peace Corps Volunteers' accomplishments in IAP:

Costa Rica—Shaping future leaders through conflict resolution and compromise

With the support of three Peace Corps Volunteers and grants from the U.S. embassy and the Costa Rican Ministry of Public Education, over 150 high school students came together to organize the country's first public school Model United Nations conference. During the two-day event, participants took on the role of world leaders to debate critical issues such as geopolitical stability in the Middle East, initiatives to combat climate change, and global access to sexual health education. Students strengthened their English language skills through research, writing, and public speaking while relying on critical thinking and diplomacy to draft mock UN resolutions. In addition to promoting active citizenship and fostering mutual respect for differing opinions, the conference provided the opportunity for students to further their roles as global ambassadors. Two high school juniors were slated to become the first Costa Rican public school delegates to participate in the Harvard University Model United Nations conference in January 2016.

Jamaica—Using games to stop student violence

Noticing a growing problem of students hitting one another, a Volunteer worked with her counterpart to create positive entertainment options during lunch and before and after school. The efforts began by painting hopscotch and four square areas on the pavement and teaching students the games, which became quite popular. Because of these new activities, levels of student violence have noticeably decreased and teachers, parents, and community members have developed ownership of the playground.

Nicaragua—Living positively

Five Peace Corps Volunteers, in partnership with a local nongovernmental organization, hosted 25 women from all over Nicaragua at this year's national "Living Positively" retreat. The retreat provided educational resources to HIV-positive women throughout Nicaragua on topics such as self-care, emotional and physical violence, assertive communication, sharing a diagnosis, legal rights and resources, and family and children. Participants embarked on an emotionally charged week of sharing testimonies, creating new support networks, and discovering personal strengths, hosted in a positive, supportive environment. In Nicaragua, those living with HIV are often stigmatized and discriminated against. The goal of this retreat was to provide a group of brave women the necessary information to defend themselves and walk as one—with confidence and support.

Panama—Achieving a sustainable aqueduct project

A Volunteer working in environmental health (who is also a Peace Corps Master's International engineering student) organized and mobilized his indigenous community to rehabilitate a gravity-fed aqueduct project to provide clean water to the community. Following a series of planning meetings, the Volunteer and his community mobilized 70 percent of the households to raise $1,000 for the project. Forty community members then spent six days constructing a new spring catchment system, repairing the existing water tank, and laying 650 feet of new pipe to increase the supply of water. They later installed an air-release valve and an in-line chlorinator, which will allow them to periodically treat and disinfect the water with chlorine tablets. Now, with the Volunteer's support and the Peace Corps Small Grants Program, the community will continue to improve the existing water system, improving the access to potable water for 175 adults and 325 children. Additionally, the local water committee has been trained and is motivated to complete and manage the remainder of the project and maintenance.

LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2015

Inter-America and the Pacific

BELIZE
Kriol (Belize), Q'eqchi (Maya), Spanish

COLOMBIA
Spanish

COSTA RICA
Spanish

DOMINICAN REPUBLIC
Spanish

EASTERN CARIBBEAN
Kweyol (Eastern Caribbean),
Vincentian/Grenadian Creole

ECUADOR
Spanish

EL SALVADOR
Spanish

FIJI
Fijian, Hindi

GUATEMALA
Ixil, Kaqchikel, K'iche, Mam, Spanish

GUYANA
Creolese (Guyana)

JAMAICA
Patois (Jamaica)

MEXICO
Spanish

MICRONESIA AND PALAU
Chuukese, Kosraean,
Mortlockese, Pohnpeian, Yapese

NICARAGUA
Spanish

PANAMA
Ngabere, Spanish

PARAGUAY
Guaraní, Spanish

PERU
Quechua, Spanish

SAMOA
Samoan

TONGA
Tongan

VANUATU
Bislama

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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 local languages, 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 2015, there were 444[1] 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 multipurpose trees)
- Encouraging home garden production while raising awareness about the nutritional advantages of producing crops with high nutritional value, like orange-fleshed sweet potato and green leafy vegetables, as well as the advantages of growing a variety of both traditional and non-traditional vegetables and fruits
- Increasing knowledge and skills needed for small-animal husbandry, including poultry, rabbits, fish, and bees
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to improve profits through a value chain approach to cash crop production and marketing of cacao, cashews, and shea
- Developing farmers' skills 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 nongovernmental organizations develop mission statements and bylaws; improve board governance, internal management, and project management; and create strategic plans. Volunteers also work with these organizations to improve marketing and advocacy campaigns, raise funds and resources, network, improve client services, and use technology more effectively.

Additionally, Volunteers train and advise individual entrepreneurs and business managers in business planning, marketing, financial management, product design, distribution, and customer service. They counsel cooperatives; teach business and entrepreneurship

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[1]*In addition to the Volunteer totals listed for each sector, 263 Peace Corps Response Volunteers were serving throughout all six Peace Corps program sectors, working in all three regions, at the end of FY 2015.*

workshops, courses, and camps; and coordinate business plan competitions for youth. Volunteers may also work with entire communities to improve market linkages for local businesses, start community-run businesses, and coordinate overall community economic development.

Volunteers 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 2015, there were 573 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

More than one-third of Peace Corps Volunteers work as Education Volunteers, making Education the agency's largest sector. Education Volunteers work on projects that 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 and 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 participate in various informal activities, such as adult TEFL education and English clubs and camps.

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 play an integral role in the Let Girls Learn program by including a gender empowerment approach in their work. Many Education Volunteers and their counterparts run girls' clubs intended to build leadership skills, provide mentoring and tutoring opportunities, and promote healthy self-esteem among girl students. Volunteers also 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.

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 2015, there were 2,580 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
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects
- Facilitating camps or clubs related to the Volunteer's teaching focus
- Organizing spelling bees, Model United Nations activities, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring programs, pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools
- Working with administrators and communities to find alternative discipline techniques
- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general community awareness of 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 extracurricular activities, including clubs, camps, and awareness campaigns.

At the end of FY 2015, there were 707 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 activities
- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems
- Introducing innovative soil fertility and water conservation methods to adapt to in increasingly arid climates
- 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-quarter of all Peace Corps Volunteers work as Health Volunteers, making Health the agency's second largest sector. Volunteers work with local partners to

improve health outcomes in communities where individuals tend to have the least access to health information and services. Volunteers help introduce innovation and technology while also using appropriate resources to address health needs.

The Peace Corps is a fully integrated partner in the implementation of the President's Emergency Plan for AIDS Relief. As a result, a 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, combating malaria by distributing bed nets and providing education on prevention, diagnosis, and treatment. Volunteers are frequently assigned to health-related nongovernmental organizations to help increase their technical, managerial, and administrative capacities.

At the end of FY 2015, there were 1,670 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 activities such as timely vaccination campaigns

Youth in Development

Youth in Development Peace Corps Volunteers prepare and engage young people for their adult roles in the family, the workforce, and 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 instruction, technology trainings, and micro-enterprise development. Volunteers work to help the next generation become active citizens by mobilizing them to improve their communities by promoting volunteerism and facilitating service-learning activities. Volunteers 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 2015, there were 682 Youth in Development Peace Corps Volunteers worldwide.

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

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COUNTRY PROFILES [AFRICA]

Sahel	Senegal, The Gambia
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

Benin

CAPITAL	Porto-Novo
POPULATION	10.6 million
GROSS NATIONAL INCOME PER CAPITA	$810
PROGRAM DATES	1968–present
PROGRAM SECTORS	Community Economic Development
	Education, Environment
	Health
	Peace Corps Response
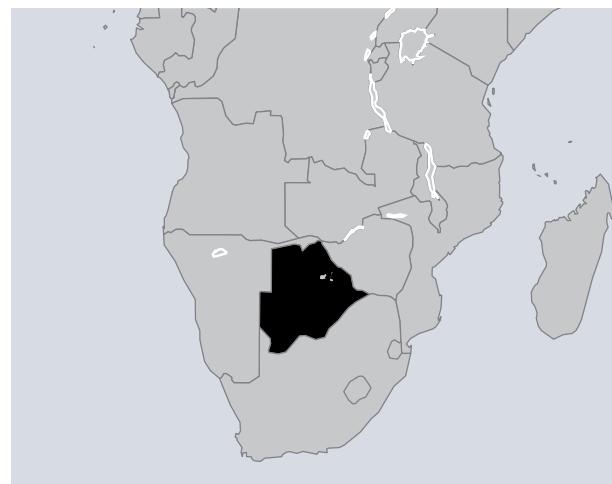
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	110	110
Program funds ($000)	4,600	4,600

Botswana

CAPITAL	Gaborone
POPULATION	2.2 million
GROSS NATIONAL INCOME PER CAPITA	$7,240
PROGRAM DATES	1966–97, 2003–present
PROGRAM SECTORS	Health
	Youth in Development
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	100	100
Program funds ($000)	2,500	2,500

Burkina Faso

CAPITAL	Ouagadougou
POPULATION	17.6 million
GROSS NATIONAL INCOME PER CAPITA	$710
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 2016	FY 2017
Volunteers	130	140
Program funds ($000)	5,000	5,100

Cameroon

CAPITAL	Yaounde
POPULATION	22.8 million
GROSS NATIONAL INCOME PER CAPITA	$1,360
PROGRAM DATES	1962–present

PROGRAM SECTORS   Agriculture, Community Economic
Development, Education, Environment
Health, Youth in Development
Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	150	160
Program funds ($000)	5,200	5,300

Comoros

CAPITAL	Moroni
POPULATION	770 thousand
GROSS NATIONAL INCOME PER CAPITA	$820
PROGRAM DATES	1988–95, 2015–present
PROGRAM SECTORS	Education

Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	30	30
Program funds ($000)	1,300	1,300

Ethiopia

CAPITAL	Addis Ababa
POPULATION	96.9 million
GROSS NATIONAL INCOME PER CAPITA	$410
PROGRAM DATES	1962–77, 1995–99, 2007–present
PROGRAM SECTORS	Education

Environment

Health

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	160	160
Program funds ($000)	5,300	5,300

Ghana

CAPITAL	Accra
POPULATION	26.8 million
GROSS NATIONAL INCOME PER CAPITA	$1,600
PROGRAM DATES	1961–present
PROGRAM SECTORS	Agriculture
	Education, Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	150	150
Program funds ($000)	4,100	4,200

Guinea

CAPITAL	Conakry
POPULATION	12.3 million
GROSS NATIONAL INCOME PER CAPITA	$470
PROGRAM DATES	1963–66, 1969–71, 1985–present
PROGRAM SECTORS	Agriculture
	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	100
Program funds ($000)	2,700	2,800

Kenya

CAPITAL	Nairobi
POPULATION	44.9 million
GROSS NATIONAL INCOME PER CAPITA	$1,290
PROGRAM DATES	1964–present
PROGRAM SECTORS	Community Economic Development
	Education, Health
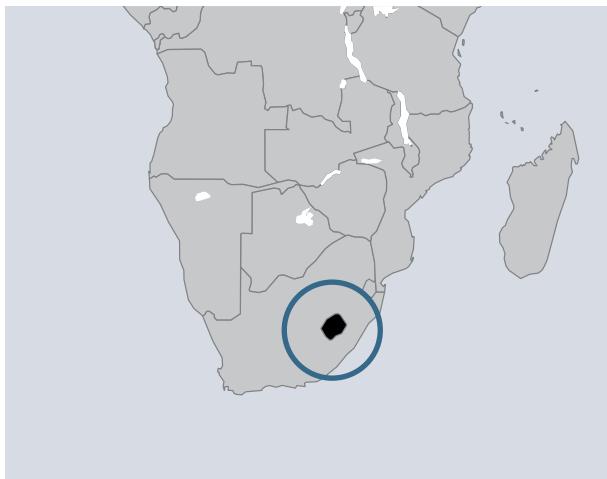
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	0	0
Program funds ($000)	1,400	1,100

Lesotho

CAPITAL	Maseru
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	$1,340
PROGRAM DATES	1967–present
PROGRAM SECTORS	Agriculture
	Education
	Health
	Peace Corps Response
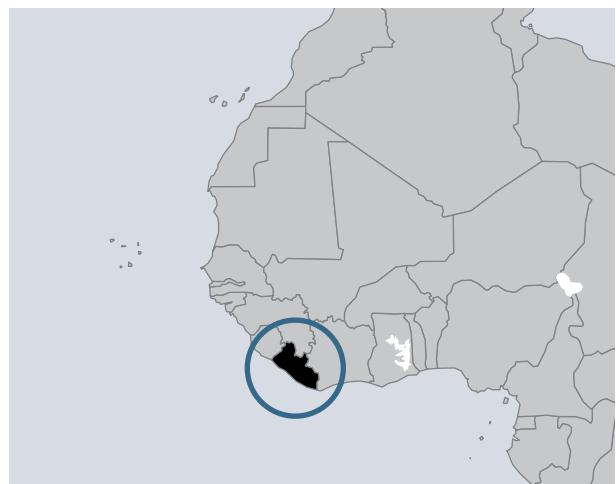
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	100	100
Program funds ($000)	2,400	2,500

Liberia

CAPITAL	Monrovia
POPULATION	4.4 million
GROSS NATIONAL INCOME PER CAPITA	$370
PROGRAM DATES	1962–90, 2008–present
PROGRAM SECTORS	Education
	Peace Corps Response
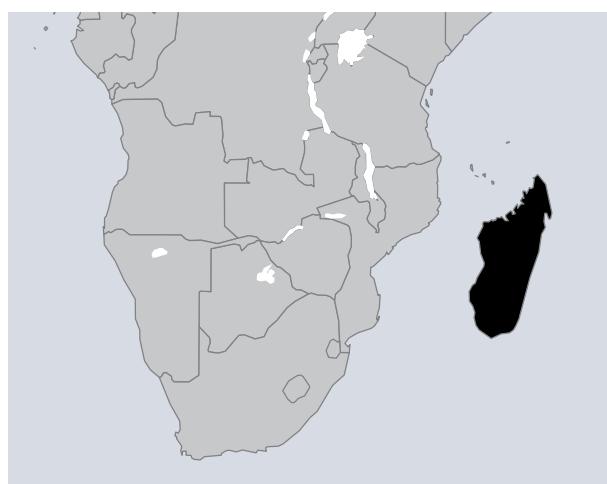
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	90
Program funds ($000)	3,600	3,900

Madagascar

CAPITAL	Antananarivo
POPULATION	23.6 million
GROSS NATIONAL INCOME PER CAPITA	$440
PROGRAM DATES	1993–present
PROGRAM SECTORS	Agriculture
	Education, Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	140	150
Program funds ($000)	3,600	3,800

Malawi

CAPITAL		Lilongwe
POPULATION		16.7 million
GROSS NATIONAL INCOME PER CAPITA		$250
PROGRAM DATES		1963–1976, 1978-present
PROGRAM SECTORS		Agriculture
		Education, Environment
		Health
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	80	80
Program funds ($000)	3,200	3,300

Mali

CAPITAL		Bamako
POPULATION		17.1 million
GROSS NATIONAL INCOME PER CAPITA		$660
PROGRAM DATES		1971–2012, 2014–present
PROGRAM SECTORS		Community Economic Development
		Health
		Peace Corps Response
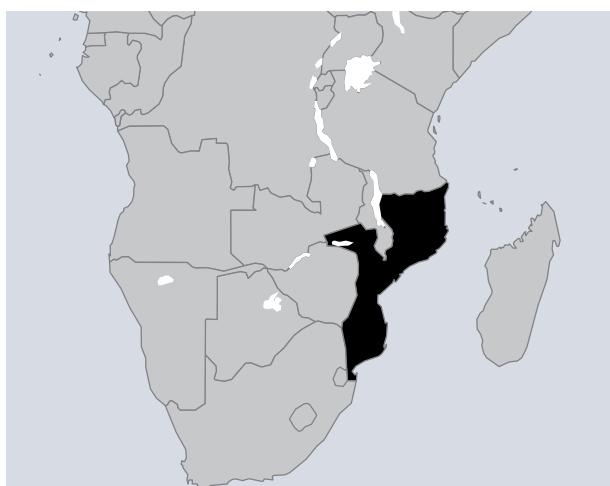
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	0	0
Program funds ($000)	2,100	1,000

Mozambique

CAPITAL		Maputo
POPULATION		27.6 million
GROSS NATIONAL INCOME PER CAPITA		$620
PROGRAM DATES		1998–present
PROGRAM SECTORS		Education
		Health
		Peace Corps Response
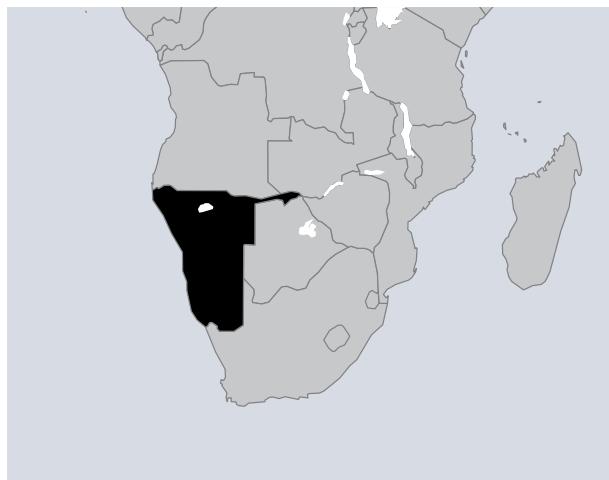
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	170	170
Program funds ($000)	4,600	4,700

Namibia

CAPITAL		Windhoek
POPULATION		2.4 million
GROSS NATIONAL INCOME PER CAPITA		$5,680
PROGRAM DATES		1990–present
PROGRAM SECTORS	Community Economic Development	
	Education, Health	
	Peace Corps Response	

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	110	140
Program funds ($000)	3,500	3,600

Rwanda

CAPITAL	Kigali
POPULATION	11.3 million
GROSS NATIONAL INCOME PER CAPITA	$700
PROGRAM DATES	1975–93, 2008–present
PROGRAM SECTORS	Education, Health
	Peace Corps Response
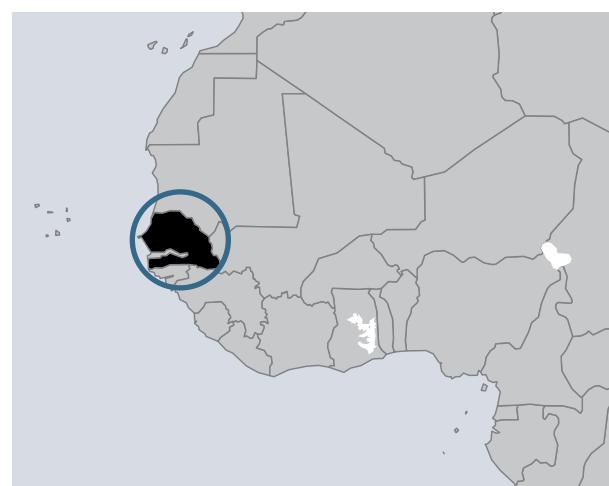
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	140	180
Program funds ($000)	2,900	3,100

Senegal

CAPITAL		Dakar
POPULATION		14.7 million
GROSS NATIONAL INCOME PER CAPITA		$1,040
PROGRAM DATES		1962–present
PROGRAM SECTORS		Agriculture
	Community Economic Development	
	Environment, Health	
	Peace Corps Response	
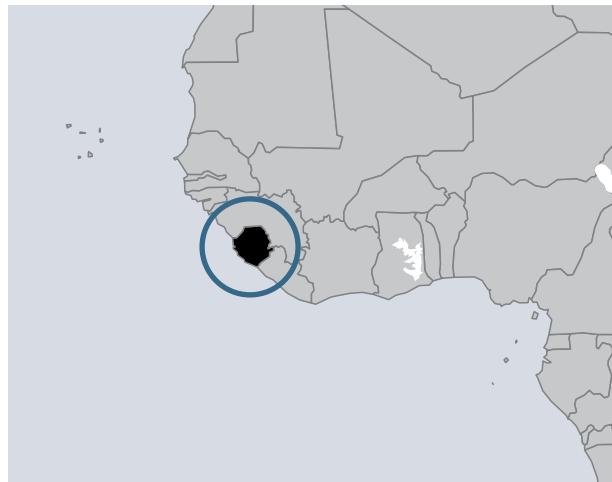
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	300	330
Program funds ($000)	8,000	8,100

Sierra Leone

CAPITAL		Freetown
POPULATION		6.3 million
GROSS NATIONAL INCOME PER CAPITA		$710
PROGRAM DATES		1962–94, 2009–present
PROGRAM SECTORS		Education
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	100
Program funds ($000)	1,900	2,000

South Africa

CAPITAL		Pretoria
POPULATION		54.0 million
GROSS NATIONAL INCOME PER CAPITA		$6,800
PROGRAM DATES		1997–present
PROGRAM SECTORS		Education
		Health
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	90	80
Program funds ($000)	4,700	4,500

Swaziland

CAPITAL		Mbabane
POPULATION		1.3 million
GROSS NATIONAL INCOME PER CAPITA		$2,700
PROGRAM DATES		1968–96, 2003–present
PROGRAM SECTORS		Education
		Youth in Development
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	50	60
Program funds ($000)	1,700	1,800

The Gambia

CAPITAL		Banjul
POPULATION		1.9 million
GROSS NATIONAL INCOME PER CAPITA		$440
PROGRAM DATES		1967–present
PROGRAM SECTORS		Agriculture
		Education
		Health
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	90	100
Program funds ($000)	2,200	2,300

Tanzania

CAPITAL		Dodoma
POPULATION		51.8 million
GROSS NATIONAL INCOME PER CAPITA		$930
PROGRAM DATES		1961–69, 1979–present
PROGRAM SECTORS		Education
		Environment, Health
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	170	170
Program funds ($000)	4,000	4,000

Togo

CAPITAL		Lome
POPULATION		7.1 million
GROSS NATIONAL INCOME PER CAPITA		$570
PROGRAM DATES		1962–present
PROGRAM SECTORS		Agriculture
		Education, Health
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	90	90
Program funds ($000)	3,500	3,600

Uganda

CAPITAL	Kampala
POPULATION	37.8 million
GROSS NATIONAL INCOME PER CAPITA	$680
PROGRAM DATES	1964–72, 1991–99, 2001–present
PROGRAM SECTORS	Agriculture
	Education, Health
	Peace Corps Response
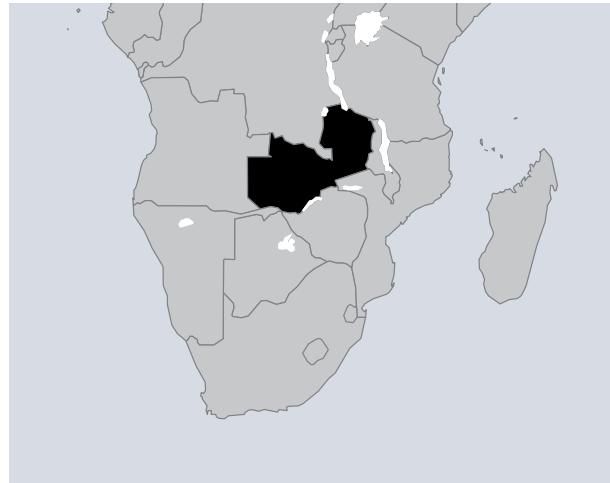
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	80	90
Program funds ($000)	3,100	3,200

Zambia

CAPITAL	Lusaka
POPULATION	15.7 million
GROSS NATIONAL INCOME PER CAPITA	$1,680
PROGRAM DATES	1994–present
PROGRAM SECTORS	Agriculture
	Environment
	Health
	Peace Corps Response
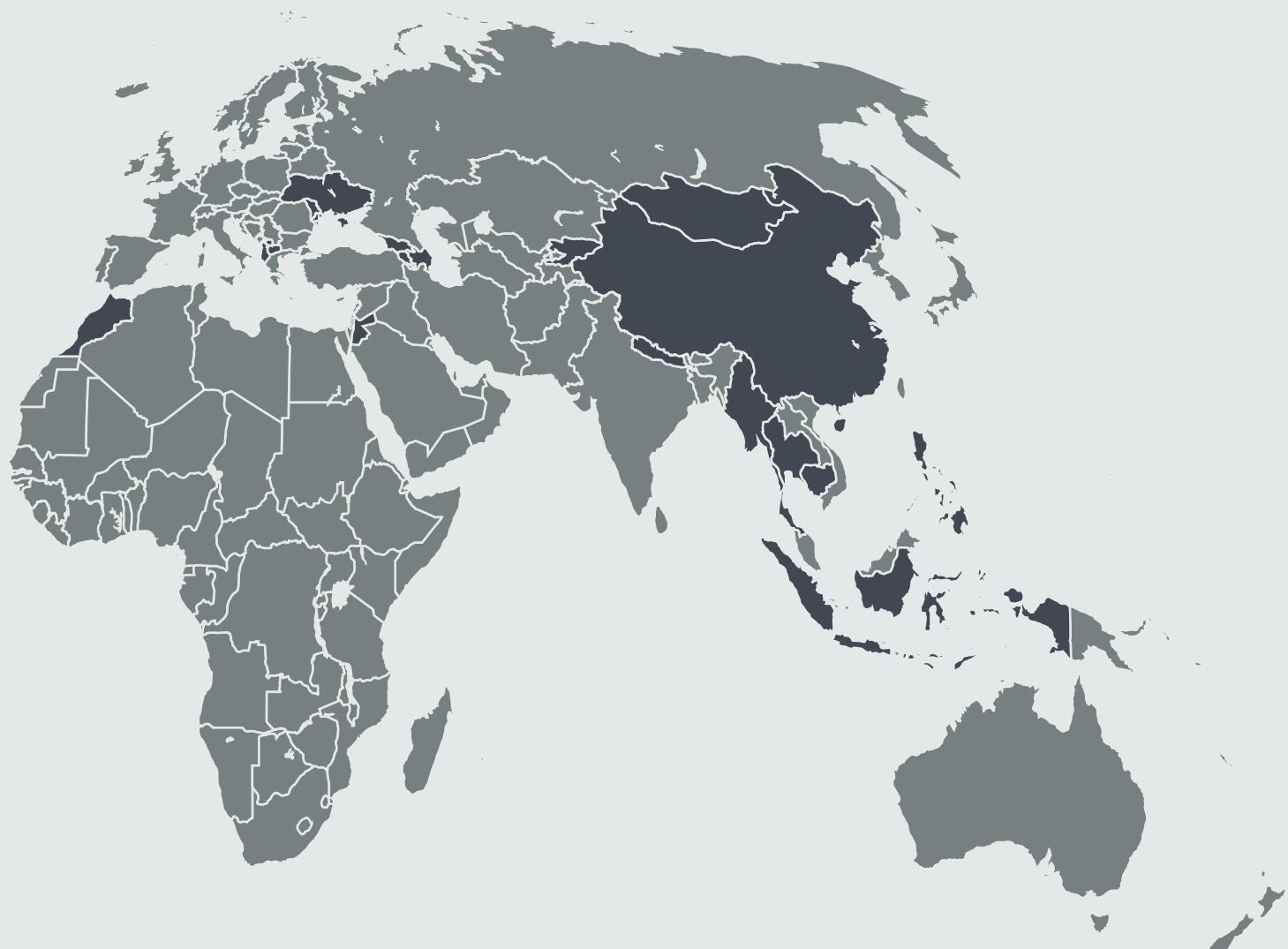
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	120	140
Program funds ($000)	5,600	5,900

COUNTRY PROFILES [EUROPE, MEDITERRANEAN, AND ASIA]

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

Albania

CAPITAL	Tirana
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	$4,460
PROGRAM DATES	1992–97, 2003–present
PROGRAM SECTORS	Community Economic Development
	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	100	100
Program funds ($000)	2,200	2,300

Armenia

CAPITAL	Yerevan
POPULATION	3 million
GROSS NATIONAL INCOME PER CAPITA	$3,780
PROGRAM DATES	1992–present
PROGRAM SECTORS	Community Economic Development
	Education
	Peace Corps Response
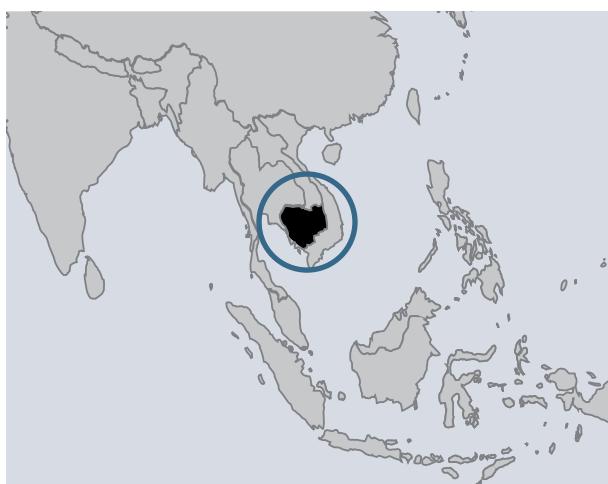
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	110	100
Program funds ($000)	2,600	2,500

Cambodia

CAPITAL	Phnom Penh
POPULATION	15.3 million
GROSS NATIONAL INCOME PER CAPITA	$1,020
PROGRAM DATES	2007–present
PROGRAM SECTORS	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	130	130
Program funds ($000)	2,700	2,800

China

CAPITAL		Beijing
POPULATION		1.4 billion
GROSS NATIONAL INCOME PER CAPITA		$7,380
PROGRAM DATES		1993–present
PROGRAM SECTORS		Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	140	140
Program funds ($000)	4,200	4,200

Georgia

CAPITAL	Tbilisi
POPULATION	4.5 million
GROSS NATIONAL INCOME PER CAPITA	$3,720
PROGRAM DATES	2001–present
PROGRAM SECTORS	Community Economic Development
	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	100	100
Program funds ($000)	3,400	3,400

Indonesia

CAPITAL	Jakarta
POPULATION	254.5 million
GROSS NATIONAL INCOME PER CAPITA	$3,630
PROGRAM DATES	1963–65, 2010–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	130	130
Program funds ($000)	3,600	3,600

Jordan

CAPITAL		Amman
POPULATION		6.6 million
GROSS NATIONAL INCOME PER CAPITA		$5,160
PROGRAM DATES		1997–present
PROGRAM SECTORS		Education
		Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	0	0
Program funds ($000)	900	900

Kosovo

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

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	70	70
Program funds ($000)	1,700	1,700

Kyrgyz Republic

CAPITAL		Bishkek
POPULATION		5.8 million
GROSS NATIONAL INCOME PER CAPITA		$1,250
PROGRAM DATES		1993–present
PROGRAM SECTORS	Community Economic Development
		Education
		Health
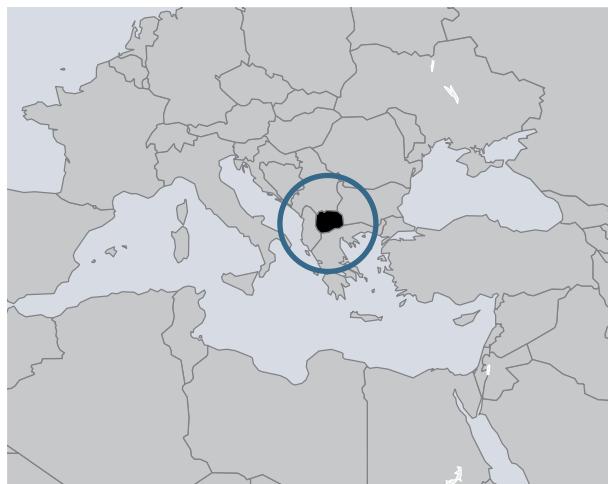
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	110	110
Program funds ($000)	2,500	2,500

Macedonia

CAPITAL		Skopje
POPULATION		2.1 million
GROSS NATIONAL INCOME PER CAPITA		$5,150
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 2016	FY 2017
Volunteers	130	130
Program funds ($000)	2,900	2,900

Moldova

CAPITAL		Chisinau
POPULATION		3.6 million
GROSS NATIONAL INCOME PER CAPITA		$2,550
PROGRAM DATES		1993–present
PROGRAM SECTORS		Community Economic Development
		Education
		Health

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	130	140
Program funds ($000)	2,500	2,700

Mongolia

CAPITAL		Ulaanbaatar
POPULATION		2.9 million
GROSS NATIONAL INCOME PER CAPITA		$4,280
PROGRAM DATES		1991–present
PROGRAM SECTORS		Education
		Health
		Youth in Development
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	130	150
Program funds ($000)	4,100	4,300

Morocco

CAPITAL	Rabat
POPULATION	33.9 million
GROSS NATIONAL INCOME PER CAPITA	$2,980
PROGRAM DATES	1963–present
PROGRAM SECTORS	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	180	180
Program funds ($000)	4,900	4,900

Myanmar (Burma)

CAPITAL	Rangoon
POPULATION	53.4 million
GROSS NATIONAL INCOME PER CAPITA	$1,270
PROGRAM DATES	2015–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	20	40
Program funds ($000)	2,100	2,300

Nepal

CAPITAL	Kathmandu
POPULATION	28.2 million
GROSS NATIONAL INCOME PER CAPITA	$730
PROGRAM DATES	1962–2004, 2012–present
PROGRAM SECTORS	Agriculture

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	80	60
Program funds ($000)	2,400	2,200

Philippines

CAPITAL	Manila
POPULATION	99.1 million
GROSS NATIONAL INCOME PER CAPITA	$3,470
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 2016	FY 2017
Volunteers	170	170
Program funds ($000)	5,000	5,000

Thailand

CAPITAL	Bangkok
POPULATION	67.7 million
GROSS NATIONAL INCOME PER CAPITA	$5,370
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education
	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	120	120
Program funds ($000)	3,400	3,500

Timor-Leste

CAPITAL	Dili
POPULATION	1.2 million
GROSS NATIONAL INCOME PER CAPITA	$3,120
PROGRAM DATES	2002–06, 2015–present
PROGRAM SECTORS	Community Economic Development

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	50	70
Program funds ($000)	1,800	1,800

Ukraine

CAPITAL		Kyiv
POPULATION		45.4 million
GROSS NATIONAL INCOME PER CAPITA		$3,560
PROGRAM DATES		1992–present
PROGRAM SECTORS	Community Economic Development	
	Education	
	Youth in Development	

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	180	270
Program funds ($000)	3,900	4,200

COUNTRY PROFILES [INTER-AMERICA AND THE PACIFIC]
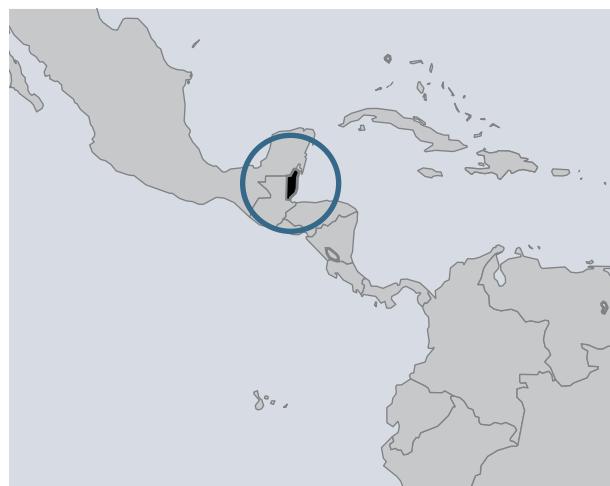
Central America	Belize, Costa Rica, El Salvador, Guatemala, Mexico, Nicaragua, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Dominica, Grenada and Carriacou, St. Lucia, St. Vincent and the Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Fiji, Micronesia, Palau, Samoa, Tonga, Vanuatu

Belize

CAPITAL	Belmopan
POPULATION	351 thousand
GROSS NATIONAL INCOME PER CAPITA	$4,350
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education
	Health

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	40	50
Program funds ($000)	1,700	1,800

Colombia

CAPITAL	Bogota
POPULATION	48.3 million
GROSS NATIONAL INCOME PER CAPITA	$7,970
PROGRAM DATES	1961–81, 2010–present
PROGRAM SECTORS	Community Economic Development
	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	70	90
Program funds ($000)	2,800	3,100

Costa Rica

CAPITAL	San Jose
POPULATION	4.9 million
GROSS NATIONAL INCOME PER CAPITA	$10,120
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development
	Education
	Youth in Development
	Peace Corps Response
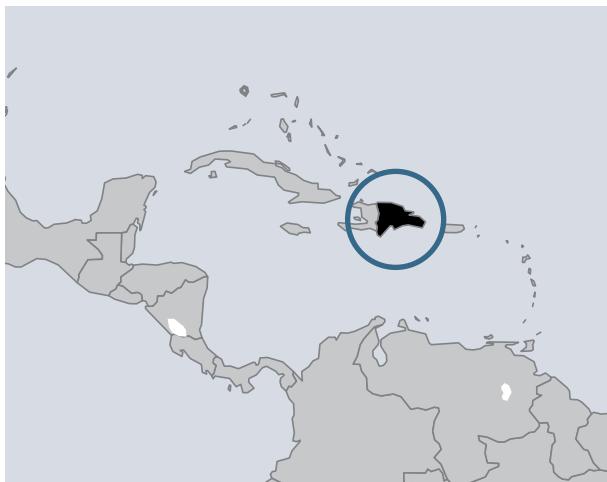
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	120	110
Program funds ($000)	4,200	4,000

Dominican Republic

CAPITAL	Santo Domingo
POPULATION	10.4 million
GROSS NATIONAL INCOME PER CAPITA	$6,030
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development
	Education, Health
	Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	170	190
Program funds ($000)	4,100	4,300

Eastern Caribbean

CAPITALS	Rouseau (Dominica), Castries (St. Lucia),
	St. George's (Grenada),
	Kingstown (St. Vincent and the Grenadines)
POPULATION	470 thousand
GROSS NATIONAL INCOME PER CAPITA	$7,140
PROGRAM DATES	1961–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	60
Program funds ($000)	3,000	3,000

Ecuador

CAPITAL	Quito
POPULATION	15.9 million
GROSS NATIONAL INCOME PER CAPITA	$6,070
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education
	Health
	Youth in Development
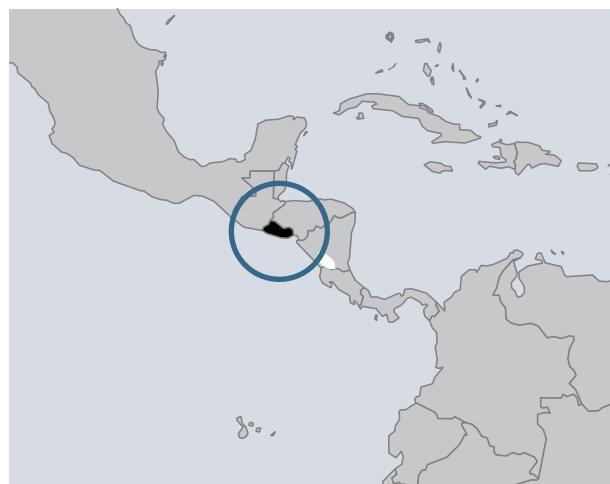
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	140	150
Program funds ($000)	5,100	5,300

El Salvador

CAPITAL San Salvador
POPULATION 6.1 million
GROSS NATIONAL INCOME PER CAPITA $3,950
PROGRAM DATES 1962–80, 1993–present
PROGRAM SECTORS Community Economic Development
Youth in Development
Peace Corps Response
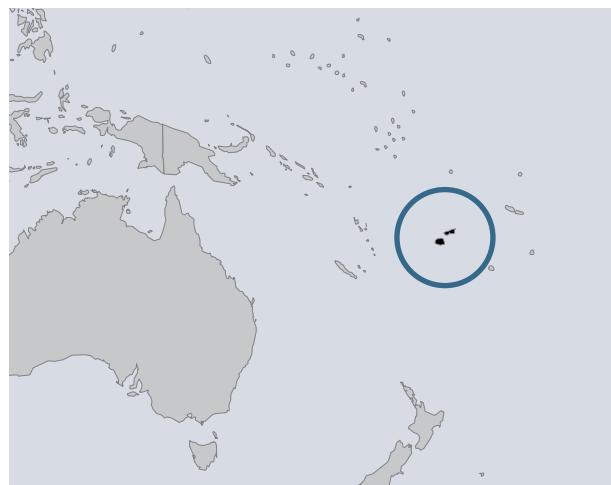
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	0	0
Program funds ($000)	2,100	1,100

Fiji

CAPITAL Suva
POPULATION 880 thousand
GROSS NATIONAL INCOME PER CAPITA $4,540
PROGRAM DATES 1968–98, 2003–present
PROGRAM SECTORS Youth in Development
Peace Corps Response
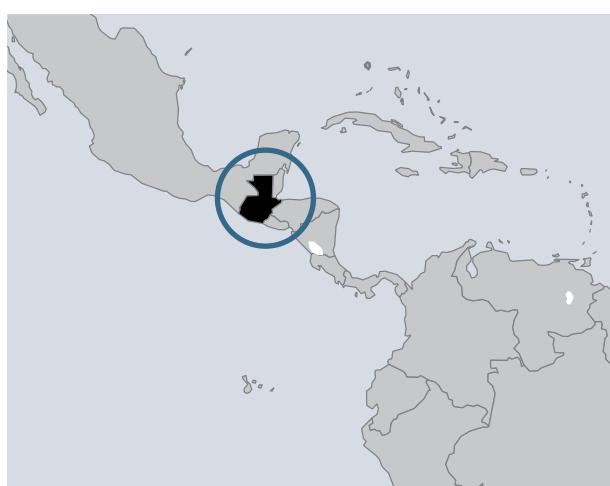
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	90	90
Program funds ($000)	2,000	2,000

Guatemala

CAPITAL Guatemala City
POPULATION 16 million
GROSS NATIONAL INCOME PER CAPITA $3,410
PROGRAM DATES 1963–present
PROGRAM SECTORS Health
Youth in Development
Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	130	150
Program funds ($000)	4,300	4,500

Guyana

CAPITAL		Georgetown
POPULATION		760 thousand
GROSS NATIONAL INCOME PER CAPITA		$4,170
PROGRAM DATES		1966–71
		1995–present
PROGRAM SECTORS		Education
		Environment, Health
		Peace Corps Response
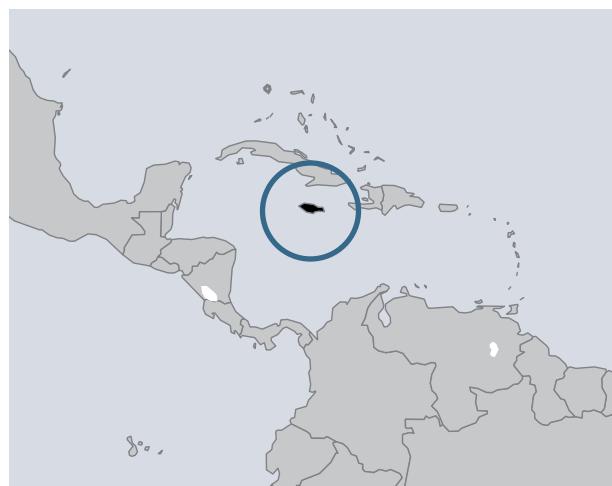
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	80	90
Program funds ($000)	2,900	3,100

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 2016	FY 2017
Volunteers	70	60
Program funds ($000)	2,900	2,800

Mexico

|	
CAPITAL	Mexico City
POPULATION	125.4 million
GROSS NATIONAL INCOME PER CAPITA	$9,860
PROGRAM DATES	2004–present
PROGRAM SECTORS	Community Economic Development
	Environment
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	70
Program funds ($000)	2,200	2,300

Micronesia

CAPITAL		Palikir
POPULATION		100 thousand
GROSS NATIONAL INCOME PER CAPITA		$3,270
PROGRAM DATES		1966–present
PROGRAM SECTORS		Education
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	30	40
Program funds ($000)	1,800	1,900

Nicaragua

CAPITAL		Managua
POPULATION		6.0 million
GROSS NATIONAL INCOME PER CAPITA		$1,870
PROGRAM DATES		1968–79, 1991–present
PROGRAM SECTORS		Agriculture
		Community Economic Development
		Education, Environment, Health
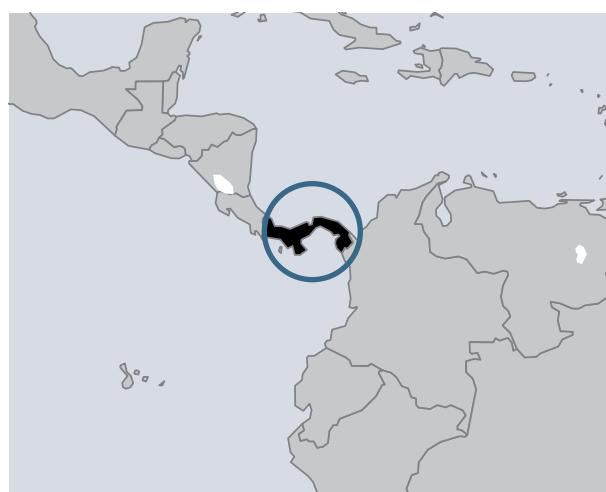
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	170	180
Program funds ($000)	3,700	4,100

Panama

CAPITAL		Panama City
POPULATION		3.9 million
GROSS NATIONAL INCOME PER CAPITA		$11,130
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 2016	FY 2017
Volunteers	190	190
Program funds ($000)	5,400	5,400

Paraguay

CAPITAL		Asuncion
POPULATION		6.8 million
ANNUAL PER CAPITA INCOME		$4,380
PROGRAM DATES		1966–present
PROGRAM SECTORS		Agriculture
		Community Economic Development
		Environment
		Health

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	220	220
Program funds ($000)	5,800	5,800

Peru

CAPITAL		Lima
POPULATION		30.9 million
ANNUAL PER CAPITA INCOME		$6,370
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 2016	FY 2017
Volunteers	250	240
Program funds ($000)	7,300	7,100

Samoa

CAPITAL		Apia
POPULATION		190 thousand
ANNUAL PER CAPITA INCOME		$4,050
PROGRAM DATES		1967–present
PROGRAM SECTORS		Education
		Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	30	40
Program funds ($000)	1,100	1,300

Tonga

CAPITAL	Nuku'alofa
POPULATION	100 thousand
ANNUAL PER CAPITA INCOME	$4,290
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	50	60
Program funds ($000)	1,100	1,300

Vanuatu

CAPITAL	Port Vila
POPULATION	250 thousand
GROSS NATIONAL INCOME PER CAPITA	$3,090
PROGRAM DATES	1990–present
PROGRAM SECTORS	Education
	Health
	Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2016	FY 2017
Volunteers	60	80
Program funds ($000)	3,100	3,300

VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES DURING FY 2015

Africa

Country	Volunteers
Benin	26
Botswana	116
Burkina Faso	32
Cameroon	79
Ethiopia	67
Ghana	84
Lesotho	53
Madagascar	34
Malawi	62
Mozambique	72
Namibia	44
Rwanda	45
Senegal	4
South Africa	77
Swaziland	57
Tanzania	63
The Gambia	6
Togo	25
Uganda	52
Zambia	143
TOTAL	**1,141**

Europe, Mediterranean, and Asia

Country	Volunteers
Albania	8
Cambodia	21
Indonesia	1
Kyrgyz Republic	40
Moldova	3
Mongolia	1
Morocco	59
Philippines	1
Thailand	27
TOTAL	**161**

Inter-America and the Pacific

Country	Volunteers
Belize	3
Colombia	6
Costa Rica	5
Dominican Republic	72
Eastern Caribbean*	4
Ecuador	12
El Salvador	18
Fiji	9
Guatemala	67
Guyana	11
Jamaica	2
Micronesia	3
Nicaragua	60
Panama	21
Paraguay	35
Peru	9
Tonga	2
Vanuatu	1
TOTAL	**340**

Grand Total: 1,642

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

VOLUNTEERS WORKING IN FOOD SECURITY DURING FY 2015

Country	Volunteers
Albania	2
Benin	63
Botswana	1
Burkina Faso	44
Cambodia	32
Cameroon	69
Colombia	1
Costa Rica	1
Dominican Republic	6
Ecuador	9
El Salvador	3
Ethiopia	50
Ghana	74
Kyrgyzstan	2
Lesotho	12
Macedonia	2
Madagascar	47
Malawi	35
Mexico	9
Micronesia	3
Moldova	2
Mongolia	1
Mozambique	14
Namibia	6
Nepal	57
Panama	14
Peru	12
Philippines	12
Rwanda	20
Senegal	159
South Africa	8
Swaziland	4
Tanzania	61
Thailand	1
The Gambia	33
Togo	42
Tonga	1
Zambia	143
Total	**1,055**

VOLUNTEERS WORKING IN MALARIA PREVENTION DURING FY 2015

Country	Volunteers
Benin	34
Botswana	8
Burkina Faso	43
Cameroon	70
Ethiopia	23
Ghana	50
Madagascar	39
Malawi	32
Mozambique	76
Rwanda	23
Senegal	73
Tanzania	55
The Gambia	24
Togo	29
Uganda	36
Zambia	71
Total	686

LET GIRLS LEARN

Educated girls are essential to healthy and thriving communities but, globally, 62 million girls are not in school. Let Girls Learn at the Peace Corps is a key cross-cutting sectorial program that employs a comprehensive, "whole-of-girl" approach to address the challenges and constraints that adolescent girls face. With approximately 7,000 Volunteers working at the community level in over 60 countries on projects and programs in six sectors (Agriculture, Environment, Education, Health, Community Economic Development, and Youth in Development), the Peace Corps is uniquely positioned to work at the community level to identify the constraints to girls' achievement, as well as the possible solutions.

Given that the challenges girls face are inherently multifaceted, Peace Corps Volunteers from all sectors are trained to work with local leaders and counterparts to conduct gender assessments, identify what limits girls from full participation in academic and social life, and implement interventions that build local capacity as they address these constraints and obstacles. For example, Education Volunteers work with teachers to promote gender-equitable practices in the classroom and alternatives to corporal punishment; Health Volunteers work with girls on reusable sanitary pad projects while sharing information about youth sexual and reproductive health; and Community Economic Development Volunteers work with girls and their families on income-generation activities, putting income, agency, and choice into their hands. Interventions are evidence-based, with robust monitoring and evaluation systems to ensure that the Peace Corps' work contributes to the growing body of knowledge on effective girl-centered programming.

Peace Corps Volunteers work at the community level and provide direct capacity-building interventions and actions with girls, their families, and community leaders. Accordingly, the Peace Corps offers a unique, grassroots component to the U.S. government's efforts on behalf of adolescent girls.

The Peace Corps Let Girls Learn program, in support of the Let Girls Learn initiative, aims to do the following:

- Increase girls' access to formal and nonformal learning opportunities
- Create an enabling environment for gender equality in school and the community
- Empower youth, especially adolescent girls, through leadership, income generation, employability, and life skills activities
- Promote positive male engagement
- Increase the American public's awareness about the state of girls' education and empowerment globally and mobilize positive engagement and action

The Peace Corps program is organized in three pillars: (1) Empowering leaders, (2) Working hand in hand with communities, and (3) Increasing the impact of Peace Corps Volunteers. Through interventions in each of the pillars, the Peace Corps will achieve its program goals for Let Girls Learn.

Empowering Leaders

The Peace Corps' theory of change is predicated on capacity and knowledge building as the foundation for sustainable change and development. As such, a major pillar of the Peace Corps Let Girls Learn program is training and building skills for Volunteers, staff, and community leaders in gender concepts as well as key anchor activities that are proven to improve the lives of girls.

Volunteers' training follows a 27-month continuum. During staging events, prior to departing for their host country, new Volunteers will receive an additional day of training content on foundational concepts in gender, identity, culture, and inclusion. Over 2,800 Peace Corps trainees will receive this training in FY 2016, followed by approximately 3,000 trainees in FY 2017. Once in-country, during pre-service training, Volunteers will receive expanded training in gender analysis skills, in addition to local language and sector-specific technical skills. Using a cascade training approach, representative Volunteers and field-based Let Girls Learn coordinators will participate in intensive technical trainings in key, evidence-based anchor activities at regional and sub-regional Let Girls Learn summits. These Volunteers and staff will then work as force multipliers, returning to their respective country programs and replicating the skills-building trainings for other Volunteers, their counterparts, and community leaders. These post-level trainings will occur at both the national and local community levels, actively involving community members in building the skills needed to address the challenges girls face.

Working Hand in Hand with Communities

The second major component of the Peace Corps Let Girls Learn program is support for community-led projects to further girls' education and empowerment. Peace Corps Volunteers work with their communities to identify barriers to girls' education and, together, they develop solutions that are supported through small projects that are funded with a community contribution of 25 percent of the total cost (often in-kind), as well as external funds such as contributions from individual donors. These projects serve several purposes: They provide a mechanism for Volunteers and their communities to come together to address barriers to girls' education and empowerment, build capacity and contribute to sustainability, and provide a mechanism to engage the American public, raising awareness about the issue and encouraging individuals to take action through small donations. Previous projects include construction of girls' bathrooms in schools in Albania, construction of a reading and resource room in Cambodia, hosting a GLOW (Girls Leading Our World) Camp in Swaziland, hosting a girls' education hackathon in Ghana, and a gender equality and female empowerment retreat in Nicaragua. Funds for projects under this pillar are from non-appropriated, external sources through the Peace Corps' gift acceptance authority.

Increasing the Impact of Peace Corps Volunteers

Finally, the Peace Corps is committed to increasing Volunteers' impact by expanding the number of Peace Corps country programs implementing Let Girls Learn and building the capacity of Peace Corps staff to support the program. The Peace Corps will expand from the initial 13 country programs to at least 35 in FY 2016, and will expand to at least 40 countries in FY 2017. With increased training and program support through additional country expansions, by the end of FY 2017, approximately 1,700 Volunteers will be working in direct support of girls' education. As Peace Corps staff in programming, training, and evaluation play a critical role in supporting Volunteers in implementing Let Girls Learn efforts and designing community-led projects, the agency will help create communities of practice in participating country programs to build the staff capacity at the post level.

Through the activities of the Let Girls Learn program, the Peace Corps aims to build on a growing body of global evidence that supports community-driven solutions to promote adolescent girls' education and gender equity. Let Girls Learn will prioritize evidence-based programming that is both feasible and appropriate to local contexts. Programs will be routinely monitored and evaluated using a set of outcome indicators within and among all participating countries.
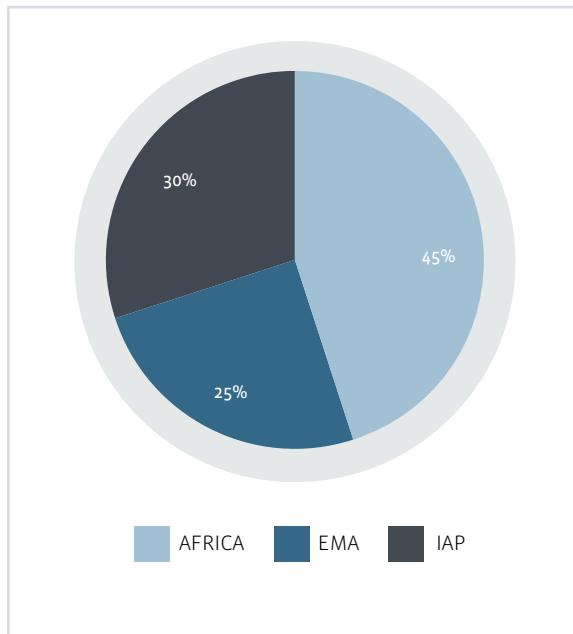
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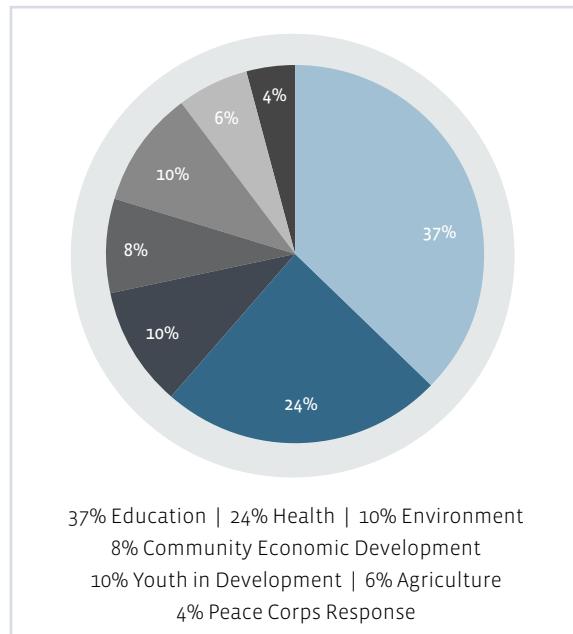
APPENDIX A: FY 2015 VOLUNTEER STATISTICS

Volunteer Statistics
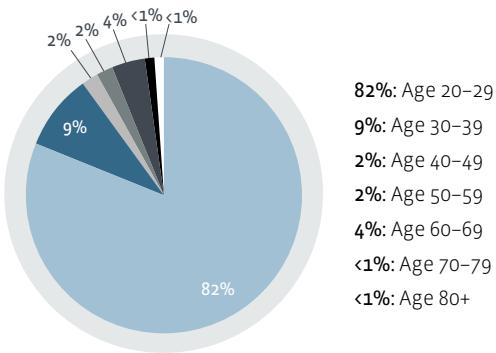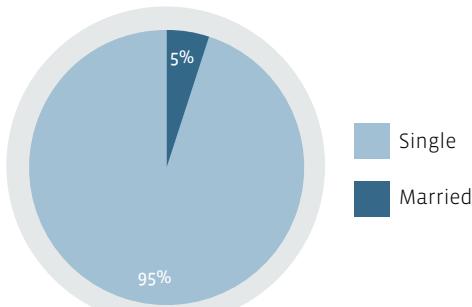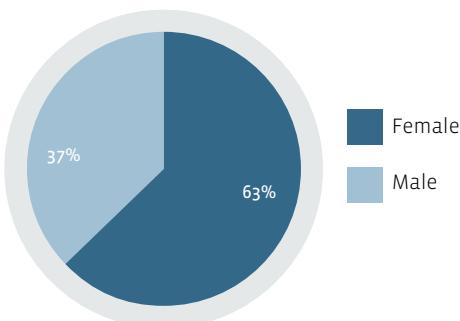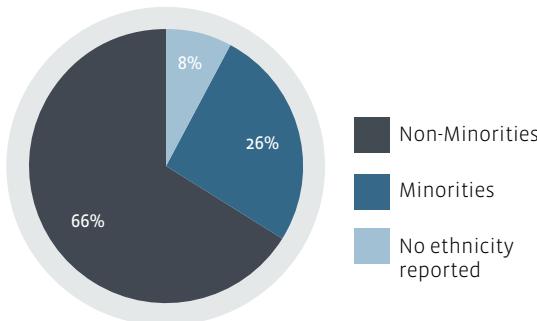
Percentage of Volunteers by Peace Corps Region

30%
45%
25%

AFRICA · EMA · IAP

Percentage of Volunteers by Sector

4%
6%
10%
8%
10%
37%
24%

37% Education | 24% Health | 10% Environment
8% Community Economic Development
10% Youth in Development | 6% Agriculture
4% Peace Corps Response

Volunteer Profile

8%
26%
66%

Non-Minorities
Minorities
No ethnicity reported

37%
63%

Female
Male

5%
95%

Single
Married

2% 2% 4% <1% <1%
9%
82%

82%: Age 20–29
9%: Age 30–39
2%: Age 40–49
2%: Age 50–59
4%: Age 60–69
<1%: Age 70–79
<1%: Age 80+

All data current as of September 30, 2015. Totals may not add to 100 percent due to rounding.

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

Peace Corps Application Process

The Peace Corps application process takes between six and 12 months. There are quarterly application deadlines and Know By dates, which help applicants plan and make decisions based on their own schedules and needs. All applicants are notified—at least four months before the departure date—if they have been invited or not.

Application

The first step toward becoming a Peace Corps Volunteer is to complete an application at peacecorps.gov/apply. Once an individual submits an application, they are asked to complete a health history form. After completing the health form, the applicant receives a list of countries where their medical needs can be supported, and they may apply to any program on this list. Following the health history form, candidates are asked to complete a questionnaire, which gives Peace Corps placement officers information about the applicant's work style and the environments in which they excel.

Interview

During the interview, the applicant and a Peace Corps staff member discuss the applicant's skills, interests, and suitability for service as a Peace Corps Volunteer, evaluating personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service. This is an opportunity for the applicant to ask questions and explore with the interviewer—who is almost always a returned Volunteer—if the Peace Corps is a good match for the individual.

Invitation

Applicants who are among the best for a particular assignment receive invitations to serve. The invitation includes the date of departure, the program assignment, and links to a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more.

Medical Clearance

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

Preparation for Departure

Prior to departure, applicants submit information for their legal clearance and complete online activities in preparation for service. After the invitee has been medically cleared for service in their country, the Peace Corps travel office issues an electronic ticket for travel.

Departure for Service

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

Phases of Volunteer Service

TRAINEE

Pre-Service Training

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

VOLUNTEER

Volunteer Assignment

The Volunteer is assigned to a project, designed by Peace Corps and host country staff, 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.

1

peacecorps.gov

peacecorps.gov

Apply
Fill out the online application.

2

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

3

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

4

Soft Skills Questionnaire
Give the Peace Corps an idea of your work style and the environment in which you excel.

Volunteer Safety

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

In-Service Training

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

Service Extension

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

RETURNED VOLUNTEER

Readjustment Allowance

At the end of service, Volunteers receive $325 per month served ($425 per month for a Volunteer's third year of service) to help finance their transition to careers or further education.

Health Insurance

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

Returned Volunteer Services

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

Peace Corps Response

Headquarters staff recruits and places returned Volunteers and experienced professionals in short-term, high-impact assignments.

5

Interview
If selected to interview, talk to a Peace Corps placement officer about your skills and interests.

6

Invitation
If chosen, receive and respond to your invitation to serve. Congratulations!

7

APPROVED

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

8

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

APPENDIX C: HOME STATES OF PEACE CORPS VOLUNTEERS*

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	48	1,142	Montana	46	1,415
Alaska	33	992	Nebraska	48	1,388
Arizona	114	3,570	Nevada	31	992
Arkansas	21	964	New Hampshire	53	1,715
California	915	29,899	New Jersey	187	5,063
Colorado	205	7,149	New Mexico	50	2,174
Connecticut	110	3,380	New York	416	13,527
Delaware	18	510	North Carolina	175	4,249
District of Columbia	43	2,296	North Dakota	5	572
Florida	299	7,842	Ohio	238	7,257
Georgia	176	3,474	Oklahoma	41	1,329
Guam	1	75	Oregon	157	6,158
Hawaii	29	1,426	Pennsylvania	286	8,049
Idaho	51	1,358	Puerto Rico	14	410
Illinois	277	8,605	Rhode Island	33	1,028
Indiana	129	3,308	South Carolina	73	1,570
Iowa	68	2,346	South Dakota	14	646
Kansas	53	1,750	Tennessee	79	1,791
Kentucky	63	1,557	Texas	277	7,437
Louisiana	38	1,127	U.S. Virgin Islands	3	81
Maine	54	1,877	Utah	38	1,116
Maryland	207	5,954	Vermont	52	1,530
Massachusetts	212	8,259	Virginia	274	7,542
Michigan	222	7,228	Washington	319	9,345
Minnesota	224	6,627	West Virginia	13	667
Mississippi	12	490	Wisconsin	197	6,049
Missouri	141	3,344	Wyoming	13	524

*Includes the District of Columbia and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands.
Counts of Peace Corps Volunteers, trainees, and Peace Corps Response Volunteers as of September 30, 2015.

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 communities while they pursue their graduate degrees. The **Peace Corps Prep** program offers undergraduate students a unique combination of undergraduate coursework and community service that prepares them for work in international development.

State	Master's International Colleges/ Universities	Paul D. Coverdell Fellows Program Colleges/ Universities	Peace Corps Prep Colleges/ Universities
Alabama	University of Alabama, Birmingham	University of Alabama, Birmingham	Alabama A&M University
Alaska	University of Alaska, Fairbanks	University of Alaska, Fairbanks	
Arizona	Arizona State University Northern Arizona University Thunderbird School of Global Management	Arizona State University Northern Arizona University University of Arizona	Arizona State University
Arkansas		University of Arkansas	
California	California State University, Chico California State University, Fresno California State University, Long Beach California State University, Northridge California State University, Sacramento Humboldt State University Loma Linda University Middlebury Institute of International Studies at Monterey Monterey Institute of International Studies University of California, Davis University of the Pacific	California State University, Long Beach Loma Linda University Middlebury Institute of International Studies at Monterey 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	American 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 University of Florida

State	Master's International Colleges/ Universities	Paul D. Coverdell Fellows Program Colleges/ Universities	Peace Corps Prep Colleges/ Universities
Georgia	Emory University Georgia State University University of Georgia	Emory University Georgia College & State University Kennesaw State University	Fort Valley State University Georgia Gwinnett College Kennesaw State University Savannah State University University of North Georgia
Hawaii		University of Hawaii	
Iowa	Maharishi University of Management	Iowa State University	Iowa State University
Illinois	Illinois State University University of Illinois, Chicago	DePaul University Illinois State University Western Illinois University	Knox College Western Illinois University
Indiana	Indiana University Purdue 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, Baltimore University of Maryland, Baltimore County University of Maryland, College Park	Johns Hopkins University University of Maryland, Baltimore University of Maryland, Baltimore County University of Maryland, College Park	University of Maryland, Baltimore County
Massachusetts	Boston University Wheelock College	Andover Newton Theological School Babson College Brandeis University Clark University Mount Holyoke College Springfield College Suffolk University University of Massachusetts, Boston	
Michigan	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan Western Michigan University	Michigan Technological University University of Michigan, Ann Arbor	Michigan Technological University Western Michigan University
Minnesota	University of Minnesota, Twin Cities	St. Catherine University University of Minnesota	

State	Master's International Colleges/ Universities	Paul D. Coverdell Fellows Program Colleges/ Universities	Peace Corps Prep Colleges/ Universities
Missouri	Lincoln University Truman State University	University of Missouri, Columbia University of Missouri, Kansas City Washington University	University of Missouri Truman State University
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 University, Camden Rutgers University, New Brunswick	Drew University Monmouth University Rutgers, Camden	
New Mexico	New Mexico State University, Las Cruces	New Mexico State University, Las Cruces Western New Mexico University	
New York	Adelphi University Bard College Clarkson University Columbia University Cornell University State University of New York, Albany State University of New York, Binghamton State University of New York, Downstate State University of New York, Oswego State University of New York, College of Environmental Science and Forestry State University of New York, Syracuse	Bard College Columbia University Teachers College Cornell University Fordham University Manhattanville University New York University The New School School of the Visual Arts State University of New York, Albany University of Rochester Yeshiva University	
North Carolina	Appalachian State University Duke 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
Ohio	University of Cincinnati	Bowling Green State University Case Western Reserve University University of Cincinnati	Baldwin Wallace University Wittenberg University Shawnee State Hiram College Walsh University Wilmington College College of Wooster

State	Master's International Colleges/ Universities	Paul D. Coverdell Fellows Program Colleges/ Universities	Peace Corps Prep Colleges/ Universities
Oklahoma	Oklahoma State University		
Oregon	Oregon State University Portland State University	University of Oregon Willamette University	
Pennsylvania	University of Pittsburgh	Carnegie Mellon University Drexel University Duquesne University Seton Hill University University of Pennsylvania University of Pittsburgh Villanova University	Arcadia University Cheyney University Moravian College Ursinus College
South Carolina	Clemson University College of Charleston South Carolina State University University of South Carolina, Columbia	University of South Carolina, Columbia	
Tennessee	Tennessee State University	University of Tennessee Knoxville	
Texas	Texas A&M University, College Station Texas A&M University, Corpus Christi Texas Tech University University of Texas, Austin		Austin College Texas Tech University University of Texas, El Paso
Utah	Utah State University		Brigham Young University
Vermont	SIT Graduate Institute St. Michael's College	SIT Graduate Institute University of Vermont	St. Michael's College University of Vermont
Virginia	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University Virginia Commonwealth University	University of Virginia Virginia Commonwealth University Virginia State University Virginia Wesleyan College
Washington	Gonzaga University University of Washington Washington State University	University of Washington	University of Washington, Tacoma Washington State University Western Washington University
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	University of Wisconsin, Eau Claire
Wyoming	University of Wyoming	University of Wyoming	

APPENDIX E: FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2015, the Peace Corps realized $11,951,000 in foreign currency gains and transferred $0 of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuation Account.

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

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

	FY 2014	FY 2015
Total Reimbursable	$9,686,306	$9,868,866
Total PEPFAR	$34,556,117	$35,748,041

Office of Inspector General's Fiscal Year 2017 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.
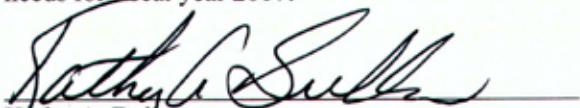
The President shall include in each budget of the U.S. Government submitted to Congress:

- 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.
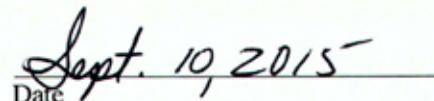
Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2017:

the aggregate budget request for the operations of the OIG is $ 5,500,000
the portion of this amount needed for OIG training is $62,815 and
the portion of this amount needed to support the CIGIE is $16,500 (.30% of $5,500,000).

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 2017.

Kathy A. Buller
Kathy A. Buller
Inspector General
Peace Corps

Sept. 10, 2015
Date

The Peace Corps

STRATEGIC PLAN | FY 2014–2018
AND ANNUAL PERFORMANCE PLAN | FY 2016–2017

Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of the American spirit by making it possible for Americans to serve around the world advancing development and building cross-cultural understanding. Through this unique approach to development, the Peace Corps is building strong relationships between our country and the people of our partner nations while making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 220,000 Volunteers have served in 141 countries since 1961.

The Peace Corps advances its mission through the work of the Volunteers, both during and after their tour of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to partner with local communities to address their development challenges and to strengthen mutual understanding.

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

"The 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

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 where we serve.

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

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

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

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

Plan Overview

The FY 2014–18 Strategic Plan establishes an ambitious five-year vision for the Peace Corps. The strategic plan strengthens recent far-reaching institutional reforms, focuses on addressing critical development challenges, and leverages promising opportunities to increase the impact of Volunteers and improve operations.

The strategic plan lays out the long-range goals and objectives designed to advance the Peace Corps mission. The FY 2016–17 Annual Performance Plan identifies the strategies and activities the agency will utilize to accomplish these goals and objectives, and the specific results the agency expects to achieve.

The FY 2014–18 Strategic Plan and FY 2016–17 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 to promote world peace and friendship through community-based development and cross-cultural understanding.

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

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

Performance goals state quantitative levels of performance, or "targets," to be accomplished within a specific timeframe. In the plan, annual targets are set through FY 2018. Targets and actual results are provided for prior years when available. The agency uses performance goals both to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals are updated each year in the annual performance plan in conjunction with the budget formulation process.

Goal leads are identified for each performance goal with the title of the lead individual and the name of the office in the lead role. While several offices or overseas posts may be responsible for the individual strategies and activities that advance progress on performance goals, goal leads are given the convening authority to coordinate agencywide efforts to develop, implement, and report on plans to achieve each performance goal within a specific timeframe.

Partner offices are listed for performance goals where individual strategies and activities are accomplished through specific collaborative efforts outside of those of the goal lead's direct authority. Partner offices work in collaboration with the goal lead(s) to develop and implement strategies while also contributing to reporting on the performance goal.

Appendices provide additional detail on the development of the FY 2014–18 Strategic Plan and FY 2016–17 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 verification and validation standards for the performance goals and indicators as well as recent revisions to key data collection tools such as the Annual Volunteer Survey (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 whitehouse.gov/omb/budget.

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

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 communities and individuals strengthen the skills they need to address their specific challenges. As a result, local conditions are improved around the globe, and the American people benefit from a more stable, prosperous, and peaceful world.

Strategic Goal 2: Sharing America with the World

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

Volunteers promote a better understanding of Americans among local people through day-to-day interactions with their host families, counterparts,[1] friends, and others. Over the course of their two years of service, Volunteers share America with the world—dispelling myths about Americans and developing deep relationships with local people. Through this approach, Volunteers also learn more about local community strengths and challenges and build trust with local partners, strengthening their project work.

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

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

Strategic Goal 3: Bringing the World Back Home

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

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

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

Strategic Objectives

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

Rationale: The Peace Corps advances its mission through the work of the Volunteers—the most important strategic asset of the agency. Volunteers dedicate themselves to serving their host country in local communities where the health-care infrastructure and security environments 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. Supporting the well-being and resiliency of Volunteers allows them to focus on their assignments and minimize risk-taking behaviors, helping 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

- Ensure that the reforms from the Kate Puzey Peace Corps Volunteer Protection Act of 2011 continue to guide agency policy and practice
- Periodically evaluate individual experiences with health care and safety and security support
- Implement regionally specific and 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 and safety and security staff
- Encourage a comprehensive approach to Volunteer support through agencywide initiatives such as the Sexual Assault Risk-Reduction and Response program
- Provide ongoing technical education and administrative support for Peace Corps medical officers and safety and security officers
- Expand mental health support to provide Volunteers with the tools to cope with the challenges of service and maintain emotional health and well-being
- Establish a data management system to track critical safety and security recommendations by posts and headquarters offices and to improve coordination and communication among key stakeholders
- 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
- Provide the agency, Congress, and the public with high-quality crime statistics
- Develop and standardize methods and materials to establish Volunteers' individual safety and security plans
- Train Volunteers and staff on the development of individual safety and security plans

External Factors: Volunteers encounter a broad range of social and environmental conditions during their service. While safety, security, and medical risks are an inherent part of Volunteer service, the Peace Corps continually seeks to minimize the risks to Volunteers wherever possible, and to provide an effective and compassionate response when crimes do occur.

Performance Goal 1.1: Increase Volunteer Satisfaction with Safety and Security Support

Increase the percentage of Volunteers who report feeling "satisfied" or "very satisfied"[1] 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	*73%*	*68%*	*71%*	84%[2]	81%			

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

[2]*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 (italicized) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible.*

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 agency's safety and security prevention and response systems.

Goal Leads: *Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
Partner Office: *Office of Victim Advocacy*
Data Source: *Annual Volunteer Survey*
Calculation: *The number of Volunteers who responded to the survey question with the top two positive responses cited above divided by the number of Volunteers who responded to the question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.*

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

Reduce the percentage of Volunteers who report feeling "dissatisfied" or "very dissatisfied"[1] with medical and mental health support to 7 percent by FY 2016 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	8%	7%	7%	7%	7%
Result	*7%*	*7%*	*9%*	9%[2]	10%			

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

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

Medical and mental health support for Volunteers is provided primarily by Peace Corps medical officers at each post. Medical officers are responsible for establishing and managing the in-country Volunteer health program and act as both program managers and clinicians. When necessary, medical officers or the Peace Corps' Counseling and Outreach Unit may also refer Volunteers to external health-care providers in their country of service for additional treatment or diagnostic testing, but this performance measure is focused on service delivery by Peace Corps staff.

Health-care research suggests a strong relationship between patient satisfaction with health care and improved health outcomes. Ensuring that the percentage of Volunteers who are dissatisfied with medical and mental health support does not exceed 7 percent will place the Peace Corps on par with the highest-performing U.S.-based health-care providers.

Goal Lead: Associate Director, Office of Health Services
Partner Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who responded to the survey question on satisfaction with their medical officer with the bottom two negative responses cited above divided by the total number of Volunteers who responded to the question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Performance Goal 1.3: Increase Volunteer Personal Safety

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

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	--	35%	70%
Result	--	--	--	--	--	--		

Peace Corps safety and security training evaluations have provided evidence that prior planning and rehearsal can enhance a Volunteer's ability to respond to challenges to one's well-being. Volunteers who create safety and security plans will increase their self-reliance and build their confidence in implementing these plans and maintaining their own personal well-being. Incorporating training on developing these plans into the standardized package is expected to contribute to Volunteer safety. This is a new measure that has been added into this plan, so targets and results are not available for prior years.

Goal Leads: *Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
Partner Office: *Office of Victim Advocacy*
Data Source: *Peace Corps administrative records*
Calculation: *The number of posts that have adopted personal safety planning as part of the standardized pre-service training divided by the number of posts that have offered pre-service training sessions in the fiscal year.*

Strategic Objective 2: Service Opportunity of Choice

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

Rationale: Increasing the quantity and quality of Volunteer applications is essential in order to position the agency to provide development assistance that is 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

- Continue to implement an updated application platform that allows applicants to apply directly to the Peace Corps and Peace Corps Response positions of their choice
- Assess the efficacy of the waitlist system in ensuring that posts' requests for Volunteers are filled each year
- Act on recent market research to better access core prospects through understanding their goals, preferences, and motivators in implementing a national communications campaign leveraging paid and donated media
- Improve tools for communicating service opportunities to prospective Volunteers, including redesigning the Peace Corps website and developing additional content for mobile devices
- Implement a customer relationship management system to track new applicants throughout the Volunteer lifecycle
- Leverage strategic interagency, university, and public-private partnerships to increase the number of Volunteers serving annually and raise the profile of the agency
- Demonstrate a commitment to exceptional client relations by achieving and sustaining a high level of consistency and professionalism with all applicants and partners
- Utilize and expand the Peace Corps Response program to fill requests for highly skilled and experienced Volunteers
- Implement strategies to retain all invitees and foster a seamless transition from invitation to departure
- Continue to evaluate the effectiveness of the application and placement reforms and fill rates in order to make evidence-based decisions

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.

Strategic Objective 2: Service Opportunity of Choice

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%	97–101%	97–101%	97–101%
Result	97%	97%	90%	98%	97%			

The ultimate outcome for the Service Opportunity of Choice objective is for the agency to fully meet overseas posts' programming needs by meeting their requests for skilled Volunteers. The Peace Corps has enough qualified applicants to meet the requests made by posts, and the agency makes every effort to account for changes in posts' needs and the availability of qualified applicants by inviting a higher number of applicants than the number of trainees requested by posts. In spite of these precautions, attrition between the final date for applicants to join a new training group and the group's date of departure from the United States is still the primary challenge to reaching a 100 percent fill rate. Several causes of attrition during the period between invitation and departure—such as unanticipated developments in a candidate's medical or legal process, family responsibilities, and changes to educational or professional plans—remain difficult to predict. Beginning in FY 2016, the agency will use a percentage range as the target for this performance goal in recognition of the inherent complexity of predicting the exact extent of attrition. The agency will continue to improve upon attrition mitigation strategies—including researching ways to strengthen the engagement of invitees during the pre-departure environment—in order to meet the Volunteer requests of posts.

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Office: Office of Health Services
Data Source: Peace Corps database (DOVE/PCVDBMS)
Calculation: The number of trainees who have entered on duty divided by the number of Volunteers requested.

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	6,919			

Per the Peace Corps Act, "It is the policy of the United States and a purpose of the Peace Corps to maintain, to the maximum extent appropriate and consistent with programmatic and fiscal considerations, a Volunteer corps of at least 10,000 individuals." Subject to the availability of sustained funding, building and maintaining an even larger Volunteer population would ensure more Americans have the opportunity to serve—a high priority for the agency. Targets for this goal are set to increase the number of Volunteers serving annually in order to ensure stable and well-supported agency growth.

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Office: Peace Corps Response
Data Source: Peace Corps database (PCVDBMS/HRMS)
Calculation: The number of Volunteers comprising the agency's "on-board strength" (OBS), defined as the number of Volunteers and trainees—including Peace Corps Response Volunteers—from all funding sources who are serving anywhere in the world on September 30 of the fiscal year.

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 (original definition)[1]	*12,206*	*10,091*	*10,118*	*17,336*	*22,956*			
Result (updated definition)[2]				19,151	24,848			

[1]*The definition of an application for Volunteer service was modified in FY 2014; results for FY 2011–13 are reported using the previous definition, which did not include Peace Corps Response and required that individuals submit both an application and a health history form. The agency received 15,404 applications in FY 2014 as measured by this definition. For comparison to the FY 2014 target, all applications from the two-year program (17,336) are reported.*

[2]*Under the updated 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. Under the new definition, the agency received 19,151 applications in FY 2014. Targets for fiscal year 2014 and beyond are set based on this new definition. FY 2015 results include applications from both the two-year program (22,956) and the Peace Corps Response program (1,892).*

An increase in the number of applications for Peace Corps service is a clear indication of the competitiveness of the Peace Corps as a service opportunity of choice. The substantial increase in applications related to the Peace Corps' updated policies and streamlined processes in FY 2014 is balanced by progressively higher targets for the remaining years in the strategic plan. The agency's goal is to ensure that there are multiple applicants for each Volunteer request so that Peace Corps service is competitive and well-qualified candidates are placed in the field.

Goal Lead: *Associate Director, Office of Volunteer Recruitment and Selection*
Partner Offices: *Peace Corps Response; Office of Communications; Office of Strategic Partnerships*
Data Source: *Peace Corps database (DOVE/PCVDBMS)*
Calculation: *The total number of completed applications for the two-year Peace Corps Volunteer program and the short-term Peace Corps Response program from U.S. citizens who are at least 18 years old.*

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 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	5 months	4 months	3 months	3 months	3 months
Result	10 months	11 months	6 months[1]	7 months	4 months			

[1]*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 application process reforms in FY 2014, prospective applicants perceived the process to be much longer than other service opportunities and cited this as a major deterrent to completing their applications.

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection
Data Source: Peace Corps database (DOVE/PCVDBMS)
Calculation: The average number of months between (1) the date that an application package (Health History Form and Soft Skills Questionnaire) is completed and (2) the date that an invitation to serve is issued for all invitations generated in the fiscal year.

Strategic Objective 3: Development Impact

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

Rationale: The Peace Corps delivers development assistance to interested host countries through the work of its Volunteers. 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

- Periodically monitor community need through project advisory committees to ensure project activities address local development challenges appropriately
- Embrace new approaches (theories of change, logical frameworks) to develop more focused-in projects with fewer standard indicators
- Fully implement standardized technical training to ensure Volunteers have the skills required to meet community needs
- Establish clearer baseline data and outcome measurements for the six-year project lifecycle model
- Identify the purpose and recipients—both internal and external—of data collected and reported by Volunteers
- Provide monitoring and evaluation training to staff and Volunteers
- Train all posts on the use of the redesigned Volunteer Reporting Tool to support timely and high-quality feedback mechanisms
- Develop post standards on the frequency and quality of feedback provided to Volunteers on their work
- Provide guidance to posts detailing ways to improve the selection and cultivation of counterparts
- Expand counterpart training opportunities to provide counterparts and community members with tools to work effectively with Volunteers and to strengthen the capacity of host country individuals and communities
- Leverage agency strategic partners to provide Volunteers with additional technical training, tools, and resources

External Factors: Measuring the precise impact of Volunteers is complex given the nature of Peace Corps projects in which Volunteers work in close collaboration with local partners, organizations, and communities. For this reason, the Peace Corps measures this objective by analyzing the degree to which Peace Corps projects meet their targets.

Performance Goal 3.1: Advance Community-Based Development Outcomes

Increase the percentage of projects with documented gains in community-based development outcomes to 90 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	80%	85%	90%
Result	--	--	--	76%	75%			

Projects are undertaken by multiple generations of Volunteers over a defined timeframe to advance the host country's public benefit goal. Plans for each project are designed and executed alongside local partners. The plans define the project background and the implementation strategy. Project frameworks (logic models) are used by the Peace Corps to operationalize the project plans by describing the goals, objectives, activity statements, and indicators of a project.

Nineteen standard sector indicators were selected from the most common indicators adopted by the Peace Corps. The standard sector indicators selected for this performance goal are based on industry standards and are outcome-oriented measures of changes in specific knowledge, skills, attitudes, behaviors, or conditions that result from project activities. An increase in the percentage of projects with documented gains suggests that Volunteers are contributing to community-based development.

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS; Office of Strategic Partnerships; Office of Strategic Information, Research, and Planning
Data Source: Volunteer Reporting Tool
Calculation: The number of projects that meet two thresholds for a "documented gain" on at least one of the standard sector indicators used for this goal divided by the number of projects that include one or more of the 19 standard sector indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annualized targets for the project.

Performance Goal 3.2: Strengthen Local Capacity

Increase the percentage of counterparts who report increased capacity to 90 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	84%	87%	90%
Result	--	--	--	--	83%			

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 counterparts—Volunteers' primary community partners—from the perspective of the counterparts themselves. To measure this goal, counterparts are asked about the increased knowledge and skills that they acquired from working with Volunteers. It is hypothesized that this increased capacity will better position these host country partners to achieve measurable and sustainable results in their communities.

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning
Data Source: Global Counterpart Survey
Calculation: The number of counterparts who reported capacity development or innovations divided by the number of randomly selected counterparts interviewed by post staff.

Performance Goal 3.3: Improve Feedback to Volunteers

Increase the percentage of Volunteers who report feeling "satisfied" or "very satisfied"[1] 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	*39%*	*33%*	*38%*	55%[2]	54%			

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

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

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

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Overseas Programming and Training Support; Office of the Chief Information Officer
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who responded to the survey question with the top two positive responses cited above divided by the number of Volunteers who responded to the question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Strategic Objective 4: Cross-Cultural Understanding

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

Rationale: Volunteers advance cultural understanding between the United States and the communities where they serve by living and working side by side with local partners and by sharing their experiences with family, friends, and the American public both during their service and when they return to the United States. Through comprehensive intercultural[2] learning opportunities, Volunteers acquire skills that allow them to not only understand other cultures but to navigate among cultures appropriately, responsibly, and effectively. In this way, Volunteers create a cultural window that enables American and host country individuals and communities to have meaningful conversations, develop strong relationships, and sustain their interactions.

Strategies and Activities

- Develop intercultural competency training and tools for Volunteers and staff
- Coach post staff to utilize language training as a method for developing Volunteers' intercultural communication skills
- Assess Volunteers' intercultural competence at multiple points during their service
- Train Volunteers, host country staff, and counterparts on managing cultural differences
- Encourage currently serving and returned Volunteers to leverage new technology, including social media, to share their experiences in order to foster communication between Americans and host country individuals and communities (e.g., Blog It Home and video contests)
- Incorporate age-appropriate, intercultural education into Third Goal activities
- Redesign the Coverdell World Wise Schools Correspondence Match program and expand educator access to information based on their curriculum needs
- Develop an assessment tool that teachers can use to evaluate the impact of Coverdell World Wise Schools' activities on their students' global competence

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.

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[1]*The term "intercultural" emphasizes the diversity found within groups and the complex multicultural context in which the Peace Corps operates.*

Strategic Objective 4: Cross-Cultural Understanding

Performance Goal 4.1: Greater Understanding of Americans

Maintain the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer at or above 95 percent through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	95%	95%	95%
Result	--	--	--	94%[1]	90%			

[1]*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 FY 2008–12 (peacecorps.gov/open/evaluations), provides sufficient evidence to set targets for this performance goal for FY 2016 and beyond.*

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

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning
Data Source: Global Counterpart Survey
Calculation: The number of counterparts who reported learning about the United States or Americans divided by the number of randomly selected counterparts interviewed by post staff who responded to this question.

Performance Goal 4.2: Increase Cross-Cultural Connections

Increase the percentage of Volunteers who report that they facilitated direct interactions between Americans and host country individuals and communities to 70 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	60%	63%	67%	70%
Result	--	--	--	57%	57%			

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

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support
Partner Office: Office of Third Goal and Returned Volunteer Services
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who reported facilitating direct interactions between Americans and host country individuals divided by the number of Volunteers who responded to this question.

Performance Goal 4.3: Increase Intercultural Competence Learning Opportunities

Increase the percentage of posts that adopt timely and intentional intercultural competence learning opportunities for key stakeholders to 70 percent by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	--	35%	70%
Result	--	--	--	--	--	--		

Recent research findings suggest that individuals learn to navigate between cultures appropriately and effectively when intentional, well-designed interventions or training programs are implemented to enhance their cultural self-awareness and skills in navigating interactions with people who are different from themselves. Since 1961, the Peace Corps has been a leader in cultural immersion. As research in this field has broadened, the Peace Corps has strengthened its tools so that posts can integrate foundational concepts of intercultural competence into their programming and training efforts. Each of the Peace Corps' stakeholders— Peace Corps trainees, Volunteers, host country staff, U.S. direct hire staff, host families, and counterparts—who receive the newly designed intercultural competence tools during the appropriate timeframe will be better equipped to interact and communicate effectively and appropriately across cultures. This is a new performance goal in FY 2017, so targets and results are not available for prior years.

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support
Partner Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region
Data Source: Peace Corps administrative records
Calculation: The number of open posts with Volunteers that included intentional intercultural competence learning opportunities in their programming and training efforts divided by the number of posts that have Volunteers in-country during the fiscal year.

Strategic Objective 5: Continuation of Service

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

Rationale: More than 220,000 Americans have served as Peace Corps Volunteers since 1961—a significant "domestic dividend" of skilled and dedicated individuals who continue serving the American public and the communities where they lived and worked abroad long after they return home. By providing tools and resources to Volunteers to ease their transition after service, such as career counseling and best practices for sharing their experiences and promoting service, the Peace Corps is positioning returned Volunteers to be active contributors to the agency's Third Goal. The agency also encourages returned Volunteers to share their experiences with family, friends, and the public; build and maintain connections between Americans and host country individuals and communities; and recruit the next generation of Volunteers. Significant additional work to advance the Peace Corps mission is undertaken directly by the returned Peace Corps Volunteer community through returned Volunteer groups and the actions of individual returned Volunteers—independent of the agency. Notably, a significant number of returned Volunteers continue their service as international development or foreign policy specialists.

Strategies and Activities

- Leverage email, social media, and other online tools to communicate more effectively and share tools and resources, such as career counseling, with returned Volunteers
- Improve the quantity and quality of returned Volunteer contact information by developing a contact database that allows individuals to 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, measuring, 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 noncompetitive eligibility status of returned Volunteers to other federal agencies for expedited hiring
- Develop a "Third Goal and Returned Volunteer Services" curriculum to be included in pre-departure, pre-service, and close-of-service training for Volunteers
- Engage the American public through strong partnerships with businesses, schools, and government agencies to provide communication platforms for returned Volunteers, increase public understanding of other cultures, and generate a commitment to public service and community development
- 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 Goal 5.1: Support Returned Volunteer Career Transition

Increase the number of returned Volunteers who access the Peace Corps' career services to 3,500 by FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	2,500	2,750	3,000	3,250	3,500
Result	--	--	--	2,649	2,831			

The agency provides returned Volunteers with top-notch career services, seminars, and transition tools upon returning from service. These services include career conferences and fairs, employer panels, employer information sessions, career-focused webinars, résumé reviews, mock interviews, and career service consultations provided at headquarters and regional recruitment offices. 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.

Goal Lead: Director, Office of Third Goal and Returned Volunteer Services
Partner Office: Office of Strategic Partnerships
Data Source: Peace Corps administrative records
Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for or participated in agency-initiated career services during the fiscal year.

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	10,866			

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

Goal Lead: Director, Office of Third Goal and Returned Volunteer Services
Partner Offices: Office of Volunteer Recruitment and Selection; Office of Overseas Programming and Training Support
Data Source: Peace Corps administrative records
Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for agency-supported Third Goal activities during the fiscal year.

Strategic Objective 6: Diversity and Inclusion

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

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

Strategies and Activities

- Train directors, managers, and supervisors to address diversity and inclusion goals and understand Equal Employee Opportunity policies and principles
- Expand collaboration among key stakeholders to integrate diversity and inclusion concepts and Equal Employee Opportunity policies and principles into Volunteer training and culture
- Develop a marketing, communications, and outreach strategy to increase the diversity of the Peace Corps Volunteer and staff applicant pools
- Collaborate with returned Volunteer groups, strategic partners, and local and regional groups aligned with underrepresented populations to support the recruitment of diverse applicants
- Support and monitor the implementation of the same-sex couples initiative, which allows same-sex couples to serve together as Peace Corps Volunteers
- Develop a system for post staff to recommend returned Peace Corps Volunteers who can serve as recruiters for underrepresented populations
- Engage the returned Volunteer community in recruiting underrepresented populations
- Monitor applicant drop-out rates by race/ethnicity, sex, age, and other demographic elements to identify potential barriers (e.g., economic, family commitments, student loans)
- Support employee resource groups to help recruit, retain, and support staff through the use of data-informed, resourceful, and innovative methods
- Pilot a mentoring program through employee resource groups as an internal professional development opportunity
- 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
- Building upon already existing programs, develop a plan for a streamlined mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve retention
- Analyze the retention and attrition rates throughout the Volunteer and staff lifecycles to identify any inequities in the Peace Corps' operations and organizational culture

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.

Performance Goal 6.1: Increase Applicant Diversity

Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by 2016 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	32%	34%	35%	35%	35%
Result	26%	27%	30%	33%	35%			

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. Moreover, as Peace Corps projects generally require at least a bachelor's degree level of education, the agency works to maintain a Volunteer population that reflects the diversity of the college-degreed U.S. population. Minority racial and ethnic groups include the following designations on the Peace Corps application: Hispanic or Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Native Alaskan, and two or more races.

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection
Partner Offices: Office of Communications; Office of Civil Rights and Diversity
Data Source: Peace Corps database (DOVE/PCVDBMS)
Calculation: The number of completed applications from individuals belonging to minority racial and ethnic groups divided by the total number of completed applications. Applicants who did not provide their race or ethnicity are not included in this calculation.

Performance Goal 6.2: Build an Open and Inclusive Organizational Culture

Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country staff who "agree" or "strongly agree"[1] that the agency has an open and inclusive organizational culture to 90 percent and maintain that level of performance through FY 2018

		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target		--	--	--	85%[2]	88%	90%	90%	90%
Result	U.S. direct hire staff	--	--	--	88%	83%			
	Host country staff	--	--	--	*89%[3]*	*92%[4]*			
	Volunteers	--	--	--	*80%*	76%			

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

[2]*The FY 2014 target applied only 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 (italicized), targets for FY 2015 and beyond apply to each of the three groups. All three must reach 90 percent for the target to be reached.*

[3]*The FY 2014 Host Country Staff Survey was the first of its kind fielded by the agency; an estimated 37 percent of eligible staff participated that year (results italicized).*

[4]*In FY 2015, 52 percent of eligible staff participated in the Host Country Staff Survey (results italicized). As the survey develops in subsequent years to cover a greater percentage of host country staff, it is expected that it will better represent the opinions of that population.*

For this performance measure, an open and inclusive organizational culture constitutes a positive working environment as reflected in the interactions among members of the Peace Corps organization as a whole (e.g., Volunteers, post staff, and headquarters staff). This performance measure assesses the Peace Corps' level of inclusivity by analyzing the perception of openness and inclusion of these groups with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, veteran status, family status, and gender identity or 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.

Goal Lead: Director, Office of Civil Rights and Diversity
Partner Offices: Office of Human Resource Management; Office of Overseas Programming and Training Support
Data Sources: Annual Volunteer Survey (AVS) for Volunteers; Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace Corps at overseas posts as personal services contractors or foreign service nationals
Calculation: For each data source (AVS, EVS, and HCSS), the number of respondents with the top two positive responses cited above for the survey question divided by the number of respondents for the survey question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Performance Goal 6.3: Retain Applicant Diversity

Increase the percentage of minority applicants who complete the application process after accepting an invitation to serve

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	No target set; baseline data collection	TBD	TBD
Result	--	--	--	--	--	--		

The Peace Corps devotes time, effort, and resources to attract candidates who reflect the population of the United States. Although this performance goal is focused on racial and ethnic diversity and the stage(s) of the application process that show the largest difference between minority and non-minority applicants, the agency will also monitor applicant drop-out rates by sex, age, and other demographic elements in order to identify potential barriers to service that should be addressed. Results for minority applicants will be benchmarked against the pool of candidates at the same stage of the application process. Retaining all applicants—throughout the applicant lifecycle—will then result in a diverse pool of people who go on to serve in a Volunteer population that more closely reflects the diversity of America. Major revisions to the application process were completed in July 2014. As the application process can last up to a year, targets cannot be set until applicants in the revised process complete all steps and this data subsequently becomes available.

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Civil Rights and Diversity; Office of Volunteer Recruitment and Selection; Office of Overseas Programming and Training Support
Data Source: Peace Corps database (DOVE/PCVDBMS)
Calculation: The number of two-year applicants who complete the final clearance process divided by the number of applicants who accepted an invitation to serve.

Strategic Objective 7: Site Development

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

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

Strategies and Activities

- Develop and implement post-specific site development criteria, policies, and procedures; standardize specific criteria agencywide where appropriate
- Define key research questions around the implementation of standards, procedures, and criteria conducive to the identification and development of a meaningful site
- 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
- Ensure that project frameworks and sites are aligned with Volunteers' skills, 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
- Improve the technology platform for managing and mobilizing data on the development, monitoring, and history of Volunteer sites that is mobile, facilitates document sharing, and takes a modularized approach to integration
- Support posts in their implementation of regional site development and site monitoring standards and procedures

External Factors: Each host country and individual community provides unique infrastructure and cultural challenges that must be taken into account as the agency seeks to develop and apply common site development standards uniformly across all posts.

Performance Goal 7.1: Improve Site Development

Increase the percentage of Volunteers who report feeling "satisfied" or "very satisfied"[1] 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	*42%*	*41%*	*42%*	59%[2]	59%			

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

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

The agency has a responsibility to develop an environment for Volunteers' success by ensuring that sites are effectively selected and prepared for their arrival. The quality of a Volunteer's site, housing, and work assignment is a critical feature of a safe Volunteer experience. Each post must ensure that Volunteer sites, housing, and work assignments are appropriate and meet all Peace Corps and post-established criteria. Site development criteria address the planned work role for the Volunteer, potential for integration, living arrangements, vulnerability to natural disasters, communication, transportation, access to essential health care and other support services, security climate, and cooperation with host authorities. Each post also reviews the site history if there have been any prior Volunteer assignments. Evaluation of the site and satisfaction of site selection criteria must be documented by the post. This process ensures that the Volunteers are well-positioned for success during their service.

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Health Services; Office of Safety and Security
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who responded to the survey question with the top two positive responses cited above divided by the number of Volunteers who responded to the question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Performance Goal 7.2: Improve Counterpart Selection and Preparation

Increase the percentage of Volunteers who report feeling "satisfied" or "very satisfied"[1] 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	*31%*	*32%*	*32%*	*53%[2]*	*51%*			

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

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

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

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Health Services; Office of Safety and Security
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who responded to two questions on the survey with the top two positive responses cited above divided by the total number of Volunteers who responded to the two questions. The two questions related to satisfaction with the assigned counterpart helping them to (1) accomplish project work and (2) integrate into the community. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Strategic Objective 8: Train Up

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

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

Strategies 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—from pre-departure to close-of-service materials—that emphasize self-directed learning, utilize coaching and mentoring, foster communities of practice, and include individual learning plans for Volunteers
- Establish terminal learning objectives and measure Volunteers' progress toward achieving them at the end of pre-service training, during service, and at the close of service
- Share training and language-learning materials through an online knowledge-sharing platform
- Develop formal processes to document the training received, expertise and proficiency levels achieved, and certifications earned by Volunteers
- Continue to implement mandatory close-of-service language testing and encourage posts to administer language exams to Volunteers at midservice
- Pilot new approaches to the content, sequencing, and design of Volunteer training, including distance learning, counterpart involvement, and certification programs
- Improve language and cross-cultural facilitators' training and professional development
- Encourage U.S. direct hire post staff to learn the host country's language(s) as role models to Volunteers and as representatives of the Peace Corps
- Conduct a formal evaluation of technical training to assess effectiveness, identify primary drivers for success, and provide recommendations

External Factors: Delivery of critical safety and security training content limits the amount of time that can be spent on technical, language, and intercultural training. Additionally, trainers at some posts are temporary hires, and the retention of experienced trainers from year to year is challenging.

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%	63%			

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

Volunteers' language ability is measured through the language proficiency interview, administered by agency-certified language testers. The language interview includes four proficiency levels based on the American Council for Teaching Foreign Languages proficiency guidelines: novice, intermediate, advanced, and superior. Volunteers are taught and tested in the primary language spoken at their site. Measuring language ability at close of service allows posts to determine the efficacy of their language-learning program and what types of activities Volunteers can reasonably be expected to perform in the local language(s).

Goal Leads: *Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support*
Partner Office: *Office of the Chief Information Officer*
Data Source: *Peace Corps database (VIDA)*
Calculation: *The number of Volunteers who achieved an "advanced" or "superior" level score on their language proficiency interview at close of service divided by the number of Volunteers who were tested at close of service.*

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"[1] 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	*44%*	*44%*	*50%*	63%[2]	63%			

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

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

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

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who responded to the survey question with the top two positive responses cited above divided by the number of Volunteers who responded to the question. Respondents who selected the "not applicable/don't know" option are not included in this calculation.

Strategic Objective 9: High-Performing Learning Organization

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

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

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

Performance Goal 9.1: Improve Staff Training

Increase the percentage of staff who report feeling "satisfied" or "very satisfied"[1] with the training they received to do their job to 62 percent by FY 2018

		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target		--	--	--	54%[2]	56%	58%	60%	62%
Result	U.S. direct hire staff	50%	50%	57%	55%	52%			
	Host country staff	--	--	--	*62%*[3]	*66%*[4]			

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

[2]*The FY 2014 target applied only 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 2014 Host Country Staff Survey, targets for FY 2015 and beyond apply to both U.S. direct hire staff and host country staff.*

[3]*The FY 2014 Host Country Staff Survey was the first of its kind fielded by the agency; an estimated 37 percent of eligible staff participated that year (results italicized).*

[4]*In FY 2015, 52 percent of eligible staff participated in the Host Country Staff Survey (results italicized). As the survey develops in subsequent years to cover a greater percentage of host country staff, it is expected that it will better represent the opinions of that population.*

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.

Goal Leads: Associate Director, Office of Management; Associate Director, Office of Global Operations/Director, Office of Overseas Programming and Training Support
Partner Offices: Office of Human Resource Management; Office of Staff Learning and Development
Data Sources: Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace Corps at overseas posts as personal services contractors or foreign service nationals
Calculation: For each data source (EVS and HCSS), the number of respondents to the respective survey questions with the top two positive responses cited above divided by the number of respondents for that survey question.

Performance Goal 9.2: Increase Staff Tenure

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

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	4 years	4 years	4 years
Result	--	3.5 years	4.5 years	4.0 years	4.2 years			

Due to legislation that generally limits staff appointments to five years, the agency works to retain high-performing employees for as long as possible within the overall five-year limit and to minimize staffing gaps. The staff who are covered by this performance goal are U.S. direct hire staff working in domestic and overseas offices. For the purpose of this performance goal, "average tenure" refers to the median months between an employee's enter-on-duty date and separation date. Consultants and other employees who are exempt from the five-year rule are not included in the measurement. Experts are not included in the measurement for any time period that follows their transition out of a staff role into an expert appointment.

Goal Lead: Director, Office of Human Resource Management
Partner Office: Office of Congressional Relations
Data Source: Peace Corps database (National Finance Center)
Calculation: The median number of months of tenure (e.g., number of months from entry-on-duty in the Peace Corps to separation, departure, or retirement) averaged across all U.S. direct hire staff who left the agency in a given fiscal year.

Strategic Objective 10: Global Connectivity

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

Rationale: Information technology (IT) is changing rapidly; often, Volunteers in the field and their local partners are using a broader 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 IT 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., social and collaborative networks, mobile devices, a unified data model, cloud-based technology)
- 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 facilitate collaboration and communication through an interactive resource library and communities of practice
- Develop a data management strategy that facilitates the use of open and authenticated data to inform real-time and long-term decision making
- Re-establish the IT Investment Review Board, while accommodating a more agile IT software decision process for open source tools

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 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%	45%			

Through the Platform Modernization project, legacy applications will be retired and their functions consolidated into a common, integrated platform. For the purposes of this performance measurement, a "legacy application" is defined as an interface built using technology that is no longer supported by the Peace Corps (e.g., Cold Fusion and Oracle Forms). The concept does not include systems that are mandated by Congress or critical to agency needs or operations. A full list of legacy applications that are scheduled to be retired is managed by the Office of the Chief Information Officer. Legacy applications are considered to have been "retired" when they have been inactivated, and their core functions have been consolidated into a central, integrated platform (e.g., Dynamics Customer Relationship Management system). This project will improve data quality and facilitate increased access to data to meet the evolving information needs of the agency.

Goal Lead: *Chief Information Officer, Office of the Chief Information Officer*
Data Source: *Peace Corps administrative records*
Calculation: *The number of legacy applications retired divided by the total number of legacy applications.*

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 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	80%	82%	84%	85%
Result	--	--	--	77%	78%			

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

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support
Partner Offices: Office of the Chief Information Officer; Office of Innovation
Data Source: Annual Volunteer Survey
Calculation: The number of Volunteers who report using digital materials at least once a month divided by the total number of Volunteers who responded to the question.

Strategic Objective 11: Measurement for Results

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

Rationale: The Peace Corps has significantly expanded its emphasis on evidence-based decision making and has newly developed capacity in monitoring, evaluation, evidence-gathering, and analysis, both at posts and at headquarters. Monitoring, reporting, and evaluation practices are conducted at all levels 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

- Identify agency-level evaluation priorities each fiscal year related to 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 staff, counterparts, and Volunteers by providing project support and targeted training on analytical and/or survey-based competencies
- Collect or construct baseline data prior to new country entries and the initiation of new projects to assess Volunteer impact
- Expand access to timely and high-quality data through the development of new data sources, the improvement of existing data sources, and the simplification of reports and products
- Develop a communication strategy that identifies the products, formats, and dissemination plan for data collected and analyzed by the Office of Strategic Information, Research, and Planning
- Increase transparency, strengthening the agency's focus on data and analytic quality
- Explore methods other than survey data for gathering and analyzing measurable sources of information
- Finalize, publicize, and implement the Monitoring and Evaluation Task Force recommendations
- Develop guidance on structured monitoring and assessment of pilot approaches to advance programmatic goals or address management challenges

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, federal agencies are expected to clearly demonstrate the impact of their programs and their fiscally responsible use of federal funds.

Performance Goal 11.1: Conduct Baselines

Increase the percentage of new country entries[1] and new Volunteer project frameworks where baseline data has been collected or compiled to 100 percent by FY 2016 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	50%	75%	100%	100%	100%
Result	--	--	--	0%	100%			

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

Conducting baseline surveys or compiling baseline data from partner organizations, when combined with post-based intervention measurements, will allow the agency to demonstrate with confidence the impact of Volunteers on specific projects. Baseline data is collected before project activities begin in order to establish a point of reference that will be compared to data collected later to determine the extent to which knowledge, skills, attitudes, behaviors, systems, and conditions change over the life of the project.

The two types of situations in which baseline data are collected include new country entries and new Volunteer project frameworks. A Volunteer project framework is a logic model used by the Peace Corps to operationalize the project plan by describing the relationships among the purpose statement, goals, objectives, activity statements, and indicators of a project. For the purpose of this performance goal, a "new Volunteer project framework" is defined as a project in a new sector for the country or a new project in an existing sector for the country that has been significantly redesigned.

Goal Leads: Associate Director, Office of Global Operations/Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)
Partner Offices: Office of Strategic Information, Research, and Planning; Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS
Data Source: Peace Corps administrative records
Calculation: The number of new country entries and new project frameworks for which baseline data was collected divided by the total number of new country entries and new project frameworks during the fiscal year. Calculations are based on the fiscal year in which Volunteers are scheduled to begin entering into the communities in which they will be serving. For the purposes of this calculation, a baseline data collection effort in progress is considered to meet this goal as long as the study design and primary data collection are complete prior to the start of the interventions.

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 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	50%	75%	100%	100%	100%
Result	--	--	--	*68%*	86%[1]			

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

For the purposes of this performance measure, "evidence" refers to a body of information that indicates whether or not a proposition is true and results from conclusions derived from the process of collecting, analyzing, and/or reporting programmatic, administrative, or financial data through formal or informal research and evaluation activities. Evidence may be collected to support decisions to redesign or discontinue programs, develop or revise policies, prioritize resources, or modify processes. An increase in the use of evidence in decision making will help posts and headquarters offices improve program performance and make more cost-effective decisions.

Goal Lead: Director, Office of Strategic Information, Research, and Planning
Partner Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region
Data Source: Peace Corps administrative records
Calculation: The number of posts and headquarters offices that demonstrated the use of evidence in policy, program, and/or budget decisions divided by the number of posts and headquarters offices operating in the fiscal year.

Performance Goal 11.3: Using Evidence to Encourage Innovation

Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges to 100 percent by FY 2017 and maintain that level of performance through FY 2018

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	50%	75%	100%	100%
Result	--	--	--	*70%*	43%[1]			

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

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

Goal Lead: Director, Office of Strategic Information, Research, and Planning
Partner Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region
Data Source: Peace Corps administrative records
Calculation: The number of posts and headquarters offices that conducted pilots using structured monitoring and assessment divided by the total number of posts and headquarters offices that conducted pilots in the fiscal year.

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.

- **Annual Strategic Review.** Each year, the Peace Corps Director leads a one-day, forward-looking meeting with the active engagement of senior leadership from across the agency and open to staff at all levels. The goal is to inform the development of the next Annual Performance Plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' 11 strategic objectives. As part of this exercise, offices review quarterly performance data, Integrated Planning and Budget System submissions, and other information and engage 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. Senior leadership disseminates proposed action steps that emerge from the day's discussions through a summary report, and incorporate select strategies into the Annual Performance Plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.

- **Country Portfolio Review.** 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 allocations of Volunteers and other resources. The review conducted in FY 2015 focused on Volunteer safety and security, medical infrastructure, host country need, development impact, cross-cultural impact, host country commitment and engagement, post management, congruence with U.S. government development priorities, and cost. The review included data from the following external sources: The World Bank, United Nations Development Programme, United Nations Office on Drugs and Crime, U.S. Department of State, Pew Research Center, Transparency International, the Emergency Events Database (International Disaster Database), and the World Health Organization. Internal data sources included administrative and financial data, results from surveys of post staff, and Annual Volunteer Survey results.

- **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 and objectives. 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 that decision makers have the appropriate information to inform program, policy, and budget decisions.

- **Quarterly Strategic Plan Performance Reviews.** The Peace Corps utilizes quarterly reviews as the primary mechanism for monitoring and assessing performance throughout the year. During these reviews, which are chaired by the Peace Corps Director and open to all staff, key officials from across the agency discuss performance data from the past quarter and develop strategies to meet performance targets by the end of the fiscal year. In preparation for each review, the agency determines the status of each performance goal in the strategic plan based on both quantitative and qualitative analyses. A performance spotlight is identified during each quarterly meeting to highlight a particularly noteworthy use of data in program, policy, or budget decisions. This quarterly assessment of progress allows the agency to focus efforts on performance goals with the greatest need and opportunity for improvement.

Appendix B: Evaluation and Research

The Peace Corps 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 peacecorps.gov/open/evaluations. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations, which can be found at peacecorps.gov/about/inspgen/reports.

The use of evidence in the development of agency goals

The agency employed an evidence-based approach throughout the process of selecting the goals and objectives in the FY 2014–18 Strategic Plan. 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 El Salvador, Guatemala, Morocco, Panama, Senegal, and Ukraine and 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.

Enhanced 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 Volunteers' impact and the effectiveness of agency operations. The agency's evaluation framework, finalized in FY 2013 and amended with guidance on specific evaluation protocols in FY 2014 and FY 2015, 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. The hiring of over 40 new monitoring and evaluation staff, most of them at posts, supports both the expansion of data collection and validation and the strengthening of the global analytic capacity of the Peace Corps.

Efforts to enhance the use of existing data and to build the Peace Corps' evidence base are supported by the continued increase in monitoring and evaluation staff and improvements in the 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.

Enhanced sources of evidence include the following:

- **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 Quarterly Strategic Plan Performance Reviews, the annual Country Portfolio Review, and agency priorities and interests. Anticipated evaluation topics for FY 2016 include an evaluation of technical training delivered to Volunteers in support of Strategic Goal One, as well as performance evaluations on agency performance goals where insufficient progress has been made.

- **Global Counterpart Survey.** In FY 2014, the agency conducted its first Global Counterpart Survey, designed to provide information on the impact of Volunteers on local communities from the perspectives of Volunteers' primary work partners. After reaching approximately 25 percent of counterparts globally in FY 2014's attempted census, agency leaders decided to administer future surveys as a random sample. In the second-annual survey fielded in FY 2015, the agency received 397 responses from the 400 counterparts who comprised the random sample. With this simplified yet robust design, the agency now has a globally representative set of data that accurately captures the sentiment of Volunteers' partners in their host communities.

- **Host Country Staff Survey.** In FY 2015, the Peace Corps launched its second agencywide survey to systematically gather perspectives from host country staff. The survey included all questions asked in FY 2014 related to staff training and the degree to which the Peace Corps has an inclusive culture. Additionally, the FY 2015 survey posed several new questions about the agency's success in achieving its larger mission of community-based development and cross-cultural understanding. In order to accommodate host country staff with limited English skills, this year's survey was professionally translated into French and Spanish.

- **Impact evaluations.** The agency collected baseline data in Comoros in FY 2015, following the model used in Kosovo in FY 2014. 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 enable the agency to conduct a formal impact evaluation on the effect of Volunteers on local

development outcomes and building a better understanding of Americans. The agency plans to continue 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 are 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

Data collection and reporting consistency are supported by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources for performance goals in the FY 2014–18 Strategic Plan and FY 2016–17 Annual Performance Plan are detailed below.

Annual Volunteer Survey

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

In FY 2014, the agency substantially redesigned the survey questionnaire to improve data quality by reducing measurement error, strengthening respondent confidentiality, and shortening the survey by half. By maintaining these improvements and reducing the survey length even further in FY 2015, the agency is well on its way to being able to provide truly comparable, multiyear trend data to internal and external stakeholders. As a result of these enhancements to the AVS, the agency has gained a more accurate understanding of the perspectives of Volunteers.

The 2015 AVS was fielded from June 8 to August 14, 2015, and 90.6 percent of Volunteers completed the survey. The high response rate from Volunteers and the data verification and validation measures utilized minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to non-response bias.

Survey respondents in FY 2015 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures were applied to the dataset prior to analysis. The results were used to inform agency leadership about the Volunteers' perspectives on key issues.

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

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 2015, 96 percent of employees completed the survey. The survey is administered electronically, and with very few exceptions (related to the Peace Corps' performance goals), most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

The survey is not administered to a random sample of Peace Corps employees; as a result, the survey is subject to 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 of other federal agencies.

Global Counterpart Survey

In FY 2014, the agency conducted its first Global Counterpart Survey, designed to provide information on the impact of Volunteers on local communities from the perspectives of Volunteers' primary work partners.

The second Global Counterpart Survey was launched in FY 2015 and consists of a short interview of Volunteers' primary work partners administered by overseas staff. The survey is designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely.

The survey was administered either over the phone or in person from May 4 through July 3, 2015, by overseas staff. Global results are drawn from a randomly selected group of 400 respondents, of whom 397 were interviewed by post staff in 2015. Additional post-level results are provided to any post interviewing at least 75 percent of its Volunteers' counterparts, but the results reported in this document are based on the globally representative sample. These results provide key findings on how Volunteers' counterparts in host countries credit the Peace Corps with increased local capacity and a better understanding of American culture and diversity.

Counterparts are partners of the Peace Corps and, as such, have opinions about the agency's effectiveness. They also have multiple incentives to respond positively when asked to express their opinion of Peace Corps Volunteers and the work they do. There are various methods for reducing positivity bias in surveys, but one recommended method for measuring the relative importance of different concepts—particularly across multiple countries or cultures—is known as a "MaxDiff" or "best-worst scaling" approach. Using this method, respondents create a discriminating ranking of items by choosing their top and bottom choices from a list, then repeating the top and bottom ranking on the remaining items from the list until all items have been evaluated. These rankings can then be calculated into scores, scaled from -100 to 100, that show the relative importance of each item. This type of question prevents respondents from simply ranking everything at the top, thereby reducing positivity bias.

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 extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, three training sessions were conducted via WebEx for interested post staff. The agency also provided translations of the survey into French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make up the random sample. In addition, 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 as reflected in post records for his or her primary project. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner. For the purposes of Performance Goals 3.2 and 4.1, it is assumed that each Volunteer will have one official counterpart.

Host Country Staff Survey

The Host Country Staff Survey is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff for two performance goals in the agency's strategic plan, as well as achievements in the Peace Corps' Goals One and Two. The survey was administered online from August 10 to September 11, 2015, and was completed by 52 percent of the total host country staff population. The survey comprises 14 questions covering the following: diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, and job satisfaction. 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.

As in 2014, the primary data quality challenge with the survey in FY 2015 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 in FY 2014 only consisted of the host country staff who could be reached via email (approximately 2,050 out of 2,950 staff). Overall, 37 percent of all eligible host country staff responded to the survey in FY 2014. Additionally, while the FY 2015 Host Country Staff Survey was offered in English, French, and Spanish, limited ability in those languages, as well as factors such as lack of computer access or familiarity with online survey tools for some staff, may have contributed to non-response bias.

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.

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.

Appendix D: Stakeholder Engagement

The Peace Corps utilized a highly participatory and inclusive process to develop the FY 2014–18 Strategic Plan that included 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 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 to 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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