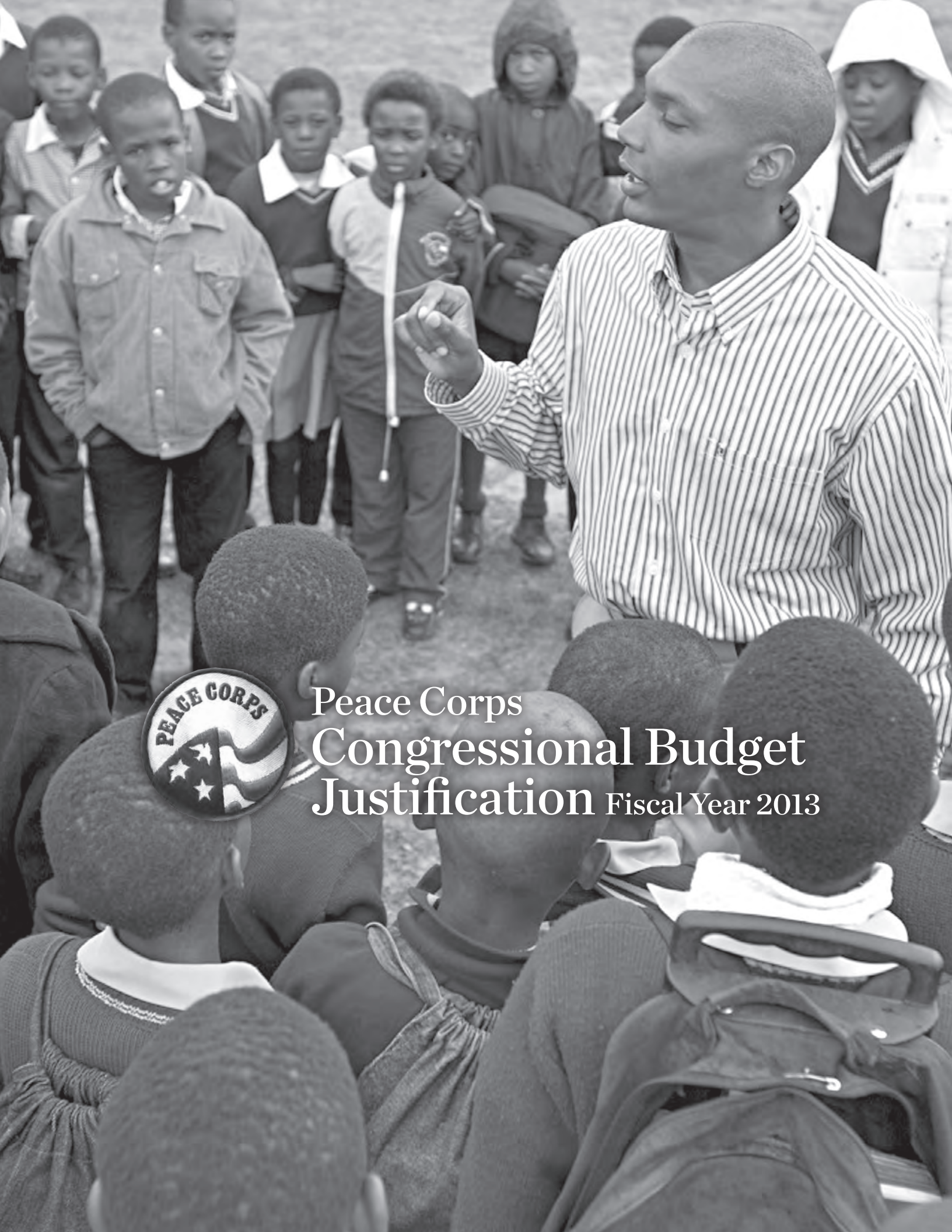




Peace Corps  
Congressional Budget  
Justification Fiscal Year 2013

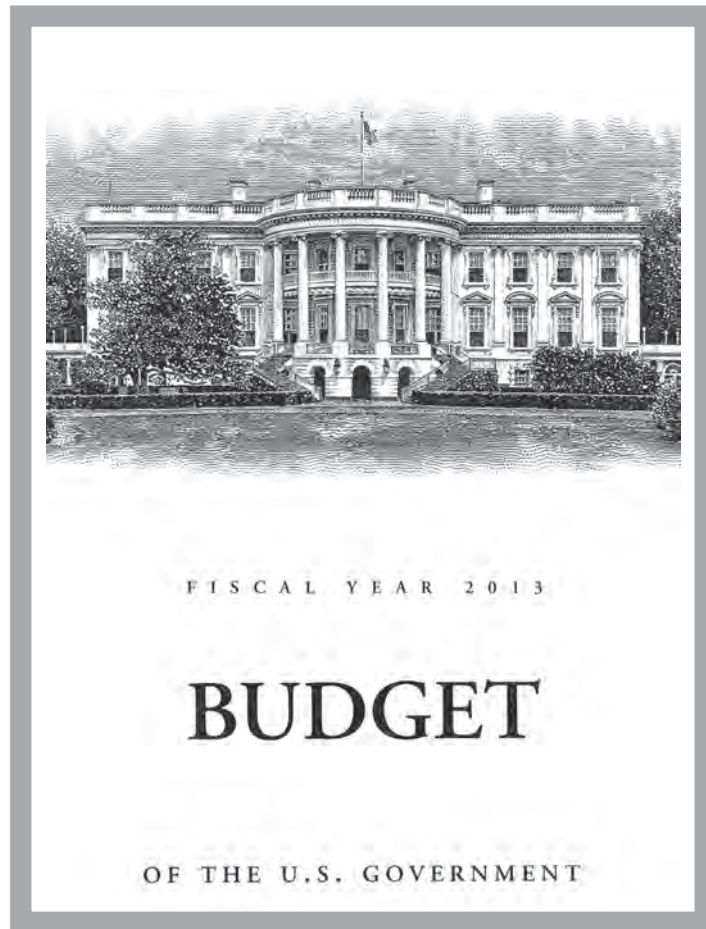


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### PEACE CORPS FY 2013 BUDGET REQUEST

The Peace Corps budget request for FY 2013 is \$374,500,000, a decrease of \$65,100,000 from the FY 2012 request of \$439,600,000. The FY 2013 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 70 countries worldwide in FY 2013. The Peace Corps' FY 2013 budget request will allow the Peace Corps to meet its statutory requirements while continuing the comprehensive reforms and improvements that have been put in place over the past few years.

THE DIRECTOR OF THE PEACE CORPS  
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps' FY 2013 budget request of \$374.5 million. This fiscally responsible funding level will allow the Peace Corps to meet its statutory requirements while continuing the comprehensive reforms and improvements that have been put in place over the past few years.

In 1961, President John F. Kennedy launched an innovative program to spearhead progress in developing countries and to promote friendship between the American people and peoples overseas. Over fifty years later, the agency's mission and goals are more important than ever in an increasingly complex world.

I am committed to ensuring that the Peace Corps and the outstanding Americans who serve as Volunteers around the globe continue to prosper for another fifty years. That is why the Peace Corps is working to improve all aspects of agency operations, particularly when it comes to ensuring the health, safety, and security of our Volunteers, who are the heart of the Peace Corps.

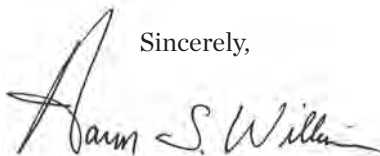
On November 21, 2011, President Obama signed into law the Kate Puzey Peace Corps Volunteer Protection Act of 2011, which codifies a number of the recent steps that the Peace Corps has taken to better protect and support Volunteers. Those measures include enhanced training for staff and Volunteers, better support for Volunteers who are victims of crime, and new procedures to ensure Volunteers' concerns are handled appropriately. The Peace Corps will continue these and other reforms in FY 2013.

The Peace Corps will also continue to implement the strategies and recommendations from the Comprehensive Agency Assessment, which was submitted to Congress in June 2010. The recommendations of the Comprehensive Agency Assessment were formally integrated into the Peace Corps' Annual Performance Plan, and they provide a roadmap to move the Peace Corps toward a more focused, innovative, and dynamic future.

Peace Corps Volunteers are America's best and most effective grassroots development workers, building relationships from the ground up as partners with communities across the globe. The skills that Volunteers acquire while serving abroad—whether fluency in a foreign language, complex problem-solving, or familiarity with a foreign culture—are invaluable to the United States, as is the commitment to public service that the Peace Corps instills. Ultimately, the investment that we make in our Volunteers is re-paid many times over, at home and abroad.

I recognize the considerable challenges that you and your congressional colleagues confront in determining the federal budget for FY 2013. I appreciate your consideration of the Peace Corps' budget request to sustain the important work of Volunteers and thank you for your continued support of the Peace Corps. I am continually grateful for the bipartisan support that the Peace Corps receives from Congress, and I look forward to working with you throughout the FY 2013 budget and appropriations process.

Sincerely,

A handwritten signature in black ink that reads "Aaron S. William". The signature is written in a cursive, flowing style.

Aaron S. William  
Director



## Congressional Budget Justification | Fiscal Year 2013 Executive Summary

### Mission and Goals

In 1961, President John F. Kennedy launched an innovative program to spearhead progress in developing countries and to promote a mission of world peace and friendship between the American people and peoples overseas. From its start, the Peace Corps has had three goals:

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

Over fifty years later, the agency's mission and goals are more important than ever in an increasingly complex world. The agency's approach to achieving these goals is unique in the U.S. government. Volunteers spend 27 months living and working in areas that other programs are often unable to reach. During their service, Volunteers do not just work with the community; they become part of it. They eat the same food, live in the same kind of housing, speak the same language, and use the same transportation as other members of the community. By doing so, Volunteers build mutual trust and respect, and are able to advance the development needs of the host country – and promote a positive view of Americans – more effectively.

Volunteers serve only in those countries where the Peace Corps has been invited by the host government. Currently, more than 9,000 Peace Corps Volunteers serve in over 70 countries in Africa, Asia, the Caribbean, Eastern Europe, Central Asia, Latin America, North Africa, Middle East, and the Pacific Islands.

Around the world, Volunteers' projects fall into six sectors:

- Agriculture
- Business Development
- Education
- Environment
- Health and HIV/AIDS
- Youth Development

The medium and long-term development outcomes of these projects contribute to more stable communities, build strong people-to-people relationships, and expand sustainable partnerships between the United States and other countries. These partnerships foster collaboration on a range of critical global issues, building a crucial foundation for peace and friendship for years to come.

Volunteers' service to our country continues long after they have left the Peace Corps. As President Obama said, "Returned volunteers, enriched by their experiences overseas, bring a deeper understanding of other cultures and traditions back to their home communities in the United States." Many returned Volunteers use their training and experience to become leaders in society, in areas ranging from private industry to development work, and from community service to Congress. The skills they acquire while serving – whether fluency in a foreign language, complex problem-solving, familiarity with a foreign culture, or expertise in agricultural practices – are invaluable to the United States, as is the commitment to public service that the Peace Corps instills. Ultimately, the investment that we make in our Volunteers is re-paid many times over, at home and abroad.

The Peace Corps' FY 2013 budget request will support key initiatives, including:

### *Protecting and Supporting Volunteers*

The health, safety, and security of Peace Corps Volunteers are the agency's top priority. The Peace Corps provides its Volunteers with extensive training and support to ensure that their service is rewarding, productive, and safe. Over the past two years, the Peace Corps has put in place new policies and procedures to minimize the risks faced by Volunteers and to improve the way it responds to victims of crime. For more information on those reforms, see the *Protecting and Supporting Volunteers* section. While the Peace Corps cannot eliminate every risk Volunteers may face during their service, the Peace Corps is committed to doing everything it can to protect Volunteers and provide effective, compassionate support to them and their families when a tragedy does occur.

The Peace Corps is fully committed to implementing the Kate Puzey Peace Corps Volunteer Protection Act of 2011, which helps ensure that Peace Corps Volunteers continue to receive the support and protection they need. The new law codifies and expands a number of the reforms the agency has put in place to enhance safety and security and ensure a compassionate and effective response and support for all Volunteers.

In FY 2013, the agency will work to further strengthen Volunteer health, safety, and security systems. Partnerships with key organizations such as the Department of Defense, the Department of Justice, and the Rape, Abuse and Incest National Network will be deepened and expanded. Additionally, the agency will begin the development of an electronic medical records system and continue to make improvements to medical services under the guidance of the Health Care Quality Assurance Council.

### *The Peace Corps Comprehensive Agency Assessment*

The Comprehensive Agency Assessment, submitted to Congress in June 2010, sets forth a six-point strategic vision for the agency. Hard work on the part of both headquarters offices and Peace Corps' overseas posts has already produced significant progress in making this vision a reality. In particular, important advances with regard to the Focus In/Train Up strategy and the Country Portfolio Review process have been achieved.

In 2011, the strategies and recommendations of the Assessment were formally integrated into the agency's new Annual Performance Plan. Beginning in FY 2012, the Peace Corps will measure and promote performance improvement through this new plan.

In FY 2013, the Comprehensive Agency Assessment will continue to provide a blueprint for improving Peace Corps operations and advancing agency objectives in key areas including:

#### *Peace Corps' Country Portfolio Review*

The Country Portfolio Review responds to a recommendation in the FY 2010 Comprehensive Agency Assessment to "[t]arget resources and country presence across countries according to specific country selection criteria to maximize grassroots development impact and strengthen relationships with the developing world." The Comprehensive Agency Assessment recommended that the portfolio review take place prior to the start of the annual planning and budgeting cycle and be used to inform, in one integrated process, decisions on potential new country entries, possible country phaseouts, and the allocation of Volunteers.

The Peace Corps completed an inaugural Country Portfolio Review in the first quarter of FY 2011. Data were collected in areas such as country needs, safety and security, and host country commitment and engagement. The agency used the review to inform decisions about country phase-outs, as well as the allocation of Volunteers among regions and within each region. This annual review has now been integrated into Peace Corps' standard operating procedures.

Peace Corps is currently in the process of phasing out six countries. In FY 2012, the Peace Corps will close programs in Kazakhstan, Antigua, and St. Kitts and in FY 2013 the agency plans to close programs in Romania, Bulgaria, and Suriname. The Peace Corps is also committed to opening new country programs where Peace Corps can achieve long-lasting results. While the Peace Corps was not able to launch any new programs in FY 2011, the agency will be reentering Tunisia and Nepal in FY 2012.



### *Focus In/Train Up*

The Assessment also recommended that the agency focus on a smaller number of highly effective, targeted technical interventions and improve training to prepare Volunteers for their work. This initiative, entitled “Focus In/Train Up,” will be the major focus of programming and training in FY 2012 and future fiscal years.

Peace Corps is working aggressively to focus on key development sectors and train Volunteers for excellence. The most highly effective projects will be scaled up to maximize the skills of Peace Corps Volunteers, 85 percent of whom are young professionals. In support of this initiative, the Peace Corps is designing world-class training and comprehensive support to prepare its Volunteers in these sectors. The Focus In/Train Up initiative will institute standard global development indicators to better gauge the impact of development work abroad. The agency is making strategic investments to improve training for Volunteers at every stage, to ensure they are well prepared to excel in meaningful jobs.

### *Volunteer Delivery System*

The agency is developing innovative ways to adapt its Volunteer recruitment and assignment models in order to better meet host country skill needs and offer Volunteer opportunities to a greater number of Americans. The redesign of the Volunteer Delivery System is anticipated to reach a major milestone in FY 2012 when the new platform for the Peace Corps and Peace Corps Response Volunteer applications become electronically available to applicants. The new system, the Database of Volunteer Experience (DOVE), will improve the transparency, speed, and efficiency of the application process. It will also ensure that the agency has better information regarding Volunteer requests from overseas posts and that overseas posts are better informed about the available applicant supply. In FY 2013, the Peace Corps will begin work on the second phase of the DOVE system, which will integrate all formal and informal Volunteer-related business processes for medical screening of Peace Corps applicants. Full integration of the core business processes of the medical screening and care systems will promote efficiency and better protect the personal information of applicants.

### *Elevate the Third Goal*

The Assessment emphasized the need to elevate the third goal of the Peace Corps: to help promote a better understanding of other peoples on the part of Americans. The third goal is a critical component of the Peace Corps’ mission and it entails returned Peace Corps Volunteers sharing their overseas experiences with Americans during and after their service. The agency has developed several new strategic approaches to reaching out to the American public. The new “Engage. Expand. Enlighten.” campaign encourages returned Volunteers to share their Peace Corps experiences in elementary, secondary, and post-secondary classrooms in their communities and help recruit the next generation of Volunteers through local recruitment events.

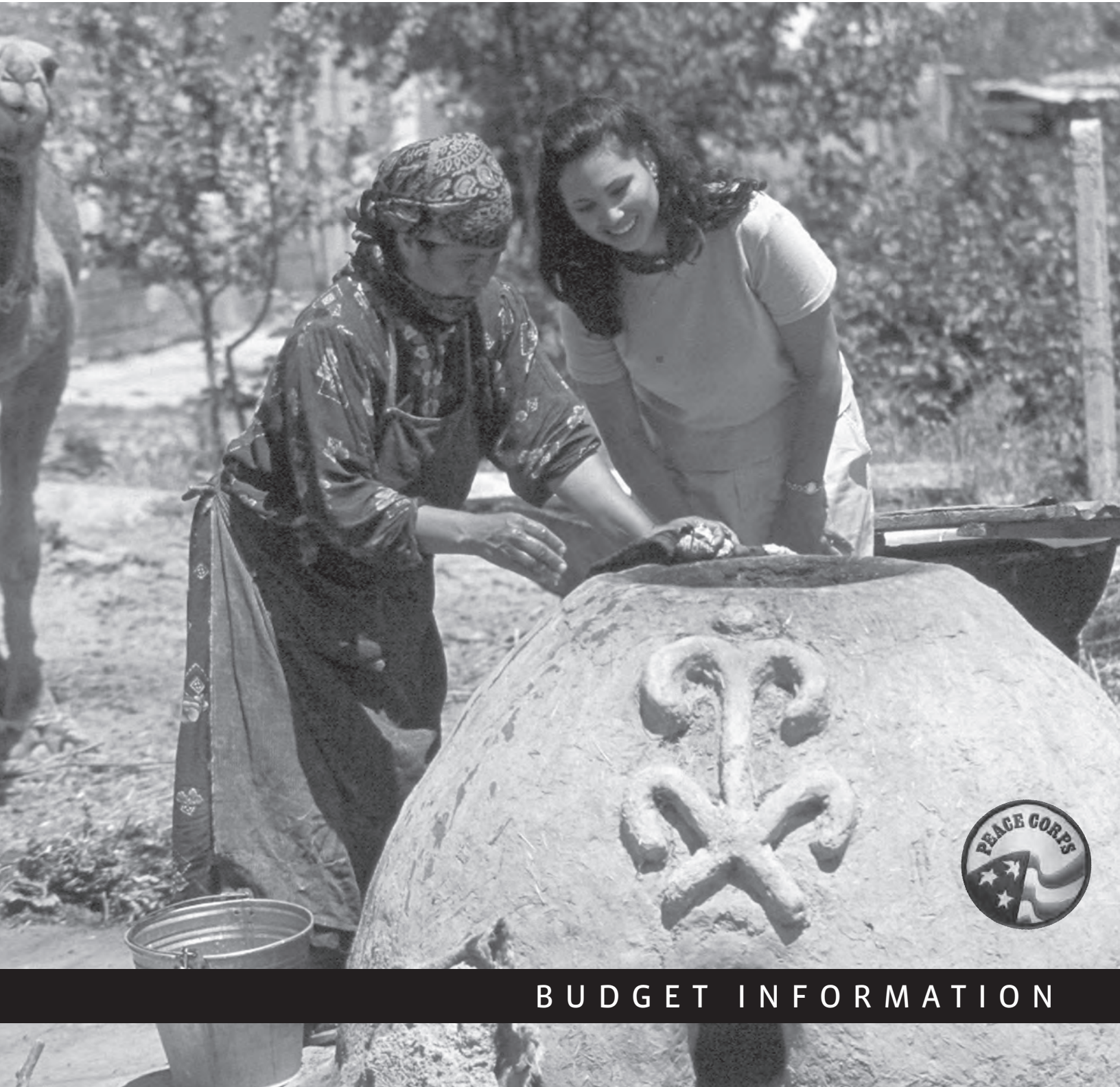
In FY 2012, the Peace Corps also created the Office of the Third Goal and Returned Volunteer Services. The establishment of this office is a critical step in elevating the third goal, a cornerstone of the Peace Corps mission, to its rightful place in the agency’s organization. From this office, a comprehensive strategy will be developed whereby third goal activities will become part of the life of the Volunteer from invitation through service and beyond.

### *Peace Corps Response Pilot Program*

The agency’s Peace Corps Response program provides posts with highly skilled Volunteers for short-term, high-impact assignments. Currently, the program is open only to returned Volunteers. Moving forward, Peace Corps Response opportunities will be expanded beyond the returned Volunteer community, based upon a Comprehensive Agency Assessment recommendation. Short-term assignments will be offered to individuals with more than 10 years of professional experience and the unique specialized skills host countries are requesting. Opening Peace Corps Response to all skilled and experienced Americans will help the agency better respond to the need for higher technical skills. In addition, this move will provide service opportunities to people who are skilled and motivated to serve but who cannot devote two years to service.

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, \$374,500,000, of which \$5,000,000 is for the Office of Inspector General, to remain available until September 30, 2014: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed \$5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed \$4,000 may be available for entertainment expenses: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2013



## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
<b>DIRECT VOLUNTEER OPERATIONS</b>			
<b>Overseas Operational Management</b>			
Office of Global Operations	1,000	1,100	1,100
Africa	89,200	88,700	88,300
Europe, Mediterranean, and Asia	59,500	61,000	58,800
Inter-America and Pacific	71,300	70,700	70,400
Office of Global Health and HIV	300	400	400
Overseas Program and Training Support	4,700	6,300	6,300
Peace Corps Response	2,900	3,500	3,500
<b>Subtotal, Overseas Operational Management</b>	<b>228,900</b>	<b>231,700</b>	<b>228,800</b>
<b>Overseas Operational Support</b>			
Centrally Processed Overseas Equipment and Supplies	3,700	4,400	4,400
Federal Employees' Compensation Act	11,300	13,100	14,500
Medical Services Centrally Shared Resources	8,800	13,600	15,500
Office of Strategic Partnerships	800	1,200	1,200
Reimbursements to Department of State	7,700	9,900	11,000
Volunteer Readjustment Allowance	29,400	29,600	25,700
Volunteer Recruitment and Selection	18,400	17,500	17,300
Volunteer Support	6,200	9,000	8,900
<b>Subtotal, Overseas Operational Support</b>	<b>86,400</b>	<b>98,300</b>	<b>98,500</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS</b>	<b>315,300</b>	<b>330,000</b>	<b>327,300</b>
<b>VOLUNTEER OPERATIONS SUPPORT SERVICES</b>			
<b>Third Goal Programs</b>	<b>1,800</b>	<b>1,800</b>	<b>1,900</b>
<b>Agency Administration</b>			
Acquisitions & Contracts	1,700	1,700	2,000
Communications	2,200	2,300	1,700
Congressional Relations	300	400	400
Director's Office	4,400	3,900	4,000
General Counsel	1,500	1,700	1,700
Office of Management	5,500	5,300	5,400
Office of Management Centrally Managed Resources	15,400	13,400	13,200
Office of the Chief Financial Officer	10,900	10,500	10,600

(continued)

## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of the Chief Financial Officer Centrally Managed Resources	4,000	5,300	5,500
Office of the Chief Information Officer	9,200	10,300	10,100
Office of the Chief Information Officer Centrally Managed Resources	8,600	7,100	8,100
Office of Strategic Information, Research, and Planning	1,100	1,200	1,300
Safety and Security	1,900	2,600	3,200
Safety and Security Centrally Managed Resources	1,500	1,800	2,000
<b>Subtotal, Agency Administration</b>	<b>68,400</b>	<b>67,600</b>	<b>68,900</b>
<b>SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SVCS</b>	<b>70,200</b>	<b>69,400</b>	<b>70,800</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS &amp; VOLUNTEER OPERATIONS SUPPORT SVCS</b>	<b>385,500</b>	<b>399,400</b>	<b>398,100</b>
Inspector General <sup>/1</sup>	4,100	5,150	5,000
<b>GRAND TOTAL AGENCY</b>	<b>389,500</b>	<b>404,550</b>	<b>403,100</b>

Unobligated balance, carried forward, start of year	49,000	46,000	22,450
New budget authority (gross)	374,250	375,000	374,500
Resources available from recoveries of prior year obligations	11,000	6,000	6,000
Unobligated balance transferred from foreign currency fluctuations account	1,300	-	-
Total budgetary resources available for obligation	435,600	427,000	403,000
Total new obligations	389,500	404,550	403,000
Unobligated balance carried forward, end of year	46,000	22,450	-

\*Detail may not add due to rounding.

<sup>/1</sup>Pursuant to the requirements of Section 6(f)(1) of the Inspector General Act of 1978, the FY 2013 request for Office of Inspector General (OIG) is \$5,000,000 in the aggregate for OIG operations; of which \$62,740 is for training and \$14,200 (.284% of \$5,000,000) is to support the Council of the Inspectors General on Integrity and Efficiency.

**PEACE CORPS**  
**FY 2012–13 Volunteers and Program Funds**

<i>Regions</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2012</i>	<i>FY 2013</i>
Africa	2,920	2,620	88,700	88,300
Europe, Mediterranean, and Asia	2,280	1,850	61,000	58,800
Inter America and Pacific	2,440	1,950	70,700	70,400
<b>REGIONAL TOTAL</b>	<b>7,640</b>	<b>6,420</b>	<b>220,400</b>	<b>217,500</b>
Peace Corps Response Volunteers	200	200	3,500	3,500
<b>GRAND TOTAL</b>	<b>7,840</b>	<b>6,620</b>	<b>223,900</b>	<b>221,000</b>

**Volunteers and Program Funds by Post**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2012</i>	<i>FY 2013</i>
Albania	70	70	2,500	2,600
Armenia	70	70	2,500	2,300
Azerbaijan	140	120	2,800	2,800
Belize	30	20	2,000	2,100
Benin	110	110	4,200	4,300
Botswana	30	20	2,000	1,900
Bulgaria	30	0	2,400	1,800
Burkina Faso	140	130	4,400	4,400
Cambodia	110	100	2,200	2,200
Cameroon	210	180	5,000	4,800
Cape Verde	50	30	2,200	2,000
China	150	140	3,000	2,900
Colombia	40	60	2,200	2,700
Costa Rica	120	100	3,500	3,500
Dominican Republic	200	150	4,500	4,200
Eastern Caribbean	80	30	3,400	3,000

\*see note b, page 9

**PEACE CORPS**  
**FY 2012–13 Volunteers and Program Funds**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2012</i>	<i>FY 2013</i>
Ecuador	160	130	4,300	4,200
El Salvador	100	100	3,200	3,400
Ethiopia	130	130	3,000	3,200
Fiji	50	40	2,100	2,200
Gambia, The	70	60	2,200	2,200
Georgia	80	70	2,300	2,300
Ghana	130	130	3,800	3,900
Guatemala	200	140	5,200	4,700
Guinea	80	100	2,400	2,700
Guyana	50	40	2,300	2,400
Honduras	130	110	3,900	3,900
Indonesia	70	90	2,800	3,000
Jamaica	50	40	2,900	3,000
Jordan	50	50	2,300	2,400
Kazakhstan	0	0	2,700	0
Kenya	100	80	3,300	3,300
Kyrgyz Republic	60	60	2,000	1,900
Lesotho	40	50	2,700	2,800
Liberia	50	70	2,300	2,500
Macedonia	100	100	2,500	2,600
Madagascar	120	100	3,200	3,200
Malawi	90	80	2,700	2,600
Mali	150	130	5,300	5,100
Mexico	100	70	2,800	2,800
Micronesia and Palau	40	40	1,800	2,000
Moldova	100	90	2,800	2,800
Mongolia	120	110	3,200	3,200
Morocco	250	210	5,100	4,900
Mozambique	160	150	2,900	3,000

\*see note b, page 9

**PEACE CORPS**  
**FY 2012–13 Volunteers and Program Funds**

<i>Country</i>	<i>Volunteers and Trainees on Board on September 30*</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2012</i>	<i>FY 2013</i>
Namibia	110	100	3,200	3,200
Nepal	20	40	1,200	1,900
Nicaragua	220	160	3,600	3,200
Niger	0	0	400	0
Panama	230	190	4,600	4,500
Paraguay	250	220	5,100	5,000
Peru	290	250	5,900	5,700
Philippines	220	120	4,200	4,000
Romania	30	0	2,300	2,000
Rwanda	100	80	2,500	2,500
Samoa	20	10	1,300	1,400
Senegal	300	270	6,100	6,200
Sierra Leone	80	70	2,600	2,700
South Africa	150	120	5,800	5,700
Suriname	20	0	1,900	1,800
Swaziland	50	40	2,400	2,400
Tanzania	130	110	3,300	3,200
Thailand	100	90	3,000	3,000
Togo	100	100	3,000	3,000
Tonga	20	10	1,400	1,500
Tunisia	20	60	1,400	3,000
Turkmenistan	40	30	1,400	1,600
Uganda	80	40	2,400	2,200
Ukraine	450	300	6,200	6,000
Vanuatu	60	50	2,900	3,100
Zambia	150	150	5,200	5,300
<b>TOTAL</b>	<b>7,840</b>	<b>6,620</b>	<b>223,900</b>	<b>221,000</b>

\*see note b, page 9

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2013**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
1962	540,000	540,000	530,000	3,699	N/A
1963	63,750	63,750	59,000 <sup>c/</sup>	4,969	N/A
1964	102,000	108,000	95,964 <sup>c/</sup>	7,720	N/A
1965	115,000	115,000	104,100 <sup>c/</sup>	7,876	N/A
1966	115,000	125,200	114,000	9,216	N/A
1967	110,000	110,500	110,000	7,565	N/A
1968	115,700	124,400	107,500	7,391	N/A
1969	112,800	112,800	102,000	6,243	N/A
1970	98,450	109,800	98,450	4,637	N/A
1971	94,500	98,800	90,000	4,686	N/A
1972	77,200	71,200	72,500	3,997	6,632
1973	88,027	88,027	81,000	4,821	6,194
1974	77,000	77,000	77,000	4,886	6,489
1975	82,256	82,256	77,687	3,296	6,652
1976	88,468	80,826	81,266	3,291	5,825
Transition Qtr	27,887	25,729	24,190	—	—
1977	81,000	67,155	80,000	4,180 <sup>d/</sup>	5,590
1978	87,544	74,800	86,234	3,715	6,017
1979	112,424	95,135	99,179	3,327	5,723
1980	105,000	105,404	99,924	3,108	5,097
1981	118,531	118,800	105,531	2,729	4,863
1982	105,000	121,900	105,000	2,862	4,559
1983	105,000	97,500	109,000	2,988	4,668
1984	115,000	108,500	115,000	2,781	4,779
1984/5 Supp	2,000	2,000	2,000	—	—
1985	128,600	115,000	128,600	3,430	4,828
1986	130,000	124,400	124,410 <sup>e/</sup>	2,597	5,162
1987	137,200	126,200	130,760	2,774	4,771
1987/8 Supp	7,200	—	7,200	—	—
1988	146,200	130,682	146,200	3,360	4,611
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649 <sup>f/</sup>	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745 <sup>g/</sup>	219,745	219,745 <sup>h/</sup>	3,541	5,644
1995	234,000	226,000	219,745 <sup>i/ j/</sup>	3,954	5,884
1996	—	234,000	205,000 <sup>k/ m/</sup>	3,280	6,086
1997	—	220,000 <sup>l/</sup>	208,000 <sup>n/</sup>	3,607	5,858
1998	—	222,000	222,000 <sup>o/</sup>	3,551	5,757
1999	—	270,335	240,000 <sup>p/</sup>	3,835	5,729



**Peace Corps Authorizations and Appropriations | FY 1962–FY 2013**  
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
2000	270,000 <sup>q/</sup>	270,000	245,000 <sup>r/</sup>	3,919	7,164
2001	298,000	275,000	267,007 <sup>s/ u/</sup>	3,191	6,643
2002	327,000	275,000	278,700 <sup>u/ v/</sup>	4,047 <sup>w/</sup>	6,636
2003	365,000	317,000	297,000 <sup>x/</sup>	4,411	7,533
2004	—	359,000	310,000 <sup>y/</sup>	3,812	7,733
2005	—	401,000	320,000 <sup>z/</sup>	4,006	7,810
2006	—	345,000	322,000 <sup>aa/ab</sup>	4,015	7,628
2007	—	336,642	319,700 <sup>ac/</sup>	3,964	7,875
2008	—	333,500	333,500 <sup>ad/</sup>	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	374,300	3,813	8,460
2012	—	439,600	375,000	3,500 <sup>est</sup>	7,800 <sup>est</sup>
2013	—	374,500	—	3,100 <sup>est</sup>	6,600 <sup>est</sup>

## NOTES:

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

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PEACE CORPS OPERATIONAL AREAS

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## Direct Volunteer Operations

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

### **Office of Global Operations (OGO)**

This office provides overarching strategic support and management for several aspects of the agency's direct Volunteer operations. OGO provides leadership, staffing, and resources to foster alignment, manage development, coordinate programming and training initiatives, and track both the progress and impact of the Peace Corps overseas operations. In addition to the Peace Corps' three geographic regions (Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific), OGO also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, and Peace Corps Response.

Sahel

Cape Verde, The Gambia, Mali, 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*

Since 1961, more than 70,000 Peace Corps Volunteers have served in countries throughout Africa. At the end of FY 2011, 3,523 Volunteers were working in 26 countries in the region. 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 work across sectors by incorporating girls' education, malaria prevention, maternal and child health, and food security. In addition to French and Portuguese, the Peace Corps provides training in more than 130 local languages and in sign language in Kenya. (See Appendix C for details).

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

**Business Development:** Volunteers work with savings and credit clubs, handicraft associations, and agribusiness cooperatives to improve business practices and the viability of commercial activities. They teach business skills to youth, farmers, artisans, nongovernmental organizations, credit institutions, and information and communications technology-related businesses. Volunteers train associations and cooperative members to market crafts and agribusiness products, such as locally produced soap and shea butter.

**Education:** Education remains one of the Peace Corps' largest program sectors in Africa. Among subjects taught are English, mathematics, science, the arts, and life skills. Volunteers use community content-based instruction to incorporate health

and HIV/AIDS, environmental, and gender-specific themes into their lesson plans and presentations.

**Environment:** 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 ecotourism opportunities, and work with national park conservation.

**Health and HIV/AIDS:** 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 are greatly affected by the pandemic.

**Youth:** Volunteers coach and mentor youth in many areas 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 participants. These camps include activities designed to develop leadership skills and improve self-esteem. GLOW camps help foster equitable and sustainable capacity building for girls, increasing their participation in the economic, social, and political lives of their communities and countries.

Peace Corps Response Volunteers served in 15 Africa countries in FY 2011: Benin, Burkina Faso, Guinea, Kenya, Lesotho, Liberia, Madagascar, Mali, Malawi, Namibia, Senegal, South Africa, Tanzania, Uganda, and Zambia.



Balkans and North Africa

Albania, Bulgaria, Republic of Macedonia, Morocco, Tunisia

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, Nepal, Philippines, Thailand



## *Europe, Mediterranean, and Asia*

Since the Peace Corps was established in 1961, more than 57,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. At the end of FY 2011, EMA had 2,740 Volunteers and trainees working in 20 countries.

Volunteers serve in five of the agency's six program sectors – business development, education, environment, health and HIV/AIDS, and youth. In addition, many Volunteers work across sectors by incorporating information and communication technology, girls' education, or food security into their work with communities, schools, clinics, businesses, local nongovernmental organizations (NGOs), municipal governments, and universities. Volunteers in EMA trained in more than 20 languages during FY 2011 (see Appendix C for details). This intensive training enables Volunteers to integrate successfully into the communities where they live and work.

**Business Development:** Over the past decade, EMA Volunteers' efforts in the business sector have evolved from direct consulting with new enterprises, to emphasizing sustainability, transparency, community volunteerism, and leadership training in community economic development. This includes working directly with women's groups, entrepreneurs, governmental organizations and NGOs, educational institutions, and community groups.

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

activity. Volunteers are part of national and local efforts to strengthen capacities in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

**Environment:** Working with schools, youth groups, and NGOs, Volunteers 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.

**Health and HIV/AIDS:** Volunteers educate individuals, households, service providers, and communities about the importance of health promotion and disease prevention. Their main focus is health education – whether in schools, teaching institutions, or communities – using preventative health care approaches. Most Volunteer projects incorporate some aspect of HIV/ AIDS prevention and life skills education.

**Youth:** Youth development activities are important in the EMA region, where half the population is under the age of 25. Volunteers work with community partners on life skills training for employment, conflict resolution, entrepreneurship, leadership training, and promoting tolerance and self-esteem.

Peace Corps Response Volunteers served in 11 EMA countries in FY 2011: Armenia, Bulgaria, China, Georgia, Kazakhstan, Macedonia, Mongolia, Morocco, Romania, the Philippines, and Ukraine.

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**TUNISIA** — From 1962 to 1996, more than 2,000 Peace Corps Volunteers served in Tunisia. In September 2011, following a request from the government of Tunisia, the Peace Corps sent an assessment team to explore the viability of reopening a program. The results of the assessment were positive and the first group of Peace Corps Volunteers is scheduled to arrive in Tunisia in 2012. Volunteer assignments will focus on English language training and youth skills development.

**NEPAL** — From 1962 to 2004, nearly 4,000 Peace Corps Volunteers served in Nepal. At the request of the government of Nepal, the Peace Corps sent an assessment team in July 2011 to explore the viability of reopening a program. The results of the assessment were positive and the first group of Peace Corps Volunteers is scheduled to arrive in 2012 and will be assigned to agriculture and health projects.

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Central America

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

Caribbean

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

South America

Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname

Pacific

Federated States of Micronesia and Palau, Fiji, Samoa, Tonga, Vanuatu

## *Inter-America and Pacific*

More than 80,000 Volunteers have served in the Inter-America and Pacific (IAP) region since the Peace Corps' inception in 1961. At the end of FY 2011, 2,832 Volunteers were working in 22 posts in 28 nations.

Volunteers in IAP work in all six agency programmatic sectors — agriculture, business development, education, environment, health and HIV/AIDS, and youth. In addition, Volunteers work across sectors by incorporating information and communication technology, energy and climate change, food security, gender perspectives, host country volunteerism, and HIV/AIDS education into their work. Regardless of assignment, the majority of Volunteers in IAP engage youth in their activities. In addition to Spanish, the Peace Corps provides training in more than 25 languages, enabling Volunteers in the IAP region to effectively live and work at the grassroots level. (See Appendix C for details).

**Agriculture:** Through the introduction of sustainable agriculture techniques, Volunteers help communities improve the living conditions of rural families. They also help communities improve their farming practices and reduce the destruction of forests, soils, and watersheds. Implementing improved and sustainable agricultural techniques also helps ensure food security in surrounding communities, which is a particularly critical focus in Central America.

**Business Development:** Volunteers coordinate activities with nongovernmental and governmental counterparts to promote integrated and sustainable community development. Volunteers teach business management skills and provide other technical assistance to individual entrepreneurs and to organizations.

**Education:** Volunteers seek to improve the professional development of host country teachers by intro-

ducing new teaching methodologies and curricula, particularly in the area of English teaching. They also help create libraries and resource centers, promote adult literacy, and encourage parents and communities to become more involved in the education of children.

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

**Health and HIV/AIDS:** Access to basic health care and sanitation systems remains a serious problem for many communities in the IAP region. Volunteers work to improve the health of individuals, families, and schoolchildren by training service providers on basic hygiene, nutrition education, disease prevention, and ways to access water and sanitation systems. By integrating HIV/AIDS awareness and prevention messages into their work, Volunteers help their communities gain a better understanding of HIV/AIDS and avoid high-risk behaviors.

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

Peace Corps Response Volunteers served in 14 IAP posts in FY 2011: Belize, Colombia, Eastern Caribbean, El Salvador, Fiji, Guatemala, Guyana, Jamaica, Mexico, Panama, Peru, Samoa, Suriname, and Tonga.

## Overseas Operational Management (Continued)

### ***Office of Global Health and HIV (OGH/H)***

This office formulates agency-level policy and provides leadership and direction for all programmatic work by Volunteers in the fields of health and HIV. The office is responsible for coordinating the agency's participation in the President's Emergency Plan for AIDS Relief (PEPFAR) and serves as the principal point of contact for the Global Health Initiative.

The OGH/H mission is to secure and manage world class human, financial, and technical resources that promote excellence in health and HIV programming. OGH/H supports headquarters offices and overseas posts in their efforts to strengthen and enrich the service of Volunteers and improve the health and well-being of individuals, families, and communities where Volunteers serve.

Health has been a primary area of focus for the Peace Corps since its founding and is currently the second largest sector, after education.

For more than two decades, Peace Corps Volunteers have worked with populations affected by HIV/ AIDS, turning hope into action by promoting behavior change and the development of sustainable, culturally appropriate responses to the pandemic. In FY 2011, Volunteers worked with over 55,000 service providers to stage interventions in nearly 9,000 communities. 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 reach of the Peace Corps has enabled Volunteers to mobilize isolated communities and populations that would otherwise remain at increased risk for HIV.

### ***Office of Overseas Programming and Training Support (OPATS)***

This office provides training resources to support overseas staff in preparing and supporting Volunteers throughout their 27 months of service. OPATS develops global programming and training guidance, standardized training sessions, and global outcome indicators and tools for monitoring and evaluation. These resources direct and support the work of field

staff and Volunteers working in six sectors — agriculture, business development, education, environment, health and HIV/AIDS, and youth — and four cross-cutting priority areas: information and communication technology; women in development/gender and development; HIV/AIDS; and youth in development. A discussion of technical area objectives and examples of Volunteer activities appear in Appendix D.

OPATS collects and analyzes data from Peace Corps projects and training events to facilitate the sharing of promising practices across posts. OPATS is applying new technology as it continues to explore ways to provide training and professional development opportunities to overseas staff.

### ***Peace Corps Response***

Over the past 15 years, Peace Corps Response has helped to meet the demand from developing countries for highly skilled Volunteers. Since 1996, the program has recruited and placed over 1,500 seasoned professionals in short-term, high-impact assignments in more than 50 countries.

Peace Corps Response has grown from fielding 78 Response Volunteers in 11 countries in FY 2009 to placing 235 Response Volunteers in 40 countries in FY 2011. The program anticipates placing 280 Response Volunteers in 55 countries in FY 2012, and expects to sustain these numbers throughout FY 2013.

Peace Corps Response has been available only to returned Peace Corps Volunteers. Beginning in FY 2012, the program will also welcome applications from other highly skilled professionals who may not have previously served with the Peace Corps, but have at least 10 years of professional experience in their fields, along with the language and technical skills required for the assignment. By expanding its applicant pool, Peace Corps Response will be able to better meet the rising demand for Volunteers with higher-level skills and experience.

Peace Corps Response Volunteers provide technical expertise to existing projects in the Peace Corps sector areas of agriculture, business development, education, environment, health and HIV/AIDS, and youth. The agency also turns to Peace Corps Response to facilitate new country entries or re-entries, as well as to explore new geographic regions within

countries. Because of their specialized skills, Peace Corps Response Volunteers are well positioned to help address priority agency initiatives, such as the Stomping Out Malaria in Africa initiative and the Saving Mothers' Lives initiative in Zambia. Peace Corps Response Volunteers also provide critical humanitarian assistance following disasters and other crises.

Peace Corps Response Volunteers are expected to accomplish concrete deliverables in a condensed period of time; assignments range from three months to one year in duration. Selected applicants already possess the necessary language, technical, and cross-cultural skills needed to excel in their assignments and only require one to two weeks of orientation.

## 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. The vast majority of these costs relate to Volunteers' claims. Staff claims are minimal.

### *Medical Services Centrally Shared Resources*

These are direct Volunteer medical expenses outside of those accrued in each post's health unit. This includes travel and care during medical evacuation to regional centers or to the United States, as well as contracts for services related to the care of Volunteers.

## *Office of Strategic Partnerships*

### *Inter-Governmental Affairs and Global Partnerships (IGAP)*

This office is responsible for building and maintaining relationships with other U.S. government agencies, nongovernmental organizations, private sector entities, and multilateral organizations, in order to cultivate new agreements and partnerships. IGAP also serves as the agency's partnership coordinator, identifying potential partners and synergies to maximize the Peace Corps' contribution to ongoing international development efforts. The office assists both headquarters and field posts in drafting statements of work and budgets for agreements, interpreting agency guidance on agreements, monitoring implementation, and reporting on activities.

### *Office of Grants and Gift Management*

This office maintains donor relations and seeks to broaden its donor base for small grants programs. It also oversees and manages the solicitation and acceptance of monetary gifts for the Peace Corps Partnership Program (PCPP) and other authorized purposes.

The Peace Corps Partnership Program is one of the main ways for Peace Corps Volunteers and their host communities to obtain private support for small-scale development projects. Projects often meet immediate needs, such as providing clean drinking water, building a health center, or supplying desks for a classroom. For example, a Volunteer in El Salvador worked with his community to reduce the use of open-fire cooking in 100 village homes. Each household installed a clean cook stove, which produces little to no smoke and cuts down on the use of wood by 60 percent. This project resulted in a significant decrease in burn accidents and in health problems related to smoke inhalation.

PCPP ensures contributions are in compliance with relevant agency policies and procedures. All donations are tax deductible and 100 percent of donations made to the program are used for project purposes.

Partnership Program projects have had a tremendous impact in communities across the globe since being launched in 1964. In FY 2011, PCPP received donations from 12,079 donors, totaling \$2,143,181. These funds were applied to 822 community-initiated projects in 64 countries. A minimum 25 percent com-

munity contribution is required for a project to receive Partnership Program assistance. In FY 2011, the actual community contributions totaled approximately 47 percent of the total project costs, with \$1,890,239 in cash and in-kind community contributions.

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

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

An allowance of \$275 per month of service (\$375 per month for a Volunteer's third year of service and for Peace Corps Response Volunteers) is provided to Volunteers upon 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 is responsible for recruiting, assessing, selecting, and placing Volunteers needed to provide the technical assistance requested by host countries.

VRS strives to recruit and place qualified men and women who represent the diversity of the United States to serve in Peace Corps' overseas programs. It also seeks to provide excellent service at every point of the recruitment, placement, and staging process and to promote the Peace Corps and educate the public on the agency's mission and accomplishments.

VRS manages every step of the process to become a Volunteer, from prospect inquiry to pre-departure orientation prior to departing for pre-service training. For more information on the Peace Corps' application process and phases of Volunteer service, see Appendix F.

Peace Corps Regional Recruitment Offices promote public interest in the agency and recruit qualified, 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 while promoting university and community-based Peace Corps recruitment programs. Regional

offices assist candidates during the initial stages of the application process and then interview and nominate applicants for further consideration.

Within VRS, the Office of Diversity Recruitment and National Outreach supports activities to attract and retain diverse applicants.

The Placement Office is responsible for collecting and reviewing relevant legal documentation to determine an applicant's eligibility for Volunteer service and then assessing applicants for suitability and skill level in order to invite the most qualified applicants to Peace Corps service.

Immediately prior to departing for Peace Corps service, all trainees participate in a U.S.-based pre-departure orientation coordinated by the Staging Unit.

### ***Office of Volunteer Support (VS)***

This office provides medical support for Volunteers, medical screening and clearance of applicants, and assistance for returned Volunteers with continuing and service-related medical or mental health problems. Additionally, VS provides initial and ongoing training for overseas medical staff and contractors. Sub-offices of Volunteer Support include the Office of Medical Services and the Counseling and Outreach Unit.

### ***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 high-quality Volunteer health care program. OMS includes offices of Pre-service Screening, In-service Field Support, and Post Service Support. OMS is also responsible for agency Medical Quality Assurance and Improvement activities, the selection and management of all Peace Corps medical officers assigned to overseas posts, and the supervision of regional medical officers and regional medical hubs.

### ***Counseling and Outreach Unit (COU)***

This office assists posts in the management of Volunteer mental health and adjustment issues; provides consultation and support to posts related to staff and peer support training; and provides support to Volunteers and their families during crises or emergencies, including the death of Volunteers.



## VOLUNTEER OPERATIONS SUPPORT SERVICES

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

### Third Goal Programs

#### *Office of the Third Goal and Returned Volunteer Services*

This office supports initiatives that help achieve the Peace Corps' third goal: To help promote a better understanding of other peoples on the part of Americans. In fulfilling this goal, the Peace Corps aims to engage Volunteers, returned Volunteers, and the American public through strong partnerships with businesses, schools, civil society, and government agencies to increase understanding of other cultures and generate a commitment to public service and community development.

#### *Returned Volunteer Services (RVS)*

This program develops and implements the agency's career and transition support services that help returned Peace Corps Volunteers transition back to the United States. In FY 2011, 1,524 returned Volunteers all around the world participated in Peace Corps' regional, national, and online career conferences and events, and thousands more utilized RVS job bulletins and resources.

#### *Coverdell World Wise Schools (CWWS)*

Through the CWWS Correspondence Match program, currently serving Volunteers share their Peace Corps experiences with America's elementary and secondary schools through monthly exchanges of letters, photos, telephone calls, and emails. In FY 2011, more than 6,300 Volunteers shared their Peace Corps experiences with students in all 50 states and the District of Columbia.

Returned Peace Corps Volunteers share their Peace Corps experiences through the CWWS Speaker's Match program, visiting and speaking in elementary, secondary, and postsecondary schools in their communities. In FY 2011, more than 850 returned Volunteers shared their experiences with students in communities all across the United States.

To help America's schoolchildren better understand the people and cultures of other countries, CWWS' website offers educators and their students free, online curriculum materials and multimedia resources that highlight Volunteer experiences and projects. CWWS cutting edge resources provide educators with lesson plans aligned with national standards to promote cross-cultural understanding.

#### *University and Domestic Partnerships*

This office manages formal partnerships with national service and higher education organizations that are helping the Peace Corps promote its Volunteer, education, and career opportunities across the country.

#### *Master's International (MI)*

This program includes 86 graduate schools offering 154 academic programs throughout the country. Master's International programs provide credit for Peace Corps service and, at times, additional financial assistance to Peace Corps Volunteers who earn a master's degree as an integrated part of their Peace Corps service. In FY 2011, pre-service (on campus) and currently serving MI students reached an all-time high of 701.

#### *Paul D. Coverdell Fellows Program*

This program includes graduate schools across the country that provide financial assistance to returned Peace Corps Volunteers who work in underserved American communities while they pursue their graduate degrees. In FY 2011, 537 returned Volunteers were enrolled in 198 academic programs at 64 Coverdell Fellows Program partner graduate schools in 30 states and



the District of Columbia. Since the program's inception in 1985, nearly 4,000 returned Volunteers have earned graduate degrees while working to improve the lives of Americans across the country.

## Agency Administration

### *Office of Acquisitions and Contract Management (OACM)*

This office is responsible for all forms of procurement and assistance, including contracting, simplified acquisitions, contract administration, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements/grants. The office also provides policy and procurement support to Peace Corps staff and Volunteers. Staff members consist primarily of contract specialists, policy analysts, and overseas support specialists who are responsible for a variety of operational and support contracting activities, including acquisition planning, contract review, contract award, contract administration, contract closeout, and policy and procedures development. The office is also responsible for contractor performance monitoring and suspension and debarment determinations.

### *Office of Communications*

This office manages all official agency communications, including marketing and advertising, video production and photography, an external website, social media, 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. The Office of Communications also works with public affairs specialists in the agency's regional recruitment offices to coordinate marketing and press initiatives

### *Office of Congressional Relations*

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

### *Director's Office and Associated Offices*

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

### *American Diversity Program (ADP)*

This office is responsible for providing leadership and guidance on all civil rights, equal employment opportunity, and diversity management matters. ADP encourages management, employees, and Volunteers to value diversity and to build a culture that values inclusion of all employees and Volunteers.

### *Office of Innovation*

This office works closely with senior management and across the agency to introduce fresh approaches that enable the Peace Corps to operate more efficiently and effectively. This includes analysis of current headquarters and field operations, looking at external models and trends, identifying and sharing best practices, implementing "smarter government" initiatives, streamlining processes, breaking down silos, aligning objectives and organizational structure, and allocating resources strategically.

### *Chief Compliance Officer*

The chief compliance officer serves as a liaison between Peace Corps headquarters and the Peace Corps Office of Inspector General (OIG), as well as with other federal regulators. The chief compliance officer is engaged in coordinating the agency's response to OIG audits, evaluations, and, where applicable, investigative reports that impact both Peace Corps headquarters and Peace Corps posts overseas.

### *Office of Victim Advocacy*

The Peace Corps is committed to providing all Volunteers who have been the victim of crime with a compassionate, coordinated, and supportive response. The Office of Victim Advocacy ensures that each Volunteer is made aware of, and receives access to, services provided by Peace Corps in cases of sexual assault, stalking, or other crimes. The office also facilitates Volunteers' access to such services and helps develop and update the Peace Corps' sexual assault policy and the sexual assault risk-reduction and response training program.

### *Office of the General Counsel (GC)*

This office provides legal advice and services to the Director and overseas and domestic staff and assists in the development of agencywide policies.

### *Office of Management (M)*

This office provides administrative, logistics, human resources management, and general operations support to all headquarters offices, regional recruiting offices, and the agency's field posts. The offices within the Office of Management are: Office of Human Resources Management (HRM); Office of Administrative Services; and Freedom of Information/Privacy Act/Records Management Office.

Functionally, HRM manages the range of personnel support functions, including staff recruitment and hiring, position classification, performance management, pay and compensation, and employee and labor relations. Administrative Services functions include facilities management; mail distribution; travel, transportation, and shipping; medical supplies acquisition and distribution; overseas vehicle procurement; and domestic vehicle fleet procurement and management. The Freedom of Information Act/Privacy Act/Records Management Office ensures agency compliance with the law and applicable guidelines in these specified areas.

### *Office of Management Centrally Managed Resources*

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

### *Office of the Chief Financial Officer (OCFO)*

This office 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, and overseas staff medical evacuation, but also include foreign currency fluctuation.

### *Office of the Chief Information Officer (OCIO)*

This office provides global information, communications and technology infrastructure assets, support services and application solutions that enable the Peace Corps to achieve its mission and fulfill its strategic goals. This is done in collaboration with staff, Volunteers, and agency partners.

OCIO leads the development of the agency's IT strategy and governance. It is responsible for enterprise architecture, the development of agency IT policies and practices, and the continual modernization of the agency's IT infrastructure to meet agency needs. OCIO acquires and manages technology assets; delivers IT customer support using customer relationship managers and service desks; trains and supports overseas post IT specialists; and builds and operates application systems solutions.

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

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

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

The mission of this office is to advance evidence-based management at Peace Corps by guiding agency planning, enhancing the stewardship and governance of agency data, strengthening measurement and evaluation of agency performance and programs, and helping shape agency engagement on certain high-level, government-wide initiatives. These key agency-level functions are designed to improve performance and to link performance to strategic planning and agency resources

### ***Office of Safety and Security (SS)***

The mission of this office is to ensure a safe and secure operating environment for Peace Corps Volunteers and staff, both in the United States and overseas. The office serves as the liaison with other agencies and organizations in security-related matters.

The Overseas Operations division oversees the overall safety and security programs at posts, including the physical security of Peace Corps offices and U.S. staff residences, threat analysis, and the agency's incident reporting system. SS also coordinates with host country law enforcement and other federal agencies, as appropriate, to support the investigation and prosecution of crimes against Volunteers. SS coordinates closely with the Office of Global Operations to ensure the proper management of security programs. Much of the direct support to posts overseas is provided by the 10 regionally based Peace Corps safety and security officers (PCSSOs). The PCSSOs act as security advisors for country directors, providing training, threat assessment, physical security guidance, crisis manage-

ment, response, and support to Volunteers who have been victims of crime. SS also is responsible for the technical oversight and professional development of safety and security positions assigned to the Office of Global Operations.

The Domestic Operations division coordinates security for the Peace Corps headquarters building and the regional recruiting offices, leads the agency's Continuity of Operations program and Occupant Emergency Plan, and manages the Personnel and Information Security programs. The Peace Corps is a leader among federal agencies in the efficient and thorough delivery of background investigations.

### ***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 Volunteers require a swift response.

### ***Office of Inspector General (OIG)***

This office provides independent oversight in accordance with the Inspector General Act of 1978, as amended. Through audits, evaluations, and investigations the Office of Inspector General prevents and detects waste, fraud, abuse, and mismanagement; provides advice and assistance to agency management; and promotes efficiency, effectiveness, and economy in agency programs and operations.



PROTECTING AND SUPPORTING VOLUNTEERS



## PROTECTING AND SUPPORTING VOLUNTEERS

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“Our most important reforms lie in the area of Volunteer safety and support. Nothing is more important to me, as Director of the Peace Corps and as a returned Volunteer, than the health, safety, and security of every member of the extended Peace Corps family. Peace Corps Volunteers represent the best America has to offer, and we owe them our best in return.”

Aaron S. Williams  
Director of the Peace Corps

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The health, safety, and security of Peace Corps Volunteers are the agency’s highest priorities. The Peace Corps devotes significant resources to providing Volunteers with the training, guidance, and support they need to remain healthy, safe, and productive throughout their service.

### *Peace Corps’ Approach to Protecting and Supporting Volunteers*

The Peace Corps takes a comprehensive approach to ensuring the safety and security of Volunteers. Each post has a detailed emergency action plan that has been developed in coordination with Peace Corps headquarters, the regional security office of the U.S. Embassy, and Peace Corps’ host country counterparts. Volunteers receive extensive training in best practices for safety and security, with emphasis placed on strategies to minimize risk.

The safety and security program is built on three concepts: Integration, Mitigation, and Response. These three elements overlap and work together to provide a comprehensive strategy to support the Volunteers.

**INTEGRATION** reflects the principle that Volunteers are safest when they are in their respective communities and when they have established relationships with community members, host families, and others to create an effective support network. Peace

Corps staff plays a key role in helping Volunteers integrate into their community through training and site preparation. Much of the training that occurs during pre-service training is designed to help Volunteers integrate, especially through language, cross-cultural, and technical training.

Site assessment and preparation are also critical. By ensuring that Volunteers are placed in communities that are welcoming and supportive, staff helps ensure that community integration is possible for Volunteers.

**MITIGATION** reflects all the actions taken to reduce the likelihood of a safety and security incident or the impact if one does occur. Through comprehensive risk assessments and effective site preparation, posts work to identify areas where Volunteers can serve with relative safety. Housing that is consistent with the rest of the community can help ensure that Volunteers do not become easy targets for criminals. Well-developed transportation policies help reduce the risk of incidents occurring when Volunteers travel from their sites. Training and information sharing help make Volunteers aware of the risks they face and provide them with strategies to counter those risks.

**RESPONSE** strategies are in place in the event that there is a specific threat to the well-being of Volunteers. Emergency Action Plans (EAPs) provide posts

with flexible strategies to address a variety of crises that may arise. Posts also have plans that enable them to respond rapidly to medical emergencies affecting Volunteers. If a Volunteer has the misfortune of being a victim of a crime, there are procedures in place to provide support quickly and throughout the entire criminal justice process. Because Volunteers themselves must be able to respond quickly and properly to any number of emergencies, training is provided throughout their service. Volunteers must react quickly and follow the established procedures when a post initiates the EAP.

### *Comprehensive Health, Safety, and Security Training and Policies*

Since 2009, the Peace Corps has taken many steps to better protect and support Volunteers. The agency has:

- Trained overseas staff in how to respond appropriately when Volunteers bring allegations of wrongdoing to their attention. Peace Corps staff members must take appropriate measures to ensure the Volunteers' safety and confidentiality and ensure the allegation is given serious consideration, including referral to Peace Corps' Office of Inspector General, as appropriate.
- Prepared training for Volunteers on policies and procedures for bringing confidential communications and allegations to the attention of appropriate staff.
- Improved the medical care we provide Volunteers by giving our medical professionals at headquarters overall responsibility for hiring, credentialing, and managing Peace Corps medical officers (PCMOs) at every post, by providing enhanced guidance to those PCMOs on how to handle serious medical issues, and by establishing the Health Care Quality Assurance Council to monitor and report on ongoing health care issues.
- Issued guidance to overseas staff on the specific procedures to follow when Volunteers express concerns about their safety, or in any other situation that may threaten the well-being of Volunteers.

- Given the Office of Safety and Security at headquarters greater authority to oversee Peace Corps' global safety and security programs.
- Developed standard operating procedures for our overseas safety and security coordinators (SSCs), who are responsible for coordinating the safety and security programs that support Volunteers at each post.
- Revised notification procedures for serious incidents to ensure key staff is rapidly informed of major crimes against Volunteers.

### *Protecting Volunteers against Sexual Assault and Supporting Victims of Sexual Assault*

The Peace Corps has made a number of improvements to better protect Volunteers from rape and sexual assault, and to better support Volunteers who are victims of those terrible crimes. Since 2009, the Peace Corps has:

- Issued Peace Corps' Commitment to Sexual Assault Victims, a set of core principles to ensure we provide timely and compassionate support to sexual assault victims. We have made it clear to our staff around the world that we will treat all Volunteers with dignity and respect, and that no one deserves to be a victim of sexual assault.
- Developed new Guidelines for Responding to Rape and Sexual Assault (Guidelines) that outline our victim-centered approach to supporting Volunteers. The Guidelines set forth the procedures staff must follow to respond promptly and effectively to an incident and provide support to a victim. We have conducted staff training on the Guidelines at all posts.
- Hired a nationally recognized leader in victims' rights to serve as the agency's first victim advocate and Director of the Office of Victim Advocacy. Victims of crime, including sexual assault and stalking, can now turn to the Office of Victim Advocacy, led by a skilled and experienced Peace Corps staff member dedicated to making certain they receive the emotional, medical, legal, and other support they need both during and after their service.

- Prepared new standardized and comprehensive training for Volunteers on sexual assault awareness, risk reduction strategies, Peace Corps reporting and response protocols, and bystander intervention, and trained key staff from posts on how to deliver this training.
- Signed a Memorandum of Understanding with the Rape, Abuse, and Incest National Network (RAINN), the nation's largest anti-sexual violence organization, to collaborate and share resources on sexual assault prevention and response.
- Created the Peace Corps Volunteer Sexual Assault Panel, composed of outside experts and former Volunteers who were victims of sexual assault. Individual members of this panel provide advice and input on Peace Corps' sexual assault risk reduction and response strategies.
- Provided Peace Corps medical professionals overseas with training on enhanced sexual assault forensic examination procedures, and revised the agency's medical guidelines for the clinical management of sexual assault to comply with the National Protocol for Sexual Assault Medical Forensic Examinations.

### *Compassionate Support for Families of Fallen Volunteers*

The Peace Corps has put in place new policies to better reflect our commitment to the families of fallen Volunteers. The agency has:

- Formalized the agency's existing practice of sending a Peace Corps staff member to be with the family of a fallen Volunteer within 24 hours of the notification of the death of the Volunteer, unless the family requests otherwise. That staff member serves as the agency's primary liaison with the family.
- Standardized procedures for returning possessions of fallen Volunteers to their families by requiring that all personal effects of a fallen Volunteer be personally delivered to the family, unless requested otherwise.
- Partnered with the Federal Employee Education and Assistance Fund to establish the Peace Corps Emergency Relief Fund, which provides assistance to Peace Corps Volunteers and their families in the event of natural or man-made disasters, as well as uninsured personal crises.



APPENDICES

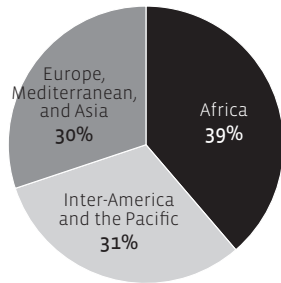


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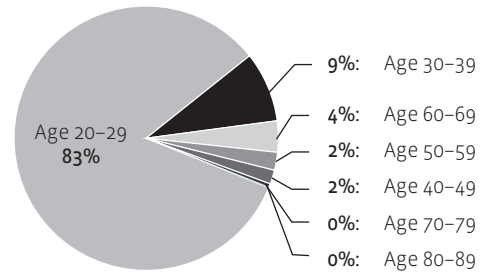
# APPENDIX A

## Volunteer Statistics

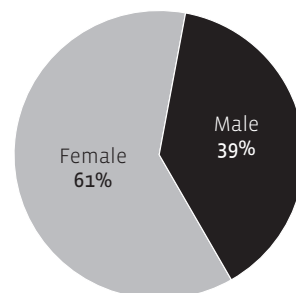
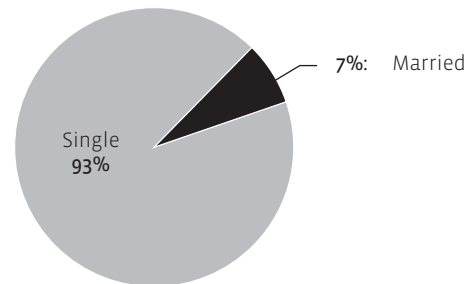
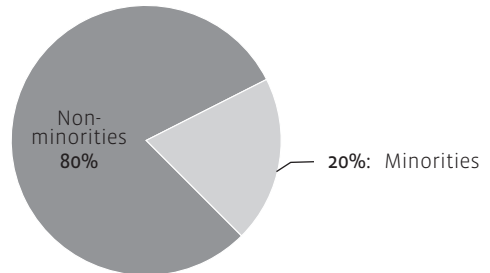
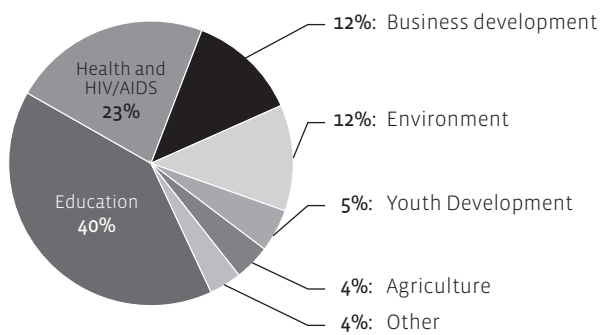
### Volunteers by Region



### Volunteer Profile



### Volunteer Projects



All data current as of September 30, 2011.

## APPENDIX B

### Home States\* of Peace Corps Volunteers

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	68	1,041	Montana	67	1,327
Alaska	29	937	Nebraska	69	1,287
Arizona	178	3,313	Nevada	48	925
Arkansas	48	917	New Hampshire	88	1,596
California	1,202	27,913	New Jersey	214	4,687
Colorado	297	6,630	New Mexico	66	2,067
Connecticut	152	3,145	New York	490	12,657
Delaware	28	473	North Carolina	247	3,891
District of Columbia	51	2,181	North Dakota	21	555
Florida	356	7,164	Ohio	332	6,728
Georgia	222	3,090	Oklahoma	54	1,245
Guam	1	74	Oregon	275	5,787
Hawaii	36	1,361	Pennsylvania	390	7,457
Idaho	53	1,234	Puerto Rico	13	379
Illinois	397	7,990	Rhode Island	41	969
Indiana	149	3,063	South Carolina	89	1,422
Iowa	100	2,204	South Dakota	26	610
Kansas	85	1,633	Tennessee	95	1,605
Kentucky	84	1,424	Texas	424	6,812
Louisiana	44	1,052	Utah	45	1,027
Maine	69	1,771	Vermont	47	1,422
Maryland	249	5,530	U.S. Virgin Islands	2	76
Massachusetts	286	7,820	Virginia	359	6,972
Michigan	336	6,713	Washington	372	8,631
Minnesota	260	6,182	West Virginia	22	630
Mississippi	28	460	Wisconsin	229	5,630
Missouri	140	3,069	Wyoming	14	492

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

*All data current as of September 30, 2011.*

## APPENDIX C

### Languages Taught to Peace Corps Volunteers: Africa

<b>BENIN</b>	Adja, Bariba, Boo, Dendi, Fon, French, Goun, Idatcha, Nagot, Nateni, Nyende, Sahoue, Tori	<b>MALI</b>	Bambara, Bomu, Dogon, French, Fulfudé, Malinke
<b>BOTSWANA</b>	Setswana	<b>MOZAMBIQUE</b>	Ajwa, Bitonga, Cicopi, Cimanika, Cimakonde, Cindau, Cinygue, Cisena, Citswa, Citwe, Echuabo, Elomwe, Emakwa, Nianja, Portuguese, Xichangana, XiTsonga
<b>BURKINA FASO</b>	Bissa, Dioula, Gourematche, Lobiri, Lyele, Mooré, Nuni, Sissala	<b>NAMIBIA</b>	Afrikaans, Damara>Nama, Oshikwanyama, Oshindonga/Ndonga, Oshikwanyoma/Kwanyama, Otijherero/Herero, Rukwangali, Silozi, Thimbukushu
<b>CAMEROON</b>	French, Fulfudé, Pidgin English	<b>RWANDA</b>	Kinyarwanda
<b>CAPE VERDE</b>	Barlavento Kriolu, Portuguese, Sotavento Kriolu	<b>SENEGAL</b>	French, Fulakunda, Jaxanke, Malinke, Mandinka, Pulaar du Nord, Pulafuta, Seereer, Wolof
<b>ETHIOPIA</b>	Amharic, Oromo, Tigrigna	<b>SIERRA LEONE</b>	Krio, Kuranko, Limba, Mandinka, Mende, Susu, Temne
<b>THE GAMBIA</b>	Jola, Mandinka, Pulaar, Soninke, Wolof	<b>SOUTH AFRICA</b>	Afrikaans, isiZulu, Sepedi, Setswana, Tshi Venda, XiTsongo, Xhosa
<b>GHANA</b>	Buili, Dagaare, Dagbani, Ewe, Gurune, Kasem, Nzema, Sissali, Twi	<b>SWAZILAND</b>	siSwati
<b>GUINEA</b>	French, Malinke, Pulaar, Soussou	<b>TANZANIA</b>	Kiswahili
<b>KENYA</b>	Dholuo, Kenyan Sign Language, Kikuyu, Kiswahili	<b>TOGO</b>	Adja, Anufo, Bassar, Ewe/Watchi, French, Gourma, Ifè (Ana), Kabiyé, Kotokoli, Mina
<b>LESOTHO</b>	Sesotho, Xhosa	<b>UGANDA</b>	Achioli, Alur, Lango, Luganda, Lugbara, Lugwere, Lunyole, Lusoga, Runyakore, Runyoro-Rutoro
<b>LIBERIA</b>	Gola, Kpelle, Liberian English, Mano, Mende, Vai	<b>ZAMBIA</b>	Bemba, Kaonde, Lunda, Mambwe, Nyanja, Tonga, Tumbuka
<b>MADAGASCAR</b>	Antandroy, Antanosy, Antesaka, Betsileo, Betsimisaraka, Malagasy, Sakalava		
<b>MALAWI</b>	Chichewa, Chitongo, Chitumbuka		

## Languages Taught to Peace Corps Volunteers: Europe, Mediterranean, and Asia

ALBANIA	Albanian	KYRGYZ REPUBLIC	Kyrgyz, Russian
ARMENIA	Armenian	MACEDONIA	Albanian, Macedonian
AZERBAIJAN	Azerbaijani (Azeri)	MOLDOVA	Romanian, Russian
BULGARIA	Bulgarian	MONGOLIA	Mongolian, Kazakh
CAMBODIA	Khmer	MOROCCO	Darija (Moroccan Arabic), Tamazight, Tashelheet
CHINA	Mandarin	PHILIPPINES	Cebuano, Ilokano, Tagalog
GEORGIA	Azeri, Georgian	ROMANIA	Hungarian, Romanian
INDONESIA	Bahasa Indonesian, Javanese, Madurese	THAILAND	Thai
JORDAN	Jordanian Arabic	TURKMENISTAN	Russian, Turkmen
KAZAKHSTAN	Kazakh, Russian	UKRAINE	Russian, Ukrainian

## Languages Taught to Peace Corps Volunteers: Inter-America and the Pacific

BELIZE	Kriol, Q'ueqchi, Spanish	JAMAICA	Patois
COLOMBIA	Spanish	MEXICO	Spanish
COSTA RICA	Spanish	NICARAGUA	Spanish
DOMINICAN REPUBLIC	Spanish, Haitian Kreyol	PANAMA	Embera, , Naso, Ngabe, Spanish, Wounaan
EASTERN CARIBBEAN	French Creole (Kweyol)	PARAGUAY	Guaraní, Spanish
ECUADOR	Kichwa, Spanish	PERU	Spanish
EL SALVADOR	Spanish	SAMOA	Samoan
FIJI	Fijian, Hindi	SURINAME	Aucan, Saramaccan, Sranan Tongo
GUATEMALA	Kakchiquel, K'iche, Mam, Qe'qchí, Spanish	TONGA	Tongan
HONDURAS	Spanish	VANUATU	Bislama

## APPENDIX D

### Volunteer Activities by Program Area

#### Agriculture

Agriculture Volunteers are on the frontline of efforts to address food security and climate change. Volunteers' projects promote environmentally sustainable and organic farming practices by focusing on the long-term productivity of farmers' fields. Volunteers work with farmers to maintain and improve soils and manage water resources, using techniques that incorporate local and natural inputs to control pests and erosion.

Sustainable production practices also promote food security by promoting crop diversification and encouraging production of more nutritious foods. Volunteers work with men and women on their field crops, vegetable gardens, small animal husbandry projects, fisheries, and beekeeping facilities. Using a value chain approach, Volunteers assist in developing new value-added products, securing the storage and marketing of these products, and helping communities and farmers implement agroforestry techniques that conserve soils.

At the end of FY 2011, there were 372 agriculture Volunteers providing assistance through 10 projects worldwide.

#### Notable Agriculture Activities:

**Organic Certification:** Peace Corps Volunteers in Ecuador were trained by an organic certification agency in organic agriculture techniques. With this training, Volunteers helped communities achieve low-cost certification. Volunteers also planned and organized community fairs with value-added products such as peanut butter, achiote (annatto) paste, fresh cheese, yogurt, goat milk, honey, and recycled paper.

**Moringa Association:** In Benin, Peace Corps Volunteers helped launch an association to promote moringa and its nutritional and economic benefits. Association members include local farmers, health workers, and nutrition experts. Moringa is a fast-growing plant that provides strong nutritional benefits, and can be ground into powder, which is easily mixed into diets for a nutritional boost. By promoting the benefits of moringa, the association offers a

local solution to malnutrition problems and helps reduce dependence on foreign aid and imported medicines.

**Beekeeping Production:** In several communities throughout Paraguay, Peace Corps Volunteers teach beekeeping practices. Beekeeping has become a viable part of the diversification of crops in the country and also is a source of income for many families. Agriculture Volunteers in Paraguay teach a wide variety of farming techniques, such as pest management and soil conservation, in order to increase the quality and efficiency of agriculture practices throughout the country.

#### Business Development

Business Development Volunteers train and advise entrepreneurs and managers in business planning, marketing, financial management, product design and distribution, and customer service. They counsel cooperatives, assist with microcredit programs and village savings and loan associations, and teach business and financial literacy workshops, courses, and camps. Volunteers also help community members launch or expand businesses, including small-scale agribusiness (fruits, vegetables, and small livestock) and ecotourism ventures. Volunteers help small businesses develop market linkages, and use websites and social media for product marketing.

At the end of FY 2011, there were 1,140 business development Volunteers providing assistance through 42 projects worldwide.

#### Notable Business Development Activities:

**Creating Business Efficiencies:** Peace Corps Volunteers in Ghana worked with a local NGO to train women farmers in basic business practices in an effort to eliminate middlemen and promote Ghanaian ground nuts businesses. Farmers were also trained in organizational techniques, enabling the women's groups to advocate and work with the Ghanaian Ministry of Food and Agriculture. In the future, the women's groups would like to create a market surveillance system for ground nuts and thereby increase income for local farmers.

**National Entrepreneurship Curriculum:** The Nicaraguan Ministry of Education integrated Peace Corps' *La Empresa Creativa* business course into the national high school curriculum. The guide that Peace Corps developed was so well regarded that it was edited and officially added to the technical and vocational classes for all public and private schools for 10th and 11th grade students to learn how to start their own businesses, generate income, and create employment. Peace Corps is working on a training workshop for teachers, and developing a certification of teachers who have been trained by Peace Corps Volunteers.

**Craft Fairs:** Peace Corps Volunteers in Morocco organized craft fairs entitled *March Maroc* in major cities throughout Morocco. Artisans who participate in the craft fairs target a new customer base and also attend business development workshops. Each artisan receives an individual product quality consultation for feedback on the requirements for export. The fairs attract potential buyers from the tourism and retail communities who want to support traditional handicrafts, meet and buy directly from the artisans, and support fair wages for artisans.

## Education

Education Volunteers assist teachers, schools, and communities in better educating their students. Volunteers directly teach students or work with local teachers to co-teach and work with students in after-school activities. They provide workshops for teachers that focus on participatory and experiential learning, classroom management, and resource development and they promote strong Parent-Teachers' Associations and community involvement in education.

At the end of FY 2011, there were 3,654 education Volunteers providing assistance through 57 projects worldwide.

### Notable Education Activities:

**Teaching English as a Foreign Language:** Teaching English as a Foreign or Second Language (TEFL/TESL) is a growing area for the Peace Corps. In 2010, Indonesia, Samoa, Costa Rica, and Colombia each added new TEFL Education projects. All around the globe, Volunteers teach conversational English, English as a foreign language, or content-based English in primary, middle, and high schools

through team-teaching with a host country teacher. Some Volunteers also instruct in their own classroom. Volunteers also teach English as a vehicle for personal and professional development for students and teachers.

**People with Disabilities:** Peace Corps Kenya reports that the national examination at primary and secondary level was, for the first time, offered in Kenya Sign Language (KSL). This is after many years of Peace Corps Volunteers' involvement in teaching KSL. Deaf Education Volunteers in Kenya were entrusted with the responsibility of supporting this important assignment. At the same time, KSL has been recognized in the new constitution as a language for learning and used by the deaf community. This is a culmination of work that previous and present Volunteers have done in supporting and equipping their students and counterparts in this important area.

**Teacher Training:** In Belize, Peace Corps Volunteers have partnered with a non-government organization that works in under-resourced and low-performing rural schools. Peace Corps Volunteers serve as teacher trainers and work with counterparts to support school-wide action plans for literacy instruction and to develop outreach activities with community members to promote early childhood learning and school readiness programs.

## Environment

Peace Corps Environment Volunteers are leaders in grassroots efforts to protect the environment, including producing and cultivating trees, improving soils, and protecting fields from erosion. They train teachers to integrate more interactive teaching methods that focus on the environment while collaborating with schools and other organizations to promote environmental education through clubs, camps, and awareness campaigns. Increasingly, Volunteers help communities manage solid waste. Environment Volunteers also help develop income generation activities such as ecotourism, non-wood forest products, and crafts that create incentives for conservation of natural resources.

At the end of FY 2011, there were 1,098 environment Volunteers providing assistance through 28 projects worldwide.



## Notable Environment Activities:

**Conservation:** Volunteers in Fiji working in marine conservation successfully implemented and supported marine protected areas with their community partners. Nearby villages realized a spillover of marine resources such as fish and other marine life that had not been observed in the past 10 years.

**Environmental Action:** For several years, Peace Corps Volunteers in the Dominican Republic have been creating *Brigadas Verdes* (Green Brigades), environmental youth groups. They have since evolved to become a national movement by uniting with a national youth leadership and service organization, *Sirve Quisqueya*, and serving as the organization's environmental arm. The *Brigadas* help youth develop leadership and life skills while serving their community by protecting the environment. There are currently 125 groups throughout the country.

**Recycling and Livelihoods:** In the Philippines and Mali and a number of other countries, Volunteers have helped women and youth groups turn plastic bags into purses. They collect and wash discarded plastic bags and crochet them into colorful handbags and change purses. As a result of these projects, women have gained financial independence and turned trash into sustainable products.

## Health and HIV/AIDS

Nearly one quarter of all Peace Corps Volunteers have health as a primary project, making it the second largest sector of emphasis globally. Volunteers assist local partners in rural and peri-urban communities to improve health outcomes, where conditions tend to be the most severe. Their contributions are supplemented by secondary health projects undertaken by another fifteen percent of Volunteers. Volunteers help with problem-solving, introduce innovation and technology, and leverage appropriate resources to address health needs.

With the Peace Corps an implementing partner of the President's Emergency Plan for AIDS Relief (PEPFAR), a growing number of Peace Corps Volunteers work on HIV/AIDS prevention, care, and support. Life skills training continues to be at the center of many of Volunteers' HIV/AIDS prevention work, particularly when targeting orphans and vulnerable children and other youth at risk. Volunteers are frequently assigned to

HIV/AIDS-related NGOs to help increase their technical, managerial, and administrative capacities. The Peace Corps-PEPFAR relationship is increasingly valued by both parties, acknowledging the "last mile" reach of Volunteers because they live and work in local communities, can present information in culturally sensitive ways, and are often present on an continuing basis where others are only occasionally visible.

At the end of FY 2011, there were 2,054 health and HIV/AIDS Volunteers providing assistance through 52 projects worldwide.

## Notable Health and HIV/AIDS Activities:

**HIV/AIDS:** Peace Corps Volunteers across the world address the health needs of their communities. In Mozambique, traditional healers received training in HIV/AIDS prevention and treatment. Volunteers also provide support for Orphans and Vulnerable Children and People Living with HIV/AIDS. In Honduras, Volunteers assisted their communities in the installation of water treatment plants and trained community members on proper water, sanitation, and hygiene practices. In the Philippines, Volunteers conducted trainings on the United Nations Convention on the Rights of the Child that highlighted HIV/AIDS awareness and prevention and anti-human trafficking. Volunteers in Guyana led seminars for parents on topics concerning Maternal and Child Health and helped health center staff to track and advise parents each week on the health of their children.

**Malaria Control:** In collaboration with the President's Malaria Initiative (PMI), Peace Corps developed the "Stomp Out Malaria" campaign. More than 3,000 Volunteers in 17 high-incidence countries in Africa mobilized to engage in the fight to reduce the incidence of malaria by half. Volunteers distributed insecticide-treated bed nets and boosted indoor residual spraying. They became involved in grassroots awareness campaigns on prevention and treatment, community-level planning and mobilization for universal bed net distribution, and surveillance and data collection and analysis for monitoring and evaluation. The campaign takes full advantage of Peace Corps' unique "delivery capacity" at the grassroots level. Volunteers and staff participated in a two-week "malaria boot camp" in Senegal, with training provided by experts from PMI, the Centers for Disease Control and Preven-

tion, the U.S. Agency for International Development, Malaria No More, Johns Hopkins University, the University of South Florida, and other partner organizations.

**Infant and Young Child Nutrition:** Since 2002, Peace Corps Volunteers serving in Africa have been implementing the Positive Deviance/Hearth Nutrition Model, aimed at addressing malnutrition among children and changing infant and young child nutritional practices. Nutritional rehabilitation results collected by Peace Corps in Mali, Burkina Faso and Guinea reveal that, on average, 42 percent of children gain at least 200 grams during the 12 day Hearth period. At one month from the start date, 66 percent of children had gained at least 200 grams, with the average weight gain being 448 grams. These results indicated that care providers continued to use their new behaviors well after the end of the Hearth activity.

## Youth Development

Youth development is a critical component of the Peace Corps' work. Recent figures estimate that 68 percent, or roughly two-thirds, of all the people with whom Volunteers work are young men and women under the age of 25. Volunteers work with youth in all sectors, but youth development is unique in the Peace Corps as it is both a project sector area—designed to support the capacities of young people—and an agency initiative that promotes an asset-based approach that can be used to strengthen the overall impact of the Volunteers' work in a community.

The agency's model for working with young people emphasizes valuing youth as resources to be developed, rather than as problems to be solved; including youth in all aspects of an activity; and building on existing capacities.

At the end of FY 2011, there were 444 youth Volunteers providing assistance through 18 projects worldwide.

## Notable Youth Development Activities:

**Improved Civic Awareness:** Peace Corps Youth Development Volunteers in Moldova work on a civic education project called "The Village." "The Village" develops children's understanding of democracy and civil society through a practical and interactive approach. The project helps youth develop initiatives and equips them with the skills necessary to identify and address community needs. As a result of implementing this project, the local NGO working with Peace Corps expanded its vision from reaching more than 10 kids with the program to expanding throughout Moldova. It has since trained 25 Volunteers and more than 20 community facilitators.

Peace Corps Youth Development Volunteers in Morocco are working at the national level with host country counterparts to develop a standardized curriculum to be used in youth centers throughout the country. The curriculum focuses on life skills development, work preparation, and volunteer service development. Youth Development Volunteers in Tonga supported the development of an NGO, the Tonga National Youth Congress (TNYC), which promoted national youth service by Tongans. The TNYC is the only NGO active, staffed, and funded in all island groups of Tonga.

**Camp GLOW:** Peace Corps Volunteers on the Rural Education Development project in Zambia organized a Camp GLOW (Girls Leading Our World) event held at the Peace Corps office in Lusaka. Volunteers worked with girls from the village to create and perform skits and dances. As a result, 18 girls developed leadership skills and self confidence and were challenged to think beyond traditional gender roles. This event was one of several GLOW camps held around the country this year.

## APPENDIX E

### Volunteers Working in HIV/AIDS Activities During FY 2011

Africa		Europe, Mediterranean, and Asia		Inter-America and the Pacific	
Country	Volunteers	Country	Volunteers	Country	Volunteers
Benin	46	Albania	19	Costa Rica	36
Botswana	120	Armenia	22	Dominican Republic	44
Burkina Faso	96	Azerbaijan	9	Eastern Caribbean*	54
Cameroon	87	Bulgaria	56	Ecuador	79
Cape Verde	20	Cambodia	14	El Salvador	69
Ethiopia	42	China	10	Fiji	34
Ghana	51	Kazakhstan	41	Guatemala	63
Guinea	3	Kyrgyz Republic	42	Guyana	36
Kenya	71	Macedonia	12	Honduras	74
Lesotho	58	Moldova	21	Jamaica	16
Malawi	130	Mongolia	31	Micronesia and Palau	14
Mali	15	Morocco	101	Nicaragua	82
Mozambique	80	Philippines	38	Panama	22
Namibia	69	Romania	8	Paraguay	62
Rwanda	25	Thailand	28	Peru	124
Senegal	58	Turkmenistan	6	Suriname	25
South Africa	93	Ukraine	119	Tonga	14
Swaziland	35	<b>TOTAL</b>	<b>577</b>	Vanuatu	42
Tanzania	94			<b>TOTAL</b>	<b>890</b>
The Gambia	39				
Togo	76				
Uganda	104				
Zambia	139				
<b>TOTAL</b>	<b>1,551</b>				

Grand Total: 3,018

#### NOTES

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

## APPENDIX F

### Peace Corps Application Process and Phases of Volunteer Service

#### Peace Corps Application Process

The Peace Corps application process usually takes six to 12 months to complete, but may take longer in certain cases. This is due to a number of factors, including turn-around 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 six months.

#### Step One: Application

Interested applicants provide preliminary information by filling out the online application. Most people complete the application within two weeks. A completed application includes two essays, three references, employment history, resume, community and volunteer activities, and educational background. Applicants must also provide a copy of their college transcripts (unless they have 10 years of applicable professional experience), information about outstanding financial obligations, and a complete Health Status Review form.

#### Step Two: Interview

Potentially qualified applicants are contacted for an interview once they have submitted all of their application materials (including all references). During the interview, applicants have a discussion with a recruiter about their skills and interests, available Volunteer job opportunities, 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 forward 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 appli-

cant 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. While the 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 then undergo a suitability and skill review by a Peace Corps placement and assessment specialist. The applicant's skills are also compared with those of other candidates. Competitive and suitable candidates are then matched to openings.

#### Step Five: Invitation

Placement and assessment specialists extend invitations in writing to all competitive and qualified applicants. The invitation is to a specific country and provides a detailed Volunteer assignment description. Invitations are sent a minimum of eight weeks in advance of the program departure date. Once the invitation has been accepted, a background investigation is conducted. It is important to note that second invitations are rarely issued in the event an applicant declines his or her first assignment.

#### 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). Two to three days prior to leaving for a country of service, Peace Corps trainees meet in the United States to prepare for their departure. Once the staging is complete, trainees will fly together to their country of service 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 Safety*

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

#### *In-Service Training*

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

#### *Service Extension*

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

### Returned Volunteer

#### *Career, Education, and Re-Entry Planning*

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

#### *Readjustment Allowance*

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

#### *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 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	Paul D. Coverdell Fellows Program Colleges/Universities
Alabama	University of Alabama at Birmingham	University of Alabama at Birmingham
Alaska	University of Alaska–Fairbanks	University of Alaska–Fairbanks
Arizona	Arizona State University Northern Arizona University Thunderbird School of Global Management	Northern Arizona University University of Arizona
California	California State University at Chico California State University at Fresno California State University at Northridge California State University at Sacramento Humboldt State University Loma Linda University Monterey Institute of International Studies University of California–Davis University of the Pacific	Loma Linda University University of La Verne University of Southern California
Colorado	Colorado State University University of Colorado–Boulder University of Denver	University of Colorado–Denver University of Denver
Connecticut		Yale University
Florida	Florida International University Florida State University University of Miami University of South Florida	Florida Institute of Technology
Georgia	Emory University Georgia State University University of Georgia	Emory University Georgia College and State University Kennesaw State University
Illinois	Illinois State University University of Illinois–Chicago	Illinois State University Western Illinois University
Indiana	Indiana University Valparaiso University	Indiana University University of Notre Dame
Kentucky	Western Kentucky University	
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana
Maryland	Johns Hopkins University University of Maryland–Baltimore University of Maryland–Baltimore County University of Maryland–College Park	Johns Hopkins University University of Maryland–Baltimore University of Maryland–Baltimore County University of Maryland–College Park
Massachusetts	Boston University Wheelock University	Brandeis University Clark University

## The Peace Corps' Educational Partnerships in the United States

States	Master's International Colleges/Universities	Paul D. Coverdell Fellows Program Colleges/Universities
Michigan	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan Western Michigan University	University of Michigan
Minnesota	University of Minnesota–Twin Cities	St. Catherine University University of Minnesota–Twin Cities
Missouri	Lincoln University of Missouri	University of Missouri–Columbia University of Missouri–Kansas City
Montana	University of Montana	
Nevada	University of Nevada–Las Vegas	
New Hampshire		Antioch University New England Southern New Hampshire University
New Jersey	Rutgers, The State University of New Jersey–Camden	Drew University Monmouth University Rutgers, The State University of New Jersey–Camden
New Mexico	New Mexico State University	New Mexico State University Western New Mexico University
New York	Adelphi University Bard College Cornell University State University of New York at Oswego SUNY College of Environmental Science and Forestry – Syracuse University at Albany– State University of New York	Bard College Columbia University Teachers College Cornell University Fordham University The New School University of Rochester
North Carolina	Appalachian State University North Carolina A&T State University North Carolina Central 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 Portland State University	University of Oregon Willamette University
Pennsylvania	University of Pittsburgh	Carnegie Mellon University Duquesne University Seton Hill University University of Pennsylvania Villanova University
South Carolina	Clemson University College of Charlestown South Carolina State University University of South Carolina	University of South Carolina

## The Peace Corps' Educational Partnerships in the United States

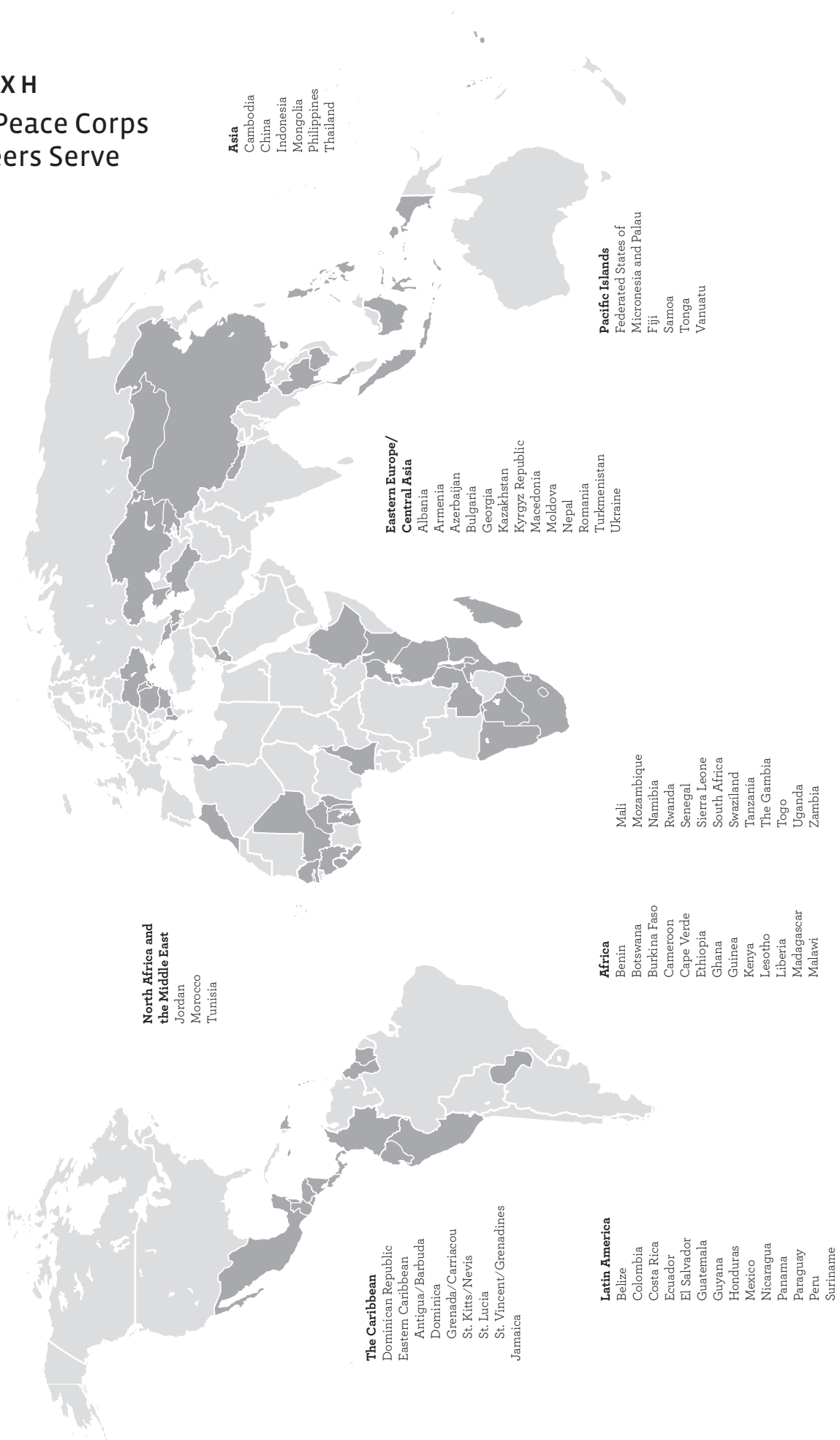
<b>States</b>	<b>Master's International Colleges/Universities</b>	<b>Paul D. Coverdell Fellows Program Colleges/Universities</b>
<b>Tennessee</b>	Tennessee State University	
<b>Texas</b>	Texas A&M University – College Station Texas A&M at Corpus Christi Texas Tech University	
<b>Utah</b>	Utah State University	
<b>Vermont</b>	SIT Graduate Institute St. Michael's College	University of Vermont
<b>Virginia</b>	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University
<b>Washington</b>	Gonzaga University University of Washington Washington State University	University of Washington
<b>West Virginia</b>	West Virginia University	
<b>Wisconsin</b>	University of Wisconsin University of Wisconsin–Stevens Point	Marquette University University of Wisconsin–Milwaukee University of Wisconsin–Stevens Point
<b>Wyoming</b>	University of Wyoming	University of Wyoming
<b>District of Columbia</b>	American University George Washington University	George Washington University



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# APPENDIX H

## Where Peace Corps Volunteers Serve



## APPENDIX I

### Africa Region

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Sahel	Cape Verde, The Gambia, Mali, 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

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*The statistical data in the following country profiles come primarily from the World Bank's World Development Indicators 2010.*



## Benin

CAPITAL	Porto-Novo
POPULATION	8.8 million
GROSS NATIONAL INCOME PER CAPITA	\$1,580
PROGRAM DATES	1968–present
PROGRAM SECTORS	Business Development Education Environment Health and HIV/AIDS

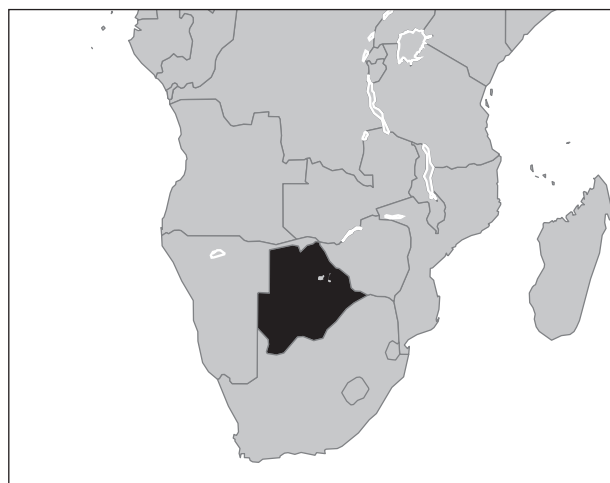


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	110	110
Program funds (\$000)	4,200	4,300

## Botswana



CAPITAL	Gaborone
POPULATION	2.0 million
GROSS NATIONAL INCOME PER CAPITA	\$13,710
PROGRAM DATES	1966–1997 2003–present
PROGRAM SECTORS	Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	30	20
Program funds (\$000)	2,000	1,900

## Burkina Faso

CAPITAL	Ouagadougou
POPULATION	16.5 million
GROSS NATIONAL INCOME PER CAPITA	\$1,250
PROGRAM DATES	1967–1987 1995–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	140	130
Program funds (\$000)	4,400	4,400

## Cameroon

CAPITAL	Yaounde
POPULATION	19.6 million
GROSS NATIONAL INCOME PER CAPITA	\$2,230
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Business Development, Education Health and HIV/AIDS Youth Development

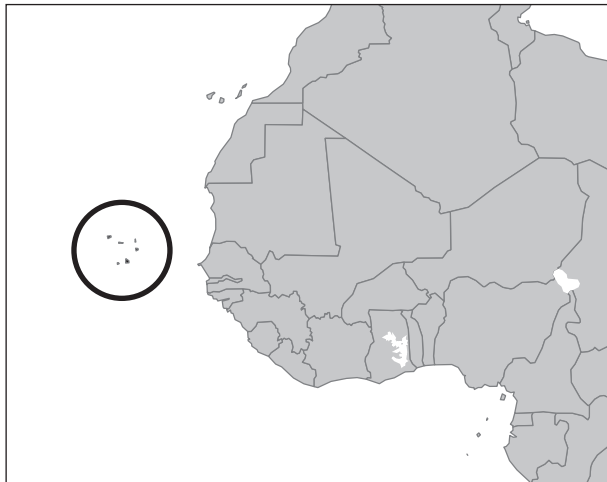


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	210	180
Program funds (\$000)	5,000	4,800

## Cape Verde



CAPITAL	Praia
POPULATION	.50 million
GROSS NATIONAL INCOME PER CAPITA	\$3,790
PROGRAM DATES	1988–present
PROGRAM SECTORS	Business Development Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	50	30
Program funds (\$000)	2,200	2,000

## Ethiopia

CAPITAL	Addis-Ababa
POPULATION	82.9 million
GROSS NATIONAL INCOME PER CAPITA	\$1,030
PROGRAM DATES	1962–1977, 1995–1999 2007–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	130	130
Program funds (\$000)	3,000	3,200

## The Gambia

CAPITAL	Banjul
POPULATION	1.7 million
GROSS NATIONAL INCOME PER CAPITA	\$1,290
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	70	60
Program funds (\$000)	2,200	2,200

## Ghana



CAPITAL	Accra
POPULATION	24.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,600
PROGRAM DATES	1961–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS

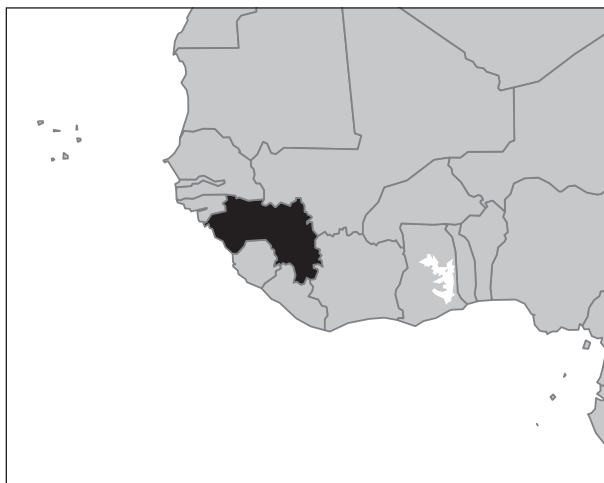
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	130	130
Program funds (\$000)	3,800	3,900

## Guinea

CAPITAL	Conakry
POPULATION	10 million
GROSS NATIONAL INCOME PER CAPITA	\$1,020
PROGRAM DATES	1963–1966, 1969–1971 1985–present
PROGRAM SECTORS	Business Development Education, Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	80	100
Program funds (\$000)	2,400	2,700

# Kenya

CAPITAL Nairobi  
 POPULATION 40.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,630  
 PROGRAM DATES 1964–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS



## ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	100	80
Program funds (\$000)	3,300	3,300

# Lesotho



CAPITAL Maseru  
 POPULATION 2.2 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,840  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education  
 Health and HIV/AIDS

## ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	40	50
Program funds (\$000)	2,700	2,800

# Liberia

CAPITAL Monrovia  
 POPULATION 4 million  
 GROSS NATIONAL INCOME PER CAPITA \$340  
 PROGRAM DATES 1962–1990  
 2008–present  
 PROGRAM SECTORS Education



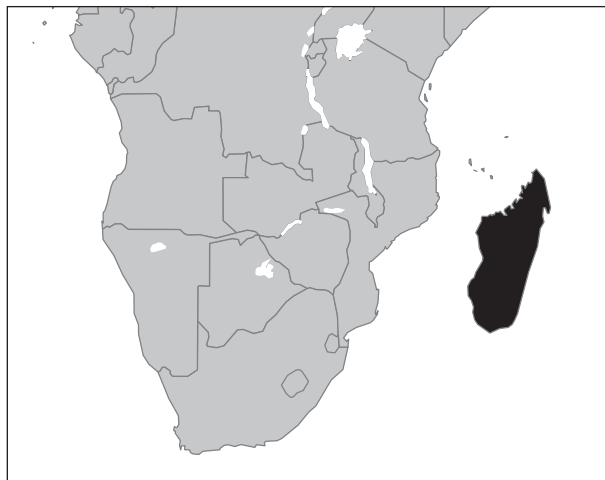
## ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	50	70
Program funds (\$000)	2,300	2,500

## Madagascar

CAPITAL	Antananarivo
POPULATION	20.7 million
GROSS NATIONAL INCOME PER CAPITA	\$950
PROGRAM DATES	1993–present
PROGRAM SECTORS	Business Development Education Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	120	100
Program funds (\$000)	3,200	3,200

## Malawi



CAPITAL	Lilongwe
POPULATION	14.9 million
GROSS NATIONAL INCOME PER CAPITA	\$850
PROGRAM DATES	1963–1976 1978–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS

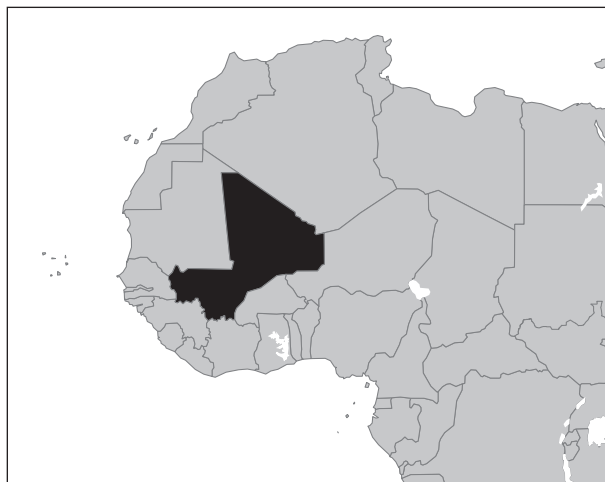
### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	90	80
Program funds (\$000)	2,700	2,600

## Mali

CAPITAL	Bamako
POPULATION	15.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,020
PROGRAM DATES	1971–present
PROGRAM SECTORS	Business Development Education Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

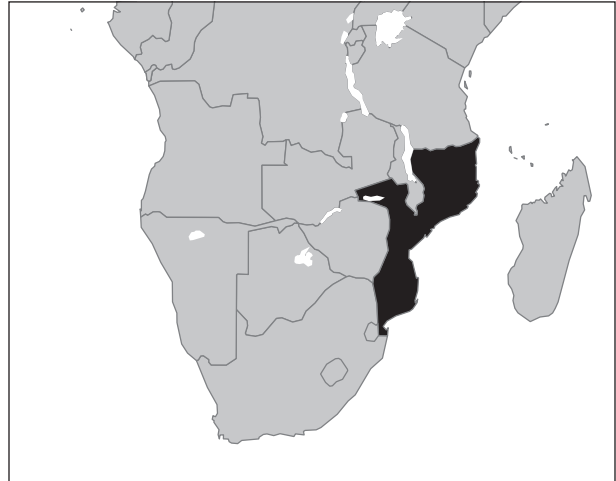
Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	150	130
Program funds (\$000)	5,300	5,100



## Mozambique

CAPITAL	Maputu
POPULATION	23.4 million
GROSS NATIONAL INCOME PER CAPITA	\$920
PROGRAM DATES	1998–present
PROGRAM SECTORS	Education Health and HIV/AIDS

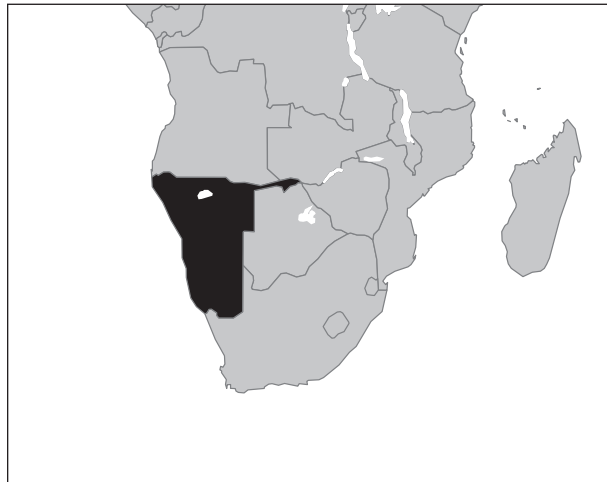


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	160	150
Program funds (\$000)	2,900	3,000

## Namibia



CAPITAL	Windhoek
POPULATION	2.3 million
GROSS NATIONAL INCOME PER CAPITA	\$6,380
PROGRAM DATES	1990–present
PROGRAM SECTORS	Business Development Environment Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	110	100
Program funds (\$000)	3,200	3,200

## Rwanda

CAPITAL	Kigali
POPULATION	10.6 million
GROSS NATIONAL INCOME PER CAPITA	\$1,150
PROGRAM DATES	1975–1993 2008–present
PROGRAM SECTORS	Education Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	80
Program funds (\$000)	2,500	2,500

# Senegal

CAPITAL Dakar  
 POPULATION 12.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,910  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Agriculture  
 Business Development  
 Environment  
 Health and HIV/AIDS



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	300	270
Program funds (\$000)	6,100	6,200

# Sierra Leone



CAPITAL Freetown  
 POPULATION 5.9 million  
 ANNUAL PER CAPITA INCOME \$820  
 PROGRAM DATES 1962–1994  
 2010–present  
 PROGRAM SECTORS Education

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	80	70
Program funds (\$000)	2,600	2,700

# South Africa

CAPITAL Pretoria  
 POPULATION 50 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,280  
 PROGRAM DATES 1997–present  
 PROGRAM SECTORS Education  
 Health and HIV/AIDS



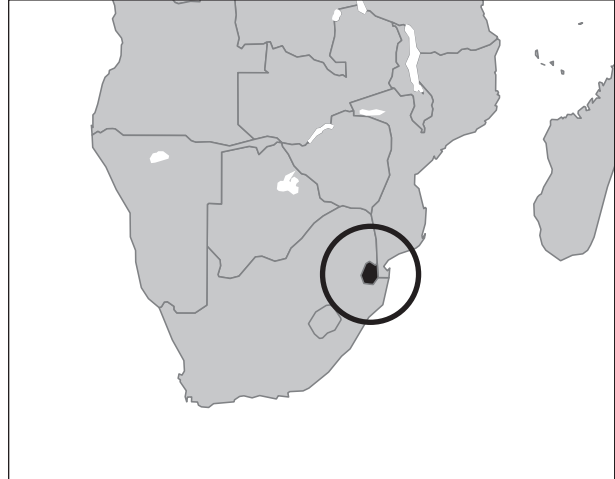
## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	150	120
Program funds (\$000)	5,800	5,700

## Swaziland

CAPITAL	Mbabane
POPULATION	1.2 million
GROSS NATIONAL INCOME PER CAPITA	\$4,950
PROGRAM DATES	1968–1996 2003–present
PROGRAM SECTORS	Health and HIV/AIDS Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2011	FY 2012
Volunteers	50	40
Program funds (\$000)	2,400	2,400

## Tanzania



CAPITAL	Dar Es Salaam
POPULATION	44.8 million
GROSS NATIONAL INCOME PER CAPITA	\$1,420
PROGRAM DATES	1961–1969 1979–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	130	110
Program funds (\$000)	3,300	3,200

## Togo

CAPITAL	Lome
POPULATION	6 million
GROSS NATIONAL INCOME PER CAPITA	\$890
PROGRAM DATES	1962–present
PROGRAM SECTORS	Business Development Education Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	100
Program funds (\$000)	3,000	3,000

# Uganda

CAPITAL Kampala  
 POPULATION 33.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,240  
 PROGRAM DATES 1964–1972, 1991–1999  
 2001–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	80	40
Program funds (\$000)	2,400	2,200

# Zambia



CAPITAL Lusaka  
 POPULATION 12.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$1,370  
 PROGRAM DATES 1994–present  
 PROGRAM SECTORS Agriculture  
 Education  
 Environment  
 Health and HIV/AIDS

## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	150	150
Program funds (\$000)	5,200	5,300

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## APPENDIX J

### Europe, Mediterranean and Asia Region



Balkans and North Africa	Albania, Bulgaria, Republic of Macedonia, Morocco, Tunisia
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, Nepal, Philippines, Thailand

*The statistical data in the following country profiles come primarily from the World Bank's World Development Indicators 2010.*

## Albania

CAPITAL	Tirana
POPULATION	3.2 million
GROSS NATIONAL INCOME PER CAPITA	\$8,740
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 2012	FY 2013
Volunteers	70	70
Program funds (\$000)	2,500	2,600

## Armenia



CAPITAL	Yerevan
POPULATION	3.1 million
GROSS NATIONAL INCOME PER CAPITA	\$5,450
PROGRAM DATES	1992–present
PROGRAM SECTORS	Business Development Education Youth

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	70	70
Program funds (\$000)	2,500	2,300

## Azerbaijan

CAPITAL	Baku
POPULATION	9 million
GROSS NATIONAL INCOME PER CAPITA	\$9,050
PROGRAM DATES	2003–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	140	120
Program funds (\$000)	2,800	2,800

## Bulgaria

CAPITAL	Sofia
POPULATION	7.5 million
GROSS NATIONAL INCOME PER CAPITA	\$13,250
PROGRAM DATES	1991–present
PROGRAM SECTORS	Business Development Education Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	30	0
Program funds (\$000)	2,400	1,800

## Cambodia



CAPITAL	Phnom Penh
POPULATION	14.1 million
GROSS NATIONAL INCOME PER CAPITA	\$2,040
PROGRAM DATES	2007–present
PROGRAM SECTORS	Education Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	110	100
Program funds (\$000)	2,200	2,200

## China

CAPITAL	Beijing
POPULATION	1.3 billion
GROSS NATIONAL INCOME PER CAPITA	\$7,570
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	150	140
Program funds (\$000)	3,000	2,900



## Georgia

CAPITAL	Tbilisi
POPULATION	4.5 million
GROSS NATIONAL INCOME PER CAPITA	\$4,960
PROGRAM DATES	2001–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	80	70
Program funds (\$000)	2,300	2,300

## Indonesia



CAPITAL	Jakarta
POPULATION	240 million
GROSS NATIONAL INCOME PER CAPITA	\$4,170
PROGRAM DATES	1963–1965 2010–present
PROGRAM SECTORS	Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	70	90
Program funds (\$000)	2,800	3,000

## Jordan

CAPITAL	Amman
POPULATION	6 million
GROSS NATIONAL INCOME PER CAPITA	\$5,810
PROGRAM DATES	1997–2002 2004–present
PROGRAM SECTORS	Education Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	50	50
Program funds (\$000)	2,300	2,400

## Kazakhstan

CAPITAL Astana  
 POPULATION 16.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,610  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS *This program is currently suspended*



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	0	0
Program funds (\$000)	2,700	0

## Kyrgyz Republic



CAPITAL Bishkek  
 POPULATION 5.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$2,180  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	60	60
Program funds (\$000)	2,000	1,900

## Macedonia

CAPITAL Skopje  
 POPULATION 2.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,830  
 PROGRAM DATES 1996–present  
 PROGRAM SECTORS Business Development  
 Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	100
Program funds (\$000)	2,500	2,600

## Moldova

CAPITAL	Chisinau
POPULATION	3.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,340
PROGRAM DATES	1993–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	90
Program funds (\$000)	2,800	2,800

## Mongolia



CAPITAL	Ulaanbaatar
POPULATION	2.8 million
GROSS NATIONAL INCOME PER CAPITA	\$3,630
PROGRAM DATES	1991–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS Youth

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	120	110
Program funds (\$000)	3,200	3,200

## Morocco

CAPITAL	Rabat
POPULATION	32 million
GROSS NATIONAL INCOME PER CAPITA	\$4,620
PROGRAM DATES	1963–present
PROGRAM SECTORS	Health and HIV/AIDS Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	250	210
Program funds (\$000)	5,100	4,900

## Nepal

CAPITAL Kathmandu  
 POPULATION 30 million  
 GROSS NATIONAL INCOME PER CAPITA \$440  
 PROGRAM DATES 1962–2004, 2012–present  
 PROGRAM SECTORS Agriculture  
 Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	20	40
Program funds (\$000)	1,200	1,900

## Philippines



CAPITAL Manila  
 POPULATION 93.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$3,950  
 PROGRAM DATES 1961–1990  
 1992–present  
 PROGRAM SECTORS Education  
 Environment  
 Youth

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	220	120
Program funds (\$000)	4,200	4,000

## Romania

CAPITAL Bucharest  
 POPULATION 21.4 million  
 GROSS NATIONAL INCOME PER CAPITA \$14,060  
 PROGRAM DATES 1991–present  
 PROGRAM SECTORS Education  
 Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	30	0
Program funds (\$000)	2,300	2,000

## Thailand

CAPITAL Bangkok  
 POPULATION 69.1 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,120  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Business Development  
 Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	90
Program funds (\$000)	3,000	3,000

## Tunisia



CAPITAL Tunis  
 POPULATION 10.6 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,160  
 PROGRAM DATES 1962–1996, 2012–present  
 PROGRAM SECTORS Education  
 Youth

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	20	60
Program funds (\$000)	1,400	3,000

## Turkmenistan

CAPITAL Ashgabat  
 POPULATION 5 million  
 GROSS NATIONAL INCOME PER CAPITA \$7,350  
 PROGRAM DATES 1993–present  
 PROGRAM SECTORS Education  
 Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	40	30
Program funds (\$000)	1,400	1,600

# Ukraine

CAPITAL Kyiv  
 POPULATION 45.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$6,560  
 PROGRAM DATES 1992–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS  
 Youth



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	450	300
Program funds (\$000)	6,200	6,000

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## APPENDIX K

### Inter-America and the Pacific Region



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

*The statistical data in the following country profiles come primarily from the World Bank's World Development Indicators 2010.*



## Belize

CAPITAL Belmopan  
 POPULATION .34 million  
 GROSS NATIONAL INCOME PER CAPITA \$5,970  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS  
 Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	30	20
Program funds (\$000)	2,000	2,100

## Colombia



CAPITAL Bogota  
 POPULATION 46.3 million  
 GROSS NATIONAL INCOME PER CAPITA \$9,000  
 PROGRAM DATES 1961–1981  
 2010–present  
 PROGRAM SECTORS Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	40	60
Program funds (\$000)	2,200	2,700

## Costa Rica

CAPITAL San Jose  
 POPULATION 4.7 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,840  
 PROGRAM DATES 1963–present  
 PROGRAM SECTORS Business Development  
 Education  
 Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	120	100
Program funds (\$000)	3,500	3,500

## Dominican Republic

CAPITAL Santo Domingo  
 POPULATION 9.9 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,960  
 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 2012	FY 2013
Volunteers	200	150
Program funds (\$000)	4,500	4,200

## Eastern Caribbean



CAPITALS Saint John's, Roseau, Saint George's,  
 Basseterre, Castries, Kingstown  
 POPULATION .60 million  
 GROSS NATIONAL INCOME PER CAPITA \$10,268  
 PROGRAM DATES 1961–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS, Youth

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	80	30
Program funds (\$000)	3,400	3,000

## Ecuador

CAPITAL Quito  
 POPULATION 14.5 million  
 GROSS NATIONAL INCOME PER CAPITA \$8,830  
 PROGRAM DATES 1962–present  
 PROGRAM SECTORS Agriculture  
 Education  
 Environment  
 Health and HIV/AIDS, Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	160	130
Program funds (\$000)	4,300	4,200

## El Salvador

CAPITAL	San Salvador
POPULATION	6.2 million
GROSS NATIONAL INCOME PER CAPITA	\$6,390
PROGRAM DATES	1962–1980 1993–present
PROGRAM SECTORS	Agriculture Business Development, Environment Health and HIV/AIDS, Youth

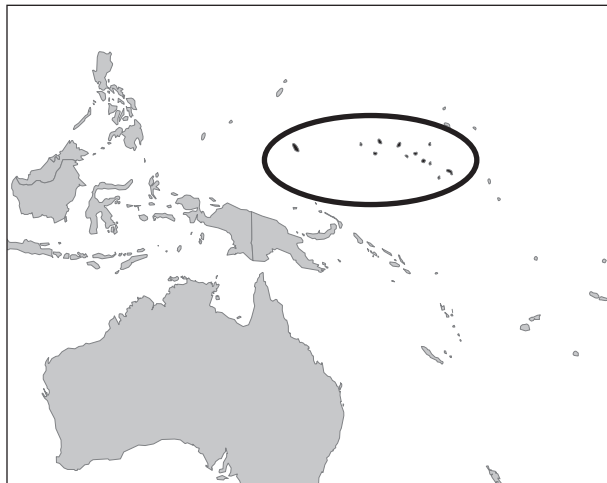


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	100	100
Program funds (\$000)	3,200	3,400

## Federated States of Micronesia and Palau



CAPITAL	Palikir, Melekeok
POPULATION	.13 million
GROSS NATIONAL INCOME PER CAPITA	\$3,420
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	40	40
Program funds (\$000)	1,800	2,000

## Fiji

CAPITAL	Suva
POPULATION	.86 million
GROSS NATIONAL INCOME PER CAPITA	\$4,450
PROGRAM DATES	1968–1998 2003–present
PROGRAM SECTORS	Business Development Environment Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	50	40
Program funds (\$000)	2,100	2,200

## Guatemala

CAPITAL	Guatemala City
POPULATION	14.4 million
GROSS NATIONAL INCOME PER CAPITA	\$4,600
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 2012	FY 2013
Volunteers	200	140
Program funds (\$000)	5,200	4,700

## Guyana



CAPITAL	Georgetown
POPULATION	.75 million
GROSS NATIONAL INCOME PER CAPITA	\$3,560
PROGRAM DATES	1967–1971 1995–present
PROGRAM SECTORS	Education Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	50	40
Program funds (\$000)	2,300	2,400

## Honduras

CAPITAL	Tegucigalpa
POPULATION	7.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,740
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Business Development Health and HIV/AIDS Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	130	110
Program funds (\$000)	3,900	3,900

## Jamaica

CAPITAL	Kingston
POPULATION	2.7 million
GROSS NATIONAL INCOME PER CAPITA	\$7,450
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Environment Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	50	40
Program funds (\$000)	2,900	3,000

## Mexico



CAPITAL	Mexico City
POPULATION	113.4 million
GROSS NATIONAL INCOME PER CAPITA	\$14,360
PROGRAM DATES	2004–present
PROGRAM SECTORS	Business Development Environment

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	100	70
Program funds (\$000)	2,800	2,800

## Nicaragua

CAPITAL	Managua
POPULATION	5.8 million
GROSS NATIONAL INCOME PER CAPITA	\$2,630
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 2012	FY 2013
Volunteers	220	160
Program funds (\$000)	3,600	3,200

## Panama

CAPITAL	Panama City
POPULATION	3.5 million
GROSS NATIONAL INCOME PER CAPITA	\$12,910
PROGRAM DATES	1963–1971 1990–present
PROGRAM SECTORS	Agriculture Education Environment, Health and HIV/AIDS



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	230	190
Program funds (\$000)	4,600	4,500

## Paraguay



CAPITAL	Asuncion
POPULATION	6.5 million
ANNUAL PER CAPITA INCOME	\$5,440
PROGRAM DATES	1966–present
PROGRAM SECTORS	Agriculture Business Development Education, Environment Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	250	220
Program funds (\$000)	5,100	5,000

## Peru

CAPITAL	Lima
POPULATION	29.1 million
ANNUAL PER CAPITA INCOME	\$9,070
PROGRAM DATES	1962–1974 2002–present
PROGRAM SECTORS	Business Development Environment Health and HIV/AIDS, Youth



### ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2012	FY 2013
Volunteers	290	250
Program funds (\$000)	5,900	5,700

## Samoa

CAPITAL Apia  
 POPULATION .18 million  
 ANNUAL PER CAPITA INCOME \$4,200  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	20	10
Program funds (\$000)	1,300	1,400

## Suriname



CAPITAL Paramaribo  
 POPULATION .52 million  
 ANNUAL PER CAPITA INCOME \$7,610  
 PROGRAM DATES 1995–present  
 PROGRAM SECTORS Business Development  
 Health and HIV/AIDS

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	20	0
Program funds (\$000)	1,900	1,800

## Tonga

CAPITAL Nuku'alofa  
 POPULATION .10 million  
 ANNUAL PER CAPITA INCOME \$4,640  
 PROGRAM DATES 1967–present  
 PROGRAM SECTORS Education



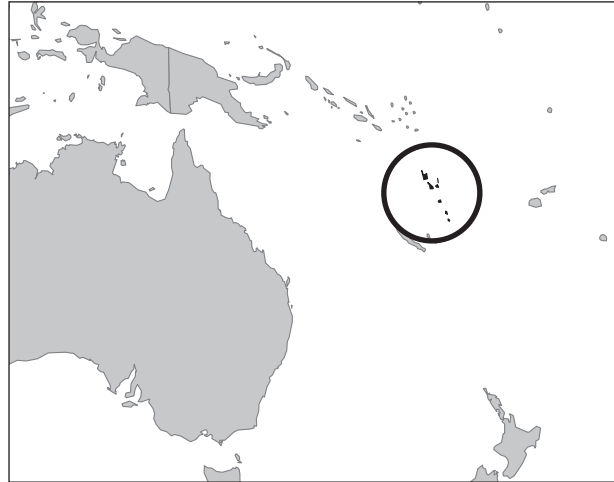
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	20	10
Program funds (\$000)	1,400	1,500

# Vanuatu

CAPITAL Port Vila  
 POPULATION .24 million  
 GROSS NATIONAL INCOME PER CAPITA \$4,450  
 PROGRAM DATES 1990–present  
 PROGRAM SECTORS Business Development  
 Education  
 Health and HIV/AIDS



## ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2012	FY 2013
Volunteers	60	50
Program funds (\$000)	2,900	3,100



## APPENDIX L

### Foreign Currency Fluctuations Account

In FY 2011, the Peace Corps transferred a total of \$1.3 million of its Foreign Currency Fluctuations Account to its operating account.

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.

## APPENDIX M

# The Peace Corps FY 2013 Annual Performance Plan

## Agency Mission

The mission of the Peace Corps is to promote world peace and friendship. While much has changed in the world since Peace Corps' founding in 1961, the agency's mission has not. The Peace Corps' three core goals are as relevant today as they were fifty 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 carries out its mission and goals by sending Volunteers to assist interested countries with their development needs and to build cross-cultural understanding. Peace Corps is committed to providing high quality and cost-effective Volunteer support to ensure a positive experience for a diverse group of Americans in a safe and secure environment.

Since the program's inception, over 200,000 Americans have served as Peace Corps Volunteers, and the agency has partnered with 139 countries around the world. These Volunteers promote sustainable development, foster positive relationships with host country nationals, and dispel myths about Americans. During and after their service, Volunteers share information about life overseas, the people they have served, and the cultures they have experienced with friends, family, and the general public.

The Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The women and men who serve as Peace Corps Volunteers reflect the rich diversity of the United States and represent some of the finest characteristics of the American people: a generosity of spirit, a strong work ethic, a commitment to service, and a collaborative approach to problem solving. Peace Corps Volunteers often live and work in remote, isolated communities where they speak local languages and learn the cultures and customs of the people they serve. The Peace Corps combines community development with the establishment of long-lasting relationships that Volunteers forge with host country partners and communities. This combination is a crucial foundation to advance peace and friendship today and for generations to come.

## FY 2009 – 2014 Strategic Plan

In 2008, Peace Corps engaged in an agency-wide effort to develop a strategic plan for FY 2009 – 2014. The FY 2009 – 2014 Strategic Plan ([www.peacecorps.gov/open](http://www.peacecorps.gov/open)) established five strategic goals designed to measure the agency's performance in carrying out Peace Corps' mission. The first three strategic goals align with the agency's three core goals; strategic goals four and five address support for Volunteers and effective management practices. Each strategic goal is supported by outcome goals that define the results the agency expects to achieve in order to reach the long-term strategic goals. In turn, each outcome goal is supported by one or more performance goals, which define the concrete, measurable objectives the agency expects to achieve.

As a complement to the strategic plan, a performance plan for FY 2009 - 2011 was developed to establish performance targets and provide guidance compatible with the new plan. The FY 2009 – 2011 Performance Plan included the strategic, outcome, and performance goals set out in the strategic plan as well as thirty-eight indicators with annual performance targets. This performance management framework was developed to measure and improve performance of key agency processes and functions that contribute to the agency's core and strategic goals (impact). The connection between agency outputs and the expected impact is demonstrated in the Peace Corps Logic Model (FY 2009 – 2014 Strategic Plan).

The development of the FY 2013 Annual Performance Plan offered the agency an opportunity to assess agency performance during the FY 2009 – 2011 performance period and recalibrate the performance plan to reflect evolving agency priorities and more ambitious performance targets. The new performance plan affirms Peace Corps' priorities and commitments, and the overarching framework of the strategic plan - the strategic goals, outcome goals, and performance goals - remain the same. Priority attention was focused on the indicators and targets that would be used to drive performance toward these goals in FY 2013.

The Office of Strategic Information, Research and Planning (OSIRP) led a highly participatory process - convening over sixty meetings with individuals across the agency - to review the thirty-eight indicators against which the agency has measured its performance over the past three years. Through Strategic Plan Quarterly Performance Review sessions, OSIRP gathered performance data from agency stakeholders and facilitated discussions on performance and measurement issues. As a result, the indicators in the FY 2013 Annual Performance Plan are both rigorous and ambitious in scope and reaffirm Peace Corps' commitment to performance improvement.

The FY 2013 Annual Performance Plan also reflects the agency's response to new challenges and opportunities. The Comprehensive Agency Assessment, a review of the agency's performance mandated by Congress, is an essential component of the new performance plan. The plan also responds to concerns about the safety and security of the Volunteers, aligns Peace Corps with President Obama's Global Development Policy, and emphasizes evidence-based performance management and monitoring and evaluation.

### Comprehensive Agency Assessment

Peace Corps Director Aaron S. Williams submitted a Comprehensive Agency Assessment Report to the House and Senate Committees on Appropriations on June 14, 2010. The assessment outlined a new vision, six strategies, and 63 recommendations focused on quality improvements to guide the Peace Corps over the next decade. The Comprehensive Agency Assessment was conducted in response to a provision in the FY 2010 appropriations bill requiring the Peace

Corps to conduct a comprehensive assessment to identify strategies and provide recommendations for strengthening and reforming Peace Corps operations. The bill specified that the following topics be addressed in the assessment:

1. Improving the recruitment and selection process to attract a wide diversity of highly and appropriately skilled volunteers
2. Training and medical care for volunteers and staff
3. Adjusting volunteer placement to reflect priority United States interests, country needs and commitment to shared goals, and volunteer skills
4. Coordinating with international and host country development assistance organizations
5. Lowering early termination rates
6. Strengthening management and independent evaluation and oversight
7. Any other steps needed to ensure the effective use of resources and volunteers and to prepare for and implement an appropriate expansion of the Peace Corps

In response, the Director assembled a team of development and government experts, including Peace Corps staff and external consultants, to conduct a comprehensive assessment of the agency's operations. In addition to the topics requested by Congress, the Director also asked the team to explore how best to strengthen activities and improve agency reporting mechanisms related to promoting a better understanding of other peoples on the part of Americans.

The Comprehensive Agency Assessment refined Peace Corps' vision, stating that the agency will be "a leader, in partnership with others, in the global effort to further human progress and foster understanding and respect among people." To achieve that goal, the assessment recommended the following six strategies:

**1. Target our resources**

Allocate Peace Corps' resources and target country presence according to specific selection criteria to maximize grassroots development impact and strengthen relationships with the developing world

**2. Focus on key sectors and train for excellence**

Maximize the impact of what Volunteers do best. Focus in and scale-up a limited number of highly effective projects. Provide world-class training and comprehensive support to prepare Volunteers for success. Measure and evaluate Peace Corps' impact to improve performance and better serve the communities in which Volunteers work

**3. Recruit the best and brightest of America's diverse population**

Implement a more streamlined, customer-focused, competitive, state-of-the art strategy for recruitment, selection and placement of Volunteers that reflects the rich diversity of America and recognizes the majority of applicants will be recent college graduates

**4. Innovate to meet host country needs of today and tomorrow**

Leverage the skill sets of experienced applicants, RPCVs, and third year extension Volunteers for special assignments to expand Peace Corps' presence and technical depth. Through Peace Corps Response, develop an innovative program to incorporate highly skilled Volunteers to meet the needs of host countries

**5. Elevate the Third Goal**

Engage Volunteers, returned Volunteers and the American public through strong partnerships with businesses, schools, civil society and government agencies to increase understanding of other cultures and generate a commitment to public service and community development

## **6. Strengthen management and operations**

Strengthen management and operations by using updated technology, innovative approaches and improved business processes that will enable the agency to effectively carry out this new strategic vision

Upon delivering the assessment to Congress, the Director established a team charged with coordinating the implementation of the strategies and recommendations contained in the report. When implemented, these 63 recommendations will significantly improve the quality and efficiency of Peace Corps operations.

Consistent with Recommendation V-1 of the Comprehensive Agency Assessment, the vision, strategy, and recommendations of the assessment have been integrated into the agency's FY 2013 Annual Performance Plan.

### **Safety and Security**

Peace Corps Volunteers serve at the grassroots level worldwide and experience a broad range of social and environmental conditions during their service. As a result, safety and security risks are an inherent part of Volunteer service. Peace Corps staff at all levels work to create a framework that maximizes Volunteers' well-being to enable them to focus on their assignment. The safety and security of Peace Corps Volunteers is the agency's highest priority.

The FY 2013 Annual Performance Plan reflects this commitment. Existing indicators have been revised to improve the measurement and performance of safety and security operations. Together, these safety and security indicators directly measure the effectiveness of safety and security training, prevention, and response systems in each Peace Corps country; compliance with agency policies; and the changing security conditions in each country. Importantly, a new indicator was added to gauge Volunteer confidence in reporting serious crime incidents.

Several indicators provide proxy measures of Volunteer safety and security. To improve performance on the selection of the sites where Volunteers live and work, a new indicator was added to set targets for Volunteer satisfaction with site selection and preparation. Other indicators measure how well the Volunteer and posts are able to manage the local environment, including language requirements, cross-cultural training, and training for local counterparts. In addition, targets are set for emotional and medical support provided to the Volunteer. A final indicator tracks the completion of an annual Country Portfolio Review process that considers objective management data, including safety and security conditions, in order to best allocate limited agency resources.

### **Presidential Policy Directive on Global Development**

On September 22, 2010, the first U.S. Presidential Policy Directive on Global Development was announced. Extending the impact of U.S. development policy and programming to the most remote corners of the world, Peace Corps' programming is strategically aligned with and an essential complement to the President's new policy on global development. Peace Corps Volunteers are dedicated to a mission of world peace and friendship and pursue sustainable development and citizen diplomacy through the people-to-people friendships they establish at the community level. Representing the diversity of America in communities around the world, Peace Corps Volunteers are America's best and most cost-effective grassroots development workers. Volunteers build relationships from the ground up while living under the same conditions as those with whom they work. Peace Corps' history of global engagement fosters an energized U.S. domestic constituency supportive of development assistance.

In keeping with the emphasis placed on whole-of-government approaches by the new global development policy, the FY 2013 Performance Plan will measure Peace Corps' efforts to increase its impact both domestically and abroad through the expanded use of strategic partnerships. The plan is also aligned with other key elements of the new Global Development Policy, including a heightened emphasis on monitoring and evaluation to foster and facilitate strategic planning, performance measurement and evidence-based management at posts; active engagement in all four countries participating in Partnerships for Growth; and a targeting of resources by focusing on a more limited number of highly technical interventions.

## Monitoring and Evaluation

Peace Corps is moving into a new era of measuring and evaluating impact to improve performance and better serve the communities where Volunteers live and work. The agency has seen major improvements in its project monitoring and evaluation processes under the FY 2009 - 2011 Performance Plan. The challenge going forward is to coordinate and integrate the monitoring and evaluation activities undertaken at various levels within the agency and standardize the collection and consistent use of data to inform management decisions across all posts and headquarters offices. Additionally, the Comprehensive Agency Assessment strongly encouraged Peace Corps to continue improving its ability to demonstrate the agency's impact.

Looking forward, the agency will develop an evaluation policy that articulates Peace Corps' philosophy of participation, transparency, and local engagement to generate and apply knowledge. The agency will build Volunteers' evaluation capacity with a mandatory monitoring and evaluation course included as a core competency in the Volunteers' training. The agency will also build the monitoring and evaluation capacity of the host country staff and project partners. Further, standard outcome indicators will be developed for the Volunteer work activities in all six major sectors allowing the agency to aggregate the results of its work across the world.

This increased focus on monitoring and evaluation will create a learning environment throughout the organization that will support improved performance and facilitate evidence-based management.

## FY 2013 Annual Performance Plan

The FY 2013 Annual Performance Plan builds on the work achieved during the first three years of the strategic plan to establish a foundation for a stronger Peace Corps focused on improved performance planning, measurement, and results. Performance management at the agency is further improved in this plan through the adoption of performance planning and reporting requirements mandated by the GPRA Modernization Act of 2010.

The Office of Strategic Information, Research and Planning (OSIRP) is responsible for performance planning and reporting and works with agency stakeholders to collect and analyze performance data to improve the operations of the agency. The Director of OSIRP serves as the Performance Improvement Officer for the agency, and the office provides agency-level guidance and oversight of data and information quality. OSIRP conducts Strategic Plan Quarterly Performance Review sessions to collect performance data from agency stakeholders and develop strategies for meeting performance indicator targets.

OSIRP has also refined its indicator measurement methodology to improve accuracy and better drive agency performance. Improvements to indicator methodology include the use of dynamic targets when baseline data is not available or when planned agency process enhancements, such as the redesign of the Volunteer Delivery System to improve efficiency, are expected to result in uncertain levels of performance improvement. The dynamic targets utilize nominal percentage, or

percentage-point, directions of change. Percentage measures are also used, where possible, to account for the fluctuating Volunteer population resulting from varying funding levels. Data collection and reporting consistency is ensured by the use of detailed indicator data reference sheets which include operational definitions, data sources, and a comprehensive methodology for measuring each performance indicator.

The performance plan includes forty indicators with annual performance targets to drive achievement towards Peace Corps' strategic, outcome, and performance goals. The annual performance targets established within the performance plan serve as the milestones for achieving the performance goals. A "goal leader" is identified for each performance goal; the goal leader is the agency official responsible for the achievement of the performance goal with agency support.

Peace Corps is one program activity; as a result, low priority program activities are not identified. However, the agency utilizes processes such as the Country Portfolio Review to review agency operations, identify areas for improvement, and strategically allocate resources. The 2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

For each strategic goal, means and strategies are offered that address the major actions the agency plans to take in order to meet the performance goals. Background is also provided on how the performance plan is integrated with strategies and recommendations from the Comprehensive Agency Assessment.

#### **Verification and Validation of Performance Data**

The agency utilizes several data sources to measure performance indicators. The agency is strongly committed to performance improvement through the use of high quality performance data. The verification and validation measures for key data sources are listed below.

#### **Annual Volunteer Survey**

The AVS is a voluntary survey and provides feedback directly from the Volunteers regarding agency activities. The consistently high response rate from Volunteers (86 percent in FY 2011) ensures the responses reliably represent the Volunteers. The demographic profile of respondents is compared to all Volunteers in service to confirm respondents are representative of the Volunteer population as a whole. Responses to AVS questions are entered by Volunteers and housed in an external, electronic survey database. Faulty data are cleaned prior to analysis and constitute only a small percentage of overall responses. Analyzed data are used to inform management of the Volunteers' perspective on key issues. The high response rate from Volunteers, as well as the verification and validation measures in place for the AVS, ensures the high level of AVS data accuracy needed for its intended use.

#### **Peace Corps Enterprise Database Systems**

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

## Overseas posts

Overseas posts submit data for seven performance indicators through an online survey at the end of the fiscal year. The information is self-reported; validity of the data is strengthened when multiple sources are utilized by overseas staff, and when all posts respond to the survey. Overseas posts use multiple data sources when responding to the survey, including site visits, interviews with host country partners, and the Volunteer Reporting Tool, the system designed for Volunteers to report on their activities. The survey is designed with clear logic to minimize data entry error. Data is independently reviewed and anomalies are addressed and corrected to improve data quality. The survey gathers the activities of overseas posts. When all posts respond to the survey and high data quality is established, the required level of accuracy is met.

## Host Country Impact Studies

Host Country Impact Studies evaluate the impact of Volunteers on the host country nationals with whom they live and work. The studies utilize a mixed-method approach to collect both qualitative and quantitative information including outreach to counterparts, host families, community members, host country government agencies at the local and national levels, and other partner organizations. These studies provide information from the perspective of the people served, thereby offering a deeper understanding of the impact of Peace Corps. Given the limited number of studies per fiscal year, OSIRP will monitor the study results instead of measuring the achievement of a defined target.



**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**

**Goal Leader: Associate Director, Office of Global Operations**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of project managers who meet with their host country Project Advisory Committees	Overseas posts	5 percentage-point increase over FY 2011 result	5 percentage-point increase over average of FY 2011, FY 2012 results
b. Percentage of posts that provide annual progress reports to their host country agency sponsors and partners for all of their projects	Overseas posts	95%	95%
c. Percentage of projected length of service actually served by Volunteers	Peace Corps Enterprise Database	85%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results
d. Percentage of Volunteers who report their satisfaction with site selection and preparation as adequate or better	Annual Volunteer Survey	76%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results

Performance Goal 1.2.1: Ensure the effectiveness of in-country training

Goal Leader: Associate Director, Office of Global Operations

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Volunteers who meet local language requirements for service per post testing standards	Peace Corps Enterprise Database	86%	1 percentage-point increase over average of FY 2011, FY 2012 results
b. Percentage of Volunteers who report training as adequate or better in preparing them technically for service	Annual Volunteer Survey	82%	84%
c. Percentage of Volunteers who report training as adequate or better in preparing them to work with their counterparts/ community partners	Annual Volunteer Survey	80%	82%
d. Percentage of posts that provide monitoring and evaluation training to their Volunteers	Overseas posts	85%	90%

Performance Goal 1.3.1: Increase the effectiveness of skills transfer to host country individuals, organizations, and communities

Goal Leader: Associate Director, Office of Global Operations

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Volunteers who report their primary project work transferred skills to host country individuals and organizations adequately or better	Annual Volunteer Survey	85%	87%
b. Percentage of projects documenting measurable impact in building the capacity of host country nationals	Overseas posts	85%	86%
c. Percentage of partner organizations at post that report their assigned Volunteer fulfilled their requested need for technical assistance	Overseas posts	70%	75%

## Means and Strategies:

### The Peace Corps will:

- Develop world-class training programs and comprehensive support to prepare Volunteers for success
- Strengthen current monitoring and evaluation efforts to improve performance and better serve the communities in which Volunteers work
- Improve project development and planning collaboration between Volunteers, staff, and host country partners, including government officials, community members, and beneficiaries, through annual meetings with Project Advisory Committees
- Train Volunteers to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries where they serve
- Implement the recommendations of the Focus-In/Train-Up Task Force to focus on a limited number of highly effective projects that can best meet the needs of the countries in which Volunteers serve
- Provide standard guidance and training on monitoring and evaluation to Volunteers and staff
- Utilize technology to promote and support the exchange of field resources to enhance programming and training effectiveness
- Use more effective Volunteer reporting tools to ease the collection and analysis of Volunteer project, capacity building, and skills transfer activities
- Seek feedback from host country partners to continually improve projects
- Enhance the safety and security of Volunteers by helping them integrate into their communities through more effective language training
- Report percentage of projected length of service completed as well as other improved measures of early terminations during quarterly review sessions with the Office of Global Operations and the regions for operational realignment at posts or regions with low performance
- Enhance the safety and security of Volunteers through improvements in the processes and criteria for site selection and preparation

### Data Collection and Management:

The Office of Overseas Programming and Training Support and posts will collect and monitor project and training data through program evaluations, including Project Status Reviews and Training Status Reviews. Evaluations are conducted by technical experts and verified through the use of theory-based evaluation methods. The Volunteer Reporting Tool allows Volunteers to directly report on their activities and the outcomes achieved. Improved Volunteer training regarding monitoring and evaluation as well as the use of site visit reports and counterpart surveys will ensure the validity of the data.

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS) which provides Volunteer feedback on the effectiveness of training, their satisfaction with site selection and preparation, and their effectiveness in transferring skills.

OSIRP will collect and analyze projected length of service data through the Peace Corps Volunteer Database Management System.

**Integration of the Comprehensive Agency Assessment:**

The Comprehensive Agency Assessment calls on Peace Corps to maximize the impact of what Volunteers do best by focusing on and scaling-up a limited number of highly effective projects. The strategy, known as “Focus In/Train Up” will directly enhance Peace Corps’ ability to deliver on Strategic Goal 1. As the agency sharpens its programmatic focus through evidence-based analysis, it will also make a strengthened commitment to providing world-class training and comprehensive support to prepare Volunteers for success.

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

**Outcome Goals:**

- 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

Goal Leader: Associate Director, Office of Global Operations

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Volunteers who report their training prepared them to manage cultural differences during service adequately or better	Annual Volunteer Survey	90%	90%
b. Percentage of posts conducting supervisory and counterpart training on working effectively with Volunteers	Overseas posts	95%	95%
c. Percentage of host country nationals who report positive opinions of Americans through their interactions with Volunteers	Host Country Impact Studies	No targets established; results are monitored	
d. Percentage of Volunteers who report their activities and interactions help promote a better understanding of Americans on the part of the peoples served	Annual Volunteer Survey	72%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results

## Means and Strategies:

The Peace Corps will:

- Train Volunteers in the cross-cultural component of Peace Corps service to ensure that cultural differences that arise during service are managed in a culturally appropriate way, thereby leading to increased mutual understanding and a safe environment for Volunteers
- Effectively orient counterparts and community partners to the cross-cultural component of Peace Corps service, including safety issues, to ensure a positive and collaborative work environment conducive to meeting the requested technical needs of the country
- With the assistance of local research teams, implement field evaluations to obtain feedback from host country individuals on the success, effectiveness, and sustainability of Peace Corps projects
- Develop a new survey of counterparts in FY 2012 to gather additional information on Volunteer impact in building a better understanding of Americans

## Data Collection and Management:

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS) to provide Volunteer feedback on the effectiveness of the cross-cultural training and support they receive. OSIRP will also utilize AVS data to present an assessment from Volunteers of the extent to which their activities and interactions promote a better understanding of Americans in their countries of service.

The Office of Overseas Programming and Training Support, the regions, and OSIRP will collaboratively collect, review, and verify posts' data on counterpart trainings via the annual Project Status Report and Training Status Report processes.

OSIRP will manage the implementation of host country studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work.

## Integration of the Comprehensive Agency Assessment:

Strategic Goal 2 will also benefit from the successful adoption of "Focus In/Train Up" strategy recommended by the Comprehensive Assessment. Peace Corps' history consistently shows that Volunteers who are effective in their work assignments are also those most likely to be successful in creating a better understanding of Americans on the parts of host country partners through their increased interactions with host country individuals, organizations, and communities. By enhancing Peace Corps' ability to provide needed technical assistance, the Volunteers will create a greater appreciation for the contributions of American Peace Corps Volunteers to host country development needs. The agency's host country impact studies will capture the increased understanding of Americans that stems from this work.

**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 Goals:**

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**

**Goal Leader: Director, Office of Public Engagement**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Volunteers who report active participation in the Coverdell World Wise Schools/Correspondence Match Program	Annual Volunteer Survey	40%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results
b. Number of individuals and organizations supporting the Peace Corps Partnership Program	Peace Corps Enterprise Database	10,000	10,500
c. Percentage of Volunteers who report sharing their experiences with family, friends, and/or the American public	Annual Volunteer Survey	98%	98%

**Performance Goal 3.1.2: Increase Returned Peace Corps Volunteers (RPCV) cultural outreach to the American public through Peace Corps programs**

**Goal Leader: Director, Office of Public Engagement**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Number of Returned Peace Corps Volunteers participating in agency-initiated activities	Peace Corps Enterprise Database	10,000	10,500
b. Number of educational institutions where RPCVs engage in third goal activities	Peace Corps Enterprise Database	760	810

## Means and Strategies:

The Peace Corps will:

- Encourage Third Goal activities through the distribution of a monthly newsletter to currently serving Volunteers and Returned Peace Corps Volunteers
- Promote Volunteer awareness and active participation in the Peace Corps' Coverdell World Wise Schools program
- Use innovative marketing to promote awareness of the Peace Corps' educational programs and materials to U.S. educators and educational institutions
- 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 provide 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 such as the Coverdell World Wise Schools Speakers Match program

## Data Collection and Management:

The Office of Public Engagement and the Office of Volunteer Recruitment and Selection will collect and analyze data using enterprise database systems and event reports. The data will include the participation of Volunteers and returned Volunteers in formal classrooms, youth programs, and other Third Goal activities throughout the country.

The Office of Strategic Information, Research, and Planning will collect and analyze Annual Volunteer Survey responses to questions about Volunteer participation in the Coverdell World Wise Schools program and sharing experiences with family, friends, and/or the American public. Volunteers share their experience through a variety of means, including: websites and blogs, social media, hosting American visitors, posting to the Peace Corps Digital Library, and others.

The Office of Private Sector Initiatives will monitor and report on the numbers of private sector individuals and organizations that support the Peace Corps Partnership Program through an enterprise database system.

## Integration of the Comprehensive Agency Assessment:

The Comprehensive Agency Assessment recommends that the Peace Corps "elevate the Third Goal" by engaging Volunteers, returned Volunteers and the American public through strong partnerships with businesses, schools, civil society and government agencies to increase understanding of other cultures and generate a commitment to public service and community development. The assessment also calls on the agency to fully institutionalize the Third Goal into all portions of the Peace Corps experience, from receiving an invitation to swearing in as a Volunteer to "continuing service" as a returned Volunteer by taking full advantage of technology and communications capabilities.

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

**Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of trainees requested for generalist assignments	Peace Corps Enterprise Database	63%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results
b. Percentage of trainee requests filled by trainee inputs	Peace Corps Enterprise Database	95%	95%

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

**Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Nominee attrition rate	Peace Corps Enterprise Database	27%	26%
b. Number of days from application to invitation	Peace Corps Enterprise Database	137	5 percent reduction from average of FY 2010, FY 2011, FY 2012 results



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

**Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of applications from individuals age 50 and older	Peace Corps Enterprise Database	8%	8.5%
b. Percentage of applications from individuals of diverse ethnicities	Peace Corps Enterprise Database	25%	26%

**Means and Strategies:**

The Peace Corps will:

- Develop Focus-In/Train-Up projects that leverage the skills of recent college graduates while providing training on highly-effective technical interventions to meet the technical needs of host countries
- Strategically allocate trainee resources to regions and overseas posts through the trainee allocation process administered by the Office of Global Operations
- Engage in trainee programming discussions with overseas posts, the regions, and the Office of Volunteer Recruitment and Selection early in the fiscal year with strategic guidance from the Office of Global Operations
- Align Volunteer recruitment and selection operations to recruit and retain individuals that meet the expressed needs of the overseas posts
- Develop an evidence-based nominee retention strategy to limit nominee attrition due to factors that Peace Corps can control
- Monitor the effectiveness of customer service standards recommended by the Customer Service Task Force
- Implement the Volunteer Delivery System redesign project to improve the efficiency of Volunteer lifecycle management processes and reduce applicant processing time
- Leverage new technologies to identify recruitment opportunities in specialist and niche markets
- Recruit and retain ethnically diverse and age 50 and older Americans through proven and cost-effective recruitment techniques
- Develop a new recruitment and placement model in order to attract more competitive applicants, reduce application time, increase communication, improve transparency, and enhance efficiency of operations

### Data Collection and Management:

The Office of Global Operations and the Office of Volunteer Recruitment and Selection will collect and analyze trainee request and trainee input data through the Peace Corps Volunteer Database Management System.

The Office of Global Operations will track the percentage of trainees requested for generalist assignments and the Office of Volunteer Recruitment and Selection will track trainee inputs compared to trainee requests. Together, these indicators measure the performance goal by looking at how well the agency balances the overseas posts' trainee needs with the available supply of applicants. Targets for generalist trainee requests encourage the development of Focus-In/Train-Up projects where Volunteers in generalist assignments are "trained-up" in highly-effective interventions. As a result, volunteers from the available applicant supply are provided to meet the technical needs of the host country.

The overall trainee request and input process will be monitored through the Program Advisory Group (PAG). The PAG is a resource group composed of staff from each of the three overseas regions; the Office of Volunteer Recruitment and Selection; the Office of Volunteer Support; the Office of the Chief Financial Officer; the Office of Strategic Information, Research and Planning; and other headquarters offices. 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 issues.

The Office of Volunteer Recruitment and Selection will review the effectiveness of its recruitment, retention, and process improvement efforts. The Office of Medical Services will monitor the timeliness of the key steps needed for an applicant to be medically evaluated for Peace Corps service.

### Integration of the Comprehensive Agency Assessment:

The Comprehensive Agency Assessment recommends the Peace Corps innovate to meet new and emerging needs of our overseas partners by better leveraging the skill sets of experienced applicants while understanding that the majority of applicants will be recent college graduates with limited skills. The Focus-In/Train-Up initiative offers an opportunity to leverage and augment the skills of the majority of applicants to focus on highly-effective technical interventions. The assessment challenges Peace Corps to be the service opportunity of choice for Americans with many options from which to choose. Additionally, greater Volunteer diversity in the Peace Corps, as addressed in the assessment, is dependent upon strengthening recruitment efforts and improving recruitment systems. Finally, the assessment recommends that Peace Corps develop a new recruitment model with streamlined processes designed to attract the "best and brightest of America's diverse population."

**Strategic Goal 5: Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal healthcare, 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 of Volunteers**

**Goal Leader: Associate Director, Office of Safety and Security**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Peace Corps Volunteers who report their safety and security training is effective or very effective	Annual Volunteer Survey	71%	73%
b. Percentage of Posts that have their safety and security systems reviewed by a Peace Corps safety and security officer	Peace Corps Enterprise Database	One-third of posts annually; 100% of posts over three years	
c. Percentage of all critical Volunteer safety and security recommendations made by Peace Corps safety and security officers implemented by posts by the agreed upon time	Peace Corps Enterprise Database	85%	88%
d. Percentage of Volunteers who report they feel more than adequately safe or very safe where they live and work	Annual Volunteer Survey	90%	91%
e. Ratio of unreported serious crimes to reported serious crimes	Peace Corps Enterprise Database/ Safety and Security Survey	No targets established; results are monitored	

**Performance Goal 5.1.2: Provide quality medical and mental health services to trainees and Volunteers**

**Goal Leader: Associate Director, Office of Volunteer Support**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of Peace Corps Volunteers who rate their satisfaction with healthcare received from Peace Corps medical officers as adequate or better	Annual Volunteer Survey	93%	94%
b. Percentage of Peace Corps Volunteers who report the emotional support they received from staff as adequate or better	Annual Volunteer Survey	82%	83%
c. Percentage of Peace Corps Volunteers who report adequate or better support in coping with stress from living and working in their community	Annual Volunteer Survey	75%	76%

**Performance Goal 5.2.1: Provide effective and responsive financial management that accurately reflects domestic and overseas operations**

**Goal Leader: Chief Financial Officer**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Percentage of posts and headquarters offices that manage resources within approved budgets and operational plans	Peace Corps Enterprise Database	95%	95%
b. Percentage of posts and headquarters offices whose Integrated Planning and Budgeting System (IPBS) strategic goals support the agency's strategic plan goals	IPBS process	95%	98%

**Performance Goal 5.2.2: Ensure the effective management of Peace Corps resources**

**Goal Leader: Chief of Staff**

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Conduct a Country Portfolio Review process to assess and formulate financial and Volunteer resource allocations at all posts	Country Portfolio Review Process	Complete process annually	
b. Percentage of posts and headquarters offices that adhere to agency-wide staffing policies and procedures	Peace Corps Enterprise Database	85%	90%
c. Percentage of posts and headquarters offices that benefit from collaboration with agency strategic partners	Overseas posts and headquarters offices	75%	5 percentage-point increase over average of FY 2011, FY 2012 results

Performance Goal 5.1.3: Review and improve critical Peace Corps work processes to ensure optimal performance

Goal Leader: Chief Operating Officer

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target
a. Identify at the beginning of the fiscal year and complete by the end of the fiscal year improvements to one mission-critical work process	Strategic Plan Quarterly Review Sessions	At least one mission-critical process per year	

Means and Strategies:

The Peace Corps will:

- Develop and administer an anonymous safety and security survey of Volunteers to collect data on unreported serious crimes
- Streamline Peace Corps safety and security officer reporting systems and decision-making processes regarding critical recommendations and standardize the reporting format to be used globally
- Standardize the data collection tool used by posts to report on implementation of critical recommendations made by safety and security officers and establish an oversight group to determine the agreed-upon time frame for implementing critical recommendations made by Peace Corps safety and security officers
- Implement the recommendations of the agency’s Sexual Assault Working Group to develop a sexual assault prevention and response program including the establishment of sexual assault response teams
- Under the leadership of Peace Corps’ Victim Advocate, establish the Coordinated Agency Response System (CARS) to serve as Peace Corps’ unified response to any serious incident involving a Volunteer overseas
- Develop strategic partnerships with outside experts and other federal agencies including the Department of Justice; the Department of Defense; the Department of State’s Bureau of Diplomatic Security; the Rape, Abuse, and Incest National Network (RAINN); returned Volunteers; and other experts in the areas of security, risk, and sexual assault to act as consultants
- Develop new training and evaluation methods on safety and security for Volunteers that begins with pre-departure training and continues through to the end of their service
- Establish the Health Care Quality Assurance Council to prioritize agency initiatives to improve the quality of health care provided to Volunteers and provide oversight for quality integration to ensure optimal health outcomes
- Establish and maintain a Credentialing Committee to improve and evaluate the Peace Corps medical officer credentialing process to ensure that staff have the necessary skills to provide quality medical care to trainees and Volunteers
- Provide standardized active listening training to Peer Support Networks of Volunteers to assist in providing support to Volunteers with stress from living and working in their communities
- Implement training of in-country staff on how to appropriately respond to Volunteers who have been victims of serious crime

- Partner with leading development organizations to provide Volunteers with enhanced training opportunities, leverage financial and technical resources, exchange best practices, and maximize development impact and sustainability
- Implement financial resource management processes and practices that improve budget planning and execution and increase dialogue and collaboration between the Office of the Chief Financial Officer and headquarters offices and posts
- Implement strategic human resource management practices and increase dialogue and collaboration between the Office of the Director, the regions, and posts
- Develop instructions, via the annual Integrated Planning and Budget System guidance, for all headquarters offices and posts to align their office or post goal statements with the Peace Corps Strategic Plan goals
- Utilize the Strategic Plan Quarterly Performance Review sessions to identify and track progress on improvements to mission-critical work processes
- Oversee the implementation of personnel practices and standards as outlined in the Overseas Staffing Policy Handbook for posts and through the Office of Human Resources for headquarters offices
- Develop standard and transparent criteria for objectively allocating scarce agency resources through the Country Portfolio Review process

#### Data Collection and Management:

The Office of Global Operations; the Office of Strategic Information, Research and Planning (OSIRP); the Office of Safety and Security; and overseas posts will work jointly to collect and analyze safety and security data through safety and security officer reports and assessments, the Crime Incident Reporting System (CIRS) database, the Annual Volunteer Survey, and a new anonymous Safety and Security survey administered to Volunteers.

Safety and security officer country assessments are conducted every three years. As in-country conditions can change rapidly, Peace Corps also partners with the Department of State's Bureau of Diplomatic Security to verify assessment data.

Data from the CIRS database originates from crime reports submitted by Volunteers and staff in-country and is limited by the under-reporting of crime incidents by Volunteers. The Annual Volunteer Survey (AVS) currently captures unreported crime incidents; this data will be captured by the new Safety and security survey beginning January 2012. The AVS also provides Volunteer feedback on safety and security training and their perceptions of safety.

The Office of the Chief Financial Officer will utilize the Hyperion and Odyssey financial management systems to monitor Peace Corps' financial resource management. The accuracy and validity of these systems is established by the agency annual federal audit process.

OSIRP will review the logical framework models submitted for the annual Integrated Planning and Budget System to determine if the expressed goals of each post and headquarters office support the agency's strategic goals.

OSIRP will lead the Country Portfolio Review process to inform trainee and financial allocation decisions. As the inaugural Portfolio Review process was completed in FY 2011, OSIRP will monitor the completion of subsequent Portfolio Review processes instead of measuring the achievement of a defined target.

The Office of Human Resource Management (HRM) will collaborate with each headquarters office to ensure the adoption and implementation of new employee orientation and an employee performance review process for all HQ staff. HRM will collect information from each office to determine compliance. The Office of Global Operations and the Regions will oversee the implementation and determine compliance with these processes at posts.

Through the Strategic Plan Quarterly Performance Review process, OSIRP will collaborate with headquarters offices to identify a work process for improvement in the first quarter of each fiscal year, establish a working group to develop and implement an improvement plan, and receive progress reports each subsequent quarter.

#### Integration of the Comprehensive Agency Assessment:

The Comprehensive Agency Assessment calls on the Peace Corps to execute decisions regarding Peace Corps' financial and human resources and country presence according to specific selection criteria to maximize grassroots development impact and strengthen relationships with the developing world. Through the development, implementation, and institutionalization of an annual Country Portfolio Review process, Peace Corps can strategically allocate scarce resources using standard criteria. This practice greatly enhances Peace Corps' ability to effectively manage resources.

The assessment also recommends that the Peace Corps strengthen management and operations through the use of updated technology, innovative approaches, and improved business processes that will enable the agency to effectively carry out Peace Corps operations and fully implement the new strategic vision outlined in the assessment. An important component of this strategy is strengthening and improving the use of the Peace Corps' monitoring and evaluation systems to better inform decision making. The cornerstone is better preparation, training and support of agency staff, particularly the host country national staff who constitute the majority of Peace Corps' overseas staff presence.

#### Major Management Challenges

The major management challenges for FY 2011 are identified by the Inspector General in the FY 2011 Performance and Accountability Report ([www.peacecorps.gov/open](http://www.peacecorps.gov/open)). The agency works to resolve these challenges to more effectively manage resources and reduce the potential for waste, fraud, and abuse. The following challenges are related to performance goals. The agency's plans for addressing these challenges and the agency official responsible are noted as well.

Several business processes and information systems have been identified for improvements needed to more effectively administer the Peace Corps program.

**Medical Care.** To improve efficiency and delivery of care, an electronic filing of health records was recommended. In response, the agency has started the development of an electronic medical record system to be deployed in FY 2014. To provide guidance on pharmaceutical inventory management, a workbook was designed and sent to overseas medical staff. The agency has also improved training for medical officers through continuing medical education conferences. The Associate Director for Volunteer Support is responsible for addressing this challenge. Milestones for improving medical care are included in Performance Goal 5.1.2 (Provide quality medical and mental health services to trainees and Volunteers).

***Safety and Security.*** The agency is in discussions with the Bureau of Diplomatic Security in the Department of State on the terms of a formal Memorandum of Understanding documenting their respective roles in ensuring the safety and security of Volunteers. It is expected that this Memorandum of Understanding will be completed in the first half of FY 2012. The agency has also developed systems to ensure safety and security improvements are being implemented. The Associate Director for Safety and Security is responsible for addressing this challenge. Milestones for improving safety and security support are included in Performance Goal 5.1.1 (Enhance the safety and security of Volunteers).

***Volunteer Delivery System.*** The agency expects the new automated Volunteer Delivery System, DOVE, will be fully implemented in FY 2012. This system will, among other things, make applicant data more readily available and, together with associated changes to the Volunteer application process, enable more effective matching of applicants with the needs of countries being assisted. The Associate Director for Volunteer Recruitment and Selection is responsible for addressing this challenge. Milestones related to improving the efficiency of the Volunteer Delivery System are provided for in 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) and Performance Goal 4.1.2 (Manage Volunteer recruitment functions in an effective and efficient manner).



## APPENDIX N

### The Peace Corps Strategic Plan Addendum

Pursuant to the GPRA Modernization Act of 2010, this document serves as the addendum to the Peace Corps FY 2009 – 2014 Strategic Plan. The agency will submit a new strategic plan in February 2014 to guide the agency from FY 2015 – 2018.

#### Congressional Consultation

Peace Corps will consult with Congress in FY 2012 and at least every two years thereafter to ensure the agency's goals and objectives incorporate views and suggestions of members of Congress.

#### Collaboration with other Federal Agencies

Peace Corps collaborates with numerous other federal agencies to expand the impact of Volunteers in the communities where they serve; share training and program materials; ensure the safety, security, and health of Volunteers; and, to increase the recruitment of skilled individuals for Peace Corps service. The agency has formal partnerships with the Department of State, the United States Agency for International Development, the President's Emergency Fund for AIDS Relief, the Centers for Disease Control and Prevention, the Environmental Protection Agency, the Millennium Challenge Corporation, and the Corporation for National and Community Service. In addition to participating in a number of interagency working groups, there is also frequent informal collaboration with the President's Malaria Initiative, the Department of Defense, the Department of Labor, the Department of Justice, the Department of Agriculture, the Department of Health and Human Services, and the National Park Service. When Federal Priority Goals are established, the agency will describe how applicable agency goals contribute to the Federal Priority goals.





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Front Cover: Master weaver Nkerisapa Lewano of Kenya shares her handiwork with a young visitor at the 2011 Smithsonian Folklife Festival. As part of the Festival, the Peace Corps, during its 50th anniversary year, invited currently serving and returned Peace Corps Volunteers and their host country counterparts to share cultures from across the globe with the American public. An estimated 1,083,000 people visited the Festival, which took place on the National Mall for ten days in late June and early July.

