Peace Corps
Congressional Budget Justification | Fiscal Year 2011

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FISCAL YEAR 2011

BUDGET

OF THE U.S. GOVERNMENT

PEACE CORPS FY 2011 BUDGET REQUEST

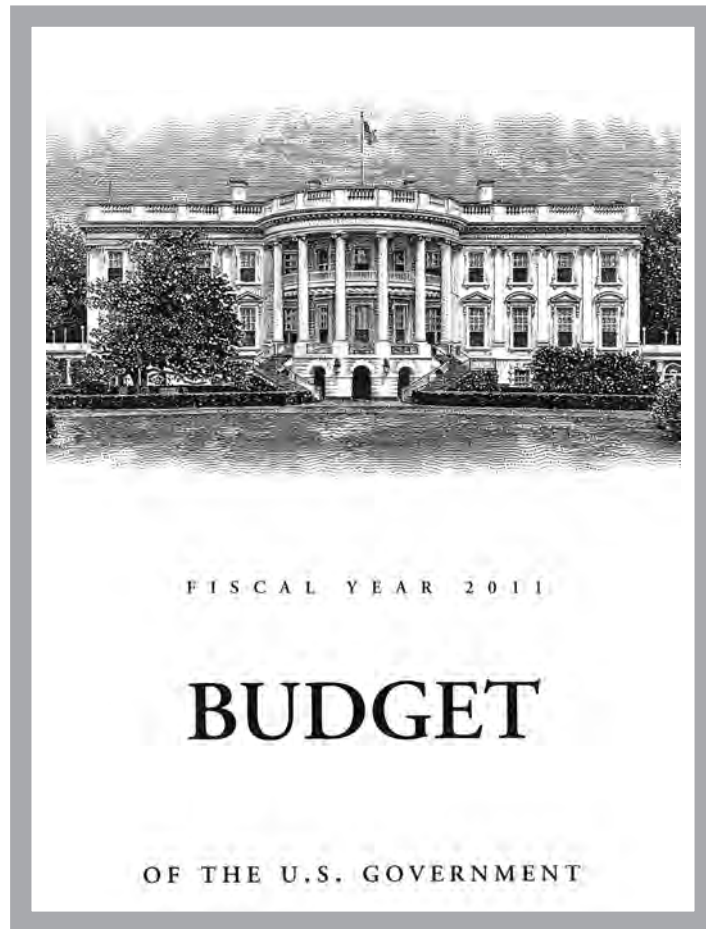The Peace Corps budget request for FY 2011 is $446,150,000, an increase of $46,150,000 over the FY 2010 appropriation of $400,000,000. The FY 2011 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 79 countries worldwide in FY 2011. The Peace Corps' FY 2011 budget request represents the second year of the President's initiative to significantly increase the number of Americans serving as Peace Corps Volunteers to 9,400 by the end of FY 2012 and 11,000 by the end of FY 2016.

Dear Member of Congress:

I am pleased to submit the Peace Corps' FY 2011 budget request of $446.15 million. In FY 2011, strategic and cost effective growth will remain a top agency priority. These funds will be used to continue to increase the number of Peace Corps Volunteers in a manner that places Volunteers safely and with sufficient training and support to meet the development aims of Peace Corps host countries.

In 2011 we mark our 50th year. President Kennedy established the Peace Corps to challenge Americans to serve their country in the cause of peace by living and working in developing countries. The Peace Corps is a simple but monumental idea that continues to capture the imagination of Americans. Since 1961, nearly 200,000 Volunteers have served in 139 countries.

The Peace Corps has become an enduring symbol of our nation's commitment to public service, innovation, and compassion at the grassroots level in the developing world.
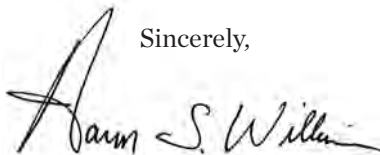
Although the agency's mission to promote world peace and friendship has not changed, Peace Corps' global presence and programming areas have evolved to meet the changing needs of our host countries. I strongly believe Peace Corps priorities should reflect current global realities and the developmental priorities of the countries in which Volunteers work. In FY 2011, Peace Corps growth will focus on sectors such as food security, education including teaching English as a foreign language, health and HIV/AIDS, and renewable energy.

Additionally, the agency will seek to create new ways to harness the technological skills and creativity of our Volunteers to enhance Peace Corps' impact and project sustainability. The agency's Office of Innovation will manage a bottom-up process and challenge staff to work on the issues that will promote change and support growth. The Peace Corps will also encourage the sharing of ideas and best practices from the field that might be "low-tech" but high-impact and "green."

I recognize the considerable challenges that you and your congressional colleagues confront in determining the federal budget for FY 2011. These are difficult times in many ways, yet they are also times that present new opportunities to serve our country. Peace Corps' mission is relevant and represents the best America has to offer— our commitment to service, generosity, and openness to new ideas.

I envision a Peace Corps that remains vibrant for another 50 years; one that grows, adapts, and continues to carry the torch of President Kennedy's dream and responds to President Obama's call to service. I thank you for your consideration and look forward to working with you on increasing opportunities for Americans to engage in meaningful public service opportunities abroad through the Peace Corps.

Sincerely,

Aaron S. William
Director

Congressional Budget Justification | Fiscal Year 2011

EXECUTIVE SUMMARY

The Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The close interaction between Peace Corps Volunteers and local host communities has allowed the Peace Corps to establish an admirable record of service that is recognized around the world. For nearly 50 years, Peace Corps Volunteers have helped build the path to progress through cooperation with people who want a better life for themselves, their children, and their communities.

Volunteers live and work in other cultures, make a significant impact on local communities at the grassroots level, and develop invaluable leadership skills. Peace Corps Volunteers return from service as global citizens. Nearly 200,000 Americans have served in 139 countries since the agency's establishment.

While times have changed since the Peace Corps' founding in 1961, the agency's mission—to promote world peace and friendship—has not. The three core goals of the Peace Corps are as relevant today as they were 49 years ago:

1. To help the people of interested countries in meeting their need for trained men and women.

2. To help promote a better understanding of Americans on the part of the peoples served.

3. To help promote a better understanding of other peoples on the part of Americans.

The Peace Corps' FY 2011 budget request of $446.15 million represents the second year of President Obama's initiative to significantly increase the number of Peace Corps Volunteers serving around the world. These additional funds will be used to continue to increase the number of Peace Corps Volunteers in a manner that places Volunteers strategically, safely, and with sufficient training and support. The FY 2011 budget request for the Peace Corps will support growth initiatives that began in the previous fiscal year, which will enable the entry of the Peace Corps into approximately three new countries in order to have 9,400 Americans serving in the Peace Corps by 2012 and 11,000 by 2016.

The Peace Corps FY 2010 appropriation was an unprecedented expression of support and confidence by Congress. With increased resources, and a desire to grow, the Peace Corps must be able to articulate and communicate sound plans. A comprehensive agency-wide assessment is currently underway. This assessment will provide critical information and guidance to position the agency for strategic growth. The goal of the assessment team is to ensure that the agency is on a path for quality expansion that is measured and sustainable. The Peace Corps will submit the findings of the comprehensive assessment and a strategy for reforming agency operations to Congress in June 2010. The results of the assessment will serve as a guide for agency programming and infrastructure investment in FY 2011 and future fiscal years.

The Peace Corps' FY 2011 budget request will support key initiatives, including:

Quality Volunteer Growth

There are two ways the Peace Corps can grow. One is by adding Volunteers to programs in existing host countries and the other is to expand the number of host countries where Volunteers serve.

The Peace Corps will increase the number of Volunteers and trainees to 8,500 by September 30, 2011. This will be accomplished by expanding existing programs and with the addition of approximately three new country entries. This will be an increase of nine percent over the number of Volunteers projected to be serving at the end of FY 2010. This puts the Peace Corps well on the way to achieving its target of 9,400 Volunteers and trainees by September 30, 2012.

In FY 2011, the Peace Corps will significantly increase the number of Peace Corps Response Volunteers (PCRV), nearly tripling the number of PCRVs that served in recent budget years. Peace Corps Response has been a successful program for the agency and one that features prominently in growth plans. As the agency seeks to strategically grow its presence around the world, the Peace Corps Response program provides the agency with multiple benefits. For instance, Peace Corps Response has been utilized successfully as a catalyst for new country entries and allows the agency to nimbly respond to relief efforts around the world with trained Volunteers. Following the tragic earthquake in Haiti, the Peace Corps has been working with the Haitian government and U.S. agencies to determine how the Peace Corps can best assist in ongoing relief efforts. Peace Corps Response will play a prominent role in the agency's pending reentry into Haiti. Peace Corps Response Volunteers, many of whom have Haitian Creole language skills, are currently awaiting departure for Haiti where they will support the national recovery and reconstruction efforts.

In FY 2011, the Peace Corps will continue to seek to increase strategic partnerships with local non-governmental organizations (NGO) and community-based organizations (CBO). The agency will ensure that such partnerships remain consistent with the Peace Corps' grassroots community-based approach to development and its statutory authority as an independent U.S. government agency. Through these efforts to explore innovative, strategic partnerships the agency will expand its geographic reach and enhance the development impact of Peace Corps Volunteers.

Strategic Volunteer Recruitment, Selection, and Placement

Volunteer applications increased by 18 percent in FY 2009, with over 15,000 Americans applying to the Peace Corps. The agency anticipates a continuing increase in the level of interest in Peace Corps service. To reach targeted growth numbers and to ensure that the agency continues to identify the best possible candidates to represent the United States abroad, the Peace Corps is engaging in an intensified strategic recruitment campaign. In FY 2011, the agency will utilize new and innovative recruitment strategies including the use of social media, targeted recruitment efforts and collaborative partnerships with outside groups. The recruitment approach will continue to rely heavily on the person-to-person efforts of the field based recruiters in the nine regional offices in order to build a volunteer corps that reflects the diversity of America.

Peace Corps Innovation and IT Infrastructure

Throughout its history, the Peace Corps has adapted and responded to the issues of the times. In an ever-changing world, Peace Corps Volunteers have met new challenges with innovation, creativity, determination, and compassion. Peace Corps priorities should reflect current global realities and the developmental priorities of the countries in which Volunteers work. In FY 2011, Peace Corps growth will focus on sectors such as food security, education (including teaching English as a foreign language), health and HIV/AIDS, environment, and renewable energy. Volunteers face many of the same challenges in the field today as Volunteers did in Peace Corps' initial days. Poverty, disease, famine, and illiteracy are issues that continue to challenge developing countries and in some cases are exacerbated by current problems like climate change, government instability, and natural disasters. However, the tools that Volunteers utilize have changed. Today, nearly 90 percent of Volunteers in the field have cell phones. Volunteers are using this type of technology to provide health information through mobile phone based SMS messaging and to assist farmers to identify the best market prices in their area. In FY 2011, the agency will seek to create new ways to harness the innovation and creativity of our Volunteers to enhance Peace Corps Volunteers' impact and project sustainability.

In an effort to support the President's priorities for information technology, the Peace Corps will emphasize innovation and transparency through the utilization of new technology and the modernization of the agency's information technology platform. In order to support growth in the coming years, investments in information technology and overseas staff and infrastructure will be made in FY 2011.

Peace Corps' 50th Anniversary

In 2011, the Peace Corps will celebrate its 50th anniversary. The Peace Corps' legacy of public service is in great measure due to the individuals who have dedicated themselves to promoting world peace and friendship. The agency will use this historic occasion to increase public awareness and further support for the agency's mission by honoring its past, spotlighting its current programs, and advancing the agency's third goal through enhanced education and engagement of the American public. In 2011, the Peace Corps will honor the contributions and accomplishments of Volunteers, staff, and host countries over the last five decades. Encouraging public service among the American people has a long tradition in the United States and is a priority of this administration. The Peace Corps has played a critical role in that tradition for nearly 50 years and will continue to do so in the coming years.

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501–2523), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, $446,150,000, to remain available until September 30, 2012: Provided, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed $5,000,000: Provided further, That of the funds appropriated under this heading, not to exceed $4,000 may be made available for entertainment expenses.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2011

BUDGET INFORMATION

Peace Corps FY 2011 Budget Request by Program Operations

(in thousands of dollars)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	-	500	600
Africa	72,000	93,000	106,000
Europe, Mediterranean, and Asia	48,900	69,000	76,000
Inter-America and Pacific	57,900	73,000	79,000
Office of AIDS Relief	200	300	300
Overseas Program and Training Support	4,800	6,000	6,200
Peace Corps Response	700	1,500	2,500
United Nations Volunteers	100	100	100
Subtotal, Overseas Operational Management	**184,600**	**243,400**	**270,700**
Overseas Operational Support			
Centrally Processed Overseas Equipment and Supplies	3,800	5,200	5,200
Federal Employees' Compensation Act	10,800	11,100	12,000
Medical Services Centrally Shared Resources	8,900	10,600	10,800
Private Sector Initiatives	500	600	700
Reimbursements to Department of State	7,700	8,500	8,800
Volunteer Readjustment Allowance	20,600	22,800	27,900
Volunteer Recruitment and Selection	13,800	16,900	17,300
Volunteer Support Operations	7,400	9,900	10,500
Subtotal, Overseas Operational Support	**73,500**	**85,600**	**93,200**
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	**258,100**	**329,000**	**363,900**
VOLUNTEER OPERATIONS SUPPORT SERVICES			
Third Goal Programs			
Public Engagement			
Returned Volunteer Services	500	800	900
University Programs	500	800	900
World Wise Schools	500	700	800
Subtotal, Third Goal Programs	**1,500**	**2,300**	**2,600**
Agency Administration			
Acquisitions & Contracts	1,600	2,200	2,300
Communications	2,300	2,800	3,500
Congressional Relations	200	300	300
Director's Office	2,100	3,300	3,500
General Counsel	1,300	2,000	2,100
Inspector General	3,300	3,800	4,600
Office of Management	5,700	6,500	6,500
Office of Management Centrally Managed Resources	13,700	20,500	15,000

(continued)

Peace Corps FY 2011 Budget Request by Program Operations

(in thousands of dollars)

Office of the Chief Financial Officer	14,600	12,900	14,100
Office of the Chief Financial Officer Centrally Managed Resources	7,400	2,500	2,500
Office of the Chief Information Officer	9,100	10,800	11,600
Office of the Chief Information Officer Centrally Managed Resources	10,200	14,400	14,700
Office of Strategic Information, Research, and Planning	1,100	1,700	1,800
Peace Corps National Advisory Council	-	600	600
Safety and Security	2,800	3,400	3,800
Safety and Security Centrally Managed Resources	1,100	1,400	1,500
Subtotal, Agency Administration	**76,500**	**89,100**	**88,400**
SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES	**78,000**	**91,400**	**91,000**
GRAND TOTAL AGENCY	**336,100**	**420,400**	**454,900**

Appropriated Resources	340,000	400,000	446,150
TOTAL ENACTED	**340,000**	**400,000**	**446,150**

Reimbursements	3,000	4,000	4,000
Unobligated Balance from Previous Year	11,700	21,000	10,000
Unobligated Balance from Avian Flu Preparedness	400	200	-
Resources Available from Recovery of Prior Year Obligations	5,500	5,500	5,000
Total Appropriated Resources	360,600	430,700	465,150
Miscellaneous Resources	1,500	1,500	1,550
Reserve for Unrecorded Obligations	(800)	(800)	(800)
Transfer To Foreign Currency Fluctuation Account	(2,000)	(1,000)	(1,000)
Estimated Unobligated Balance Avian Flu Preparedness	(200)	-	-
Estimated Unobligated Balance at the End of Year	21,000)	(10,000)	(10,000)
Unobligated Balance Expiring/ Withdrawn	(2,000)	-	-
Total Available Budgetary Resources	336,100	420,400	454,900

Note: The FY 2011 budget estimates for the Africa; Europe, Mediterranean, and Asia; and Inter-America and Pacific regions as well as the Office of the Inspector General (along with corresponding subtotals and totals) have been changed from the budget figures submitted in the Preview Copy of the Peace Corps' Congressional Budget Justification. These changes were made to comply with the Inspector General Reform Act which requires that agencies fund their OIGs at the levels requested. Funding for this office as printed in the Preview Copy had been inadvertently changed from the OIGs original request as the agency's budget was being finalized for publication.

PEACE CORPS
FY 2010–11 Volunteers and Program Funds

Regions	On Board Strength on September 30		Program Funds ($000)	
	FY 2010	FY 2011	FY 2010	FY 2011
Africa	2,620	2,940	93,000	106,300
Europe, Mediterranean, and Asia	2,616	2,865	69,000	76,200
Inter America and Pacific	2,564	2,695	73,000	79,100
REGIONAL TOTAL	**7,800**	**8,500**	**235,000**	**261,600**
Peace Corps Response Volunteers	50	125	1,500	2,500
United Nations Volunteers	1	1	100	100
GRAND TOTAL	**7,851**	**8,626**	**236,600**	**264,200**

Volunteers and Program Funds by Post

Country	On Board Strength on September 30		Program Funds ($000)	
	FY 2010	FY 2011	FY 2010	FY 2011
Albania	69	79	2,769	3,250
Armenia	85	91	3,076	3,400
Azerbaijan	167	153	3,021	2,800
Belize	82	75	2,988	2,800
Benin	103	110	4,962	5,300
Bolivia	0	0	500	500
Botswana	51	73	1,638	2,400
Bulgaria	149	165	4,208	4,700
Burkina Faso	127	143	4,869	5,550
Cambodia	88	105	2,037	2,500
Cameroon	176	183	5,276	5,600
Cape Verde	58	56	2,429	2,400
China	129	155	2,718	3,400
Costa Rica	94	113	2,839	3,500
Dominican Republic	204	190	4,989	4,700
Eastern Caribbean	103	99	3,830	3,700

PEACE CORPS
FY 2010–11 Volunteers and Program Funds

Country	On Board Strength on September 30		Program Funds ($000)	
	FY 2010	FY 2011	FY 2010	FY 2011
Ecuador	173	214	4,383	5,450
El Salvador	142	140	3,912	3,800
Ethiopia	45	79	1,560	2,750
Fiji	52	55	2,293	2,450
Gambia, The	80	82	2,640	2,800
Georgia	49	63	1,964	2,550
Ghana	152	148	3,567	3,500
Guatemala	215	230	6,074	6,500
Guinea	12	0	1,154	1,000
Guyana	55	60	2,153	2,350
Honduras	164	185	4,793	5,500
Indonesia	22	55	3,077	2,500
Jamaica	64	84	2,772	4,300
Jordan	35	76	2,258	3,850
Kazakhstan	171	172	4,412	4,600
Kenya	68	92	3,133	4,200
Kyrgyz Republic	99	123	2,488	3,200
Lesotho	76	85	2,250	2,500
Liberia	13	41	1,441	2,450
Macedonia	106	96	2,552	2,000
Madagascar	96	105	2,401	2,700
Malawi	123	122	3,077	3,150
Mali	149	160	6,646	7,250
Mauritania	0	0	1,000	800
Mexico	73	102	1,928	2,650
Micronesia	68	61	2,016	1,850
Moldova	108	119	3,161	3,550
Mongolia	128	146	2,761	3,100
Morocco	264	261	5,964	6,200
Mozambique	161	152	3,774	3,800

PEACE CORPS
FY 2010–11 Volunteers and Program Funds

Country	On Board Strength on September 30		Program Funds ($000)	
	FY 2010	FY 2011	FY 2010	FY 2011
Namibia	101	109	2,898	3,100
Nicaragua	216	213	3,782	3,700
Niger	58	61	4,050	4,200
Panama	180	181	4,657	4,800
Paraguay	232	236	5,255	5,600
Peru	250	256	6,015	6,400
Philippines	239	263	5,195	5,900
Romania	80	92	3,322	3,800
Rwanda	53	83	2,175	3,450
Samoa	29	37	1,331	1,700
Senegal	210	213	5,749	5,900
Sierra Leone	30	72	3,770	5,100
South Africa	121	156	4,445	5,700
Suriname	37	43	2,224	2,650
Swaziland	69	71	1,919	2,000
Tanzania	153	149	3,829	3,900
Thailand	91	112	3,295	4,100
Togo	117	114	3,957	4,000
Tonga	35	42	1,370	1,700
Turkmenistan	84	84	1,951	1,900
Uganda	87	110	2,889	3,700
Ukraine	453	455	8,773	8,900
Vanuatu	96	81	2,894	2,500
Zambia	131	168	5,502	7,100
TOTAL	**7,800**	**8,500**	**235,000**	**261,600**

Peace Corps Authorizations and Appropriations | FY 1962–FY 2011
(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
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	4,400 [est.]	7,800 [est.]
2011	—	446,150	—	5,000 [est]	8,500 [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 throughout 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 30 September of the fiscal year, including Peace Corps Response and United Nations Volunteers.

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 thousand 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 thousand was later reduced by a rescission of $721 thousand.

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 $205,000 thousand was later reduced by a rescission of $296 thousand.

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 thousand from the Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.

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

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

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

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

t/ The Peace Corps received a transfer of $2,590 thousand 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 $3,900 thousand of Emergency Response Fund monies in support of potential future evacuations.

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

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 $297,000 thousand was reduced by a rescission of $1,930.5 thousand. OMB later reallocated $1,200 thousand in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.

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

z/ Appropriation of $320,000 thousand was reduced by a rescission of $2,560 thousand.

aa/ Appropriation of $322,000 thousand was reduced by a rescission of $3,220 thousand.

ab/ In addition, Peace Corps received $1,100 thousand supplemental for Avian Flu Preparedness.

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

ad/ Appropriation of $333,500 thousand was reduced by a rescission of $2,701 thousand.

DESCRIPTION OF THE PEACE CORPS' OPERATIONAL AREAS

Direct Volunteer Operations

The Direct Operations components of the budget enhance Volunteers' abilities to successfully serve in host communities around the world. Funding supports offices that manage and oversee Volunteers' work in the field and provides Volunteers with living allowances and medical support. Direct Operations funding also prepares Volunteers for their service through recruitment, training, and transportation.

Overseas Operational Management

Office of Global Operations

In 2009, the Office of Global Operations was created to provide overarching strategic support and management for several aspects of the agency's direct Volunteer operations. This new office is intended to encourage efficiencies by streamlining agency operations, disseminating best practices among the regions, providing an organized, cohesive voice to agency leadership, and coordinating the activities of all overseas operations.

The Office of Global Operations provides leadership, staffing, and resources to foster alignment, manage development, coordinate programming initiatives, and track both progress and impact of Peace Corps overseas operations. In addition to the Peace Corps' three geographic regions Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific, the Office of Global Operations also includes the Office of Overseas Program and Training Support; the Office of AIDS Relief; and Peace Corps Response.

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

AFRICA REGION

Africa Region

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

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

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

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

Education remains one of the Peace Corps' largest program sectors in Africa. Among the subjects taught by Volunteers are English, mathematics, science, the arts, ICT, and life skills. Volunteers use community content-based instruction to incorporate HIV/AIDS, environmental, and gender-specific themes into their lesson plans and presentations.

Volunteers in the environment sector work to reduce degradation of natural resources and promote environmentally friendly farming methods. Volunteers and their local counterparts promote environmental education in schools, educate farmers about sustainable practices, develop eco-tourism opportunities, and work with national parks conservation.

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

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

EUROPE, MEDITERRANEAN, AND ASIA REGION

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

Europe, Mediterranean, and Asia

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

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

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

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

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

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

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

Central America	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Antigua/Barbuda, Dominica, Grenada/Carriacou, St. Kitts and Nevis, St. Lucia, St. Vincent/Grenadines), Jamaica
South America	Bolivia, Ecuador, Guyana, Paraguay, Peru, Suriname
Pacific	Federated States of Micronesia and Palau, Fiji, Samoa, Tonga, Vanuatu

INTER-AMERICA AND THE PACIFIC REGION

Inter-America and Pacific

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

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

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

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

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

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

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

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

Overseas Operational Management
(Continued)

Office of AIDS Relief (OAR)

This office provides agency-level policy, overall leadership, and general supervision, direction, and coordination of all domestic and foreign HIV/AIDS activities relating to agency programs. The Office of AIDS Relief is also responsible for coordinating the agency's participation in the President's Emergency Plan for AIDS Relief (PEPFAR).

For more than two decades, Peace Corps Volunteers have been working with populations affected by HIV/AIDS, turning hope into action through the promotion of behavior change and the development of sustainable, culturally appropriate solutions to the pandemic. In fiscal year 2009, Volunteers' HIV/AIDS efforts reached over 1 million individuals, trained nearly 43,000 service providers, and provided assistance to over 3,000 organizations. The tireless efforts and dedication of Volunteers and staff have made the Peace Corps a key partner in national responses to HIV/AIDS around the world, while the unique role of the Peace Corps has enabled Volunteers to mobilize isolated communities and difficult to reach populations that would otherwise remain unreached.

Attainable goals are established in the area of HIV/AIDS, with a clear framework of accountability. Much of this direction comes through the agency's participation in PEPFAR. The Office of AIDS Relief reviews, interprets, and recommends policies related to PEPFAR and provides guidance for post participation in interagency teams, utilization of funds, and compliance with requirements and guidance. In order to attain its goals, OAR works in close collaboration with the regions and the Office of Overseas Programming and Training Support to provide programming and training support related to HIV/AIDS. The number of Volunteers who worked in HIV/AIDS during 2009 is presented in Appendix E.

Overseas Programming and Training Support (OPATS)

This office supports programming and training in the field. It identifies and disseminates best practices in Volunteer programs and training, collects and analyzes data from Peace Corps projects, applies technology to the promotion of innovation and learning, and provides training and development opportunities to overseas staff.

Volunteers are involved in a variety of host country projects because they speak the local languages, appreciate the cultural traditions, and are eager to respond to local community needs. This office provides the necessary programming and training support for Volunteers and staff to accomplish these goals. Currently, the Peace Corps' work worldwide falls into six general sectors: agriculture, business development, education, environment, health and HIV/AIDS, and youth.

Additionally, Volunteers in all sectors incorporate meaningful work in information and communication technology (ICT), women in development/gender and development (WID/GAD), HIV/AIDS, and youth development into their primary and secondary activities. A discussion of each sector's work objectives and examples of Volunteer activities appear in Appendix D.

Peace Corps Response

Peace Corps Response provides returned Peace Corps Volunteers the opportunity to serve again in rewarding, short-term assignments. Since its inception as the Crisis Corps in 1996, Peace Corps Response has sent over 1,200 returned Volunteers to more than 46 countries. In FY 2009, Peace Corps Response fielded 78 Volunteers. In FY 2011, the Peace Corps will significantly increase the number of Peace Corps Response Volunteers (PCRVs), nearly tripling the number of PCRVs that served in recent budget years.

Peace Corps Response provides qualified returned Peace Corps Volunteers the opportunity to gain additional international experience while imparting technical expertise critical for partner organizations and the communities in which they serve. Peace Corps Response Volunteers are able to make valuable contributions because they come equipped with the language, technical, and cross-cultural skills needed to have an immediate impact. Assignments range from three months to one year—averaging six months in duration—with a brief orientation upon arriving in-country. Volunteers work with host country government institutions such as ministries of education and ministries of health. They may also work

with international and NGO partners such as CARE, the United Nations Children's Fund (UNICEF), and Project HOPE.

The six main program areas for Peace Corps Response are: agriculture and environment; business/NGO development and information technology; community and youth development; disaster preparedness and response; education and teacher training; and HIV/AIDS and health. As the agency seeks to strategically grow its presence around the world, the Peace Corps Response program provides the agency with multiple benefits. For instance, Peace Corps Response has been utilized successfully as a catalyst for new country entries and allows the agency to nimbly respond to relief efforts around the world with trained Volunteers.

In 2009, Peace Corps Response sent Volunteers to Burkina Faso and Peru in response to disasters; conducted disaster preparedness and relief activities in the Eastern Caribbean; and responded to Typhoon Ondoy in the Philippines. For the second straight year, PCRVs in Liberia assisted with the reconstruction of the country's health and education systems by mentoring teacher trainers, training health professionals, and strengthening community partnerships through Parent Teacher Associations and resource libraries for teachers. In 2010, PCRVs will be among the first Volunteers to arrive in Indonesia and Sierra Leone. Peace Corps Response will also play a prominent role in the agency's pending reentry into Haiti. Peace Corps Response Volunteers, many of whom have Haitian Creole language skills, are currently awaiting departure for Haiti where they will support the national recovery and reconstruction efforts.

Additionally, Peace Corps Response continues to strengthen its participation in the fight against HIV/AIDS through the President's Emergency Plan for AIDS Relief (PEPFAR) program. PCRVs strengthen the initiatives of local NGOs, community- and faith-based organizations, and government entities. PCRVs with advanced degrees in public health, social work, and related fields provide technical expertise in the areas of monitoring and evaluation, strategic planning, community-based organizations' coordination efforts, training/workshop facilitation, data analysis, and reporting.

United Nations Volunteers

The Peace Corps participates in the United Nations Volunteer program by recruiting American volunteers and providing them with some financial and logistical support.

Overseas Operational Support

Centrally Processed Overseas Equipment and Supplies

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

Federal Employees' Compensation Act (FECA)

Under FECA, the Peace Corps reimburses the Department of Labor for disability payments and medical costs for returned Volunteers and staff who experience service-related injuries or sickness. A vast majority of these costs relate to Volunteers' claims. Staff claims are minimal.

Medical Services Centrally Shared Resources

These are direct Volunteer medical expenses, including care and travel for medical evacuations and the costs of pre- and post-service physical examinations.

Private Sector Initiatives (OPSI)

This office manages private sector funds and in-kind contributions received by the Peace Corps. These funds are used to support Volunteer projects.

The Peace Corps Partnership Program (PCPP) is a tool by which Volunteers may receive funding for project work. The Office of Private Sector Initiatives manages PCPP and ensures contributions are in compliance with relevant policies and procedures. All donations are tax deductible and 100 percent of donations made to the Partnership Program are used for project purposes.

Partnership Program projects have made a tremendous impact in communities across the globe since the program was launched in 1964. In FY 2009, PCPP received donations from 10,595 donors—an increase of 9.5 percent over FY 2008—totaling $1.8 million. These funds were applied to 639 community-initiated

projects in 60 countries. A minimum 25 percent community contribution is required for a project to receive Partnership Program assistance. In FY 2009, the actual community contributions were nearly 45 percent of the total project costs, with approximately $1.6 million in cash and in-kind community contributions.

Partnership Program projects benefited over 642,000 individuals, ensuring that Peace Corps Volunteers can continue to promote sustainable development, peace, friendship, and understanding in the communities they serve.

Reimbursements to the Department of State (ICASS)

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 most financial management support to its overseas posts since the end of FY 1998.

Volunteer Readjustment Allowance

An allowance of $275 per month of service is provided to Volunteers upon termination of service to assist them when they return to the United States. The allowance was increased in FY 2010 from $225.

Volunteer Recruitment and Selection (VRS)

This office oversees the recruitment of Volunteers through nine offices across the United States. This office assesses the technical and personal skills of applicants and matches qualified persons to specific Volunteer projects. Applicants go through a multifaceted and competitive screening process that includes interviews, evaluations, and reference checks.

The Office of Volunteer Recruitment and Selection is responsible for every phase of recruitment, placement, and staging, beginning with an applicant's first inquiries about the Peace Corps until the moment the invitee boards an airplane to begin his or her service overseas.

Many applicants' first introduction to the Peace Corps is through the activities of one of the nine regional recruiting offices (RROs). The RROs promote public interest in the agency and recruit qualified and suitable applicants to fill host country requests

for Volunteers. These offices reach out to targeted populations of potential Volunteers, publicizing the agency and its mission and promoting university and community-based Peace Corps recruitment programs. Regional offices assist candidates during the initial stages of the application process and interview and nominate applicants for further consideration. (The Application and Volunteer Cycles are explained in Appendix F.)

The Master's International (MI) program is a highly attractive recruitment tool that targets individuals with scarce skills who are interested in combining graduate study and Peace Corps Volunteer service in such assignment areas as agriculture, business development, education, public health and environment, and natural resources. The program develops and maintains partnerships with 61 universities, offering 105 different graduate degrees. (Universities participating in the MI program are listed by state in Appendix G.)

Volunteer Support Operations

This office provides medical support for Volunteers, medical screening oversight for applicants, and initial and ongoing training for medical staff and contractors. Sub-offices of Volunteer Support Operations include the Office of Medical Services and the Office of Special Services.

The Office of Medical Services (OMS)

This office supports medical care for Volunteers through the services of a dedicated headquarters and overseas staff. To achieve this mission, OMS supports a comprehensive, accountable, and quality Volunteer health care program.

The Office of Special Services

The Office of Special Services assists posts in the management of Volunteer behavioral and adjustment challenges; provides consultation throughout the agency so lessons learned from the field can be adapted to enhance Volunteer and Staff support; and serves as a liaison for Volunteers and their families during crises or emergencies.

VOLUNTEER OPERATIONS SUPPORT SERVICES

Volunteer Operations Support Services includes standard components found in the administration of most federal agencies, such as administration and human resources, public outreach, and budgeting and acquisitions. In addition to typical functions, such offices at the Peace Corps have the additional goal of supporting Volunteers in the field in order to achieve the Peace Corps mission.

Third Goal Programs

Office of Public Engagement

The Office of Public Engagement, formerly the Office of Domestic Programs, manages initiatives that help the Peace Corps meet its third goal—to help promote a better understanding of other peoples on the part of Americans—and helps returned Peace Corps Volunteers (RPCVs) transition back to the United States after their service. The Office of Public Engagement is placing renewed emphasis on harnessing the potential and enthusiasm of the nearly 200,000 Americans who have served as Peace Corps Volunteers since 1961.

Returned Volunteer Services (RVS)

This office develops and implements the agency's career and transition support services for returned Peace Corps Volunteers. RVS works directly with current Volunteers, returned Volunteers, Peace Corps staff, and public and private sector leaders to develop career-related publications, career events, and career bulletins that help returned Volunteers transition back to the United States.

Fellows/USA

The Fellows/USA program provides an opportunity for returned Volunteers to work toward graduate degrees and to gain professional experience concurrently in such fields as teacher education, community/economic development, nursing and public health, and environmental studies.

The Peace Corps celebrates the Fellows/USA program's 25th anniversary in 2010. Participating graduate schools provide financial assistance to returned Volunteers enrolled in various advanced degree programs. At the same time, returned Volunteers make a commitment to work in an underserved local community as they pursue their graduate degrees. Volunteers can participate in the Fellows/USA program at any point after they finish their Peace Corps service. In FY 2009, 472 returned Volunteers were enrolled in graduate degree programs at Fellows/USA partner schools. Since the program's inception in 1985, nearly 3,000 returned Volunteers have worked to improve the lives of tens of thousands of Americans and to raise their understanding of other cultures while studying at 52 participating graduate schools in 27 states and the District of Columbia. (Universities participating in the Fellows/USA program are listed by state in Appendix G.)

Coverdell World Wise Schools (CWWS)

This program allows current and former Peace Corps Volunteers to share their overseas experiences with American schoolchildren and young adults. Since the program's inception in 1989, nearly 3 million students in all 50 states have communicated directly with Volunteers serving in 100 countries.

Worldwise Schools provides a variety of services and materials to help American schoolchildren learn about the world's diverse peoples, cultures, and geography. Through the correspondence match program, current Volunteers communicate with U.S. teachers and students through letters, photos, artifacts, telephone calls, and emails. The speakers match program connects U.S. educators with returned Volunteers who agree to share their Peace Corps experiences in elementary and secondary schools in their communities.

Through the development of publications and multimedia tools for U.S. classrooms, CWWS promotes cross-cultural understanding, global issues awareness,

and the value of community service. Among tools used are an award-winning series of country-specific videos with accompanying teachers' guides, Volunteer-written literature supported by standards-based lesson plans, podcasts, and narrated slide shows.

Each of these CWWS programs enjoyed success in FY 2009. Nearly 5,000 Volunteers shared their Peace Corps experiences with over 400,000 students in all 50 states and the District of Columbia through the CWWS Correspondence Match program; more than 500 returned Volunteers participated in the CWWS Speakers Match program; and the Peace Corps' CWWS website attracted more than 2.5 million visitors.

Agency Administration

Acquisitions and Contracts

This office is responsible for agency procurement policies and procedures, ensuring compliance with Federal Acquisition Regulations and the Peace Corps Act. It provides technical guidance and advice to agency staff worldwide on procurement matters and handles all procurement actions for domestic offices.

Communications

The Office of Communications manages all official communications, including marketing and advertising, video production and photography, an external website, press relations, and agency publications. In addition, the office produces recruitment tools that support the Office of Volunteer Recruitment and Selection (VRS). The office provides editorial guidance for the agency and manages design, production, and delivery of all recruitment and other promotional products, including national advertisements and all collateral materials. Communications personnel also work with public affairs specialists in the nine regional recruitment offices.

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 Peace Corps Director and members of Congress and congressional staff.

Director's Office and Associated Offices

The Office of the Director provides executive-level direction to the Peace Corps, overseeing its programs and activities and establishing agency policy in accordance with the three goals of the Peace Corps, in addition to ensuring compliance with the Peace Corps Act. The Director's Office also includes the Office of American Diversity Programs, the Office of Intergovernmental Affairs, and the Office of Innovation.

The Office of American Diversity Programs

This office develops and carries out the agency's affirmative employment program; ensures equal opportunity for Volunteers, employees, and applicants for Volunteer service or employment; and provides guidance to management to do the same.

The Office of Intergovernmental Affairs (IGA)

This office is responsible for developing and implementing the Director's policy and strategy for building and maintaining relationships with other U.S. government agencies in order to cultivate new agreements and partnerships. The IGA contributes to agency growth by identifying potential partners and synergies to maximize the Peace Corps' contribution to ongoing international development efforts. An example is an agreement that the Peace Corps entered into with USAID following the earthquake in Haiti to assign Peace Corps staff and Volunteers to support U.S. government relief efforts there.

The Office of Innovation

This office will focus on how the agency can utilize modern technology to enhance Volunteer impact and project sustainability. The office will serve as an internal resource that manages a bottom up process that challenges staff to innovate and promotes change that supports growth. Additionally, it will identify best practices that have a major impact when shared widely throughout the agency.

General Counsel

The Office of the General Counsel provides legal advice and services to the Director and overseas and domestic staff and assists in the development of agencywide policies.

Inspector General

This office fulfills the mandates of the Inspector General Act of 1978, as amended.

Office of Management

This office provides administrative support for headquarters, nine regional recruiting offices, and international operations. Management includes three offices: Human Resource Management, Administrative Services, and the Freedom of Information/Privacy Act/Records Management Office.

Office of Management Centrally Managed Resources

These funds include General Services Administration rent for headquarters and domestic recruiting offices, mail services, and building maintenance and refurbishment.

Office of the Chief Financial Officer (OCFO)

The 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.

Office of the Chief Financial Officer Centrally Managed Resources

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

Office of the Chief Information Officer (OCIO)

This office is responsible for the development and application of information technology in support of the Peace Corps' mission at headquarters, U.S. regional recruiting offices, and overseas posts.

The OCIO provides connectivity, security, collaboration, and information technology (IT) solutions that enable posts and Volunteers to perform their functions. The OCIO oversees global technical assets (hardware, software, and communications), IT planning and training (including training for overseas IT specialists), and application systems development and maintenance.

Office of the Chief Information Officer Centrally Managed Resources

These funds include the costs of telecommunications, data center operations, mainframe and distributed computing environments, overseas equipment, disaster recovery, and enterprise information architecture.

Office of Strategic Information, Research, and Planning (OSIRP)

This office measures agency performance, enhances the stewardship and governance of data, and measures and evaluates agency-level programs. OSIRP performs three key agency-level functions: performance planning and reporting, evaluation and measurement, and data management.

Peace Corps National Advisory Council

Under the Peace Corps Act, the Peace Corps National Advisory Council is a Presidential advisory committee appointed by the President with the advice and consent of the Senate. Given the anticipated significant growth in the activities and programs of the Peace Corps, as well as the financial resources being devoted to the Peace Corps, over the next few years, the President believes it is important to have an advisory council in place. Members of the Council are responsible for reviewing the activities of the Peace Corps to evaluate the accomplishments and potential capabilities of the agency. The Council is also charged with making recommendations for the purpose of guiding the future direction of the Peace Corps and of helping to ensure that the purposes and programs of the Peace Corps are carried out in ways that are economical, efficient and responsive to changing needs of, and relationships with, the countries and peoples being served.

The Council will consist of fifteen voting members and four ex-officio non-voting members consisting of the Secretary of State and the USAID Administrator (or their designees) along with the Director and Deputy Director of the Peace Corps. Seven of the voting members must be returned Peace Corps Volunteers and no more than eight voting members may be from

the same political party. In addition, no voting member of the Council may be an officer or employee of the United States Government. The two-year terms of voting members are staggered and no voting member may serve longer than two consecutive two-year terms.

Safety and Security

This office coordinates and promulgates all worldwide Peace Corps safety and security policies, with the exception of IT systems security which, by law, is the domain of the chief information officer.

The Office of Safety and Security is charged with monitoring and mitigating the risks faced by Peace Corps Volunteers, agency personnel and facilities, both domestically and overseas. The office operates both within the structure of complex federal requirements and in the realm of crisis response to provide timely and appropriate guidance to Volunteers and agency leadership alike.

The Peace Corps devotes significant resources to minimize safety risks to Volunteers and to give them the training, support, and information they need for a safe experience. The Office of Safety and Security collaborates closely with Peace Corps' three regions and provides support directly to posts through 10 regionally-based Peace Corps safety and security officers (PCSSOs). These officers serve as security consultants for country directors and the Office of Safety and Security, providing training, threat assessment, physical security guidance, crisis management, and support to Volunteers who have been victims of crime. At each post, the Safety and Security unit is responsible for setting up systems to maximize and define every staff member's respective responsibility for the safety and security of Volunteers. Each post has a detailed emergency action plan that is developed in coordination with Peace Corps headquarters, the regional security office of the U.S. Embassy, and Peace Corps host country counterparts.

Emphasis is placed on Volunteer responsibility and extensive training in sound safety practices. This approach is based on the fact that Volunteers can most effectively minimize their safety risks by building respectful relationships with those in their community. The Peace Corps has instituted a broad and systematic approach to increase Volunteers' capacity to keep themselves safe during their service. This approach is based on several fundamental tenets of Volunteer safety and security, including building relationships, sharing information, training, site development, incident reporting and response, and emergency communications and planning. (See Appendix H for the safety and security overview that is provided to Volunteers, via the *Volunteer Handbook*.)

The Operations Support Division manages the crime incident reporting program and coordinates with posts, diplomatic security, and host country law enforcement to support the investigation and prosecution of crimes against Volunteers. The division also serves as the agency's focal point for physical security of overseas offices and residences.

Safety and Security Centrally Managed Resources

These resources are primarily for domestic security guard contracts with the Department of Homeland Security. Crime response funds are also managed within this account. Such funds can be directed to any part of the world where crimes against Peace Corps Volunteers require a swift response.

APPENDICES

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APPENDIX A

Volunteer Statistics

Volunteers by Region

- Africa **37%**
- Inter-America and the Pacific **32%**
- Europe, Mediterranean, and Asia **30%**

Volunteer Profile

- Age 20–29 **84%**
- **8%**: Age 30–39
- **2%**: Age 40–49
- **3%**: Age 50–59
- **4%**: Age 60–69
- **<1%**: Age 70–79
- **<1%**: Age 80–89

- Non-minorities **74%**
- **17%**: Minorities
- **10%**: Not specified

- Single **93%**
- **7%**: Married

- Female **60%**
- Male **40%**

Volunteer Projects

- Health and HIV/AIDS **22%**
- Education **35%**
- **15%**: Business development
- **14%**: Environment
- **5%**: Youth
- **5%**: Agriculture
- **4%**: Other
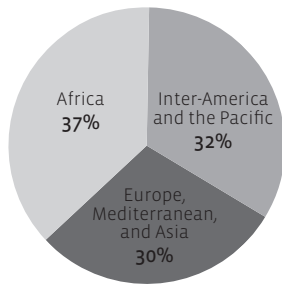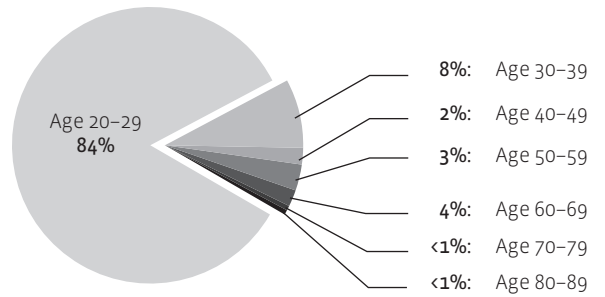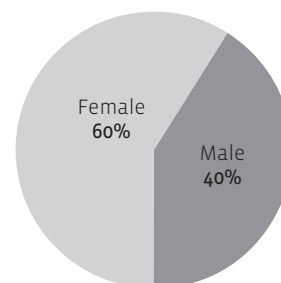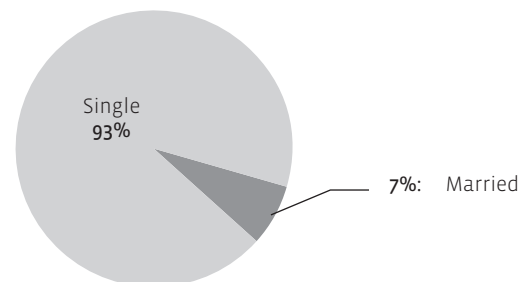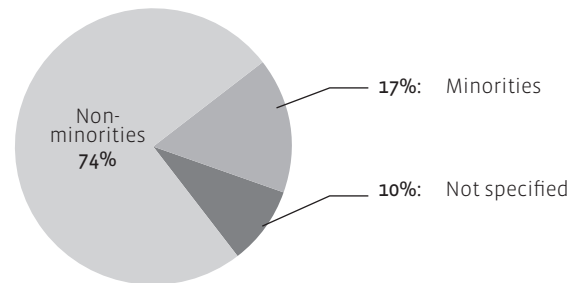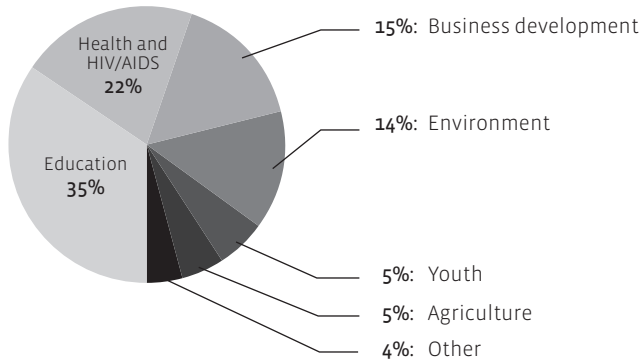
Totals may not add to 100 percent because of rounding.

All data current as of September 30, 2009.

APPENDIX B

Home States* of Peace Corps Volunteers

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	37	977	Montana	52	1,249
Alaska	31	902	Nebraska	62	1,226
Arizona	134	3,145	Nevada	34	879
Arkansas	34	874	New Hampshire	46	1,513
California	920	26,734	New Jersey	201	4,482
Colorado	275	6,322	New Mexico	47	1,994
Connecticut	108	3,003	New York	432	12,194
Delaware	26	448	North Carolina	210	3,639
District of Columbia	46	2,128	North Dakota	16	530
Florida	272	6,786	Ohio	317	6,417
Georgia	172	2,874	Oklahoma	49	1,188
Guam	0	73	Oregon	210	5,508
Hawaii	34	1,317	Pennsylvania	294	7,075
Idaho	41	1,180	Puerto Rico	6	367
Illinois	378	7,635	Rhode Island	33	931
Indiana	146	2,905	South Carolina	78	1,339
Iowa	99	2,117	South Dakota	25	582
Kansas	77	1,550	Tennessee	81	1,500
Kentucky	64	1,346	Texas	318	6,389
Louisiana	35	997	Utah	48	977
Maine	75	1,705	Vermont	60	1,380
Maryland	192	5,285	U.S. Virgin Islands	4	73
Massachusetts	225	7,552	Virginia	335	6,644
Michigan	309	6,382	Washington	343	8,244
Minnesota	226	5,930	West Virginia	23	607
Mississippi	20	433	Wisconsin	207	5,426
Missouri	129	2,940	Wyoming	19	475

*Includes the District of Columbia, as well as the territorties
of Guam, Puerto Rico, and the U.S. Virgin Islands.*

All data current as of September 30, 2009.

APPENDIX C

Languages Spoken by Peace Corps Volunteers Across the World:
Africa

BENIN

Adja, Bariba, Batonu, Biali, Dendi, Fon, French, Goun, Idatcha, Lokpa, Mina, Nagot, Nateni, Peulh, Sola, Wama, Yende, Yoruba, Zarma

BOTSWANA

Setswana

BURKINA FASO

Bissa, French, Fulfuldé, Gulmancema, Gurunssi, Hidi, Itanikom, Jula, Kanuri, Kapsiki, Karunfe, Katsena, Lobiri, Lyele, Mandara, Mooré, Mungaka, Siamou, Yemba

CAMEROON

Bamun, Bassa, Bayaa, Bulu, Pidgin English Fang, French, Fulfudé, Ghom alà, Hausa

CAPE VERDE

Barlavento Kriolu, Portuguese, Sotavento Kriolu

ETHIOPIA

Amharic, Oromifa, Tigrinya

THE GAMBIA

Jola, Mandinka, Pulaar, Sarahule, Sereer, Wolof

GHANA

Buli, Dagare, Dagbani, Dangme, Ewe, Fanté, Ga, Ghanaian Sign Language, Gonja, Guruni, Hausa, Kasem, Kusaal, Likipakpaalu, Mampruli, Moar, Nankam, Nzema, Sisaali, Taleni, Twi, Waale, Wassa

GUINEA

French, Kissie, Kpele, Loma, Malinke, Pulaar , Soussou

KENYA

Kalenjin, Kenyan Sign Language, Kikuyu, Kiswahili, Luo, Luyha

LESOTHO

Sesotho

LIBERIA

Liberian English

MADAGASCAR

French, Malagasy

MALAWI

Chichewa, Chilambia, Chilomwe, Chindali, Chisena, Chitonga, Chitumbuka, Chiyao

MALI

Bambara, Bomu, Dogon, French, Fulfudé, Khassonke, Malinke, Minianka, Senoufou, Sonrai, Soninke, Tamashek

MAURITANIA

Arabic, French, Hassynia, Pulaar, Soninke , Wolof

MOZAMBIQUE

Chopi, Chuabo, Koti, Lomwe, Makhuwa, Makonde, Ndau, Nhungwe, Nyanja, Portuguese, Ronga, Sena, Shangana, Shona, Tewe, Tswa

NAMIBIA

Afrikaans, Khoekhoegowab, Oshikwanyama, Oshindonga, Otijherero, Rukwangali, Thimbukusha

NIGER

French, Fulfudé, Hausa, Kanuri, Tamasheq, Zarma

RWANDA

Kinyarwanda

SENEGAL

Bambara, Diahonke, French, Fula Kunda, Malinke, Mandinka, Pulaar du Nord, Pula Fuuta, Sereer, Soussou, Wolof

SIERRA LEONE

Krio

SOUTH AFRICA

Afrikaans, isiNdebele, isiZulu, Sepedi, Setswana, siSwati, Northern Sotho, Venda, XiTsongo

SWAZILAND

siSwati

TANZANIA

Kiswahili

TOGO

Akebou, Akposso, Balanka, Bassar, Bissa, Ewe/Watchi, French, Gourma, Haoussa, Ifè (Ana), Kabiyé, Kabole, Komkonba, Kotokoli, Lamba, Mina, Moba, Naodem (Losso), Tamberma, Tchamba, Tchokossi (Anoufo)

UGANDA

Ateso, Dhopadhola, Luganda, Lugwere, Lumasaaba, Lusoga, Runyakore, Runyole, Runyoro-Rutoro, Uhopadhola

ZAMBIA

Bemba, Chisoli, Kaonde, Lunda, Luvale, Mambwe, Nyanja, Nsenga, Tonga, Tumbuka

Languages Spoken by Peace Corps Volunteers Across the World:
Europe, Mediterranean, and Asia

ALBANIA
: Albanian

ARMENIA
: Armenian

AZERBAIJAN
: Azerbaijani (Azeri)

BULGARIA
: Bulgarian

CAMBODIA
: Khmer

CHINA
: Mandarin

GEORGIA
: Azeri, Georgian

INDONESIA
: Bahasa Indonesian

JORDAN
: Arabic

KAZAKHSTAN
: Kazakh, Russian

KYRGYZ REPUBLIC
: Kyrgyz, Russian

MACEDONIA
: Albanian, Macedonian

MOLDOVA
: Romanian, Russian

MONGOLIA
: Kazakh, Mongolian

MOROCCO
: Arabic, French, Tamazight, Tashelheet

PHILIPPINES
: Aklanon, Bikol-Albay, Bikol-Naga, Cebuano, Hiligaynon, Ibaloi, Ilokano, Kankana-ey Kinaray-a, Pangasinan, Tagalog, Waray

ROMANIA
: Hungarian, Romanian

THAILAND
: Thai

TURKMENISTAN
: Russian, Turkmen

UKRAINE
: Russian, Ukrainian

Languages Spoken by Peace Corps Volunteers Across the World:
Inter-America and the Pacific

BELIZE

Garifuna, K'ekchi, Kriol, Mopan Maya, Spanish

BOLIVIA

Guarani, Quechua, Spanish

COSTA RICA

Spanish

DOMINICAN REPUBLIC

Spanish

EASTERN CARIBBEAN

English Creole, French Creole (Kweyol)

ECUADOR

Kichwa, Spanish

EL SALVADOR

Spanish

FIJI

Fijian, Hindi

GUATEMALA

Awakateco, Ixil, Jacalteco, Kakchiquel, Mam, Pcomchi', Popti', Poqomam, Q'anjob'al, Qe'qchí, Quiché, Spanish, Tzutuhil

GUYANA

Creole

HONDURAS

Spanish

JAMAICA

Patois

MEXICO

Spanish

MICRONESIA and PALAU

Chuukese, Kosraean, Mortlockeese, Mwoakilese, Palauan, Pingelapese, Pohnepeian, Sapwuahfik, Ulithian, Woleaian, Yapese

NICARAGUA

Spanish

PANAMA

Embera, Ngabe, Spanish, Wounaan

PARAGUAY

Guaraní, Spanish

PERU

Quechua, Spanish

SAMOA

Samoan

SURINAME

Aucan, Dutch, Saramaccan, Sranan Tongo

TONGA

Tongan

VANUATU

Bislama

APPENDIX D

Volunteer Activities by Program Area

Agriculture

The Peace Corps' agriculture projects are designed to promote environmentally sustainable farming practices. Along with their environment-sector counterparts, many agriculture Volunteers help farmers focus on long-term productivity by maintaining and improving soils and managing water. They demonstrate the importance of working with local, natural inputs to control pests and erosion. Increasingly, Volunteers and their partners are promoting approaches to farming that are both sustainable and organic as they continue to work with a broad range of agricultural products. Volunteers are also helping their host-country communities develop their agriculture sectors to improve income levels and promote better nutrition. Volunteers systematically include women and youth in their agriculture extension activities. Today, a Volunteer is as likely to be working with a women's association or youth club as with a male head of household.

At the end of FY 2009, there were 407 agriculture Volunteers providing assistance through 10 projects.

Examples of Volunteer work include:
- Training farmers and extension agents to develop and disseminate successful farming practices
- Improving traditional field-crop systems by introducing farmers to better practices and technologies such as new soil conservation techniques, crop diversification, and agro-forestry strategies
- Expanding the availability and acceptance of non-traditional crops by promoting and strengthening vegetable gardening and fruit tree production while raising awareness about the nutritional value of the foods produced
- Increasing knowledge and skills needed for small-animal husbandry, such as poultry, rabbits, fish, and honey production
- Helping producers increase the value of their agricultural products by developing new products such as jams and dried fruit, as well as improving storage, expanding distribution, and implementing more effective management and marketing

Business Development

The business development sector includes four subsectors: community, municipal, business, and organizational development. Volunteers with a variety of business education and professional experiences are assigned to projects that focus on business, organizational, and communication skills in local government offices, nonprofit agencies, and for-profit businesses. The focus of work in this sector has shifted from business consulting to more community economic development, emphasizing sustainability, transparency, community volunteerism, and leadership training. In response to the needs of a global economy, the Peace Corps will increase the number of business Volunteers in an expanded effort to assist underserved communities and enhance entrepreneurial skills for women and youth.

At the end of FY 2009, there were 1,141 business development Volunteers providing assistance through 45 projects worldwide.

Examples of Volunteer work include:
- Training activities in computer and Internet use
- Training entrepreneurs in marketing, business planning, and bookkeeping
- Helping artisan cooperatives market their handmade goods
- Advising women's groups about access to savings and credit opportunities, including creating independent village savings and loan associations
- Educating young people to enter the work force and participate in the market economy
- Helping businesses find markets for traditional and value-added products
- Counseling businesses, including microfinance institutions, on organizational issues
- Teaching financial management to nongovernmental organizations (NGOs)
- Working with communities to plan ecotourism project planning through community-based resource management

Education

Education remains the Peace Corps' largest program sector. In reality, all Volunteers are, to some extent, educators. Many host country nationals describe how a Volunteer who taught them years ago opened new vistas for their future and empowered them to make a difference. Education projects include team-teaching courses in math, science, health, environment, and civics or skills-based classes in English and literacy. Education Volunteers strengthen local capacity by training and mentoring teachers in K-12 schools, teacher-training colleges, and universities. Based on the needs of host communities, Volunteers support programs for vulnerable, marginalized or other special-needs children. They also create after-school programs, clubs, and camps for boys and girls to promote HIV/AIDS prevention and life skills. Education Volunteers train teachers to expand learning opportunities through the use of information and communications technology (ICT), including radio, video, and computers, which are increasingly important for accessing information, communicating professionally, and equipping students with 21st-century skills. Improved ICT broadens access to education, makes learning more interactive, provides teachers with access to classroom materials, and enables classrooms around the world to communicate and collaborate.

Volunteers are also making significant contributions to girls' education and gender awareness. Around the world, Volunteers promote activities that help expand educational opportunities for females in both formal and nonformal settings. For example, Volunteers conduct summer leadership camps for girls, support community awareness of girls' achievements and potential, encourage their participation in the classroom, establish safe environments for after-school study, and organize career fairs for women. Similarly, Volunteers are working with boys and men to explore gender roles, expectations, and opportunities in a rapidly changing world.

At the end of FY 2009, there were 2,719 education Volunteers providing assistance through 54 projects worldwide.

Examples of Volunteer work include:

- Teaching students through classes and extracurricular activities
- Mentoring counterparts and training teachers
- Advising in the development of curricula and teaching materials
- Promoting community and school-based resource centers
- Advising school-community organizations, parent-teacher groups, and community development projects
- Supporting adult education
- Promoting distance learning
- Supporting special-needs classes, such as deaf education, and promoting general awareness in the community for children and youth with disabilities
- Encouraging early childhood education
- Working with radio stations to teach English and HIV/AIDS prevention

Environment

Volunteers working on environment projects help strengthen a community's ability to sustainably conserve and use natural resources. They work primarily at the grassroots level, focusing on human needs and sustainable alternatives. Volunteers focusing on agroforestry, for example, identify and train local leaders so they can teach other farmers how to use forestry to improve the productivity and resource sustainability of their fields and gardens. Similarly, Volunteers implement education activities outside the classroom through environmental clubs and eco-camps. At some posts, schools and communities are connected as parents and youth work together to identify joint projects, such as bottle recycling or community cleanup days.

At the end of FY 2009, there were 1,052 environment Volunteers providing assistance through 30 projects worldwide.

Examples of Volunteer work include:

- Promoting reforestation and soil and water conservation with individual farmers
- Co-teaching classes in schools, conducting teacher-training seminars, and developing curricula related to environmental topics
- Promoting nonformal environmental education (e.g., summer camps, eco-clubs, Earth Day events, and theater dramas) and working with entrepreneurs and associations to develop or strengthen alternatives to unsustainable harvesting and cultivation practices, such as generating income from renewable natural resources

Health and HIV/AIDS

Volunteers work in health projects to promote preventive health education and practices with an emphasis on overall health and well-being. The scope of these projects includes: hygiene and sanitation; water systems development and enhancement; nutrition and food security; maternal and child health; reproductive health; communicable diseases; chronic illnesses; and healthy lifestyles, exercise, and decision making. Volunteers and their counterparts address these issues in a variety of ways, including formal classroom instruction from kindergarten to the university level; community-based behavior change communication activities through the use of theater, radio, television, puppet shows, murals, etc.; educational and training materials development and distribution; training for and technical support to health care providers, peer educators, teachers, and nonformal community health volunteers; and sessions using murals, theater, radio, television, and puppet shows.

Many Volunteers work to mitigate the devastating impact that malaria has on many communities, particularly young children. Volunteers fill a needed niche in carrying out grassroots community-based education and salient health education activities focused on malaria control. Health sector Volunteers, working alongside their counterparts, focus on malaria control through improving knowledge and behavior related to malaria transmission, underscoring the importance of intermittent presumptive treatment for prenatal care and facilitating the distribution and utilization of insecticide treated nets.

In water, sanitation and hygiene, Volunteers work to increase the capacity of local people to build, manage, and sustain their own water supply and sanitation infrastructure. Volunteers also promote hygiene behaviors, such as hand washing with soap, that have been shown to reduce the incidence of diarrhea and pneumonia.

Many Volunteers focus on HIV/AIDS prevention and care exclusively or as part of a comprehensive community health project. Life skills training continues to be at the center of much of Volunteers' HIV/AIDS prevention work, particularly when targeting youth. Increasingly, Volunteers are assigned to HIV/AIDS-related NGOs and assist in increasing the technical, managerial, and administrative capacities of such groups. Volunteers are uniquely suited to work in HIV/AIDS prevention because they live and work in local communities and can present information in culturally sensitive ways. The Peace Corps is collaborating with the U.S. Department of State's Office of the Global AIDS Coordinator to support the U.S. government's commitment to worldwide HIV/AIDS care, prevention, and treatment through the President's Emergency Plan for AIDS Relief (PEPFAR). In FY 2009, ninety-five percent of all Peace Corps posts around the world conducted HIV/AIDS activities. Over one million people, including service providers, benefited from Volunteer interventions.

At the end of FY 2009, there were 1,708 health and HIV/AIDS Volunteers providing assistance through 54 projects worldwide.

Examples of Volunteer work include:

- Facilitating health education on nutrition (breast-feeding, growth monitoring and promotion, weaning, three food groups, etc.) and nutritional rehabilitation
- Promoting hygiene education and pandemic preparedness (i.e., H1N1 awareness) in communities and schools
- Teaching about health and HIV/ AIDS prevention and care
- Expanding peer education to urge youth and others to reduce risky behavior
- Promoting healthy lifestyles, especially for youth
- Supporting youth and orphan activities and care
- Providing hygiene education classes in communities
- Promoting education about infectious diseases, including malaria control prevention

- Assisting in promoting maternal and child health clinics
- Strengthening NGO health-delivery systems; constructing and managing water systems; and promoting practices and services such as timely vaccination control
- Supporting community sanitation efforts
- Strengthening local and international NGO service delivery systems
- Constructing and maintaining clean water systems
- Building the capacity of health and water, sanitation committees

Youth

Since the inception of the Peace Corps in 1961, Volunteers have had great success working with youth. It is often young people in a community who are the Volunteers' first language coaches and cultural interpreters. In turn, young people value the opportunity to learn from Peace Corps Volunteers. In many of the countries in which Peace Corps works, nearly 50 percent of the population is under the age of 25. Volunteers in the youth sector are guided by three key principles: promoting positive youth development, facilitating a greater level of youth participation, and approaching community development from an asset-based point of view. Volunteers and their partners integrate these approaches into stand-alone youth development projects and into projects that cross all program sectors. The Peace Corps' approach to youth development supports effective, sustainable work with young people, their families, and their communities. Projects also aim to build the capacity of youth-serving organizations and the host country professionals who work with young people. Critical issues affecting youth throughout the world include successfully making the transition from school to work, developing relevant skills to prepare them for family life, and becoming engaged and active citizens in their communities.

Volunteers are uniquely positioned to provide learning opportunities to girls and boys at the grassroots level. Volunteers also serve a valuable role in reaching special populations, such as children orphaned due to HIV/AIDS, street children, and other vulnerable young people. Volunteers work with their partners to improve employment skills for disenfranchised and out-of-school young men and women, and provide support to at risk youth. Many Volunteers serve as mentors for young people and as counterparts in youth service organizations.

At the end of FY 2009, there were 358 youth development Volunteers providing assistance through 18 projects worldwide.

Examples of Volunteer work include:
- Increasing employability skills, career planning, and entrepreneurship training
- Supporting training for computer skills and Internet use
- Developing leadership, communication, and teamwork skills through sports, recreation, drama, and arts opportunities
- Providing environmental education and community service opportunities
- Providing life skills through family life and healthy lifestyles training, including HIV/AIDS prevention
- Promoting positive leadership and citizenship development
- Developing the skills of teachers, youth promoters, and social workers to better facilitate participatory learning opportunities for youth
- Working to encourage parents and other community adults to support youth priorities

APPENDIX E

Volunteers Working in HIV/AIDS Activities During FY 2009

Africa

Country	Volunteers
Benin	47
Botswana	112
Burkina Faso	59
Cameroon	67
Cape Verde	11
Ethiopia	60
Ghana	115
Guinea	16
Kenya	21
Lesotho	85
Malawi	134
Mali	8
Mauritania	24
Mozambique	101
Namibia	132
Niger	48
Rwanda	13
Senegal	72
South Africa	51
Swaziland	32
Tanzania	42
The Gambia	47
Togo	48
Uganda	144
Zambia	134
TOTAL	**1,623**

Europe, Mediterranean, and Asia

Country	Volunteers
Albania	15
Armenia	14
Azerbaijan	11
Bulgaria	60
Cambodia	11
China	22
Kazakhstan	42
Kyrgyz Republic	19
Macedonia	11
Moldova	54
Mongolia	32
Morocco	32
Philippines	24
Romania	8
Thailand	25
Turkmenistan	6
Ukraine	103
TOTAL	**489**

Inter-America and the Pacific

Country	Volunteers
Belize	21
Costa Rica	21
Dominican Republic	63
Eastern Caribbean*	43
Ecuador	75
El Salvador	75
Fiji	20
Guatemala	65
Guyana	39
Honduras	43
Jamaica	47
Micronesia and Palau	4
Nicaragua	68
Panama	36
Paraguay	43
Peru	17
Suriname	18
Tonga	20
Vanuatu	17
TOTAL	**735**

Grand Total: 2,847

NOTES

* Eastern Caribbean includes Antigua and Barbuda, Dominica, Grenada, Carriacou, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines

Peace Corps Application Process and Phases of Volunteer Service

Peace Corps Application Process

The Peace Corps application to invitation process usually takes from six to 12 months to complete, but may take longer in certain cases. This is due to a number of factors, including turnaround time for reference checks, a medical evaluation, determining applicant suitability for assignments, the availability of assignments, and whether an applicant needs additional time to obtain experience to be a more competitive candidate. After receiving an invitation, most people depart for their country assignment within two to three months.

Step One: Application

The first step toward becoming a Peace Corps Volunteer is to provide preliminary information. Most people complete the application within two weeks. During this stage applicants submit a completed application form that includes two essays, three references, employment history, resume, community and volunteer activities, and educational background; a copy of college transcripts–unless there are 10 years applicable professional experience; outstanding financial obligations; and a complete Health Status Review form.

Step Two: Interview

For applicants deemed as potentially qualified candidates, an interview generally takes place after all application materials, including references, have been returned. During the interview, applicants discuss with a recruiter their skills and interests, job opportunities available, and issues such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service.

Step Three: Nomination

A nomination is a recommendation that an applicant move on to the next stage of consideration, which includes medical, legal, suitability, and competitive reviews. After an interview is complete and all

requested documents are received, the recruiter evaluates an applicant's candidacy. If the recruiter determines an applicant is qualified for Peace Corps service, the applicant is nominated to serve in a general work area and region of the world with an approximate departure date.

Step Four: Medical, Legal, Suitability, and Competitive Reviews

Once an applicant has been nominated, he or she is mailed a Medical Forms package that outlines requirements for physical, dental, and eye exams. It is best to return all material from the Medical Forms package within 45 days. While a majority of applicants are deemed medically qualified for Peace Corps service, some applicants may be disqualified, deferred, or limited to placement in certain countries. After the medical review, applications are reviewed for eligibility based on the Peace Corps' legal guidelines. Medically qualified and legally cleared applicants are then evaluated by a Peace Corps placement officer for suitability and their skills are compared with those of other candidates. Competitive and suitable candidates are then matched to openings.

Step Five: Invitation

For qualified and competitive candidates, the placement officer will extend an invitation in writing for a specific country and provide a detailed job description. Invitations are typically sent out two to three months (at least six weeks) in advance of the program start date.

Step Six: Preparation for Departure

The Peace Corps travel office will issue an electronic ticket for travel to the pre-service orientation site (also known as staging). Immediately prior to leaving for a country of assignment, Peace Corps trainees meet in the U.S. to prepare for their Volunteer service. A short time later, they fly to the assigned country to begin in-country training.

Phases of Volunteer Service

Trainee

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

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

Volunteer

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

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

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

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

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

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

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

Returned Volunteer

Career, Education, and Re-Entry Planning
Information on careers, higher education, and re-entry is provided to Volunteers before the end of their service, as well as upon their return.

Readjustment Allowance
At the end of service, Volunteers receive $275 per month to help finance their transition to careers or further education.

Health Insurance
Volunteers are covered by a comprehensive health insurance plan for the first month after service and can continue the plan at their own expense for up to 18 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 their fellow Americans.

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

APPENDIX G

The Peace Corps' Educational Partnerships in the United States

States	Master's International Colleges/Universities	Fellows/USA Colleges/Universities
Alabama	University of Alabama at Birmingham	University of Alabama at Birmingham
Alaska	University of Alaska–Fairbanks	
Arizona	Arizona State University Northern Arizona University	Northern Arizona University University of Arizona
California	California State University at Sacramento Humboldt State University Loma Linda University Monterey Institute of International Studies University of California–Davis University of the Pacific	Humboldt State University Loma Linda University University of Southern California
Colorado	Colorado State University University of Denver	University of Colorado Denver University of Denver
Connecticut		Yale University
Florida	Florida International University Florida State University University of South Florida	Florida Institute of Technology
Georgia	Emory University Georgia State University University of Georgia	Georgia College and State University Kennesaw State University
Illinois	Illinois State University University of Illinois–Chicago	Illinois State University Western Illinois University
Indiana	Indiana University	Indiana University
Kansas		Wichita State University
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana
Maryland	Johns Hopkins University University of Maryland University of Maryland–Baltimore County	Johns Hopkins University University of Maryland University of Maryland–Baltimore University of Maryland–Baltimore County
Massachusetts	Boston University	
Michigan	Michigan State University Michigan Technological University Western Michigan University	University of Michigan
Minnesota	University of Minnesota–Twin Cities	
Missouri		University of Missouri University of Missouri–Kansas City
Montana	University of Montana	
Nevada	University of Nevada–Las Vegas	

The Peace Corps' Educational Partnerships in the United States

States	Master's International Colleges/Universities	Fellows/USA Colleges/Universities
New Hampshire	Southern New Hampshire University	Southern New Hampshire University
New Jersey	Rutgers, The State University of New Jersey–Camden	Drew University Monmouth University Rutgers, The State University of New Jersey–Camden
New Mexico		New Mexico State University Western New Mexico University
New York	Bard College Cornell University University at Albany–State University of New York	Columbia University Teachers College Cornell University Fordham University The New School University of Rochester
North Carolina	Appalachian State University North Carolina A&T State University North Carolina State University	Duke University
Ohio	University of Cincinnati	Bowling Green State University University of Cincinnati
Oklahoma	Oklahoma State University	
Oregon	Oregon State University	University of Oregon
Pennsylvania	University of Pittsburgh	Carnegie Mellon University Duquesne University Seton Hill University University of Pennsylvania
South Carolina	Clemson University University of South Carolina	University of South Carolina
Texas	Texas A&M University Texas Tech University	
Vermont	SIT Graduate Institute St. Michael's College	University of Vermont
Virginia	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University
Washington	Gonzaga University University of Washington Washington State University	
Wisconsin	University of Wisconsin University of Wisconsin–Stevens Point	Marquette University University of Wisconsin–Milwaukee University of Wisconsin–Stevens Point
Wyoming	University of Wyoming	University of Wyoming
District of Columbia	American University George Washington University	George Washington University

Volunteer Safety and Security

Note: *This text is taken directly from the* Volunteer Handbook *that each Volunteer receives prior to departure to his or her country of service.*

Personal Safety

Volunteers serve worldwide, sometimes in very remote areas. Subsequently, health and safety risks are an inherent part of Volunteer service. Living and traveling in an unfamiliar environment (often alone), having a limited understanding of local language and culture, and being perceived as wealthy are some of the factors that can put a Volunteer at risk. Many Volunteers experience varying degrees of unwanted attention and harassment. Petty thefts and burglaries are not uncommon and incidents of physical and sexual assaults do occur. Volunteer deaths during service, including homicides, are rare but have occurred during the almost 50 years the Peace Corps has been in existence.

The Peace Corps has established policies and procedures to help Volunteers reduce their risks and enhance their safety and security. At the same time, the Volunteer's own conduct is the single most important factor in ensuring his or her own safety and well-being. Staying safe and secure during Peace Corps service requires Volunteers to take personal responsibility for following the guidance provided during training concerning the importance of observing locally appropriate behavior, exercising sound judgment, and abiding by Peace Corps' policies and procedures.

Personal safety is enhanced by mature behavior and the exercise of sound judgment. As a Volunteer, it is essential to be aware of your surroundings, understand how your conduct and actions may be perceived, and be sensitive to the effect your behavior has on your personal safety. Often Volunteers must change a range of behaviors they have grown accustomed to in the United States—including dress, living arrangements, exercise, consumption of alcohol, socializing with members of the opposite sex, going out alone at night, etc.—to minimize risks to their safety and security. The challenge is to find the right balance and comport yourself in a manner that enables you to have a safe, productive experience. Peace Corps staff members are committed to helping Volunteers meet this challenge.

Throughout service, Volunteers strive to achieve competency in various areas. During pre-service training, the Peace Corps provides training and resources to help each Volunteer develop language, technical, and cross-cultural proficiency, and acquire personal safety knowledge and skills. Volunteer sites are chosen according to specific safety criteria that consider housing, transportation, communication, access to services, and proximity to fellow Volunteers. You will be expected to strictly abide by the Peace Corps post's policies regarding travel notification and leave authorization. Crimes do sometimes happen to Volunteers overseas and if it happens to you, your local Peace Corps post and the Peace Corps Office of Safety and Security are ready to support you. Immediate reporting to Peace Corps officials is essential so Peace Corps can provide you with the support you deserve. It may also be critical to the preservation of evidence and the apprehension of a suspect, if you choose to pursue prosecution through local authorities.

The decision to report an incident to local authorities is entirely yours; Peace Corps will ensure that you are fully informed of your options and will help you through the process and procedures involved, should you wish to do so. The responsibility for investigation and prosecution rests with the host country government, not with the Volunteer or the Peace Corps. However, in the event of a serious crime against a Volunteer, the Peace Corps may be able to retain a local attorney to counsel and assist the post and represent the interests of the victim.

If you do become a victim of a violent crime, first make sure you are in a safe place and with people you trust, and second, contact the country director or the Peace Corps medical officer. Immediate reporting is important to the preservation of evidence and the chances of apprehending the suspect. Country directors and medical officers are required to report all crimes to the Peace Corps Office of Safety and Security. In addition, the U.S. Embassy regional security officer (RSO) will also be informed. This information is protected from unauthorized disclosure by the Privacy Act.

Emergency Action Plans

The Peace Corps addresses larger security concerns through country-specific emergency action plans (EAPs). These plans, developed to address natural disasters, political unrest, serious accidents, etc. set forth the strategies developed by the Peace Corps in each country to prepare for, respond to, and recover from such crises. You will receive an EAP orientation during pre-service training and subsequent in-service trainings. You will also receive a copy of the EAP and be expected to familiarize yourself with the plan and your roles and responsibilities during times of crisis.

The Peace Corps works very closely with the U.S. ambassador and the embassy's regional security officer on matters of Volunteer safety and crisis management. Copies of the EAP are submitted to the U.S. Embassy and Peace Corps headquarters. If a situation arises in-country that poses a potential threat to Volunteers,

> **It is essential to always be aware of your surroundings, understand how your conduct and actions may be perceived, and be sensitive to the effect your behavior has on your personal safety. The challenge is to find the right balance.**

the Peace Corps will respond immediately to assess the nature of the threat and respond in a manner that maximizes Volunteers' safety and well-being. Under some circumstances, Volunteers may be removed from their sites (temporarily or permanently) or removed from the country altogether. If the decision is made to evacuate a country, the Peace Corps will commit every resource at hand to safeguard the well-being of each Volunteer and staff member.

Where Peace Corps Volunteers Serve

Asia
61 China
62 Thailand
63 Cambodia
64 Philippines
65 Indonesia

8%

Pacific Islands
66 Federated States of Micronesia, and Palau
67 Samoa
68 Vanuatu
69 Fiji
70 Tonga

3%

17%

Eastern Europe/ Central Asia
48 Ukraine
49 Moldova
50 Romania
51 Bulgaria
52 Macedonia
53 Albania
54 Georgia
55 Armenia
56 Azerbaijan
57 Kazakhstan
58 Turkmenistan
59 Kyrgyz Republic
60 Mongolia

41%

Africa
20 Cape Verde
21 Senegal
22 Mauritania
23 The Gambia
24 Mali
25 Guinea
26 Sierra Leone
27 Liberia
28 Burkina Faso
29 Niger
30 Ghana
31 Togo
32 Benin
33 Cameroon
34 Ethiopia
35 Uganda
36 Kenya
37 Rwanda
38 Tanzania
39 Zambia
40 Malawi
41 Mozambique
42 Madagascar
43 Namibia
44 Botswana
45 South Africa
46 Lesotho
47 Swaziland

4%

The Caribbean
1 Jamaica
2 Dominican Republic
3 Eastern Caribbean:
   Antigua/Barbuda
   Dominica
   Grenada/Carriacou
   St. Kitts/Nevis
   St. Lucia
   St. Vincent/Grenadines

4%

North Africa and The Middle East
18 Morocco
19 Jordan

23%

Latin America
4 Mexico
5 Belize
6 Guatemala
7 Honduras
8 El Salvador
9 Nicaragua
10 Costa Rica
11 Panama
12 Guyana
13 Suriname
14 Ecuador
15 Peru
16 Bolivia
17 Paraguay

Africa Region

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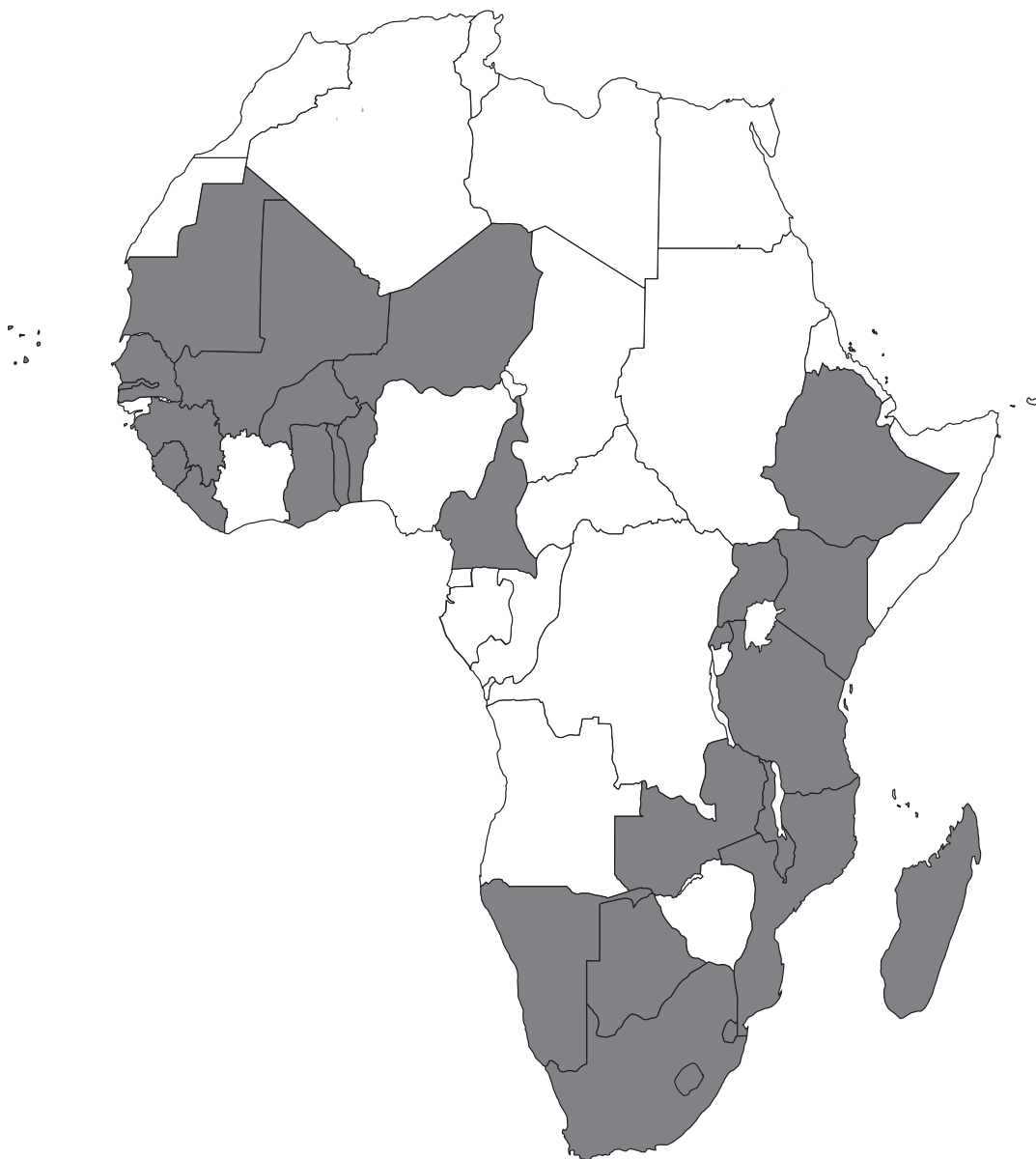
Benin

CAPITAL	Porto-Novo
POPULATION	8.9 million
ANNUAL PER CAPITA INCOME	$1,608
PROGRAM DATES	1968–present
PROGRAM SECTORS	Business Development
	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	103	110
Program funds ($000)	4,962	5,300

Botswana
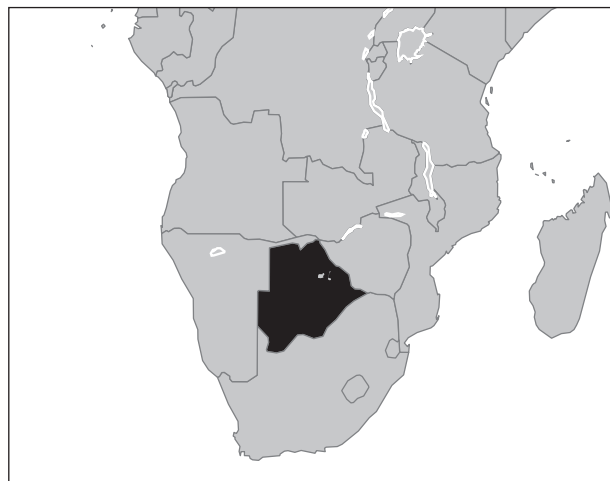
CAPITAL	Gaborone
POPULATION	2.0 million
ANNUAL PER CAPITA INCOME	$14,907
PROGRAM DATES	1966–1997
	2003–present
PROGRAM SECTORS	Health and HIV/AIDS
	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	51	73
Program funds ($000)	1,638	2,400

Burkina Faso

CAPITAL	Ouagadougou
POPULATION	15.8 million
ANNUAL PER CAPITA INCOME	$1,268
PROGRAM DATES	1966–1987
	1995–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	127	143
Program funds ($000)	4,869	5,550

Cameroon

CAPITAL	Yaounde
POPULATION	19.5 million
ANNUAL PER CAPITA INCOME	$2,139
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture
	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	176	183
Program funds ($000)	5,276	5,600

Cape Verde

CAPITAL	Praia
POPULATION	.506 million
ANNUAL PER CAPITA INCOME	$3,472
PROGRAM DATES	1988–present
PROGRAM SECTORS	Business Development
	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	58	56
Program funds ($000)	2,429	2,400

Ethiopia

CAPITAL	Addis Ababa
POPULATION	82.8 million
ANNUAL PER CAPITA INCOME	$898
PROGRAM DATES	1962–1977
	1995–1999
	2007–present
PROGRAM SECTORS	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	45	79
Program funds ($000)	1,560	2,750

The Gambia

CAPITAL	Banjul
POPULATION	1.7 million
ANNUAL PER CAPITA INCOME	$1,395
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education
	Environment
	Health and HIV/AIDS
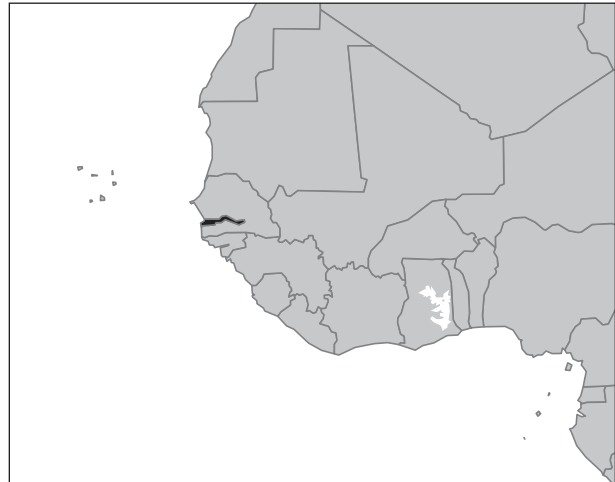
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	80	82
Program funds ($000)	2,640	2,800

Ghana

CAPITAL	Accra
POPULATION	23.8 million
ANNUAL PER CAPITA INCOME	$1,518
PROGRAM DATES	1961–present
PROGRAM SECTORS	Business Development
	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	152	148
Program funds ($000)	3,567	3,500

Guinea

CAPITAL	Conakry
POPULATION	10.1 million
ANNUAL PER CAPITA INCOME	$1,014
PROGRAM DATES	1962–1966, 1969–1971
	1985–present
PROGRAM SECTORS	Business Development
	Education, Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	12	0
Program funds ($000)	1,154	1,000

Kenya

CAPITAL	Nairobi
POPULATION	39.8 million
ANNUAL PER CAPITA INCOME	$1,712
PROGRAM DATES	1965–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	68	92
Program funds ($000)	3,133	4,200

Lesotho

CAPITAL	Maseru
POPULATION	2.1 million
ANNUAL PER CAPITA INCOME	$1,305
PROGRAM DATES	1967–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	76	85
Program funds ($000)	2,250	2,500

Liberia

CAPITAL	Monrovia
POPULATION	4 million
ANNUAL PER CAPITA INCOME	$373
PROGRAM DATES	1962–1990
	2008–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	13	41
Program funds ($000)	1,441	2,450

Madagascar

CAPITAL	Antananarivo
POPULATION	19.6 million
ANNUAL PER CAPITA INCOME	$996
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	96	105
Program funds ($000)	2,401	2,700

Malawi

CAPITAL	Lilongwe
POPULATION	15.3 million
ANNUAL PER CAPITA INCOME	$836
PROGRAM DATES	1963–1969, 1973–1976
	1978–present
PROGRAM SECTORS	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	123	122
Program funds ($000)	3,077	3,150

Mali

CAPITAL	Bamako
POPULATION	13 million
ANNUAL PER CAPITA INCOME	$1,129
PROGRAM DATES	1971–present
PROGRAM SECTORS	Business Development
	Education
	Environment
	Health and HIV/AIDS
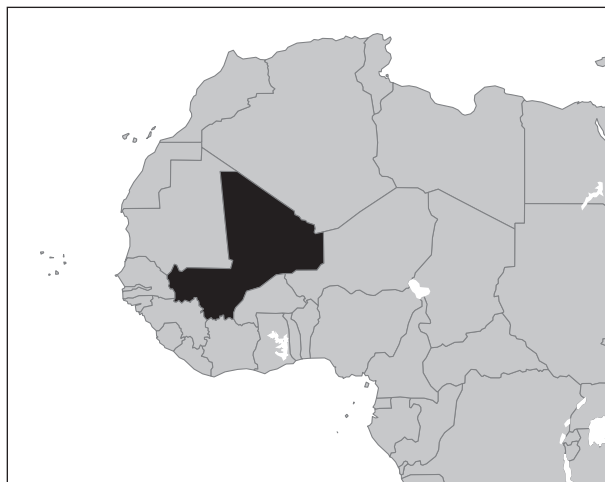
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	149	160
Program funds ($000)	6,646	7,250

Mauritania

CAPITAL	Nouakchott
POPULATION	3.3 million
ANNUAL PER CAPITA INCOME	$2,055
PROGRAM DATES	1967; 1971–1991
	1991–present
PROGRAM SECTORS	Agriculture, Business Development
	Education, Environment
	Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	0	0
Program funds ($000)	1,000	800

Mozambique

CAPITAL	Maputo
POPULATION	22.9 million
ANNUAL PER CAPITA INCOME	$903
PROGRAM DATES	1998–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	161	152
Program funds ($000)	3,774	3,800

Namibia

CAPITAL	Windhoek
POPULATION	2.2 million
ANNUAL PER CAPITA INCOME	$6,612
PROGRAM DATES	1990–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS
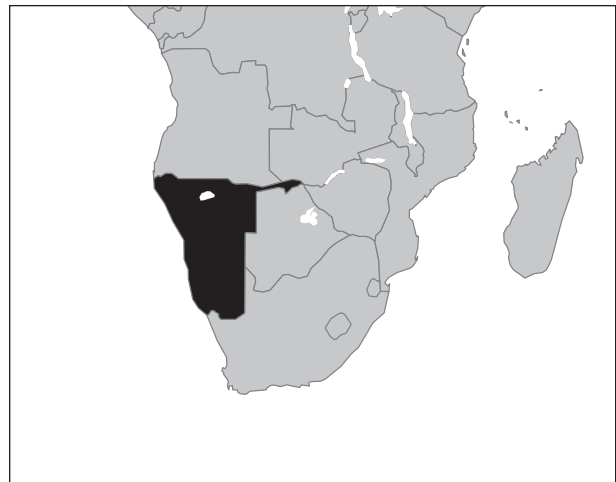
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	101	109
Program funds ($000)	2,898	3,100

Niger

CAPITAL		Niamey
POPULATION		15.3 million
ANNUAL PER CAPITA INCOME		$740
PROGRAM DATES		1962–present
PROGRAM SECTORS		Agriculture
		Business Development, Education
		Environment, Health and HIV/AIDS
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	58	61
Program funds ($000)	4,050	4,200

Rwanda

CAPITAL	Kigali
POPULATION	10 million
ANNUAL PER CAPITA INCOME	$1,043
PROGRAM DATES	1975–1993
	2008–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	53	83
Program funds ($000)	2,175	3,450

Senegal

CAPITAL	Dakar
POPULATION	12.5 million
ANNUAL PER CAPITA INCOME	$10,810
PROGRAM DATES	1963–present
PROGRAM SECTORS	Agriculture
	Business Development
	Environment
	Health and HIV/AIDS
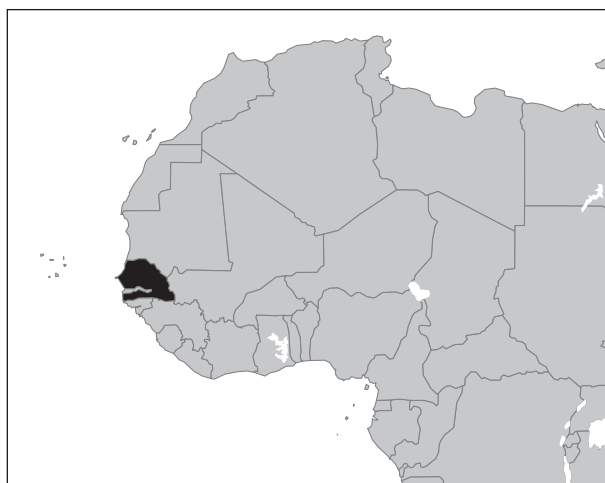
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	210	213
Program funds ($000)	5,749	5,900

Sierra Leone

CAPITAL	Freetown
POPULATION	5.7 million
ANNUAL PER CAPITA INCOME	$725
PROGRAM DATES	1962–1992, 1992–1994
	2009–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	30	72
Program funds ($000)	3,770	5,100

South Africa

CAPITAL	Pretoria
POPULATION	50.1 million
ANNUAL PER CAPITA INCOME	$10,136
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	121	156
Program funds ($000)	4,445	5,700

Swaziland

CAPITAL	Mbabane
POPULATION	1.2 million
ANNUAL PER CAPITA INCOME	$5,749
PROGRAM DATES	1968–1996
	2003–present
PROGRAM SECTORS	Health and HIV/AIDS
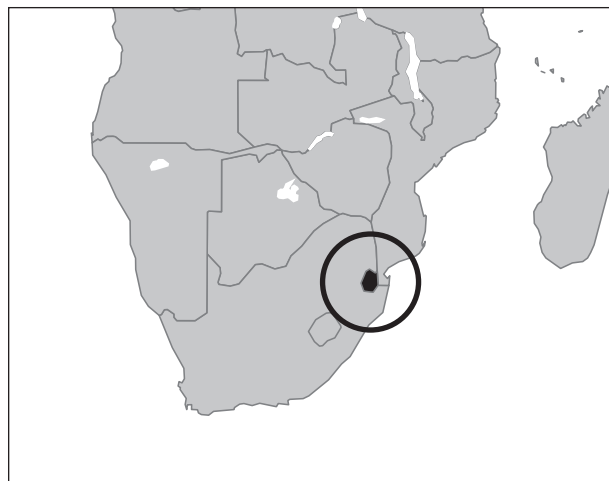
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	69	71
Program funds ($000)	1,919	2,000

Tanzania

CAPITAL	Dar Es Salaam
POPULATION	43.7 million
ANNUAL PER CAPITA INCOME	$1,353
PROGRAM DATES	1962–1969, 1979–1991
	1991–present
PROGRAM SECTORS	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	153	149
Program funds ($000)	3,829	3,900

Togo

CAPITAL	Lome
POPULATION	6.6 million
ANNUAL PER CAPITA INCOME	$812
PROGRAM DATES	1962–present
PROGRAM SECTORS	Business Development
	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	117	114
Program funds ($000)	3,957	4,000

Uganda

CAPITAL	Kampala
POPULATION	32.7 million
ANNUAL PER CAPITA INCOME	$1,147
PROGRAM DATES	1964–1973, 1991–1999
	2000–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	87	110
Program funds ($000)	2,889	3,700

Zambia

CAPITAL	Lusaka
POPULATION	12.9 million
ANNUAL PER CAPITA INCOME	$1,482
PROGRAM DATES	1993–present
PROGRAM SECTORS	Agriculture
	Education, Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	131	168
Program funds ($000)	5,502	7,100

Europe, Mediterranean and Asia Region

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

Albania

CAPITAL	Tirana
POPULATION	3.2 million
ANNUAL PER CAPITA INCOME	$6,897
PROGRAM DATES	1992–1997
	2003–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	69	79
Program funds ($000)	2,769	3,250

Armenia

CAPITAL	Yerevan
POPULATION	3.1 million
ANNUAL PER CAPITA INCOME	$5,792
PROGRAM DATES	1992–present
PROGRAM SECTORS	Business Development
	Education
	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	85	91
Program funds ($000)	3,076	3,400

Azerbaijan

CAPITAL	Baku
POPULATION	8.8 million
ANNUAL PER CAPITA INCOME	$8,634
PROGRAM DATES	2003–present
PROGRAM SECTORS	Business Development
	Education
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	167	153
Program funds ($000)	3,021	2,800

Bulgaria

CAPITAL	Sofia
POPULATION	7.5 million
ANNUAL PER CAPITA INCOME	$12,322
PROGRAM DATES	1991–present
PROGRAM SECTORS	Business Development
	Education
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	149	165
Program funds ($000)	4,208	4,700

Cambodia

CAPITAL	Phnom Penh
POPULATION	14.8 million
ANNUAL PER CAPITA INCOME	$2,082
PROGRAM DATES	2006–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	88	105
Program funds ($000)	2,037	2,500

China

CAPITAL	Beijing
POPULATION	1345.7 million
ANNUAL PER CAPITA INCOME	$5,970
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	129	155
Program funds ($000)	2,718	3,400

Georgia

CAPITAL		T'bilisi
POPULATION		4.3 million
ANNUAL PER CAPITA INCOME		$4,869
PROGRAM DATES		2007–present
PROGRAM SECTORS		Business Development
		Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	49	63
Program funds ($000)	1,964	2,550

Indonesia

CAPITAL		Jakarta
POPULATION		230 million
ANNUAL PER CAPITA INCOME		$3,980
PROGRAM DATES		1963–1965
		2009–present
PROGRAM SECTORS		Education

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	22	55
Program funds ($000)	3,077	2,500

Jordan

CAPITAL		Amman
POPULATION		6.3 million
ANNUAL PER CAPITA INCOME		$5,536
PROGRAM DATES		1997–present
PROGRAM SECTORS		Education
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	35	76
Program funds ($000)	2,258	3,850

Kazakhstan

CAPITAL	Astana
POPULATION	15.6 million
ANNUAL PER CAPITA INCOME	$11,434
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	171	172
Program funds ($000)	4,412	4,600

Kyrgyz Republic

CAPITAL	Bishkek
POPULATION	5.4 million
ANNUAL PER CAPITA INCOME	$2,185
PROGRAM DATES	1993–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	99	123
Program funds ($000)	2,488	3,200

Macedonia

CAPITAL	Skopje
POPULATION	2 million
ANNUAL PER CAPITA INCOME	$9,163
PROGRAM DATES	1996–present
PROGRAM SECTORS	Business Development
	Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	106	96
Program funds ($000)	2,552	2,000

Moldova

CAPITAL		Chisinau
POPULATION		3.6 million
ANNUAL PER CAPITA INCOME		$2,984
PROGRAM DATES		1993–present
PROGRAM SECTORS		Agriculture
		Business Development
		Education
		Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	108	119
Program funds ($000)	3,161	3,550

Mongolia

CAPITAL		Ulaanbaatar
POPULATION		2.7 million
ANNUAL PER CAPITA INCOME		$3,547
PROGRAM DATES		1991–present
PROGRAM SECTORS		Business Development
		Education
		Health and HIV/AIDS
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	128	146
Program funds ($000)	2,761	3,100

Morocco

CAPITAL		Rabat
POPULATION		32 million
ANNUAL PER CAPITA INCOME		$4,362
PROGRAM DATES		1963–present
PROGRAM SECTORS		Business Development
		Environment
		Health and HIV/AIDS
		Youth
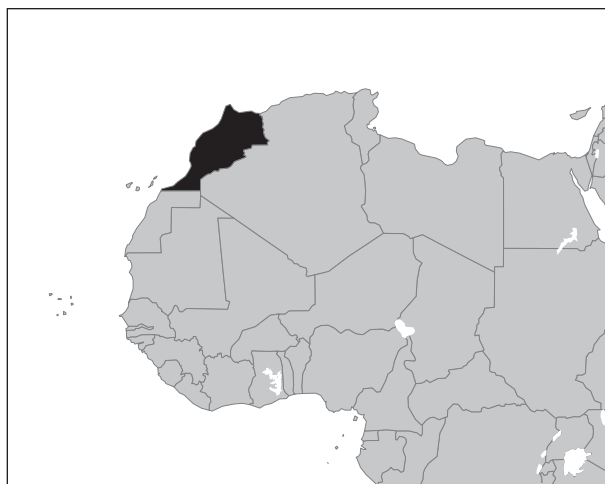
ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	264	261
Program funds ($000)	5,964	6,200

Philippines

CAPITAL		Manila
POPULATION		92 million
ANNUAL PER CAPITA INCOME		$3,515
PROGRAM DATES		1961–1990
		1992–present
PROGRAM SECTORS		Education
		Environment
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	239	263
Program funds ($000)	5,195	5,900

Romania

CAPITAL		Bucharest
POPULATION		21.3 million
ANNUAL PER CAPITA INCOME		$12,600
PROGRAM DATES		1991–present
PROGRAM SECTORS		Business Development
		Education
		Environment
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	80	92
Program funds ($000)	3,322	3,800

Thailand

CAPITAL		Bangkok
POPULATION		67.8 million
ANNUAL PER CAPITA INCOME		$8,239
PROGRAM DATES		1962–present
PROGRAM SECTORS		Business Development
		Education
		Environment
		Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	91	112
Program funds ($000)	3,295	4,100

Turkmenistan

CAPITAL	Ashgabat
POPULATION	5.1 million
ANNUAL PER CAPITA INCOME	$5,757
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	84	84
Program funds ($000)	1,951	1,900

Ukraine

CAPITAL	Kiev
POPULATION	45.7 million
ANNUAL PER CAPITA INCOME	$7,342
PROGRAM DATES	1992–present
PROGRAM SECTORS	Business Development
	Education
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	453	455
Program funds ($000)	8,773	8,900

Inter-America and the Pacific Region

Central America	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Antigua/Barbuda, Dominica, Grenada/Carriacou, St. Kitts and Nevis, St. Lucia, St. Vincent/Grenadines), Jamaica
South America	Bolivia, Ecuador, Guyana, Paraguay, Peru, Suriname
Pacific	Federated States of Micronesia and Palau, Fiji, Samoa, Tonga, Vanuatu

Belize

CAPITAL	Belmopan
POPULATION	.307 million
ANNUAL PER CAPITA INCOME	$7,954
PROGRAM DATES	1962–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	82	75
Program funds ($000)	2,988	2,800

Bolivia

CAPITAL	La Paz
POPULATION	9.8 million
ANNUAL PER CAPITA INCOME	$4,345
PROGRAM DATES	1962–1971
	1990–present
PROGRAM SECTORS	Agriculture
	Business Development, Education
	Environment, Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	0	0
Program funds ($000)	500	500

Costa Rica

CAPITAL	San Jose
POPULATION	4.6 million
ANNUAL PER CAPITA INCOME	$10,735
PROGRAM DATES	1963–present
PROGRAM SECTORS	Business Development
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	94	113
Program funds ($000)	2,839	3,500

Dominican Republic

CAPITAL	Santo Domingo
POPULATION	10.1 million
ANNUAL PER CAPITA INCOME	$8,619
PROGRAM DATES	1962–present
PROGRAM SECTORS	Business Development
	Education, Environment
	Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	204	190
Program funds ($000)	4,989	4,700

Eastern Caribbean

CAPITALS	Saint John's, Roseau, Saint George's
	Basseterre, Castries, Kingstown
POPULATION	.592 million
ANNUAL PER CAPITA INCOME	$12,613
PROGRAM DATES	1961–present
PROGRAM SECTORS	Business Development
	Education, Health and HIV/AIDS
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	103	99
Program funds ($000)	3,830	3,700

Ecuador

CAPITAL	Quito
POPULATION	13.6 million
ANNUAL PER CAPITA INCOME	$7,786
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture
	Environment
	Health and HIV/AIDS
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	173	214
Program funds ($000)	4,383	5,450

El Salvador

CAPITAL	San Salvador
POPULATION	6.2 million
ANNUAL PER CAPITA INCOME	$7,564
PROGRAM DATES	1962–1980
	1993–present
PROGRAM SECTORS	Agriculture
	Business Development, Environment
	Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	142	140
Program funds ($000)	3,912	3,800

Federated States of Micronesia and Palau
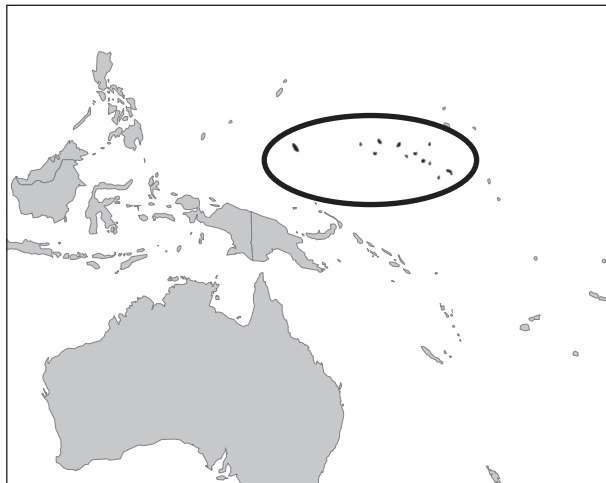
CAPITAL	Palikir, Melekeok
POPULATION	.131 million
ANNUAL PER CAPITA INCOME	$5,161
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education
	Environment, Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	68	61
Program funds ($000)	2,016	1,850

Fiji

CAPITAL	Suva
POPULATION	.849 million
ANNUAL PER CAPITA INCOME	$4,196
PROGRAM DATES	1968–1998
	2003–present
PROGRAM SECTORS	Environment
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	52	55
Program funds ($000)	2,293	2,450

Guatemala

CAPITAL	Guatemala City
POPULATION	14 million
ANNUAL PER CAPITA INCOME	$4,907
PROGRAM DATES	1963–present
PROGRAM SECTORS	Agriculture
	Business Development
	Environment
	Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	215	230
Program funds ($000)	6,074	6,500

Guyana

CAPITAL	Georgetown
POPULATION	.762 million
ANNUAL PER CAPITA INCOME	$4,029
PROGRAM DATES	1967–1971
	1995–present
PROGRAM SECTORS	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	55	60
Program funds ($000)	2,153	2,350

Honduras

CAPITAL	Tegucigalpa
POPULATION	7.5 million
ANNUAL PER CAPITA INCOME	$4,275
PROGRAM DATES	1963–present
PROGRAM SECTORS	Agriculture
	Business Development
	Health and HIV/AIDS
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	164	185
Program funds ($000)	4,793	5,500

Jamaica

CAPITAL		Kingston
POPULATION		2.7 million
ANNUAL PER CAPITA INCOME		$8,967
PROGRAM DATES		1962–present
PROGRAM SECTORS		Agriculture
		Environment
		Health and HIV/AIDS
		Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	64	84
Program funds ($000)	2,772	4,300

Mexico

CAPITAL		Mexico City
POPULATION		106.6 million
ANNUAL PER CAPITA INCOME		$14,534
PROGRAM DATES		2004–present
PROGRAM SECTORS		Business Development
		Environment

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	73	102
Program funds ($000)	1,928	2,650

Nicaragua

CAPITAL		Managua
POPULATION		5.7 million
ANNUAL PER CAPITA INCOME		$2,698
PROGRAM DATES		1968–1979
		1991–present
PROGRAM SECTORS		Agriculture
		Business Development, Education
		Environment, Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	216	213
Program funds ($000)	3,782	3,700

Panama

CAPITAL	Panama City
POPULATION	3.5 million
ANNUAL PER CAPITA INCOME	$11,361
PROGRAM DATES	1963–1971
	1990–present
PROGRAM SECTORS	Agriculture
	Business Development, Education
	Environment, Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	180	181
Program funds ($000)	4,657	4,800

Paraguay

CAPITAL	Asuncion
POPULATION	6.3 million
ANNUAL PER CAPITA INCOME	$4,786
PROGRAM DATES	1967–present
PROGRAM SECTORS	Agriculture
	Business Development, Education
	Environment
	Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	232	236
Program funds ($000)	5,255	5,600

Peru

CAPITAL	Lima
POPULATION	29.2 million
ANNUAL PER CAPITA INCOME	$8,594
PROGRAM DATES	1962–1975
	2002–present
PROGRAM SECTORS	Business Development
	Environment, Health and HIV/AIDS
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	250	256
Program funds ($000)	6,015	6,400

Samoa

CAPITAL	Apia
POPULATION	.179 million
ANNUAL PER CAPITA INCOME	$5,674
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	29	37
Program funds ($000)	1,331	1,700

Suriname

CAPITAL	Paramaribo
POPULATION	.520 million
ANNUAL PER CAPITA INCOME	$8,188
PROGRAM DATES	1995–present
PROGRAM SECTORS	Business Development
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	37	43
Program funds ($000)	2,224	2,650

Tonga

CAPITAL	Nuku'alofa
POPULATION	.104 million
ANNUAL PER CAPITA INCOME	$5,382
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education
	Youth

ANTICIPATED NUMBER OF VOLUNTEERS
Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	35	42
Program funds ($000)	1,370	1,700

Vanuatu

CAPITAL	Port-Vila
POPULATION	.240 million
ANNUAL PER CAPITA INCOME	$4,251
PROGRAM DATES	1990–present
PROGRAM SECTORS	Business Development
	Education
	Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2010	FY 2011
Volunteers	96	81
Program funds ($000)	2,894	2,500

APPENDIX M

Foreign Currency Fluctuation Account

During FY 2009, the Peace Corps transferred a total of $4,000,000 from its operating account to the Foreign Currency Fluctuations Account.

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1   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.

Government Performance and Results Act

The Peace Corps' Performance Plan as Required
Under the Government Performance and Results Act

FY 2009–2011 PERFORMANCE PLAN

The agency has developed a FY 2009–2014 Strategic Plan. The following FY 2009–2011 Performance Plan provides guidance and targets compatible with the new Strategic Plan.

Strategic Goal 1

Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs.

Outcome Goals:

1.1   Country programs fulfill host-country skill needs
1.2   Volunteers have the competencies necessary to implement a country program
1.3   Host country individuals, organizations, and communities demonstrate an enhanced capacity to meet their own needs

Performance Goal 1.1.1:

Ensure the effectiveness of in-country programs

Agency Level Performance Indicators:

a.   Percentage of projects plans that meet the expressed needs of the host country

Targets	FY 2009	FY 2010	FY 2011
	85%	90%	95%

b.   Percentage of posts that provide annual progress reports to their host country agency sponsors and partners

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

c.   Enhance the average length of service of Volunteers to equal or exceed 21 months

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 21 months		

Note: For the full text of *The Peace Corps Strategic Plan Fiscal Years 2009-2014 and Performance Plan Fiscal Years 2009-2011* referenced in this report, please see: http://multimedia.peacecorps.gov/multimedia/pdf/policies/pc_strategic_plan_081409.pdf

Ensure the effectiveness of in-country training

Agency Level Performance Indicators:

a. Percentage of Volunteers who meet local language requirements for service per post testing standards

Targets	FY 2009	FY 2010	FY 2011
		A minimum of 85%	

b. Percentage of Volunteers reporting training as adequate or better in preparing them technically for service

Targets	FY 2009	FY 2010	FY 2011
	70%	72%	75%

c. Percentage of Peace Corps Volunteers reporting training as adequate or better in preparing them to work with counterparts

Targets	FY 2009	FY 2010	FY 2011
	60%	62%	65%

Performance Goal 1.3.1

Increase the effectiveness of skills transfer to host country individuals, organizations, and communities

Agency Level Performance Indicators:

a. Percentage of Volunteers reporting that their work transferred skills to host country individuals and organizations adequately or better

Targets	FY 2009	FY 2010	FY 2011
	70%	72%	75%

b. Percentage of PCVs reporting their HIV/AIDS education and outreach is effective

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

c. Percentage of projects that document increases in host country national capacity

Targets	FY 2009	FY 2010	FY 2011
	70%	75%	80%

d. Percentage of partner organizations that report their assigned PCV fulfilled their requested need for technical assistance

Targets	FY 2009	FY 2010	FY 2011
	50%	60%	70%

The Peace Corps will:

- Utilize e-learning to enhance early language acquisition and ensure language learning techniques are appropriate for Volunteers with diverse learning needs

- Promote communications between staff and host country partners through Project Advisory Committees, progress reports and annual updates

- Enhance staff effectiveness in training and supporting Volunteers through increased staff training

- Utilize technology to promote and support the exchange of field resources for enhancing programming and training effectiveness

- Train Volunteers in effective ways to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries they serve

- Enable Volunteers to effectively learn the local language and community engagement so local partners can learn skills to manage their own development in a sustainable manner

- Use more effective Volunteer reporting tools to ease the collection and analysis of Volunteer project, capacity building, and skills transfer activities

Verification and Validation:

Overseas Programming, Training, and Support (OPATS) and the regions, through their annual Project Status Review (PSR) and Training Status Review (TSR) processes, will compile annual data and review observations related to programming and training as submitted by the field; identify general trends and promising practices; and make information available to Peace Corps field staff to help them improve their programming and training.

The capacity-building efforts of Volunteers are a central component of the project goals, and the projects will be reviewed, analyzed, and provided specific feedback for improvement. OPATS will also monitor the production and quality of programming and training materials with the regions through review of annual reports and project evaluations. Furthermore, the language testing data that is collected at post will funnel in to OPATS for evaluation and review.

The Office of Strategic Information, Research, and Planning (OSIRP) will provide oversight of data and information quality, will analyze Volunteer survey data, conduct agency level evaluations, and will provide information to Peace Corps management to enable the improvement of programming and training. OSIRP will also collect data on reasons for resignations and the average length of service for Volunteers.

Strategic Goal 2

Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers.

Outcome Goal:

2.1   Host country individuals and communities learn about Americans through shared experiences with Peace Corps Volunteers

Performance Goal 2.1.1:

The work and life experiences of Volunteers in-country promote host country national learning about Americans

Agency Level Performance Indicators:

a.   Percentage of Volunteers reporting training prepared them to manage cultural differences during service adequately or better

Targets	FY 2009	FY 2010	FY 2011
	91%	92%	93%

b.   Percentage of posts conducting supervisory/counterpart training on working effectively with Volunteers

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

c.   Percentage of host country nationals who have interacted with Volunteers who believe that Americans are committed to assisting other peoples

Targets	FY 2009	FY 2010	FY 2011
	Under development based on ongoing field evaluations		

d.   Percentage of Volunteers reporting that their work helps promote a better understanding of Americans on the part of the peoples served

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

The Peace Corps will:

- Maintain and improve systems to ensure appropriate site preparation for Volunteers, including the selection and training of host country counterparts

- Ensure that effective cross cultural orientation of host families, counterparts, and community partners takes place

- Effectively train Volunteers in the cross-cultural component of Peace Corps service

- Implement field evaluations to obtain feedback from host country national individuals

Verification and Validation:

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze Volunteer survey data to provide Volunteer feedback on the effectiveness of the training and support they receive to enable them to carry out their cross-cultural mission. Overseas Programming, Training, and Support, Regions, and OSIRP will work together on collecting, reviewing, and verifying data on various counterpart trainings that take place at post. OSIRP will also review overall data and information quality.

Additionally, OSIRP is overseeing a series of country level studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work. The study will use a multi-method approach to gather information, and will include outreach to counterparts, host families, and community members, as well as host country ministries and other organizations. The result of these studies will provide more third-party data and provide a deeper perspective on the views of host country partners.

Strategic Goal 3

Foster outreach to Americans through agency programs that assist Volunteers and Returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans.

Outcome Goal:

3.1   Americans have increased awareness and knowledge of other cultures and global issues

Performance Goal 3.1.1:

Volunteers share their in-country experiences with family, friends, and the American public

Agency Level Performance Indicators:

a.   Percentage of Volunteers participating in the Coverdell World Wise School Program

	FY 2009	FY 2010	FY 2011
Targets	52%	54%	56%

b. Number of individuals and organizations supporting the Peace Corps Partnership Program

Targets	FY 2009	FY 2010	FY 2011
	8,000	8,500	9,000

c. Number of youth-serving programs hosting Volunteer activities

Targets	FY 2009	FY 2010	FY 2011
	4,600	4,700	4,800

d. Monitor the percentage of Volunteers that report sharing their experiences with family, friends, and the American public

Targets	FY 2009	FY 2010	FY 2011
	None, this is a monitoring activity		

Performance Goal 3.1.2:

Increase Returned Peace Corps Volunteers (RPCV) cultural outreach to the American public through Peace Corps programs

Agency Level Performance Indicators:

a. Number of RPCVs participating in agency-initiated activities

Targets	FY 2009	FY 2010	FY 2011
	7,700	8,300	8,600

b. Number of schools impacted by the activities of RPCVs

Targets	FY 2009	FY 2010	FY 2011
	550	600	650

Means and Strategies:

The Peace Corps will:

- Promote Volunteer awareness and participation in the Peace Corps' Coverdell World Wise program

- Use innovative marketing to promote awareness of the Peace Corps' educational programs and materials to U.S. educators

- Raise awareness of the Peace Corps Partnership Program as a vehicle through which private sector entities (RPCV groups, civic/community organizations, faith-based organizations, schools, businesses, etc.) and individuals can connect with and support Volunteer projects

- Improve communication with, and information services to, returned Volunteers, especially through the use of technology, to increase their awareness of Peace Corps activities and engagement in third goal initiatives
- Implement an RPCV survey to obtain feedback and input on agency outreach efforts

Verification and Validation:

The Office of Domestic Programs will collect data, monitor, and assess implementation of events and delivery of services, furthering the Peace Corps' third goal of improving Americans' understanding of other peoples. This includes participation of Volunteers, returned Volunteers, and classrooms and youth programs in events and programs throughout the country.

Furthermore, the Office of Private Sector Initiatives will monitor and report on private sector individuals and organizations who support Peace Corps Volunteer projects through the Peace Corps Partnership Program. The Office of Strategic Information, Research and Planning will review data and information quality.

Strategic Goal 4

Provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries.

Outcome Goals:

4.1   Volunteers provided at each post meet the evolving technical needs of host countries
4.2   Trainees assigned to serve overseas represent the diversity of Americans

Performance Goal 4.1.1:

Recruit Volunteers that balance the needed manpower and technical needs at post with the available applicant pool and its skills

Agency Level Performance Indicator:

a.   Maximize the number of Volunteers serving annually based on available funding and the provision of support to ensure their optimal effectiveness

Targets	FY 2009	FY 2010	FY 2011
	7,300	7,600	8,100

b.   At least 95% of the number of trainees and skills sought annually are met

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95%		

Performance Goal 4.1.2:

Manage Volunteer recruitment functions in an effective and efficient manner

Agency Level Performance Indicators:

a. Redesign the Volunteer Delivery System and implement recommendations to improve its effectiveness

	FY 2009	FY 2010	FY 2011
Targets	Complete redesign of critical processes and prioritize implementation of recommendations	Implement top 50% of recommendations	Implement balance (50%) of recommendations

b. Reduce the response time to applicants from 100 days in FY 2009 to 80 days by the end of FY 2011

	FY 2009	FY 2010	FY 2011
Targets	100 days	90 days	80 days

Performance Goal 4.2.1:

Recruitment and Volunteer placement efforts reflect the diversity of Americans

Agency Level Performance Indicators:

a. Number of midcareer and age 50 and older applicants

	FY 2009	FY 2010	FY 2011
Targets	1,500	1,700	1,900

b. Number of applicants of diverse ethnicities

	FY 2009	FY 2010	FY 2011
Targets	2,100	2,200	2,300

Means and Strategies:

The Peace Corps will:

- Strengthen staffing capabilities to provide the level of support needed for the planned increases in the number of Volunteers

- Encourage operational alignment for filling skill needs through periodic Program Advisory Group (PAG) meetings

- Have the team evaluate and make recommendations for the Volunteer Delivery System redesign

- Institutionalize and enhance Web-based application procedures for prospective recruits

- Continue to modify the Peace Corps' external website to provide a more citizen-centered experience

- Use the website as a tool in training, educating, and preparing Volunteers for service

- Develop market forecasting capabilities to seek out recruitment opportunities in niche markets

- Reach target populations of strategic skills, minorities, and mid-career and older Americans using creative recruiting tools that are cost-effective and productive

Verification and Validation:

Trainee input, which directly affects the number of Peace Corps Volunteers in the field, will be tracked by the Program Advisory Group (PAG). The PAG reports to the Volunteer Delivery System steering committee and is composed of staff from each of the three overseas regions, the Office of Volunteer Recruitment and Selection, Volunteer Support, the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of Strategic Information, Research, and Planning, and Peace Corps Response. The group will meet regularly to manage issues related to meeting the agency's annual goals for trainees and Volunteers-on-board, as well as to develop strategies for balancing supply, demand, and strategic skill issues.

The Office of Volunteer Recruitment and Selection (VRS) will monitor its recruitment efforts and improvement strategies using a standardized system that tracks Peace Corps applications from the initiation of the application process to submission and throughout the subsequent phases. VRS will track applicants from diverse ethnicities and mid-career and older applicants in quarterly minority recruitment reports, as well as utilize placement reports to capture skills matches. Similarly, the Office of Medical Services will utilize tracking mechanisms to monitor the timeliness of the key steps needed for an applicant to be medically evaluated for Peace Corps service.

The Office of Strategic Information, Research, and Planning will utilize the process definitions of the Enterprise Architecture team to assess and report on the progress of the Volunteer Delivery System redesign. OSIRP will also review data and information quality.

Strategic Goal 5

Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources.

Outcome Goals:

5.1   Volunteers are safe, healthy, and well supported to ensure their focus on Peace Corps' sustainable development and cross-cultural mission

5.2   Peace Corps continually improves its staff and critical work processes and manages resources in an effective and efficient manner

Performance Goal 5.1.1:

Enhance the safety and security (S&S) of Volunteers

Agency Level Performance Indicators:

a.   Percentage of Volunteers reporting that their S&S training is adequate or better

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b.   Percentage of posts that have their S&S plans reviewed annually by Peace Corps safety and security officers

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 33% annually		

c.   Percentage of posts that implement critical recommendations focused on Volunteer/Trainee safety and security on a timely basis

Targets	FY 2009	FY 2010	FY 2011
	100% annually		

d.   Percentage of Volunteers who report they feel usually safe and very safe where they live and work

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 90% annually		

Performance Goal 5.1.2:

Provide quality medical and mental health services to trainees and Volunteers

Agency Level Performance Indicators:

a. Percentage of PCVs reporting their satisfaction with health care received from PC medical officers as adequate or better

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 90% annually		

b. Percentage of Volunteers reporting the emotional support they received from PC staff as adequate or better

Targets	FY 2009	FY 2010	FY 2011
	70%	75%	80%

c. Percentage of PCVs reporting adequate or better support in coping with stress from issues such as food insecurity, HIV/AIDS and other stressors in their community.

Targets	FY 2009	FY 2010	FY 2011
	60%	65%	70%

Performance Goal 5.2.1:

Provide effective and responsive financial management that accurately reflects domestic and overseas operations

Agency Level Performance Indicators:

a. Percentage of posts and HQ offices that manage resources within approved budgets and operational plans

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b. Percentage of posts and HQ offices that annually review resource management ratios for improvement

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

Performance Goal 5.2.2:

Ensure the effective management of Peace Corps resources

Agency Level Performance Indicators:

a. Percentage of post projects that engage host country officials in their formulation and implementation

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b. Percentage of posts and HQ offices with documented personnel practices that include staff development, performance management, and awards and recognition policies

Targets	FY 2009	FY 2010	FY 2011
	70%	80%	90%

Performance Goal 5.2.3

Review and improve critical Peace Corps work processes to ensure optimal performance

Agency Level Performance Indicator:

a. Annually review, streamline, and implement improvements to at least one agency mission critical process

Targets	FY 2009	FY 2010	FY 2011
	Volunteer Delivery System and Human Capital Management	A minimum of one critical process per year	

Means and Strategies:

The Peace Corps will:

*   Conduct safety and security training for both overseas staff and Volunteers

*   Through the Peace Corps safety and security officers, provide training and technical assistance so posts meet their safety and security needs

*   Conduct country risk assessments on safety and security concerns utilizing Peace Corps safety and security officers in the field

*   Review post compliance with Peace Corps Manual Section 270 (MS 270)—Volunteer Safety and Security, and the timely implementation of critical recommendations

*   Use information technology to improve the health care system

*   Implement resource management practices that improve budget planning and execution, post management

*   Create working groups to redesign and improve the Volunteer Delivery System and the Human Capital Management processes

Verification and Validation:

The Peace Corps will track its progress in meeting safety and security requirements through post reports on safety compliance and through assessment of Peace Corps safety and security officers on the implementation of recommendations to posts to enhance post safety and security training and processes. In addition, the agency will monitor survey results, as well as information reported in *Safety of the Volunteer*, the Peace Corps' annual report on safety and security incidents

involving Volunteers.

The Office of Medical Services will collect, analyze, and monitor statistics on specific health indicators to gauge the health of Volunteers and monitor the impacts of improvement strategies through the annual *Health of the Volunteer,* Peace Corps Volunteer surveys, and other reports.

The Office of the Chief Financial Officer (OCFO) will utilize its financial management systems to monitor resource management. Furthermore, through its annual Project Status Review process, Overseas Programming, Training, and Support and the regions will collect and report on host country official engagement in project formulation and implementation. The regions will work with the Office of Strategic Information, Research, and Planning (OSIRP) to document post efforts for effective post management.

OSIRP will collect and analyze Volunteer survey data to provide Volunteer feedback on safety and health issues. OSIRP will work with the Enterprise Architecture team in reporting progress on improving critical work processes. OSIRP will also review data and information quality.

AGENCY PERFORMANCE

Introduction

In FY 2009, Peace Corps focused on translating the new Strategic Plan into action. The agency was re-energized at all levels to achieve the three core goals of the agency, in particular by strengthening the collaboration, communication, and partnerships with the countries in which Volunteers serve. In an environment of resource challenges and other external constraints, the agency also strove to create effective management mechanisms and support for Volunteers.

The agency met 23 of the 36 measurable performance indicators for FY 2009 due to the dedicated work of the Volunteers and the staff around the world who support them. Of the 13 indicators where performance was not met, eight achieved substantial results. Two monitoring indicators also achieved substantial results and gave the agency new baseline data in order to set future targets.

Status of FY 2009 Performance Measures

FY 2009 is the first year the agency is reporting on the new set of performance goals and indicator targets outlined in the Peace Corps' FY 2009–2014 Strategic Plan. Overall, the agency achieved success in four of the five strategic goals, and met or exceeded targets in 64 percent of the 36 performance indicators.[2] The analysis of the indicators by performance goal is provided in this Agency Performance Section. The agency will continue to examine and hone its performance management system in FY 2010 to best measure and report on its work.

The chart below presents the agency's FY 2009 achievements as measured by performance goals and indicators.

[2] The agency established success in a strategic goal by achieving targets in two-thirds of the performance indicators under each strategic goal.

	PERFORMANCE GOAL	Indicators	Reached
1.1.1	Ensure the effectiveness of in-country programs	3	2
1.2.1	Ensure the effectiveness of in-country training	3	3
1.3.1	Increase the effectiveness of skills transfer to host country individuals, organizations, and communities	4	3
2.1.1	The work and life experiences of Volunteers in-country promote host country national learning about Americans	3	2
3.1.1	Volunteers share their in-country experiences with family, friends, and the American public	3	2
3.1.2	Increase returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs	2	1
4.1.1	Recruit Volunteers who balance the needed manpower and technical needs at posts with the available applicant pool and its skills	2	2
4.1.2	Manage Volunteer recruitment functions in an effective and efficient manner	2	1
4.2.1	Recruitment and Volunteer placement efforts reflect the diversity of Americans	2	2
5.1.1	Enhance the safety and security of Volunteers	4	1
5.1.2	Provide quality medical and mental health services to trainees and Volunteers	3	3
5.2.1	Provide effective and responsive financial management that accurately reflects domestic and overseas operations	2	0
5.2.2	Ensure the effective management of Peace Corps resources	2	0
5.2.3	Review and improve critical Peace Corps work processes to ensure optimal performance	1	1
	TOTAL INDICATORS	36	23

Strategic Goal 1: Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs.

In order to enhance the capacity of host country individuals, organizations, and communities, the agency must first work with the host country to identify its needs. To do this, the agency must have open communication and a positive working relationship at all levels—with the host country governments, partner organizations, communities, and counterparts.

The project framework and activities are designed, in collaboration with national sponsoring agencies, to meet the development needs of the country. Additionally, numerous cross-cutting initiatives are integrated into all sectors, as appropriate, and allow for agility in recognizing shifts in skills needed on the ground. During the time horizon of this Strategic Plan, the agency will place greater attention on the environmental, educational, and food security issues that are critically important and interrelated to addressing the basic development issues in the countries served by Peace Corps. Once country needs are identified, the agency must provide appropriate Volunteers who are trained to effectively build individual and organizational capacity through the transfer of skills. Thus, it is essential to provide Volunteers with adequate language, cultural, technical, and capacity-building training.

Throughout the year, Peace Corps posts collect detailed qualitative and quantitative data from all Volunteers about their activities via the Volunteer reporting tool, an electronic data management system. Each Volunteer reports on his/her activities and the outcomes, with the objectives in the sector-specific projects. Measuring host country capacity building is a major activity within each project and Volunteers report on these results in the reporting tool.

Additionally, the Peace Corps is conducting field evaluations to assess Peace Corps' success in transferring needed skills to, and building the capacity of, host country nationals. The evaluations identify in what way and to what degree skills transfer and capacity building occur as Volunteers work alongside their host country counterparts and community members.

Outcome Goals:

1.1   Country programs fulfill host country skill needs.

1.2   Volunteers have the competencies necessary to implement a country program.

1.3   Host country individuals, organizations, and communities demonstrate an enhanced capacity to meet their own needs.

Performance Goal 1.1.1:

Ensure the effectiveness of in-country programs.

Agency Level Performance Indicators:

Performance Indicators 1.1.1	FY 09 Target	FY 09 Result
a. Percentage of project plans meeting the expressed needs of the host country	85%	97%
b. Percentage of posts providing annual progress reports to their host country agency sponsors and partners	75%	53%
c. Enhance the average length of service of Volunteers to equal or exceed 21 months	21 months	22.1 months

Results and Analysis:

A well-designed development program should include active participation and collaboration on the part of host country agency sponsors. This practice is the foundation of Peace Corps' work, beginning with the invitation from the host country to Peace Corps to work with them and continuing through the community-based participatory assessments of assets and needs with local partners.

At the beginning of the fiscal year, Peace Corps posts reported a total of 204 projects worldwide. Of those, 97 percent report that the plans reflect the development needs of the country, thus exceeding the target. The reasons for achieving this high number are twofold: first, regional management emphasized to the field the importance of completing the project documentation, and second, the agency provided training and technical assistance to project managers and other staff on ways to achieve compliance with the Peace Corps' approach to participatory development for capacity building. In August 2008, the agency reviewed all project plans and identified those that required a more detailed explanation of the consultation process with host country partners. Throughout the year, headquarters technical staff worked with Peace Corps overseas staff to both improve the consultative process and improve the description of the process.

Reporting annually to host country agency sponsors on the progress of the program is another important aspect of collaboration and increases accountability of the Peace Corps to the host country. The agency did not meet the target for this indicator. In 2009, 53 percent of posts shared with host country partners the annual reports that described all post projects. An additional 20 percent prepared reports on some, but not of all their projects. Annual reports are prepared in the host country language and English, are often shared on post websites, and are welcomed by host country agencies.

Typically, posts reported they combined information from firsthand Volunteer reports, site visits by in-country technical staff, and photos and vignettes to produce a printed brochure that was shared with government ministries and other host country sponsors. An alternate approach used by one post was to ask all Volunteers leaving service during the year to prepare a booklet of photos and descriptions of their work for the sponsoring agencies and their host communities. Some posts that previously had shared annual program achievements informally moved in FY 2009 to more structured reports and used the opportunity to engage in a dialogue with partners.

Two constraints were reported by posts that did not prepare annual reports: budgetary limits and staff shortages.

The effectiveness of Peace Corps' in-country programs is directly related to the length of service of a Volunteer. Longer-serving Volunteers are more fully integrated into their communities, have acquired greater language proficiency, and report higher rates of satisfaction with their work as they have become more comfortable with, and rewarded by, their Peace Corps service.

The average length of service in FY 2009 improved above the target to 22.1 months and the annual resignation rate decreased to 7.3 percent, the lowest in 10 years.

Performance Goal 1.2.1:

Ensure the effectiveness of in-country training.

Agency Level Performance Indicators:

Performance Indicators 1.2.1	FY 09 Target	FY 09 Result
a. Percentage of Volunteers meeting local language requirements for service, per post testing standards	85%	93%
b. Percentage of Volunteers reporting training as adequate or better in preparing them technically for service	70%	80%
c. Percentage of Volunteers reporting training as adequate or better in preparing them to work with counterparts	60%	79%

Results and Analysis:

Proficiency in the language of the host community is a core competency for all Volunteers. Peace Corps' certified language instructors test Volunteers on language training at the end of the pre-service training. The agency language scores show that the agency met its target.

In FY 2009, Volunteer satisfaction with technical training exceeded the target. Eighty percent of Volunteers reported technical training as adequate or better. Technical training to prepare Volunteers to meet the specific needs of their communities is a key component of the preparation Peace Corps provides trainees prior to beginning service in-country. Volunteers participate in additional technical training sessions throughout their service, through formal and informal workshops and site visits from staff and technical experts.

The target was exceeded because of the efforts of the training staffs at post and at headquarters. In early FY 2009, several agencywide workshops were held to respond to the findings of the FY 2008 Volunteer survey. The Peace Corps held development and evaluation workshops in the field for overseas staff in all geographic regions, and increased post technical consultancies from the headquarters' sector specialists. Guidance provided to posts via electronic workshops, additional support through e-learning portals, and the conduct of workshops in training design and evaluation contributed to this improvement. Additionally, the agency created a partnership with USAID to provide a senior food security advisor to strengthen training in food security, an area of increasing importance in Peace Corps programming.

Volunteers report they are well prepared to work with counterparts during their service, demonstrating that training has been effective in enabling them to gain critical skills needed for their assignments. Working with host country counterparts can be a rewarding and challenging aspect of a Peace Corps Volunteer's experience. Volunteers and counterparts connect through their jobs and community activities and the counterparts are key community members with whom Volunteers share knowledge and skills.

Volunteers' satisfaction with the training on how to work with their host country counterparts significantly exceeded the target. Three regional workshops sponsored by headquarters brought overseas training staff together to share best practices among posts. The Strategic Plan indicators were featured at the workshops and staff members were encouraged to identify practical ways posts had developed to train Volunteers.

The agency also made improvements in FY 2009 in the way it measures, assesses, and supports overseas staff capacity and performance. This was done to improve the training of Volunteers, as the Volunteers work directly to build the capacity of host country staff, organizations, and communities. Moreover, the agency conducted an internal assessment of the effectiveness of the office responsible for providing programming and training support to overseas staff at post. In response to the assessment, the agency is implementing numerous recommendations, including substantial organizational and functional changes so the office engages in overseas staff capacity building in addition to traditional functions of supporting Volunteer programming and training. Specifically, overseas staff training shifted from a four-week general orientation to more targeted training for different categories of overseas staff.

The agency continues to look to technology to assist in effectively leveraging expertise and knowledge through online collaboration and knowledge management platforms. The agency is exploring pre-departure online training for "invitees" to enhance language, cross-cultural, and other skills prior to departing for their country of service. Additionally, the agency's new online collaboration program is used by staff worldwide to share best practices and acquire information.

Performance Goal 1.3.1:

Increase the effectiveness of skills transfer to host country individuals, organizations, and communities.

Agency Level Performance Indicators:

Performance Indicators 1.3.1	FY 09 Target	FY 09 Result
a. Percentage of Volunteers reporting that their work transferred skills to host country individuals and organizations adequately or better	70%	88%
b. Percentage of Volunteers reporting their HIV/AIDS education and outreach is effective	75%	59%
c. Percentage of projects documenting increases in host country national capacity	70%	91%
d. Percentage of partner organizations reporting their assigned Volunteers fulfilled their requested need for technical assistance	50%	52%

Results and Analysis:

Transferring skills and building the capacity of host country partners is the key result expected of Peace Corps work. In order to build sustainable local capacity, Peace Corps Volunteers' assignments focus on transfer of skills to host country individuals and organizations in such areas as teaching and teacher training, community development, and health.

In FY 2009, the number of Volunteers reporting in the agency's annual survey of Volunteers that they had transferred skills to host country individuals significantly exceeded the target. The agency emphasized to Volunteers and overseas staff the importance not only of achieving results, but measuring the outcomes of the activities. Volunteers received additional training through evaluation workshops and WebEx sessions. In FY 2009, the new electronic Volunteer reporting tool was deployed, which greatly increased Volunteers' ability to track the number of individuals who may have gained new skills and knowledge. Significant training was provided during the roll-out of this tool, which also included training on methods to measure capacity building and skills transfer.

The target established for Volunteer achievements in HIV/AIDS activities was not reached. In FY 2009, all Volunteers were encouraged to conduct activities related to education and outreach on HIV/AIDS. Results from the Volunteer survey show that Volunteers whose primary assignment was in the health/HIV/AIDS sector reported being more effective than Volunteers who participated in HIV/AIDS activities after work and on weekends.

Nevertheless, prevention outreach and education is a difficult assignment for all Volunteers because of the taboo of discussing sex and sexuality in the communities in which they work. More than one-third of Peace Corps posts (26) reported their Volunteers face difficulties discussing HIV/AIDS because of stigma and/or religious beliefs and cultural sensitivities surrounding the disease and sexuality in general. A Peace Corps staff member in one African post wrote, "In rural communities, HIV/AIDS is still a taboo subject. ... It is difficult for [Volunteers] to easily talk about it with target populations." The stigma that people living with HIV/AIDS encounter also makes effective engagement with these vulnerable populations very difficult for Volunteers.

Even when Volunteers are able to impart HIV/AIDs information, they are not able to predict how effectively the students will use the information. Said one Volunteer, "While students involved seem enthusiastic about the (HIV/AIDS) message and grasp the material, it is difficult to tell what they will do with it."

Many Volunteers report challenges in measuring the effectiveness of their HIV/AIDS interventions; they know they taught the lesson, but are unsure if that knowledge results in behavior change. To address this, Peace Corps is placing an emphasis on integrating behavior change concepts into programming and training. Beginning in FY 2009, Peace Corps strengthened field staff capacity to train Volunteers in behavior change communication. In FY 2009, the Peace Corps organized six subregional workshops to introduce the concept of behavior change communication to staff. In FY 2010, additional behavior change communication workshops, using a training-of-trainer model, are planned. In addition to focusing on how to train Volunteers to design and implement appropriate HIV/AIDS outreach activities, these workshops will incorporate monitoring and evaluation methods to enable Volunteers and their counterparts to more ably measure the effectiveness of their work.

All project plans have indicators for measuring capacity building. The methods used to measure capacity building, however, are different across the six sectors in which Peace Corps operates. Some have yet to identify the most effective ways to measure skills transfer. Of those reporting that they document capacity building, all rely on Volunteers' reports. Seventy-two percent used "documented observations" to demonstrate changes; 47 percent conducted project

evaluations. Another 30 percent used pre- and post- tests, most often in the English language programs, though not exclusively. In some countries, Peace Corps works within the national testing system, such as in Ukraine, where the government requires Peace Corps to collect this information from Volunteers' worksites.

Constraints to documenting capacity building and skills transfer exist. Cultural barriers sometimes restrict the type of information that can be collected and partner organization feedback is often not timely. Nevertheless, the Peace Corps staff in one country creatively overcame this reluctance and developed a culturally sensitive questionnaire for host schools that allowed counterparts and school directors to assess Volunteers' impact.

Finally, a Peace Corps Volunteer serves for two years and may not observe the changes resulting from his/her work within that period. The agency's impact studies report that host country nationals, many of whom are interviewed several years after a Volunteer served in their community, are more positive about the new skills learned and maintained than the Volunteer observed.

The agency met the target for requesting information concerning the degree to which Volunteers fulfilled the organization's needs. Most frequently (98 percent) posts sought the partners' feedback during visits to the Volunteers' worksites, a Peace Corps best practice. Post staff also solicited feedback during training courses that partners were invited to join (88 percent). Nearly half (42 percent) of posts convened project advisory committees—a working group of host country sponsors, such as government ministries and district officials, Volunteers, and Peace Corps staff.

Strategic Goal 2: Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers.

The Peace Corps sends Volunteers to countries around the globe to help promote a better understanding of Americans on the part of the host country individuals, organizations, and communities they serve. A key to effectively sharing about Americans is to ensure that Volunteers learn the local language, customs, and culture, and can live and work alongside host country nationals in a manner that builds trust and a willingness to work together. Thus, the Peace Corps structures its program to maximize a Volunteer's ability to integrate into the local community, earning a trust and ability to share a better understanding of Americans.

Cross-cultural training for both the Volunteers and their counterparts, the specific host country nationals with whom the Volunteers work on a regular basis, is another key factor in providing the groundwork for positive interactions in which Volunteers share a better understanding of Americans. Effective training can break down cultural barriers that exist through lack of knowledge of cultural norms. The Peace Corps strives to ensure that the pre-service and in-service training prepares Volunteers to integrate into their communities and work with their counterparts to build cross-cultural understanding, in addition to carrying out development projects.

Volunteers help promote a better understanding of Americans through their service in host country communities. While Volunteers experience the same living conditions as the host people they serve, Volunteers also exemplify the diversity, characteristics, and values of the American people. As one of the expectations set out for Volunteers, they realize they represent Americans in their community and are mindful of that responsibility.

Outcome Goal:
2.1   Host country individuals and communities learn about Americans through shared experiences with Peace Corps Volunteers.

Performance Goal 2.1.1:

The work and life experiences of Volunteers in-country promote host country national learning about Americans.

Agency Level Performance Indicators:

Performance Indicators 2.1.1	FY 09 Target	FY 09 Result
a. Percentage of Volunteers reporting that training prepared them to manage cultural differences during service adequately or better	91%	92%
b. Percentage of posts conducting supervisory/counterpart training on working effectively with Volunteers	95%	100%
c. Percentage of host country nationals who have interacted with Volunteers who believe that Americans are committed to assisting other peoples	Target not set. Under development based on ongoing field evaluations	44%
d. Percentage of Volunteers reporting that their work helps promote a better understanding of Americans on the part of the peoples served	75%	74%

Results and Analysis:

In FY 2009, two of the three measurable targets set for this outcome goal were met. A high number of Volunteers report they feel well-prepared for the cross-cultural part of their service, that they have observed changes in their counterparts' attitudes toward Americans, and that their perceptions of the host country individuals with whom they interacted have changed.

Volunteers reported high satisfaction with cross-cultural training provided by the agency. Such training increases the Volunteers' understanding of the culture in which they will live and work and teaches a set of skills and establishes a framework so they can make sense of what is experienced. Volunteers who report that they are well prepared to work with counterparts demonstrate that training was effective in enabling them to gain critical skills needed for their assignment.

Of equal importance for the Peace Corps is providing training for the counterparts or partners of the Volunteers, so they can understand American culture to better understand the Volunteer, and to help the Volunteers adjust to the local culture and integrate into their communities. All posts conducted training for counterparts and supervisors. The training ranged from a counterpart orientation when Volunteers moved to their sites to technical training conducted jointly with the Volunteers.

The Peace Corps began conducting field evaluations in FY 2009 to obtain host country national perspectives of their understanding of Americans as a result of interacting with Peace Corps Volunteers. The goal of the research is to learn the extent to which host country partners, with whom Volunteers live and work, exhibit a willingness to learn from the Volunteer, observe and learn about Americans, have new perceptions about Americans, and increasingly trust the Volunteer. The evaluations examine the experience from various angles, seeking to understand the knowledge, attitude, and behavior changes that occur within host country populations through their work and contact with Volunteers.

Baseline data from the FY 2008 pilot phase (144 individuals from three countries) indicated that 81 percent spontaneously reported they thought Volunteers exhibited a caring attitude toward the community.

Nine studies were initiated in 2009. At the end of FY 2009, complete data had been analyzed from three country studies (Bulgaria, Burkina Faso, and Nicaragua) and partial data from two (Jamaica and Romania). Of the 339 individuals for whom data are available, 44 percent spontaneously mentioned that after living or working with Volunteers, they thought Volunteers exhibited a caring attitude toward the community. This data should be read with caution because the data is based on host country nationals' responses to a general question: "Can you briefly describe what you think of Americans as a result of working with Peace Corps Volunteers?" Eighty-six percent reported having a more positive view as a result.

Peace Corps Volunteers promoted a better understanding of Americans in a variety of ways, from sharing the customs of American holidays and food to discussing current events and geography. One said, "I think the issue of time and accountability are good examples of how host country nationals have gained a better understanding of Americans. There are also the general cultural differences in terms of food, music, language, and dress that are good examples. Host country nationals are constantly surprised by my ability to eat the local food. I am often asked questions about the geographical makeup of America or if Americans own cattle. I have been given many opportunities to talk about my upbringing; how the school system operates in America. Host country nationals have shown interest in these broad details, as well as wanting to know about my personal life."

Strategic Goal 3: Foster outreach to Americans through agency programs that assist Volunteers and returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans.

Volunteers and returned Peace Corps Volunteers (RPCVs) support Peace Corps' third goal "to promote a better understanding of other peoples on the part of Americans," through formal and informal interactions during and after their Peace Corps service. The agency supports such interactions by establishing programs that encourage outreach to the American public through a variety of means, such as personal interaction, electronic communication, and cross-cultural education curricula. The interactions are both one-on-one and in large group settings in classrooms, schools, civic clubs, and with other audiences.

The Peace Corps' education partners at the K–12 and university levels are emphasizing global awareness and 21st century skills, creating a positive environment in which to expand Peace Corps' programs. The programs target different segments of the population, ranging from age-based curricula to a Correspondence Match program that connects a Peace Corps Volunteer with an American classroom, to a master's level program in which a Peace Corps Volunteer's service helps make progress toward his or her degree. Additionally, the Peace Corps Partnership Program, in which students, clubs, individuals, and organizations provide funds to assist a Peace Corps Volunteer and his or her host community in completing a community driven project, creates a strong connection between the American public and communities overseas.

Outcome Goal:
3.1   Americans have increased awareness and knowledge of other cultures and global issues.

Performance Goal 3.1.1:
Volunteers share their in-country experiences with family, friends, and the American public.

Agency Level Performance Indicators:

Performance Indicators 3.1.1	FY 09 Target	FY 09 Result
a. Percentage of Volunteers participating in the Coverdell World Wise School program	60%	57%
b. Number of individuals and organizations supporting the Peace Corps Partnership Program	8,000	10,595
c. Number of youth-serving programs hosting Volunteer activities	4,600	4,700
d. Monitor the percentage of Volunteers who report sharing their experiences with family, friends, and the American public	No target. Agency is monitoring the activities	99%

Results and Analysis:

Volunteers' participation in Peace Corps' Coverdell World Wise Schools Correspondence Match program (a program that matches Volunteers with American school children and other correspondents) didn't grow as expected in FY 2009. The major challenges the program faced were minimal resources for marketing a speakers match program and inadequate data management resources that constricted tracking of users of the program and requests coming through the regional recruiting offices for speakers match. Coverdell World Wise Schools plans to collaborate closely with a third goal specialist from Returned Volunteer Services to conduct outreach to, and track, external groups to increase the number of speakers matching RPCVs with school-based groups. Coverdell World Wise Schools will continue its three-year project to work with various agency offices to secure the necessary technology resources to manage its speakers match data.

Nevertheless, increased outreach during Volunteers' in-country training helped motivate them to correspond with American students about life in their host countries. One Volunteer stated, "It has been very rewarding communicating with a high school class in Kentucky. I think I have opened a window to the world for them and they have helped me view Moldova from their fresh perspective."

Comments received from teachers in FY 2009 show the impact Volunteers have on broadening students' world view. "The Correspondence Match program has been a unique way for the students of one high school to connect with the world beyond the confines of our small town," a teacher said. "So why is the World Wise Schools program important? My students learn more than geography and language arts: They learn perspective and empathy."

The number of programs served through the Correspondence Match program nearly met the target. Continued outreach with professional education organizations increased the number of schools aware of the program and interested in participating. Topics remain timely and relevant to today's challenges.

The Peace Corps Partnership Program helped achieve results in the agency's first and third core goal areas, increasing Americans' understanding of other cultures by inviting individuals or groups to donate funds to specific Peace Corps projects. In FY 2009 the number of U.S. donors, who collectively contributed $1.7 million, surpassed the target.

The Partnership Program links donors in the United States with Volunteers and their host communities overseas.

For example, a Peace Corps Volunteer in Togo initiated a "Take Our Daughters to Work Week," with Peace Corps Partnership funds. The project successfully addressed gender and development issues in the Plateaux Region of the West African country.

The funds gave the Volunteer a mechanism to work with community members to identify local development needs, then raise funds and find creative ways to meet those needs. It also allowed family, friends, and community to connect in a meaningful way with people in Togo.

The agency's third goal is furthered as currently-serving Volunteers communicate in "real time" about daily life in their host countries. Technology use, such as podcasts, blogs, Twitter, and personal websites, increased in FY 2009 and allowed even more Volunteers to share their Peace Corps experience with friends and family back home.

Performance Goal 3.1.2:

Increase returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs.

Agency Level Performance Indicators:

Performance Indicators 3.1.2	FY 09 Target	FY 09 Result
a. Number of RPCVs participating in agency-initiated activities	7,700	9,102
b. Number of schools impacted by the activities of RPCVs	550	502

Results and Analysis:

RPCVs participating in agency-initiated activities are the strongest promoters of the third goal. These headquarters-sponsored programs exceeded the target in FY 2009.

Sharing Volunteer experiences helped to promote an increased awareness of other countries, cultures, and global issues on the part of Americans. In FY 2009, RPCVs shared their Peace Corps' experiences in classrooms, with youth and other civic groups, and at community events nationwide. The number of RPCVs enrolled in the Fellows/USA graduate program reached an all-time high and the program added six new universities. RPCVs also served as cultural resources to support Peace Corps recruiters when they hosted informational meetings with potential applicants to Peace Corps.

The number of schools reached through the agency-sponsored program to match RPCVs with schools requesting speakers fell slightly below the target due primarily to inflated baseline figures that included one-time focused events for groups such as the Girl Scouts.

Strategic Goal 4: Provide Volunteers who represent the diversity of Americans to meet the evolving technical needs of host countries.

The Peace Corps is charged with helping host countries meet their needs for trained men and women. Essentially, the agency must recruit the "supply" to meet the "demand" for specific skill sets. Thus, it is important to have well refined systems in place to help synchronize the recruitment of individuals with appropriate skill sets with the evolving technical needs of host countries throughout the world. Moreover, since the agency also has a critical cross-cultural component to its mission, it is important that the Volunteers recruited reflect the rich diversity of America.

The Volunteer Delivery System (VDS) is the continuous cycle of Volunteer recruitment, screening, and placement that allows the Peace Corps to deliver the best qualified Volunteers to meet the needs of the agency's host countries. The Peace Corps has strategically aligned its VDS with the agency's mission, modernizing its processes to speed up the delivery process and to reach diverse groups more effectively.

Peace Corps Volunteers are the face of America in the communities in which they serve. When Volunteers reflect the rich diversity of our multicultural society, they help their host communities gain a better understanding of the United States and the values of the American people. Furthermore, more experienced Volunteers often bring skill sets and life experience that can also bring a different perspective to host communities.

Outcome Goals:
4.1   Volunteers provided at every post meet the evolving technical needs of host countries.
4.2   Trainees assigned to serve overseas represent the diversity of Americans.

Performance Goal 4.1.1:
Recruit Volunteers who balance the needed manpower and technical needs at posts with the available applicant pool and its skills.

Agency Level Performance Indicators:

Performance Indicators 4.1.1	FY 09 Target	FY 09 Result
a. Maximize the number of Volunteers serving annually based on available funding and the provision of support to ensure their optimal effectiveness	7,300	7,671
b. At least 95% of the number of trainees and skills sought annually are met	95%	96%

Results and Analysis:
The agency achieved its target for the number of Americans serving in the field at the end of the fiscal year, with 7,671 Volunteers serving in 68 posts worldwide. In FY 2009, 3,694 new trainees were sent around the world, and almost every one met the specific request of a host country. The agency continues to find ways to balance the supply and demand of Volunteers in order to best serve its partners abroad.

Volunteer on-board strength in FY 2009 was slightly lower than in FY 2008. This decrease was largely due to budget constraints that forced the agency to trim training classes in order to maintain quality and support Volunteers already in the field. As such, the agency took FY 2009 as an opportunity to reflect on how best to ensure quality growth and strong Volunteer support in order to expand training input to overseas posts in FY 2010 and beyond.

Headquarters works closely with overseas posts and the regions to best match the supply of qualified applicants to the needs of our overseas partners. The majority of positions requested by the overseas posts are directly matched by individuals with the requested skills.

The degree to which Volunteers' skills meet host country needs is corroborated by information in the agency's impact evaluations, gathered from host country partners. In the evaluations, partners were asked to comment on the extent to which Volunteers' projects meet their needs. In three of four countries in which evaluations were conducted in FY 2009, the partners said the Volunteers met their needs to a large extent. In one country, the needs were met on a smaller scale.

Performance Goal 4.1.2:
Manage Volunteer recruitment functions in an effective and efficient manner.

Agency Level Performance Indicators:

Performance Indicators 4.1.2	FY 09 Target	FY 09 Result
a. Redesign the Volunteer Delivery System and implement recommendations to improve its effectiveness	Complete redesign of critical processes and prioritize implementation of recommendations	Achieved
b. Reduce the response time to applicants from 100 days in FY 2009 to 80 days by the end of FY 2011	100 days	123 days

Results and Analysis:

The agency initiated a major effort to redesign the Volunteer Delivery System (VDS). This modernization will bring the Peace Corps into the 21st century with an integrated, efficient and comprehensive life cycle management system—from applicant to returned Peace Corps Volunteer (RPCV)—providing new and better tools to recruit and place highly qualified, service-oriented individuals. The first step, analysis of a redesign and prioritizing the implementation of recommendations, was completed in FY 2009. Plans are underway to develop and implement the first phase of the new system in FY 2010.

Customer service, in the form of responsiveness to interested Americans during the Peace Corps application process, has long been a priority. In FY 2009, the agency nearly achieved its target in response time by continuing to improve its internal business processes, improving technology use to track applicants, and automating steps whenever possible. The timeliness data analyzed in FY 2009 is even more accurate than in past years, which in turn uncovered faulty methodology for setting the baseline targets, one of the main reasons the target was not met. Thus, the improved data collection and analysis suggests that the baseline mapped to set the new targets may have been too aggressive based on poor data quality. The improved data will allow the agency to better monitor and make improvements in this area.

Performance Goal 4.2.1:
Recruitment and Volunteer placement efforts reflect the diversity of Americans.

Agency Level Performance Indicators:

Performance Indicators 4.2.1	FY 09 Target	FY 09 Result
a. Number of mid-career and age 50 and older applicants	1,500	2,041
b. Number of applicants of diverse ethnicities	2,100	3,070

Results and Analysis:

FY 2009 saw a second straight year of increased applications, with a total of over 15,000 (an all-time high in total applications since the agency went to electronic records). While the bulk of applicants are near college age, among those Americans desiring a chance to serve in the Peace Corps were a number of experienced individuals, as well as an increasingly diverse pool of applicants.

With the strong increase in total applications, the agency met its FY 2009 goals for both experienced and ethnically diverse applicants. The likely impetus for the increase in applications among this demographic is President Obama's call to service and the continued efforts for the agency to recruit skilled and experienced Americans. In addition, results were seen from the combined efforts of agency field-based recruiters, strategic recruiters, and the strategic planning that consolidated the efforts on national outreach and diversity.

As the Peace Corps looks to build a more ethnic, skill-specific, and age diverse corps of Volunteers, the agency will employ broad-based recruiting efforts, strategic planning, and innovative marketing. The agency will use specific research data for appropriate targeting of messages to specific populations, such as students, diverse populations, and more mature audiences. Targeted skill-specific outreach will take place though industry associations, federal agencies, and campus communities.

Strategic Goal 5: Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources.

Peace Corps Volunteers serve at the grassroots level worldwide and experience the broadest range of social and environmental conditions, making health and safety risks an inherent part of Volunteer service. Staff and Volunteers work together to create a framework that maximizes, to the extent possible, Volunteers' well-being, enabling them to focus on their work. Furthermore, the effective management of resources ensures an excellent level of support to Volunteers in all aspects of their service.

Volunteer safety and security is the agency's highest priority. The agency has dedicated safety and security personnel at each post and headquarters who are part of an extensive safety and security support network. The agency enhances the safety and security of Volunteers by identifying risks, developing mitigation strategies, educating personnel, evaluating effectiveness, and incorporating feedback and appropriate policy revisions. Adequate training of staff and Volunteers and continual assessment are key factors in ensuring that Volunteers are well supported to carry out their work in a safe manner.

The agency is responsible for all aspects of a Volunteer's health care during Peace Corps service. The Peace Corps provides a comprehensive Volunteer health care program that focuses on the delivery of high quality care and service and addresses both the physical and mental health of Volunteers. This includes training, access to counseling, and the provision of medical services. Peace Corps Volunteers work in very demanding environments; thus, the agency focuses on issues of Volunteer resiliency and coping with stress, especially since some Volunteers experience the emotional challenges of working with communities affected by HIV/AIDS.

Effective management of Peace Corps' domestic and overseas operations, including human and financial resources, is critical to carrying out the mission of the agency. The agency has a mechanism in place to send management assessment teams to support posts or offices in need of review and to make recommendations for improvement. Furthermore, the posts must work to integrate the many perspectives of their stakeholders —Volunteers, staff, and host country partners—in ensuring that their programs are on target and serving host country needs.

The Peace Corps strives for constant improvement to provide the most efficient and effective services to Volunteers, staff, host country partners, and in the fulfillment of its mission to the American people. In addition to the continual efforts to evaluate and enhance staff effectiveness throughout the agency, the Peace Corps regularly reviews its businesses processes.

Outcome Goals:

5.1   Volunteers are safe, healthy, and well supported to ensure their focus on Peace Corps' sustainable development and cross-cultural mission.
5.2   Peace Corps continually improves its staff and critical work processes and manages its resources in an effective and efficient manner.

Performance Goal 5.1.1:

Enhance the safety and security of Volunteers.

Agency Level Performance Indicators:

Performance Indicators 5.1.1	FY 09 Target	FY 09 Result
a. Percentage of Volunteers reporting that their safety and security training is adequate or better	95%	96%
b. Percentage of posts having their safety and security plans reviewed annually by Peace Corps safety and security officers	33%	21%
c. Percentage of posts implementing critical recommendations focused on Volunteer/trainee safety and security on a timely basis	100%	84%
d. Percentage of Volunteers reporting they feel "usually safe" or "very safe" where they live and work	90%	89%

Results and Analysis:

In FY 2009, 82 percent of the posts worldwide received visits from Peace Corps safety and security officers (PCSSOs). For much of the year, two positions were vacant in the field, which led to the agency not meeting the goal of PCSSOs carrying out full safety and security assessments at 33 percent of posts. It can be expected, however, that the agency will be able to meet a much higher percentage of full post assessments in FY 2010, as most of the remaining posts have already substantially met the requirements.

The percentage of Volunteers who rated their pre-service safety and security training as "adequate" to "very effective" was 96 percent, exceeding the goal set for FY 2009 (95 percent). Additionally, the percentage of Volunteers reporting that they feel safe where they live and work was 89 percent, missing the targeted goal for FY 2009 by less than 1 percent.

While the agency goal of 100 percent implementation of PCSSO recommendations was not met, the agency achieved an implementation rate of approximately 84 percent. It is anticipated that the few unresolved recommendations will be cleared within the first months of FY 2010.

Performance Goal 5.1.2:

Provide quality medical and mental health services to trainees and Volunteers.

Agency Level Performance Indicators:

Performance Indicators 5.1.2	FY 09 Target	FY 09 Result
a. Percentage of Volunteers rating their satisfaction with health care received from Peace Corps medical officers as adequate or better	90%	93%
b. Percentage of Volunteers reporting the emotional support received from Peace Corps staff as adequate or better	70%	81%
c. Percentage of Volunteers reporting adequate or better support in coping with stress issues of HIV/AIDS in their community	60%	73%

Results and Analysis:

The health of Volunteers is one of the agency's top priorities, with individuals serving around the world in a variety of challenging environments. Volunteer satisfaction is just one of many components of health that the agency monitors and evaluates.

Further, the Peace Corps is working to utilize information technology to create an integrated health information management system. This will enhance the agency's ability to provide exceptional customer service and an effective and efficient Volunteer health system from the application process through the post-service phase of a Volunteer's experience.

As with safety and security, the health of the Volunteer is a major focus of the Peace Corps staff. The agency exceeded its targets on all three indicators, showing Volunteers feel satisfied with the health support they receive from the Peace Corps. The fact that satisfaction is high is significant. The Peace Corps works to ensure that the quality of physical and mental health care provided to Volunteers remains high and that the quantity is appropriate.

In open-ended responses in the annual Volunteer survey, Volunteers expressed satisfaction with the resources that Peace Corps staff have in place to cope with stress issues. A Volunteer in Eastern Europe said, "Peace Corps has made me well aware that there are extensive networks in place for me to use and have made sure that I am aware of how to get in contact with the right people." A Volunteer in Africa said, "They do make sure we know ways to overcome food insecurity at least in our compounds. They also treat HIV/AIDS very seriously." Further, 80 percent of the Volunteers said they were satisfied with the time and resources that Peace Corps allocates to issues of mental health.

Performance Goal 5.2.1:

Provide effective and responsive financial management that accurately reflects domestic and overseas operations.

Agency Level Performance Indicators:

Performance Indicators 5.2.1	FY 09 Target	FY 09 Result
a. Percentage of posts and headquarters offices managing resources within approved budgets and operational plans	95%	83%
b. Percentage of posts and headquarters offices annually reviewing resource management ratios for improvement	95%	Not fully implemented

Results and Analysis:

New to the FY 2009-2014 Strategic Plan are indicators focusing on financial management of the agency. An important component to the quality growth and support of Volunteers, fiscal responsibility is an agency priority.

All major offices and overseas posts are required to operate within their approved budgets and plans. In this first year of measuring this indicator, overseas posts, in general, met their targets. Major domestic offices were under budget due mainly to unfilled staff positions caused by budget challenges early in the year and to staff departing and not being replaced with the arrival of a new administration.

In FY 2008, the agency began a systematic review of resource management ratios in order to identify and monitor efficiency and effective management. Each department began a review, analyzed its operations and identified the best measurements for their particular organization. The process was not completed in time to implement during FY 2009, so the agency will review and implement the ratios during FY 2010 and report results in next year's performance report.

Performance Goal 5.2.2:

Ensure the effective management of Peace Corps resources.

Agency Level Performance Indicators:

Performance Indicators 5.2.2	FY 09 Target	FY 09 Result
a. Percentage of post projects engaging host country officials in their formulation and implementation	95%	94%
b. Percentage of posts and headquarters offices with documented personnel practices that include staff development, performance management, and awards and recognition policies	70%	56%

Results and Analysis:

The agency fell just below the target for engaging host country officials in project design and implementation. Peace Corps executes a memorandum of understanding with the host country when entering a country. This indicator measures the degree to which this initial step of collaboration continues as the projects unfold. A frequent vehicle for engaging local stakeholders is the process of identifying where a Volunteer will work and what activities they will undertake. Another productive area for engaging local partners comes during joint training, with supervisors,

partners, and Volunteers learning together.

The project advisory committee is an established practice at Peace Corps as a method to engage host country partners with staff and Volunteers. This ensures continuing dialogue over the life of a project. Formal briefings are often appropriate for higher level officials and were mentioned by some posts as an additional method for engaging officials.

Budgetary constraints restricted the number of project advisory committee meetings some posts could convene and they relied, instead, on informal dialogues through phone conversations, focus groups, and other informal meetings with stakeholders. Frequent turnover in government agencies was also mentioned as a constraint by a few posts.

The agency did not achieve the target for documenting personnel practices. Fifty-six percent of the agency's operating units have documented practices in the three major areas of human resource management—performance, staff development, and awards. An additional 22 percent have documented practices in two of the three required areas. Headquarters staff operated under guidance from the human relations staff and the Peace Corps Manual section policy. Overseas posts operate in compliance with the local laws and regulations of each country. Nevertheless, in FY 2010 the agency will convene a working group to review and make recommendations on how posts can meet the requirements of this indicator.

Performance Goal 5.2.3
Review and improve critical Peace Corps work processes to ensure optimal performance.

Agency Level Performance Indicator:

Performance Indicator 5.2.3	FY 09 Target	FY 09 Result
a. Annually review, streamline, and implement improvements to at least one agency mission critical process	Minimum of one critical process per year	Achieved

Results and Analysis:
The Peace Corps, in its work to review and make changes to the cross-cutting agency processes, has ensured that the proper communication mechanisms and advisory councils are in place to review and recommend improvements to its programs. Several critical processes were reviewed by the agency during FY 2009.

Three areas of focus were listed in the FY 2009 Strategic Plan: the Volunteer Delivery System, a review of the human resource management strategy, and a review of the logistics of the medical supply inventory of the agency.

The first contribution to this performance measure is the completion of the new online Volunteer application, which contains a more comprehensive and visible understanding of the skills sets needed, clearer communication of the expectations of service and core values, and increased transparency of the medical clearance process. These changes will have a positive impact on many aspects of agency business.

The second set of processes reviewed relate to human resource management. The agency reviewed the processes for position management, performance appraisal management, professional development, recruitment, and continuity of information and guidance for organizational administrative staff. A number of changes were implemented. Posted on the agency Intranet were a comprehensive list of low- and no-cost training resources for use by employees and

management; refreshing and standardizing position descriptions of record; and innovative recruitment practices (such as shortened and streamlined questionnaires for gathering applicant qualifications, sending out recruitment "tweets" on Peace Corps' Twitter site, analyzing applicant and manager surveys on the applicant process, and tracking results of recruitment events).

The third process review was to improve the way the agency procures medical supplies (drugs, vaccines, nonprescription drugs). Medical supplies make up one of the agency's largest procurement categories. A survey of all posts was conducted to determine current sources of supplies, as well as the availability and cost of supplies from local sources and regional or third-country sources. The purpose of the survey was to determine if using regional supply sources and relying less on the headquarters would produce cost-savings (save money, shorten lead times, and improve fulfillment rates). The data are being analyzed to determine if it is appropriate to consider establishing regional supply sources.

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