# THE PEACE CORPS' CONGRESSIONAL BUDGET JUSTIFICATION

FISCAL YEAR 2020

# Peace Corps
## FISCAL YEAR 2020
## Congressional Budget Justification

FISCAL YEAR 2018—2022 STRATEGIC PLAN

FY 2020 ANNUAL PERFORMANCE PLAN

FY 2018 ANNUAL PERFORMANCE REPORT

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# BUDGET OF THE U.S. GOVERNMENT

### PEACE CORPS FY 2020 BUDGET REQUEST

The Peace Corps' budget request for FY 2020 is $396,200,000. The FY 2020 budget request will enable the Peace Corps to support approximately 7,500 Americans serving abroad as Volunteers in more than 60 countries worldwide.

Dear Member of Congress:

On behalf of Peace Corps Volunteers serving across the globe, I am pleased to submit the Peace Corps' fiscal year (FY) 2020 budget request of $396.2 million. This funding level provides a cost effective investment in strengthening the impact the United States delivers through its international work while engaging our nation's greatest asset—its people—to promote peace and friendship around the world.

The Peace Corps' FY 2020 funds will enable us to support approximately 7,500 Volunteers and trainees serving in more than 60 countries, while also helping recruit and train incoming cohorts of Volunteers ready to serve.

Ever since President John F. Kennedy created the Peace Corps in 1961, Volunteers have carried out his call to action by assisting interested countries in their need for trained men and women. Through their service, Volunteers promote a better understanding of Americans on the part of the people they serve, and likewise, promote a better understanding of other peoples on the part of Americans back home. Through my many interactions with Volunteers, who represent all 50 states, territories, and the District of Columbia, I continue to be amazed at the incredible difference they are making around the world.

The Peace Corps Volunteer experience is not easy, but it is vital to enhancing our nation's international relations in spreading goodwill to other countries. Volunteers live and work alongside the people they serve and do so with limited resources and under challenging conditions. Showing American ingenuity, they are constantly creating positive and lasting change, such as in Kosovo, where two Volunteers teamed with a woman on the forefront of beekeeping to train other women how to manage bee colonies and make it an income-generating business. Another woman in Malawi has generated enough income to provide small loans to other women in her community as a result of her Peace Corps Volunteer-led training. These are merely two of thousands of examples of how Volunteers are helping women advance economically every year.

As we look to FY 2020 and beyond, the Peace Corps will continue the work we have been doing since 1961, particularly in the advancement of women's economic empowerment. We are honored to play a vital role in the Women's Global Development and Prosperity (W-GDP) Initiative. This whole of government effort launched by the White House aligns ideally with the work Peace Corps Volunteers have been doing since the agency began.

We also plan to strengthen our IT and technology capabilities as part of our "Commit to Connect" strategy, highlighting creative uses of technology in the field and at headquarters. This will allow us to enhance our communication with Volunteers and overseas staff and improve our safety and security priorities. As part of that strategy we will also be documenting the ongoing engagement of Returned Peace Corps Volunteers (RPCVs) with their countries of service and communities across the United States. This will allow the agency to measure how RPCVs have leveraged the skills and experiences gained through their Peace Corps service in future employment and community engagement.

In today's world, the mission of the Peace Corps is more important now than ever. On behalf of the Peace Corps and the thousands of American Volunteers serving around the world, thank you for your consideration and support.

Sincerely,

Jody Olsen
Director

# EXECUTIVE SUMMARY

## MISSION & GOALS

Since 1961, the Peace Corps has helped strengthen our nation by training Americans of all ages and promoting the face of America around the world. Volunteers and staff have represented the United States in 141 countries, working to advance the agency's three goals:

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

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

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

At the end of FY 2018, 6,629 Peace Corps Volunteers were working in 61 countries to achieve their development goals in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Volunteers work at the grassroots level, engaging community partners in collaborative projects that address specific development needs identified by the host country. The majority of Volunteers serve for 27 months, becoming active members of their host communities and using their skills and experience to spur sustainable, community-driven change. The Peace Corps also provides targeted assistance via short-term, specialized assignments through Peace Corps Response, a program that matches skilled individuals with 3 to 12 month assignments that require advanced language, technical and intercultural skills.

Peace Corps Volunteers help promote a better understanding of the United States and our country's values, which can be felt in a community long after a Volunteer completes his or her service. Evidence can be seen in the Togolese community where a Peace Corps Volunteer introduced Hanukkah to his host family and local friends, or the Kyrgyz Republic village where a Chinese American Volunteer showed his community how diverse Americans are. Such cross-cultural exchanges have led to a more realistic understanding of Americans among other cultures and have also resulted in delightful friendships that often last a lifetime.

## KEY INITIATIVES FOR THE PEACE CORPS' FY 2020 BUDGET REQUEST:

**Economically Empowering Women around the World**

Since its inception, the Peace Corps has helped women throughout the world advance economically and become self-sufficient members of their communities. In 2018, Volunteers met this challenge with great success, having engaged nearly 240,000 women in economic empowerment initiatives. Among them, more than 75,000 women have gained life-changing entrepreneurial skills as a result of Peace Corps training and 155,000 women have benefited from Peace Corps-sponsored workforce development education. Volunteers also helped strengthen the financial literacy and leadership skills of more than 12,000 women worldwide through targeted instruction reaching women in more than 60 countries.

We are honored to amplify our work through the Trump administration's Women's Global Development and Prosperity (W-GDP) initiative. Through this initiative, Volunteers will continue their grassroots work to help women advance economically. The agency commits to raising $1 million annually through 2025 to further support Volunteer projects and ensure that Volunteers have access to and are using the

agency's comprehensive Entrepreneurship Training Program and other training materials as they participate in this whole-of-government initiative. We will make these materials available via LibGuide, an agency online resource center. On U.S.-based college and university campuses, Peace Corps will discuss with Americans the opportunity to directly impact women's economic empowerment by serving as a Peace Corps Volunteer.

**Leveraging the Peace Corps' Return on Investments**

The value of the Peace Corps to the United States reaches beyond the communities where Volunteers serve. Our international goodwill strengthens our nation's relationship with partner embassies and ambassadors, overseas missions, and other U.S. government agencies. Such relationships resulted in the opening of two new Peace Corps sites: Sri Lanka, a country the Peace Corps is returning to after more than 20 years, and Montenegro, a new partner country supported through our Albania program. Sri Lanka will welcome its first cohort of Education Volunteers in October 2019, and Montenegro plans its inaugural cadre in FY 2020 once the final logistics and agreements are concluded with the Government of Montenegro.*

As the world continues to experience rapid and often-tumultuous change, we know the Peace Corps creates stability in the regions where it has a presence. Each time a Volunteer teaches a child how to read, write, and speak in English or trains women on how to establish their own businesses, the Peace Corps and the United States see a real return on these investments. For example, we see new generations of country leaders educated by Peace Corps Volunteers promoting cross-cultural friendship, and the multiplier effect of women whom Peace Corps Volunteers have helped advance economically through training and other programs. These critical outputs bring value not only to the agency, but also the host nation and the United States.

**A Commitment to Connect**

As our world becomes smaller and more connected thanks to increased global connectivity, the Peace Corps is spearheading a renewed focus on technologies and processes that allow for more effective and efficient communication and coordination. These efforts will enhance the way the agency communicates with Volunteers in the field, with posts overseas, with recruiters throughout the United States and even among staff working at headquarters in Washington, DC.

Such efforts go beyond the Peace Corps' existing investment in information technology (IT) infrastructure. They also include processes that improve Volunteer safety and security, enhance development work in the field, and streamline how we engage with stakeholders, including prospective Volunteers.

This commitment to connect is driven by the dedication of the Peace Corps to establishing foundational business management practices. This means improving our cost effectiveness and ensuring the quality of our services remain efficient, prompt and convenient.

Related to this commitment is our philosophy that volunteering with the Peace Corps is the beginning of what often becomes a lifetime of service. Returned Peace Corps Volunteers (RPCVs) continue sharing their time, talents, and skills long after finishing their service. For example, a Peace Corps tour often results in careers with the local, state, or federal government and through the many grassroots ways RPCVs support their communities back home. This commitment to connect aids the greater Peace Corps community in continuing the tradition of service and helping us stay connected to one another while doing so.

**Preparing the Next Generation of Americans**

While there is no doubt the work of the Peace Corps makes an indelible impression in partner countries, the agency also invests in its most valuable

resource: its Volunteers. For American citizens representing all 50 states, territories and the District of Columbia, the Peace Corps Volunteer experience comes full circle at each Volunteer's close of service. This is when the skills they have obtained through their Peace Corps service—foreign language, project management, or cross-cultural engagement skills— become prized competencies that eventually feed into the American workforce. When you consider the varied careers many RPCVs pursue, it is no surprise that their expertise is a gift that keeps on giving in the United States and abroad.

Peace Corps Volunteers translate their expertise into America's classrooms, non-profit organizations, federal government agencies, the United States Congress, small and large businesses, hospitals and clinics, and more. While the stories behind the origins of their impressive skillsets may be traced to countries and cultures outside the United States, their technical proficiencies eventually find their way back to American soil. It is through this pathway that RPCVs use the skills they developed during their service to help prepare the next generation of Americans who will one day lead our country and continue the Peace Corps tradition.

## Information Technology and Cybersecurity

The cybersecurity position of the Peace Corps is challenged by the necessity of both staff and Volunteers to actively provide and share information across international networks. The agency understands that building and maintaining a more secure IT structure is vital to the effective operations of Volunteer support, and proactively managing cybersecurity risk is a key component of the Agency Strategic Plan.

Federal agencies have also been mandated to strengthen their cybersecurity posture and this effort remains a top priority for the Peace Corps. In addition, cybersecurity is a key component of the agency's rollout of enterprise risk management. Overall, the agency will continue to prioritize the strengthening and funding of its critical IT and cybersecurity functions and focus on protecting agency IT systems both domestically and overseas.

* A Congressional Notification letter was sent to Congress in November 2018 regarding the intention of Peace Corps to expand its existing Peace Corps program in Albania to Montenegro.

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# PEACE CORPS APPROPRIATIONS LANGUAGE
## PEACE CORPS (INCLUDING TRANSFER OF FUNDS)

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501 et seq.), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, $396,200,000, of which $6,330,000 is for the Office of Inspector General, to remain available until September 30, 2021: *Provided*, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by section 16 of the Peace Corps Act (22 U.S.C. 2515), an amount not to exceed $5,000,000: *Provided further,* That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: *Provided further,* That of the funds appropriated under this heading, not to exceed

$104,000 may be available for representation expenses, of which not to exceed $4,000 may be made available for entertainment expenses: *Provided further,* That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject to the regular notification procedures of the Committees on Appropriations, except regular notification procedures may be waived when there is a substantial security risk to Volunteers or other Peace Corps personnel, pursuant to section 7010(d) of this Act: *Provided further,* That none of the funds appropriated under this heading shall be used to pay for abortions: *Provided further*, That notwithstanding the previous proviso, section 614 of division E of Public Law 114–113 shall apply to funds appropriated under this heading.



**BUDGET INFORMATION**
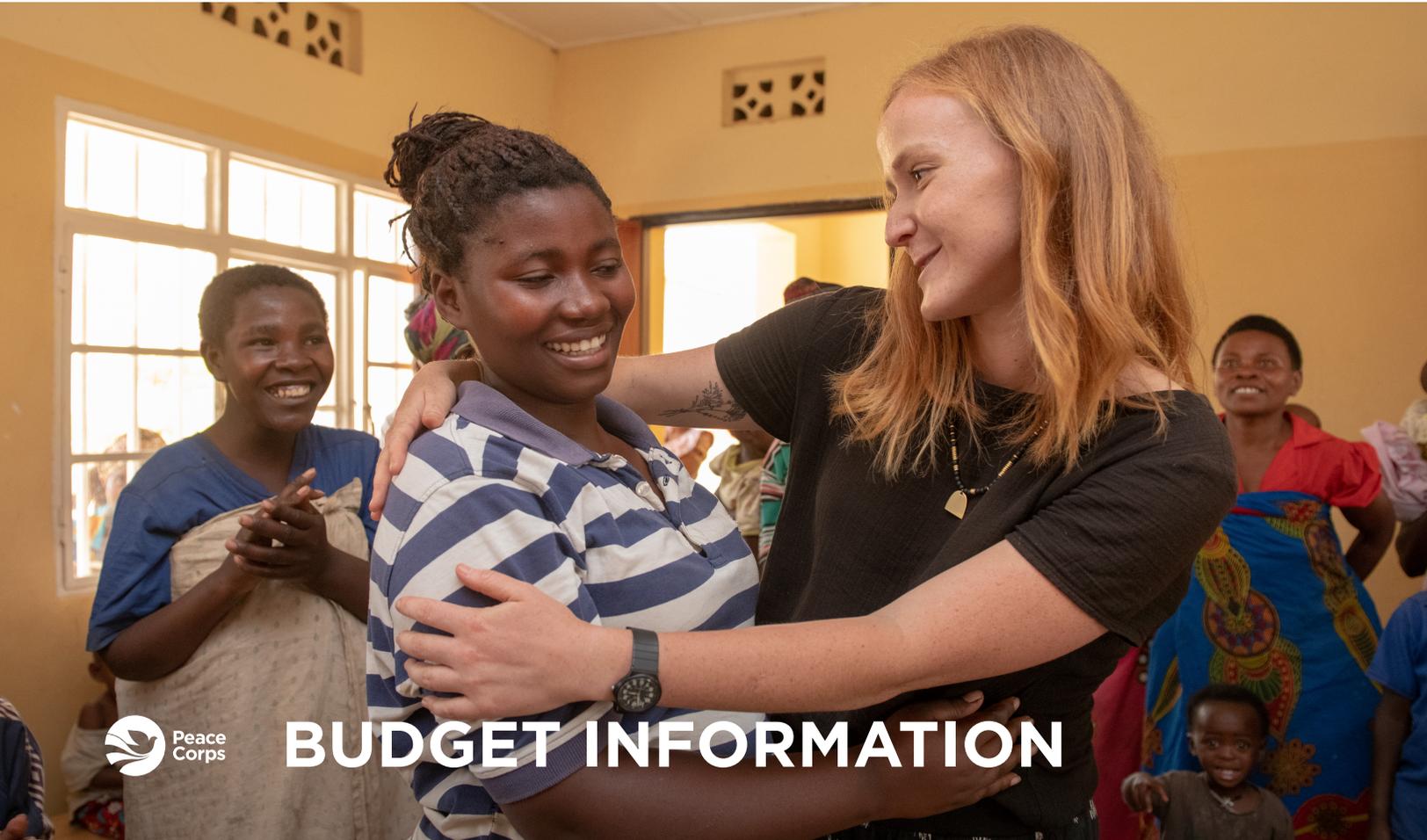
# PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS
## (IN THOUSANDS OF DOLLARS)

| DIRECT VOLUNTEER OPERATIONS | FY 2018 Actual | FY 2019 Projected | FY 2020 Request |
|---|---|---|---|
| **Overseas Operational Management** | | | |
| Office of Global Operations | 1,300 | 1,100 | 1,100 |
| Africa | 85,700 | 83,600 | 85,500 |
| Europe, Mediterranean, and Asia | 56,900 | 57,400 | 60,000 |
| Inter-America and Pacific | 61,500 | 61,100 | 62,300 |
| Peace Corps Response | 1,200 | 1,400 | 1,200 |
| Overseas Programming and Training Support | 3,900 | 4,100 | 4,000 |
| Office of Global Health and HIV | 500 | 600 | 500 |
| **Subtotal, Overseas Operational Management** | **211,000** | **209,300** | **214,600** |
| | | | |
| **Overseas Operational Support** | | | |
| Office of Volunteer Recruitment and Selection | 18,500 | 17,700 | 17,200 |
| Office of Health Services | 12,100 | 13,700 | 13,700 |
| Medical Services Centrally Shared Resources | 12,000 | 14,300 | 14,700 |
| Office of Victim Advocacy | 600 | 600 | 900 |
| Office of Safety and Security | 4,400 | 4,300 | 4,000 |
| Safety and Security Centrally Managed Resources | 1,600 | 1,700 | 1,800 |
| Centrally Processed Overseas Equipment and Supplies | 700 | 4,600 | 4,500 |
| Volunteer Readjustment Allowance | 26,400 | 29,400 | 30,500 |
| Federal Employees' Compensation Act | 12,100 | 14,200 | 14,500 |
| Reimbursements to Department of State (ICASS) | 19,000 | 19,400 | 19,800 |
| Foreign Currency Centralization | - 600 | — | — |
| **Subtotal, Overseas Operational Support** | **106,800** | **119,900** | **121,600** |
| **Subtotal, Direct Volunteer Operations** | **317,800** | **329,200** | **336,200** |

## VOLUNTEER OPERATIONS SUPPORT SERVICES

| | | | |
|---|---|---|---|
| Office of the Director | 3,700 | 4,700 | 4,600 |
| Office of Third Goal and Returned Volunteer Services | 1,100 | 900 | 900 |
| Office of External Affairs | 4,300 | 4,500 | 4,500 |
| Office of Strategic Information, Research and Planning | 1,300 | 1,600 | 1,600 |
| Office of the General Counsel | 2,300 | 2,300 | 2,300 |
| Office of Human Resources | — | 5,700 | 5,900 |
| Office of Management | 11,400 | 5,300 | 5,300 |
| Office of Management Centrally Managed Resources | 11,700 | 11,200 | 6,900 |
| Office of the Chief Financial Officer | 12,300 | 12,200 | 12,400 |
| Office of the Chief Financial Officer Centrally Managed Resources | 7,100 | 6,000 | 6,100 |
| Office of the Chief Information Officer | 22,800 | 26,000 | 25,400 |
| Office of the Chief Information Officer Centrally Managed Resources | 7,800 | 14,400 | 15,000 |
| **Subtotal, Volunteer Operations Support Services** | **85,800** | **94,800** | **90,900** |
| **Subtotal, Total Agency Excluding Inspector General** | **403,600** | **424,000** | **427,100** |
| **Inspector General** | **5,500** | **6,000** | **6,300** |
| **GRAND TOTAL, AGENCY** | **409,100** | **430,000** | **433,400** |

# PEACE CORPS RESOURCE SUMMARY
## (IN THOUSANDS OF DOLLARS)

|  | FY 2018 | FY 2019 | FY 2020 |
| --- | --- | --- | --- |
| AVAILABLE RESOURCES | Actual | Projected | Request |
| **Budgetary Resources Available for Obligation** | | | |
| Unobligated balance brought forward, October 1, 2018 | 30,800 | 55,000 | 46,200 |
| New budget authority (Agency) | 404,500 | 404,500 | 389,900 |
| New budget authority (Office of the Inspector General) | 5,500 | 6,000 | 6,300 |
| Recoveries of prior year unpaid obligations | 22,000 | 10,000 | 9,000 |
| Transferred from other accounts | 600 | — | — |
| Spending authority from offsetting collections | 8,000 | 7,000 | 7,000 |
| **Total Budgetary Resources Available for Obligation** | **471,400** | **482,500** | **458,400** |
| | | | |
| **Total direct obligations (Agency)** | 403,600 | 424,000 | 427,100 |
| **Total direct obligations (Office of the Inspector General)** | 5,500 | 6,000 | 6,300 |
| **Total direct obligations (Reimbursable Programs)** | 7,300 | 6,300 | 6,300 |
| **Total New Obligations** | **416,400** | **436,300** | **439,700** |
| **UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR** | **55,000** | **46,200** | **18,700** |

## PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS
## FY 1962 – FY 2020 (IN THOUSANDS OF DOLLARS)

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

# PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS
## FY 1962 – FY 2020 (IN THOUSANDS OF DOLLARS) CONT.

| Fiscal Year | Authorized | Budget Request[a] | Appropriated[a] | Trainee Input | Volunteers and Trainees On Board[b] |
|---|---|---|---|---|---|
| 1994 | 219,745[g] | 219,745 | 219,745[h] | 3,541 | 5,644 |
| 1995 | 234,000 | 226,000 | 219,745[i][j] | 3,954 | 5,884 |
| 1996 | — | 234,000 | 205,000[k][m] | 3,280 | 6,086 |
| 1997 | — | 220,000[l] | 208,000[n] | 3,607 | 5,858 |
| 1998 | — | 222,000 | 222,000[o] | 3,551 | 5,757 |
| 1999 | — | 270,335 | 240,000[p] | 3,835 | 5,729 |
| 2000 | 270,000[q] | 270,000 | 245,000[r] | 3,919 | 7,164 |
| 2001 | 298,000 | 275,000 | 267,007[s][t] | 3,191 | 6,643 |
| 2002 | 327,000 | 275,000 | 278,700[u][v] | 4,047[w] | 6,636 |
| 2003 | 365,000 | 317,000 | 297,000[x] | 4,411 | 7,533 |
| 2004 | — | 359,000 | 310,000[y] | 3,812 | 7,733 |
| 2005 | — | 401,000 | 320,000[z] | 4,006 | 7,810 |
| 2006 | — | 345,000 | 322,000[aa][ab] | 4,015 | 7,628 |
| 2007 | — | 336,642 | 319,700[ac] | 3,964 | 7,875 |
| 2008 | — | 333,500 | 333,500[ad] | 3,821 | 7,622 |
| 2009 | — | 343,500 | 340,000 | 3,496 | 7,332 |
| 2010 | — | 373,440 | 400,000 | 4,429 | 8,256 |
| 2011 | — | 446,150 | 375,000[ae] | 3,813 | 8,460 |
| 2012 | — | 439,600 | 375,000 | 3,177 | 7,315 |
| 2013 | — | 374,500 | 356,015 | 2,861 | 6,400 |
| 2014 | — | 378,800 | 379,000 | 3,108 | 6,010 |
| 2015 | — | 380,000 | 379,500 | 3,140 | 6,099 |
| 2016 | — | 410,000 | 410,000 | 3,790 | 6,377 |
| 2017 | — | 410,000 | 410,000 | 3,429 | 6,591 |
| 2018 | — | 398,221 | 410,000 | 3,595 | 6,629 |
| 2019 | — | 396,200 | 410,500 | 3,700[af] | 7,200[af] |
| 2020 | — | 396,200 | — | 3,800[af] | 7,500[af] |

## NOTES

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

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

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

**d/**    Includes Trainee Input from Transition Quarter.

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

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

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

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

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

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

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

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

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

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

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

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

# NOTES
## CONT.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**af/** All Volunteer projections are rounded to the nearest hundred, and imply the center of a range representing the total Volunteer Corps. At any point, it is reasonable to estimate that the range can fluctuate five to ten percent from the indicated number.

**OPERATIONAL AREAS**

Peace Corps

# DIRECT VOLUNTEER OPERATIONS

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

## OFFICE OF GLOBAL OPERATIONS

The Office of Global Operations (OGO) manages and coordinates the agency's strategic support to the Peace Corps' overseas operations, ensuring that all Volunteers have a safe and productive experience. Beginning in FY 2017, the office assumed responsibility for the Staging and Pre-Departure Unit which supports Volunteers prior to their arrival in-country. In addition to the Peace Corps' three geographic regions (see below), OGO also includes the Office of Overseas Programming and Training Support (OPATS), the Office of Global Health and HIV (OGHH), the Office of Staging and Pre-Departure, and Peace Corps Response (PCR).

## AFRICA; EUROPE, MEDITERRANEAN, AND ASIA; AND INTER-AMERICA AND THE PACIFIC

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

## PEACE CORPS RESPONSE

Peace Corps Response (PCR) places Americans with significant experience in short-term assignments to meet host country requests for highly skilled Volunteers. PCR also assists the agency with returning to post-conflict countries and starting new agency partnerships and initiatives.

In FY 2018, PCR placed 196 Volunteers in 30 countries. In the past two decades, PCR has fielded over 3,400 Volunteers in more than 80 countries.

## OVERSEAS PROGRAMING AND TRAINING SUPPORT

Office of Overseas Programming and Training Support (OPATS) promotes a culture of continuous learning for Peace Corps staff and Volunteers and ensures that programming, training, and evaluation staff have the skills, resources, and guidance needed to prepare Volunteers to meet the three goals of the Peace Corps. OPATS develops and curates sector-specific programming materials, as well as guidance and resources related to intercultural competence; language proficiency development; and monitoring, reporting, and evaluation. The office delivers learning opportunities for staff and manages a knowledge-sharing platform to facilitate information exchange and learning across the agency. It also oversees a monitoring and evaluation system that provides data to inform evidence-based decision making, and supports effective stewardship of agency and partner resources.

## OFFICE OF GLOBAL HEALTH AND HIV

The Office of Global Health and HIV (OGHH) provides leadership and direction for all programmatic work by Volunteers in the health sector, including maternal and child health, water and sanitation, and HIV/AIDS prevention and care. OGHH also coordinates the agency's participation in the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and other global health efforts, including Ending Preventable Child and Maternal Deaths (EPCMD).

## OFFICE OF VOLUNTEER RECRUITMENT AND SELECTION

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment and assessment process, from prospect inquiry to invitation. VRS includes the Office of Recruitment and Diversity, which promotes public interest in the agency, attracts diverse applicants, and assists candidates during the initial stages of the application process; the Office of Placement, which assesses applicants, determines eligibility and suitability for Peace Corps service, and meets overseas posts' requests for trainees; the Office of Analysis and Evaluation, which supports the agency's focus on data-driven decision making; and the Office of University Programs, which establishes and maintains collaborative pipeline-building relationships with colleges and universities.

## OFFICE OF HEALTH SERVICES

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

Improvement Unit, the Peace Corps Medical Officer Support Unit, the Health Informatics Unit, the Epidemiology Unit, and the Finance and Resource Management Unit.

The Office of Health Services supports medical care for Volunteers through the services of dedicated headquarters and overseas staff. To achieve this mission, Health Services supports a comprehensive, accountable, and high-quality Volunteer health-care program. The Office of Medical Services includes the Pre-Service Unit, which screens invitees for medical and mental health clearance for service; the Field Support Unit, which provides medical and mental health care to currently serving Volunteers; and the Post-Service Unit, which provides support to returned Volunteers. OHS is also responsible for agency medical and mental health quality assurance and improvement activities; selection, mentoring, training and management of all Peace Corps medical officers assigned to overseas posts; assessments of Volunteer health; supervision of regional medical officers and regional medical hubs; oversight of Volunteer medical evacuations; operations and development; and maintenance of the Peace Corps electronic medical record system.

The Counseling and Outreach Unit also assists posts in the management of Volunteer mental health and adjustment issues by responding to Peace Corps medical officers' consultative requests. The office provides counseling services to Volunteers by phone or in-person, provides support to posts related to staff and peer support training, and supports Volunteers and their families during crises and emergencies.

## MEDICAL SERVICES CENTRALLY SHARED RESOURCES

Medical Services Centrally Shared Resources are direct Volunteer medical expenses outside of those incurred in each post's health unit. These costs include travel and care during medical evacuation to regional centers or to the United States, as well as contracts for services related to the care of

Volunteers. They also include one month of after-service health insurance for returned Peace Corps Volunteers, as well as support to Volunteers who require a visit back to their home of record for family emergencies.

## OFFICE OF VICTIM ADVOCACY

The Office of Victim Advocacy (OVA) facilitates services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes. Victim advocates assist current Volunteers and RPCVs who have been the victim of, or witness to, crimes during their service by ensuring awareness of and access to these services. Assistance includes ensuring Volunteers are aware of their options so they can make informed decisions regarding their health and safety, helping them understand the local criminal and legal systems, safety planning, and ensuring Peace Corps staff are aware of Volunteers' choices when providing in-country support. When requested, victim advocates are available to accompany a current RPCV through the in-country criminal investigation and prosecutorial process.

OVA contributes to the comprehensive sexual assault policy of the Peace Corps by providing input and guidance during the development and revision of policy. The office also oversees and manages the Sexual Assault Response Liaison (SARL) program, in coordination with other relevant offices. OVA is directly responsible for providing training and continuing education to sexual assault response liaisons. There are two SARLs in each country where Peace Corps serves, who are in place to assist victims of sexual assault with support, information, and referral.

## OFFICE OF SAFETY AND SECURITY

The Office of Safety and Security (OSS) manages the agency's domestic and overseas safety and security programs. Additionally, the office is responsible for implementing federal directives governing the agency's emergency contingency

planning such as continuity of operations and occupant emergency plans.

The OSS fulfills this responsibility through six sub-offices: Office Administration; Projects, Training, and Evaluation; Information and Personnel Security; Emergency Management and Physical Security; Crime Response and Analyses; and Overseas Operations.

Much of the direct support to posts overseas is managed by Overseas Operations, primarily through ten regionally-based Peace Corps safety and security officers. The officers act as security advisers; conduct routine security assessments; and provide training, physical security guidance, crisis management support and response, and support to Volunteers who have been victims of crime. Overseas Operations also provides technical oversight and professional development for safety and security staff assigned overseas, develops agency safety and security policies and procedures, and coordinates closely with the OGO to oversee the management of safety and security programs.

## SAFETY AND SECURITY CENTRALLY MANAGED RESOURCES

These funds are primarily for domestic security guard contracts with the Department of Homeland Security and for personnel security expenses such as federal suitability reviews and background investigations.

## CENTRALLY PROCESSED OVERSEAS EQUIPMENT AND SUPPLIES

The Office of Management provides oversight of Centrally Processed Overseas Equipment and Supplies, which funds the purchase of vehicles for Volunteer support, as well as supplies, such as medical kits, eyeglasses, and mosquito nets.

## VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon close of service to assist them when transitioning out of the Peace Corps.

## FEDERAL EMPLOYEES' COMPENSATION ACT

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

## REIMBURSEMENTS TO DEPARTMENT OF STATE (International Cooperative Administrative Support Services)

These are payments that 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 FY 1998.

## FOREIGN CURRENCY CENTRALIZATION

Gains or losses realized from the fluctuation of foreign currency.

## VOLUNTEER OPERATIONS SUPPORT SERVICES

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

## OFFICE OF THIRD GOAL AND RETURNED VOLUNTEER SERVICES

The Office of Third Goal and Returned Volunteer Services (RVS) works to achieve the Peace Corps' Third Goal: to help promote a better understanding of other peoples on the part of Americans. The office encourages Third Goal activities, which serve as a foundation for world peace and friendship by raising cultural awareness throughout the United States. The RVS program develops and implements career and support services that help Volunteers transition back to the United States, including an online jobs board and regional, in-person, and virtual career conferences and events that reach over 4,000 RPCVs each year. These programs assist returned Volunteers with finding jobs in the private, nonprofit, and public sectors, both domestically and abroad, soon after they complete their service. The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program, which helps schoolchildren in the United States better understand the peoples and cultures of other countries by connecting currently serving Volunteers with classrooms around the United States. The program also offers educators and students free online multimedia resources that highlight Volunteer experiences and projects. RPCVs can also share their Peace Corps experiences through the Peace Corps' Speakers Match program by visiting and speaking to groups in their communities.

## OFFICE OF THE DIRECTOR AND ASSOCIATED OFFICES

The Office of the Director provides executive-level direction to the Peace Corps, overseeing its programs and activities. The Director's Office establishes 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 Civil Rights and Diversity and the Office of the Chief Compliance Officer.

## OFFICE OF EXTERNAL AFFAIRS

The Office of External Affairs (EA) provides coordination and support for the Peace Corps' external engagement with the public, other agencies and partners, the media, and Congress. EA includes four sub-offices: the Office of Strategic Partnerships and Intergovernmental Affairs (SPIGA); the Office of Gifts and Grants Management (GGM); the Office of Communications (COMMS), which includes Press Relations; and the Office of Congressional Relations (OCR). SPIGA develops and manages the Peace Corps' strategic partnerships and relationships with U.S. government agencies, state and local governments, nongovernmental organizations, multilateral institutions, and corporations. GGM manages the solicitation and acceptance of both monetary and in-kind gifts to the agency through the Small Project Assistance Program (SPA) and the Peace Corps Partnership Program (PCPP). COMMS manages official agency communications, interaction with the media, the agency's digital media, marketing, video production, photography, publications, design, editorial support,

and www.peacecorps.gov. The OCR 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 and Members of Congress and congressional staff.

## Office of Strategic Information, Research and Planning

The Office of Strategic Information, Research and Planning (OSIRP) guides agency strategic planning; monitors and evaluates agency-level performance and programs; conducts research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; and enhances the stewardship and governance of agency data. Through these efforts, the office seeks to improve performance and to link performance to strategic planning and agency resources.

## Office of the General Counsel

The Office of the General Counsel (OGC) provides legal and policy advice and services to the Director, Peace Corps posts, and domestic offices, and assists in the development of Peace Corps policies and procedures.

## Office of Human Resources

The Office of Human Resources (HR) was established as a separate entity in FY 2018. The Office is headed by the agency's Chief Human Capital Officer, and is responsible for the full range of personnel support functions, including staff recruitment and hiring, position classification, performance management, payroll and benefits services, employee and labor relations, and workforce planning.

## Office of Management

The Office of Management provides administrative, staff professional development, and general operations support to all headquarters offices, regional recruiting offices, and the agency's overseas posts. The Office of Management includes three sub-offices that provide domestic and overseas support. The Office of Administrative Services conducts facilities lease management, mail distribution, travel and transportation services, inventory management, medical supplies acquisition and distribution, and Drug Enforcement Administration-controlled substance management, vehicle fleet procurement and management, federal occupational health coordination, warehouse logistics and fulfilment operations, and OSHA compliance. The Office of Staff Learning and Development manages staff training and professional development activities in the areas of onboarding and off-boarding staff, leadership development, coaching and mentoring, and federally mandated job skills training. The Freedom of Information Act (FOIA)/Privacy Act/Records Management Office provides guidance and assistance in the processing of FOIA and Privacy Act requests, and oversees the maintenance and legal disposition of records created or received by Peace Corps staff in the conduct of official business.

## Office of Management Centrally Managed Resources

These funds support operations, including payments to the General Services Administration for headquarters and domestic recruiting office leases, maintenance, furniture, and equipment; warehouse and mailroom services; travel and transportation services; and transit benefits. Additionally, funding supports contracts for Freedom of Information Act and learning management systems and services.

## Office of the Chief Financial Officer

The Office of the Chief Financial Officer (OCFO) oversees all financial management activities relating to 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 budgetary resources. OCFO also handles all procurement and acquisition assistance, including contracting, simplified acquisitions, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements and grants.

## Office of the Chief Financial Officer Centrally Managed Resources

Office of the Chief Financial Officer Centrally Managed Resources are primarily for mandatory staff costs, such as unemployment compensation, severance pay, terminal leave payments, and overseas staff medical evacuation.

## Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) manages the agency's enterprise technology architecture, the development of agency information technology policies and practices, agency applications, and global IT infrastructure. OCIO manages IT security across the global network, ensuring agency resources and data are protected. OCIO also works to continually modernize the agency's global IT infrastructure necessary to connect headquarters, domestic recruiting operations, and overseas posts. OCIO acquires and manages technology assets, delivers IT customer support, trains and supports overseas posts' IT specialists, and builds and operates systems, applications, and solutions.

## Office of the Chief Information Officer Centrally Managed Resources

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

## Office of Inspector General

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

# VOLUNTEERS AND PROGRAM FUNDS BY POST

| REGIONS | Volunteers and Trainees on Board on September 30* | | Program Funds ($000) | |
|---|---|---|---|---|
| | FY 2019 | FY 2020 | FY 2019 | FY 2020 |
| Africa | 2,930 | 2,970 | 83,600 | 85,500 |
| Europe, Mediterranean, and Asia | 2,260 | 2,420 | 57,400 | 60,000 |
| Inter-America and Pacific | 2,050 | 2,080 | 61,100 | 62,300 |
| Subtotal, Country Programs | 7,240 | 7,470 | 202,100 | 207,800 |

| PEACE CORPS POSTS | Volunteers and Trainees on Board on September 30* | | Program Funds ($000) | |
|---|---|---|---|---|
| | FY19 | FY20 | FY19 | FY20 |
| Albania | 80 | 80 | 2,400 | 2,400 |
| Armenia | 80 | 80 | 2,400 | 2,400 |
| Belize | 50 | 50 | 1,700 | 1,700 |
| Benin | 160 | 160 | 4,800 | 4,900 |
| Botswana | 110 | 110 | 2,700 | 2,700 |
| Cambodia | 90 | 130 | 2,500 | 2,800 |
| Cameroon | 130 | 130 | 4,700 | 4,800 |
| China | 140 | 140 | 4,100 | 4,200 |
| Colombia | 120 | 130 | 3,300 | 3,600 |
| Comoros | 40 | 40 | 1,600 | 1,600 |
| Costa Rica | 130 | 130 | 4,000 | 4,000 |
| Dominican Republic | 190 | 190 | 4,400 | 4,400 |
| Eastern Caribbean | 90 | 90 | 3,400 | 3,400 |

| PEACE CORPS POSTS (CONT.) | Volunteers and Trainees on Board on September 30* | | Program Funds ($000) | |
|---|---|---|---|---|
| | FY19 | FY20 | FY19 | FY20 |
| Ecuador | 140 | 140 | 5,500 | 5,500 |
| Eswatini | 50 | 50 | 1,500 | 1,600 |
| Ethiopia | 150 | 140 | 5,300 | 5,400 |
| Fiji | 100 | 100 | 2,000 | 2,100 |
| Georgia | 120 | 120 | 2,800 | 2,900 |
| Ghana | 160 | 160 | 3,900 | 4,000 |
| Guatemala | 140 | 150 | 4,800 | 5,000 |
| Guinea | 180 | 180 | 3,500 | 3,500 |
| Guyana | 70 | 70 | 2,600 | 2,600 |
| Indonesia | 130 | 150 | 2,900 | 3,300 |
| Jamaica | 60 | 60 | 2,600 | 2,600 |
| Kosovo | 80 | 80 | 1,700 | 1,700 |
| Kyrgyz Republic | 110 | 110 | 2,500 | 2,600 |
| Lesotho | 110 | 110 | 2,100 | 2,200 |
| Liberia | 120 | 130 | 4,700 | 4,900 |
| Madagascar | 150 | 160 | 3,300 | 3,500 |
| Malawi | 80 | 80 | 3,100 | 3,100 |
| Mexico | 90 | 100 | 2,100 | 2,300 |
| Moldova | 100 | 100 | 2,300 | 2,300 |
| Mongolia | 110 | 120 | 3,300 | 3,500 |
| Morocco | 280 | 280 | 5,300 | 5,500 |
| Mozambique | 100 | 130 | 3,900 | 4,000 |
| Myanmar | 60 | 80 | 2,300 | 2,500 |
| Namibia | 160 | 160 | 3,400 | 3,500 |
| Nepal | 80 | 90 | 2,400 | 2,600 |

| PEACE CORPS POSTS (CONT.) | Volunteers and Trainees on Board on September 30[*] | | Program Funds ($000) | |
|---|---|---|---|---|
| | FY19 | FY20 | FY19 | FY20 |
| Nicaragua[1] | — | — | 1,500 | 1,200 |
| North Macedonia | 140 | 140 | 3,300 | 3,400 |
| Panama | 220 | 220 | 5,700 | 5,900 |
| Paraguay | 220 | 220 | 5,300 | 5,400 |
| Peru | 220 | 220 | 6,200 | 6,400 |
| Philippines | 160 | 190 | 4,100 | 4,500 |
| Rwanda | 180 | 180 | 3,600 | 3,700 |
| Samoa | 60 | 60 | 1,600 | 1,700 |
| Senegal | 280 | 280 | 8,600 | 8,800 |
| Sierra Leone | 110 | 110 | 2,700 | 2,700 |
| South Africa | 90 | 90 | 3,800 | 3,800 |
| Sri Lanka | — | 30 | 1,900 | 1,900 |
| Tanzania | 160 | 160 | 3,400 | 3,500 |
| Thailand | 110 | 110 | 3,700 | 3,800 |
| The Gambia | 100 | 100 | 2,000 | 2,000 |
| Timor-Leste | 60 | 60 | 2,100 | 2,100 |
| Togo | 100 | 100 | 3,200 | 3,300 |
| Tonga | 70 | 70 | 1,300 | 1,400 |
| Uganda | 80 | 80 | 2,700 | 2,700 |
| Ukraine | 330 | 330 | 5,400 | 5,600 |
| Vanuatu | 80 | 80 | 3,100 | 3,100 |
| Zambia | 130 | 130 | 5,100 | 5,300 |
| Total | 7,240[**] | 7,470[**] | 202,100 | 207,800 |

[*] This data represents the projected number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through the Peace Corps' appropriation.

[**] These totals are rounded to the nearest hundred when represented at a summary level elsewhere in this document, but here they are rounded to the nearest ten.

[1] PCVs left during FY18; however, post opened in FY19 with reduced staff.

# WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2018
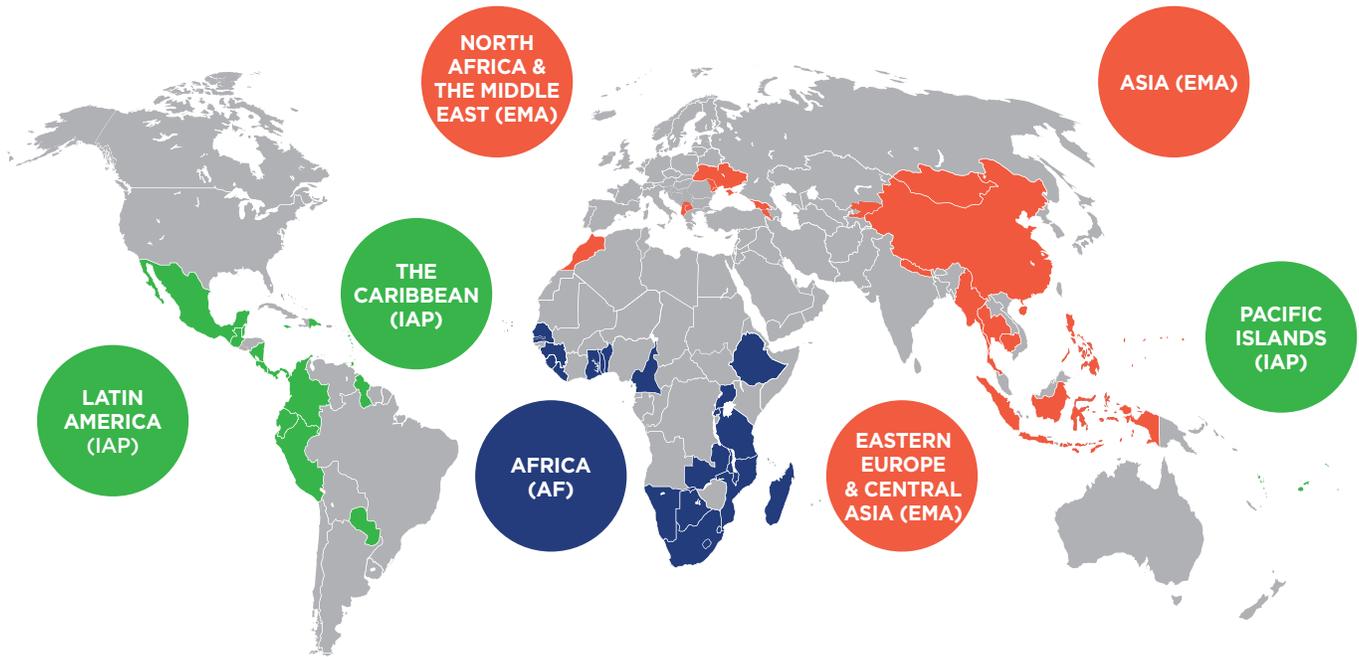


**Caribbean**
Dominican Republic
Eastern Caribbean:
  • Dominica
  • Grenada
  • St. Lucia
  • St. Vincent and
    the Grenadines
Jamaica

**Latin America**
Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

**North Africa &
the Middle East**
Morocco

**Africa**
Benin
Botswana
Cameroon
Comoros
Eswatini
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal
Sierra Leone

South Africa
Tanzania
The Gambia
Togo
Uganda
Zambia

**Eastern Europe &
Central Asia**
Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
North Macedonia
Moldova
Ukraine

**Asia**
Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

**Pacific Islands**
Federated States
of Micronesia
Fiji
Samoa
Tonga
Vanuatu

**AF:** Africa Region
**EMA:** Europe, Mediterranean, and Asia Region
**IAP:** Inter-America and Pacific Region

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# AFRICA REGION

| | |
|---|---|
| **Sahel** | Senegal, The Gambia |
| **Coastal West and Central Africa** | Benin, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo |
| **Eastern Africa** | Comoros, Ethiopia, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda |
| **Southern Africa** | Botswana, Eswatini, Lesotho, Namibia, South Africa, Zambia |

# AFRICA

Since the establishment of the Peace Corps in 1961, more than 80,000 Peace Corps Volunteers have served throughout Africa. At the close of FY 2018, 2,678 Volunteers, or 40 percent of Peace Corps Volunteers worldwide, were serving in 23 countries across the continent. These Volunteers work in some of the poorest nations in the world, living primarily in rural areas. Volunteers learn more than 150 local languages in Africa so they can effectively integrate into their host communities, promote cross-cultural understanding, and implement development interventions with a focus on capacity building and sustainable change. Following Congressional notification in November 2017, the program in Burkina Faso was fully suspended in July 2018 due to safety and security concerns.

Programs in Africa focus on some of the continent's most pressing development challenges, encompassing all six of the agency's sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Peace Corps Volunteers engage in a wide range of projects, including promoting food security, girls' education, HIV/AIDS prevention, and gender equity.

Education is the largest Peace Corps sector in Africa, encompassing over 40 percent of the region's Volunteers. Volunteers serve as classroom teachers and support capacity building of local teachers; increasing student achievement in literacy, math and science; and teaching English as a foreign language (TEFL). These interventions further equip and empower host country teachers in their classrooms, and promote gender-equitable, evidence-based best practices to improve academic achievement.

Due to high rates of malaria throughout Africa, HIV/AIDS, and infant and under-five mortality, Volunteers in Africa work on a number of health initiatives. The Stomp Out Malaria in Africa program trains communities on bed-net use, early malaria detection, and proper treatment, as well as improving environmental control of mosquitoes. Peace Corps HIV/AIDS programs align with PEPFAR and include awareness campaigns facilitated in conjunction with local health workers, mobilization of communities for HIV testing and treatment services, and education for HIV-positive mothers. Volunteers in Africa also participate in USAID's Ending Preventable Child and Maternal Death (EPCMD) program to promote good nutrition, clean water and sanitation, and improved health outcomes of mothers and children.

## PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN AFRICA

**Zambia – Empowering young women for futures in technology**

In Zambia, more than 3,600 girls have learned technology skills and HIV awareness/prevention through an innovative project designed by Peace Corps Volunteers. "Girls Can Code!" Technology Camp teaches adolescent girls and young women from rural and disadvantaged communities, modern technology skills by harnessing the power of Raspberry Pi, a low-powered computer designed by a former Cambridge University professor. Utilizing methodologies developed by their team, they rapidly convey technology skills and HIV awareness and prevention knowledge. In addition to approximately 25 hours of training in HIV awareness and prevention, the technology camps combine coding, gaming, robotics and computer architecture to teach students everything from basic computer skills to popular programming languages. To date, Girls Can Code! has empowered more than 60 community-based teams to share new knowledge in rural communities. These teams of two students and one community mentor have since developed their own community technology clubs throughout Zambia, providing girls and young women enhanced professional skills, and fostering personal development, increased confidence and new perspectives on careers in the technology

sector, while reaching a significant population at risk for becoming exposed to HIV.
For a TED Talk overview of this initiative, see https://www.youtube.com/watch?v=sFeVWDeonPQ

### Malawi – Seeds of change for reforesting communities

In Malawi, trees are cut down at an alarming rate to provide firewood for cooking and to clear land for agriculture, resulting in soil erosion and encroachment into protected areas. Peace Corps Volunteers in Malawi are helping combat deforestation by working alongside individuals and groups in communities where they live and work to create tree nurseries and reforest rural communities across the country. In the past year alone, Volunteers and their community counterparts established 87 tree nurseries and planted a staggering 45,000 trees. As these various species of trees mature, they will provide much needed resources to Malawians in the form of fruit, firewood, and protection from soil erosion and floods.

### Eswatini – Addressing global women's issues through peer-learning and cultural exchange

Women and girls around the world face enormous impacts due to social issues like access to education, economic barriers, discrimination, and underrepresentation in governance. To address these and other global impacts, a Peace Corps Volunteer in Eswatini worked together with partners in southern Africa and her hometown of Baltimore, Maryland, to design and implement Black Girls Global Exchange (BGGE), a peer-learning and cultural exchange program for young black women. The program brought 18 young women from Baltimore Leadership School for Young Women to meet, share and learn from 173 young women from Soweto, South Africa and Manzini, Eswatini. The BGGE Ambassadors engaged in service learning, leadership development, cross-cultural exchange, and HIV/AIDs and health awareness activities. Three service projects were completed in South Africa and Eswatini, as well as a Women's History Month symposium attended by 300 Swati community members. The BGGE

program gained international media attention and support for its innovative engagement and use of film, music and shared identity to connect and inspire young women around the world in a culture of service and empowerment.

### Togo – Early detection and treatment of malaria through a community-based model

Malaria in Togo is a pervasive, yet preventable, problem that annually strikes one million Togolese (one in eight), resulting in premature death, diminished productivity and a drain on limited health care resources. To help address this critical need, in 2014 Peace Corps Volunteers introduced PECADOM+ (Pris en Charge á Domicile, English: ProACT, Proactive Community Treatment), an innovative early-detection and treatment approach that reduces the prevalence and severity of malarial infections as well as its societal costs. Volunteers have helped test 16,575 people and treat 10,213 people for malaria since the debut of PECADOM+. By testing for and treating malaria on the spot, the cycle of transmission is greatly reduced. Volunteers provide skills training to local Community Health Workers (CHWs) in order to reach patients who live in remote and sometimes inaccessible villages. Volunteers accompany CHWs during the early stages of implementation, provide monitoring support and report data to the Togolese Ministry of Health. Using this community-based model has improved compliance with medication regimens while reducing costs associated with treatment and delays in care. Because of this proactive outreach, communities are better able to access healthcare to remain healthy while conserving household income and government resources.

# AFRICA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2018

| Country | Languages |
| --- | --- |
| **BENIN** | Adja; Bariba; Biali; Dendi; Ditamari; Fon; French; Fulfulde; Kotokoli; Lokpa; Mahi; Mina; Nagot; Nyende; Sahoue; Wama |
| **BOTSWANA** | Setswana |
| **CAMEROON** | French; Fulfulde; Pidgin (Cameroon) |
| **COMOROS** | French; Shimwali; Shindzwani; Shingazidja |
| **ESWATINI** | Sign language (siSwati ); Siswati/IsiSwati |
| **ETHIOPIA** | Afan Oromo/Oromo; Amharic; Tigrigna |
| **GHANA** | Dagaare; Dagbani; Dangbe; Ewe; Fanti; Gurune; Likpankaln; Mampruli; Sign Language (Ghanaian ); Twi |
| **GUINEA** | French; Kissi; Malinke; Pulaar; Soussou |
| **LESOTHO** | Sesotho/Suthu; Xhosa |
| **LIBERIA** | Bassa; Gbandi; Gio; Gola; Grebo; Kissi; Kpelle; Krahn; Kru; Liberian English; Lorma; Mandi; Mano; Vai |
| **MADAGASCAR** | Antandroy; French; Malagasy (Antakarana); Malagasy (Antanosy); Malagasy (Antefasy); Malagasy (Antemoro); Malagasy (Antesaka); Malagasy (Betsileo); Malagasy (Betsimisaraka); Malagasy (Sakalava Boina); Malagasy (Standard); Malagasy (Tsimihety) |
| **MALAWI** | Chichewa; Chitonga; Chitumbuka |
| **MOZAMBIQUE** | Chichewa/Cinyanja; Chimanyika; Cichangana; Cicopi; Cimakonde; Cindau; Cinyungue/ Cinyungwe; Citewe; Citswa; Ciyao; Echuabo; Ekoti; Elomwe; Emakwa; Gitonga; Nhungue; Portuguese; Yaho |
| **NAMIBIA** | Afrikaans; Khoekhoegowab; Oshikwanyama/Kwanyama; Oshindonga/Ndonga; Otjiherero/ Herero; Rukwangali; Rumanyo; Silozi |
| **RWANDA** | Kinyarwanda |
| **SENEGAL** | Bambara; Fulakunda; Jaxanke; Mandinka; Pulaar du Nord; Pulafuta; Seereer; Wolof |
| **SIERRA LEONE** | Krio; Mandingo; Mende; Temne |
| **SOUTH AFRICA** | IsiZulu; Sepedi; Venda/TshiVenda; XiTsonga |
| **TANZANIA** | Swahili/Kiswahili |
| **THE GAMBIA** | Jola; Mandinka; Pulaar; Sarahule; Wolof |
| **TOGO** | Adja; Akebou; Bassar; Ewe; French; Ikposso; Kabiye; Kambole; Konkomba; Moba; Nawdum; Tchamba; Tem |
| **UGANDA** | Acholi; Ateso; Dhopadhola; Lango; Luganda; Lusoga; Runyankore/Rukiga; Runyoro-Rutooro |
| **ZAMBIA** | Bemba; Chitonga; Kaonde; Lenje/Chilenje; Lunda; Mambwe-Lungu; Nyanja |

# BENIN

| CAPITAL | Porto—Novo |
| --- | --- |
| POPULATION | 11 million |
| GROSS NATIONAL INCOME PER CAPITA | $2,260 |
| PROGRAM DATES | 1968–present |
| PROGRAM SECTORS | Agriculture |
| | Education |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 160 | 160 |
| Program funds ($000) | 4,900 | 5,000 |
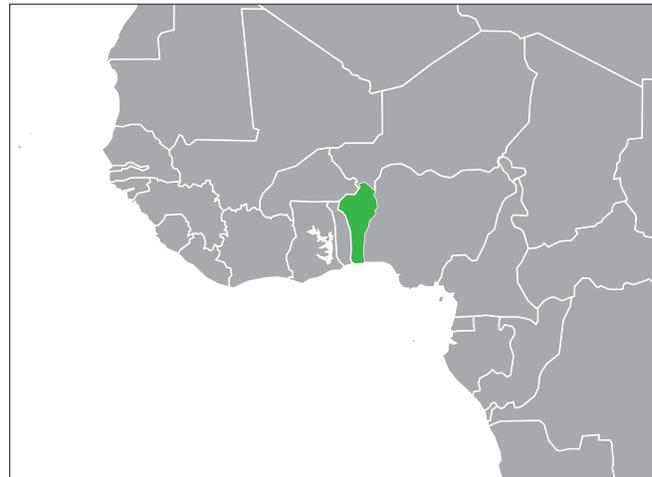
# BOTSWANA

| CAPITAL | Gaborone |
| --- | --- |
| POPULATION | 2.2 million |
| GROSS NATIONAL INCOME PER CAPITA | $16,420 |
| PROGRAM DATES | 1966–97, 2003–present |
| PROGRAM SECTORS | Health |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 100 | 100 |
| Program funds ($000) | 2,700 | 2,800 |

# CAMEROON

| CAPITAL | Yaounde |
| --- | --- |
| POPULATION | 24.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,640 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Agriculture |
| | Education |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 130 | 130 |
| Program funds ($000) | 4,800 | 4,900 |
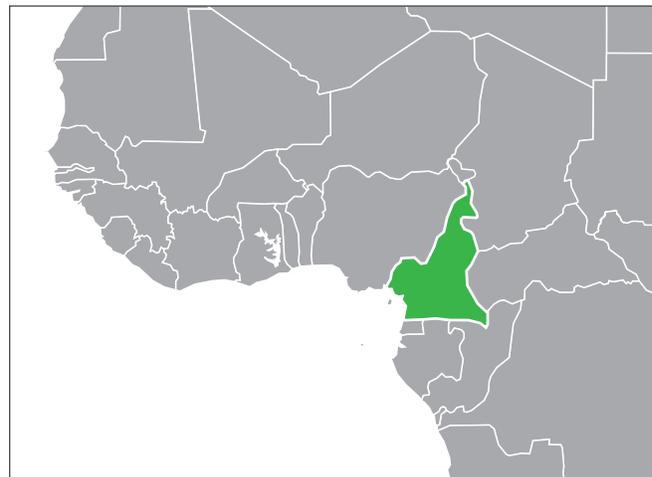
# COMOROS

| | |
|---|---|
| CAPITAL | Moroni |
| POPULATION | 808 thousand |
| GROSS NATIONAL INCOME PER CAPITA | $2,760 |
| PROGRAM DATES | 1988–95, 2015–present |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |
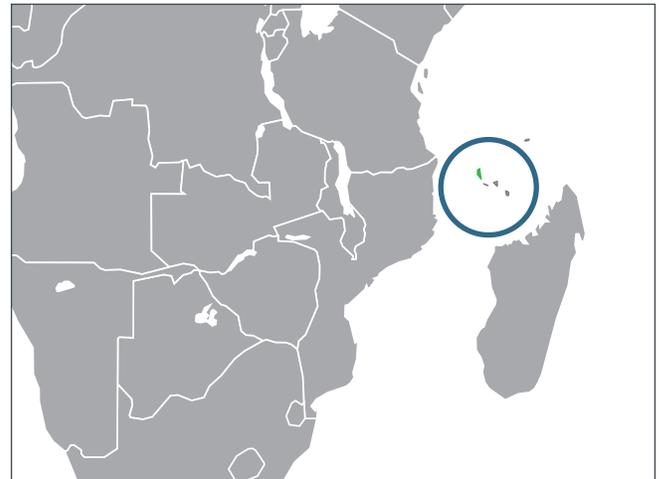
ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 40 | 40 |
| Program funds ($000) | 1,600 | 1,600 |

# ESWATINI
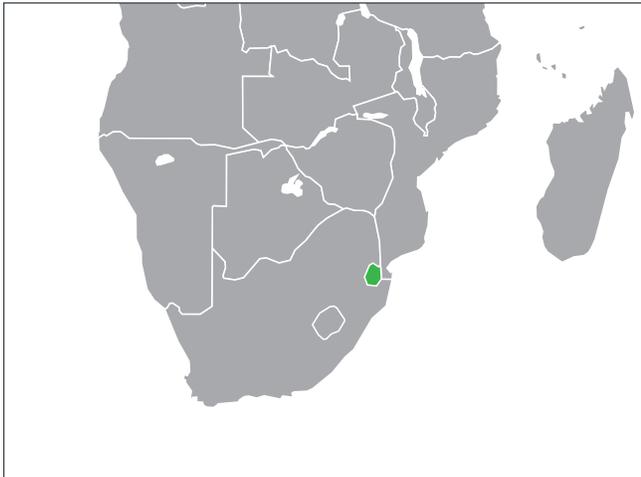
| | |
|---|---|
| CAPITAL | Mbabane |
| POPULATION | 1.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $8,480 |
| PROGRAM DATES | 1968–96, 2003–present |
| PROGRAM SECTORS | Health |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 50 | 50 |
| Program funds ($000) | 1,600 | 1,600 |

# ETHIOPIA

| | |
|---|---|
| CAPITAL | Addis—Ababa |
| POPULATION | 105 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,890 |
| PROGRAM DATES | 1962–77, 1995–99, 2007–present |
| PROGRAM SECTORS | Education |
| | Environment |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 150 | 140 |
| Program funds ($000) | 5,400 | 5,500 |

# GHANA

| CAPITAL | Accra |
| --- | --- |
| POPULATION | 27.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $4,280 |
| PROGRAM DATES | 1961–present |
| PROGRAM SECTORS | Agriculture |
| | Education, Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 160 | 160 |
| Program funds ($000) | 4,000 | 4,100 |



# GUINEA
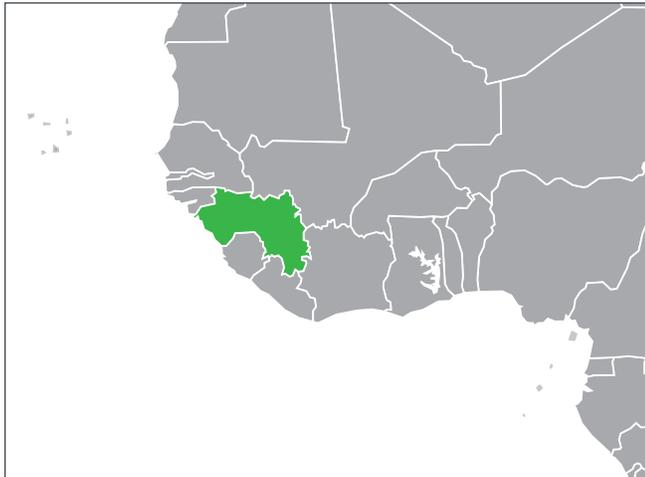


| CAPITAL | Conakry |
| --- | --- |
| POPULATION | 12.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $2,230 |
| PROGRAM DATES | 1963–66, 1969–71, 1985–present |
| PROGRAM SECTORS | Agriculture |
| | Education |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 180 | 180 |
| Program funds ($000) | 3,500 | 3,600 |

# LESOTHO

| CAPITAL | Maseru |
| --- | --- |
| POPULATION | 1.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,290 |
| PROGRAM DATES | 1967–present |
| PROGRAM SECTORS | Education |
| | Health |
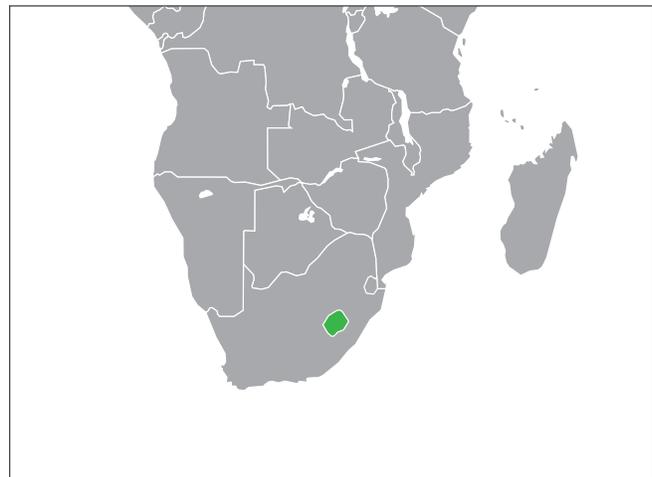
ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 110 | 110 |
| Program funds ($000) | 2,200 | 2,200 |

# LIBERIA

| | |
|---|---|
| CAPITAL | Monrovia |
| POPULATION | 4.6 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,160 |
| PROGRAM DATES | 1962–90, 2008–present |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 120 | 130 |
| Program funds ($000) | 4,800 | 4,900 |

# MADAGASCAR

| | |
|---|---|
| CAPITAL | Antananarivo |
| POPULATION | 25 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,510 |
| PROGRAM DATES | 1993–present |
| PROGRAM SECTORS | Agriculture |
| | Education, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2018 | FY 2019 |
|---|---|---|
| Volunteers | 150 | 160 |
| Program funds ($000) | 3,400 | 3,500 |

# MALAWI

| | |
|---|---|
| CAPITAL | Lilongwe |
| POPULATION | 19.1 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,180 |
| PROGRAM DATES | 1963–76, 1978—present |
| PROGRAM SECTORS | Agriculture |
| | Education, Environment |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 3,100 | 3,200 |

# MOZAMBIQUE

| CAPITAL | Maputo |
| --- | --- |
| POPULATION | 26.5 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,210 |
| PROGRAM DATES | 1998–present |
| PROGRAM SECTORS | Education |
| | Health |
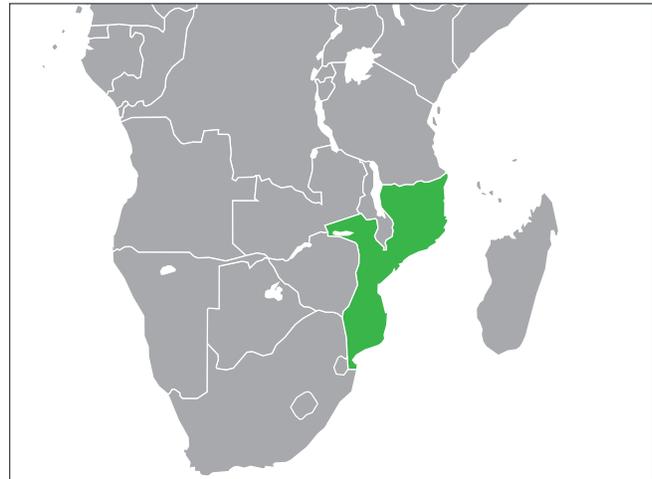
ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 100 | 130 |
| Program funds ($000) | 3,900 | 4,000 |

# NAMIBIA
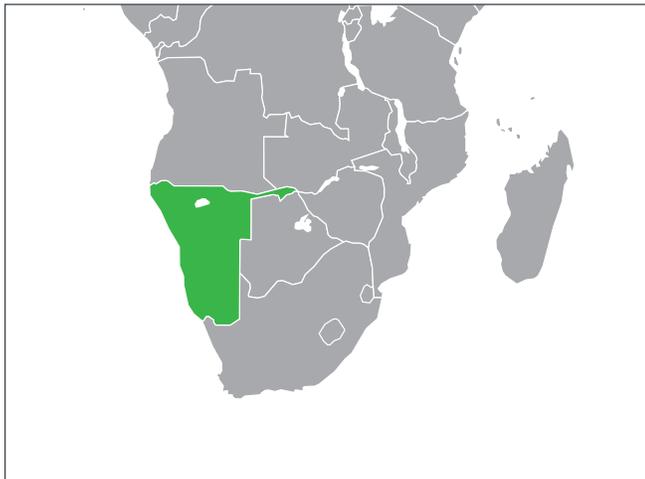
| CAPITAL | Windhoek |
| --- | --- |
| POPULATION | 2.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $10,300 |
| PROGRAM DATES | 1990–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education, Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 160 | 160 |
| Program funds ($000) | 3,500 | 3,500 |

# RWANDA

| CAPITAL | Kigali |
| --- | --- |
| POPULATION | 11.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,990 |
| PROGRAM DATES | 1975–93, 2008–present |
| PROGRAM SECTORS | Education, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 180 | 180 |
| Program funds ($000) | 3,600 | 3,700 |

# SENEGAL

| | |
|---|---|
| CAPITAL | Dakar |
| POPULATION | 14.6 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,360 |
| PROGRAM DATES | 1963–present |
| PROGRAM SECTORS | Agriculture |
| | Community Economic Development |
| | Environment, Health |
| | Peace Corps Response |

### ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 260 | 260 |
| Program funds ($000) | 8,700 | 8,900 |
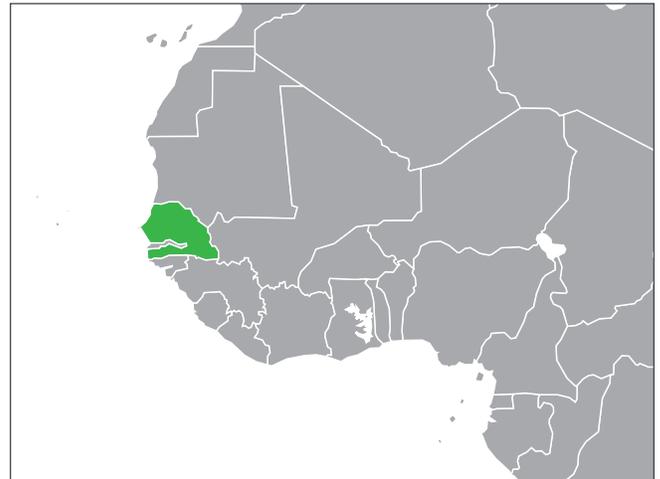
# SIERRA LEONE
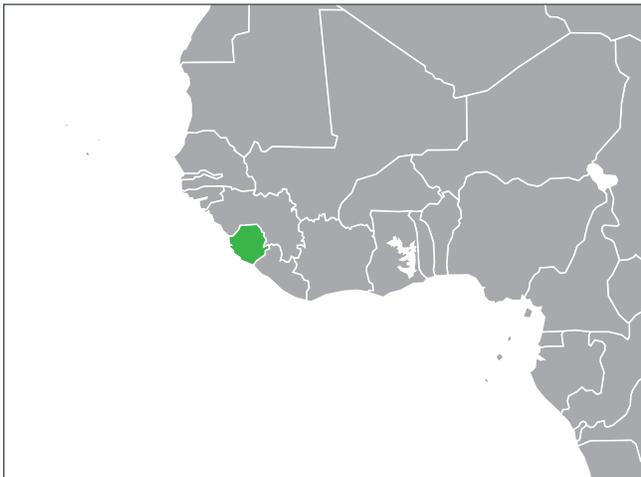
| | |
|---|---|
| CAPITAL | Freetown |
| POPULATION | 6.1 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,500 |
| PROGRAM DATES | 1962–94, 2009–present |
| PROGRAM SECTORS | Education |
| | Health |
| | Peace Corps Response |

### ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 110 | 110 |
| Program funds ($000) | 2,600 | 2,800 |

# SOUTH AFRICA

| | |
|---|---|
| CAPITAL | Pretoria |
| POPULATION | 54.8 million |
| GROSS NATIONAL INCOME PER CAPITA | $13,090 |
| PROGRAM DATES | 1997–present |
| PROGRAM SECTORS | Education |
| | Health |
| | Peace Corps Response |

### ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 90 | 90 |
| Program funds ($000) | 3,900 | 3,900 |
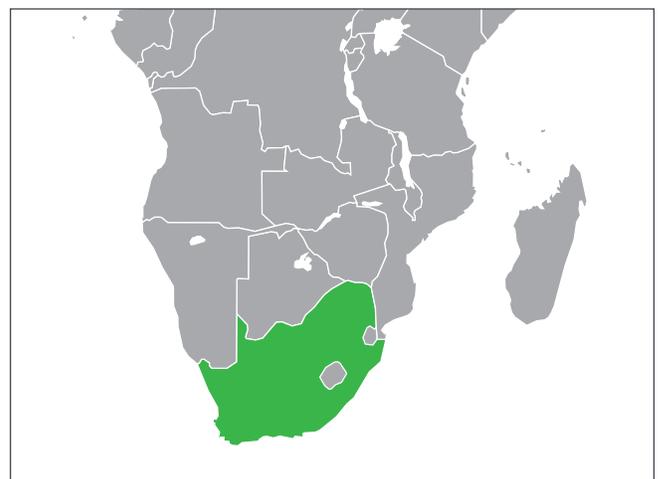
# TANZANIA

| CAPITAL | Dodoma |
| --- | --- |
| POPULATION | 53.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $2,920 |
| PROGRAM DATES | 1961–69, 1979–present |
| PROGRAM SECTORS | Agriculture |
| | Education |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 160 | 160 |
| Program funds ($000) | 3,500 | 3,600 |

# THE GAMBIA
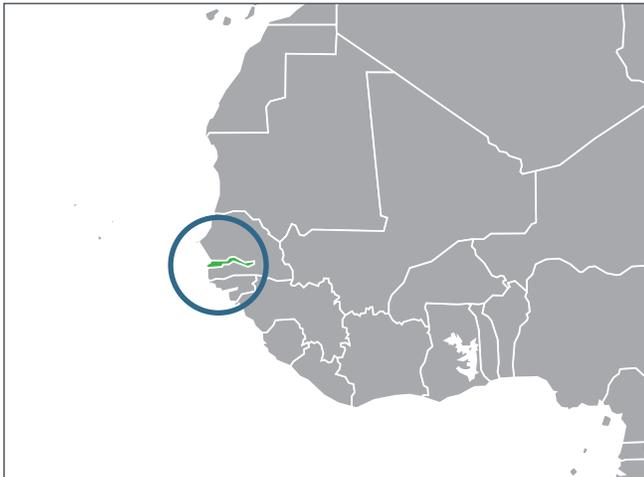
| CAPITAL | Banjul |
| --- | --- |
| POPULATION | 2 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,660 |
| PROGRAM DATES | 1967–present |
| PROGRAM SECTORS | Agriculture |
| | Education |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 100 | 100 |
| Program funds ($000) | 2,100 | 2,000 |

# TOGO

| CAPITAL | Lome |
| --- | --- |
| POPULATION | 7.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,720 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Education |
| | Environment |
| | Health |
| | Peace Corps Response |
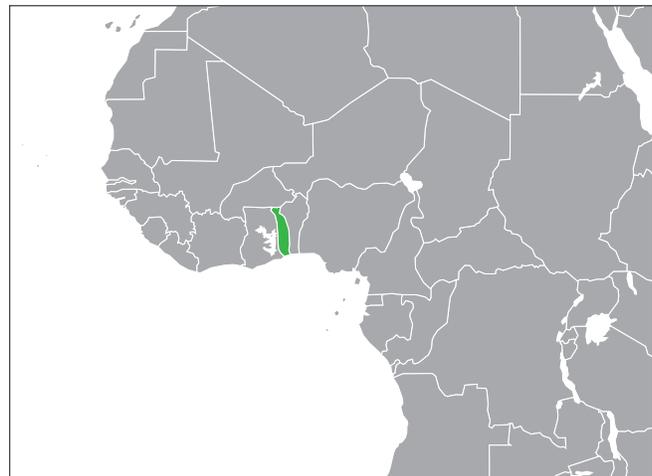
ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 100 | 100 |
| Program funds ($000) | 3,200 | 3,300 |

# UGANDA

| | |
|---|---|
| CAPITAL | Kampala |
| POPULATION | 39.5 million |
| GROSS NATIONAL INCOME PER CAPITA | $1,820 |
| PROGRAM DATES | 1964–72, 1991–99, 2001–present |
| PROGRAM SECTORS | Agriculture |
| | Education, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 2,700 | 2,800 |

# ZAMBIA
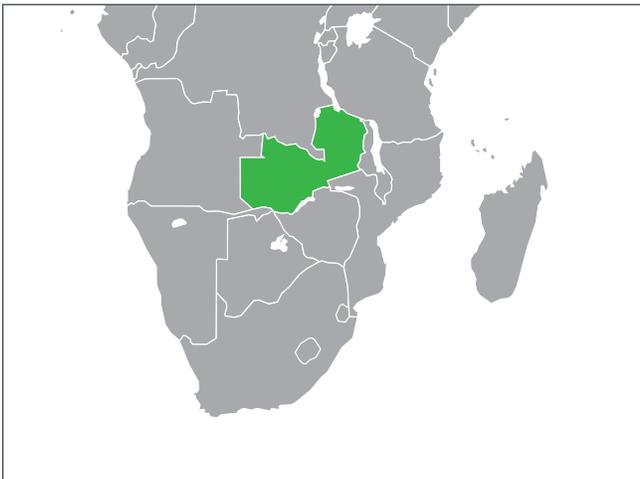
| | |
|---|---|
| CAPITAL | Lusaka |
| POPULATION | 15.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,890 |
| PROGRAM DATES | 1994–present |
| PROGRAM SECTORS | Agriculture |
| | Education, Environment, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 130 | 130 |
| Program funds ($000) | 5,200 | 5,300 |

Notes:

1. Volunteer numbers for FY 2019 and FY 2020 represent the anticipated number of Volunteers on September 30 each year.

2. Population and GNI per capita based on World Bank Data for 2017.

# EUROPE, MEDITERRANEAN, AND ASIA REGION

| | |
|---|---|
| **Balkans** | Albania, Kosovo, North Macedonia |
| **Central and Eastern Europe** | Moldova, Ukraine |
| **North Africa and the Middle East** | Morocco |
| **The Caucasus** | Armenia, Georgia |
| **Central Asia** | Kyrgyz Republic |
| **Asia** | Cambodia, China, Indonesia, Mongolia, Myanmar, Nepal, Philippines, Sri Lanka,[1] Thailand, Timor-Leste |
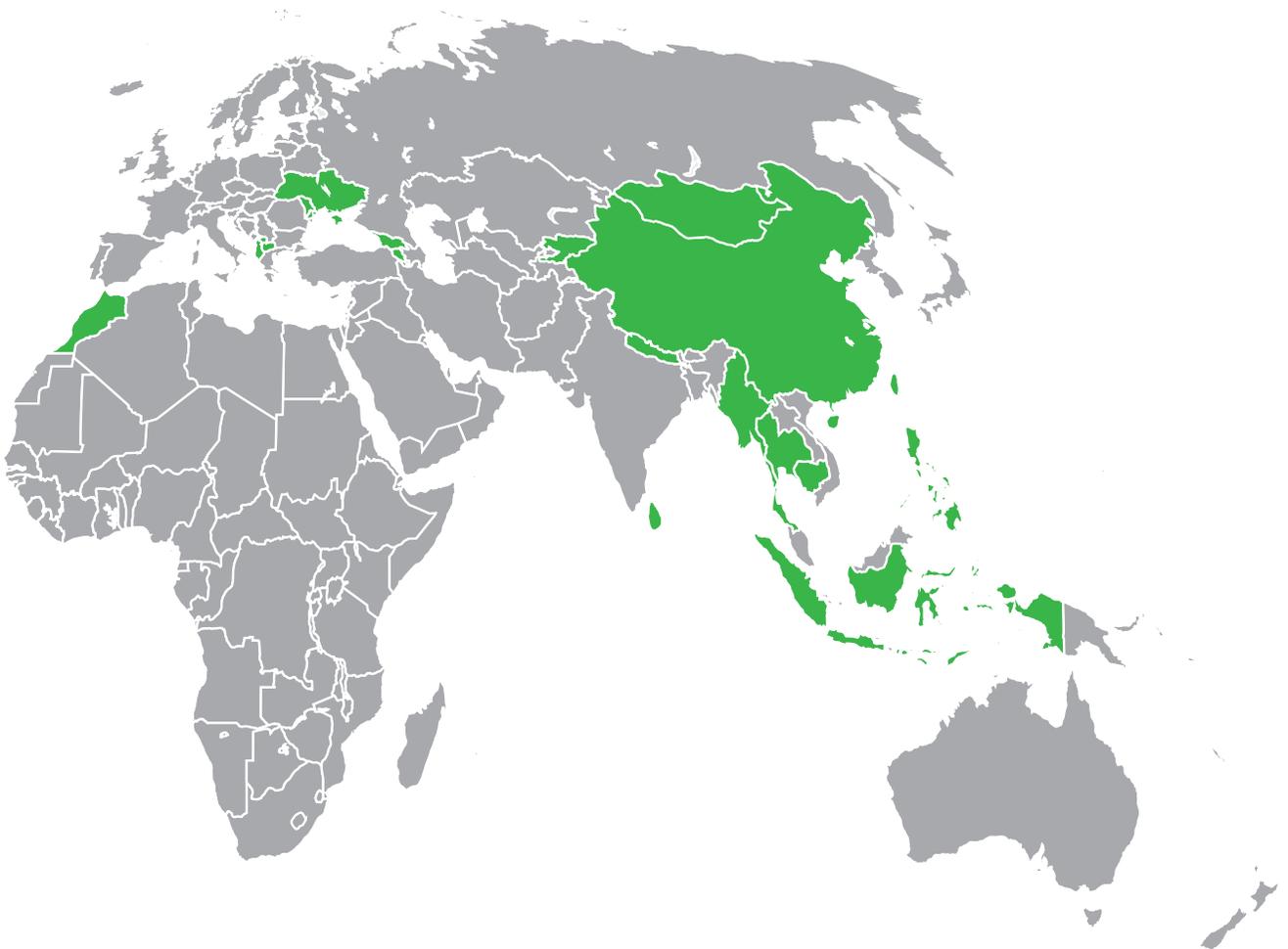
[1]In February 2018, the Government of Sri Lanka and the Peace Corps signed a new bilateral agreement to re-establish a Peace Corps program in Sri Lanka. The first Peace Corps Volunteers are expected to arrive in late CY2019.

# EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 62,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2018, 2,085 Volunteers were working in 18 countries across the region.

Volunteers in the EMA region work in the agency's six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers address issues related to information technology, environment, food security, gender equity, HIV/AIDS education, and volunteerism. The majority of Volunteers actively engage youth in their activities.

Fifty percent of EMA Volunteers work in Education, with classroom-based teaching English as a foreign language as their primary activity. Volunteers are part of national efforts to strengthen English teaching in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

Volunteers in 10 EMA countries are working to improve the lives of girls and women with primary activities focused at the community level. These activities include life skills clubs and workshops to build and strengthen girls' and boys' leadership skills, employability, and mentoring networks. Volunteers also conduct Student-Friendly Schools workshops with teachers to address gender-based violence in school settings.

Volunteers in EMA were trained in nearly 50 languages in FY 2018. In addition to language training, Volunteers receive intensive cross-cultural, safety and security, and technical training, enabling them to integrate successfully into the communities where they live and work.

## PEACE CORP VOLUNTEERS' ACCOMPLISHMENTS IN EMA

**Georgia – Teaching computer skills to socially-vulnerable population to increase employability**

A Peace Corps Community Development Volunteer in a small town in Georgia, in collaboration with the director of a local organization, established a community computer-training center where socially-vulnerable populations could get free computer classes to increase their employability. Additionally, this project allowed for increased capacity among the younger generation by training them to become youth trainers at this center. Youth trainers worked with different socially-vulnerable groups from their town, including a group of Internally Displaced Persons (IDP), successfully conducted a six-week computer training course and were able to increase participants' technical skills. One of the participants, a schoolteacher of one of the youth trainers, was impressed with the course detail, structure, and professionalism. The organization received positive feedback from both the local government and the IDP community on the changes and opportunities this center is providing for the city's youth and adults.

**Ukraine – "Teaching" sustainability for success**

A Peace Corps Volunteer in Ukraine observed, "When we think of 'sustainability' in the Peace Corps, we normally think of projects that will be taken over by our sites and continued. When I think of 'sustainability,' I think of changing mindsets, encouraging new ways of thinking and acting, broadening horizons and choices. To that end, I work with the people of my site, especially the young, in changing the way they perceive the world, their place in it, and their ability to influence outcomes."

With this in mind, the Volunteer mentored a group of students in putting on the first truly student-directed event: the Odesa University Hackathon. A 'hackathon' is normally a two-day IT event during which teams are given a problem and limited time (normally 24 hours) to come up with the best solution. Most

hackathons are programming based—the teams develop code.

For the event, the Volunteer took the role of 'advisor'—asking questions, giving suggestions, intervening when necessary—but for the most part required the students to organize and run everything. It was difficult, and many times the students involved with organizing and running the event were literally scared to try to do things—contacting participating universities, organizing logistics, reserving equipment and rooms, obtaining sponsors. They learned to deal with recalcitrant administrators who were more of a hindrance than a help, speak with corporate sponsors about supporting the event, setting up and adhering to timelines, and dealing with unexpected problems.

In the end, the hackathon was such a success that the corporate sponsors promised internships to all the students who participated, did on-the-spot interviews, and asked if the group was interested in hosting other events, including Ukraine-wide events. The participants wanted to know when the next event was going to occur. The hackathon garnered more financial support than any previous event at Odessa University, student or otherwise. And, most importantly, those involved learned that they could do what they set their minds to. Noted the Volunteer, "This to me is sustainability."

**Indonesia – Province-wide English competition to focus on critical thinking and creativity**

Peace Corps Education Volunteers teamed up with a local technical university and planned and conducted an East Java province-wide English writing competition with the focus on critical thinking and creativity. This was a first of its kind event. English competitions are common in Indonesia, but they often focus only on pronunciation and memorization. Over 150 contestants presented creative texts ranging from powerful motivational speeches to exploring incredible recycled art. It was a rare opportunity for students to present something that was uniquely theirs, and they embraced that opportunity. Due to its success, this competition will become an annual event and the technical university

will be the lead organizer. The competition received praise and support from the Governor of East Java.

**Armenia – Building cross-cultural understanding through English language club for teachers**

When an Education Volunteer in a small village in Armenia was asked by one of the school teachers to organize a summer English language club for the teachers, she was honored. Up to that point, the Volunteer's interaction with other teachers had been limited to "Barev Dzez" (hello), shy smiles, and a few attempts during the school year to draw her into conversations that went by too fast for her to follow. When the young teacher asked about an English club for teachers for just one month during the summer, the Volunteer enthusiastically said yes. The teacher posted a sign-up sheet on the wall in the teachers' lounge and by the end of the week, they had 15 names.

When the Volunteer showed up the next week for the first club meeting, she was surprised that not only was the majority of the school's faculty there, but the vice principal and principal also were in attendance. School hierarchy is respected in Armenia, and the other teachers quickly quieted down. When the Volunteer asked the first question, the principal discreetly raised her hand in the back of the class. The Volunteer called on her and she almost shyly answered and laughed at herself a little in the process. It broke all of the tension in the room; from then on, things were more friendly and casual, and when the teachers got too rowdy, it took two pen taps on the desk by the principal for everyone to instantly quiet down. She not only gave the Volunteer permission to teach in a more relaxed style that day, but she completely took care of classroom management. It was an unbelievably kind gift, as it would have been inappropriate for the Volunteer to be stern with teachers who were obviously her superiors in the hierarchy, but they would have lost respect if she could not keep the class on task. The impact of the summer English club for teachers was immeasurable for cross-cultural understanding and improving perceptions about Americans.

# EMA – LANGUAGES TAUGHT TO VOLUNTEERS IN 2018

| Country | Languages |
| --- | --- |
| ALBANIA | Albanian |
| ARMENIA | Armenian |
| CAMBODIA | Khmer |
| CHINA | Chinese (Mandarin) |
| GEORGIA | Georgian |
| INDONESIA | Bahasa Indonesia; Bahasa Jawa; Bahasa Jawa (Cirebon); Bahasa Madura; Bahasa Sunda |
| KOSOVO | Albanian; Serbian |
| KYRGYZ REPUBLIC | Kyrgyz; Russian |
| MOLDOVA | Romanian; Russian |
| MONGOLIA | Kazakh; Mongolian |
| MOROCCO | Arabic (Morocco – Darija); Tamazight; Tashelheet |
| MYANMAR | Burmese |
| NEPAL | Gurung; Magar; Nepali |
| NORTH MACEDONIA | Albanian; Macedonian; Romani (Macedonian) |
| PHILIPPINES | Bicol-Albay; Bikol-Naga; Cebuano; Hiligaynon; Ifugao-Tuwali; Ilokano; Kinaray-a; Sorsoganon; Tagalog; Waray-Waray |
| THAILAND | Thai (Central); Thai (North Eastern Dialect); Thai (Northern Dialect); Thai (Southern Dialect) |
| TIMOR-LESTE | Makasae; Mambae; Tetun; Tukudede |
| UKRAINE | Russian; Ukrainian |

# ALBANIA

| | |
|---|---|
| CAPITAL | Tirana |
| POPULATION | 3 million |
| GROSS NATIONAL INCOME PER CAPITA | $13,050 |
| PROGRAM DATES | 1992–97, 2003–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 2,400 | 2,500 |

# ARMENIA

| | |
|---|---|
| CAPITAL | Yerevan |
| POPULATION | 3 million |
| GROSS NATIONAL INCOME PER CAPITA | $10,030 |
| PROGRAM DATES | 1992–present |
| PROGRAM SECTORS | Youth in Development |
| | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 2,400 | 2,500 |

# CAMBODIA

| | |
|---|---|
| CAPITAL | Phnom Penh |
| POPULATION | 16.2 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,760 |
| PROGRAM DATES | 2007–present |
| PROGRAM SECTORS | Education |
| | Health |
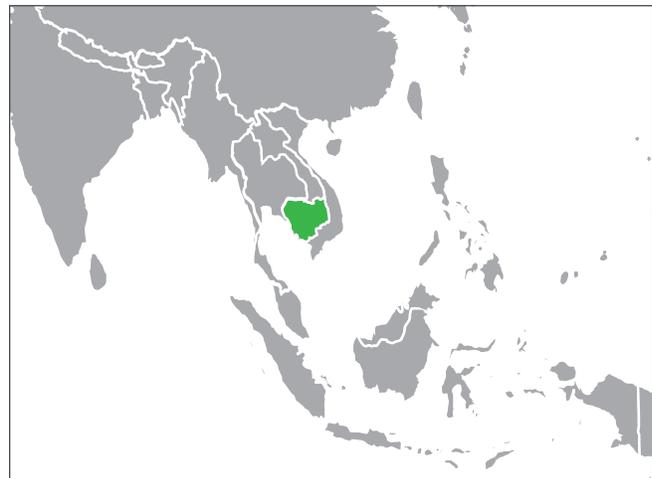
ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 90 | 130 |
| Program funds ($000) | 2,800 | 2,800 |

# CHINA

| | |
|---|---|
| CAPITAL | Beijing |
| POPULATION | 1.3 billion |
| GROSS NATIONAL INCOME PER CAPITA | $16,760 |
| PROGRAM DATES | 1993–present |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 140 | 140 |
| Program funds ($000) | 4,000 | 4,100 |



# GEORGIA



| | |
|---|---|
| CAPITAL | Tbilisi |
| POPULATION | 4.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $10,110 |
| PROGRAM DATES | 2001–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 120 | 120 |
| Program funds ($000) | 2,900 | 2,900 |

# INDONESIA

| | |
|---|---|
| CAPITAL | Jakarta |
| POPULATION | 260.5 million |
| GROSS NATIONAL INCOME PER CAPITA | $11,900 |
| PROGRAM DATES | 1963–65, 2010–present |
| PROGRAM SECTORS | Education |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 130 | 150 |
| Program funds ($000) | 3,000 | 3,000 |

## KOSOVO

| | |
|---|---|
| CAPITAL | Pristina |
| POPULATION | 1.8 million |
| GROSS NATIONAL INCOME PER CAPITA | $11,020 |
| PROGRAM DATES | 2014–present |
| PROGRAM SECTORS | Education |
| | Community Economic Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 1,700 | 1,700 |

## KYRGYZ REPUBLIC

| | |
|---|---|
| CAPITAL | Bishkek |
| POPULATION | 5.7 million |
| GROSS NATIONAL INCOME PER CAPITA | $3,620 |
| PROGRAM DATES | 1993–present |
| PROGRAM SECTORS | Education |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 110 | 110 |
| Program funds ($000) | 2,500 | 2,500 |

## MOLDOVA

| | |
|---|---|
| CAPITAL | Chisinau |
| POPULATION | 3.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $6,090 |
| PROGRAM DATES | 1993–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 110 | 120 |
| Program funds ($000) | 2,500 | 2,550 |

# MONGOLIA

| | |
|---|---|
| CAPITAL | Ulaanbaatar |
| POPULATION | 3 million |
| GROSS NATIONAL INCOME PER CAPITA | $11,100 |
| PROGRAM DATES | 1991–present |
| PROGRAM SECTORS | Education |
| | Health |
| | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 110 | 120 |
| Program funds ($000) | 3,200 | 3,300 |

# MOROCCO
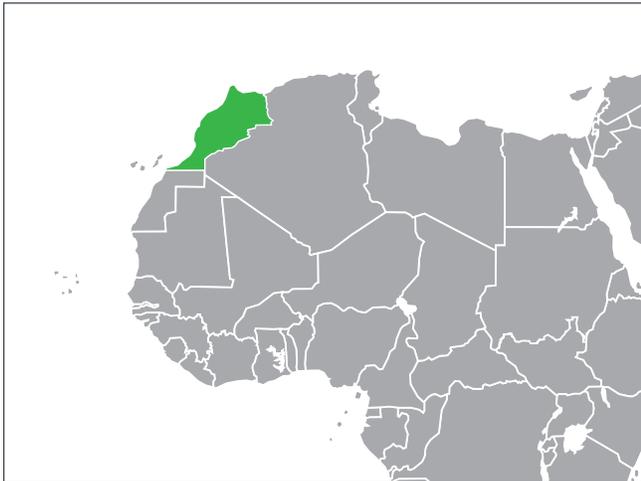
| | |
|---|---|
| CAPITAL | Rabat |
| POPULATION | 33.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $8,060 |
| PROGRAM DATES | 1963–present |
| PROGRAM SECTORS | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 280 | 280 |
| Program funds ($000) | 5,500 | 5,600 |

# MYANMAR

| | |
|---|---|
| CAPITAL | Yangon |
| POPULATION | 55.1 million |
| GROSS NATIONAL INCOME PER CAPITA | $6,010 |
| PROGRAM DATES | 2015–present |
| PROGRAM SECTORS | Education |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 60 | 80 |
| Program funds ($000) | 2,200 | 2,300 |

# NEPAL

| CAPITAL | Kathmandu |
| --- | --- |
| POPULATION | 29 million |
| GROSS NATIONAL INCOME PER CAPITA | $2,730 |
| PROGRAM DATES | 1962–2004, 2012–present |
| PROGRAM SECTORS | Agriculture |

ANTICIPATED NUMBER OF VOLUNTEERS

|  | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 80 | 90 |
| Program funds ($000) | 2,400 | 2,500 |

# NORTH MACEDONIA

| CAPITAL | Skopje |
| --- | --- |
| POPULATION | 2.1 million |
| GROSS NATIONAL INCOME PER CAPITA | $14,680 |
| PROGRAM DATES | 1996–present |
| PROGRAM SECTORS | Community Economic Development |
| | English |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

|  | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 140 | 140 |
| Program funds ($000) | 3,400 | 3,400 |

# PHILIPPINES

| CAPITAL | Manila |
| --- | --- |
| POPULATION | 104.2 million |
| GROSS NATIONAL INCOME PER CAPITA | $10,030 |
| PROGRAM DATES | 1961–90, 1992–present |
| PROGRAM SECTORS | Education |
| | Environment |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

|  | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 160 | 190 |
| Program funds ($000) | 4,000 | 4,100 |

# SRI LANKA

| | |
|---|---|
| CAPITAL | Colombo, Sri Jayawardenepura Kotte |
| POPULATION | 22.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $12,490 |
| PROGRAM DATES | 1962–1964, 1967-1970, 1983-1998 |
| PROGRAM SECTORS | Education (expected FY 2020) |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 0 | 30 |
| Program funds ($000) | 1,900 | 1,900 |
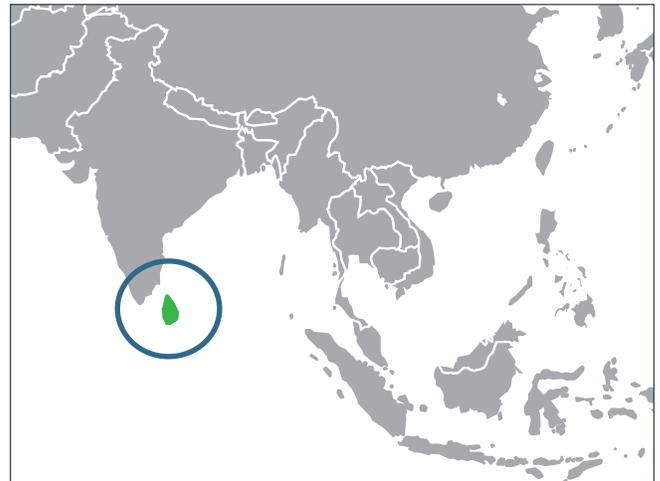
# THAILAND

| | |
|---|---|
| CAPITAL | Bangkok |
| POPULATION | 68.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $17,040 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Education |
| | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 110 | 110 |
| Program funds ($000) | 3,600 | 3,700 |

# TIMOR—LESTE

| | |
|---|---|
| CAPITAL | Dili |
| POPULATION | 1.2 million |
| GROSS NATIONAL INCOME PER CAPITA | $6,330 |
| PROGRAM DATES | 2002–06, 2015–present |
| PROGRAM SECTORS | Community Economic Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 60 | 60 |
| Program funds ($000) | 2,200 | 2,300 |

# UKRAINE

| | |
|---|---|
| CAPITAL | Kyiv |
| POPULATION | 44 million |
| GROSS NATIONAL INCOME PER CAPITA | $8,900 |
| PROGRAM DATES | 1992–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 330 | 330 |
| Program funds ($000) | 5,400 | 5,500 |

Notes:

1. Volunteer numbers for FY 2019 and FY 2020 represent the anticipated number of Volunteers on September 30 each year.

2. Population and GNI per capita based on World Bank Data for 2017.

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# INTER-AMERICA AND THE PACIFIC REGION

| | |
|---|---|
| **Central America** | Belize, Costa Rica, Guatemala, Mexico, Nicaragua,[1] Panama |
| **Caribbean** | Dominican Republic, Eastern Caribbean (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines), Jamaica |
| **South America** | Colombia, Ecuador, Guyana, Paraguay, Peru |
| **Pacific** | Fiji, Federated States of Micronesia, Samoa, Tonga, Vanuatu |

[1]In April 2018, Peace Corps evacuated Volunteers from Nicaragua due to political instability.  Post remains open in FY2019, but with reduced staff. Congressional Notification of Suspension sent to Congress in August 2018

# INTER-AMERICA AND THE PACIFIC

More than 88,000 Volunteers have served in the Inter-America and the Pacific (IAP) region since the founding of the Peace Corps in 1961. At the end of FY 2018, 1,869 Volunteers were working in 17 posts across 21 nations (one IAP Peace Corps post covers more than one country). As delineated in the Peace Corps' Congressional notification in October 2017, Peace Corps operations in the Federated States of Micronesia and Palau ended in FY 2018. In April 2018, Peace Corps evacuated Volunteers from Nicaragua due to political instability. In the IAP region, the Peace Corps provides training in 24 languages, enhancing Volunteers' effectiveness and integration into local communities.

Using the agency's integrated project planning and management system, Volunteers in IAP address community-defined priorities working in all six agency programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. A large proportion of Volunteers work with schools supporting teachers, building libraries, creating resources for hands-on learning, and teaching literacy and English. Across the sectors, Volunteers also address issues related to food security and gender equity, and actively engage youth in their activities.

Volunteers' activities place a high priority on working with youth because people under 25 years of age comprise a majority of the population in many IAP countries. Volunteers conduct a wide range of evidenced-based activities including the organization of youth groups that facilitate life and leadership skills development, and strengthen self-esteem, decision making, and communication. Youth programs promote civic engagement and enhance economic futures for participating youth along with their families and communities.

Access to basic health services, education, and sanitation systems remains a serious problem for many communities in the IAP region. Volunteers

work to improve the health of communities, families, and schoolchildren by training service providers and building community awareness about the importance of basic hygiene, maternal and child health, nutrition, disease prevention, and clean water. Volunteers also support local health clinics with health education and outreach efforts.

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

## PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN IAP

**Paraguay – Creating sustainable agriculture systems**

Peace Corps Agriculture Volunteers focus on helping communities create sustainable agriculture systems, specifically by increasing crop diversity, perma-gardens and sustainable soil management. At a school in San Jose, what began as the Volunteer conducting a Friday garden class, quickly transformed into a productive perma-garden system.

The students learned about crop and insect diversity, soil quality, erosion, compost, green manures, companion and perennial planting and mulching. During harvest season, with the goal of increasing healthy and diverse eating habits, the Volunteer introduced students to new recipes that incorporate more vegetables into their diets and traditional Paraguayan dishes. The garden, combined with students' new awareness of healthy recipes, began a cascade of positive change in the community. The children built and maintained

the garden, harvested the produce, were physically active, and enhanced their nutrition and eating habits. Their enthusiasm was carried home to their families, effecting positive change in the community.

### Belize – Reducing risk of chronic diseases

In many Belizean communities there is a high prevalence of diabetes and hypertension due primarily to unhealthy diets and lack of physical activity. In recent years, the onset of these chronic diseases has begun in younger village populations.

The principal and vice principal of a school in a rural Belizean community were aware of a Peace Corps Volunteer's primary project goal of reducing the risk of non-communicable diseases, as well as the Volunteer's passion for sports. They explained their need for a head coach for the girls' soccer team, and the Volunteer agreed to take on the role. The Volunteer's counterpart was primarily responsible for the logistics of the team, from recruiting players to compiling paperwork; the Volunteer led practices and training for weekly games. At the end of every practice, the Volunteer led team discussions on positive values such as perseverance, courage, leadership, honesty, respect, and self-control. The team was successful in the first round of the district tournament, advancing to the second round of games.

Since the soccer team began, the girls developed more self-confidence, enthusiasm for sports and exercise, leadership skills, and responsibility. Their example will inspire other females in the community to participate in physical activities in the future, ultimately contributing to the girls' self-confidence and self-reliance, and the prevention of hypertension and diabetes. The success of the soccer team led to the school initiating a GLOW (Girls Leading Our World) Club.

### Colombia – Developing entrepreneurship skills leads to success

In one community that hosted a Peace Corp Volunteer, past efforts to start a community savings group as part of an adult evening education class did not succeed. The idea was to use the savings group as a way to learn financial education as a building block to entrepreneurship, incorporating concepts such as goal setting, discipline and teamwork. The 11 students, all 23-35 years of age, were not motivated to actively participate, became impatient with the slow progress, and began to drop out of the class.

The Volunteer realized the students' interests were more aligned with entrepreneurship and being able to put the savings to use as an investment fund. Building on the entrepreneurship skills learned in class, students were encouraged to identify a need in the community, develop an idea, figure out their target market, calculate costs and price their product. After much debate the group zeroed in on their product: a basic Colombian lunch to sell on Sundays. The idea prompted the students to work together as a team, splitting into work teams to cook, promote, sell and deliver the lunches. Their initial investment of about $31 USD led to a net profit of $25 USD. More importantly, the project further motivated them to conduct two more projects, both of which have been successful.

### Fiji – New washroom built for female students and staff to improve hygiene and attendance

The secondary school where a Volunteer worked lacked proper washroom facilities for the female students and staff. There were no functioning toilets for females and no handwashing stations. The Volunteer began to notice that female students would often miss school during their menses. Their poor attendance contributed to some dropping out of school or changing schools. Additionally, without means for handwashing, germs spread more easily and sickness was frequent.

The Volunteer and principal worked collaboratively to address the concerns. Once blueprints for a new washroom were made and a budget was developed, the Volunteer and principal applied for a Small Project Assistance (SPA) grant to purchase the necessary materials. The school caretaker was hired as the contractor for the project, and a group of local boys provided labor.

After two months of hard work, the washroom was ready to be opened. In preparation for the opening ceremony, the Volunteer advertised a mural design competition where the female students could submit their design ideas for an empowering mural that would be painted on the outside of the new washroom building. One of the talented senior students submitted the winning design—a portrayal of five strong female Fijian role models: a doctor, a mother, a student, a teacher, and a government official. All female students painted their handprint around the border of the mural, and the phrase

"Strong Girls, Strong World" was written in bold letters across the top.

The new washroom was officially opened during a ceremony in recognition of International Women's Day and features five working toilets, two hand washing sinks with soap available, two showers, and a storage room for cleaning supplies. The female students and staff use the washroom daily and the students clean the bathroom weekly as part of their regular school duties.

# IAP – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2018

| COUNTRY | LANGUAGES |
| --- | --- |
| BELIZE | Kriol (Belize); Q'eqchi (Maya); Spanish |
| COLOMBIA | Spanish |
| COSTA RICA | Spanish |
| DOMINICAN REPUBLIC | Creole (Haiti); Spanish |
| EASTERN CARIBBEAN | Grenadian Creole; Kweyol (E. Caribbean); Vincentian Creole |
| ECUADOR | Spanish |
| FIJI | Fijian; Hindi |
| GUATEMALA | Ixil; Kaqchikel; K'iche'; Spanish; Mam |
| GUYANA | Creolese (Guyana); Lokono/Arawak; Macushi; Wapishana |
| JAMAICA | Jamaican Patois |
| MEXICO | Spanish |
| NICARAGUA | Spanish |
| PANAMA | Ngabere; Spanish |
| PARAGUAY | Guarani; Spanish |
| PERU | Quechua; Spanish |
| SAMOA | Samoan |
| TONGA | Tongan |
| VANUATU | Bislama |

# BELIZE

| CAPITAL | Belmopan |
| --- | --- |
| POPULATION | 360 thousand |
| GROSS NATIONAL INCOME PER CAPITA | $7,800 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 50 | 60 |
| Program funds ($000) | 1,700 | 1,600 |

# COLOMBIA

| CAPITAL | Bogota |
| --- | --- |
| POPULATION | 47.6 million |
| GROSS NATIONAL INCOME PER CAPITA | $14,090 |
| PROGRAM DATES | 1961–81, 2010–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 120 | 130 |
| Program funds ($000) | 3,000 | 3,100 |

# COSTA RICA

| CAPITAL | San Jose |
| --- | --- |
| POPULATION | 4.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $16,200 |
| PROGRAM DATES | 1963–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 130 | 130 |
| Program funds ($000) | 3,900 | 3,900 |

# DOMINICAN REPUBLIC

| | |
|---|---|
| CAPITAL | Santo Domingo |
| POPULATION | 10.7 million |
| GROSS NATIONAL INCOME PER CAPITA | $15,290 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education, Health |
| | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 190 | 190 |
| Program funds ($000) | 4,400 | 4,400 |

# EASTERN CARIBBEAN

| | |
|---|---|
| CAPITALS | Rouseau (Dominica), Castries (St. Lucia), |
| | St. George's (Grenada), |
| | Kingstown (St. Vincent and the Grenadines) |
| POPULATION | 474 thousand (total) |
| GROSS NATIONAL INCOME PER CAPITA | $9,784 (avg) |
| PROGRAM DATES | 1961–present |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 90 | 90 |
| Program funds ($000) | 3,300 | 3,400 |

# ECUADOR

| | |
|---|---|
| CAPITAL | Quito |
| POPULATION | 16.2 million |
| GROSS NATIONAL INCOME PER CAPITA | $11,330 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Education |
| | Health |
| | Youth in Development |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 140 | 140 |
| Program funds ($000) | 5,400 | 5,500 |

# FEDERATED STATES OF MICRONESIA

| | |
|---|---|
| CAPITAL | Palikir (Micronesia) |
| POPULATION | 104 thousand (total) |
| GROSS NATIONAL INCOME PER CAPITA | $4,290 (avg.) |
| PROGRAM DATES | 1966–2018 |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 0 | 0 |
| Program funds ($000) | 0 | 0 |

# FIJI

| | |
|---|---|
| CAPITAL | Suva |
| POPULATION | 920 thousand |
| GROSS NATIONAL INCOME PER CAPITA | $9,090 |
| PROGRAM DATES | 1968–98, 2003–present |
| PROGRAM SECTORS | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 100 | 100 |
| Program funds ($000) | 2,000 | 2,000 |

# GUATEMALA

| | |
|---|---|
| CAPITAL | Guatemala City |
| POPULATION | 15.4 million |
| GROSS NATIONAL INCOME PER CAPITA | $8,000 |
| PROGRAM DATES | 1963–present |
| PROGRAM SECTORS | Health |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 140 | 150 |
| Program funds ($000) | 4,700 | 4,800 |

# GUYANA

| CAPITAL | Georgetown |
| --- | --- |
| POPULATION | 737 thousand |
| GROSS NATIONAL INCOME PER CAPITA | $8,210 |
| PROGRAM DATES | 1967–71, 1995–present |
| PROGRAM SECTORS | Education |
| | Environment, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 70 | 70 |
| Program funds ($000) | 2,500 | 2,500 |

# JAMAICA
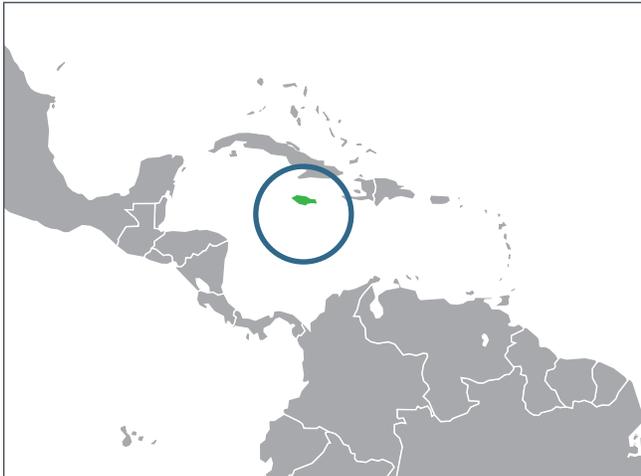
| CAPITAL | Kingston |
| --- | --- |
| POPULATION | 2.9 million |
| GROSS NATIONAL INCOME PER CAPITA | $8,740 |
| PROGRAM DATES | 1962–present |
| PROGRAM SECTORS | Education |
| | Environment |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 60 | 60 |
| Program funds ($000) | 2,600 | 2,600 |

# MEXICO

| CAPITAL | Mexico City |
| --- | --- |
| POPULATION | 124.5 million |
| GROSS NATIONAL INCOME PER CAPITA | $17,840 |
| PROGRAM DATES | 2004–present |
| PROGRAM SECTORS | Education |
| | Environment |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
| --- | --- | --- |
| Volunteers | 90 | 100 |
| Program funds ($000) | 2,000 | 2,000 |

# NICARAGUA

| | |
|---|---|
| CAPITAL | Managua |
| POPULATION | 6 million |
| GROSS NATIONAL INCOME PER CAPITA | $5,680 |
| PROGRAM DATES | 1968–79, 1991–present |
| PROGRAM SECTORS | Community Economic Development |
| | Education |
| | Environment |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | - | - |
| Program funds ($000) | 1,500 | 1,200 |

# PANAMA

| | |
|---|---|
| CAPITAL | Panama City |
| POPULATION | 3.7 million |
| GROSS NATIONAL INCOME PER CAPITA | $22,190 |
| PROGRAM DATES | 1963–71, 1990–present |
| PROGRAM SECTORS | Agriculture, Education |
| | Environment, Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 220 | 220 |
| Program funds ($000) | 5,700 | 5,600 |

# PARAGUAY

| | |
|---|---|
| CAPITAL | Asuncion |
| POPULATION | 6.9 million |
| ANNUAL PER CAPITA INCOME | $12,680 |
| PROGRAM DATES | 1966–present |
| PROGRAM SECTORS | Agriculture |
| | Community Economic Development |
| | Environment |
| | Health |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 220 | 220 |
| Program funds ($000) | 5,200 | 5,200 |

# PERU

| | |
|---|---|
| CAPITAL | Lima |
| POPULATION | 31 million |
| ANNUAL PER CAPITA INCOME | $12,880 |
| PROGRAM DATES | 1962–74, 2002–present |
| PROGRAM SECTORS | Community Economic Development |
| | Health |
| | Youth in Development |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 220 | 220 |
| Program funds ($000) | 6,200 | 6,250 |

# SAMOA

| | |
|---|---|
| CAPITAL | Apia |
| POPULATION | 200 thousand |
| ANNUAL PER CAPITA INCOME | $6,420 |
| PROGRAM DATES | 1967–present |
| PROGRAM SECTORS | Education |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 60 | 60 |
| Program funds ($000) | 1,600 | 1,700 |

# TONGA

| | |
|---|---|
| CAPITAL | Nuku'alofa |
| POPULATION | 106 thousand |
| ANNUAL PER CAPITA INCOME | $6,050 |
| PROGRAM DATES | 1967–present |
| PROGRAM SECTORS | Education |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 70 | 70 |
| Program funds ($000) | 1,400 | 1,400 |

# VANUATU

| | |
|---|---|
| CAPITAL | Port Vila |
| POPULATION | 282 thousand |
| GROSS NATIONAL INCOME PER CAPITA | $3,170 |
| PROGRAM DATES | 1990–present |
| PROGRAM SECTORS | Education |
| | Health |
| | Peace Corps Response |

ANTICIPATED NUMBER OF VOLUNTEERS

| | FY 2019 | FY 2020 |
|---|---|---|
| Volunteers | 80 | 80 |
| Program funds ($000) | 3,100 | 3,100 |

Notes:

1. Volunteer numbers for FY 2019 and FY 2020 represent the anticipated number of Volunteers on September 30 each year.

2. Population and GNI per capita based on World Bank Data for 2017.

# VOLUNTEER WORK BY SECTOR

## AGRICULTURE

Peace Corps Agriculture Volunteers help host country communities develop their agriculture sectors to improve local livelihoods, increase food security, and promote better nutrition. Agriculture projects are designed to promote environmentally sustainable small-holder farming practices that focus on increasing productivity, improving business practices and profitability, and sustaining the natural resource base, including effective soil and water conservation practices and, where practical, diversification and integration of agricultural production practices.

Agriculture Volunteers provide support and training to individuals and groups in the use of appropriate, low-cost farming practices and techniques including bio-intensive gardening, integrated pest management, improved post-harvest management and storage, optimized use of agricultural inputs including improved seed varieties and organic fertilizer, adoption of improved soil management methods such as no-till cultivation, and the use of more efficient water capture and delivery technologies such as micro-irrigation. Volunteers contribute to climate resilience by educating community members, promoting the use of "climate-smart" agriculture techniques and practices, and creating sustainable and self-sufficient agricultural systems.

Working in local languages, Agriculture Volunteers provide direct technical assistance to individual farmers and producer groups. In addition, they use informal education and extension methodologies, such as the "lead" farmer approach and the Farmer Field School model, which is promoted extensively by the United Nations Food and Agriculture Organization. Volunteers also support farmers and other groups who depend on agriculture for their livelihoods by conducting training in basic business

and organizational skills, marketing, value chain analysis and organizational development including formation of savings and lending associations. Volunteers purposefully include women and youth in their agriculture outreach activities.

At the end of FY 2018, there were 614 Peace Corps Agriculture Volunteers worldwide. [1]

**Examples of Agriculture Volunteer work:**

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as conservation agriculture (e.g., no tillage, use of permanent soil cover using organic mulch, green cover crops, crop rotation) and agroforestry strategies (e.g., alley cropping, planting windbreaks and living fences, planting leguminous and multi-purpose trees)

- Encouraging home garden production while raising awareness about the nutritional advantages of producing crops with high nutritional value, like orange-fleshed sweet potato and green leafy vegetables, as well as the advantages of growing a variety of both traditional and non-traditional vegetables and fruits

- Increasing knowledge and skills needed for small-animal husbandry, including poultry, rabbits, fish, and bees

- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies

[1] In addition to the Volunteer totals listed for each sector, 196 Peace Corps Response Volunteers entered on duty in FY 2018, and served in all six Peace Corps program sectors, across all three regions.

- Collaborating with farmers to improve profits through a value chain approach to cash crop production and marketing of moringa, cacao, cashews, and shea

- Developing farmers' skill in dry-season gardening, a practice that enhances food security and provides income to local communities outside of the field-crop growing season

- Working with local schools to develop clubs with a food security or sustainable environmental management theme along with a school garden to teach about nutrition, provide hands-on math and science teaching, and supplement school lunch programs with fresh, nutritious vegetables and fruits

## COMMUNITY ECONOMIC DEVELOPMENT

Peace Corps Community Economic Development (CED) Volunteers help build the capacity of community members to improve their economic opportunities and advance local development efforts. CED projects have a primary focus on either economic development or community and organizational development. Within these two areas, individual projects are adapted to local conditions and priorities, as well as host country development strategies. Furthermore, each CED project identifies specific community members and/or organizations (e.g., women, farmers, youth, artisan groups, municipal offices) that are the primary beneficiaries of Volunteers' capacity-building efforts. CED projects frequently work with the most economically marginalized groups and communities in a host country.

Projects focusing on economic development enable host country households to achieve economic security and upward economic mobility. By delivering training and workshops, providing ongoing technical assistance to business owners,

teaching in the classroom, and organizing youth clubs, Volunteers build the capacity of individuals to adopt personal money management strategies; increase savings and access to affordable credit; pursue entrepreneurial opportunities; apply fundamental business skills to their small-scale economic activities; and demonstrate the employability skills needed to secure employment. Volunteers may also work with organized groups or entire communities to improve market linkages for local businesses and support the management of community-run businesses.

Projects focusing on community and organizational development enable both community organizations and civil society actors to collaboratively advance local development efforts—whether through improvements in health, education, livelihoods, civic engagement or other critical aspects of human and community development. By implementing an organizational capacity assessment, assisting with the resulting action planning, training, coaching, and organizing various outreach campaigns and events, Volunteers help community-based organizations increase their organizational capacity to achieve their missions; increase organizations' engagement and collaboration with key stakeholders; and expand opportunities in the community for civic engagement and volunteerism. Volunteers also work with these organizations to improve marketing and advocacy campaigns, raise funds and resources, network, improve client services, and use technology more effectively.

At the end of FY 2018, there were 546 Community Economic Development Peace Corps Volunteers worldwide.

**Examples of Community Economic Development Volunteer work:**

- Supporting youth with business plan development and participation in business plan competitions at the local, regional, and national levels

■ Building the capacity of business owners to use computer technology and the Internet to market products and services

■ Organizing youth clubs to increase civic engagement and volunteerism in the community

■ Helping artisan cooperatives find new markets for their handmade goods and improve quality control

■ Advising women's groups on value-added strategies for increasing the profitability of their agriculture-based products

■ Strengthening organizational systems, processes, and learning so that organizations can move from a project-based focus to a more sustainable program-based focus

■ Fostering the creation of sustainable, independent, community-managed savings and loan associations

■ Working with local civil society groups to improve their outreach and implement awareness campaigns

## EDUCATION

Nearly half of Peace Corps Volunteers work as Education Volunteers, making Education the agency's largest sector. Education Volunteers work on projects that focus on building teacher capacity, increasing student achievement, and helping communities to advocate and support educational initiatives. All Education Volunteers work in alignment with the national priorities of their host countries.

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

Education Peace Corps Volunteers focusing on literacy and early grade reading promote improvement of students' basic literacy and numeracy skills, and help teachers develop strategies for teaching reading and comprehension, with a special focus on students at risk of failing. This work takes place principally in the early primary grades, and also targets students in secondary school who are in need of remedial literacy support. Projects emphasize communities of practice in which students, community members, and parents address how they can support reading and literacy development at home and in community settings.

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

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

At the end of FY 2018, there were 2,937 Education Peace Corps Volunteers worldwide.

**Examples of Education Volunteer work:**

■ Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement

- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts

- Facilitating learner-centered and component-based approaches to literacy in classrooms and teacher training

- Creating community and school-based resource centers and libraries

- Advising school-community organizations, parent-teacher groups, and community development projects

- Facilitating camps or clubs related to the Volunteer's teaching focus

- Organizing spelling bees, Model United Nations activities, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning

- Starting after-school literacy tutoring programs pairing older youth with primary school children

- Demonstrating and integrating gender-equitable teaching practices in schools

- Working with administrators and communities to find alternative discipline techniques

- Developing classroom assessments to measure student achievement

- Supporting special-needs classes, such as deaf education, and promoting general community awareness of children with disabilities

## ENVIRONMENT

Peace Corps Volunteers in the Environment sector collaborate with host country partners to help protect the environment and help communities become more resilient to environmental shocks and stresses. They respond by promoting environmental education and awareness, strengthening the capacities of individuals and organizations in natural resource planning and management, and integrating environment, poverty reduction and gender equity issues through support to environmentally sustainable income-generating activities.

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

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

At the end of FY 2018, there were 483 Environment Peace Corps Volunteers worldwide.

**Examples of Environment Volunteer work:**

- Fostering environmental awareness and education through community-based eco-clubs

- Combating soil erosion and climate change by planting gardens and establishing tree nurseries with local counterparts

- Implementing school recycling programs in conjunction with classes in environmental education

- Helping to run environmental camps and clubs and sponsoring special events such as Earth Day activities

- Strengthening the organizational and planning capacities of environmental nongovernmental organizations (NGOs)

- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems

- Introducing innovative soil fertility and water conservation methods to adapt to increasingly arid climates

- Promoting sustainable management of coastal fisheries

- Promoting income-generating activities, such as sustainable ecotourism

- Slowing rates of deforestation through the introduction of fuel-efficient cookstoves

## HEALTH

More than 1,000 Peace Corps Volunteers work as Health Volunteers, making health the agency's second-largest sector. Volunteers work with local partners to improve health outcomes in communities where individuals tend to have the

least access to health information and services. Volunteers help introduce innovation and technology while also using appropriate resources to address health needs.

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

At the end of FY 2018, there were 1,002 Health Peace Corps Volunteers worldwide.

**Examples of Health Volunteer work:**

- Facilitating health education on improved nutrition practices and behaviors

- Promoting hygiene education and pandemic preparedness in communities and schools

- Expanding peer education to urge youth and others to reduce risky behavior

- Disseminating educational information on infectious diseases, including malaria and HIV

- Assisting in promoting maternal and child health services

- Strengthening nongovernmental health-delivery systems, through activities such as timely vaccination campaigns

# YOUTH IN DEVELOPMENT

Peace Corps Youth in Development Volunteers prepare and engage young people for their adult roles in the family, the workforce, and the community. The aim of all Peace Corps youth development projects is to foster young people's life skills and leadership abilities so they may become productive and engaged citizens. Additionally, Youth in Development Volunteers support four complementary areas of holistic youth development: youth community engagement; youth professional development; implementation of positive youth development programming by youth service providers; and supporting parents with improved skills to communicate with their children.

Volunteers work to help youth develop life skills by promoting self-esteem and positive personal identity, healthy emotional practices, and communication, decision-making, and goal-setting skills. Additionally, Volunteers help young people prepare for the workforce by conducting trainings in employability, entrepreneurship, and financial literacy including résumé development workshops, career-planning sessions, the establishment of savings groups, English instruction, technology trainings, and micro-enterprise development. Volunteers help the next generation become active citizens by mobilizing them to improve their communities by promoting volunteerism and facilitating service-learning activities. Volunteers also work with youth service providers and youth-serving organizations to help implement high-quality youth programs. Volunteers and their partners also encourage parents and other community adults to play essential supporting roles for youth.

Volunteers and their community partners mentor young people to take an active role in planning for their future as well as the future of their communities and countries. Volunteers also promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities, and work to improve emotional well-being and resiliency in young people.

At the end of FY 2018, there were 894 Youth in Development Peace Corps Volunteers worldwide.

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

- Teaching youth life and leadership skills to promote self-esteem and positive identity, healthy emotional practices, and effective communication, goal-setting, and action planning

- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English language instruction

- Facilitating youth's participation in service projects and other community volunteering activities

- Supporting youth service providers in the implementation of programs that promote positive youth development

- Training parents and caregivers on techniques for improving communication with youth

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**GLOBAL INITIATIVES**

# VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES IN FY 2018

The Peace Corps is an integral partner in PEPFAR. Peace Corps Volunteers implement PEPFAR 3.0, "Controlling the Epidemic: Delivering on the Promise of an AIDS-Free Generation," through targeted prevention interventions with priority populations including a focus on adolescent girls and young women; caring for people infected with and affected by HIV, including orphans and vulnerable children; and creating an enabling environment by addressing stigma and discrimination in the communities where they live. In FY 2018, the Peace Corps was active in 13 PEPFAR countries (bolded below), working together with host governments, local organizations, and other U.S. government agencies to achieve HIV epidemic control. Most importantly, all Volunteers play a special role in their contributions to PEPFAR through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.

Peace Corps Volunteers work on HIV/AIDS prevention beyond the specific PEPFAR program through work on comprehensive sexual and reproductive health programs for youth. The tables below list the number of Volunteers who report implementing HIV-related activities.

| AFRICA | VOLUNTEERS | EUROPE, MEDITERRANEAN, AND ASIA | VOLUNTEERS | INTER-AMERICA AND THE PACIFIC | VOLUNTEERS |
|---|---|---|---|---|---|
| Benin | 13 | Albania | 11 | Belize | 9 |
| **Botswana** | 99 | Armenia | 2 | Colombia | 1 |
| **Cameroon** | 52 | Cambodia | 3 | Dominican Republic | 25 |
| **Eswatini** | 49 | Georgia | 1 | Ecuador | 19 |
| **Ethiopia** | 20 | Indonesia | 1 | Fiji | 7 |
| Ghana | 15 | Kyrgyzstan | 1 | Guatemala | 1 |
| Guinea | 5 | Moldova | 11 | Guyana | 9 |
| **Lesotho** | 82 | Mongolia | 1 | Nicaragua | 21 |
| Liberia | 7 | Morocco | 4 | Panama | 11 |
| Madagascar | 2 | Philippines | 4 | Paraguay | 7 |
| **Malawi** | 61 | Thailand | 21 | Peru | 6 |
| **Mozambique** | 110 | Timor-Leste | 1 | Vanuatu | 4 |
| **Namibia** | 63 | **Ukraine** | 23 | | |
| Rwanda | 16 | | | | |
| Senegal | 1 | | | | |
| Sierra Leone | 3 | | | | |
| **South Africa** | 72 | | | | |
| **Tanzania** | 103 | | | | |
| The Gambia | 2 | | | | |
| Togo | 22 | | | | |
| **Uganda** | 45 | | | | |
| **Zambia** | 134 | | | | |
| Subtotal | 976 | Subtotal | 84 | Subtotal | 120 |
| **GRAND TOTAL** | **1,180** | | | | |

# VOLUNTEERS WORKING IN FOOD SECURITY IN FY 2018

The Peace Corps is a key partner in the U.S. Government Global Food Security Strategy. Peace Corps Volunteers contribute to the initiative by promoting community-led approaches and sustainable methods to increase agricultural productivity, improve health and nutrition, and increase economic opportunities.
The Peace Corps equips Volunteers and their counterparts with the evidence-based training and cutting-edge resources necessary to address food insecurity around the world, contributing to this whole-of-government initiative.

| AFRICA | VOLUNTEERS | EUROPE, MEDITERRANEAN, AND ASIA | VOLUNTEERS | INTER-AMERICA AND THE PACIFIC | VOLUNTEERS |
|---|---|---|---|---|---|
| Benin | 39 | Albania | 5 | Belize | 4 |
| Botswana | 18 | Cambodia | 42 | Colombia | 2 |
| Cameroon | 45 | Georgia | 1 | Dominican Republic | 7 |
| Eswatini | 2 | Indonesia | 2 | Ecuador | 5 |
| Ethiopia | 31 | Mongolia | 2 | Fiji | 8 |
| Ghana | 73 | Nepal | 75 | Guatemala | 3 |
| Guinea | 39 | Philippines | 2 | Guyana | 1 |
| Lesotho | 8 | Timor-Leste | 4 | Jamaica | 23 |
| Liberia | 6 | | | Mexico | 2 |
| Madagascar | 30 | | | Panama | 18 |
| Malawi | 33 | | | Paraguay | 37 |
| Mozambique | 13 | | | Tonga | 1 |
| Namibia | 11 | | | Vanuatu | 5 |
| Rwanda | 37 | | | | |
| Senegal | 140 | | | | |
| Sierra Leone | 6 | | | | |
| South Africa | 1 | | | | |
| Tanzania | 73 | | | | |
| The Gambia | 34 | | | | |
| Togo | 46 | | | | |
| Uganda | 53 | | | | |
| Zambia | 96 | | | | |
| Subtotal | 834 | Subtotal | 133 | Subtotal | 116 |

**GRAND TOTAL**    **1,083**

# VOLUNTEERS WORKING IN MALARIA PREVENTION IN FY 2018

Peace Corps Volunteers are advancing PMI through the agency's Stomp Out Malaria in Africa initiative. Volunteers in 18 Peace Corps programs across Africa are collaborating to help eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where PMI is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to ensure that the mosquito nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention. Volunteers also engage in behavior-change outreach to advocate for early interventions, and strengthen community health worker networks' capacity to rapidly diagnose and treat simple malaria. In FY 2018, the Peace Corps increased its focus on active case detection programs and health systems strengthening.

| POST | VOLUNTEERS |
|---|---|
| Benin | 89 |
| Botswana | 55 |
| Cameroon | 72 |
| Ethiopia | 40 |
| Ghana | 98 |
| Guinea | 52 |
| Liberia | 157 |
| Madagascar | 59 |
| Malawi | 69 |
| Mozambique | 151 |
| Rwanda | 73 |
| Senegal | 253 |
| Sierra Leone | 6 |
| Tanzania | 71 |
| The Gambia | 44 |
| Togo | 73 |
| Uganda | 109 |
| Zambia | 180 |
| **GRAND TOTAL** | **1,651** |

APPENDICES

# APPENDIX A
## FY 2018 PEACE CORPS VOLUNTEER STATISTICS*

### VOLUNTEERS BY REGION

- 40% Africa
- 28% Inter-America and the Pacific
- 31% Europe, Mediterranean, and Asia

### VOLUNTEERS BY SECTOR

- 44% Education
- 15% Health
- 13% Youth in Development
- 9% Community Economic Development
- 8% Environment
- 7% Agriculture
- 2% Peace Corps Response

### VOLUNTEERS PROFILE

- 65% Non-minorities
- 32% Minorities
- 3% No ethnicity reported

- 63% Female
- 37% Male

- 99% Not Married
- 1% Married

- 86% Age 20-29
- 8% Age 30-39
- 2% Age 40-49
- 4% Age 50+
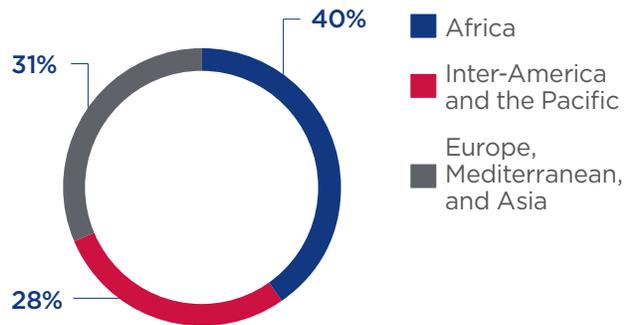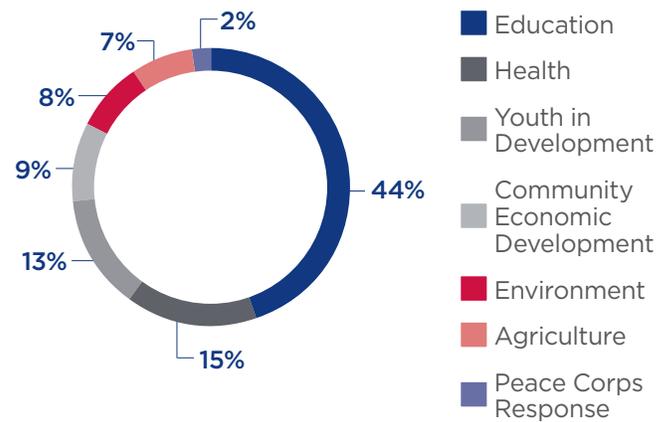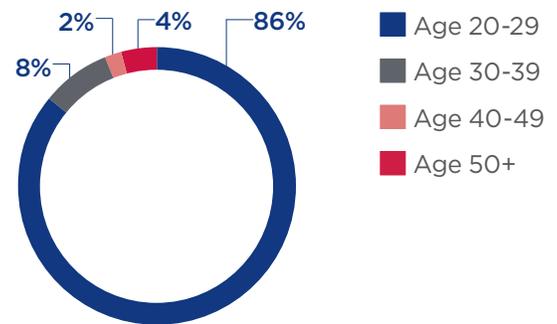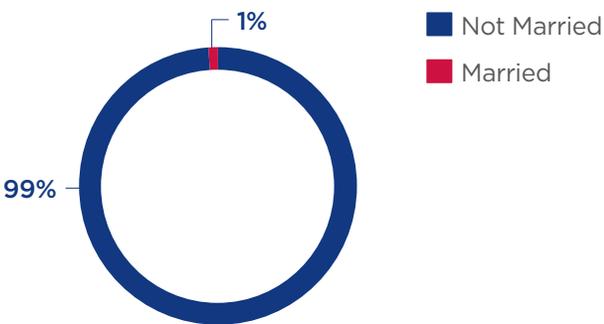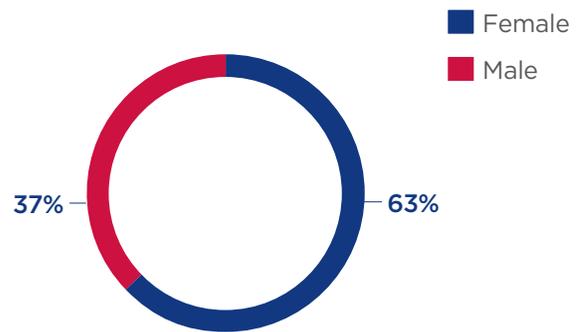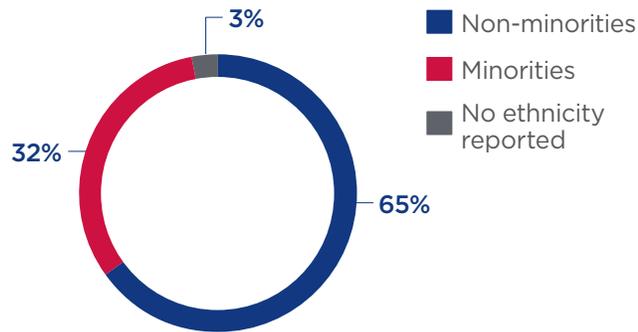
*All data current as of September 30, 2018. Totals may not add to 100 percent due to rounding.

**These figures are based on Appropriated funds only and do not include PEPFAR funded activities.

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

## Peace Corps Application Process

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

### Application

The first step toward becoming a Peace Corps Volunteer is to complete an application at www.peacecorps.gov/apply/, which takes about one hour. An individual can apply to a specific opening or to where they are needed most. Once an individual submits an application, they are then asked to complete a health history form.

### Interview

Via a videoconference, the applicant and a Peace Corps staff member discuss the applicant's skills, interests, and suitability for service as a Peace Corps Volunteer. Personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service are evaluated. This is also an opportunity for the applicant to ask questions and explore with the interviewer if the Peace Corps is a good match for the individual.

### Invitation

Applicants who are among the best qualified for a particular assignment receive invitations to serve. The invitation includes the date of departure, the program assignment, and links to a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more. Invitation to serve is contingent on the invitee obtaining both medical and legal clearance.

### Medical Clearance

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

### Legal Clearance

The Peace Corps completes a background investigation of each candidate who accepts an invitation to serve to ensure that the individual's enrollment as a Peace Corps Volunteer is consistent with U.S. national interests.

### Preparation for Departure

Prior to departure, applicants complete online activities in preparation for service and apply for a passport and visa.

### Departure for Service

Trainees meet at their designated departure city, undergo staging activities, receive more information about their country of service, and travel as a group to their assigned country to begin in-country training.

## Phases of Volunteer Service

### Trainee

**Pre-Service Training:** Upon arrival to their country of service, trainees undergo 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 staff to help meet the development needs of the host country.

**Site Selection:** 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 U.S. Department of State staff to ensure that Volunteers are properly trained in safety and security procedures and that risks are mitigated.

**In-Service Training:** Peace Corps staff conducts periodic training to help Volunteers' improve their technical and language skills and to address changing health and safety issues.

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

## Returned Volunteer

**Readjustment Allowance**: At the end of service, Volunteers receive $350 per month served ($450 per month for a Volunteer's third year of service) to help finance their transition to careers or further education.

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

**Returned Volunteer Services:** The Peace Corps provides career, educational, and transitional assistance to Volunteers when they complete their Peace Corps service. RPCV are also encouraged to further the Peace Corps' Third Goal by sharing their experiences abroad with fellow Americans.

**Peace Corps Response:** Peace Corps Response staff recruits and places experienced Americans, including RPCV, in short-term, high-impact assignments.

# APPENDIX C
## FY 2018 HOME STATES* OF PEACE CORPS VOLUNTEERS

Counts of Peace Corps Volunteers, trainees, and PCR Volunteers from all funding sources as of September 30, 2018. This analysis includes U.S. territories and the District of Columbia. Not included are 64 Volunteers who have an overseas home address and one who does not have an address on file.

Report completed November 29, 2018 by OSIRP. Source: PCVDBMS.

| STATE / TERRITORY | CURRENTLY SERVING | TOTAL SINCE 1961 | STATE / TERRITORY | CURRENTLY SERVING | TOTAL SINCE 1961 |
|---|---|---|---|---|---|
| Alabama | 54 | 1253 | Montana | 48 | 1512 |
| Alaska | 27 | 1052 | Nebraska | 38 | 1478 |
| Arizona | 131 | 3854 | Nevada | 35 | 1070 |
| Arkansas | 30 | 1026 | New Hampshire | 55 | 1826 |
| California | 836 | 31723 | New Jersey | 164 | 5417 |
| Colorado | 226 | 7615 | New Mexico | 52 | 2284 |
| Connecticut | 109 | 3606 | New York | 475 | 14544 |
| Delaware | 26 | 557 | North Carolina | 227 | 4732 |
| District of Columbia | 103 | 2473 | North Dakota | 9 | 592 |
| Florida | 311 | 8548 | Ohio | 223 | 7720 |
| Georgia | 189 | 3877 | Oklahoma | 47 | 1416 |
| Guam | 1 | 79 | Oregon | 184 | 6547 |
| Hawaii | 25 | 1483 | Pennsylvania | 291 | 8670 |
| Idaho | 58 | 1481 | Puerto Rico | 15 | 440 |
| Illinois | 312 | 9274 | Rhode Island | 42 | 1114 |
| Indiana | 111 | 3536 | South Carolina | 87 | 1739 |
| Iowa | 76 | 2496 | South Dakota | 10 | 676 |
| Kansas | 46 | 1857 | Tennessee | 82 | 1973 |
| Kentucky | 69 | 1704 | Texas | 351 | 8154 |
| Louisiana | 45 | 1214 | Utah | 45 | 1209 |
| Maine | 54 | 1987 | Vermont | 43 | 1622 |
| Maryland | 257 | 6488 | Virgin Islands | 2 | 90 |
| Massachusetts | 242 | 8763 | Virginia | 364 | 8281 |
| Michigan | 225 | 7743 | Washington | 285 | 9968 |
| Minnesota | 214 | 7079 | West Virginia | 27 | 718 |
| Mississippi | 26 | 538 | Wisconsin | 168 | 6422 |
| Missouri | 122 | 3593 | Wyoming | 8 | 547 |

* Includes the District of Columbia and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands. Counts of Peace Corps Volunteers, trainees, and Peace Corps Response Volunteers as of September 30, 2018.

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

The Peace Corps partners with hundreds of colleges and universities through four programs:

- The Peace Corps partners with hundreds of colleges and universities through four programs:

- Paul D. Coverdell Fellows: A graduate school benefit program that offers returned Peace Corps Volunteers financial assistance and professional internships in underserved communities while they pursue their graduate degrees.

- Peace Corps Prep: An interdisciplinary certificate program that combines coursework with community service to prepare undergraduate students for intercultural fieldwork such as Peace Corps service.

- Strategic Campus Recruiters: An opportunity through which universities contract with the Peace Corps to hire part-time, campus-based recruiters. Currently, there are strategic campus recruiters at more than 50 colleges and universities.

- Campus Ambassadors: An internship-like opportunity for undergraduate students to serve as peer-to-peer brand ambassadors, extending Peace Corps recruiters' reach to those who may have less awareness of opportunities to serve. Currently, Peace Corps has about 165 campus ambassadors on 116 college campuses around the nation.

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
|---|---|---|
| Alabama | The University of Alabama, Birmingham | Alabama A&M University <br> Troy University <br> Tuskegee University <br> The University of Alabama, Birmingham |
| Arizona | Arizona State University <br> Northern Arizona University <br> The University of Arizona | Arizona State University <br> The University of Arizona |
| Arkansas | University of Arkansas,  Fayetteville | Hendrix College <br> University of Arkansas, Fayetteville <br> University of Arkansas at Pine Bluff |
| California | California State University, Fullerton <br> California State University, Long Beach <br> Loma Linda University <br> Middlebury Institute of International Studies at Monterey | University of California, Education Abroad Program (All UC Undergraduate Campuses) <br> • University of California, Berkeley <br> • University of California, Davis <br> • University of California, Irvine |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
|---|---|---|
| California (Cont.) | Pacifica Graduate Institute<br>University of San Diego<br>University of San Francisco<br>University of Southern California | • University of California, Los Angeles<br>• University of California, Merced<br>• University of California, Riverside<br>• University of California, San Diego<br>• University of California, Santa Barbara<br>• University of California, Santa Cruz<br>University of La Verne<br>Whittier College |
| Colorado | Colorado State University<br>Regis University<br>University of Colorado, Denver<br>University of Denver<br>Western Colorado University | Colorado College<br>Colorado School of Mines<br>University of Colorado, Boulder<br>University of Colorado, Denver<br>Western Colorado University |
| Connecticut | University of Bridgeport<br>Yale University | University of Bridgeport<br>Fairfield University |
| Delaware | University of Delaware | |
| District of Columbia | American University<br>Catholic University of America<br>The George Washington University<br>Georgetown University | American University<br>Gallaudet University |
| Florida | Florida Institute of Technology<br>Florida State University<br>University of Central Florida<br>University of South Florida | Eckerd College<br>Florida Atlantic University<br>Florida Gulf Coast University<br>Florida International University<br>Florida State University<br>Stetson University<br>University of Florida<br>University of North Florida<br>University of South Florida |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
| --- | --- | --- |
| Georgia | Emory University<br>Georgia College & State University<br>Georgia State University<br>Kennesaw State University | Fort Valley State University<br>Georgia Gwinnett College<br>Kennesaw State University<br>Mercer University<br>Savannah State University<br>University of Georgia<br>University of North Georgia |
| Hawaii | University of Hawaii at Manoa | University of Hawaii at Manoa |
| Idaho | | Boise State University<br>Idaho State University |
| Iowa | Iowa State University | Iowa State University<br>St. Ambrose University |
| Illinois | The Chicago School of Professional Psychology<br>DePaul University<br>Illinois State University<br>Loyola University Chicago<br>Western Illinois University | Aurora University<br>Illinois State University<br>Illinois Wesleyan University<br>Knox College<br>Monmouth College<br>Southern Illinois University, Edwardsville<br>Western Illinois University |
| Indiana | Indiana University, Bloomington<br>University of Notre Dame | Earlham College<br>Indiana University, Bloomington<br>Purdue University |
| Kansas | | University of Kansas<br>Pittsburg State University (KS) |
| Kentucky | | Murray State University<br>Transylvania University<br>University of Kentucky |
| Louisiana | Tulane University<br>The University of New Orleans<br>Xavier University of Louisiana | Tulane University |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
| --- | --- | --- |
| Maine | University of Maine, Orono | |
| Maryland | Johns Hopkins University<br>Norte Dame of Maryland University<br>University of Maryland, Baltimore County<br>University of Maryland, College Park | Morgan State University<br>University of Maryland, Baltimore County<br>University of Maryland, Eastern Shore |
| Massachusetts | Brandeis University<br>Clark University<br>Mount Holyoke College<br>Springfield College<br>Suffolk University<br>University of Massachusetts, Boston | University of Massachusetts, Boston<br>Westfield State University |
| Michigan | Eastern Michigan University<br>Michigan Technological University<br>University of Michigan, Ann Arbor | Michigan Technological University<br>University  of Michigan, Ann Arbor<br>Western Michigan University |
| Minnesota | St. Catherine University<br>University of Minnesota | St. Catherine University |
| Missouri | Washington University in St. Louis<br>University of Missouri-Columbia<br>University of Missouri-Kansas City | Fontbonne University<br>Park University<br>Truman State University<br>University  of Central Missouri<br>University of Missouri-Columbia |
| Montana | University of Montana | Montana State University - Billings<br>Montana State - Bozeman<br>University of Montana |
| Nevada | University of Nevada, Reno | |
| New Hampshire | Antioch University New England (including Los Angeles campus)<br>Southern New Hampshire University<br>University of New Hampshire | Antioch University New England<br>University of New Hampshire |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
|---|---|---|
| New Jersey | Monmouth University<br>Rutgers University—Camden<br>Seton Hall University | Monmouth University |
| New Mexico | New Mexico State University<br>Western New Mexico University | New Mexico State University |
| New York | Bard College<br>Binghamton University, SUNY<br>Teachers College, Columbia University<br>Cornell University<br>Fordham University<br>Manhattanville College<br>New York University<br>The New School<br>University at Albany, SUNY<br>University of Rochester | Hartwick College<br>Lehman College |
| North Carolina | Appalachian State University<br>Duke University<br>Elon University<br>Wake Forest University | Appalachian State University<br>Elon University<br>Fayetteville State University<br>North Carolina Central University<br>The University of North Carolina at Pembroke<br>The University of North Carolina Wilmington |
| North Dakota | University of North Dakota | University of North Dakota |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
|---|---|---|
| Ohio | Bowling Green State University<br>Case Western Reserve University<br>University of Cincinnati | Baldwin Wallace University<br>Bowling Green State University<br>The College of Wooster<br>Hiram College<br>Kenyon College<br>Ohio University<br>Walsh University<br>Wilmington College<br>Wittenberg University |
| Oklahoma | | The University of Oklahoma |
| Oregon | University of Oregon<br>Willamette University | |
| Pennsylvania | Carnegie Mellon University<br>Chatham University<br>Drexel University<br>Duquesne University<br>Seton Hill University<br>The Pennsylvania State University<br>University of Pennsylvania<br>University of Pittsburgh<br>Villanova University | Arcadia University<br>Cheyney University of Pennsylvania<br>Moravian College<br>Shippensburg University<br>Ursinus College |
| Rhode Island | | The University of Rhode Island |
| South Carolina | University of South Carolina | University of South Carolina<br>University of South Carolina Upstate |
| Tennessee | East Tennessee State University<br>The University of Tennessee, Knoxville | East Tennessee State University<br>The University of Tennessee, Knoxville |
| Texas | Texas A&M University<br>Texas A&M University-Corpus Christi<br>Texas State University | Austin College<br>St. Edward's University<br>Texas State University |

| STATE/ TERRITORY | PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES | PEACE CORPS PREP COLLEGES AND UNIVERSITIES |
|---|---|---|
| Texas (Cont.) | University of North Texas<br><br>The University of Texas at El Paso | Texas Tech University<br><br>University of North Texas<br><br>University of Texas at Austin<br><br>University of Texas at Dallas<br><br>University of Texas at El Paso<br><br>The University of Texas Rio Grande Valley |
| Utah | | Brigham Young University |
| Vermont | Green Mountain College<br><br>Marlboro College<br><br>SIT Graduate Institute<br><br>Saint Michael's College<br><br>University of Vermont | Saint Michael's College<br><br>University of Vermont |
| Virginia | College of William and Mary<br><br>University of Mary Washington | George Mason University<br><br>James Madison University<br><br>University of Mary Washington<br><br>University of Virginia<br><br>Virginia Commonwealth University<br><br>Virginia State University<br><br>Virginia Wesleyan University |
| Washington | University of Washington - Seattle | Pacific Lutheran University<br><br>Saint Martin's University<br><br>University of Puget Sound<br><br>Washington State University<br><br>Western Washington University |
| West Virginia | Future Generations University | West Virginia University |
| Wisconsin | Marquette University<br><br>University of Wisconsin-Milwaukee | University of Wisconsin-Eau Claire<br><br>University of Wisconsin-La Crosse |

# APPENDIX E
## FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2018, due to foreign currency losses, the Peace Corps transferred $599,225 from the Foreign Currency Fluctuations Account to the operating expenses account.

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

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

|  | FY 2017 | FY 2018 |
|---|---|---|
| Total Reimbursable | $7,346,514 | $6,573,159 |
| Total PEPFAR | $35,978,893 | $49,004,164 |

# APPENDIX G
## OIG BUDGET REQUEST

**Office of Inspector General's Fiscal Year 2020 Budget Request**

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

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

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

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

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

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

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

Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2020:

the aggregate budget request for the operations of the OIG is $ 6,330,000
the portion of this amount needed for OIG training is $48,500 and
the portion of this amount needed to support the CIGIE is $16,458 (.26% of $6,330,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2020.
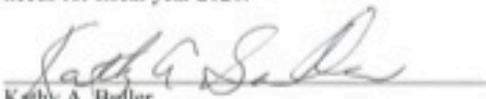
Kathy A. Buller
Inspector General

Date      Oct. 11, 2018
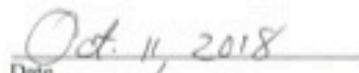
**Peace Corps Office of Inspector General**
Paul D. Coverdell Peace Corps Headquarters · 1111 20ᵗʰ Street, NW, Washington, DC 20526 · 202.692.2900 · OIG@peacecorpsoig.gov

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# OTHER INFORMATION

Peace Corps

**FISCAL YEAR 2018–2022 STRATEGIC PLAN
FY 2020 ANNUAL PERFORMANCE PLAN
FY 2018 ANNUAL PERFORMANCE REPORT**

# WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2018

North Africa and
the Middle East (EMA)

Asia (EMA)

Caribbean (IAP)

Central and
South America (IAP)

Africa (AF)

Eastern Europe/
Central Asia (EMA)

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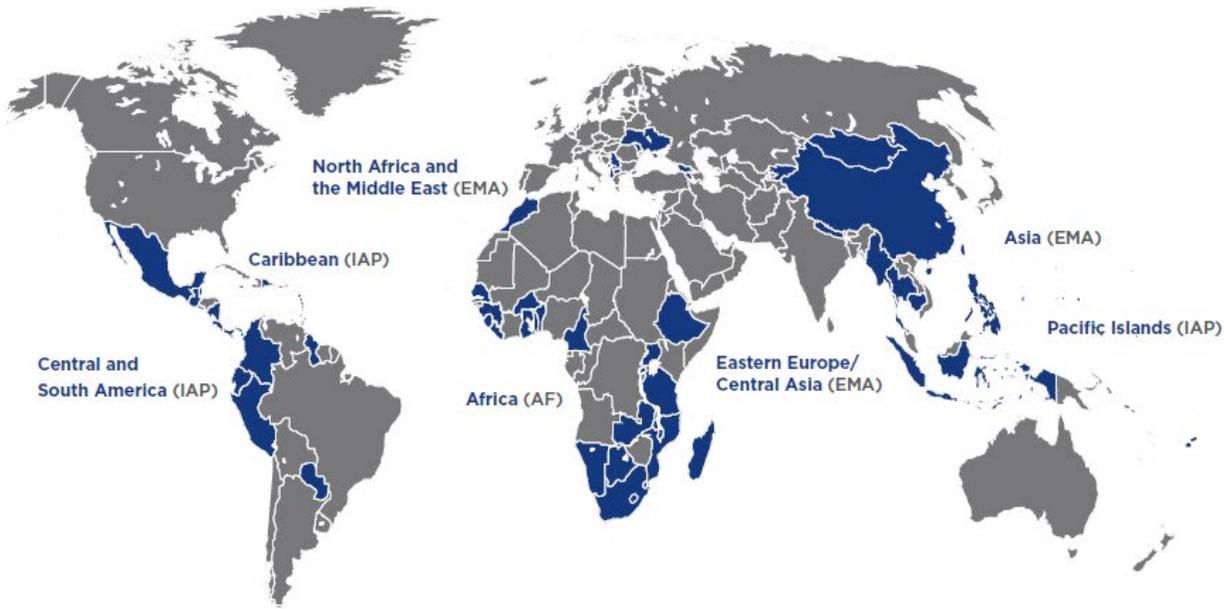
**Caribbean**
Dominican Republic
Eastern Caribbean:
    Dominica
    Grenada and Carriacou
    St. Lucia
    St. Vincent and the
    Grenadines
Jamaica

**Central and South
America**
Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

**Africa**
Benin
Botswana
Burkina Faso
Cameroon
Comoros
Eswatini
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal
Sierra Leone
South Africa
Tanzania
The Gambia
Togo
Uganda
Zambia

**North Africa and
the Middle East**
Morocco

**Eastern Europe
and Central Asia**
Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
North Macedonia
Moldova
Ukraine

**Asia**
Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

**Pacific Islands**
Federated States of
Micronesia
Fiji
Samoa
Tonga
Vanuatu

**AF:** Africa Region
**EMA:** Europe, Mediterranean, and Asia Region
**IAP:** Inter-America and Pacific Region

Countries with Volunteers during FY 2018

## Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of our nation's spirit by sending Americans to serve around the world, advancing development and building cross-cultural understanding. Today, the Peace Corps continues to build strong relationships between our country and the people of our partner nations while making a difference in overseas communities, in the lives of our Volunteers, and back home in the United States. More than 235,000 Volunteers have served in 141 countries since 1961, changing lives—including their own.

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

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

## Vision

*To be a dynamic, forward-leaning champion for international service,*
*defined by our energy, innovation, and development impact.*

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

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

## PEACE CORPS ORGANIZATIONAL CHART

**Director**
Jody K. Olsen
-------------------------
**Deputy Director**

Office of Victim Advocacy

Office of Civil Rights and Diversity

Office of Inspector General

Office of General Counsel

Senior Advisors

Deputy Chief of Staff

Chief of Staff

Office of the Chief Financial Officer

Office of External Affairs

Office of Volunteer Recruitment and Selection

Office of Health Services

Office of Global Operations

Office of Safety and Security

Office of Management

Office of Human Resources

Office of the Chief Information Officer

Office of the Chief Compliance Officer

Office of Strategic Information, Research & Planning

Office of Innovation

Africa Region

Overseas Posts

Europe, Mediterranean and Asia Region

Overseas Posts

Inter-America and Pacific Region

Overseas Posts

Office of Overseas Programming and Training Support

Peace Corps Response

Office of Global Health and HIV

Office of Sexual Assault Risk Reduction & Response

Office of Third Goal & Returned Volunteer Services

Executive Secretariat

## Core Values

The following core values shape and guide decisions at all levels in the agency and are part of the fiscal year (FY) 2018-2022 Strategic Plan:

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

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

**Commitment to National Service:** The Peace Corps seeks to expand opportunities for Americans to serve their country by volunteering their time abroad in the service of others and to continue that commitment to service once they return.

**Diversity and Inclusion:** The Peace Corps actively supports a culture of inclusion that embraces diversity—from the rich diversity of America to the incredible diversity of the countries in which Volunteers serve.

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

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

## Plan Overview

The FY 2018–2022 Strategic Plan lays out long-term goals and objectives designed to advance the Peace Corps mission. The annual performance plan identifies the strategies and goal leaders employed to accomplish these goals and objectives, as well as the specific results the agency expects to achieve.

The combined FY 2018–2022 Strategic Plan and FY 2020 Annual Performance Plan includes the following components:

- **Strategic goals** reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps mission to promote world peace and friendship through community-based development and cross-cultural understanding.

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

- **Management objectives** communicate improvement priorities for functions that cut across the Peace Corps, such as human capital management, information technology, and financial stewardship.

- The **rationale** for each objective provides an overview of priority opportunities or issues to be addressed and the expected contribution of that objective to the agency's strategic goals.

- **Strategies** articulate the broad course of action or unifying approach that indicates how actions lead to outcomes.

- **Performance goals** state levels of performance, or "targets," to be accomplished within a specific timeframe. In this plan, two types of performance goals are used depending on whether the goal relates to a new agency process to be measured using milestones or a quantitative measure. In both cases, annual targets in terms of a milestone or a numeric target to be achieved are set through FY 2020. Actual results are provided for prior years when available. The agency uses performance goals both to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals will be updated each year in the annual performance plan in conjunction with the budget formulation process.

- **A lead** is identified for each objective and performance goal with the title of the lead individual and the name of the office in the lead role. While it is recognized that several offices or overseas posts may be responsible for the individual strategies that advance progress on objectives and performance goals, leads are given the convening authority to coordinate agencywide efforts to develop, implement, and report on plans.

Appendices provide additional detail on the development of the FY 2018–2022 Strategic Plan and FY 2020 Annual Performance Plan. Appendices include a summary of the Peace Corps' performance management framework (Appendix A), a description of how

evaluation and research informed the development of the plan (Appendix B), data verification and validation standards for the performance goal indicators (Appendix C), and a summary of the stakeholder outreach conducted (Appendix D).

## GPRA Modernization Act of 2010

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA (Government Performance and Results Act) Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at whitehouse.gov/omb/budget.

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

## Strategic Goals

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

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

These three core goals in the Peace Corps' legislation continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2018–2022 Strategic Plan:

### Strategic Goal 1: Building Local Capacity

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

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

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

### Strategic Goal 2: Sharing America with the World

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

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

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[1] The Peace Corps assigns one or more "counterparts," or primary host community partners for integration and work, to each Volunteer.

and conditions in their host countries. Over time, they build the trust that is essential to project success.

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

## Strategic Goal 3: Bringing the World Back Home

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

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

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

## Strategic and Management Objectives

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

### Strategic Objective 1: Sustainable Change

*Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.*

### Strategic Objective 2: Volunteer Effectiveness

*Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.*

### Strategic Objective 3: Volunteer Resilience

*Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.*

### Strategic Objective 4: Building Leaders of Tomorrow

*Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.*

### Management Objective 5: Foundational Business Management

*Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services.*

### Management Objective 6: Organizational Risk Management

*Identify and proactively address risks and opportunities through systematic, evidence-based decision making.*

## Strategic Objective 1: Sustainable Change

*Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.*

**Rationale:** The Peace Corps' strength lies in the promotion of individual, community, and organizational development through effective engagement in local partnerships, evidence-based programs, and the intercultural exchange of knowledge, skills, experiences, and values. Volunteers serve as catalysts for local capacity building through participatory and inclusive development processes that focus on relationships and communities' existing assets, institutions, and resources. Volunteers and program staff working with local counterparts, partner agencies, and government entities are also seen as catalysts for increasing engagement and interaction with individuals and organizations with common objectives. In the long run, successful engagement not only leverages resources and knowledge but also strengthens local ownership and the sustainability of development efforts. In the short term, priority areas in this strategic objective include improving program outcomes and evidence-based decision making.

**Strategies:**
- Increase the capacity of posts and headquarters offices to access and synthesize multiple data sources for evidence-based planning and management decisions.
- Develop an approach and tools for gathering quantitative and qualitative data on host country partners' assessment of the Peace Corps' contributions to local development priorities that are outlined in logical project frameworks and designed to facilitate sustainable change in local organizations and communities.[2]
- Identify priority programmatic and operational themes to explore the Peace Corps' impact and effectiveness.

**Strategic Objective Lead:** Associate Director for Global Operations

**FY 2018 Progress Update:**

In FY 2018, the Peace Corps made substantial progress towards this objective, which enables posts and headquarters to synthesize multiple data sources for evidence-based planning and management. The agency continues to improve existing tools while developing new ones. During the past year, for example, staff from multiple offices began collaborating to design a new Volunteer Reporting Tool (VRT) for reporting on project milestones and achievements. The improved reporting tool is being designed in parallel with the new programming and training alignment guidance that enables posts to develop project frameworks using evidence-based tools. The agency also made

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[2] Logical project frameworks are expected to be rolled out for all projects by FY 2021 as a systematic foundation for evidence-based program design, implementation, and evaluation.

substantial progress in defining additional metrics for agencywide reporting on project achievements in capacity building and skills development for sustainable change.

Another new tool in the final stages of development is the Post Management Tool, which contains approximately 60 indicators organized into nine areas of operation and management. This tool is expected to help posts identify operational best practices and pinpoint areas for improvement.

In FY 2018, examples of agency efforts to improve existing tools include overhauling the Administrative and Management Control Survey, a risk-based self-assessment tool for posts, to better capture all post management risks.

Another example was the completion of significant revisions to the Country Portfolio Review (CPR) to make the CPR a more transparent, rational, and repeatable process that strengthens the strategic allocation of Volunteers across Peace Corps posts. The agency balances a rigorous data-driven process with in-depth review from experts across the agency.

Priority programmatic and operational themes have been identified through consultation with stakeholder offices and advisory groups. The agency has initiated efforts to explore the Peace Corps' impact and effectiveness, including a large agencywide study investigating Volunteers' community integration—a pivotal element in the Peace Corps' participatory community development model. Interview data have been collected from a sample of posts where Volunteers report integrating easily, as well as a sample of posts where Volunteers report having more difficulty integrating. The comparison of results from these two groups of posts will help the agency identify practices among posts and Volunteers that result in easier, more rapid community integration.

Since Annual Volunteer Survey (AVS) results indicate that strong counterpart relationships are positively correlated with Volunteer perceptions concerning success and effectiveness, a second study is planned for FY 2019 to investigate factors that enable Volunteers to develop strong and meaningful counterpart relationships.

In addition, the Peace Corps Small Project Assistance (SPA) Program—a joint initiative between the Peace Corps and the U.S. Agency for International Development (USAID)—completed an independent, third-party evaluation of SPA projects from FY 2013-FY 2017. The evaluation found that 96 percent of fieldwork projects were implemented successfully, with positive impact in partner communities. On average, each project directly increased capacity for 338 beneficiaries; continued to be supported by the community years after the grant ended; and led to increased local development activities. This type of community engagement and leadership is pivotal to sustainable change.

**Performance Goal 1.1: Advance Community-Based Results**
*Increase the percentage of projects with documented achievements in community-based development by FY 2022.*

**Achievements on nineteen (19) standard indicators**

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | 80% | 85% | 87% | 89% | 90% |
| Results | 75% | 76% | 86%[3] | 80%[4] |  |  |

In FY 2014, the Peace Corps developed this performance goal to systematically measure the agency's global development impact using data from the Volunteer Reporting Tool (VRT) and each project's framework of goals, objectives, activities, and indicators. The concept underpinning this performance goal is that the percentage of projects with documented results in the Volunteer Reporting Tool (VRT) provides evidence of Volunteers' contributions to community-based development. This work is captured using a set of 19 standard indicators. The selected indicators measure changes in specific knowledge, skills, attitudes, and behaviors that resulted from project activities across all six of the Peace Corps' sectors—Agriculture, Community Economic Development, Education, Environment, Health, and Youth Development. This metric was used in the Strategic Plan for FY 2014–2018 as well as the current plan for FY 2018–2022.

The Peace Corps' new global initiative for strengthening programming, training, and evaluation (PT&E) was tested and finalized in FY 2017 and began being rolled out more broadly in FY 2018. When fully implemented, this initiative will ensure that the Peace Corps has integrated PT&E systems that maximize the impact of Volunteers. This effort involves transitioning to industry-standard templates for project design, strengthening links between project design and Volunteer training, and simplifying Volunteers' reporting of their achievements.

The centerpiece of PT&E alignment is the new project design document, the Logical Project Framework (LPF). The LPF consists of two templates. The first is a logic model that articulates the project goals, objectives, and anticipated community benefits (outcomes). The activities in the LPF reflect both the Peace Corps' niche and evidence-based practices. The second template is a plan for monitoring, reporting, and assessment of project progress that defines indicators, data collection tools, and standardized measurement strategies. Each sector's Logical Project Framework and supporting materials reflect what Volunteers do to effect change.

Posts adapt these reference materials to design project frameworks that are tailored to local contexts. Posts also draw on the reference materials to strengthen identification of

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[3] This result includes all data received by November 30, 2017.
[4] This result includes all data received by November 27, 2018.

sites and partner organizations, training, and reporting. Their project frameworks describe Volunteers' expected contributions to host community, organization, and government development goals. The calculations for this performance goal will be revised over time using a streamlined set of evidence-based standard indicators for the projects that have begun using these new logical project framework materials.

Beginning in 2019—as the new project frameworks are entered into the VRT and new cohorts of Volunteers are trained on their use—a new baseline will be constructed to transition from the current set of 19 standard sector indicators to a revised set of indicators from the PT&E guidance. This transition will happen progressively from FY 2019 to FY 2022 with the posts that are implementing new PT&E frameworks reporting on the new set of indicators while posts that are still in the process of changing their frameworks continue reporting against the current set of 19 indicators. By FY 2021, it is anticipated that projects in the vast majority of posts will have been developed using the new frameworks, and the current performance goal indicator will be discontinued. One or two new indicators for this performance goal measuring project-level achievements in capacity building and the development of improved knowledge, skills and behaviors will be formulated in FY 2019 for use through FY 2022.

**FY 2018 Progress Update:**

The target was not met in FY 2018. Across the 19 standard indicators, 80 percent of the 91 projects passed the two thresholds used to measure achievement: (1) percent of Volunteers reporting and (2) percent of the post's annual target met. In FY 2018, the strongest results were seen in youth development with 92 percent of projects meeting or exceeding both thresholds followed by education (90%) and community economic development (87%).

Among the projects that did not meet the defined thresholds for this goal, the most common reason was that the percentage of assigned Volunteers reporting results was low. During the transition from the project frameworks developed in 2014 (on which this analysis is based) to new project frameworks, new standard indicators, and a new Volunteer Reporting Tool, posts will encourage Volunteers to track and report their achievements to better demonstrate Volunteers' contributions to community-based development.

It is important to note that many projects in the Peace Corps include cross-sectoral elements. For example, some youth development projects include health or education work, and some agricultural projects include economic development or environmental activities. For this reason, results were also analyzed at the level of the individual indicators as described below.

- The strongest results were seen in a Feed the Future indicator measuring the number of farmers who had applied new technologies or management practices as a result of their work with Volunteers. One hundred percent of the eight projects in which this indicator was used met or exceeded both thresholds.

- Strong results were seen in the community economic development indicator which assesses whether organizations with which Volunteers worked improved their project design and management practices. Of the 11 projects where this indicator appeared, 91 percent met or exceeded both thresholds.
- In 86 percent of 29 education projects, students working with Volunteers demonstrated improved English proficiency.
- In 89 percent of the 18 projects measuring life skills in leadership, Volunteers reported that youth were displaying evidence of an improved sense of self-esteem.



*A Peace Corps Volunteer serving in a South Africa Community HIV/AIDS Outreach Project holds an afterschool Grass Roots Soccer (GRS) session with students from 13-17 years old. Volunteers use programs such as GRS to educate and inspire adolescents in their communities to live healthier, more productive lives.*



*A Peace Corps Guatemala Volunteer in the agriculture sector and his counterpart check on a greenhouse seed bank they are developing for the surrounding community.*

In addition to the existing performance goal indicator, in FY 2018 agency staff began drafting new metrics to measure achievements in capacity building and the acquisition of new knowledge, skills and behaviors. In FY 2019, the agency will define a new list of selected indicators that represent the core programs and their logical project frameworks and develop a reporting baseline.

**Goal Leads:** *Chiefs of Programming and Training (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
**Data Source:** *VRT reporting against post project frameworks*
**Calculations:** *The number of projects that meet the two thresholds for a documented achievement on at least one of the selected standard sector indicators used for this goal divided by the number of projects that use one or more of the 19 selected indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annual target for the project.*

**Performance Goal 1.2: Assess the Peace Corps' Impact**

*Conduct one thematic study per fiscal year of a broad component of the Peace Corps' programming to assess its effectiveness and impact.*

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | List of proposed topics developed<br><br>Tools and approach developed | First study conducted<br><br>Second study planned | Second study conducted |
| Results | NA | NA | NA | List of proposed topics, tools, and approach developed | - | - |

Between 2008 and 2012, the Peace Corps conducted 24 impact studies on individual host country projects. These studies were conducted retrospectively by interviewing counterparts, beneficiaries, host country families, and stakeholders. In contrast to this earlier effort, this performance goal will focus on one programming or operational topic that is common across a range of Peace Corps countries and is identified as a priority by the Office of Global Operations and the senior leadership in the agency. Topics for annual impact studies are developed in consultation with stakeholder offices and advisory groups so that the findings are of maximum relevance for continuous improvement in the agency. These annual impact studies will assess the impact of evidence-based practices and programs globally and identify opportunities to strengthen programs or improve operational efficiency and effectiveness. The findings from these studies will be widely disseminated in order to promote learning and consolidate best practices across the agency.

The studies will be conducted using a combination of desk reviews, existing administrative data from the VRT, and other materials that are related to the topic of the study. Possible topics include programs (e.g., girls' education, youth camps, malaria prevention, HIV/AIDS awareness, and/or Peace Corps' contributions to sustainable change in its host country programs) or operational topics (e.g., best practices in site development, working with local counterparts, and global and local partnerships; and/or mechanisms to engage communities in productive, collaborative, and inclusive relationships that foster development and strengthen cultural exchange).

The topic for the FY 2019 study is "Enabling Successful Community Integration." As the foundation of the Peace Corps' participatory community development model, community integration is integral to the agency's three goals, with direct implications for Performance Goal 2.4: Implement an Improved Site Management System. This study will focus on identifying evidence-based practices to inform post policies, procedures, and training for Volunteers. Additionally, findings will help strengthen the agency's capacity to establish expectations with recruits and invitees, support Volunteers' entry into their communities, prepare Volunteers to serve as citizen diplomats, and improve

the quality of information that Volunteers share about their country of service with other Americans.

**FY 2018 Progress Update:**

The FY 2018 target was met. The Office of Global Operations developed a list of proposed topics and tools as well as an approach for conducting the first study. The first study is on Volunteer community integration. The ability of Volunteers to integrate into their communities is key to their success and safety. The primary aim of this study is to identify the best tools, policies, staffing, and practices for supporting Volunteer integration. The study was launched ahead of schedule during the summer of 2018, and significant progress has already been achieved. The study design uses a comparative case study approach. A sample of posts were identified in one of two groups: (1) those where Volunteers report easy, rapid community integration and (2) those where Volunteers indicate they have more difficulty integrating. Telephone interviews were conducted with post staff using a structured questionnaire to identify potential contributing factors that may explain why the two groups differ. In FY 2019, the data from the interviews will be cleaned and analyzed to complete this study.

*Goal Leads: Associate Director in the Office of Global Operations and Director of the Office of Strategic Information, Research, and Planning*
*Data Source: Agency records and administrative data*
*Calculation: Completion of the milestones listed above.*

## Strategic Objective 2: Volunteer Effectiveness

*Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.*

**Rationale:** Achievement of the agency's three goals is contingent on establishing an enabling environment conducive to effective Volunteer service. This requires targeted and strategic support from the agency, including developing staff capacity, designing and managing projects with an evidence-based approach, and using a systematic approach to site management. It also includes facilitating Volunteer learning; ensuring the integration of comprehensive intercultural competence, diversity, and inclusion (ICD&I) into all agency operations; and engaging and supporting host country partners in their roles.

### Strategies

- Develop a competency-based overseas staff learning strategy, focused on programming, training, and evaluation staff that differentiates and targets resources for each phase of the employee lifecycle: onboarding (forming), norming, informing (field experts), and off-boarding.
- Develop a competency-based Volunteer learning strategy that differentiates and targets learning and development resources with an emphasis on technical, ICD&I, and language training for each phase of the Volunteer lifecycle (applicant, invitee, Peace Corps trainee, Volunteer, and returned Peace Corps Volunteer) and includes the creation of guidance and standards for the pre-departure environment.
- Conduct post-level case studies to identify best practices in site and partner identification, preparation, and support. Utilize the findings to enhance site identification and monitoring guidance and to develop simple site assessment tools that enable staff to better place Volunteers with communities and partners that have the greatest potential to achieve development outcomes.
- Operationalize programming, training and evaluation processes and tools (PT&E Alignment) for project design and management so that all posts have logical project frameworks that articulate training, implementation plans, and the expected contributions of the Volunteers to local development goals.
- Develop and implement a project-level monitoring and evaluation (M&E) strategy and mobile data system to facilitate the real-time reporting and monitoring of Volunteer activities, outputs and outcomes.

**Strategic Objective Lead:** Associate Director for Global Operations

**FY 2018 Progress Update:**

Significant progress has been made on the competency-based learning strategies for programming, training, and evaluation staff and Volunteers. Staff competencies in three of the five designated areas were developed through a participatory and iterative process, and benchmarked to industry standards. Volunteer competencies were developed for the technical areas in which Volunteers work as well as in the capacity development competencies Volunteers use at site to transfer knowledge, skills and attitudes. A Programming and Training Bridge was developed in each of the six sectors (Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development) to connect the tasks Volunteers perform with the necessary language skills to carry out those tasks.

The agency continues to make strides in improving overall Volunteer language learning and increasing the percentage of Volunteers who complete close of service language testing. This is particularly important as posts design and implement new strategies for language learning throughout service that are consistent with project frameworks. Results from FY 2018 were based on the most comprehensive data collected by the agency since language learning began to be used as a performance goal in FY 2015. The Peace Corps expects that as training systems and resources are developed, Volunteers' language proficiency in Level 3 and 4 languages will improve.[5]

The characteristics of effective site management were identified and definitions of common terms used in site management were developed. Site management includes site identification, counterpart identification, site preparation, and support. A scope of work for a management study was developed. The study will use a comparative case study approach among posts on effective site management and will be conducted in FY 2019.

This was the first year that a significant number of projects were endorsed based on the new Logical Project Frameworks, bringing the total number of endorsed projects to 30 out of 142 (21%). The agency's goal is to have 100 percent of projects endorsed by the end of FY 2021. In addition, user stories and functional requirements have been identified and prioritized to inform development of a new mobile data system for Volunteers to report their project activities and for staff to monitor, analyze, and evaluate impact. The agency approved funding for the new system in September 2018, and is planning to launch it in 2020. The goal is that by 2021, all projects will use endorsed Logical Project Frameworks and all Volunteers will report their activities in a mobile data system.

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[5] The Peace Corps categorizes language levels according to the system used by the Defense Language Institute. Languages at Levels 3 and 4 are more difficult for native-speakers of English to learn. Thus, Volunteers require more time to reach Advanced proficiency. For example, Chinese is a Level 4 language that is more difficult for speakers of English to learn than Spanish, a Level 1 language.

**Performance Goal 2.1: Optimize Staff Performance**

*Establish a competency-based learning strategy for overseas programming, training, and evaluation staff that supports targeted professional development throughout the employee lifecycle by the end of FY 2020.*

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Competencies developed | Competencies developed<br><br>Resource plan developed<br><br>Sequencing and mapping completed<br><br>User interface on IT platform completed | Staff capacity in competencies built |
| Results | NA | NA | NA | Competencies developed | - | - |

This performance goal targets capacity building for overseas programming, training, and evaluation (PT&E) staff in core and technical competencies that support and enhance Volunteer effectiveness. This performance goal will be achieved in a series of phases:

Phase 1: Develop competencies in language, training, and intercultural diversity, equity and inclusion (ICD&I) in FY 2018. Additional competencies in programming and evaluation will be developed in FY 2019.

Phase 2: Identify, refine, develop, and align resources—including resources that help staff support Volunteers in building their resiliency. Map the resources to the competencies that have been defined.

Phase 3: Sequence and map learning and development resources to the employee lifecycle, beginning with onboarding.

Phase 4: Roll-out staff competencies and learning and development resources on an integrated and navigable IT platform that supports staff professional development.

Phase 5: Build the capacity of staff to use learned competencies in their work and to continue their professional development using the related resources.

Phase 6: Update the performance goal to measure increased effectiveness among staff who have participated in skills building.

**FY 2018 Progress Update:**

The target for FY 2018 was met with the development of "competencies," which are defined as measurable or observable knowledge, skills, and attitudes needed to perform a critical job function. In total, the Office of Overseas Programming and Training Support (OPATS) developed nine competencies in the areas of instructional design, training facilitation, training assessment and evaluation, language training, and

intercultural competence, diversity, equity and inclusion. All competencies were developed by subject matter experts, benchmarked to industry standards in the public and private sector, and vetted with a representative group of Peace Corps' post staff through a participatory and iterative process. A similar process will be used to develop competencies for programming and evaluation in FY 2019.

Additionally, a site within the agency's intranet was developed to facilitate access to the PT&E competencies and supporting materials. The site facilitates collaboration between subject matter experts and stakeholders—at headquarters and posts—toward improved competency development.

**Goal Lead:** *Director of the Office of Overseas Programming and Training Support*
**Data Source:** *Agency records and administrative data*
**Calculation:** *Completion of the milestones listed above.*

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| **Performance Goal 2.2: Optimize Volunteer Performance** | | | | | | |
| *Establish a competency-based Volunteer learning strategy that supports capacity building throughout the Volunteer lifecycle by the end of FY 2020.* | | | | | | |
| Targets | - | - | - | Competencies developed | Global core competencies developed<br><br>Resource plan developed<br><br>Sequencing and mapping completed | Pre-departure environment standardized<br><br>User interface on IT platform completed |
| Results | NA | NA | NA | Competencies developed | | |

This performance goal targets capacity building at all phases of Volunteer service in core and technical competencies in order to ensure Volunteers' effectiveness and accountability. This performance goal will be achieved in a series of phases:

Phase 1: Develop technical competencies in FY 2018. Additional competencies in the "global core" (which includes competencies related to resilience and adjustment challenges) will be developed in FY 2019.
Phase 2: Identify, refine, develop and align resources that are mapped to the competencies.
Phase 3: Sequence and map learning and development resources related to language acquisition, sector, and global core to the appropriate phases of the Volunteer lifecycle, beginning with the pre-departure environment.
Phase 4: Establish a standardized approach, guidance, and content for the pre-departure environment.

Phase 5: Roll-out Volunteer competencies and learning and development resources on an integrated and navigable IT platform that supports Volunteer learning.

Phase 6: Build the capacity of Volunteers to use the learned competencies and related resources during their service.

Phase 7: Update the performance goal to measure increased effectiveness among Volunteers who have participated in skills building.

**FY 2018 Progress Update:**

The Peace Corps met the target set for FY 2018. Competencies for Volunteer Performance related to each of the six sectors—Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development—were developed. All competencies describe the measurable or observable knowledge, skills, attitudes that Volunteers need to perform a critical job function or carry out the activities in the project frameworks. In each sector, reference logic models were designed using a theory of change.[6] They include evidence-based activities drawn from the international development industry and vetted by a representative group of subject matter experts in Peace Corps posts through a participatory and iterative process. They also include sector-specific technical concepts and capacity development competencies.

As part of each sector resource package, partner offices in the agency produced a document referred to as the "Programming and Training Bridge." This document describes the enabling tasks, performance expectations, learning expectations, and competencies required of Volunteers in order to implement the logical project framework in their sector. This document serves as the foundation for the agency's competency-based approach to development.

Through a series of workshops, 12 offices across the agency collaborated to identify global core competencies for Volunteers. Representatives from each office will participate in the development and alignment of additional competencies and related resources in FY 2019. The new Volunteer Competencies Workspace site on the agency intranet will facilitate access to these materials and strengthen cross-agency collaboration.

*Goal Lead: Director of the Office of Overseas Programming and Training Support*
*Data Source: Agency records and administrative data*
*Calculation: Completion of the milestones listed above.*

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[6] As explained by Marjan Van Es, Irene Guijt, and Isabel Vogel in *Theory of Change Thinking in Practice* (The Hague, The Netherlands: Hivos. 2015: p. 12), people perceive and understand change based on their underlying beliefs about life, human nature, and society. Theories of change articulate these ideas and beliefs about how and why the world and people change.

## Performance Goal 2.3: Improve Language Learning

*Increase the percentage of Volunteers tested at close of service who achieve the "advanced" level or above on the language proficiency interview.*

**Indicator 1:** Increase the percentage of Volunteers tested at close of service who achieve the "Advanced" level or above in Level 1 and 2 languages.

|  |  | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|---|---|
| Targets | Level 1 and 2 languages | - | - | - | - | 84% | 85% | 85% |
| Results | | NA | 81%[1] | 82% | 82% | 82% | | |

**Indicator 2:** Increase the percentage of Volunteers tested at close of service who achieve the "Advanced" level or above in Level 3 and 4 languages.

|  |  | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|---|---|
| Targets | Level 3 and 4 languages | - | - | - | - | 39% | 40% | 42% |
| Results | | NA | 46%[1] | 38% | 38% | 38% | | |

[1] *Italicized results are not comparable to later years due to changes in measurement.*

Developing local language skills is critical to the Volunteers' ability to integrate into their communities; work effectively toward the Peace Corps' Strategic Goals One, Two and Three; and maintain their safety and security. An increase in the percentage of Volunteers who achieve the advanced level of language proficiency indicates that the agency is supporting effective language training and independent language learning throughout the service of the Volunteers.

The language ability of the Volunteers is measured through a language proficiency interview (LPI), administered by agency-certified language testers. The language proficiency interview includes four proficiency levels based on guidelines from the American Council on the Teaching of Foreign Languages: Novice, Intermediate, Advanced, and Superior. At the Advanced level, Volunteers should be able to perform the functions required in most projects such as training, co-planning, or facilitating technical activities.

Volunteers are taught and tested in key language(s) spoken at their site. Measuring language ability at mid-service and close of service allows posts to assess the efficacy of their language-learning programs and determine the types of activities that Volunteers can reasonably be expected to perform in the local language(s). This indicator continues to be particularly important as posts design and implement new strategies for language learning throughout service that are consistent with their project frameworks.

Advanced proficiency in a language that is classified as a Level 3 or Level 4 in terms of difficulty is more challenging and time-consuming than developing that level of

proficiency in languages classified at Level 1 or 2. Over time, the proportion of Volunteers serving in posts with more difficult languages has increased steadily from 51 percent of the Volunteers tested in 2015 to 57 percent of those tested in 2018. Thus, this performance goal has been revised from the goal used in the FY 2014–2018 Strategic Plan to take into account the larger numbers of Volunteers being tested in more languages where it is more difficult to achieve advanced proficiency. For this reason, two separate indicators for language skills were established for agency performance reporting in FY 2018 and beyond.

Additional contextual factors may be considered in the future for this performance goal such as the fact that some Volunteers may learn more than one language during the course of their service. As the Peace Corps further refines language learning expectations in light of the posts' PT&E alignment efforts, this performance goal may be further updated.

**FY 2018 Progress Update:**

FY 2018 results were slightly below the targets set for both groups of languages. Language testing at the close of service was established as a requirement in FY 2015. While the FY 2018 result did not fully meet the target, it is important to note that these results were based on 87 percent of the 2,124 Volunteers who completed their service in countries where local languages were taught and tested in FY 2018. This is the most comprehensive set of results collected by the agency since this performance goal was introduced in FY 2015.

As reporting improved, the agency expected that the percentage of Volunteers achieving Advanced in Level 3 and 4 languages might decrease if Volunteers with lower proficiency had been opting out of taking the optional close of service language proficiency interview prior to this change.  However, these results demonstrate that proficiency levels have remained stable over time as posts have come closer to 100 percent reporting of language proficiency interview scores at close of service. Posts now have a clearer picture of the language development of Volunteers and can use this information to strengthen support for language learning throughout service.

The efforts to develop more structured and robust language learning programs at posts are supported by guidance, resources, and training from the agency's language team. The development of competencies (as described in PG 2.2) for each of the Peace Corps' six sectors has enabled posts to clearly identify the tasks Volunteers need to perform in their local languages and begin developing learning resources. The agency expects that as more training resources are developed, the Volunteers' language proficiency in local languages will improve, particularly in the more difficult Level 3 and 4 languages.

*Goal Lead: Director of the Office of Overseas Programming and Training Support*
*Data Source: Peace Corps databases (VIDA[7] and SharePoint)*
*Calculations: Indicator 1: The number of Volunteers who achieved an Advanced or Superior level score on their language proficiency interview for Levels 1 and 2 languages at close of service divided by the number of Volunteers who were tested at close of service. Indicator 2: The number of Volunteers who achieved an Advanced or Superior level score on their language proficiency interview for Levels 3 and 4 languages at close of service divided by the number of Volunteers who were tested at close of service.*

| Performance Goal 2.4: Implement an Improved Site Management System | | | | | | |
|---|---|---|---|---|---|---|
| *Define, design, and implement a comprehensive site management system by the end of FY 2021.* | | | | | | |
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | Parameters and hypothesis defined<br><br>Data collection tools developed | Structured interviews and case studies conducted in selected posts | Existing site management guidance enhanced |
| Results | NA | NA | NA | Scope of work and hypothesis defined | | |

This performance goal establishes an improved and comprehensive site management system based on evidence-based guidance and tools. The system will foster an enabling environment for Volunteers, communities, and partners to address mutually-defined development priorities. The improved site management system will be completed using a phased approach:

Phase 1: Use existing data to define parameters for successful site management.

Phase 2: Develop tools such as structured interview questionnaires to collect and analyze data.

Phase 3: Conduct structured interviews and case studies on site management practices at selected posts to compare and contrast the posts with the most and least success using the parameters defined in Phase 1.

Phase 4: Enhance existing site management guidance based on findings from the operational research conducted in Phases 1-3.

Phase 5: Develop guidance and tools for staff to use in the site management process to identify sites with shared programmatic goals and committed partners with whom the Volunteers can work.

Phase 6: Develop an integrated and navigable technology platform to capture and manage critical site management data.

Phase 7: Build the capacity of staff to implement guidance and tools.

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[7] The Volunteer Information Database Application (VIDA) tool allows posts to manage data on Volunteers, sites, and Emergency Action Plans. Beginning in FY 2019, posts will use a new data collection tool on SharePoint to report this data.

**FY 2018 Progress Update:**

The target was not met, but significant progress was made. Initial work centered on developing common definitions of terms used in site management and developing a consensus around the characteristics that an effective site management system should have. This effort concluded with a summary paper completed in May 2018.

Based on the summary paper, the agency developed a scope of work for the study to be conducted in 2019. It will use a comparative case study approach, categorizing posts by the effectiveness of their site management activities based on the characteristics that were defined in FY 2018. The most effective and least effective posts will be compared using various techniques including document reviews, individual and group interviews, and web-based surveys. The next step—development of these data collection tools—will be completed in FY 2019.

*Goal Leads: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
*Data Source: Agency administrative records*
*Calculation: Completion of the milestones listed above.*

| **Performance Goal 2.5: Strengthen Project Planning and Management** | | | | | | |
|---|---|---|---|---|---|---|
| *Develop logical project frameworks for all projects using PT&E Alignment processes and tools by FY 2021.* | | | | | | |
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | 35% of projects | 68% of projects | 84% of projects |
| Results | NA | NA | 4% of projects | 21% of projects | | |

This performance goal is designed to implement an improved, integrated project planning and management system that addresses community-defined priorities through evidence-based activities. The project frameworks that are developed as an integral part of the updated project planning process known as "Programming, Training, and Evaluation (PT&E) Alignment" will ensure that Volunteers have meaningful work that contributes to development outcomes. PT&E Alignment uses the lessons learned by the agency over recent years as it has focused its programs in six sectors and supported post staff in designing, implementing, and evaluating high-quality programming and training for Volunteers. The PT&E alignment process was launched with the development of "anchor activities," resource packages, and related guidance, tools, and templates for each sector to support posts in designing projects using logical project frameworks. In FY 2016 and 2017, the agency field-tested the new approach and sector resource packages at 15 participating posts. The process of developing new project frameworks began in FY 2017. This process culminates when the regional offices complete their final review of post plans and endorse the project frameworks.

**FY 2018 Progress Update:**

The target was not met. The agency has set annual targets for the number of post projects using the new Logical Project Frameworks that are expected to be endorsed by regional offices, with the overall goal of reaching 100 percent of all projects by 2021. The FY 2018 target was 35 percent of projects endorsed. A total of 30 projects were endorsed during this fiscal year, reflecting 21 percent of the 142 Peace Corps projects. As of September 30, 2018 an additional 20 projects were nearing the end of the design process and will be endorsed in the first quarter of FY 2019.

This was the first year that a significant number of projects globally went through the full endorsement process. This process took longer than anticipated and required extensive support and guidance from multiple offices—including the three Regional Offices, the Office of Overseas Programming and Training Support (OPATS), and the Office of Global Health and HIV (OGHH)—as all stakeholders learned to use the new tools and processes. Lessons learned in terms of scheduling and structure will contribute to a more efficient process in future years.

*Goal Leads: Chiefs of Programming and Training (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
*Data Source: Administrative records*
*Calculation: Number of active projects with an endorsed project framework divided by the number of active projects. The targets expressed above are based on a global total of 142 projects that are being developed or refreshed using the agency's PT&E process.*

## Strategic Objective 3: Volunteer Resilience

*Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.*

**Rationale:** Optimizing Volunteers' natural resilience has been part of the Peace Corps' approach to development since its inception in 1961. Recent developments in the field of resilience, stress-management, intercultural competence, diversity, and inclusion point to the need to review and revise the agency's approach to enhancing resilience. Volunteers encounter unique stressors associated with living and working abroad, and integrating into host communities. These stressors may be experienced differently by individual Volunteers depending on their prior life experiences, identity, education, or other factors as well as the social and cultural complexities of development work at their sites. Delineating a systematic and comprehensive approach to setting expectations and building resilience skills—one that includes staff, in-country partners, and Volunteers who support each other—will increase the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service and life beyond the Peace Corps.

**Strategies**
- Promote a suite of standardized products to inform core expectations, such as short videos, digital content, job descriptions, and post communications.
- Analyze the existing applicant interview questions, job descriptions, and country pages, including sections related to expectations of service and adaptation strategies; modify or update as needed to strengthen message targeting to prospective applicants.
- Identify methods and opportunities to inform resilience skill building at posts that is integrated with properly sequenced intercultural competence, diversity, and inclusion coaching and other training; use simulation and experiential learning techniques where appropriate.[8]
- Identify external research findings on resilience and incorporate the most relevant findings into Volunteer and staff skill building to enhance the Volunteer-support environment.
- Enhance the ability of post staff to address individual Volunteer adjustment challenges and/or resilience gaps.
- Advance a common understanding of Volunteer adjustment and resilience and its critical contributing factors across all elements of the agency engaged in Volunteer support, including the development of materials and activities for counterparts and host families.
- Build intercultural diversity and inclusion concepts, actions, and tools into core agency business processes.

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[8] One example of experiential learning is to let trainees experience a cultural setting where a shared value like respect is shown through different behaviors than the ones to which they are accustomed.

**Strategic Objective Lead: Associate Director of the Office of Health Services**
**FY 2018 Progress Update:**

Substantial progress has been made in this strategic objective in FY 2018. Supporting Volunteers' ability to manage the challenges of service improves their chances for success. Volunteers' innate resilience can be further enhanced by empowering staff at posts to support Volunteers' adjustment through the uniquely unfamiliar and challenging aspects of Peace Corps service. This approach enables Volunteers to gain life skills and experiences that contribute to their service and future civic engagement.

Volunteer resilience is closely aligned with clarity of expectations for service. The agency is looking system-wide at critical areas where there are opportunities to diminish any gap between applicant and invitee expectations and the realities of Volunteer service. The development of digital content that assists in the adjustment of invitee expectations is well underway and proving beneficial. One example is the development of a short video to orient invitees on health care services during service. The main public outreach components targeted for messaging to applicants are the Job Specific Requisition and Country Pages on the Peace Corps Website. With the identification of these two main focus areas, realistic expectations about Peace Corps service will be clarified for maximum impact.

To better understand how to support Volunteer resilience, the agency is analyzing data from Volunteers, capturing perceptions of their effectiveness along with other data from the application and onboarding process. The goal of this analysis is to identify unique combinations of predictive variables related to Volunteer effectiveness and performance that may help inform future recruitment efforts. Through these efforts, the agency hopes to increase the recruitment of applicants who are more resilient when faced with the challenges inherent to Peace Corps service.

Intercultural competence, diversity, and inclusion (ICD&I) are important factors to consider related to Volunteer resilience. Research shows that long-term immersion in unfamiliar environments can create stress as a result of the uncertainty presented by differing cultural norms and values. Understanding appropriate and effective behavior in a new context, as well as the values that inform those behaviors, can help mitigate stress and improve adjustment. Ensuring that diversity of experience before Peace Corps service is taken into account in core business practices will enable the agency to support resilience for all Volunteers including those from diverse backgrounds.

Finally, work in the ICD&I space includes, but is not limited to, training. Volunteer and staff training will enhance the ability of posts to address individual Volunteer adjustment challenges and/or resilience gaps. Delivering this training through experiential learning and other methodologies will help maximize its effectiveness in FY 2019. A proposal to develop staff training via a moderated online course is under review as a potential approach to expand upon the now-finalized Volunteer training modules.

**Performance Goal 3.1: Establish Realistic Expectations of Service**

*Ensure that all agency messaging is focused and consistent on internal and external platforms throughout the applicant life cycle to establish realistic expectations of service by FY 2020.*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Analysis of current messaging from HQ and post conducted | New resiliency content and adjustment standards developed | New content and standards approved and disseminated |
| Results | NA | NA | NA | HQ analysis underway; post analysis to be conducted in FY 2019 |  |  |

After revamping its marketing and simplifying its online application and screening processes in 2014, the Peace Corps increased the number of applications from around 10,000 in FY 2013 to a peak of nearly 24,000 in FY 2016. The agency continues to receive approximately 20,000 applications a year. Furthermore, prospective Volunteers are now moving from application to service in the shortest time in decades. Through social media they are exposed to more information about Peace Corps service than past generations of Volunteers. Some of this information is created or curated by the Peace Corps, but much of it is not. The agency requires additional processes that help candidates, invitees, trainees, and, ultimately, Volunteers prepare for the rigors of service by setting appropriate expectations.

Milestones for this performance goal include:
Phase 1: Conduct an analysis of current messaging from headquarters that addresses resiliency as it relates to expectations of service.
Phase 2: Conduct an analysis of current pre-departure messaging from posts.
Phase 3: Create and disseminate agency content, standards, and messaging on challenges to expect during Peace Corps service.
Phase 4: Review existing trainings in the agency's learning management system (LearningSpace), updating and creating content where needed.

**FY 2018 Progress Update:**

The FY 2018 target was not met, but substantial progress has been made. The agency is in the process of completing Phase 1 of the performance goal milestones: review of headquarters' messaging. A project lead was designated and initial meetings with stakeholders were completed. The team is summarizing the findings from those meetings and creating a proposal for next steps. Initial findings indicate that the agency should focus on the Job Specific Requisition and Country Pages section of the Peace

Corps website (Phase 2 of this work) as the main public outreach components that must be synchronized from recruitment to placement. This will ensure that prospective Volunteers understand the challenges they will face in service so that they arrive for training with realistic expectations. A major focus for the agency will be on improving how realistic service is presented in general marketing and social media campaigns.

*Goal Leads:* Associate Director of Volunteer Recruitment Services (VRS) and Director of the Office of Communications
*Data Sources:* Website, Volunteer Delivery System applications (DOVE and MAXx)
*Calculation:* Completion of the milestones listed above.

### Performance Goal 3.2: Increase Management of Adjustment Challenges Outside the Clinical Environment

*Increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.*

**Indicator 1:** Decrease Volunteer/Year rate of care seeking from Peace Corps Medical Officers (PCMOs) for adjustment difficulties.[1, 2]

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | 6.2 cases per 100 VT years | 6.0 cases per 100 VT years | 6.0 cases per 100 VT years |
| Results | NA | *6.7 cases per 100 VT years* | 6.4 cases per 100 VT years | 6.3 cases per 100 VT years | | |

**Indicator 2:** Fully develop an ICD&I framework to build staff, Volunteer, and partner capacity to support Volunteer adjustment and resilience.

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Agency vision and strategy developed<br><br>Peace Corps' status against key ICD&I benchmarks analyzed | Peace Corps' status advanced by one level on selected ICD&I benchmarks | Develop ICD&I benchmarks and/or reflection questions within the Administrative Management Control Survey |
| Results | NA | NA | NA | Vision completed; benchmarks under development | | |

**Indicator 3:** Develop resilience resources to build staff, Volunteer, and partner capacity to support Volunteer adjustment and resilience.

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Evidence-based resilience training modules field tested and finalized | 10% of posts completed review of modules and incorporated materials into their training programs | 20% of posts completed review of modules and incorporated materials into training programs for Volunteers and staff |
| Results | NA | NA | NA | Modules completed | | |

[1] An "adjustment difficulty" is defined as managing a new situation (related to work, living situation, culture, etc.) that requires support from the PCMO such as empathetic interactions and minor skill building. This does not rise to the level of diagnosable concern in that it does not impact functioning in a detrimental way, has not been present for a significant period of time, and does not require treatment from a licensed mental health provider. Rates are calculated using Volunteer-Trainee (VT) years to account for the number of Volunteers and the length of time they served.

[2] The FY 2016 rate relies on data reported through PCMEDICS from January-September 2016 only; data prior to January 2016 were unavailable or were not comparable to later months due to changes in the criteria for coding cases as "adjustment difficulty."

Volunteers face a number of challenges as they learn to navigate the rigors of service. As a result, they reach out to staff—including Peace Corps Medical Officers (PCMOs)– for emotional support. While PCMOs are well-equipped to handle Volunteer's medical needs, other host country staff, Volunteer peer groups, counterparts, or other partners may be better situated to assist Volunteers in managing the inevitable adjustment difficulties that come with service, but they need the appropriate skills and resources to do so.

Given that a major element of resilience relates to cultural adjustment, Volunteers can be supported to enhance their own resilience through training that builds upon a framework of intercultural competence, diversity and inclusion (ICD&I). Posts that have conducted ICD&I training report that it is an effective approach. To further this work, the agency developed an ICD&I vision and strategy based on analysis of the agency's status against the benchmarks recognized by external experts in the field of intercultural competence, diversity and inclusion. The agency will seek to make progress by developing ICD&I benchmarks or reflection questions within the Administrative Management Control Survey (AMCS), a tool that is used by posts for their annual integrated planning and budgeting efforts. In this way, the ICD&I actions are integrated into a core agency business process, maximizing their effectiveness and sustainability.

In addition to the integration of ICD&I into core agency processes, the Peace Corps continues to develop training materials to enhance Volunteers' innate resilience by building life skills that promote adaptation, adjustment and acculturation. This training

helps them better withstand the challenges that are inherent in adapting to a new cultural and linguistic environment where many of their support systems are not present or need to be constructed anew. The training considers skills such as effective problem solving, social connectedness and empathy, emotional balance and flexibility, and building mental strength.

Milestones for this performance goal include:
Phase 1: Create guidance for skills building and resources to optimize the use of Volunteer leaders, peer support networks, affinity groups, post staff, and diversity committees at post so that Volunteers have other non-medical resources available to them.
Phase 2: Communicate the new guidance, resources, and tools at Peace Corps headquarters and plan for roll out to posts.
Phase 3: Roll out the new guidance, resources and tools for posts to review and incorporate into their business processes and training for staff as well as Volunteers.

In parallel with these developments, the agency will also explore ways to formulate a new Annual Volunteer Survey (AVS) question to measure the extent to which Volunteers seek support from non-medical staff for adjustment challenges. This data will be analyzed across demographic groups to see if adjustment challenges are experienced more acutely by different groups and whether they perceive that Peace Corps staff and systems are positioned to support these adjustment challenges appropriately. This new data may lead to additional ways to refine staff capacity and/or standard operations in order to increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

**FY 2018 Progress Update:**

The number of instances of Volunteers seeking support from Peace Corps Medical Officers (PCMOs) for normal adjustment challenges decreased during the past year; however, the target was not met. During 2018, PCMOs were trained to accurately code adjustment disorders during their annual Continuing Medical Education (CME) Conference. In addition, staff were informed of key messages concerning Volunteer self-help and counseling options during the CMEs and all overseas staff trainings. While the PCMO will always be the gatekeeper for mental health services and provide support, Volunteers also have a number of other sources for interpersonal support when adjusting to Peace Corps life including: friends, peer support networks, host country staff, and family. As the training continues, the agency expects the number of instances of Volunteers requesting support from PCMOs to further decrease, which will allow more time for PCMOs to focus their efforts on improving health services for Volunteers.

Although the target for Indicator 2 was not met, the agency established a vision for ICD&I and has successfully incorporated ICD&I considerations throughout the agency's FY 2018-2022 Strategic Plan. Multiple cross-office working groups are integrating ICD&I at the systems level. The aim of this approach is a collaborative process that shifts the

responsibility from a handful of individuals to the entire agency to ensure systematic, sustainable change. External benchmarks are currently being reviewed by the Peace Corps' General Counsel ethics team. A second set of the benchmarks—more tailored to field operations—are also being considered. Finally, feedback was obtained from the Field Advisory Board (a group of staff members that represent posts from around the world) to ensure that they are involved in the process and that their recommendations for integrating ICD&I into core business processes are considered.

The target for Indicator 3 was met. During 2018, substantial progress was achieved. The resilience modules were tested with a Volunteer population in South Africa. Using the Brief Resilience Scale[9], post-training results were analyzed, and positive change was seen. Volunteers were invited to provide feedback on the modules, and the revised modules were then reviewed by selected HQ and field staff. The modules and proposed methodology for delivering this training was then socialized within the agency. At the end of FY 2018, agency staff decided that the delivery of the resiliency training modules for 2019 would be tested in five countries in the Africa region.

*Goal Leads: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*
*Data Sources: PCMedics and post administrative data*
*Calculations: Indicator 1: Incidents of adjustment difficulty (or other behavioral health epidemiological codes) divided by Volunteer-Trainee/Years; Indicator 2: Completion of milestones listed above; Indicator 3: FY 2018: Completion of milestones listed above. FY 2019: Number of posts that incorporate the modules for building resilience into their training programs divided by the number of posts with two-year Volunteers.*

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[9] The Brief Resilience Scale (Smith BW, Dalen J, Wiggins K, Tooley E, Christopher P, & Bernard J) was created to assess resilience as the ability to bounce back or recover from stress and may provide important information about people coping with health-related stressors.

## Strategic Objective 4: Building Leaders of Tomorrow

*Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.*

**Rationale:** Returned Peace Corps Volunteers (RPCVs) constitute a significant "domestic dividend" of skilled and dedicated individuals. Volunteers return to America with a unique and diverse set of highly marketable skills, including leadership, language, technical, intercultural, and entrepreneurial skills that contribute to a more competitive U.S. workforce. In addition, returned Volunteers often use their intercultural knowledge and experience to continue their service at home by engaging in public service, supporting volunteerism, and promoting a better understanding of other cultures. This strategic objective directly supports Strategic Goals Two and Three. Priority areas within this strategic objective focus on streamlining returned Volunteer services to ensure operational efficiency; interoffice collaboration; a coordinated, effective RPCV communication strategy; and gathering and strategically analyzing existing data on the Third Goal.

### Strategies

- Identify the knowledge, skills, and abilities gained during Volunteer service, particularly those related to leadership and intercultural competence. Develop training and tools that enable RPCVs to successfully translate those competencies into marketable skills after service.
- Monitor the distribution of employment opportunities for RPCVs across sectors (public and private) in order to maximize the diversity of available options.
- Integrate a virtual and user-friendly career resource center into existing platforms, such as the RPCV portal and **peacecorps.gov** website, to reduce staff administrative burden and to deliver career services efficiently.
- Promote civic engagement and cross-cultural exchange in U.S. communities by centralizing online resources and raising awareness of opportunities for returned Volunteers.
- Strengthen business procedures to efficiently manage RPCV contact data.

**Strategic Objective Lead: Director of the Office of the Third Goal and Returned Volunteer Services**

**FY 2018 Progress Update:**

The Office of the Third Goal and Returned Volunteer Services renewed its focus on efficiency of core activities related to building leaders of tomorrow among returned Volunteers. In-depth analysis resulted in realignment of the strategies for this objective to improve collaboration across the agency and to more accurately reflect the work needed to achieve the performance goals. Two strategies, in particular, were removed as they were deemed non-essential in meeting the overall objective and because they were affected by reduced staffing levels in response to the President's Management Agenda.

Inter-office collaboration has been instrumental to the success of this objective. One example of an important milestone achieved through collaboration was the completion of a framework for Volunteer leadership and intercultural competencies. Engagement with internal subject matter experts ensured that these competencies aligned with the competency-based learning strategies developed for Strategic Objective 2. These competencies will help Volunteers translate their service experience into marketable skills for potential employers in the public and private sectors.

The agency also streamlined several of its Returned Volunteer programs—including the Paul D. Coverdell Worldwise Schools programs and the Global Connections program—by automating services and providing new training to Volunteers. In addition, the Peace Corps continues to work with other agencies and partners through high-visibility events to market successes of returned Volunteers. All of these efforts ensure that the Peace Corps is more effectively supporting its Returned Volunteers and enabling them to be successful when they return from service.

| Performance Goal 4.1: Cultivate Leadership Skills | | | | | | |
|---|---|---|---|---|---|---|
| *Develop and share leadership and intercultural competency tools to support returned Volunteers as they transition from their service by FY 2020.* | | | | | | |
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | Map created of leadership and intercultural competencies that are developed during service (model) | Develop methodology to link leadership and intercultural competencies to activities in the Volunteer Reporting Tool (VRT) | Provide templates and other tools for posts to use in documenting competencies gained by Volunteers during service in their individual Description of Service (DOS) |
| Results | NA | NA | NA | Competency structure completed | | |

During Peace Corps service, powerful learning experiences provide practical opportunities to develop leadership skills and intercultural competencies. The competencies gained during service include participatory analysis, project design and management, coaching, and mentoring. These competencies enable Volunteers to be effective not only in their overseas communities and organizations, but also when they return home. Back home in the United States, returned Volunteers use competencies cultivated through Peace Corps service that contribute to a high-quality American workforce.

Competency assessment is critical to ensuring that the skills Volunteers acquire during service prepare them for success in the global workforce. The Peace Corps can strengthen its transition resources so that returned Volunteers are better able to articulate the foundational concepts of leadership and intercultural competence acquired during service when reentering the workforce or furthering their education. By making these transition resources available online and incorporating related curricula into regional and national programming efforts, the Peace Corps will be able to expand its reach to Volunteers regardless of their geographic location. Returned Volunteers continue to use and refine the competencies they gained abroad by reinvesting those skills back home in both their workplaces and communities.

Volunteers develop competencies during service by engaging in activities identified in the posts' project frameworks and reported in the Volunteer Reporting Tool (VRT). Linking VRT activities to competency development clarifies how Volunteer activities enable posts to fulfill commitments to host countries. It also provides evidence to future employers of the ways in which Volunteers have demonstrated leadership and intercultural competencies. Options will be provided to posts to use the competencies as an incentive for Volunteers to more meaningfully engage in and report on VRT activities during their service.

The Description of Service (DOS) is the agency record that documents Volunteer achievements during service. The DOS can be adapted to include a standardized approach to documenting competencies gained by the Volunteers during their service. Strategies will be shared with post staff to facilitate the inclusion of information in the DOS, drawing on Volunteers' VRT reporting to document the acquisition of leadership and/or intercultural competency.

**FY 2018 Progress Update:**

The target for this performance goal was met. The agency completed the creation of a map that organizes the leadership and intercultural competencies acquired by Volunteers during service. The leadership competencies[10] on the map include accountability (e.g., determines objectives, sets priorities, delegates work, and accepts responsibility for mistakes) and resilience (e.g., the ability to bounce back and learn from setbacks). Intercultural competencies include intercultural engagement; diversity, equity and inclusion; and relationship building (forging personal bonds across differences). The associated knowledge for both competencies includes self-awareness and interpersonal/group dynamics with the associated skills of evaluative listening, analytical observation, adaptability, and seeing other people's perspectives/worldviews. The attitudes that were identified as key to these competencies are respect, openness, curiosity, and valuing others.

These competencies were developed using the Office of Personnel Management's Executive Core Qualifications and UNESCO's Intercultural Competences framework.

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[10] A competency is defined as a set of measurable or observable knowledge, skills, or attitudes needed to perform a critical job function.

Through collaboration with the Peace Corps' Office of Overseas Programming and Training Support (OPATS), the competencies were aligned and integrated with the framework developed for Performance Goal 2.2. The agency will continue to develop a methodology to ensure that competencies are linked to Volunteers' activity reporting in FY 2019.

**Goal Lead:** *Director of the Office of the Third Goal and Returned Volunteer Services*
**Data Source:** *Agency administrative records.*
**Calculation:** *Completion of the milestones listed above.*

| Performance Goal 4.2: Continuation of Service<br>*Increase the number of opportunities for returned Volunteers to engage in continued service to 3,000 by FY 2022.* | | | | | | |
|---|---|---|---|---|---|---|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | 2,500 | 2,500 | 2,600 |
| Results | 2,250 | 2,300 | 1,831[11] | 2,153 | | |

The Peace Corps is a conduit to a lifetime commitment to service. Volunteers return to the United States as "cultural ambassadors" and community leaders, equipped with a broadened sense of diversity and inclusion, service to others, and refined intercultural competencies. This enables them to engage diverse communities through volunteerism and cross-cultural learning opportunities. The agency is committed to cultivating and expanding opportunities for returned Volunteers to reengage with the Peace Corps mission (e.g., Peace Corps Response and the Peace Corps Fellows Program) and to share their experience.

**FY 2018 Progress Update:**

The target was not met; however, the result was a significant improvement from FY 2017. The agency continues to foster opportunities for returned Volunteers to engage in continued service in FY 2018. Opportunities for further improvement include the Paul D. Coverdell World Wise School/Speakers Match Program, Peace Corps Response, and the Peace Corps Fellows Program.

Important programmatic changes were made in order to increase services, support, and opportunities for returned Volunteers. These changes include phasing out the Correspondence Match program[12] in favor of a new "Global Connections" program. The new program enables Volunteers to connect with classrooms, groups, and communities in the U.S. at any point in their service through multiple forms of technology including

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[11] The FY 2017 result has been adjusted from 2,230 to 1,831 based on improvements in agency calculations.
[12] The Correspondence Match was a one-to-one matching system for the exchange of letters between Volunteers entering service and U.S. classrooms.

real time video chats, email, texting, and communicating via multimedia applications or platforms. The agency also automated two programs that match Volunteers and Returned Volunteers to groups in the U.S. where they have opportunities to talk about their service. These changes made it easier for Volunteers to complete Third Goal activities, cut staff time by 15 percent, and provided more time for feedback and follow-up with educators.

The agency continues to create resources for Third Goal and WorldWise School programming for posts to use during in-service training. This effort has increased awareness and led to more requests from Volunteers who wish to participate in these programs.

The agency also continues to work with other agencies through high-visibility events. For example, in FY 2018, the Peace Corps worked with NASA to provide an opportunity for a live video chat with an RPCV astronaut to educators in partner classrooms across America. The agency also worked with the Council of Chief State School Officers and Mandy Manning—a Returned Volunteer and National Educator of the Year—to promote the Peace Corps and Paul D. Coverdell WorldWise School programs.

Looking forward, in FY 2019, the agency anticipates developing a mechanism and procedure to collect data on opportunities for service that are posted to Career Link jobs board that is managed by the Office of Third Goal and Returned Volunteer Services as another data source.

*Goal Lead:* Director of the Office of the Third Goal and Returned Volunteer Services
*Data Source:* Agency administrative records
*Calculation:* Number of opportunities for returned Volunteers per fiscal year.

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**Performance Goal 4.3: Consolidate Career and Transition Services for Returned Volunteers**

*Increase the percentage of recently returned Peace Corps Volunteers who access the RPCV Portal to 75 percent by FY 2022.*

|          | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|----------|---------|---------|---------|---------|---------|---------|
| Targets  | -       | -       | -       | 45%     | 50%     | 60%     |
| Results  | NA      | 43%     | 38%     | 32%     |         |         |

The agency can better serve returned Volunteers by developing a streamlined mechanism for RPCVs to identify, request, and access career and transition services. Centralizing these services to one location (the online RPCV Portal) will achieve several improvements in efficiency, including consistent marketing to RPCVs, streamlined access to services, a more user-friendly experience, and the standardization of all agency outreach to the RPCV community. Additionally, centralizing services and communication with RPCVs will increase efficiency and reduce the administrative

burden on Peace Corps staff providing these services as well as other offices that rely on returned Volunteer information for core business functions.

**FY 2018 Progress Update:**

The agency did not meet the FY 2018 target. To improve performance in the future, multiple offices have partnered to review potential methods to optimize access to the RPCV Portal. The agency is analyzing options to best determine when and how Volunteers access the RPCV Portal. The Office of Global Operations will provide updated guidance on Volunteer close-of-service procedures, which may include adding a step to the close-of-service checklist that reminds departing Volunteers to create an account in the RPCV portal. This will enable Volunteers to access important career service information and update personal information. Guidance to posts will be distributed in FY 2019 to underscore the usefulness of the Portal accounts for RPCVs. Once a solution is successfully implemented across all posts, the agency expects to see a significant increase in the proportion of returned Volunteers establishing an account.

*Goal Lead: Director of the Office of the Third Goal and Returned Volunteer Services*
*Data Source: RPCV Portal component of the Agency data system*
*Calculation: Number of recently returned Peace Corps Volunteers and Response Volunteers who set up an RPCV Portal account divided by the number of recently returned Peace Corps Volunteers who have completed service in the past 12 months.*

| Performance Goal 4.4: Fulfilling the Third Goal | | | | | |
|---|---|---|---|---|---|
| *Identify and analyze existing internal and external sources of Third Goal data.* | | | | | |
| **Indicator 1**: Number of currently serving Volunteers participating in Peace Corps Partnership projects, Paul D. Coverdell World Wise Schools/Speakers Match Program, and Third Goal activities. | | | | | |
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | - | 5,600 | 5,700 |
| Results | NA | *5,512[1,2]* | 5,803[3] | 5,190[4] | | |
| **Indicator 2:** Number of participants reported by currently serving Volunteers in Peace Corps Partnership projects, Paul D. Coverdell World Wise Schools/Speakers Match Program, and Third Goal activities. | | | | | |
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Targets | - | - | - | - | 70,000 | 73,000 |
| Results | NA | *38,274[1,5]* | *29,847[1,6]* | 65,993[7] | | |

[1] *Italicized results are not comparable to later years due to gaps in available data.*
[2] *This figure includes PCPP (919) and Third Goal activities (4,593). WWS data are not available.*
[3] *This figure includes PCPP (832), Third Goal activities (4,614), and WWS (357).*
[4] *This figure includes PCPP (695), Third Goal activities (4,086), and WWS (409).*
[5] *This figure includes PCPP (9,268) and Third Goal activities (29,006). WWS data are not available.*
[6] *This figure includes PCPP (9,673) and Third Goal activities (20,174). WWS data are not available.*
[7] *This figure includes PCPP (6,615), Third Goal activities (36,609), and WWS (22,769).*

The agency's Third Goal responsibility, as mandated by Section 2517 of the Peace Corps Act, states that the Director shall "…encourage, facilitate, and assist activities carried out by former Volunteers … and the efforts of agencies, organizations, and other individuals to support or assist in former Volunteers' carrying out such activities." Various data sources, both internal and external to the agency, already record Third Goal activities carried out by Volunteers and RPCVs, but the agency has not made a sustained effort to compile and analyze this data. This new performance goal reflects a renewed commitment to capturing and reporting this information in order to demonstrate fulfilment of the Third Goal mandate to stakeholders.

**FY 2018 Progress Update:**

This is a new performance goal, so no target was set for FY 2018. Baseline data were compiled and analyzed to inform the agency targets for FY 2019 and 2020.

*Goal Lead: Director of the Office of the Third Goal and Returned Volunteer Services*
*Data Sources: Gift, Grants and Management (Peace Corps Partnership Program (PCPP);*
*Agency administrative records; Volunteer Reporting Tool*
*Calculations: Indicator #1: The number of Volunteers participating in reported activities that correspond to the Third Goal including the Peace Corps Partnership Program (PCPP), the Paul D. Coverdell World Wise Schools/Speakers Match Program (WWS), and Volunteers reporting Third Goal activities in the Volunteer Reporting Tool (VRT). Indicator #2: The number of participants in reported activities that correspond to the Third Goal including community members that become Peace Corps Partnership Projects (PCPP) donors or who attend Paul D. Coverdell World Wise Schools/Speakers Match Program (WWS) and Third Goal activity participants reported in the VRT.*

## Management Objective 5: Foundational Business Management

*Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services.*

**Rationale:** The Peace Corps needs to improve the cost-effectiveness, speed, ease-of-use, and quality of its business services, and these efforts should be ongoing. Processes that work well should be kept; those that do not should be improved or discarded, and duplication should be eliminated. Decision makers should have access to the business intelligence they need when they need it. Agency financial, human capital, and technology resources should be used wisely according to established best practices and business requirements. As these efforts result in improved operational efficiency, the burden to domestic and overseas staff will be reduced. The ultimate outcome of this objective is the alignment of business services with the agency's strategic objectives.

### Strategies

- Improve the cost-effectiveness, speed, ease-of-use, and quality of the processes used to deliver business services to domestic and overseas staff and of the services delivered.
- Support good decision making by ensuring that agency leaders not only have access to timely, relevant, accurate, and easy-to-use business intelligence but are also held accountable for outcomes.
- Manage agency financial, human capital, and technology resources wisely by following best practices to meet (and strive to exceed) business requirements.

### Management Objective Lead: Chief Human Capital Officer

### FY 2018 Progress Update:

The Peace Corps has made substantive progress towards this objective during the past year. It has begun to align strategic, operational, and individual performance plans as well as laying out the foundation for better use of business intelligence through office dashboards. The development of the Human Capital Operating Plan is underway. Workforce planning and management process changes have been implemented.

One important process change was the establishment of quarterly agency workforce planning meetings. These meetings provide valuable information for the Human Capital Operating Plan. This initiative is an example of an important building block for increasing the Peace Corps' efficiency, innovation, and effectiveness.

In addition to these initiatives, the Peace Corps is achieving progress along other fronts to improve its core infrastructure. Since FY 2015, the Peace Corps has received approximately 20,000 applications each year, with one-quarter of these applicants being selected to receive an invitation to serve. Providing first-rate health care and

outstanding customer service in a cost-efficient way remains a top priority for the Peace Corps.

The agency's commitment to optimizing the ability of Volunteers to successfully navigate the challenges of service begins with ensuring that the strongest applicants receive invitations and continue progressing through the selection process to become Volunteers. With this goal in mind, the agency is improving its medical clearance process. This includes making greater use of technology to create a more efficient process for invitees, their health care providers, and Peace Corps staff during the medical clearance phase. Through a review of online documents, errors were reduced from 50 percent to 15 percent and the completion of the medical care compliance form by applicants was reduced from 33 days to 13 days.

In addition, the Office of the Chief Financial Officer made process changes during the past year to improve efficiency in financial and budget operations. One improvement was the streamlining of payment processing, which enabled the agency to reduce permanent positions while maintaining the efficiency of its compliance rate. The Office of the Chief Information Office (OCIO) deployed, replaced, or upgraded major information systems, including an improved Volunteer Information Database Application (VIDA), a new Learning Management System (LMS), a new identity and access management system (HSPD-12 or PIV), and an upgraded email system. The OCIO also reduced the size, complexity, and risk of the technology portfolio by removing software programs that are no longer used in the agency.

During the past year, the agency also created a Field Research Dataset, an innovative example of how the Peace Corps is leveraging data to further its evidence-based decision making. This dataset is a critical component of the agencywide Country Portfolio Review analysis—a transparent, rational, and repeatable process supporting the efficient optimization of Volunteers levels around the world. This set of approximately 180 data points from internal and external sources constitutes a valuable resource for post planning and management. It provides staff with a robust tool to identify opportunities for further improvement in core business systems.

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**Performance Goal 5.1: Improve Decision Making with Better Access to Business Intelligence**

*Increase the percentage of offices that maintain dashboards containing a combination of operational, financial, human capital, and customer service metrics to 100 percent of selected offices by FY 2019.*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | 80% | 100% | 100% |
| Results | NA | NA | NA | 75% |  |  |

This performance goal helps ensure that timely, relevant, accurate, and easy-to-use business intelligence is available to decision makers, both at the office level and the director level. Office dashboards that contain operational, financial, human capital, and customer service metrics help focus attention on both the effectiveness and cost efficiency of decisions, while promoting better alignment of activities with agency strategic objectives.

**FY 2018 Progress Update:**

The target was not met. During FY 2018, 9 out of the 12 selected offices established dashboards. Each office reported three or four key business metrics aligned with the agency's top priorities, and they identified three to five key customers to whom the office provides services and their major actions to improve customer service.

Three financial metrics are reported by each office: their cumulative budget through the reporting period, all expenses, and the ratio of expenses to budgetary resources. Four human capital metrics are reported for each office:
- Vacancy rate (percent of active positions that are unfilled on the last day of the reporting period)
- Days to select (calendar days from issuing the hiring certificate to selecting the hired candidate for all new staff hired during the reporting period)
- Days to hire (calendar days from issuing the hiring certificate to Enter-on-Duty (EOD) for all new staff hired during the reporting period), and
- Percentage of staff who are minorities (including staff who self-report as American Indian or Alaskan Native, Asian or Pacific Islander, Black or African American, Hispanic or Latino, and those who report a combination of two or more of the above).[13]

Dashboards will be updated in conjunction with the agency's quarterly performance plan reviews. This balanced set of measurements over the next year will provide senior decision makers with timely, relevant, and accurate business information, focusing attention on the effectiveness, cost efficiency, and customer satisfaction of agency decisions. The remaining three offices will establish their dashboards during FY 2019 now that the new office-level leadership team is in place. Offices will continue assessing their performance as an iterative process, and adjust their dashboards as needed to support achievement of the strategic plan and other high priorities.

*Goal Lead: Director of the Office of Strategic Information, Research, and Planning*
*Data Source: Agency administrative records*
*Calculation: Number of offices with dashboards that meet criteria divided by the number of offices selected for inclusion in this metric.*

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[13] Data were available for all but about one percent of the staff who not to choose to self-report their race or ethnicity.

**Performance Goal 5.2: Align Office Performance with the Strategic Plan**

*Increase the percentage of agency leaders who have metrics in their individual performance plans that are linked to at least one performance goal or objective in the strategic plan to 100 percent by the end of FY 2020.*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Individual performance plans developed and/or restructured to align with this goal | Performance plans aligned for 50% of senior leaders | Performance plans aligned for 100% of all Peace Corps employees[14] |
| Results | NA | NA | NA | New performance management system under development |  |  |

Linking the individual performance plans of leaders to specific performance goals and objectives in the strategic plan will provide line-of-sight throughout the agency on how the actions of individual offices are tied to the agency's overall strategic objectives. This will drive accountability and action on the business intelligence being utilized under Performance Goal 5.1. Additionally, it will build staff engagement through an increased understanding of how individual efforts align with agency goals. After plans are aligned, the Peace Corps will retire this performance goal. A new goal may then be identified based on the data available in the individual plans to further agency improvement efforts.

**FY 2018 Progress Update:**

The target for FY 2018 was not met. The Chief Human Capital Officer—a new position within the Peace Corps—joined the agency in May 2018. As one of her first priorities, she is reviewing and designing a new performance management system for direct hire Foreign Service Executives. The individual performance plans that are being crafted within this system are designed to strengthen the agency's focus on accountability, results, and leadership by aligning individual performance metrics with the Peace Corps' strategic plan and performance goals. The executive plans will cascade down to staff with continued emphasis on accountability. The first phase will involve drafting a new performance appraisal system for executives. The new plans will also increase the Director's flexibility to move towards a pay for performance system for senior leaders. All career executives will be put on the new plans in FY 2019.

*Goal Lead: Chief Human Capital Officer*
*Data Source: Human Resources records*
*Calculation: Number of managers and directors (and above) with performance plans that meet criteria divided by the number of managers (and above) selected for inclusion in this metric.*

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[14] The FY 2020 target includes both career staff and political appointees.

## Performance Goal 5.3: Improve Human Capital Planning and Processes

*Improve the agency's ability to strategically deploy its talent by strengthening advance planning and minimizing vacancy gaps by the end of FY 2021.*

**Indicator 1:** *Develop an agencywide human capital operating plan by the end of FY 2018 and update it annually thereafter.*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Plan drafted | Plan finalized | Plan Implemented |
| Results | NA | NA | NA | Office-level planning underway |  |  |

**Indicator 2:** *Decrease the average vacancy gap to 80 days by FY 2020.[1]*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | 100 days | 90 days | 80 days |
| Results | NA[2] | *89 days[3]* | 132 days[4] | 71 days[5] |  |  |

[1] *The percent of employees hired within 80 days is consistent with the recommended timeframes on hiring reform published by the Office of Personnel Management.*

[2] *Data from the former application system (Avue) is no longer accessible.*

[3] *Career Connector is the Peace Corps' job vacancy management system that was utilized for the first time in January and February 2016; as a result, the FY 2016 data does not reflect the entire fiscal year.*

[4] *In FY 2017, the federal government hiring freeze impacted the agency's hiring process, resulting in delays in onboarding new staff until the freeze was lifted in August 2017.*

[5] *Reflects vacancy gap for domestic vacancies only.*

One of the most critical factors affecting the Peace Corps' ability to serve its Volunteers is its ability to maintain an engaged workforce, both domestically and abroad. Success depends on the agency's ability to strategically deploy talent—the right people in the right place at the right time. The development of a Human Capital Operating Plan should not only comply with OMB A-11 directives but should also drive increased focus on aligning operations with the agency's core mission and values. This includes filling vacancies in a timely manner, providing appropriate and targeted training, delivering world-class customer service to internal and external stakeholders, and espousing industry-leading practices in diversity, inclusion, and belongingness. After the Human Capital Operating Plan is in place, process improvements should lead to a decrease in the time it takes for vacancies to be filled. This is a critical human capital outcome for Peace Corps, as vacancy gaps are considered a major risk factor for both domestic and overseas operations. Vacancy gaps decrease the agency's knowledge management capabilities, decrease staff and Volunteer engagement and satisfaction, and complicate project management. Achieving a reduction in the length of time of vacancy gaps indicates that human capital operations have been improved.

**FY 2018 Progress Update:**

FY 2018 results were slightly below the target for Indicator 1. The target was met for Indicator 2.

The Peace Corps is making progress implementing a planning program to better forecast workforce requirements and reduce the time it takes to fill mission-critical positions. The agency is shifting its focus from a review of current positions to examining its future workforce needs. This shift includes revamping position descriptions, realigning work structures, reducing layers of supervision, and focusing on staff level positions to create a more balanced ratio between supervisors and staff. This shift will enable the Peace Corps to modernize its workforce, improve its mission delivery, and better serve Volunteers.

Individual offices across the agency are paying careful attention to human resource issues and focusing on increasing the efficiency of the current workforce. This includes examining office mission statements and aligning work with the agency mission and strategic priorities, while meeting the regulatory requirements of the Peace Corps. In addition, offices are streamlining their work processes by automating routine tasks and eliminating redundancies. These office-level activities are contributing to a more efficient agency workforce and the development of the agency human capital operating plan which will be completed in FY 2019.

The agency successfully reduced the average vacancy gap for domestic positions from 132 days in FY 2017 to 71 days in FY 2018. This is a significant improvement and meets the OPM benchmark of 80 days on average. This improvement was created through changes in Human Resource hiring policies. For example, the Human Resource policy related to the release of certificates of eligible candidates was modified so that certificates are released only after interview questions have been approved, a hiring panel has been confirmed, and specific interview dates have been reserved by the hiring office. This modification holds offices accountable for moving forward within the approved hiring timeframes. Based on these results, the agency plans to continue focusing on improving the overall human capital planning process.

## FY 2018 Results Compared to OPM's Recommended Timeline
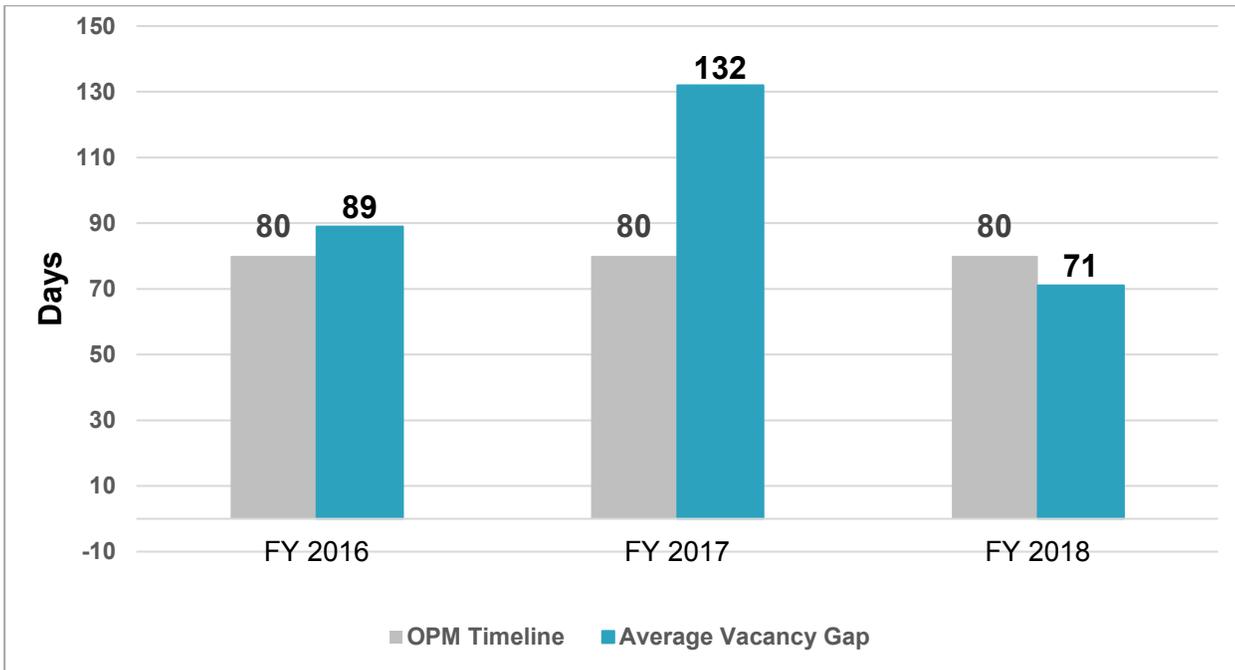


*Goal Lead: Chief Human Capital Officer*
*Data Source: Human Resources records*
*Calculations: **Indicator 1:** Completion of the milestones listed above. **Indicator 2:** Total number of days that positions filled within the reporting period were vacant in Career Connector divided by the number of positions filled within the reporting period.*

## Management Objective 6: Organizational Risk Management

*Identify and proactively address risks and opportunities through systematic, evidence-based decision making.*

**Rationale:** This management objective focuses on advancing and sustaining the agency's mission and effectiveness through systematic decision making that proactively anticipates, identifies, and manages risks and finds opportunities to improve the efficient and effective use of Peace Corps resources at all levels of the organization. The scope of this objective includes the safety and security of staff, Volunteers, and facilities as well as the agency's credibility, emergency preparedness and response, risks to the IT infrastructure (cyber security), and financial risks. This objective is focused on creating a senior risk assessment team,[15] revising agency policy concerning risk management, training agency leadership on risk management, and incorporating risk management into agency wide assessments and planning.

**Strategies**:
- Develop and implement an agency wide risk governance structure.
- Develop and implement an agency wide risk profile and office-level registers.

**Management Objective Leads: Associate Director for Safety and Security; Director of Information Security, Policy and Governance in the Office of the Chief Information Officer**

**FY 2018 Progress Update:**

The first component of the risk management strategy involves developing a risk governance structure for an agencywide risk management program. This effort began in early FY 2018 with the creation of a framework that addresses risk identification, communication, and management. The framework was finalized during the second quarter of FY 2018, while the policy and governance charter were drafted in the fourth quarter. The draft policy and charter will be approved in Q1 2019.

The second component of the strategy relates to developing office-level registers and an agencywide risk profile. The Peace Corps began the process of collecting risks from across the organization, which will be the basis for office risk registers as well as the overall agency risk profile.

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[15] The Senior Assessment Team was established by MS784 in 2007. This management objective will preserve that language for agency consistency.

**Performance Goal 6.1: Establish an Enterprise Risk Management Process**

*Establish a repeatable process for enterprise risk management and incorporate the agencywide risk profile into decision making.*

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | Policy and procedures approved | Approval process for the new Policy completed<br><br>Agency Risk Profile produced | Overall risk rating score from the FY19 Risk Profile decreased |
| Results | NA | NA | NA | Policies and procedures drafted | | |

This goal seeks to facilitate risk management across the agency by developing a clear enterprise risk management (ERM) policy. This policy establishes a Risk Management Council (RMC) to facilitate implementation and ongoing oversight of the risk management program. The Council will develop an agency risk profile to capture operational risks and provide options for risk mitigation. This risk profile will provide a prioritized inventory of the most significant risks that have been identified in the office-level risk registers, informing forward-looking risk management strategies.

The agency expects to improve the effectiveness of risk management activities through staff training on risk management principles and the use and maintenance of risk registers. The milestone markers for this performance goal will allow the agency to track its progress toward creating a sustainable risk management environment.

Milestones for this performance goal include:
1. Obtain approval of agencywide Enterprise Risk Management policy.
2. Revise and approve related risk management policies.
3. Develop an agencywide enterprise risk profile.

**FY 2018 Progress Update:**

The FY 2018 result was slightly below target. Policies and procedures for an agency Enterprise Risk Management (ERM) process have been defined, drafted, and reviewed throughout the agency. The ERM policy and procedures establish a framework for implementation, scope, and governance of the agency's ERM program. As of the close of FY 2018, they had not yet been formally approved due to the transition of key personnel at the agency involved in the process. This target will, however, be met in FY 2019.

*Goal Lead*: Chief Financial Officer
*Data Source:* Administrative records
*Calculation: Completion of the milestones listed above.*

**Performance Goal 6.2: Strengthen Risk Registers**

*All offices in the agency shall develop enterprise risk management assessments based on the agencywide risk profile by the end of FY 2020.*

|  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---|---|---|---|---|---|---|
| Targets | - | - | - | 100% of office points of contact trained | 100% of selected offices have developed active risk registers | 100% of all offices have developed active risk registers |
| Results | NA | NA | NA | Training developed |  |  |

Once agreement has been reached on the agency policy as described in PG 6.1 above, the focus of the agency's efforts will be to ensure that each office has a point of contact who has been trained on risk management and maintenance of office risk registers. The agency will then measure the percentage of offices that are using and maintaining their risk registers with up-to-date information and analysis. While the agency is committed to training staff from all offices in risk management principles, the FY 2019 target focuses on developing and supporting risk registers for selected offices with the greatest risks.

Milestones for this performance goal include:
1. Train staff on enterprise risk management.
2. Map business processes within each office.
3. Establish and communicate risk registers to the Risk Management Council.

**FY 2018 Progress Update:**

The FY 2018 result did not meet the target. The Peace Corps is fully committed to implementation of an organization-wide, holistic risk management program. Training materials for designated points of contact throughout the agency were developed in FY 2018, and the training itself will be implemented during the first quarter of FY 2019. The Enterprise Risk Management (ERM) Council Charter and By-Laws were also developed in FY 2018 and will be formally approved in the first quarter of FY 2019. The Council is the senior advisory body to the Director regarding the agency's ERM process, and as such will be responsible for reviewing, evaluating, and monitoring opportunities and risks critical to achieving the agency's mission.

*Goal Lead: Chief Compliance Officer in the Office of the Director*
*Data Source: Administrative records*
*Calculation: Number of offices that have active risk registers divided by the number of offices selected for inclusion in this metric.*

## Appendix A: Performance Management System

The goals, objectives, and strategies included in the FY 2018–2022 Strategic Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

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

Several processes occur throughout the year to ensure that activities align with the goals in the strategic plan. For example, evidence and data are available and used by agency leadership, managers, and staff to inform program, policy, and budget decisions. In addition, opportunities for performance improvement are identified, tracked, and executed.

- **Annual Strategic Review.** In FY 2018, the Peace Corps Director and Deputy Director convened a series of forward-looking meetings to develop the agency's FY 2020 annual performance plan. In preparation for these meetings, lead offices identified areas for revision in each of the Peace Corps' strategic and management objectives, including new and revised strategies and performance goals. This annual series of meetings is a key opportunity for collaboration and review of evidence as senior leaders from across the agency discuss long-term strategies, performance goals, and action plans.

- **Country Portfolio Review.** The Country Portfolio Review (CPR) is a comprehensive review of active and potential Peace Corps posts that is conducted by the agency using on external and internal data. The review focuses on the safety, security, and medical care of Volunteers; host country engagement with the Peace Corps; host country needs; programming and training; post management and costs; and congruence with U.S. government development priorities. The review includes data from a variety of external sources, including the World Bank, the United Nations Development Programme, the United Nations Office on Drugs and Crime, the U.S. Department of State, the World Health Organization, the International Food Policy Research Institute, the World Economic Forum, and the United Nations Education, Scientific and Cultural Organization. Internal data sources include administrative and financial data, results from surveys of post and headquarters staff, and results from the Annual Volunteer Survey and the Host Country Staff Survey. Beginning in FY 2018, this

data was also prepared as a Field Research Dataset for use by posts and headquarters offices to support operational planning and management.

- **Quarterly Strategic Plan Performance Reviews.** The Peace Corps utilizes quarterly reviews, which are chaired by the Peace Corps Director, as the primary mechanism for monitoring and assessing performance throughout the year. In preparation for each review, goal leads determine the status of each performance goal in the strategic plan based on both quantitative and qualitative analyses. They provide a brief written summary of the progress-to-date, challenges, additional support that may be needed, and next steps to share with other agency staff. Then, during the quarterly reviews, key officials from across the agency discuss select performance data from the past quarter and develop strategies to meet performance targets by the end of the fiscal year. This quarterly assessment of progress allows the agency to focus efforts on performance goals facing the greatest need for collaboration and opportunity for improvement.

## Appendix B: Evaluation and Research

The Peace Corps remains committed to performance improvement through the use of high-quality data and evidence. Programmatic monitoring and some evaluation activities are conducted at overseas posts while larger-scale research and evaluation work occurs in a variety of headquarters offices. These efforts allow the agency to draw conclusions from existing evidence and to develop new sources of data to better understand performance challenges and improve operations. Evaluations, surveys and other reporting can be found at: https://www.peacecorps.gov/about/open-government/. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations, which can be found at https://www.peacecorps.gov/about/inspector-general/reports.

**Sources of evidence**

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions, demonstrate impact, and maximize operational efficiency. Strategic Objective 11 (Measurement for Results) in the FY 2014–2018 Strategic Plan strengthened the agency's focus on evidence-based decision making, monitoring, and evaluation practices. Efforts to enhance the use of existing data and to build the Peace Corps' evidence base are supported by the continued improvements in core agency resources that are outlined in Appendix C.

## Appendix C: Verification and Validation of Performance Data

Data collection and reporting consistency are supported by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources that are available to agency staff for assessing performance goals are detailed below.

### Peace Corps databases

The Peace Corps maintains several database systems to collect Volunteer and program information. In order to maintain data integrity and ensure that the appropriate data entry methodology is followed, only authorized staff who have been properly trained can access key systems. Routine reconciliation processes among agency units and internal, automated system checks enable users to verify performance data, isolate potential data entry errors, and correct discrepancies. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, they will be noted in the appropriate section.

### Volunteer Reporting Tool

Since FY 2008, Volunteers have been reporting on their work and the progress they are making toward their project outcomes through the Volunteer Reporting Tool (VRT). The VRT is also utilized to report on Volunteers' contributions to agency strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future.

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

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

### Peace Corps administrative records

For some performance goals, the Peace Corps collects annual data on topics such as language proficiency, project framework reviews, risk registers, and vacancy gaps from

headquarters offices and overseas posts using several electronic databases. Data cleaning procedures are applied to the dataset prior to analysis. The data are independently reviewed by the Office of Strategic Information, Research, and Planning, and anomalies are addressed to improve data quality. The agency is able to ensure a high level of accuracy by working with individual offices and posts to develop reliable data collection and analysis procedures.

**Annual Volunteer Survey**

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

The 2018 AVS was fielded directly to all currently serving Volunteers, 90 percent of whom completed the survey. It is important to note that since the survey is not administered to a random sample of Volunteers who have been selected to represent all of them, the results are subject to potential bias if the responses from the Volunteers who chose to take the survey differ from the responses that would have been obtained if all Volunteers chose to respond. The high response rate, in combination with data verification and validation measures, minimize total survey error at the global level.

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

The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors, such as major external events or the ability to recall information. The agency takes into consideration both statistical and practical significance to account for variation in AVS results from year to year. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

**Global Counterpart Survey**

First launched in FY 2014, the Global Counterpart Survey was designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely. For this survey, the agency has defined counterpart as the Volunteer's primary work partner as reflected in post records for his or her primary project.

The second and third Global Counterpart Surveys in FY 2015 and FY 2016 consisted of short interviews administered by overseas staff to a randomly selected group of 400

host country counterparts. This randomly selected sample represented Volunteers' primary work partners across all posts. Globally, much has been learned from these surveys. In FY 2018 and beyond, the survey and guidance were provided to posts to allow them to collect data for post-level management interests. During FY 2019, the Peace Corps may collect information from posts to identify additional opportunities for assessing counterpart perspectives.

## Employee Viewpoint Survey

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

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. The survey is administered electronically, and most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

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

## Host Country Staff Survey

This survey has been fielded every year since FY 2014 to systematically gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff, as well as achievements in the Peace Corps' Goals One and Two. The survey comprises questions covering diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, job satisfaction, and comparability to other available jobs.

The primary data quality challenge with this survey is the development of the sampling frame. Identifying and contacting all host country staff is difficult due to the fact that some staff members in administrative or support positions do not have official email addresses. Due to this challenge, the sampling frame consists of the host country staff who can be reached via email. Additionally, while the Host Country Staff Survey is offered in English, French, Spanish and Russian, limited literacy in those languages as well as factors such as lack of computer access or familiarity with online survey tools for some staff may contribute to nonresponse bias.

## Appendix D: Stakeholder Engagement

**Staff engagement in the development of agency goals**

The Peace Corps developed or utilized a variety of types of evidence to inform the process of developing the FY 2018–2022 Strategic Plan. This included activities with agency leadership and working groups.

- **Agency leadership:** The Peace Corps convened two meetings of senior leaders to draft the initial elements for the strategic plan. These leaders reviewed the results from the FY 2016 Annual Strategic Review, input from posts, and other materials to develop the six strategic and management objectives in this plan. Once these initial topics were drafted, all Peace Corps staff in headquarters and the field were given an opportunity to provide input. That input showed broad agreement with this structure.

- **Agency working groups.** The Peace Corps convened six working groups comprised of nearly 60 senior managers, technical specialists, and analysts from headquarters offices and overseas posts. These staff members applied their unique technical skills and personal experience with the Peace Corps to analyze performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges.

**External engagement:**

The Peace Corps provided the draft framework for this strategic plan to Congressional stakeholders concurrent with the September 11, 2017 submission of the draft plan to the Office of Management and Budget. The draft FY 2018–2022 Strategic Plan and FY 2020 Annual Performance Plan was posted on the Peace Corps' open government website for one month from December 2017 to January 2018 to collect feedback from external stakeholders and the American people.

*Indonesian students learn to make jack-o-lanterns from a Volunteer in their community who shared this American tradition as part of her efforts to promote cross-cultural understanding.*

*For comments and inquiries regarding this plan, please contact OSIRP@peacecorps.gov.*

**Peace Corps**
**Paul D. Coverdell Peace Corps Headquarters**
**1111 20th Street NW, Washington, DC 20526**

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