



THE PEACE CORPS' CONGRESSIONAL BUDGET JUSTIFICATION

FISCAL YEAR 2018



Peace
Corps

The Peace Corps'

FISCAL YEAR 2018 CONGRESSIONAL BUDGET JUSTIFICATION

FISCAL YEAR 2016 ANNUAL PERFORMANCE REPORT
AND FISCAL YEAR 2018 ANNUAL PERFORMANCE PLAN



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ANNUAL PERFORMANCE
REPORT AND FY 2018
ANNUAL PERFORMANCE PLAN**



Peace Corps

BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FY 2018 BUDGET REQUEST

The Peace Corps' budget request for FY 2018 is \$398,221,000, a decrease of \$11,779,000 from the agency's FY 2017 request. Pending Congressional approval, the agency's FY 2018 budget also includes \$15 million planned for costs related to a potential relocation of the Peace Corps' headquarters office. The FY 2018 request will enable the Peace Corps to provide support to over 7,400 Americans serving abroad as Volunteers in approximately 65 countries worldwide.

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

Dear Member of Congress:

On behalf of Volunteers serving around the world, I am pleased to submit the Peace Corps' fiscal year (FY) 2018 budget request of \$398,221,000. This funding level supports a cost-effective investment in strengthening our nation by advancing sustainable development and promoting a positive image of the United States. The Peace Corps also delivers a significant domestic dividend by training the next generation of American leaders who return home and leverage their leadership and entrepreneurial skills to shape communities across the United States.

The Peace Corps was established with a mandate from Congress to build local capacity in developing nations, share American culture with other peoples, and bring the world back home. Since 1961, more than 225,000 Americans from all 50 states have carried out that mandate, serving in 141 countries worldwide. Every day, the world becomes more complex and interconnected, making the Peace Corps mission more vital than ever before. The American people recognize the importance of this mission and are applying to be Peace Corps Volunteers in record numbers.

At the end of FY 2016, more than 7,200 Volunteers were serving communities in 65 countries. Volunteers, who often live and work beyond the reach of other development agencies, build powerful relationships of trust within their communities, giving them the credibility, community support, and access they need to achieve measurable results. From the Volunteer in Nepal who helped provide water security for 1,200 community members, to Volunteers in Senegal whose Business Development Camp helped aspiring entrepreneurs gain the technical skills necessary to turn innovative ideas into employment, Volunteers share the best of America by empowering communities to address their unique challenges. Volunteers focus on skills transfer—utilizing their specialized training to pass along knowledge that communities use to address local issues. Because Peace Corps Volunteers dedicate two years to tackling pressing international challenges at the grassroots level, the American people benefit from a more secure, stable, and prosperous world.

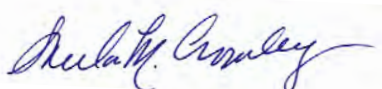
The Peace Corps is also a powerful tool for workforce development, building tangible skills that returned Volunteers utilize as they live, work, and serve in communities across our nation. After their service, returned Volunteers have highly sought-after language, leadership, and intercultural skills that enable them to succeed in careers as educators, entrepreneurs, business leaders, and more.

Building on extensive reforms in recent years, the Peace Corps delivers world-class Volunteer recruitment, training, and support. In FY 2018, the Peace Corps will continue to innovate and improve, with a focus on strengthening our support to Volunteers and maximizing the efficiency of agency operations.

Peace Corps Volunteers engage on a deeply impactful level—person-to-person. This unique approach not only enables the Peace Corps to deliver cost-effective development assistance and advance the national interests of the United States, but also remains one of the best ways to promote American values.

I recognize the challenges that Congress faces in determining the federal budget for FY 2018. We are continually grateful for the strong bipartisan support the Peace Corps receives from Congress. On behalf of the Peace Corps, thank you for your consideration and support.

Sincerely,



Sheila Crowley
Acting Director

EXECUTIVE SUMMARY

MISSION AND GOALS

Since 1961, the Peace Corps has strengthened our nation by training Americans of all ages and promoting the best of American values 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 fiscal year 2016, 7,213 Volunteers were working with 65 host countries to achieve their development goals in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Rather than provide monetary assistance, Volunteers engage community partners in collaborative projects that address specific needs identified by the host country. Most Volunteers serve for 27 months, becoming active members of their host communities and using their skills and experience to spur sustainable, community-driven change. In addition, the Peace Corps Response program enables experienced professionals to undertake short-term, high-impact service assignments that range from three to 12 months in length and require advanced language, technical, and intercultural skills.

Peace Corps Volunteers help promote a better understanding of the United States and our country's values by serving at the grassroots level. The relationships that Volunteers form with their students, neighbors, and community leaders create positive perceptions about the United States and counter anti-American sentiment in places with minimal direct exposure to Americans.

More than 225,000 Americans have served as Peace Corps Volunteers, a significant domestic dividend of dedicated individuals who return home and leverage their leadership, technical, and civic engagement skills to strengthen communities and organizations across the United States. Impacted by their experiences during Peace Corps service, Volunteers often go on to seek advanced degrees. Universities, valuing the unique skills and perspectives returned Volunteers bring, provide more than \$10 million in graduate school benefits each year through the Paul D. Coverdell Fellows program. These valuable partnerships enable hundreds of fellows to work toward graduate degrees while giving back over 100,000 hours of service to communities across the United States. Ultimately, the investment made in Peace Corps Volunteers is re-paid many times over, with dividends including a highly trained workforce, stronger communities here at home, and the promotion of American values abroad.

KEY INITIATIVES FOR THE PEACE CORPS' FY 2018 BUDGET REQUEST

Supporting the Health, Safety, and Security of Volunteers

The health, safety, and security of Volunteers remain the agency's highest priorities. In FY 2016, the agency transitioned to PCMEDICS, an electronic medical records system, which has given medical staff secure access to Volunteer medical records worldwide, streamlined record-keeping, and allowed health-care providers to spend more time with Volunteers and less time on paperwork. Efforts have begun to incorporate user feedback to improve PCMEDICS features and to integrate PCMEDICS with other agency systems.

Seeking to address the unique conditions affecting Volunteers' health, the Office of Health Services has undertaken the Healthy Volunteer 2020 initiative, a data-driven project that strives to improve the health of Volunteers and minimize the risk of preventable disease and injury by establishing objective indicators and measuring progress toward achieving important health goals. In FY 2018, the agency will continue advancing the Healthy Volunteer 2020 initiative, striving toward a healthier, more productive service for all Peace Corps Volunteers.

The agency has fully implemented the Kate Puzey Peace Corps Volunteer Protection Act of 2011. As part of this implementation, the agency developed a Sexual Assault Risk-Reduction and Response (SARRR) program designed to reduce the risk of sexual assault and ensure Volunteers receive compassionate, timely, and comprehensive support when crimes occur. The agency's SARRR program goes beyond the requirements of the law, incorporating more than 30 policy changes, including extensive training for all Volunteers and staff. Additionally, Volunteers now have access to the services of a victim advocate and sexual assault response liaisons at each post, as well as a 24-hour anonymous helpline that provides assistance and information about the Peace Corps' sexual assault reporting and response procedures. In FY 2018, the Peace Corps remains committed to investing in this important program, which strives to continually improve our care and support of Volunteers.

Delivering High-Quality Training to Strengthen Volunteer Skills

The Peace Corps' first rate training builds on the skills Volunteers bring to service and focuses on ensuring Volunteers gain the technical skills they need to successfully support community-based projects. Peace Corps Volunteers deliver impact across sectors, bridging gaps between education and health, for example, through cross-sector projects in the areas of HIV prevention, care,

and support; gender; and work with orphaned and vulnerable children. Other cross-sector programming priorities include Gender Equality and Women's Empowerment, Technology for Development, People with Disabilities, Volunteerism, and Youth as Resources.

Building training programs that enable Volunteers to work beyond traditional programming sectors results in highly trained, skilled Volunteers, who return home to the United States prepared to lead in the business world, nonprofit sector, or public service. Cross-sector projects are often the best examples of delivering maximum impact for minimal investment, such as the first-ever Girls Can Code! Technology Camp hosted by Volunteers in Zambia. The camp helped girls from rural Zambia, many of whom had never seen or used a computer, cultivate confidence and creativity to gain foundational coding and technology skills—and created economic opportunity with the potential to extend the girls' impact to their families and communities.

The Peace Corps' training programs are targeted to best equip Volunteers with skills and knowledge they can apply to future work when they return to the United States. In FY 2014, the Peace Corps developed a fully accredited Teaching English as a Foreign Language (TEFL) certificate program to contribute to Volunteers' professional development and meet host country needs. Volunteers who complete the program earn a TEFL certificate recognized by the relevant accrediting organization to qualify them for employment or graduate studies in the United States. Of the Volunteers who completed the pilot program in fall 2016, 94 percent earned the certificate and a significant number are pursuing careers in education. After beginning this pilot, the Peace Corps scaled up the program in response to Volunteer and host country demand, and will reach eight countries in FY 2017. In FY 2018, the TEFL certificate program will increase to a total of 10 countries, with sustained growth planned for future years.

Maximizing Operational Efficiency with Data-Driven Decisions

The Peace Corps utilizes an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of agency resources. Known as the Country Portfolio Review, this process promotes operational efficiency and return on investment. The agency's seventh Country Portfolio Review, conducted in 2016, focused on host country engagement; Volunteer safety, security, and medical care; programmatic impact; cost; strategic interest; and host country need.

This process resulted in strategic decisions regarding global operations, including opening, closing, and suspending programs. In FY 2016, the first Volunteers arrived in Myanmar; a country agreement was signed with Vietnam; and the agency reopened programs in Guinea and Sierra Leone, marking a return to all posts where operations were suspended due to the Ebola outbreak. Also in FY 2016, the program in Azerbaijan was closed following its suspension in FY 2015 and programs in El Salvador and Mali were suspended due to security concerns. In FY 2015, the agency reopened programs in Comoros and Timor-Leste, and restarted previously suspended programs in Liberia and Ukraine. Also in FY 2015, the program in Jordan was suspended due to regional security concerns. Programs in Kenya and Niger remain suspended, and the reopening of the program in Tunisia remains on hold due to the ongoing political landscape and security situation in-country.

In addition to informing overseas operations decisions, the Peace Corps uses data to drive the modernization of agency operations by supporting strategy development and risk mitigation efforts. To continue maximizing operational efficiency, the Peace Corps will maintain its focus on retiring legacy IT applications and begin efforts to transition its data center infrastructure to an offsite facility in 2018.

Revitalizing Recruitment to Expand Access to Service Opportunities for All Americans

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

Launched in FY 2017, additional enhancements to the agency's recruitment platform elevated initial reforms by making the application process even more transparent and responsive. Expanded position descriptions provide applicants with more information than ever before, empowering them to apply directly to Volunteer positions that best fit their skills and preferences. For the many applicants who wish to serve where they are most needed, system updates continue to streamline internal processes for connecting candidates with communities where they can have the greatest impact.

In addition to improving recruitment technologies, the Peace Corps is expanding access to service by scaling up Peace Corps Prep, an innovative program that seeks to prepare college students for the Peace Corps by building the core competencies needed to be competitive applicants and successful Volunteers. Recognizing the value and mutual benefits Peace Corps Prep delivers, over 100 colleges and universities have launched programs since FY 2014.

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, \$398,221,000, of which \$5,500,000 is for the Office of Inspector General, to remain available until September 30, 2019: 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 provision may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed \$104,000 may be available for representation expenses, of which not to exceed \$4,000 may be made available for entertainment expenses: Provided further, That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations, except that prior consultation and regular notification procedures may be waived when there is a substantial security risk to volunteers or other Peace Corps personnel, pursuant to section 7015(e) of this Act: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That notwithstanding the previous provision, 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)

	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 REQUEST
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	1,600	1,500	1,500
Africa	89,900	86,000	87,900
Europe, Mediterranean, and Asia	54,900	54,600	55,300
Inter-America and the Pacific	65,400	61,500	63,400
Peace Corps Response	1,800	1,800	1,800
Office of Overseas Programming and Training Support	6,500	6,200	5,300
Office of Global Health and HIV	500	600	600
SUBTOTAL, OVERSEAS OPERATIONAL MANAGEMENT	220,600	212,200	215,800
Overseas Operational Support			
Office of Volunteer Recruitment and Selection	22,100	20,500	19,000
Office of Health Services	12,900	13,600	13,000
Medical Services Centrally Shared Resources	13,500	12,900	12,900
Office of Victim Advocacy	500	900	600
Office of Safety and Security	4,500	5,500	5,500
Safety and Security Centrally Managed Resources	1,700	1,500	1,500
Centrally Processed Overseas Equipment and Supplies	4,600	4,600	4,600
Volunteer Readjustment Allowance	25,500	23,800	24,500
Federal Employees' Compensation Act	14,900	12,800	10,700
Reimbursements to Department of State (ICASS)	17,100	16,200	16,200
Foreign Currency Centralization	(12,800)	400	400
SUBTOTAL, OVERSEAS OPERATIONAL SUPPORT	104,500	112,700	108,900
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	325,100	324,900	324,700

VOLUNTEER OPERATIONS SUPPORT SERVICES

Office of Third Goal and Returned Volunteer Services	1,600	1,600	1,400
Office of the Director	4,100	3,500	3,400
Office of External Affairs	7,300	5,100	5,100
Office of Strategic Information, Research, and Planning	1,800	1,600	1,600
Office of the General Counsel	2,000	2,500	2,500
Office of Management ¹	9,100	9,700	24,300
Office of Management Centrally Managed Resources	11,900	11,700	11,700
Office of the Chief Financial Officer	13,700	14,500	13,100
Office of the Chief Financial Officer Centrally Managed Resources	6,400	7,600	6,400
Office of the Chief Information Officer	24,200	25,400	22,400
Office of the Chief Information Officer Centrally Managed Resources	10,300	11,300	9,900
SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES	92,400	94,500	101,800
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	417,500	419,400	426,500
INSPECTOR GENERAL²	5,500	5,500	5,500
GRAND TOTAL, AGENCY	423,000	424,900	432,000

1. Pending Congressional approval, the FY 2018 projected budget for the Office of Management includes \$15 million planned for costs related to a potential relocation of the Peace Corps' headquarters office.

2. See [Appendix G, page 81](#).

PEACE CORPS RESOURCE SUMMARY (IN THOUSANDS OF DOLLARS)

	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 REQUEST
AVAILABLE RESOURCES			
Budgetary Resources Available for Obligation			
Unobligated balance brought forward, start of year	55,000	67,000	62,321
New budget authority (Agency)	404,850	403,721	392,721
New budget authority (Office of the Inspector General)	5,150	5,500	5,500
Recoveries of prior year unpaid obligations	25,000	11,000	11,000
Spending authority from offsetting collections	8,000	8,000	8,000
TOTAL, BUDGETARY RESOURCES AVAILABLE FOR OBLIGATION	498,000	495,221	479,542
New Obligations			
Total direct obligations (Agency)	417,500	419,400	426,500
Total direct obligations (Office of the Inspector General)	5,500	5,500	5,500
Reimbursable program activity	8,000	8,000	8,000
TOTAL, NEW OBLIGATIONS	431,000	432,900	440,000
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	67,000	62,321	39,542

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS FY 1962 — FY 2018 (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

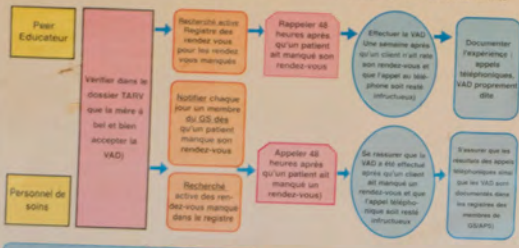
FISCAL YEAR	AUTHORIZED	BUDGET REQUEST ^{a/}	APPROPRIATED ^{a/}	TRAINEE INPUT	VOLUNTEERS AND TRAINEES ON BOARD ^{b/}
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649 ^{f/}	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745 ^{g/}	219,745	219,745 ^{h/}	3,541	5,644
1995	234,000	226,000	219,745 ^{i/ j/}	3,954	5,884
1996	—	234,000	205,000 ^{k/ m/}	3,280	6,086
1997	—	220,000 ^{l/}	208,000 ^{n/}	3,607	5,858
1998	—	222,000	222,000 ^{o/}	3,551	5,757
1999	—	270,335	240,000 ^{p/}	3,835	5,729
2000	270,000 ^{q/}	270,000	245,000 ^{r/}	3,919	7,164
2001	298,000	275,000	267,007 ^{s/ t/}	3,191	6,643
2002	327,000	275,000	278,700 ^{u/ v/}	4,047 ^{w/}	6,636
2003	365,000	317,000	297,000 ^{x/}	4,411	7,533
2004	—	359,000	310,000 ^{y/}	3,812	7,733
2005	—	401,000	320,000 ^{z/}	4,006	7,810
2006	—	345,000	322,000 ^{aa/ab}	4,015	7,628
2007	—	336,642	319,700 ^{ac/}	3,964	7,875
2008	—	333,500	333,500 ^{ad/}	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	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	409,221 ^{af/}	3,760 est	6,870 est
2018	—	398,221	—	3,960 est	7,470 est

NOTES:

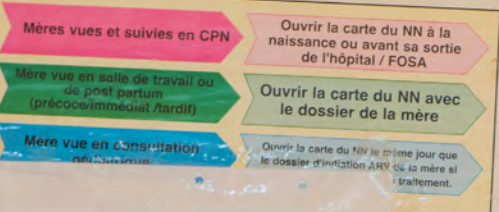
- a/** Starting in FY 1992, funds to remain available for two years.
- b/** For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through the Peace Corps' appropriation.
- c/** Includes reappropriated funds in 1963 (\$3.86 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 \$219.75 million 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 \$3.58 million 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 \$1.27 million 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 \$1.55 million from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/** Four-year authorization bill by Congress: FY 2000 of \$270 million, FY 2001 of \$298 million, FY 2002 of \$327 million, and FY 2003 of \$365 million.
- r/** Appropriation of \$245 million was reduced by a rescission of \$931,000.

- s/** Appropriation of \$265 million was reduced by a rescission of \$583,000.
- t/** The Peace Corps received a transfer of \$2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.
- u/** The Peace Corps received a transfer of \$3.9 million of Emergency Response Fund monies in support of potential future evacuations.
- v/** Appropriation of \$275 million was reduced by a rescission of \$200,000.
- w/** Due to the September 11, 2001, 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 \$1.93 million. 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 \$1.83 million.
- 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, the 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 \$2.7 million.
- ae/** Appropriation of \$375 million was reduced by a rescission of \$750,000.
- af/** Assumes annualized continuing resolution level reduced by a rescission of \$779,410.

Tracking et plan du suivi TAR dans les services SMNI et les UPECs/CTAs



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OPERATIONAL AREAS





DIRECT VOLUNTEER OPERATIONS

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

OFFICE OF GLOBAL OPERATIONS

The mission of the Office of Global Operations is to manage and coordinate 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), Global Operations also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, the Office of Staging and Pre-Departure, and Peace Corps Response.

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

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific. These accounts fund staff overseas who work directly with Peace Corps Volunteers, as well as staff at Peace Corps headquarters 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 places professionals with significant experience in short-term assignments to meet host country requests for highly skilled Volunteers. Peace Corps Response also assists the agency with returning to post-conflict countries and starting new agency partnerships and initiatives, such as the Global Health Service Partnership, which aims to improve clinical education, expand the base of physician and nursing educators, and build health-care capacity in countries that face critical shortages of health-care providers. In June 2016, Peace Corps Response celebrated its 20th anniversary. In FY 2016, Peace Corps Response placed 379 Volunteers—the highest number of Volunteers to enter duty in the program's history. In the past two decades, Peace Corps Response has fielded over 3,000 Volunteers in more than 80 countries.

OVERSEAS PROGRAMMING AND TRAINING SUPPORT

The Office of Overseas Programming and Training Support 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. Overseas Programming and Training Support 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, manages a knowledge-sharing platform and a learning management system to facilitate information exchange and learning across the agency. It also oversees monitoring and evaluation

system that provides data to inform learning and 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 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. Global Health and HIV also coordinates the agency's participation in the U.S. President's Emergency Plan for AIDS Relief and other global health efforts, including the Global Health Service Partnership, Ebola prevention, Ending Preventable Child and Maternal Deaths, and Volunteers' work in the Saving Mothers, Giving Life effort.

OFFICE OF VOLUNTEER RECRUITMENT AND SELECTION

The Office of Volunteer Recruitment and Selection manages every step of the Volunteer recruitment and assessment process, from prospect inquiry to invitation. Volunteer Recruitment and Selection 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 Placement Office, 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 analyzes trends in applicant numbers; and the Office of University Programs, which establishes and maintains collaborative relationships with colleges and universities.

OFFICE OF HEALTH SERVICES

The Office of Health Services provides medical and mental health support for Volunteers, medical and mental health screening and clearance of applicants, and assistance for returned Volunteers with continuing and service-related medical or mental health problems. Additionally, Health

Services 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. The Office of Health Services is also responsible for agency medical and mental health quality assurance and improvement activities, selection 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, and operations 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 officer consultative requests and providing counseling services to Volunteers by phone or in-person, providing support to posts related to staff and peer support training, and supporting 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 ensures each Volunteer is made aware of, and receives access to, services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes, and facilitates Volunteers' access to such services. Victim advocates assist current and returned Volunteers who have been the victim of, or witness to, crimes during their Peace Corps service. The assistance includes ensuring Volunteers are aware of their options so they can make informed decisions regarding their health and safety, helping them understand the local criminal and legal systems, safety planning, and assuring Peace Corps staff are aware of Volunteers' choices when providing in-country support. When requested, victim advocates are available to accompany a current or returned Volunteer through the in-country criminal investigation and prosecutorial process.

Victim Advocacy contributes to the Peace Corps' comprehensive sexual assault policy by providing input and guidance during the development and revision of policy. The office also oversees and manages the Sexual Assault Response Liaison program, in coordination with other relevant offices. Victim Advocacy is directly responsible for providing training and continuing education to sexual assault response liaisons in the field 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 manages the safety and security of Peace Corps operations, which includes supporting Volunteers and staff both in the United States and overseas. The Office of Safety and Security 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.

The Projects, Training, and Evaluation Unit designs and evaluates all safety and security training for staff and Volunteers and evaluates the effectiveness of the agency's safety and security programs. Information and Personnel Security manages the agency's Insider Threat, Classified National Security Information program, and the personnel suitability and security clearance background investigation and adjudication program. Emergency Management and Physical Security manages the physical security of agency property, the agency continuity of operations plan, and personnel and occupant emergency plans. The sub-office also coordinates the submission of overseas collocation and setback waiver requests as well as the identification of physical security measures at overseas facilities in conjunction with posts and the Department of State. Crime Response and Analyses coordinates and directs the agency's investigative response for victims of crime overseas, as well as collects crime-related data, identifies trends, and produces annual reports that are used to inform Congress and the public and improve risk mitigation overseas.

Much of the direct support to posts overseas is managed by Overseas Operations, primarily through 10 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 and updates agency safety and security policies and procedures, and coordinates closely with the Office of Global Operations 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 overseas Volunteer support and supplies for Volunteers such as medical kits, eyeglasses, and mosquito nets.

VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon termination of service to assist them when they return to the United States.

FEDERAL EMPLOYEES' COMPENSATION ACT

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

REIMBURSEMENTS TO THE DEPARTMENT OF STATE

(INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES)

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

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, such as administration, human resources, public outreach, and budgeting and acquisition. In addition to typical functions, such offices at the Peace Corps have the goal of supporting Volunteers in the field in order to achieve the Peace Corps mission and its three goals.

OFFICE OF THIRD GOAL AND RETURNED VOLUNTEER SERVICES

The Office of Third Goal and Returned Volunteer Services 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 Returned Volunteer Services 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 serve over 4,000 returned Peace Corps Volunteers each year. These programs assist returned Volunteers to find jobs soon after their return from service in the private, nonprofit, and public sectors both domestically and abroad.

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program, which helps

U.S. schoolchildren better understand the peoples and cultures of other countries by connecting currently serving Volunteers with classrooms around the United States. The program also offers educators and students free, online, multimedia resources that highlight Volunteer experiences and projects. Returned Peace Corps Volunteers can also share their Peace Corps experiences through the 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. This 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 includes the Office of Civil Rights and Diversity, the Office of the Chief Compliance Officer, and the Office of Victim Advocacy.

OFFICE OF EXTERNAL AFFAIRS

The Office of External Affairs provides coordination and support for the Peace Corps' external engagement with the public, other agencies and partners, the media, and Congress. The Office of External Affairs includes four sub-units: the Office of Strategic Partnerships and Intergovernmental Affairs; the Office of Gifts and Grants Management; the Office of Communications; and the Office of Congressional Relations.

The Office of Strategic Partnerships and Intergovernmental Affairs promotes, 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. The Office of Gifts and Grants Management develops and implements agency policies and strategy related to fundraising and manages the solicitation and acceptance of both monetary and in-kind gifts to the agency. The Office

of Communications manages official agency communications, including press relations, social media, marketing, video production, photography, publications, design, printing, editorial support, and the public-facing website (peacecorps.gov). The Office of Congressional Relations develops the Peace Corps' legislative strategy, coordinates activities related to all legislative issues and interests, and serves as the official liaison between the Director of the Peace Corps and members of Congress and congressional staff.

OFFICE OF STRATEGIC INFORMATION, RESEARCH, AND PLANNING

The Office of Strategic Information, Research, and Planning guides agency strategic planning; monitors and evaluates agency-level performance and programs; conducts research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; enhances the stewardship and governance of agency data; and helps shape agency engagement on high-level, government-wide initiatives. 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 provides legal and policy advice and services to the Director and overseas and domestic staff and assists in the development of Peace Corps policies and procedures.

OFFICE OF MANAGEMENT

The Office of Management provides administrative, logistics, human resources management, 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 four 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, strategic sustainability efforts, transit and parking benefit programs, federal occupational health coordination, warehouse logistics and fulfillment operations, and OSHA compliance. The Office of Human Resource Management conducts a range of personnel support functions, including staff recruitment and hiring, position classification, performance management, payroll and benefits services, and employee and labor relations.

The Office of Staff Learning and Development manages staff training and professional development activities in the areas of onboarding and off-boarding, 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. The chief administrative officer and administrative unit oversee personnel, budget, and contracting activities.

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 human resource management, 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 the programs and operations of the agency, maintains an integrated agency budget accounting and financial management system, provides financial management policy guidance and oversight, and monitors the financial formulation of the agency budget and the financial execution of the budgetary resources. In addition, the Office of Acquisition and Contract Management, which is part of OCFO, handles all forms of procurement and assistance, including contracting, simplified acquisitions, contract administration, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements 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 enterprise technology architecture, the development of agency information technology policies and practices, and agency applications, communications, and global IT infrastructure. OCIO manages IT security across the global network, ensuring

agency resources and data are protected. OCIO also works to continually modernize the agency's global IT infrastructure necessary to connect headquarters, domestic recruiting operations, and overseas posts. OCIO acquires and manages technology assets, delivers IT customer support using business relationship managers and a centralized service desk, 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.



OVERSEAS OPERATIONS

VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS ⁴	VOLUNTEERS AND TRAINEES ON BOARD ON SEPTEMBER 30 ³		PROGRAM FUNDS (\$000)	
	FY 2017	FY 2018	FY 2017	FY 2018
Africa	2,820	3,060	86,000	87,900
Europe, Mediterranean, and Asia	2,110	2,270	54,600	55,300
Inter-America and the Pacific	1,940	2,140	61,500	63,400
Subtotal, Country Programs	6,870	7,470	202,100	206,600

PEACE CORPS POSTS	VOLUNTEERS AND TRAINEES ON BOARD ON SEPTEMBER 30 ³		PROGRAM FUNDS (\$000)	
	FY 2017	FY 2018	FY 2017	FY 2018
Albania	80	80	2,200	2,100
Armenia	100	80	2,400	2,200
Belize	50	50	1,900	1,900
Benin	110	150	4,400	4,700
Botswana	80	100	2,100	2,300
Burkina Faso	130	150	5,000	5,100
Cambodia	130	130	3,000	3,000
Cameroon	130	130	4,500	4,500
China	140	140	4,200	4,100
Colombia	80	100	2,600	2,800
Comoros	30	30	1,500	1,500
Costa Rica	90	100	3,900	4,000
Dominican Republic	150	170	4,200	4,300
Eastern Caribbean	80	90	3,200	3,200
Ecuador	110	150	5,100	5,400
Ethiopia	110	120	5,400	5,500
Fiji	90	90	1,900	1,900
Georgia	110	120	2,700	2,700
Ghana	140	140	3,900	3,900

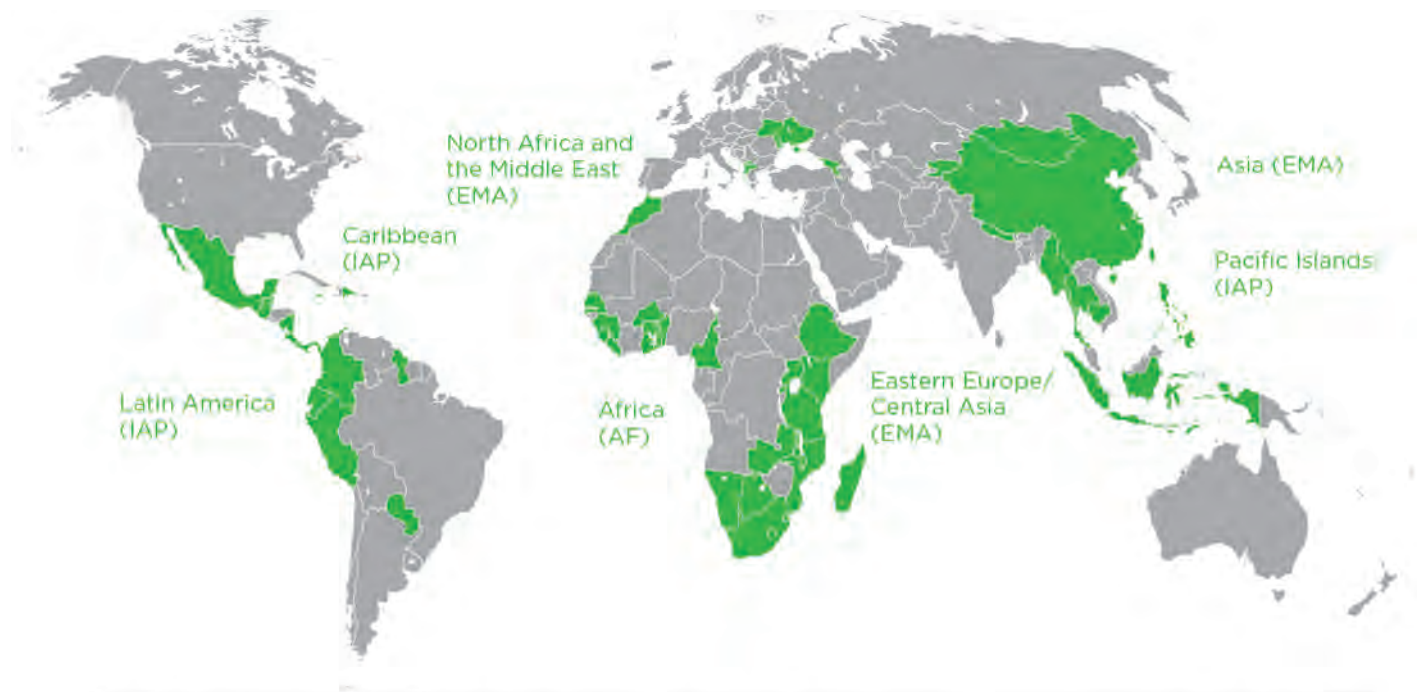
3. This figure is the projected number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through the Peace Corps' appropriation.

4. Peace Corps Response Volunteers are included within the Volunteer projection for each region.

PEACE CORPS POSTS	VOLUNTEERS AND TRAINEES ON BOARD ON SEPTEMBER 30 ³		PROGRAM FUNDS (\$000)	
	FY 2017	FY 2018	FY 2017	FY 2018
Guatemala	130	140	4,200	4,300
Guinea	130	180	3,300	3,800
Guyana	70	80	2,800	3,200
Indonesia	110	130	3,300	3,300
Jamaica	60	60	2,800	2,800
Kenya	-	-	1,100	1,100
Kosovo	70	70	1,800	1,800
Kyrgyz Republic	80	90	2,000	2,200
Lesotho	110	110	1,800	1,800
Liberia	120	110	5,100	5,000
Macedonia	120	130	2,800	2,900
Madagascar	150	150	3,100	3,100
Malawi	80	80	2,800	2,800
Mexico	70	80	1,900	2,000
Micronesia	30	30	1,800	1,800
Moldova	100	90	2,300	2,200
Mongolia	100	110	3,800	3,900
Morocco	200	280	4,900	5,200
Mozambique	170	170	4,800	4,800
Myanmar	10	40	2,100	2,300
Namibia	160	160	2,800	2,800
Nepal	90	90	2,000	2,000
Nicaragua	160	170	3,700	3,800
Panama	190	230	5,400	5,600
Paraguay	210	210	4,900	4,900
Peru	190	200	5,700	5,800
Philippines	160	170	4,300	4,400
Rwanda	200	190	3,500	3,400
Samoa	40	40	1,200	1,200
Senegal	260	260	7,700	7,700
Sierra Leone	70	110	2,100	2,600

PEACE CORPS POSTS	VOLUNTEERS AND TRAINEES ON BOARD ON SEPTEMBER 30 ³		PROGRAM FUNDS (\$000)	
	FY 2017	FY 2018	FY 2017	FY 2018
South Africa	80	90	3,100	3,100
Swaziland	40	60	1,400	1,500
Tanzania	130	170	3,300	3,500
Thailand	110	110	3,200	3,200
The Gambia	90	100	2,600	2,600
Timor-Leste	70	80	2,200	2,300
Togo	90	90	3,200	3,200
Tonga	60	70	1,200	1,300
Uganda	80	80	3,100	3,200
Ukraine	330	330	5,400	5,500
Vanuatu	80	80	3,100	3,200
Zambia	130	130	4,400	4,400
TOTAL	6,870	7,470	202,100	206,600

WHERE PEACE CORPS VOLUNTEERS SERVE



Latin America (IAP)

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

The Caribbean (IAP)

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

North Africa and the Middle East (EMA)

Morocco

Africa (AF)

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

Eastern Europe/Central Asia (EMA)

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia (EMA)

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands (IAP)

Federated States of Micronesia
Fiji
Palau
Samoa
Tonga
Vanuatu

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

As of September 30, 2016

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AFRICA REGION

Sahel

Senegal, The Gambia

Coastal West and Central Africa

Benin, Burkina Faso, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo

Eastern Africa

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

Southern Africa

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



AFRICA

Since the establishment of the Peace Corps in 1961, more than 75,000 Peace Corps Volunteers have served throughout Africa. At the close of FY 2016, 3,367 Volunteers were serving in 24 countries across the continent. Volunteers serve in some of the poorest countries in the world, living primarily in rural areas where they learn more than 140 local languages of their host communities, promote cross-cultural understanding, and implement small-scale development interventions with a focus on capacity building.

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 food security, girls' education, HIV/AIDS prevention, and gender equity.

Education is the largest sector in Africa with over 40 percent of the region's Volunteers. Peace Corps Volunteers serve as classroom teachers and apply concepts from the agency's Student Friendly Schools program to keep students in school. Education programs are also aimed at improving literacy, particularly through science, technology, engineering, and math education programs. The Peace Corps' Girls' Empowerment and Education program's "Read for Life" tackles the markedly higher female illiteracy rates in Sub-Saharan Africa by focusing on student achievement and teacher training.

Due to high rates of malaria, HIV/AIDS, and infant and under 5 mortality, Volunteers in Africa work diligently on a number of health initiatives. The Stomping Out Malaria in Africa program trains communities on bed-net use and early malaria detection and proper treatment and improves environmental control of mosquitoes. Peace Corps HIV/AIDS programs closely align with the President's Emergency Plan for AIDS Relief (PEPFAR) DREAMS initiative

and include awareness campaigns facilitated with local health workers, the 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 program to promote good nutrition, clean water and sanitation, and improved health outcomes of mothers and children.

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN AFRICA

Burkina Faso — Providing Financial Independence to Rural Women via Animal Husbandry

In rural Burkina Faso, a family's income is held and managed almost entirely by the male head of the household, leaving women financially dependent on their husbands. To address this issue in her village, a Peace Corps Volunteer in Burkina Faso collaborated with 30 women to form a women's group dedicated to breeding sheep. This is a sustainable and lucrative economic venture in Burkina Faso. After attending a Peace Corps Agriculture and Animal Husbandry training, organizing and hosting a technical exchange with a regional animal expert, and implementing a Feed the Future grant, the participating women gained the requisite knowledge, skills, and materials to work toward financial independence. Through the grant funding, each woman received one male and two female sheep, plus cement and fencing to reinforce stables constructed using their own personal funds. Men and women worked together to develop the project and ensure its success. These women, who once relied on their husbands for economic support, are now members of a well-trained and independent group of sheep breeders.

The Gambia — Reforestation and Improved Food Security

In The Gambia, many communities over-exploit forests, as timber and other wood-based products are harvested faster than the natural cycle of reforestation. A Peace Corps Volunteer

spearheaded efforts to shift the current paradigm away from deforestation, while also addressing food security in 10 targeted communities. The communities worked together to fence a centrally located, one hectare tree nursery and focused on growing native and income-producing fruit trees. Local community members were trained in tree nursery management and grafting, so that they could reach out to their communities to train others. More than 10 community work days were organized as teaching opportunities for village development councils, school groups, and individual landowners. This year, 20,000 seedlings have been grown at the nursery, with plans to increase that number in the following seasons. Planting native tree species will help curtail deforestation, while fruit tree production helps to alleviate food insecurity. Through training and outreach, the project is also encouraging community members to develop transferable and useful tools in agribusiness.

Uganda — Engagement Through Afterschool Activities and Spelling Bees

The Uganda Spelling Bee sent nine young spelling bee champions to South Africa to compete against national champions from eight other African nations. Started in 2013 by Peace Corps Volunteers and their counterparts, the Uganda Spelling Bee quickly became a national event supported by the Ministry of Education. It now involves thousands of students and hundreds of teachers. Peace Corps Volunteer-initiated spelling bees and other community literacy events such as Drop Everything and Read Day reached over 300,000 school children in Uganda in 2016. Such events reinforce basic literacy skills on a continent where more than half of parents are not able to help their children with homework due to illiteracy. Because of Peace Corps Volunteers and dedicated counterparts, a growing number of children in Uganda are discovering that reading is not only fun, but vital for their futures.

Botswana — Campaign Against Gender Based Violence

Over the past two years, a Peace Corps Volunteer used creative expression as a means to establish safe spaces for people to gather and discuss gender issues, and ultimately implement positive change. Specifically, she worked with 15 Botswanan communities to participate in an initiative to raise awareness about gender-based violence around the world through a variety of activities such as dance and photography. The Volunteer's campaign reached 1,300 people through community conversations on gender-based violence, fostered a robust following on social media, and increased partnership at the national level. Photos of leaders and communities across Botswana highlighted each individual's pledge to prevent gender-based violence in their own way, and helped advance this topic to the national level.

Senegal — Solar Drying to Fight Food Insecurity

Farmers in northern Senegal struggle every year with spoilage of produce. This region is extremely hot throughout most of the year, making it difficult for most foods to be stored properly after the harvest season. With the assistance of a Peace Corps Volunteer, nine motivated and forward-thinking farmers utilized an abundant asset—the sun—to solar dry and preserve their tomatoes and onions. Using food sifters, string, cloth, and a mosquito net, the five female and four male farmers constructed a solar dryer. After a session on how to properly prepare the foods for solar drying, the group constructed their own dryers to dry their crops. Together, they discussed new and innovative ways to use the dried products and continue to dry their produce using the sun.

AFRICA — LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2016

Country	Languages
Benín	Adja, Bariba, Ditamari, Fon, French, Mahi, Nateni, Sahoue, Yom
Botswana	Ikalanga, Sekgalagadi, Setswana
Burkina Faso	Dagara, French, Gulimancema, Jula, Lobiri, Moore, Nuni
Cameroon	French, Fulfulde, Pidgin (Cameroon)
Comoros	Shimwali, Shindzwani, Shingazidja
Ethiopia	Afan Oromo/Oromo, Amharic, Tigrigna
Ghana	Dagaare, Dagbani, Ewe, Fanti, Ghanaian Sign Language, Gurune, Konkomba, Mampruli, Twi
Guinea	French, Kissi, Maninka, Pulaar, Soussou
Lesotho	Sesotho/Suthu, Xhosa
Liberia	Bassa, Gbandi, Gio, Gola, Grebo, Kissi, Kpelle, Krahn, Kru, Liberian English, Lorma, Mandi, Mano, Vai
Madagascar	Malagasy (standard), Malagasy (Antakarana), Malagasy (Antanosy), Malagasy (Antemoro), Malagasy (Betsileo), Malagasy (Betsimisaraka), Malagasy (Tsimihety)
Malawi	Chichewa, Chilambya, Chitonga, Chitumbuka, Chiyao
Mozambique	Chichewa/Cinyanja, Chimanyika, Cichangana, Cicopi, Cimakonde, Cindau, Cinyungue/Cinyungwe, Citewe, Citswa, Ciyao, Echuabo, Ekoti, Elomwe, Emakwa, Gitonga, Portuguese
Namibia	Afrikaans, Khoekhoegowab, Oshindonga, Oshikwanyama, Otjiherero, Rumanyo, Silozi
Rwanda	Kinyarwanda
Senegal	Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulafuta, Seereer, Wolof
Sierra Leone	Krio, Mende, Temne
South Africa	IsiZulu, Ndebele, Sepedi, Setswana, Siswati/IsiSwati, XiTsonga
Swaziland	Siswati/IsiSwati
Tanzania	Swahili/Kiswahili
The Gambia	Mandinka, Pulaar, Sarahule, Wolof
Togo	Akebou, Bassar, Ewe, French, Ife, Ikposso, Kabiye, Konkomba, Lamba, Moba, Tchamba, Tem
Uganda	Acholi, Luganda, Lumasaaba, Lusoga, Runyankore/Rukiga, Runyoro/Rutooro
Zambia	Bemba, Kaonde, Lunda, Mambwe-Lunga, Nyanja, Tonga, Tumbuka

BENIN

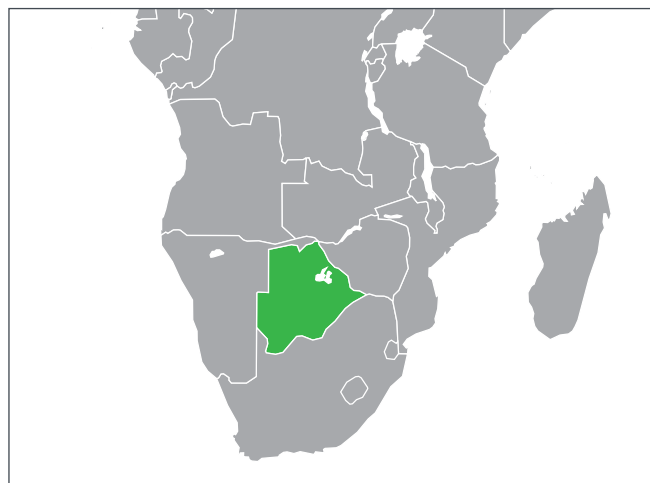
CAPITAL	Porto-Novo
POPULATION	10.9 million
GROSS NATIONAL INCOME PER CAPITA	\$840
PROGRAM DATES	1968–present
PROGRAM SECTORS	Agriculture Education Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	150
Program funds (\$000)	4,400	4,700



BOTSWANA



CAPITAL	Gaborone
POPULATION	2.3 million
GROSS NATIONAL INCOME PER CAPITA	\$6,460
PROGRAM DATES	1966–97, 2003–present
PROGRAM SECTORS	Health Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

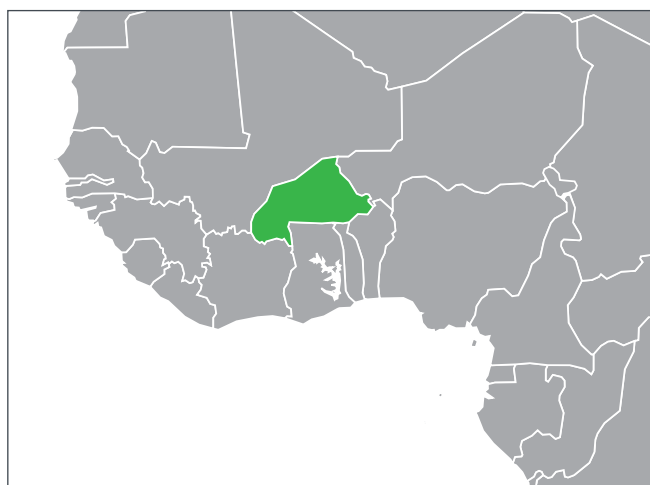
	FY 2017	FY 2018
Volunteers	80	100
Program funds (\$000)	2,100	2,300

BURKINA FASO

CAPITAL	Ouagadougou
POPULATION	18.1 million
GROSS NATIONAL INCOME PER CAPITA	\$640
PROGRAM DATES	1967–87, 1995–present
PROGRAM SECTORS	Community Economic Development Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	150
Program funds (\$000)	5,000	5,100

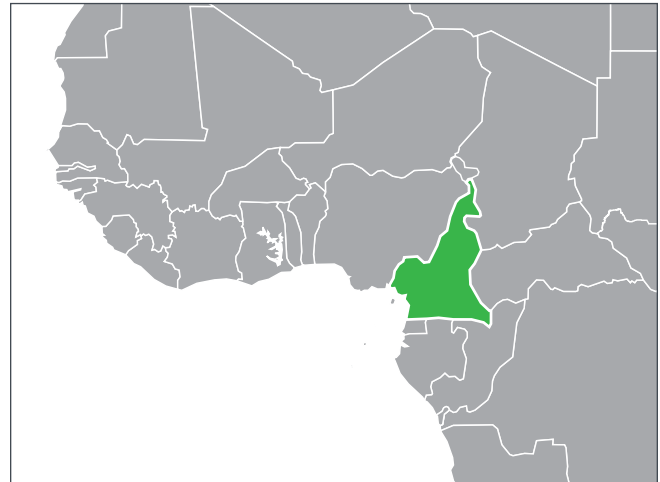


CAMEROON

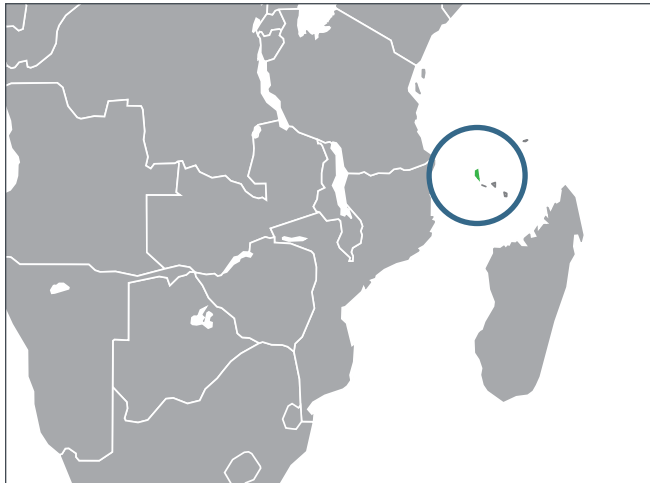
CAPITAL	Yaounde
POPULATION	23.3 million
GROSS NATIONAL INCOME PER CAPITA	\$1,320
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Education Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	130
Program funds (\$000)	4,500	4,500



COMOROS



CAPITAL	Moroni
POPULATION	788 thousand
GROSS NATIONAL INCOME PER CAPITA	\$780
PROGRAM DATES	1988–95, 2015–present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	30	30
Program funds (\$000)	1,500	1,500

ETHIOPIA

CAPITAL	Addis-Ababa
POPULATION	99.4 million
GROSS NATIONAL INCOME PER CAPITA	\$590
PROGRAM DATES	1962–77, 1995–99, 2007–present
PROGRAM SECTORS	Education Environment Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	120
Program funds (\$000)	5,400	5,500



GHANA

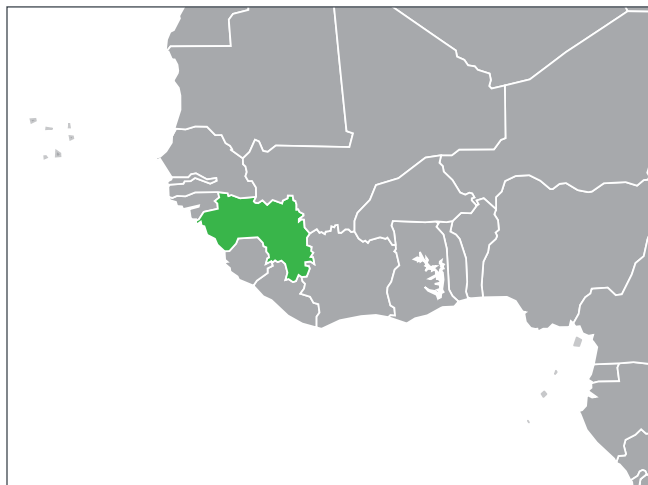
CAPITAL	Accra
POPULATION	27.4 million
GROSS NATIONAL INCOME PER CAPITA	\$1,480
PROGRAM DATES	1961-present
PROGRAM SECTORS	Agriculture Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	140	140
Program funds (\$000)	3,900	3,900



GUINEA



CAPITAL	Conakry
POPULATION	12.6 million
GROSS NATIONAL INCOME PER CAPITA	\$470
PROGRAM DATES	1963-66, 1969-71, 1985-present
PROGRAM SECTORS	Agriculture Education Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

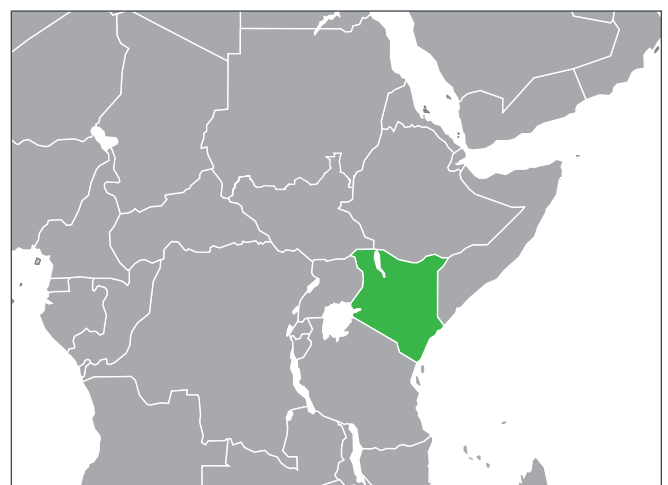
	FY 2017	FY 2018
Volunteers	130	180
Program funds (\$000)	3,300	3,800

KENYA

CAPITAL	Nairobi
POPULATION	46.1 million
GROSS NATIONAL INCOME PER CAPITA	\$1,340
PROGRAM DATES	1964-present
PROGRAM SECTORS	Community Economic Development Education, Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	0	0
Program funds (\$000)	1,100	1,100

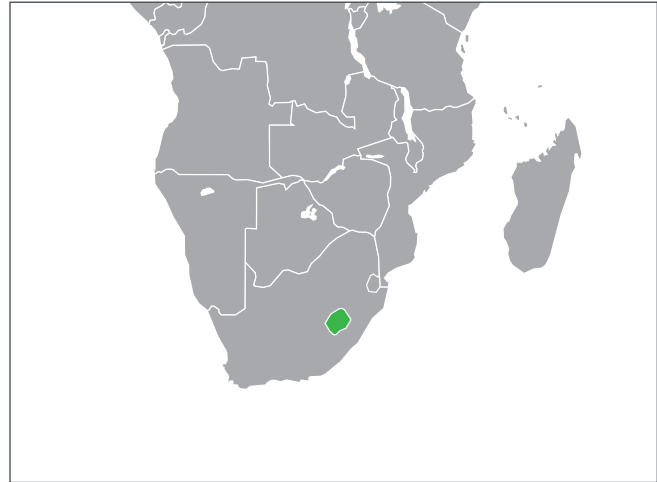


LESOTHO

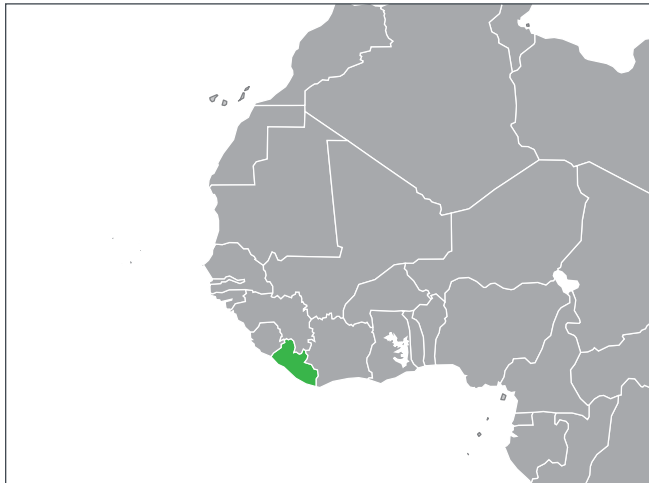
CAPITAL	Maseru
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	\$1,280
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	110
Program funds (\$000)	1,800	1,800



LIBERIA



CAPITAL	Monrovia
POPULATION	4.5 million
GROSS NATIONAL INCOME PER CAPITA	\$380
PROGRAM DATES	1962-90, 2008-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

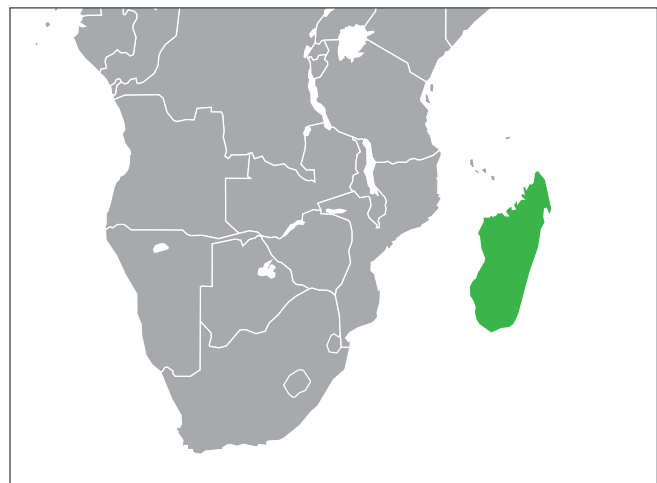
	FY 2017	FY 2018
Volunteers	120	110
Program funds (\$000)	5,100	5,000

MADAGASCAR

CAPITAL	Antananarivo
POPULATION	24.2 million
GROSS NATIONAL INCOME PER CAPITA	\$420
PROGRAM DATES	1993-present
PROGRAM SECTORS	Agriculture Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	150	150
Program funds (\$000)	3,100	3,100



MALAWI

CAPITAL	Lilongwe
POPULATION	17.2 million
GROSS NATIONAL INCOME PER CAPITA	\$340
PROGRAM DATES	1963-76, 1978-present
PROGRAM SECTORS	Agriculture Education, Environment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	80
Program funds (\$000)	2,800	2,800



MOZAMBIQUE



CAPITAL	Maputo
POPULATION	28 million
GROSS NATIONAL INCOME PER CAPITA	\$590
PROGRAM DATES	1998-present
PROGRAM SECTORS	Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

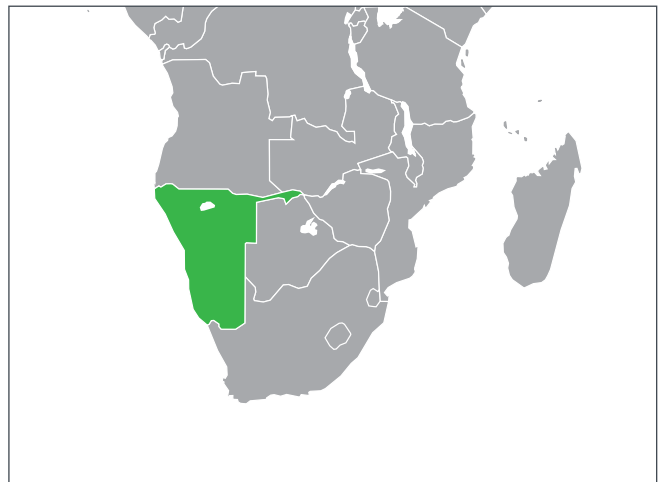
	FY 2017	FY 2018
Volunteers	170	170
Program funds (\$000)	4,800	4,800

NAMIBIA

CAPITAL	Windhoek
POPULATION	2.5 million
GROSS NATIONAL INCOME PER CAPITA	\$5,190
PROGRAM DATES	1990-present
PROGRAM SECTORS	Community Economic Development Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	160	160
Program funds (\$000)	2,800	2,800



RWANDA

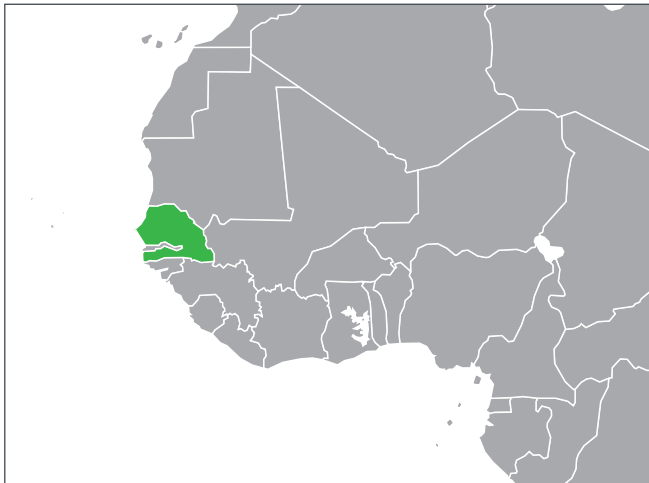
CAPITAL	Kigali
POPULATION	11.6 million
GROSS NATIONAL INCOME PER CAPITA	\$700
PROGRAM DATES	1975-93, 2008-present
PROGRAM SECTORS	Education, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	200	190
Program funds (\$000)	3,500	3,400



SENEGAL



CAPITAL	Dakar
POPULATION	15.1 million
GROSS NATIONAL INCOME PER CAPITA	\$980
PROGRAM DATES	1962-present
PROGRAM SECTORS	Agriculture Community Economic Development Environment, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

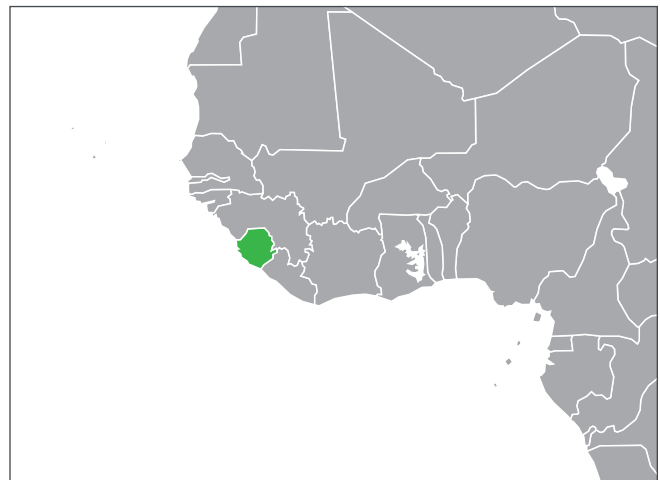
	FY 2017	FY 2018
Volunteers	260	260
Program funds (\$000)	7,700	7,700

SIERRA LEONE

CAPITAL	Freetown
POPULATION	6.5 million
GROSS NATIONAL INCOME PER CAPITA	\$620
PROGRAM DATES	1962-94, 2009-present
PROGRAM SECTORS	Education Peace Corps Response

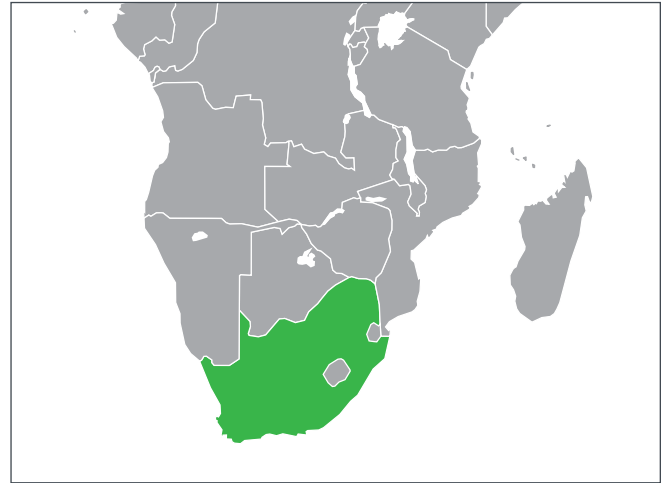
ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	70	110
Program funds (\$000)	2,100	2,600



SOUTH AFRICA

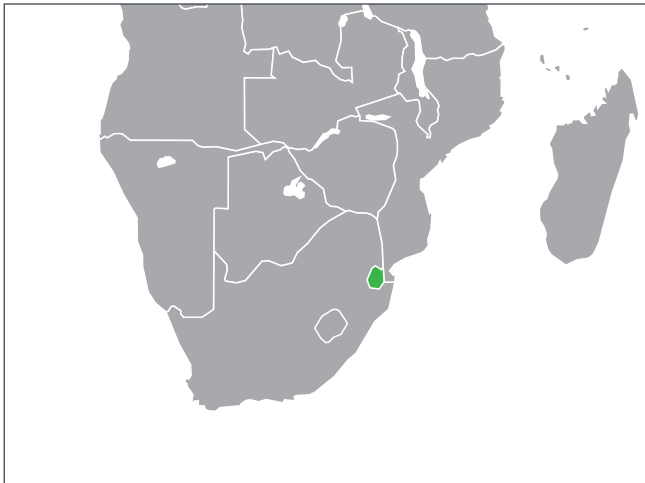
CAPITAL Pretoria
 POPULATION 55 million
 GROSS NATIONAL INCOME PER CAPITA \$6,080
 PROGRAM DATES 1997–present
 PROGRAM SECTORS Education
 Health
 Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	90
Program funds (\$000)	3,100	3,100

SWAZILAND



CAPITAL Mbabane
 POPULATION 1.3 million
 GROSS NATIONAL INCOME PER CAPITA \$3,280
 PROGRAM DATES 1968–96, 2003–present
 PROGRAM SECTORS Health
 Youth in Development
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	40	60
Program funds (\$000)	1,400	1,500

TANZANIA

CAPITAL Dodoma
 POPULATION 53.5 million
 GROSS NATIONAL INCOME PER CAPITA \$920
 PROGRAM DATES 1961–69, 1979–present
 PROGRAM SECTORS Agriculture
 Education
 Health
 Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	170
Program funds (\$000)	3,300	3,500

THE GAMBIA

CAPITAL	Banjul
POPULATION	1.9 million
GROSS NATIONAL INCOME PER CAPITA	\$460
PROGRAM DATES	1967-present
PROGRAM SECTORS	Agriculture Education Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	90	100
Program funds (\$000)	2,600	2,600



TOGO



CAPITAL	Lome
POPULATION	7.3 million
GROSS NATIONAL INCOME PER CAPITA	\$540
PROGRAM DATES	1962-present
PROGRAM SECTORS	Education Environment Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	90	90
Program funds (\$000)	3,200	3,200

UGANDA

CAPITAL	Kampala
POPULATION	39 million
GROSS NATIONAL INCOME PER CAPITA	\$700
PROGRAM DATES	1964-72, 1991-99, 2001-present
PROGRAM SECTORS	Agriculture Education, Health Peace Corps Response

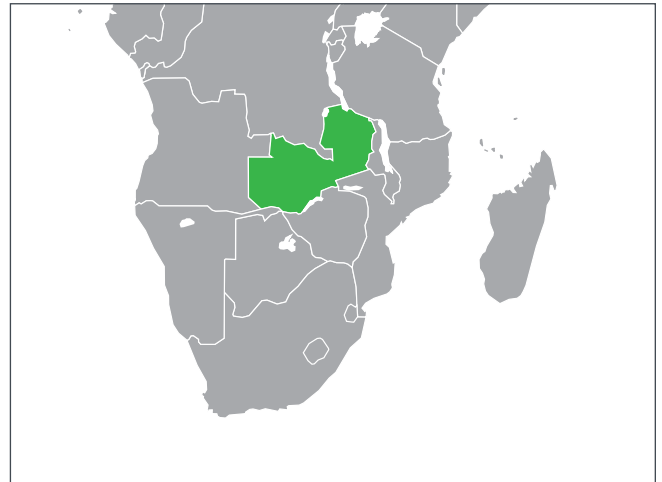
ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	80
Program funds (\$000)	3,100	3,200



ZAMBIA

CAPITAL	Lusaka
POPULATION	16.2 million
GROSS NATIONAL INCOME PER CAPITA	\$1,490
PROGRAM DATES	1994-present
PROGRAM SECTORS	Agriculture Education, Environment, Health Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	130
Program funds (\$000)	4,400	4,400

NOTES:

1. Volunteer numbers for FY 2017 and FY 2018 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2015.
3. Program funds for FY2017 and FY 2018 are in thousands.



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EUROPE, MEDITERRANEAN, AND ASIA REGION

Balkans

Albania, Kosovo, 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, Thailand, Timor-Leste



EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 60,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2016, 1,923 Volunteers worked in 18 countries across the region.

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

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

Seven EMA countries are part of a whole-of-government effort to improve the lives of girls and women with primary activities focused at the community level: building and strengthening the sustainability of girls' and boys' leadership and life skills clubs, promoting employability workshops and mentoring, and conducting the agency's Student-Friendly Schools workshops with teachers to address gender-based violence in school settings.

Volunteers in EMA were trained in more than 35 languages in FY 2016. 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 CORPS VOLUNTEERS' ACCOMPLISHMENTS IN EMA

Macedonia — Empowering Those with Special Needs

Macedonia is one of many EMA countries where Volunteers provide critical services for people with special needs. During FY 2016, 13 Volunteers in Macedonia worked with 248 individuals with special needs in government and nongovernmental daily centers for persons with intellectual disabilities, autism centers, and schools with special needs classrooms. Peace Corps Volunteers worked to support access to education, deinstitutionalization, and inclusion. Seventy-six percent of these individuals with special needs improved their quality of life in one or more of the following areas: communication, self-esteem, positive identity, and active participation. Volunteers worked with multiple staff members at their sites, providing training and skills to work with individuals with special needs.

Timor-Leste — Expanding Economic Opportunity

In FY 2016, there were 45 Volunteers working at the grassroots level to improve economic opportunities and health across six municipalities. Volunteers collected baseline data in 2015 that identified food security as the most critical issue for communities where the Peace Corps works. The data found that many households would benefit by increasing protein and iron-rich foods for children under five. Data also showed that, while nearly all households engage in some form of commerce, fewer than 10 percent practice basic financial management skills. To address these concerns, Volunteers mentored counterparts in financial literacy and added value to crops through production activities such as making peanut butter and establishing school and community gardens to reduce nutrition deficiencies in Timorese children.

Armenia — Fostering Leadership Through Soccer

After Peace Corps Volunteers participated in a “Soccer Diplomacy” event hosted by the U.S. Embassy—which sparked enthusiasm for sports as a tool to empower young women—Volunteers collaborated with Armenian youth leaders to found Girls of Armenia Leadership Soccer (GOALS). One of the only nongovernmental organizations working in Armenia to promote girls’ inclusion in soccer and youth development through sports, GOALS is challenging stereotypes women in Armenia face by encouraging active participation in athletics and inspiring further equality. GOALS empowers participants through specialized Sport for Social Impact curriculum and leadership seminars, while creating a safe and fun atmosphere for girls to play soccer. With a focus on rural and underserved communities, GOALS is creating women’s soccer leagues throughout Armenia by bringing girls from different villages together and promoting a sense of belonging and confidence through participation and leadership development.

Supporting Host Government Volunteer Initiatives

In 2015 and 2016, 22 percent of Peace Corps Volunteers in the Europe, Mediterranean, and Asia Region reported supporting Volunteerism in their communities. Because of the Peace Corps’ reputation as a global resource and advocate for volunteerism, several countries sought the Peace Corps’ assistance in the establishment or support of their own national volunteering efforts.

- In Georgia, Peace Corps staff and Volunteers assisted the government in establishing the Georgia Volunteer Program, a national pilot program with 140 volunteers that launched in 2015.
- In Albania, Peace Corps staff was instrumental in helping the Ministry for Social Welfare and Youth launch the Albanian Volunteer Corps in the summer of 2015.
- At the invitation of Mongolia’s president, the Peace Corps collaborated with the government to support the country’s national volunteering effort.
- In Malaysia, the government requested assistance from the Peace Corps to establish MyCorps, an international volunteer program for Malaysians, piloted in 2015.

EMA – LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2016

Country	Languages
Albania	Albanian
Armenia	Armenian
Cambodia	Khmer
China	Chinese/Mandarin
Georgia	Georgian
Indonesia	Bahasa Indonesia, Javanese, Madurese, Sundanese
Kosovo	Albanian, Serbian
Kyrgyz Republic	Kyrgyz, Russian
Macedonia	Albanian, Macedonian
Moldova	Romanian, Russian
Mongolia	Mongolian
Morocco	Arabic (Morocco), Tamazight, Tashelheet
Myanmar	Burmese
Nepal	Nepali
Philippines	Bikol-Naga, Cebuano, Hiligaynon, Ilokano, Kinaray-a, Sorsoganon, Tagalog, Waray
Thailand	Thai, Thai (Northern dialect), Thai (Southern dialect), Thai (North Eastern dialect)
Timor-Leste	Tetun
Ukraine	Russian, Ukrainian

ALBANIA

CAPITAL Tirana
 POPULATION 2.9 million
 GROSS NATIONAL INCOME PER CAPITA \$4,280
 PROGRAM DATES 1992-97, 2003-present
 PROGRAM SECTORS Community Economic Development
 Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	80
Program funds (\$000)	2,200	2,100



ARMENIA



CAPITAL Yerevan
 POPULATION 3 million
 GROSS NATIONAL INCOME PER CAPITA \$3,880
 PROGRAM DATES 1992-present
 PROGRAM SECTORS Youth in Development
 Education
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

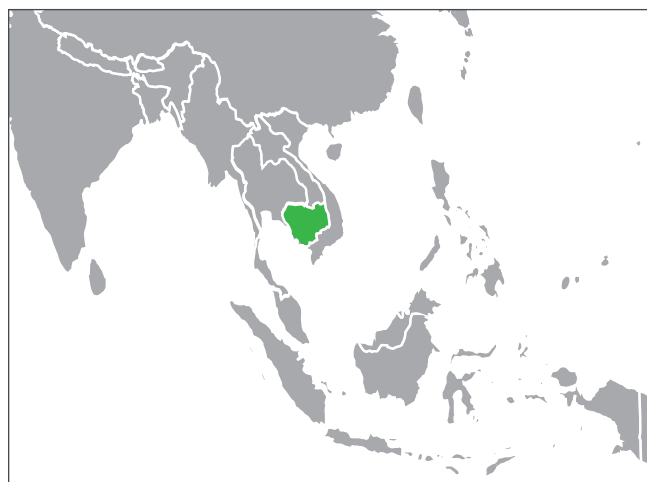
	FY 2017	FY 2018
Volunteers	100	80
Program funds (\$000)	2,400	2,200

CAMBODIA

CAPITAL Phnom Penh
 POPULATION 15.6 million
 GROSS NATIONAL INCOME PER CAPITA \$1,070
 PROGRAM DATES 2007-present
 PROGRAM SECTORS Education
 Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	130
Program funds (\$000)	3,000	3,000



CHINA

CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$7,900
PROGRAM DATES	1993-present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	140	140
Program funds (\$000)	4,200	4,100

GEORGIA



CAPITAL	Tbilisi
POPULATION	3.7 million
GROSS NATIONAL INCOME PER CAPITA	\$4,120
PROGRAM DATES	2001-present
PROGRAM SECTORS	Community Economic Development Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	120
Program funds (\$000)	2,700	2,700

INDONESIA

CAPITAL	Jakarta
POPULATION	257.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,440
PROGRAM DATES	1963-65, 2010-present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	130
Program funds (\$000)	3,300	3,300

KOSOVO

CAPITAL	Pristina
POPULATION	1.8 million
GROSS NATIONAL INCOME PER CAPITA	\$3,960
PROGRAM DATES	2014–present
PROGRAM SECTORS	Education Community Economic Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	70	70
Program funds (\$000)	1,800	1,800



KYRGYZ REPUBLIC



CAPITAL	Bishkek
POPULATION	6 million
GROSS NATIONAL INCOME PER CAPITA	\$1,170
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	90
Program funds (\$000)	2,000	2,200

MACEDONIA

CAPITAL	Skopje
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	\$5,140
PROGRAM DATES	1996–present
PROGRAM SECTORS	Community Economic Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	120	130
Program funds (\$000)	2,800	2,900



MOLDOVA

CAPITAL Chisinau
 POPULATION 3.6 million
 GROSS NATIONAL INCOME PER CAPITA \$2,240
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Community Economic Development
 Education
 Health



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	100	90
Program funds (\$000)	2,300	2,200

MONGOLIA



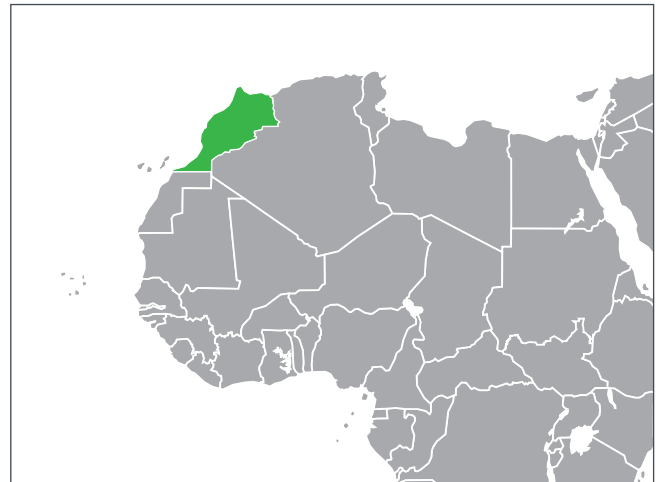
CAPITAL Ulaanbaatar
 POPULATION 3 million
 GROSS NATIONAL INCOME PER CAPITA \$3,870
 PROGRAM DATES 1991–present
 PROGRAM SECTORS Education
 Health
 Youth in Development
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	100	110
Program funds (\$000)	3,800	3,900

MOROCCO

CAPITAL Rabat
 POPULATION 34.4 million
 GROSS NATIONAL INCOME PER CAPITA \$3,030
 PROGRAM DATES 1963–present
 PROGRAM SECTORS Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	200	280
Program funds (\$000)	4,900	5,200

MYANMAR

CAPITAL	Yangon
POPULATION	53.9 million
GROSS NATIONAL INCOME PER CAPITA	\$1,160
PROGRAM DATES	2015–present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	10	40
Program funds (\$000)	2,100	2,300

NEPAL



CAPITAL	Kathmandu
POPULATION	28.5 million
GROSS NATIONAL INCOME PER CAPITA	\$730
PROGRAM DATES	1962–2004, 2012–present
PROGRAM SECTORS	Agriculture

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	90	90
Program funds (\$000)	2,000	2,000

PHILIPPINES

CAPITAL	Manila
POPULATION	100.7 million
GROSS NATIONAL INCOME PER CAPITA	\$3,550
PROGRAM DATES	1961–90, 1992–present
PROGRAM SECTORS	Education Environment Youth in Development Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	160	170
Program funds (\$000)	4,300	4,400

THAILAND

CAPITAL Bangkok
 POPULATION 68 million
 GROSS NATIONAL INCOME PER CAPITA \$5,720
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Education
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	110
Program funds (\$000)	3,200	3,200

TIMOR-LESTE



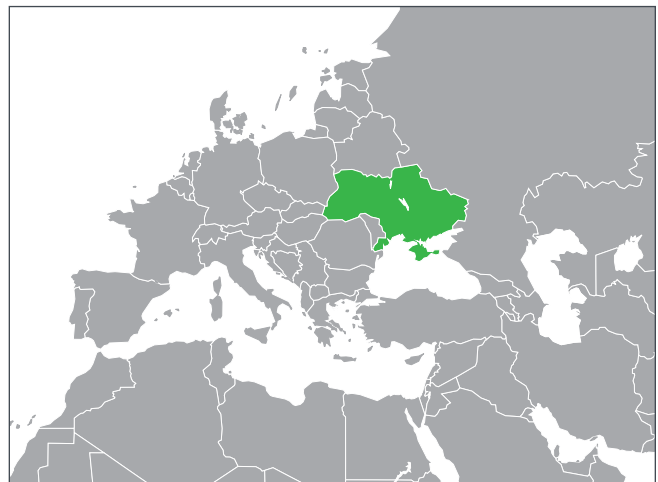
CAPITAL Dili
 POPULATION 1.2 million
 GROSS NATIONAL INCOME PER CAPITA \$2,290
 PROGRAM DATES 2002–06, 2015–present
 PROGRAM SECTORS Community Economic Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	70	80
Program funds (\$000)	2,200	2,300

UKRAINE

CAPITAL Kyiv
 POPULATION 45.2 million
 GROSS NATIONAL INCOME PER CAPITA \$2,640
 PROGRAM DATES 1992–present
 PROGRAM SECTORS Community Economic Development
 Education
 Youth in Development



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	330	330
Program funds (\$000)	5,400	5,500

NOTES:

1. Volunteer numbers for FY 2017 and FY 2018 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2015.
3. Program funds for FY 2017 and FY 2018 are in thousands.



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INTER-AMERICA AND THE PACIFIC REGION

Central America

Belize, Costa Rica, Guatemala, Mexico, Nicaragua, 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, Micronesia, Palau, Samoa, Tonga, Vanuatu



INTER-AMERICA AND THE PACIFIC REGION

More than 86,000 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 2016, 1,923 Volunteers were working in 19 posts across 23 nations (some Peace Corps posts cover more than one country). In the IAP region, the Peace Corps provides training in more than 35 languages, enhancing Volunteers' effectiveness and integration into local communities.

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

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

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

PEACE CORPS VOLUNTEERS' ACCOMPLISHMENTS IN IAP

Guyana — Promoting the Inclusion of People with Disabilities

A Volunteer working with a community home for persons with disabilities recently coordinated the reopening of the facility's library after 20 years of closure. The Volunteer worked with the residents to clean and organize the books. People from the village and neighboring communities joined residents for the opening of the library. Volunteers read stories to visitors and students were able to explore the library and take home free books from the "giveaway" shelf. The residents' hard work was applauded by community members. Three of the residents from the home's independent living group have been trained as librarian assistants—learning job skills and gaining confidence in themselves in the process.

Vanuatu — Using Technology for Health

A Health Volunteer assisted her community in establishing the Maewo Telemedicine Network. This network connects health workers in remote areas with doctors who use video cameras to have a visual connection to patients, thereby

enhancing the patient interaction quality and diagnostic abilities. Just weeks after it began, the Telemedicine network was used to save the life of a mother experiencing bleeding after childbirth.

Mexico — Improving the Environment

A Volunteer worked with the Secretary for Environment and Natural Resources' program for over a year on the management of micro-watersheds. She focused on water conservation and rescue, constructing 20 rainwater catchment systems. The Volunteer gave weekly classes on topics ranging from manual water pumps to ecological toilets and the safe re-use of domestic waste. She planned to help build efficient wood burning stoves, which include a boiler that harnesses discharged smoke to heat water. The stoves were her community's second-highest priority during a needs analysis session and will reduce emissions and health problems from smoke.

Jamaica — Empowering the Citizens of Tomorrow

With the support of host country nationals from across the island, 20 Peace Corps Volunteers came together to hold Jamaica's first ever Camp GLOW (Girls Leading Our World) and Camp RESPECT (Responsible, Educated, Sensitive, and Positively Empowered Citizens of Tomorrow) for 22 girls and 18 boys. The camps were designed and facilitated in partnership with local communities and nongovernmental organizations and received funding from USAID's Small Project Assistant grant program. At Camp RESPECT, the boys spent one week learning about respect: what it looks like for themselves, for women, and for the environment. At Camp GLOW, the

girls worked for a week on developing finance skills, learning about gender equity, and caring for the environment. At the end of Camp GLOW, one young girl stated, "I learned that every person, including me, has the light of greatness within us." In the few months after the camps, campers continuously communicated with their Volunteer counselors to ask for advice and share stories, exemplifying the need and desire for ongoing discussion around gender issues and empowerment in Jamaica.

Nicaragua — TEFL Teacher Training

Every Saturday, a group of over 50 English teachers from northern Nicaragua travel to receive a full day of intensive language classes taught by Peace Corps Volunteers teaching English as a foreign language (TEFL). With the backing of the Peace Corps TEFL staff, the financial support of local nongovernmental organizations, and the collaboration of the Nicaraguan Ministry of Education, TEFL Volunteers from all over Nicaragua provide Nicaraguan teachers with free, teacher-centered training to improve their English proficiency and classroom methodologies. The full program takes two-and-half years to complete, but only one year into the program, there are already substantial gains in English proficiency and competency. Teachers share videos of themselves teaching in English and have created communities of practice to share strategies learned in the course, build confidence, and provide each other feedback. Through their remarkable dedication and the hard work of Peace Corps Volunteers, these teachers are improving the English education of thousands of students across the region.

IAP — LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2016

Country	Languages
Belize	Kriol, Q'eqchi (Maya), Spanish
Colombia	Spanish
Costa Rica	Spanish
Dominican Republic	Spanish
Eastern Caribbean	Kweyol (E. Caribbean), Grenadian Creole, Vincentian Creole
Ecuador	Spanish
Fiji	Fijian, Hindi
Guatemala	Ixil, Kaqchikel, K'iche, Mam, Spanish
Guyana	Creolese (Guyana), Macushi, Wapishana
Jamaica	Patois (Jamaica)
Mexico	Spanish
Micronesia and Palau	Chuukese, Kosraean, Mortlockese, Pohnpeian, Ulithian, Yapese
Nicaragua	Spanish
Panama	Ngabere, Spanish
Paraguay	Guaraní, Spanish
Peru	Quechua, Spanish
Samoa	Samoan
Tonga	Tongan
Vanuatu	Bislama

BELIZE

CAPITAL	Belmopan
POPULATION	359 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,490
PROGRAM DATES	1962–present
PROGRAM SECTORS	Health



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	50	50
Program funds (\$000)	1,900	1,900

COLOMBIA



CAPITAL	Bogota
POPULATION	48.2 million
GROSS NATIONAL INCOME PER CAPITA	\$7,140
PROGRAM DATES	1961–81, 2010–present
PROGRAM SECTORS	Community Economic Development Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	100
Program funds (\$000)	2,600	2,800

COSTA RICA

CAPITAL	San Jose
POPULATION	4.8 million
GROSS NATIONAL INCOME PER CAPITA	\$10,400
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	90	100
Program funds (\$000)	3,900	4,000

DOMINICAN REPUBLIC

CAPITAL	Santo Domingo
POPULATION	10.5 million
GROSS NATIONAL INCOME PER CAPITA	\$6,240
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education, Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	150	170
Program funds (\$000)	4,200	4,300



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	\$7,360 (avg)
PROGRAM DATES	1961–present
PROGRAM SECTORS	Education

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	90
Program funds (\$000)	3,200	3,200

ECUADOR

CAPITAL	Quito
POPULATION	16.1 million
GROSS NATIONAL INCOME PER CAPITA	\$6,030
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Health Youth in Development

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	110	150
Program funds (\$000)	5,100	5,400



FIJI

CAPITAL	Suva
POPULATION	892 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,830
PROGRAM DATES	1968-98, 2003-present
PROGRAM SECTORS	Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	90	90
Program funds (\$000)	1,900	1,900



GUATEMALA



CAPITAL	Guatemala City
POPULATION	16.3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,590
PROGRAM DATES	1963-present
PROGRAM SECTORS	Health Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	130	140
Program funds (\$000)	4,200	4,300

GUYANA

CAPITAL	Georgetown
POPULATION	767 thousand
GROSS NATIONAL INCOME PER CAPITA	\$4,090
PROGRAM DATES	1967-71, 1995-present
PROGRAM SECTORS	Education Environment, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	70	80
Program funds (\$000)	2,800	3,200



JAMAICA

CAPITAL Kingston
 POPULATION 2.8 million
 GROSS NATIONAL INCOME PER CAPITA \$4,930
 PROGRAM DATES 1962-present
 PROGRAM SECTORS Education
 Environment
 Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	60	60
Program funds (\$000)	2,800	2,800

MEXICO



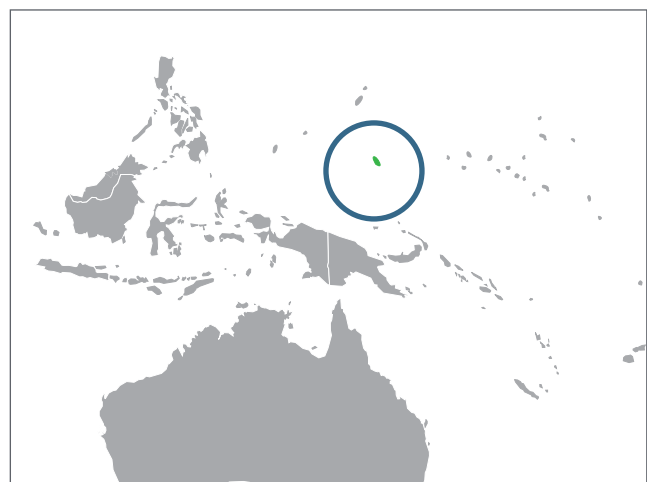
CAPITAL Mexico City
 POPULATION 127 million
 GROSS NATIONAL INCOME PER CAPITA \$9,710
 PROGRAM DATES 2004-present
 PROGRAM SECTORS Education
 Environment
 Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	70	80
Program funds (\$000)	1,900	2,000

FEDERATED STATES OF MICRONESIA AND PALAU

CAPITALS Palikir (Micronesia), Ngerulmund (Palau)
 POPULATION 120 thousand (total)
 GROSS NATIONAL INCOME PER CAPITA \$7,870 (avg)
 PROGRAM DATES 1966-present
 PROGRAM SECTORS Education
 Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	30	30
Program funds (\$000)	1,800	1,800

NICARAGUA

CAPITAL	Managua
POPULATION	6.1 million
GROSS NATIONAL INCOME PER CAPITA	\$1,940
PROGRAM DATES	1968-79, 1991-present
PROGRAM SECTORS	Community Economic Development Education Environment Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	160	170
Program funds (\$000)	3,700	3,800



PANAMA



CAPITAL	Panama City
POPULATION	3.9 million
GROSS NATIONAL INCOME PER CAPITA	\$11,880
PROGRAM DATES	1963-71, 1990-present
PROGRAM SECTORS	Agriculture, Education Environment, Health Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	190	230
Program funds (\$000)	5,400	5,600

PARAGUAY

CAPITAL	Asuncion
POPULATION	6.6 million
ANNUAL PER CAPITA INCOME	\$4,190
PROGRAM DATES	1966-present
PROGRAM SECTORS	Agriculture Community Economic Development Environment Health

ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	210	210
Program funds (\$000)	4,900	4,900



PERU

CAPITAL	Lima
POPULATION	31.4 million
ANNUAL PER CAPITA INCOME	\$6,130
PROGRAM DATES	1962-74, 2002-present
PROGRAM SECTORS	Community Economic Development Health Youth in Development Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Volunteers	FY 2017 190	FY 2018 200
Program funds (\$000)	5,700	5,800



SAMOA



CAPITAL	Apia
POPULATION	193 thousand
ANNUAL PER CAPITA INCOME	\$3,930
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Volunteers	FY 2017 40	FY 2018 40
Program funds (\$000)	1,200	1,200

TONGA

CAPITAL	Nuku'alofa
POPULATION	106 thousand
ANNUAL PER CAPITA INCOME	\$4,280
PROGRAM DATES	1967-present
PROGRAM SECTORS	Education Peace Corps Response

ANTICIPATED NUMBER OF VOLUNTEERS

Volunteers	FY 2017 60	FY 2018 70
Program funds (\$000)	1,200	1,300



VANUATU

CAPITAL	Port Vila
POPULATION	264 thousand
GROSS NATIONAL INCOME PER CAPITA	\$3,170
PROGRAM DATES	1990–present
PROGRAM SECTORS	Education Health Peace Corps Response



ANTICIPATED NUMBER OF VOLUNTEERS

	FY 2017	FY 2018
Volunteers	80	80
Program funds (\$000)	3,100	3,200

NOTES:

1. Volunteer numbers for FY 2017 and FY 2018 represent the anticipated number of Volunteers on September 30 each year.
2. Population and GNI per capita based on World Bank Data for 2015.
3. Program funds for FY 2017 and FY 2018 are in thousands.



VOLUNTEER WORK BY SECTOR

AGRICULTURE

Agriculture Peace Corps 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.

Agriculture Volunteers provide support and training to local individuals and groups in the use of intensive farming practices and techniques including 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.

Using local languages, Agriculture Volunteers provide direct 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 by conducting training in basic business and organizational

skills, marketing, and value chain analysis. Volunteers purposefully include women and youth in their agriculture outreach activities.

At the end of FY 2016, there were 533 Agriculture Peace Corps Volunteers worldwide.⁵

Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as conservation agriculture (e.g., no tillage, use of permanent soil cover using organic mulch, crop rotation) and agroforestry strategies (e.g., alley cropping, planting windbreaks and living fences, planting leguminous and multi-purpose trees)
- Encouraging home garden production while raising awareness about the nutritional advantages of producing crops with high nutritional value, like orange-fleshed sweet potato and green leafy vegetables, as well as the advantages of growing a variety of both traditional and non-traditional vegetables and fruits
- Increasing knowledge and skills needed for small-animal husbandry, including poultry, rabbits, fish, and bees
- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to improve profits through a value chain approach to cash crop production and marketing of cacao, cashews, and shea
- Developing farmers’ skill in dry-season gardening, a practice that enhances food security and provides income to local communities outside of the field-crop growing season

5. In addition to the Volunteer totals listed for each sector, 286 Peace Corps Response Volunteers were serving throughout all six Peace Corps program sectors, working in all three regions, at the end of FY 2016.

COMMUNITY ECONOMIC DEVELOPMENT

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

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

Additionally, Volunteers train and advise individual entrepreneurs and business managers in business planning, marketing, financial management, product design, distribution, and customer service. They counsel cooperatives; teach business and entrepreneurship workshops, courses, and camps; and coordinate business plan competitions for youth. Volunteers may also work with entire communities to improve market linkages for local businesses, start community-run businesses, and coordinate overall community economic development.

Volunteers also engage with their local community to promote personal money management strategies. Volunteers help microfinance institutions improve their outreach to potential clients and provide would-be entrepreneurs access to microfinance services. In communities with few formal banking services, Volunteers work with community members to set up and manage their own savings and loan associations and provide financial literacy training to youth and adults regarding budgeting, savings, financial negotiations, and safe credit use.

At the end of FY 2016, there were 622 Community Economic Development Peace Corps Volunteers worldwide.

Examples of Community Economic Development Volunteer work:

- Building the capacity of business owners to use computer technology and the Internet to market products and services
- Organizing youth business plan competitions at the local, regional, and national levels
- Helping artisan cooperatives find new markets for their handmade goods and improve quality control
- Advising women's groups about the value of saving and smart credit use
- Fostering the creation of sustainable, independent, community-managed savings and loan associations
- Working with local civil society groups to improve their outreach and implement awareness campaigns
- Creating leadership development opportunities for community members, especially women and youth

EDUCATION

More than one-third of Peace Corps Volunteers work as Education Volunteers, making Education the agency's largest sector. Education Volunteers work on projects that focus on building teacher capacity, increasing student achievement, and helping communities to advocate and support educational initiatives. All of the work of Volunteers is linked to national priorities of the host country.

The Teaching English as a Foreign Language (TEFL) project focuses on helping host country counterparts improve their English proficiency, teaching skills, and participation in professional development, which in turn leads to improved English language instruction and increased English proficiency for students. In addition to formal classroom instruction, TEFL Volunteers participate in 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 remedial literacy strategies for students at risk of failing. This work takes place principally in the early primary grades, but also targets students in secondary school, as well as out-of-school youth. Projects emphasize communities of practice, in which students, community members, and parents address how they can support reading and literacy development at home and in community settings.

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

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

At the end of FY 2016, there were 2,876 Education Peace Corps Volunteers worldwide.

Examples of Education Volunteer work:

- Advising school personnel in the development of curricula and teaching materials
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts

- Facilitating learner-centered and 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 youth with disabilities

ENVIRONMENT

Volunteers in the Environment sector collaborate with host country partners to protect the local environment. They respond to deteriorating local conditions by promoting environmental education and awareness, natural resource planning and management, and environmentally sustainable income-generating activities.

Environment Volunteers encourage sustainable natural resource planning and management by teaching others healthy conservation practices, including the production and cultivation of trees to improve soils, conserve water, and protect fields from erosion. Effective management of resources requires the cooperation of local governments, organizations, communities, and individuals. Volunteers work to build the

organizational capacity of partners to plan, manage, lead, and advocate for the protection of the local environment. Volunteers help develop income-generating activities that create incentives for conservation of natural resources, such as ecotourism and crafts. They also address the rising pace of deforestation by introducing more fuel-efficient cookstoves to the local communities they serve.

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

At the end of FY 2016, there were 635 Environment Peace Corps Volunteers worldwide.

Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries with local counterparts
- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and excursions and sponsoring special events such as Earth Day activities
- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems
- Introducing innovative soil fertility and water conservation methods to adapt to increasingly arid climates
- Promoting income-generating activities, such as sustainable ecotourism
- Slowing rates of deforestation through the introduction of fuel-efficient cookstoves

HEALTH

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

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

At the end of FY 2016, there were 1,578 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

Youth in Development Peace Corps Volunteers prepare and engage young people for their adult roles in the family, the workforce, and as active citizens. At the heart of all youth development activities, Volunteers and their partners support life skills and leadership development. Youth in Development Volunteers focus on four areas: healthy lifestyles and preparing for family life, youth professional development, active citizenship, and supporting parents and communities.

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

Volunteers and their partners help young people lead healthy lifestyles and prepare for family life by providing training on sexual and reproductive health, as well as by providing HIV/AIDS prevention information. They also promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities, and work to improve emotional well-being and resiliency in young people.

At the end of FY 2016, there were 683 Youth in Development Peace Corps Volunteers worldwide.

Examples of Youth in Development Volunteer work:

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



GLOBAL INITIATIVES



VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES IN FY 2016

The Peace Corps is an integral partner in The President’s Emergency Plan for AIDS Relief (PEPFAR). Peace Corps Volunteers implement PEPFAR 3.0, “Controlling the Epidemic: Delivering on the Promise of an AIDS-Free Generation,” through the targeted goals of scaling up prevention, caring for people infected with and affected by HIV, and facilitating access to treatment; evidence-based interventions for populations at greatest risk; promoting sustainability, efficiency, and effectiveness; strengthening local healthcare and support systems; and driving results with science. The Peace Corps is currently active in 25 PEPFAR countries, 10 of which PEPFAR considers to be long-term strategy countries. Most importantly, all Volunteers play a special role in their contributions to PEPFAR through their ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.

AFRICA	VOLUNTEERS	EUROPE, MEDITERRANEAN, AND ASIA	VOLUNTEERS	INTER-AMERICA AND THE PACIFIC	VOLUNTEERS
Benin	12	Albania	5	Belize	4
Botswana	85	Cambodia	1	Colombia	1
Burkina Faso	5	Indonesia	2	Costa Rica	1
Cameroon	49	Kyrgyz Republic	9	Dominican Republic	30
Ethiopia	48	Moldova	5	Eastern Caribbean*	2
Ghana	31	Mongolia	6	Ecuador	11
Lesotho	36	Morocco	16	Fiji	5
Liberia	2	Nepal	1	Guatemala	4
Madagascar	9	Philippines	7	Guyana	7
Malawi	38	Thailand	11	Jamaica	1
Mozambique	44	Ukraine	19	Micronesia	2
Namibia	38			Nicaragua	37
Rwanda	12			Panama	10
Senegal	4			Paraguay	13
South Africa	66			Peru	7
Swaziland	61				
Tanzania	63				
The Gambia	2				
Togo	29				
Uganda	36				
Zambia	95				
SUBTOTAL	765	SUBTOTAL	82	SUBTOTAL	135
GRAND TOTAL	982				

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

VOLUNTEERS WORKING IN FOOD SECURITY IN FY 2016

The Peace Corps has been actively involved in developing the U.S. Government’s Global Food Security Strategy in response to passage of the Global Food Security Act. Peace Corps Volunteers are supporting the U.S. Government Global Food Security Strategy by promoting community-led approaches and sustainable methods to increase agricultural productivity, improve health and nutrition, and increase economic opportunities. In partnership with the U.S. Agency for International Development, 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		EUROPE, MEDITERRANEAN, AND ASIA		INTER-AMERICA AND THE PACIFIC	
	VOLUNTEERS		VOLUNTEERS		VOLUNTEERS
Benin	38	Cambodia	29	Belize	9
Burkina Faso	22	Timor-Leste	9	Ecuador	7
Cameroon	32	Moldova	7	Fiji	8
Ethiopia	34	Nepal	55	Guatemala	29
Ghana	35			Jamaica	24
Guinea	2			Mexico	10
Madagascar	34			Nicaragua	24
Malawi	33			Panama	29
Senegal	98			Paraguay	60
Swaziland	10				
Tanzania	48				
The Gambia	24				
Togo	38				
Uganda	35				
Zambia	115				
SUBTOTAL	598	SUBTOTAL	100	SUBTOTAL	200
GRAND TOTAL	898				

VOLUNTEERS WORKING IN MALARIA PREVENTION IN FY 2016*

Peace Corps Volunteers are advancing President’s Malaria Initiative (PMI) through the agency’s Stomping Out Malaria in Africa initiative. Volunteers in 19 Peace Corps programs across Africa are collaborating to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment education campaigns at the community level. In areas where PMI is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to ensure that the nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention. Volunteers also engage in behavior change outreach to advocate for early care seeking and support community health worker networks to strengthen their ability to rapidly diagnose and treat simple malaria. In FY 2016, the Peace Corps began working closely with PMI to increase their strategic focus on issues of malaria in pregnancy.

POST	VOLUNTEERS
Benin	94
Botswana	17
Burkina Faso	68
Cameroon	64
Ethiopia	75
Gambia	50
Ghana	82
Guinea ¹	2
Liberia	66
Madagascar	84
Malawi	84
Mozambique	117
Rwanda	77
Senegal	220
Sierra Leone ¹	1
Tanzania	72
Togo	67
Uganda	99
Zambia	164
TOTAL	1,503

NOTES:

1. Due to gradual reopening after the Ebola crisis, neither Guinea nor Sierra Leone had Health Volunteers for the full reporting period in FY 2016.

* The electronic data-gathering tool was substantially updated between FY 2015 and FY 2016, making year-over-year comparison difficult.

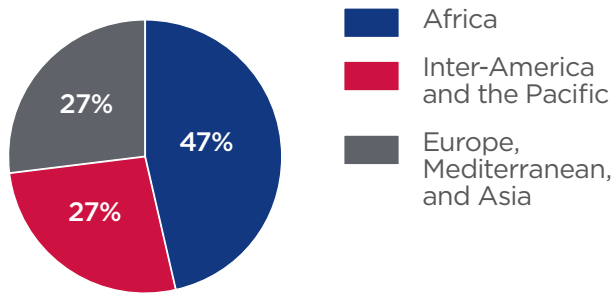


APPENDICES

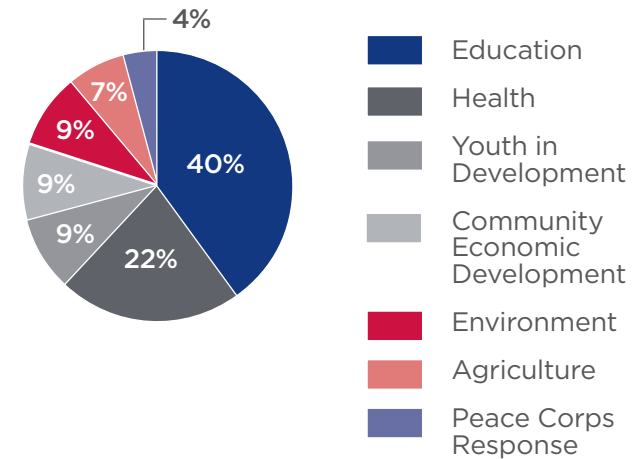
APPENDIX A

FY 2016 PEACE CORPS VOLUNTEER STATISTICS*

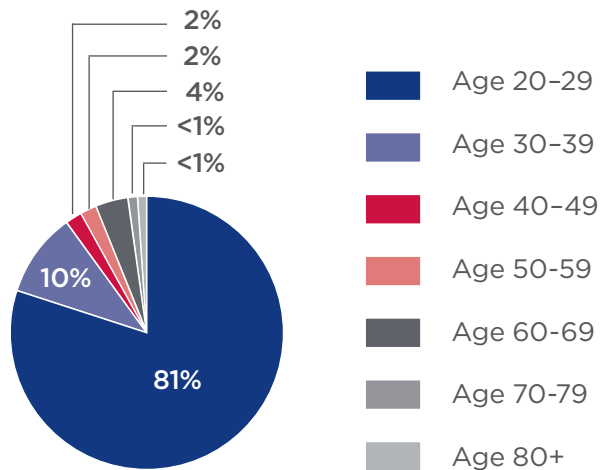
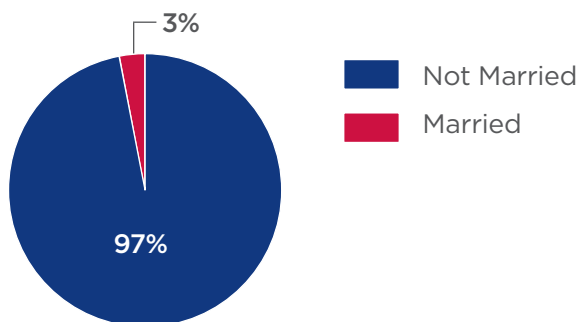
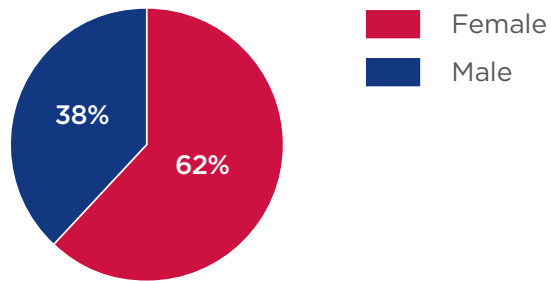
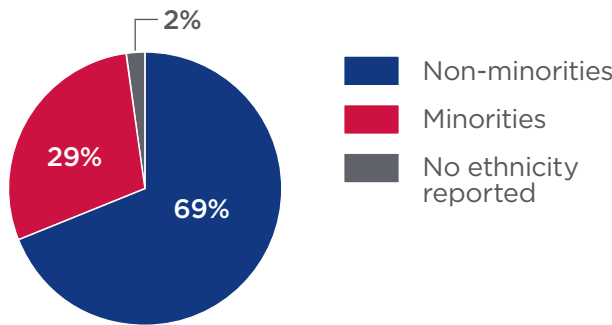
VOLUNTEERS BY REGION



VOLUNTEERS BY SECTOR



VOLUNTEER PROFILE



* All data current as of September 30, 2016. Totals may not add to 100 percent due to rounding.

APPENDIX B

PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

PEACE CORPS APPLICATION PROCESS

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

Application

The first step toward becoming a Peace Corps Volunteer is to complete an application at peacecorps.gov/apply. Once an individual submits an application, they are asked to complete a health history form. After completing the health form, the applicant receives a list of countries where their medical needs can be supported, and they may apply to any program on this list.

Interview

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

Invitation

Applicants who are among the best for a particular assignment receive invitations to serve. The invitation includes the date of departure, the program assignment, and links to a welcome packet with details

about the country where they will serve, the Volunteer Handbook, and more. 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 trip to a doctor for a medical exam with basic lab work and immunizations necessary for each assignment, as well as a visit to a dentist for X-rays. The Peace Corps offers some limited cost-sharing reimbursement according to a fee schedule.

LEGAL CLEARANCE

The Peace Corps completes a background investigation of each candidate who accepts an invitation to serve to ensure that enrollment of the applicant 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. After the invitee has been medically and legally cleared for service in their country, the Peace Corps travel office issues an electronic ticket for travel.

Departure for Service

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

PHASES OF VOLUNTEER SERVICE

Trainee

Pre-Service Training: Staff prepares trainees for service by conducting two to three months of training in language, technical skills, and cross-cultural, health, and personal safety and security

issues. After successful completion of training and testing, trainees are sworn in as Volunteers.

VOLUNTEER

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

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

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

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

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

In-Service Training: Post staff conducts periodic training to improve Volunteers' technical and

language skills and to address changing health and safety issues.

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

RETURNED VOLUNTEER

Readjustment Allowance: At the end of service, Volunteers receive \$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 return to the United States following their Peace Corps service. Returned Volunteers are also encouraged to further the Peace Corps' Third Goal by sharing their experiences abroad with fellow Americans.

Peace Corps Response: Peace Corps Response staff recruits and places returned Volunteers and experienced professionals in short-term, high-impact assignments.



APPENDIX C

HOME STATES OF PEACE CORPS VOLUNTEERS*

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	37	1,165	Montana	51	1,442
Alaska	32	1,008	Nebraska	52	1,421
Arizona	127	3,653	Nevada	35	1,014
Arkansas	24	981	New Hampshire	51	1,740
California	916	30,418	New Jersey	185	5,150
Colorado	209	7,275	New Mexico	45	2,202
Connecticut	116	3,442	New York	449	13,791
Delaware	14	516	North Carolina	214	4,382
District of Columbia*	54	2,337	North Dakota	8	577
Florida	313	8,032	Ohio	224	7,386
Georgia	188	3,593	Oklahoma	38	1,348
Guam*	0	76	Oregon	156	6,262
Hawaii	32	1,448	Pennsylvania	300	8,224
Idaho	54	1,387	Puerto Rico*	11	416
Illinois	301	8,788	Rhode Island	41	1,053
Indiana	113	3,368	South Carolina	82	1,615
Iowa	78	2,388	South Dakota	20	658
Kansas	50	1,780	Tennessee	90	1,844
Kentucky	62	1,593	Texas	277	7,606
Louisiana	39	1,149	U.S. Virgin Islands*	42	1,140
Maine	52	1,905	Utah	52	1,556
Maryland	241	6,096	Vermont	6	87
Massachusetts	224	8,392	Virginia	328	7,732
Michigan	239	7,376	Washington	317	9,523
Minnesota	232	6,753	West Virginia	22	676
Mississippi	14	500	Wisconsin	199	6,160
Missouri	111	3,401	Wyoming	12	531

* 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, 2016.

APPENDIX D

THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

The Paul D. Coverdell Fellows graduate school programs provide financial assistance to returned Peace Corps Volunteers who work in underserved communities while they pursue their graduate degrees. The Peace Corps Prep program offers undergraduate students a unique combination of undergraduate coursework and community service that prepares them for work in international development. In 2016, the Peace Corps retired the Master's International program to enable the agency to prioritize the Fellows and Peace Corps Prep programs.

STATES	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Alabama	University of Alabama, Birmingham	Alabama A&M University Tuskegee University
Alaska	University of Alaska, Fairbanks	
Arizona	Arizona State University Northern Arizona University University of Arizona	Arizona State University
Arkansas	University of Arkansas	Hendrix College University of Arkansas University of Arkansas at Pine Bluff
California	California State University, Fullerton California State University, Long Beach Loma Linda University Middlebury Institute of International Studies at Monterey Monterey Institute of International Studies Pacifica Graduate University University of La Verne University of San Diego University of Southern California	University of La Verne
Colorado	University of Colorado, Denver University of Denver Western State Colorado University	Colorado School of Mines Western State Colorado University
Connecticut	Yale University	University of Bridgeport

STATES	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
District of Columbia	American University Catholic University of America George Washington University Georgetown University	American University
Florida	Florida Institute of Technology University of Central Florida	Florida International Florida State University Stetson University University of Florida
Georgia	Emory University Georgia College & State University Kennesaw State University	Fort Valley State University Georgia Gwinnett College Kennesaw State University Savannah State University University of Georgia University of North Georgia
Hawaii	University of Hawaii	
Illinois	The Chicago School of Professional Psychology DePaul University Illinois State University Western Illinois University	Aurora University Illinois State University Illinois Wesleyan University Knox College Western Illinois University
Indiana	Indiana University, Bloomington University of Notre Dame	Indiana University, Bloomington Purdue University
Iowa	Iowa State University	Iowa State University
Kansas		Pittsburg State University
Kentucky		Murray State University
Louisiana	University of New Orleans Xavier University of Louisiana	Tulane University
Maryland	Johns Hopkins University University of Maryland, Baltimore University of Maryland, Baltimore County University of Maryland, College Park	University of Maryland, Baltimore County

STATES	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Massachusetts	Andover Newton Theological School Babson College Brandeis University Clark University Mount Holyoke College Springfield College Suffolk University Wheelock College University of Massachusetts, Boston	
Michigan	Michigan Technological University University of Michigan, Ann Arbor	Michigan Technological University Western Michigan University
Minnesota	St. Catherine University University of Minnesota	
Missouri	Washington University in St. Louis University of Missouri, Columbia University of Missouri, Kansas City	Truman State University University of Missouri
Montana	University of Montana	University of Montana
New Hampshire	Antioch University, New England Southern New Hampshire University University of New Hampshire	Antioch University, New England University of New Hampshire
New Jersey	Drew University Monmouth University Rutgers, Camden Seton Hall University	Monmouth University
New Mexico	New Mexico State University, Las Cruces Western New Mexico University	

STATES	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
New York	Bard College Columbia University Teachers College Cornell University Fordham University Manhattanville College New York University The New School School of the Visual Arts State University of New York, Albany University of Rochester Yeshiva University	
North Carolina	Duke University Wake Forest University	Elon University University of North Carolina, Wilmington
Ohio	Bowling Green State University Case Western Reserve University University of Cincinnati	Antioch University Baldwin Wallace University Kenyon College Ohio University Wittenberg University Shawnee State Hiram College Walsh University Wilmington College College of Wooster
Oregon	University of Oregon Willamette University	
Pennsylvania	Carnegie Mellon University Drexel University Duquesne University Seton Hill University The Pennsylvania State University University of Pennsylvania University of Pittsburgh Villanova University	Arcadia University Cheyney University Moravian College Ursinus College
Rhode Island		University of Rhode Island

STATES	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
South Carolina	University of South Carolina, Columbia	University of South Carolina University of South Carolina Upstate
Tennessee	University of Tennessee Knoxville	
Texas	Texas A&M University, Corpus Christi University of Texas, El Paso	Austin College Texas Tech University University of North Texas University of Texas, El Paso
Utah		Brigham Young University
Vermont	Green Mountain College SIT Graduate Institute St. Michael's College University of Vermont	St. Michael's College University of Vermont
Virginia	George Mason University Virginia Commonwealth University	University of Virginia Virginia Commonwealth University Virginia State University Virginia Wesleyan College
Washington	University of Washington	Pacific Lutheran University St. Martin's University University of Puget Sound University of Washington, Tacoma Washington State University Western Washington University
West Virginia	Future Generations Graduate School	
Wisconsin	Marquette University University of Wisconsin, Milwaukee University of Wisconsin, Stevens Point	University of Wisconsin, Eau Claire
Wyoming	University of Wyoming	

APPENDIX E

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

In FY 2016, the Peace Corps realized \$12,833,000 in foreign currency gains and transferred \$0 of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuation Account.

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

APPENDIX F

OBLIGATIONS OF FUNDS FROM OTHER GOVERNMENT AGENCIES BY PEACE CORPS

	FY 2015	FY 2016
Total Reimbursable	\$9,868,866	\$8,499,712
Total PEPFAR	\$35,748,041	\$43,705,437

APPENDIX G

OIG BUDGET REQUEST



Office of Inspector General's Fiscal Year 2018 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:

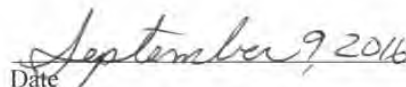
- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the 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 2018:

the aggregate budget request for the operations of the OIG is \$ 6,000,000
the portion of this amount needed for OIG training is \$64,000 and
the portion of this amount needed to support the CIGIE is \$12,000 (.20% of \$6,000,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2018.


Kathy A. Buller
Inspector General


Date

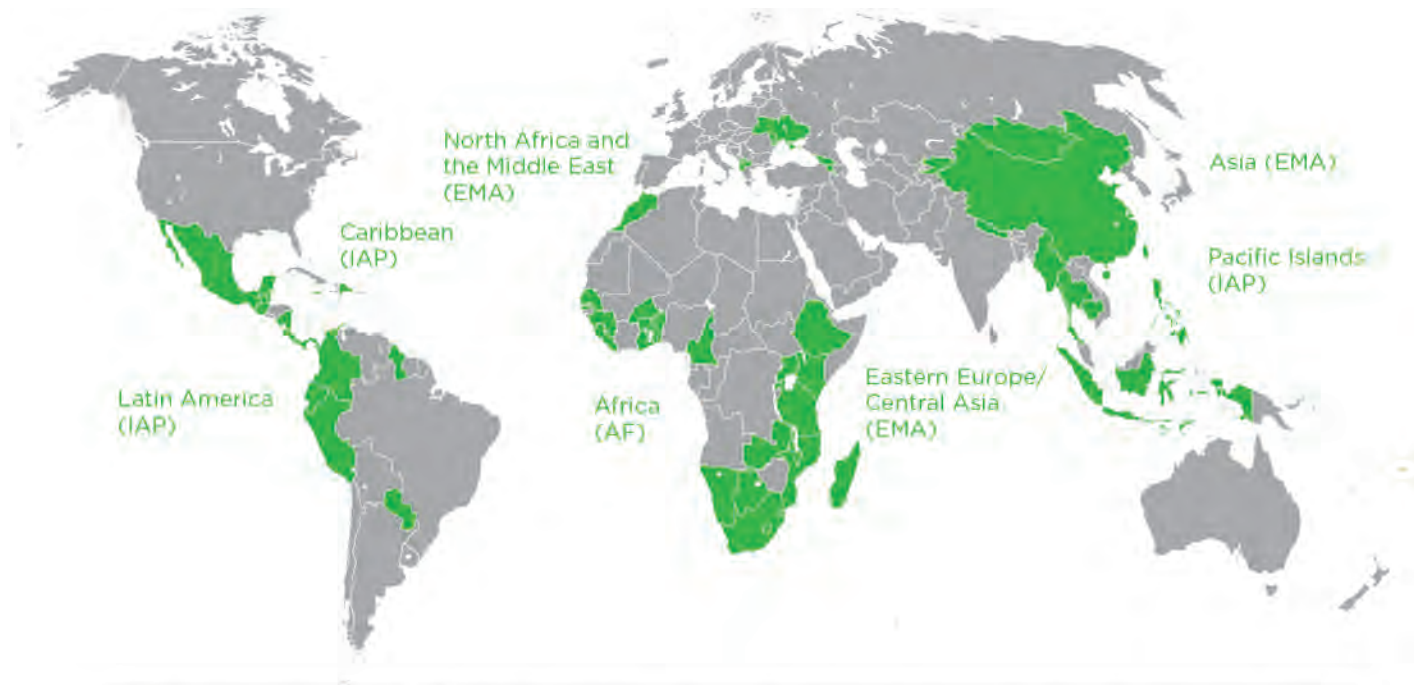
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PEACE CORPS FY 2016 ANNUAL PERFORMANCE REPORT AND FY 2018 ANNUAL PERFORMANCE PLAN

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WHERE PEACE CORPS VOLUNTEERS SERVE



Latin America (IAP)

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

The Caribbean (IAP)

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

North Africa and the Middle East (EMA)

Morocco

Africa (AF)

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

Eastern Europe/Central Asia (EMA)

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia (EMA)

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands (IAP)

Federated States of Micronesia
Fiji
Palau
Samoa
Tonga
Vanuatu

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

As of September 30, 2016

Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of the American spirit by making it possible for Americans to serve around the world advancing development and building cross-cultural understanding. Through this unique approach to development, the Peace Corps is building strong relationships between our country and the people of our partner nations while making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 225,000 Volunteers have served in 141 countries since 1961.

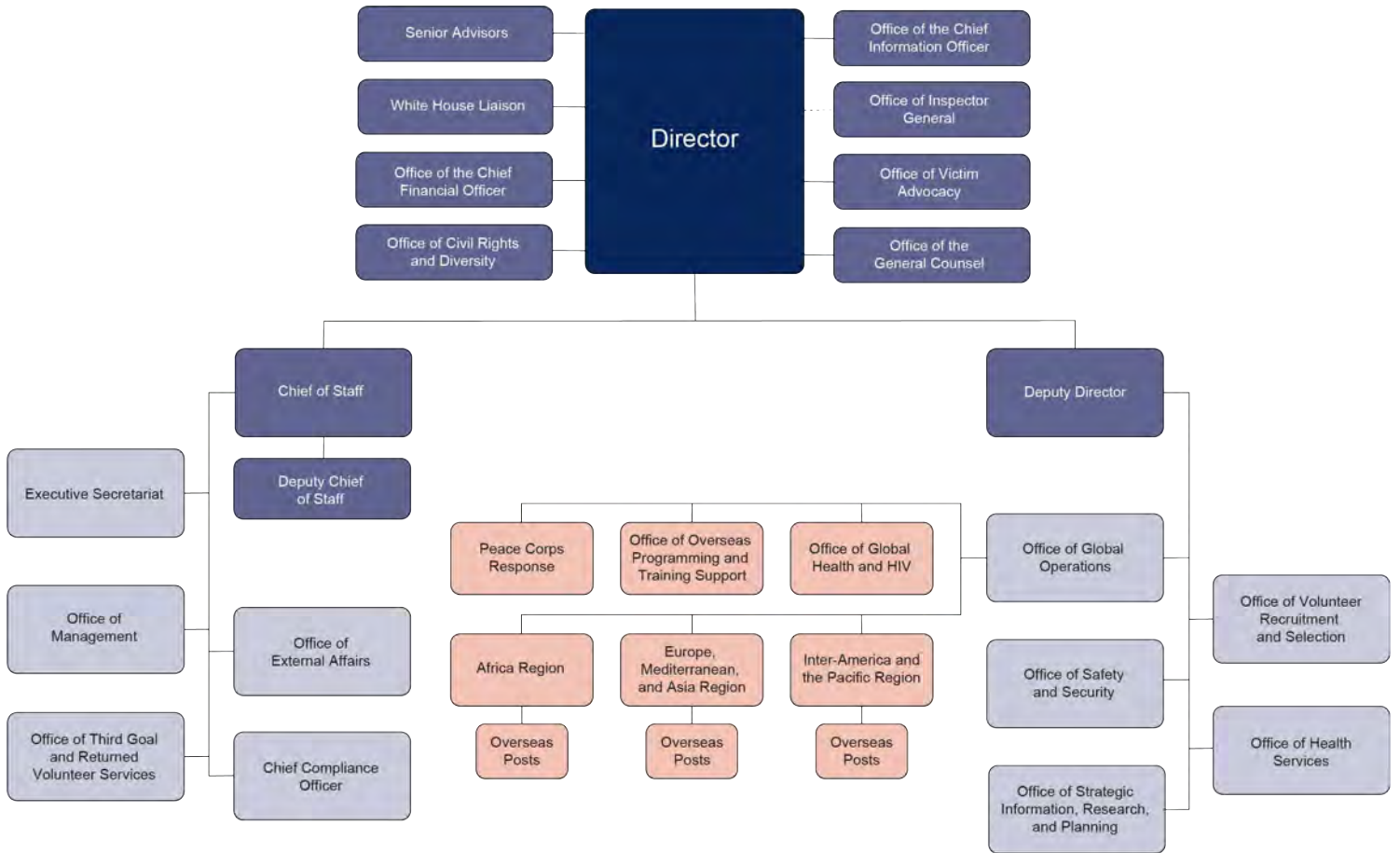
The Peace Corps advances its mission through the work of the Volunteers, both during and after their tour of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities.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

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

“The 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*

The Peace Corps' Organizational Chart



Core Values

The following core values shape and guide decisions at all levels in the agency:

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

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

Commitment to National Service: The Peace Corps seeks to expand opportunities for Americans to serve their country by volunteering their time in the service of others.

Diversity and Inclusion: The Peace Corps actively supports a culture of inclusion that builds on the strengths of the diversity of the American public and of the countries where we serve.

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

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

About this Report

The Peace Corps Fiscal Year (FY) 2016 Annual Performance Report (APR) and FY 2018 Annual Performance Plan (APP) provide detailed performance information to the President, Congress, external stakeholders, domestic and overseas staff, and the American people. The report allows readers to assess the Peace Corps' FY 2016 performance, revisions to goals for FY 2017, and plans for FY 2018 relative to the agency's mission and strategic goals. This report follows the performance framework established in the Peace Corps FY 2014–2018 Strategic Plan.

The four-year strategic plan lays out the 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 2014–2018 Strategic Plan and FY 2018 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.

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

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

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

Partner offices are listed for performance goals where individual strategies and activities are accomplished through specific collaborative efforts outside of those of the goal lead's

direct authority. Partner offices work in collaboration with the goal lead(s) to develop and implement strategies while also contributing to reporting on the performance goal.

Appendices provide additional detail on the development of the FY 2014–2018 Strategic Plan and FY 2018 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 continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2014–2018 Strategic Plan:

Strategic Goal 1: Building Local Capacity

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

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

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

Strategic Goal 2: Sharing America with the World

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

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

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

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

Strategic Goal 3: Bringing the World Back Home

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

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

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

Strategic Objectives

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

1. Volunteer Well-Being

Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services

2. Service Opportunity of Choice

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

3. Development Impact

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

4. Cross-Cultural Understanding

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

5. Continuation of Service

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

6. Diversity and Inclusion

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

7. Site Development

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

8. Train Up

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

9. High-Performing Learning Organization

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

10. Global Connectivity

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

11. Measurement for Results

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

Relationship between Strategic Goals and Strategic Objectives

Each of the Peace Corps' three strategic goals is supported by several strategic objectives. The table below indicates which strategic objectives support each strategic goal.

Strategic Objectives	Strategic Goal 1: Building Local Capacity	Strategic Goal 2: Sharing America with the World	Strategic Goal 3: Bringing the World Back Home
1. Volunteer Well-Being	●	●	●
2. Service Opportunity of Choice	●	●	●
3. Development Impact	●	●	
4. Cross-Cultural Understanding	●	●	●
5. Continuation of Service			●
6. Diversity and Inclusion	●	●	●
7. Site Development	●	●	
8. Train Up	●	●	
9. High-Performing Learning Organization	●	●	●
10. Global Connectivity	●	●	●
11. Measurement for Results	●	●	●

Performance Results by Strategic Objective

The Peace Corps' 11 strategic objectives, which contribute to the three strategic goals, will be assessed through 26 measurable performance goals during FY 2018. Each performance goal includes a quantitative performance level, or "target," to be accomplished in a specific time frame. No targets were set for three new performance goals added in the FY 2016–17 Annual Performance Plan. For these goals, the agency collected baseline data in FY 2016, which was used to inform performance goal targets for FY 2018 as well as updates to targets for FY 2017.

FY 2016 Results Legend:

Target met	<i>100 percent of the target set for FY 2016 was met</i>
Slightly below target	<i>95 to 99 percent of the target set for FY 2016 was met</i>
Target not met	<i>Below 95 percent of the target set for FY 2016 was met</i>
No target set	<i>No target set for performance goals in which baseline data was collected in FY 2016</i>

Strategic Objective	Performance Goal	Past Performance Results					FY 2016	
		2011	2012	2013	2014	2015	Result	Target
1. Volunteer Well-being	1.1 Increase Volunteer Satisfaction with Safety and Security Support	73%	68%	71%	84% ¹	81%	80%	78%
	1.2 Reduce Volunteer Dissatisfaction with Medical and Mental Health Support	7%	7%	9%	9%	10%	10%	7%
	1.3 Increase Volunteer Personal Safety	--	--	--	--	--	0%	No target set
2. Service Opportunity of Choice	2.1 Volunteer Requests Met	97%	97%	90%	98%	97%	94%	96%–102%
	2.2 Increase Service Opportunities	9,095	8,073	7,209	6,818	6,919	7,213	8,800
	2.3 Increase Applications	12,206	10,091	10,118	19,151 ²	24,848	23,987	23,000
	2.4 Reduce Time from Application to Invitation	10 months	11 months	6 months	7 months	4 months	2 months	3 months

Strategic Objective	Performance Goal		Past Performance Results					FY 2016	
			2011	2012	2013	2014	2015	Result	Target
3. Development Impact	3.1 Advance Community-Based Development Outcomes		--	--	--	76%	75%	76%	80%
	3.2 Strengthen Local Capacity		--	--	--	--	83%	86%	84%
	3.3 Improve Feedback to Volunteers		39%	33%	38%	55% ¹	54%	57%	62%
4. Cross-Cultural Understanding	4.1 Greater Understanding of Americans		--	--	--	94%	90%	91%	95%
	4.2 Increase Cross-Cultural Connections		--	--	--	57%	57%	54%	63%
	4.3 Increase Intercultural Competence Learning Opportunities		--	--	--	--	--	98%	No target set
5. Continuation of Service	5.1 Support Returned Volunteer Career Transition		--	--	--	2,649	2,831	4,116	3,000
	5.2 Increase Returned Volunteer Engagement		--	--	--	9,754	10,866	15,426	12,000
6. Diversity and Inclusion	6.1 Increase Applicant Diversity		26%	27%	30%	33%	35%	36%	35%
	6.2 Build an Open and Inclusive Organizational Culture	U.S. direct hire staff	--	--	--	88%	83%	85%	90% ³
		Host country staff	--	--	--	89%	92%	90%	
		Volunteers	--	--	--	80%	76%	71%	
	6.3 Retain Applicant Diversity	Minority	--	--	--	--	67%	71% (Q1)	No target set
		Non-minority	--	--	--	--	71%	75% (Q1)	

Strategic Objective	Performance Goal		Past Performance Results					FY 2016	
			2011	2012	2013	2014	2015	Result	Target
7. Site Development	7.1 Improve Site Development		42%	41%	42%	59% ¹	59%	62%	64%
	7.2 Improve Counterpart Selection and Preparation		31%	32%	32%	53% ¹	51%	53%	57%
8. Train Up	8.1 Improve Language Learning		--	--	--	63%	63%	58%	60%
	8.2 Increase Effectiveness of Technical Training		44%	44%	50%	63% ¹	63%	64%	65%
9. High-Performing Learning Organization	9.1 Improve Staff Training	U.S. direct hire staff	50%	50%	57%	55%	52%	53%	58% ³
		Host country staff	--	--	--	62%	66%	69%	
	9.2 Increase Staff Tenure		--	3.5 years	4.5 years	4.0 years	4.2 years	3.3 years	4.0 years
10. Global Connectivity	10.1 Develop an Integrated Technology Platform		--	--	--	15%	45%	49%	50%
	10.2 Facilitate Knowledge Sharing		--	--	--	77%	78%	77%	82%
11. Measurement for Results	11.1 Conduct Baselines		--	--	--	0%	100%	100%	100%
	11.2 Increase Evidence-Based Decisions		--	--	--	68%	86%	95%	100%
	11.3 Using Evidence to Encourage Innovation		--	--	--	70%	43%	58%	75%

¹ Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011–13 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible.

² The definition of an application for Volunteer service was modified in FY 2014. Under the updated definition, an “application” occurs when a qualified U.S. citizen submits a completed application for either the Peace Corps Volunteer program (two-year) or the Peace Corps Response program (short-term). FY 2011–13 results are reported for Peace Corps Volunteer program applications only and are based on the application process used in that time period, which required that individuals submit both

an application form and a health history form. Peace Corps Volunteer program applications from FY 2014 onward only require the application form. Medical clearance now takes place later in the application process.

³*All listed population groups must reach the performance goal target in order for the goal to be shown as having met its target.*

Strategic Objective 1: Volunteer Well-Being

Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services

Rationale: The Peace Corps advances its mission through the work of the Volunteers—the most important strategic asset of the agency. Volunteers dedicate themselves to serving their host country in local communities where the health-care infrastructure, security, and environmental conditions differ from those of the United States. While safety, security, and medical risks are an inherent part of Volunteer service, the Peace Corps continually seeks to minimize the risks to Volunteers wherever possible and to provide an effective and compassionate response when crimes do occur. Further, Volunteers may experience a range of emotions as they encounter unique stressors associated with living and working in local communities and the social and cultural complexities of development work. Providing support to enhance the well-being and resiliency of Volunteers helps ensure that they focus on their assignments, minimize risk-taking behaviors, and return home safely and in good health. Volunteer well-being is the shared responsibility of staff and Volunteers.

Strategies

- Ensure that the reforms from the Kate Puzey Peace Corps Volunteer Protection Act of 2011 continue to guide agency policy and practice
- Train staff who interact with Volunteers on methods for mentoring, developing, and supporting Volunteers
- Improve the recruitment, retention, and support of Peace Corps medical staff and safety and security staff
- Encourage a comprehensive approach to Volunteer support through agencywide initiatives such as the Sexual Assault Risk-Reduction and Response program
- Expand mental and emotional health support to provide Volunteers with the tools to cope with the challenges of service
- Collaborate with other governmental and nongovernmental agencies on projects to improve Volunteer health outcomes
- Foster the development of Volunteer individual safety and security planning through the provision of additional training and materials

FY 2016 Status: Substantial improvements were made toward this strategic objective in FY 2016. The Peace Corps' Office of Health Services (OHS) launched the agency's electronic medical records system—PCMEDICS—worldwide. Peace Corps medical staff now have 24-hour access, regardless of location, to all Volunteer medical records. OHS has also developed several objective measures specific to the Peace Corps that will be used to better evaluate the health of Volunteers. The Office of Safety and Security initiated a data management system to track critical safety and security recommendations by posts and headquarters offices and to better plan specific crime reduction strategies. Training was provided to all safety and security

managers, and all post staff completed mandatory in-person sexual assault training and post-specific risk mitigation planning.

Performance Goal 1.1: Increase Volunteer Satisfaction with Safety and Security Support <i>Increase the percentage of Volunteers who report feeling satisfied¹ with safety and security support to 82 percent by FY 2018</i>						Target met		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
Target	--	--	--	--	76%	78%	80%	82%
Result	<i>73%</i>	<i>68%</i>	<i>71%</i>	84% ²	81%	80%		

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

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

Goal Leads: Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Victim Advocacy

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded: “*How satisfied are you with the [safety and security] support provided by in-country Peace Corps staff?*” Respondents who selected the “not applicable/don’t know” response for this question are not included in this calculation.

Overview: The agency employs a rigorous Volunteer safety and security program to reduce risk and to respond to crime and security incidents. Volunteer satisfaction with safety and security support is a measure of the agency’s safety and security prevention and response systems.

FY 2016 Progress Update: The target was met in FY 2016 with results remaining similar to FY 2014 and FY 2015. This performance goal provides an assessment of the agency’s safety and security prevention and response program from the perspective of the end user—the Volunteer. The agency emphasizes effective Volunteer training as the cornerstone of a rigorous safety and security program. This training is designed to enable Volunteers to assess their own situations in order to reduce risk and respond to security incidents. Volunteers who felt they had learned personal security skills in their training were more satisfied with Peace Corps safety and security support overall than those who felt their training had been insufficient. The agency will explore new ways to analyze the relationship between the safety and security of Volunteers and the effectiveness of their training.

Performance Goal 1.2: Reduce Volunteer Dissatisfaction with Medical and Mental Health Support						Target not Met		
<i>Reduce the percentage of Volunteers who report feeling dissatisfied¹ with medical and mental health support to 7 percent by FY 2016 and maintain that level of performance through FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	8%	7%	7%	7%	7%
Result	7%	7%	9%	9%	10%	10%		

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

Goal Lead: Associate Director, Office of Health Services

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded “dissatisfied” or “very dissatisfied” to the following survey question divided by the total number of Volunteers who responded: “How satisfied are you with the following types of support provided by in-country Peace Corps staff? Medical.” Respondents who selected the “not applicable/don’t know” response option are not included in this calculation.

Overview: Medical and mental health support for Volunteers is provided primarily by Peace Corps medical officers (PCMOs) at each post. PCMOs are responsible for establishing and managing the in-country Volunteer health program and act as both program managers and clinicians. Where necessary, PCMOs or the Peace Corps’ Counseling and Outreach Unit (COU) may also refer Volunteers to external health care providers in their country of service for additional treatment or diagnostic testing, but this performance measure is focused on service delivery by Peace Corps staff. Health-care research suggests a strong relationship between patient satisfaction with health care and improved health outcomes. These results show that very few Volunteers are dissatisfied with medical and mental health support, placing the Peace Corps on par with the highest-performing U.S.-based health-care providers.

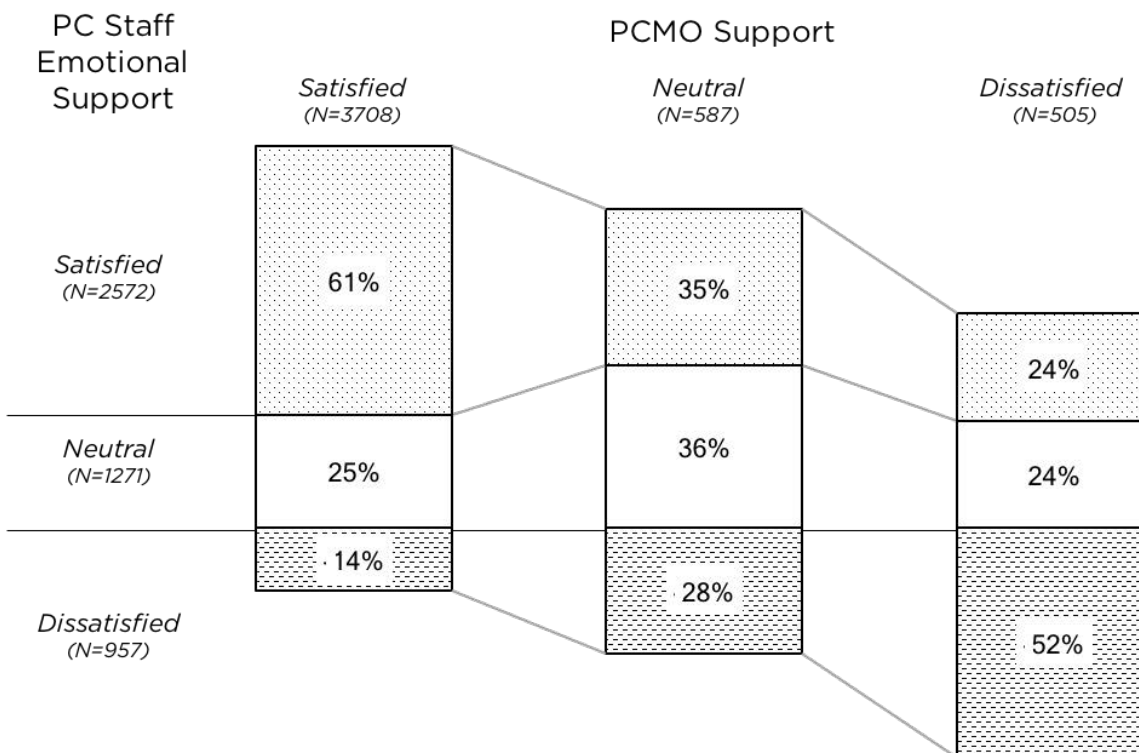
FY 2016 Progress Update: The results in FY 2016 are similar to prior years and continue to vary modestly from the ambitious target for this goal. This performance goal provides an assessment of the agency’s health-care support to Volunteers from their perspective as end users and focuses on maintaining very low dissatisfaction levels. Several factors may contribute to Volunteer satisfaction with the overall medical support they receive during service, including satisfaction with Peace Corps medical officers, disease incidence, the quality of local providers and medical facilities in their communities, as well as expectations of care and treatment that may differ from what is available in resource-restrained countries.

In order to supplement the subjective measure of Volunteer satisfaction with health services, OHS has developed a set of objective measures specific to the Peace Corps that will be used to

better evaluate the health of Volunteers. These measures are being fine-tuned through baseline data collection in FY 2017 and will be fully implemented in FY 2018.

Volunteer health is a combination of medical health and mental health, and the responsibility for supporting Volunteers' mental health arguably expands beyond PCMOs to include the entire staff at posts. Non-medical Peace Corps staff may interact with a Volunteer struggling to maintain a healthy mental state prior to a formal PCMO-Volunteer interaction. As a result, it is important to examine the correlation between Volunteer satisfaction with the emotional support provided by Peace Corps staff and Volunteer satisfaction with PCMO support. An analysis of 2016 survey results showed a clear correlation linking these two dimensions of health support. Of the more than 3,700 Volunteers satisfied with PCMO support, 61 percent were also satisfied with the emotional support provided by Peace Corps staff. Conversely, of the 505 Volunteers dissatisfied with PCMO support, more than half were also dissatisfied with Peace Corps staff emotional support. These findings suggest that further exploring ways to improve mental health support may contribute to a healthy and productive service for Volunteers.

VOLUNTEER SATISFACTION WITH PCMO AND PC STAFF SUPPORT



Performance Goal 1.3: Increase Volunteer Personal Safety <i>Increase the percentage of posts that adopt Volunteer personal safety planning as part of the pre-service training package to 70 percent by FY 2018</i>						No Target Set; Baseline Data Collection		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
Target	--	--	--	--	--	--	35%	70%
Result	--	--	--	--	--	0%		

Goal Leads: Associate Director, Office of Safety and Security; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Victim Advocacy

Data Source: Peace Corps administrative records

Calculation: The number of posts that have adopted personal safety planning as part of the standardized training package in Volunteers' pre-service training divided by the total number of open posts that have offered pre-service training sessions in the fiscal year.

Overview: Volunteers who engage in safety and security planning will be better prepared and able to respond to challenges to their well-being. Incorporating personal safety planning into the standard training provided to Volunteers is expected to enhance their knowledge, skills, and self-efficacy for managing day-to-day risks. This is a new measure; targets and results are not available for prior years.

FY 2016 Progress Update:

The materials and training to be adopted by posts will be completed by the end of the second quarter of FY 2017. Posts will begin implementing the new training and using the new materials by the end of the third quarter of FY 2017.

Strategic Objective 2: Service Opportunity of Choice

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

Rationale: Increasing the quantity and quality of Volunteer applications is essential in order to achieve the agency's three strategic goals—all of which are completed through the work of skilled Volunteers. The Peace Corps strives to maintain its position as a leading service opportunity in an environment in which talented Americans have an increasingly wide array of service opportunity options.

Strategies

- Continue to improve the agency's tools for communicating service opportunities to prospective Volunteers, including the Peace Corps' newly redesigned website and the development of additional content for mobile devices
- Leverage paid and donated media to aid in recruitment communications and efforts
- Develop a customer relationship management system to track new applicants throughout the Volunteer lifecycle
- Implement strategies to retain all invitees and foster a seamless transition from invitation to departure
- Establish a cohesive agencywide approach to meeting posts' requests that includes clear guidelines for overfill potential and appropriate reserve levels for each post
- Expand the Peace Corps Response program to fill requests for highly skilled and experienced Volunteers
- Evaluate the effectiveness of the application and placement reforms in order to ensure that posts receive the most qualified Volunteers

FY 2016 Status: The agency has successfully sustained the historic changes to the Volunteer application and selection process made in FY 2014. These combined efforts have been continuously monitored and improved over the past three years. Results have been substantial and positive for the agency with regard to recruitment and public engagement.

On June 1, 2016, the Peace Corps launched the agency's largest rebranding initiative in over a decade, which included a new logo, visual identity, recruitment campaign, and a modern, responsive website (peacecorps.gov) that works on both desktop and mobile devices. Each country has its own section on which post staff can feature personalized content along with dynamic country-related stories, photos, Volunteer openings, and Peace Corps Partnership Program projects. The rebranding campaign resulted in dramatic increases in site traffic as well as a 13 percent increase in applications of the primary target population.

Moving forward in FY 2017, significant technology improvements to the application platform will strengthen the pre-departure environment and should result in a more innovative and streamlined process for communicating with invitees. A move to a new platform will establish

the functionality to facilitate online “communities” organized by training class and will allow both headquarters and posts to communicate with invitees in a unique and efficient way. Additionally, the agency plans to utilize a learning management system to deliver online training courses to invitees on topics such as Teaching English as a Foreign Language (TEFL) and safety and security. Ultimately, these improvements will bolster the agency's efforts to retain invitees by increasing their level of engagement with the Peace Corps in the weeks and months prior to their departure.

Performance Goal 2.1: Volunteer Requests Met						Slightly below target		
<i>Field 100 percent of the Volunteers requested by overseas posts each year</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	95%	95%	95%	100%	100%	96–102%	96–102%	96–102%
Result	97%	97%	90%	98%	97%	94%		

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Office of Health Services

Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The number of trainees who have entered on duty divided by the number of Volunteers requested.

Overview: The ultimate outcome for the Service Opportunity of Choice objective is for the agency to fully meet overseas posts’ programming needs by meeting their requests for skilled Volunteers. The Peace Corps has enough qualified applicants to meet the requests made by posts, and the agency makes every effort to account for changes in posts’ needs and the availability of qualified applicants by inviting a higher number of applicants than the number of trainees requested by posts. In spite of these precautions, attrition between the final date for applicants to join a new training group and the group’s date of departure from the United States is still the primary challenge to reaching a 100 percent fill rate. Several causes of attrition during the period between invitation and departure—such as unanticipated developments in a candidate’s medical or legal process, family responsibilities, and changes to educational or professional plans—remain difficult to predict.

FY 2016 Progress Update: This performance goal monitors the fill rate, which is the number of trainees who have entered on duty at a post divided by the number of Volunteers requested at that post. In FY 2016, a thorough analysis of fill rate was conducted by the Office of Volunteer Recruitment and Selection. The agency began using a percentage range as the target for this performance goal in recognition of the inherent complexity of predicting the exact extent of

attrition. The target range (96-102%) for FY 2016 – 2018, reflects a manageable level of variance of approximately one standard deviation from the optimal target fill rate. This level of variance reflects the posts’ ability to adjust operational plans and programs to accommodate slight increases or decreases in the number of Volunteers that they receive. By continuing to analyze these data, the Peace Corps should be able to find causes of systematic attrition, which would lead to improved performance. Additionally, the agency will continue to pursue attrition mitigation strategies, such as strengthening the engagement of invitees during the pre-departure environment.

Performance Goal 2.2: Increase Service Opportunities						Target not met		
<i>Increase the number of Volunteers serving annually to 10,000 by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	7,600	8,200	8,800	9,400	10,000
Result	9,095	8,073	7,209	6,818	6,919	7,213		

Goal Leads: Associate Director, Office of Volunteer Recruitment and Selection; Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Office: Peace Corps Response

Data Source: Peace Corps database (PCVDBMS/HRMS)

Calculation: The number of Volunteers comprising the agency’s "on-board strength" (OBS), defined as the number of Volunteers and trainees—including Peace Corps Response Volunteers—from all funding sources who are serving anywhere in the world on September 30 of the fiscal year.

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

FY 2016 Progress Update: The Peace Corps’ largest posts (located primarily in the Africa Region) have reached their maximum absorptive capacity. Growth beyond current levels for large posts—those that support 200 Volunteers or more—will require a strategic assessment of the risks and post needs associated with an increased trainee input. The Peace Corps will continue to utilize data from the annual Country Portfolio Review to inform decisions about

trainee input for future years. More information on the Country Portfolio Review can be found on page 75 in *Appendix A* of this report.

Performance Goal 2.3: Increase Applications <i>Increase applications for Volunteer service to 25,000 by FY 2018</i>						Target met		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	20,000	22,000	23,000	24,000	25,000
Result	12,206	10,091	10,118	19,151 ¹	24,848	23,987		

¹ The definition of an application for Volunteer service was modified in FY 2014. Under the updated definition, an “application” occurs when a qualified U.S. citizen submits a completed application for either the Peace Corps Volunteer program (two-year) or the Peace Corps Response program (short-term). FY 2011–13 results are reported for Peace Corps Volunteer program applications only and are based on the application process used in that time period, which required that individuals submit both an application form and a health history form. Peace Corps Response applications from FY 2014 onward only require the application form.

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection

Partner Offices: Peace Corps Response; Office of Communications; Office of Strategic Partnerships

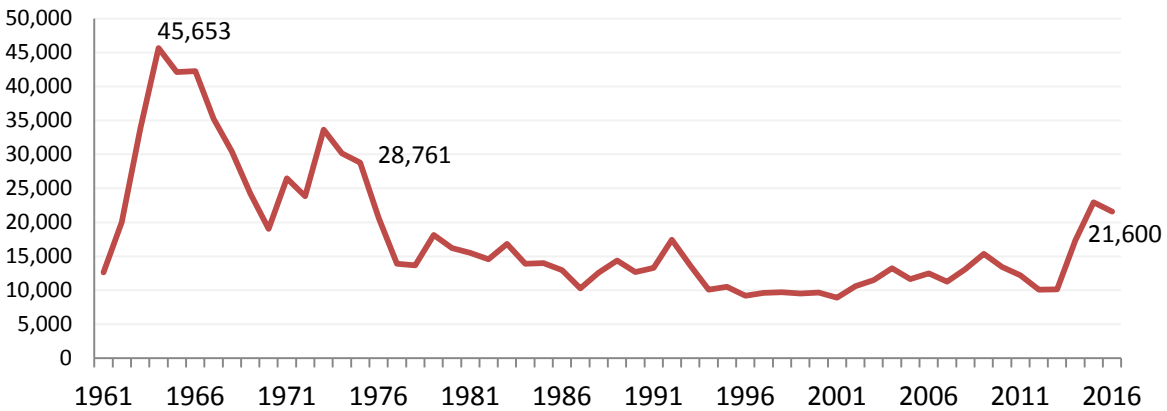
Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The total number of completed applications for the Peace Corps Volunteer program and the Peace Corps Response program from U.S. citizens who are at least 18 years old.

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

FY 2016 Progress Update: In FY 2016, the Peace Corps saw its second-highest number of applications for the two-year Volunteer program in 40 years—21,600 applications for Volunteer service (23,987 applications total, when including Peace Corps Response applications). As shown in the graph below, this is only 6 percent less than the record-breaking 22,956 applications (24,848 total, including Peace Corps Response applications) in FY 2015. The dramatic influx of high-quality applications over the past three years indicates a strong desire among Americans to volunteer for service abroad.

Two-Year Volunteer Applications (FY 1961-2016)



A transparent application process ensures that applicants are able to easily search Volunteer opportunities and find the opening that is best suited to their skill set and needs. Volunteer openings include detailed information, such as a comprehensive project description, program size, required and desired skills, country-specific language needs, and in-country living conditions. Prospective applicants can browse service opportunities by country, work area, language requirement, and departure date at peacecorps.gov/openings/.

Performance Goal 2.4: Reduce Time from Application to Invitation						Target met
<i>Reduce the average time from application to invitation to no more than 3 months by FY 2016</i>						
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	5 months	4 months	3 months
Result	10 months	11 months	6 months	7 months	4 months	2 months

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection

Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The average number of months between (1) the date that an application package (Health History Form and Soft Skills Questionnaire) is completed and (2) the date that an invitation to serve is issued for all invitations generated in the fiscal year.

Overview: Prior to FY 2013, the application process was perceived to be much longer than those for other service opportunities and was cited as a major deterrent to completing the process. The information below depicts the current application process

APPLYING TO THE PEACE CORPS

Connect with a recruiter. Talk to a recruiter before you apply for insights into the process and help strengthening your application. Connect at peacecorps.gov/recruiters.



BROWSE

Search current opening and apply to up to three positions. Want to serve where you're needed most? Check out the "Featured Jobs."



APPLY

Filling out the online application takes about an hour.



HEALTH HISTORY

Provide your health history and learn which countries can support your medical needs.



INTERVIEW

If selected, interview via videoconference.



INVITATION

If chosen, accept your invitation to serve.



MEDICAL AND LEAVE CLEARANCE

Provide additional medical and legal information our medical team will certify that medical support for your specific needs can be provided.



ONBOARDING

Two months prior to service you'll complete the online documentation required for departure.

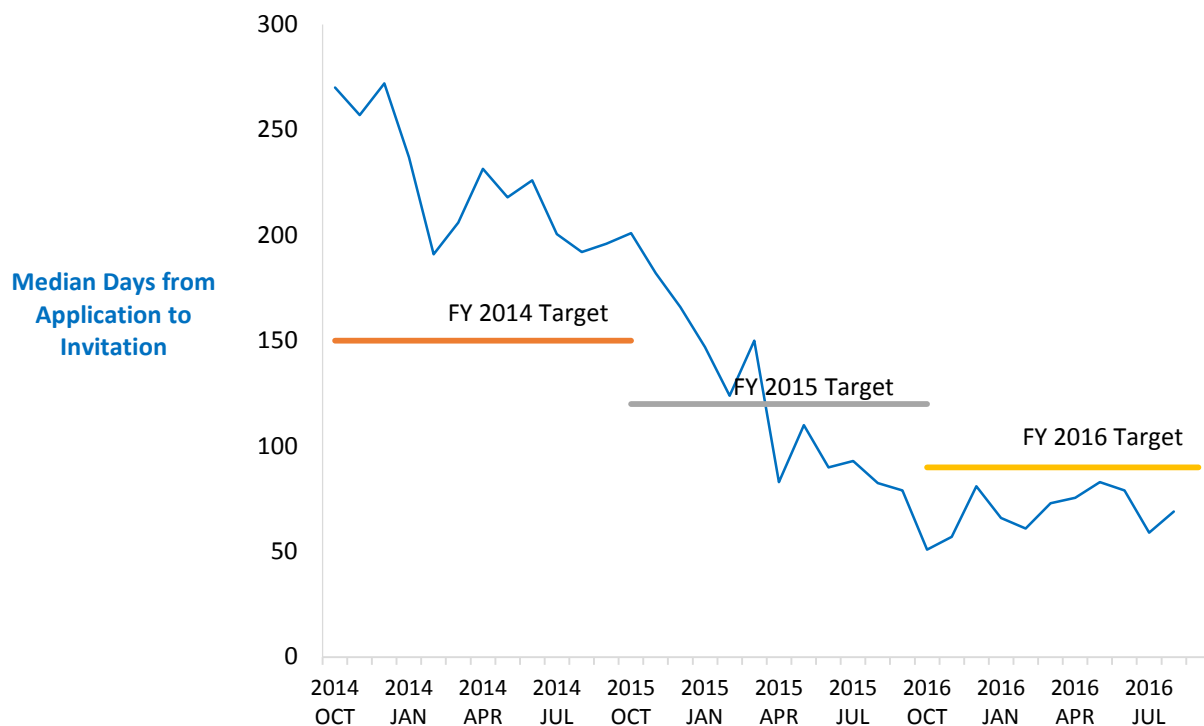


DEPARTURE

Embark on your Peace Corps service assignment!

FY 2016 Progress Update: The target was met. This performance goal is a key efficiency measure as it directly captures administrative timeliness of the application process. The median time for FY 2016 was 2 months, a 70 percent decrease since FY 2014. As key improvements and successful automation of processes in the application process have been codified, the agency has accomplished this performance goal ahead of schedule and will retire the goal in FY 2016. The Peace Corps remains committed to ensuring a streamlined application process and will continue to regularly monitor the application cycle to ensure performance gains are maintained and continue.

Time from Application to Invitation Consistently Met the FY 2016 Target



Strategic Objective 3: Development Impact

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

Rationale: The Peace Corps delivers development assistance to interested host countries through the work of its Volunteers. In conducting their work, Volunteers utilize effective technical interventions to share their skills and experience with local individuals and communities and work collaboratively to strengthen local capacity to address development challenges. In addition, the Peace Corps partners with other U.S. government, nongovernmental, and private sector development partners to leverage training, resources, knowledge, and skills to expand the reach of programs and to enhance Volunteers' impact.

Strategies

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

FY 2016 Status: This strategic objective demonstrated significant progress despite mixed results in performance goal metrics meeting their targets. In FY 2016, the Peace Corps developed “anchor activities” for each sector that had been identified as highly effective to further focus Volunteers and their counterparts on evidence-informed activities. In addition, the agency distributed guidance on developing logic models and theories of change, and on updating project frameworks to better assist posts in demonstrating contributions toward development goals. The agency also published a research report detailing the contributions of Peace Corps Volunteers and returned Volunteers to the global eradication of smallpox in 35 countries in the

1960s and 1970s as evidence of the impact that the Peace Corps can have in partnerships with other organizations.

Performance Goal 3.1: Advance Community-Based Development Outcomes						Slightly below target		
<i>Increase the percentage of projects with documented gains in community-based development outcomes to 90 percent by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	80%	85%	90%
Result	--	--	--	76%	75%	76%		

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS; Office of Strategic Partnerships; Office of Strategic Information, Research, and Planning

Data Source: Volunteer Reporting Tool

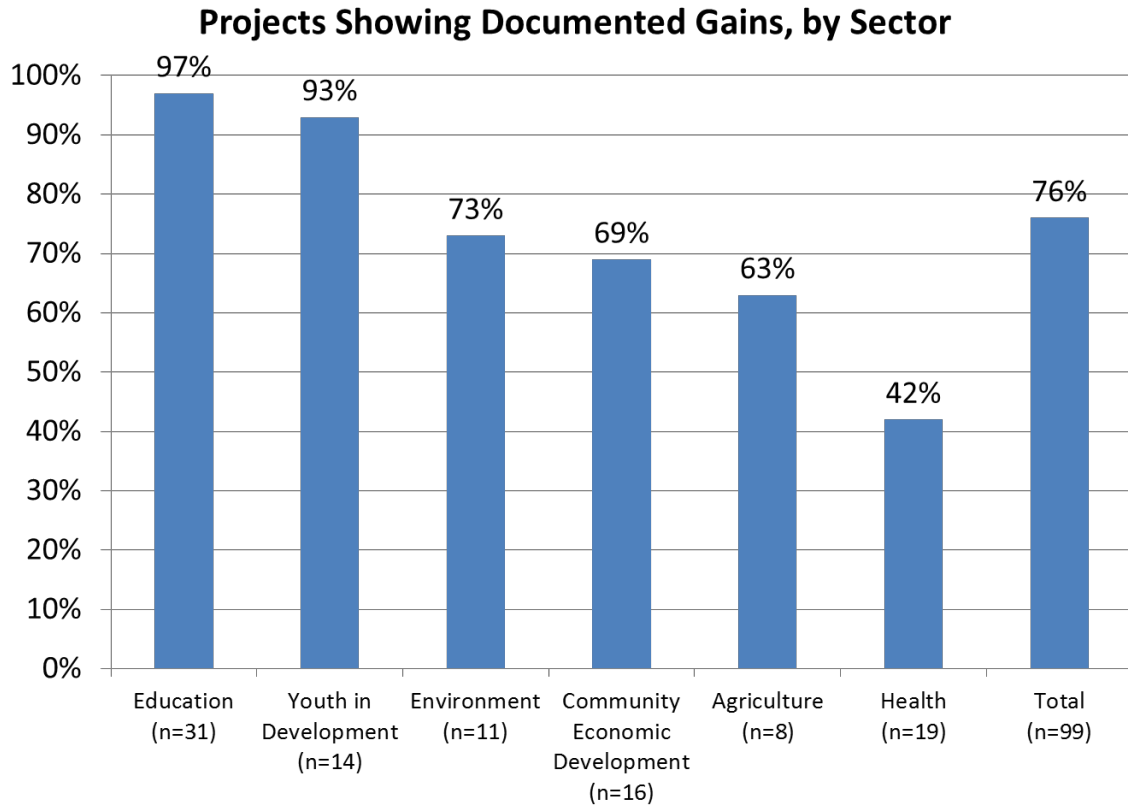
Calculation: The number of projects that meet two thresholds for a “documented gain” on at least one of the standard sector indicators used for this goal divided by the number of projects that include one or more of the 19 standard sector indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annualized targets for the project.

Overview: Community-based projects are undertaken by multiple generations of Volunteers serving for two years over a defined timeframe to advance the host country’s public benefit goal. Plans for each project are designed and executed alongside local partners. The plans define the project background and the implementation strategy. Project frameworks are used by the Peace Corps to operationalize the project plans by describing the goals, objectives, activity statements, and indicators of a project.

In order to measure this performance goal, 19 standard sector indicators representing all six of the Peace Corps’ sectors were selected. These indicators are based on industry standards and are outcome-oriented measures of changes in specific knowledge, skills, attitudes, behaviors, or conditions that result from project activities. An increase in the percentage of projects with documented gains is used as evidence that Volunteers are contributing to community-based development.

FY 2016 Progress Update: The result for Performance Goal 3.1 was slightly below target in FY 2016 and is further analyzed by sector in the chart below. The results by sector were calculated

by dividing the number of projects with one or more indicators passing both thresholds (refer to the calculation above) by the total number of projects reported for that sector. The Education and Youth in Development sectors had the highest proportion of projects with documented gains (97% and 93%, respectively).



Performance Goal 3.2: Strengthen Local Capacity						Target Met		
<i>Increase the percentage of counterparts who report increased capacity to 90 percent by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	84%	87%	90%
Result	--	--	--	--	83%	86%		

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning

Data Source: Global Counterpart Survey

Calculation: The number of counterparts who ranked one of the following descriptions as the top Volunteer impact on their work divided by the total number of randomly selected counterparts interviewed by post staff: *“helped to improve day-to-day work skills of others,” “suggested new ways to meet goals,”* and *“motivated or inspired others to do better work.”*

Overview: Volunteers strengthen local capacity by working closely with community partners through all phases of their project. This goal measures the increase in the capacity of local counterparts—Volunteers’ primary community partners—from the perspective of the counterparts themselves. To measure this goal, counterparts are asked about the ways Volunteers impact their work and the work of their organizations. Many counterparts cite increased capacity within their communities, which may better position host country partners to achieve measurable and sustainable results.

FY 2016 Progress Update: This performance goal met its FY 2016 target. Utilizing a random global sample of 400 counterparts, the Global Counterpart Survey was designed to measure counterparts’ perception of the capacity building that resulted from working with Peace Corps Volunteers. For the second consecutive year, these results provided evidence that the Peace Corps was having a positive effect on both Strategic Goal One and Goal Two.

In order to minimize the potential for positive bias that might occur with a direct question on capacity development, the counterparts were asked to rank the importance of five Volunteer contributions to their work. Only the three responses noted in the calculation above were considered by the Peace Corps to be evidence of capacity development.

The following chart shows the relative ranking of concepts related to Volunteer impact, as perceived by surveyed counterparts and calculated using the maximum difference (Max Diff) analysis method. After ranking Volunteers’ greatest and smallest impact on their work, counterparts are given the last three responses to rank order. While only the top-ranked choice was used to calculate the result for this performance goal, this graph illustrates the global counterpart responses in more detail.

Volunteer Impact Based on Host Country Counterpart Opinion



Results are based on two survey questions: "Thinking of all of the Volunteers who you may have worked with, which of the following is the way in which those Volunteers have had the largest impact on your work?"; and "Which would you say is the way in which they have made the smallest impact?" (n=399) Aggregate scores are on a -100 to 100 scale and reflect the respondents' likelihood of selecting an item as having the highest or lowest impact.

Performance Goal 3.3: Improve Feedback to Volunteers						Target not met	FY 2017	FY 2018
Increase the percentage of Volunteers who report feeling satisfied ¹ with the timeliness and quality of feedback provided on their work to 68 percent by FY 2018								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016		
Target	--	--	--	40%	59%	62%	65%	68%
Result	39%	33%	38%	55% ²	54%	57%		

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

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

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of the Chief Information Officer

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following two survey questions with the top two positive responses ("satisfied" and "very satisfied") divided by the total

number of Volunteers who responded: “*How satisfied are you with the timeliness and quality of feedback from Peace Corps staff about your work?*” Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

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

FY 2016 Progress Update: The target was not met in FY 2016. Notably, 63 percent of the Volunteers who responded to the survey question were satisfied with the *timeliness* of the feedback they received, and 66 percent were satisfied with its *quality*. However, the FY 2016 result for this performance goal falls short of its target, as only 57 percent of the Volunteers reported feeling satisfied with both the *timeliness and quality* of the feedback they were given.

The Peace Corps has identified high-performing posts with results reaching over 80-percent satisfaction with the feedback they provide. The agency shared lessons learned from these high performers, including successful pilot programs that focused on the use of mobile technology and better standard operating procedures in utilizing the Peace Corps’ Volunteer Reporting Tool that focus on offering feedback on specific elements of the Volunteers’ reports, to help promote improvements at other posts.

Strategic Objective 4: Cross-Cultural Understanding

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

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

Strategies

- Develop intercultural competency standards and anchor activities to assist in community integration for Volunteers
- Coach post staff to utilize language training as a method for developing Volunteers' intercultural communication skills
- Develop measures to assess Volunteers' intercultural competence at multiple points during their service
- Incorporate age-appropriate, intercultural education into Third Goal activities
- Encourage currently serving and returned Volunteers to leverage new technology, including social media, to share their experiences in order to foster communication between Americans and host country individuals and communities (e.g., Blog It Home and video contests)
- Strengthen the Coverdell World Wise Schools Correspondence Match program with online platforms and expand educator access to information based on their curriculum needs

FY 2016 Status: Strategies and key milestones that support this strategic objective have been executed according to plan. In FY 2016, the Peace Corps published two significant pieces of research: Peace Corps Works: A Cross-Sectional Analysis of 21 Host Country Impact Studies and the 2016 Global Counterpart Survey Summary Report. Both reports present data and key observations on the Peace Corps' effectiveness in its Strategic Goal One (Building Local Capacity) and Goal Two (Sharing America with the World) and help inform opportunities to improve strategies related to cross-cultural understanding in FY 2017 and beyond. More specifically, these analyses examine counterpart perspectives on the success and sustainability of Peace Corps projects and the extent to which Volunteers changed counterparts' understanding of Americans. In addition, the agency plans to take steps to diversify the data sources informing this strategic objective moving forward, including the development of standard Goal Two indicators for Volunteer reporting.

Performance Goal 4.1: Greater Understanding of Americans <i>Maintain the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer at or above 95 percent through FY 2018</i>						Slightly below target		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
Target	--	--	--	--	--	95%	95%	95%
Result	--	--	--	94%	90%	91%		

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Overseas Programming and Training Support; Office of Strategic Information, Research, and Planning

Data Source: Global Counterpart Survey

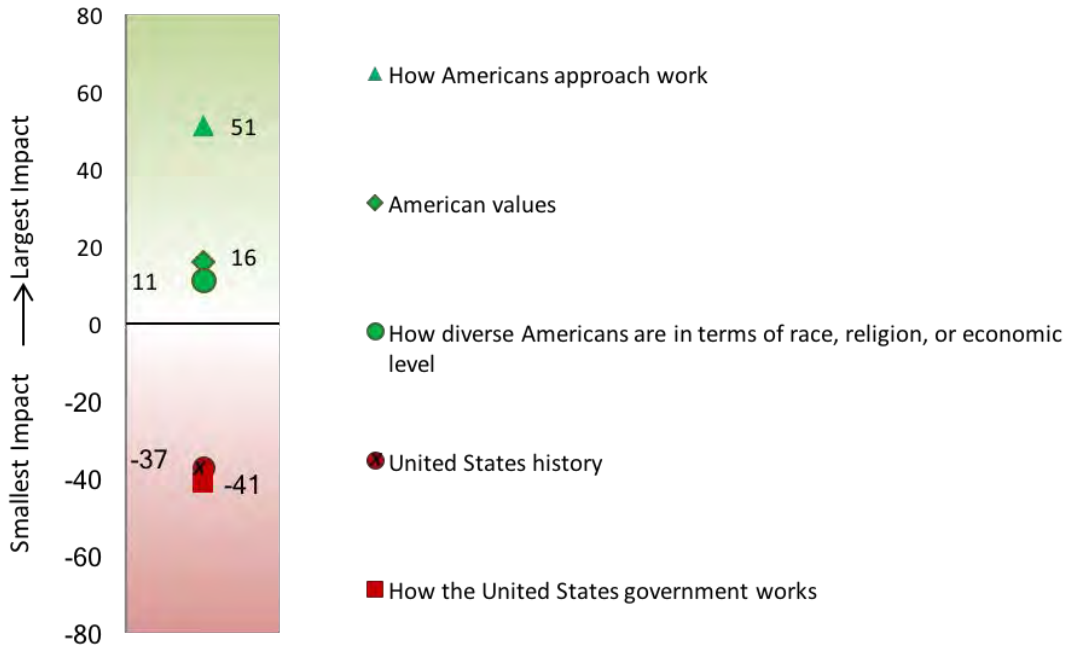
Calculation: The number of counterparts who reported learning about the United States or Americans divided by the number of randomly selected counterparts interviewed by post staff who responded to the following question: *“Have you learned anything new about the United States or Americans through your interactions with Peace Corps Volunteers?”*

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

FY 2016 Progress Update: As in FY 2015, approximately nine in 10 Peace Corps counterparts in FY 2016 reported that they learned something new about the United States or Americans after working with Volunteers. Results from FY 2015 and onward are based on data collected from a globally representative random sample of counterparts and therefore have a lower margin of error than the census of counterparts that the agency attempted in FY 2014.

The survey included a supplemental question about the specific content (see graphic below) that counterparts reported learning through working with Peace Corps Volunteers. Counterparts reported that they learned most about how Americans approach work, followed by American values, then American diversity. These results are very similar to those found in 2015, with one exception: Although American values ranked second both years, its aggregate score fell 10 points between 2015 and 2016, ranking it closer to American diversity in FY 2016.

Increased Knowledge about the United States or Americans among Host Country Counterparts (n=365)



Results are based on two survey questions: “Which of the following is the thing that you have learned the most about through working with Peace Corps Volunteers”; and “Which is the thing that you have learned the least about through working with Peace Corps Volunteers?” Aggregate scores are on a -100 to 100 scale and reflect the respondents’ likelihood of selecting an item as having the highest or lowest impact.

Performance Goal 4.2: Increase Cross-Cultural Connections <i>Increase the percentage of Volunteers who report that they facilitated direct interactions between Americans and host country individuals and communities to 70 percent by FY 2018</i>						Target not met		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	60%	63%	67%	70%
Result	--	--	--	57%	57%	54%		

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support

Partner Office: Office of Third Goal and Returned Volunteer Services

Data Source: Annual Volunteer Survey

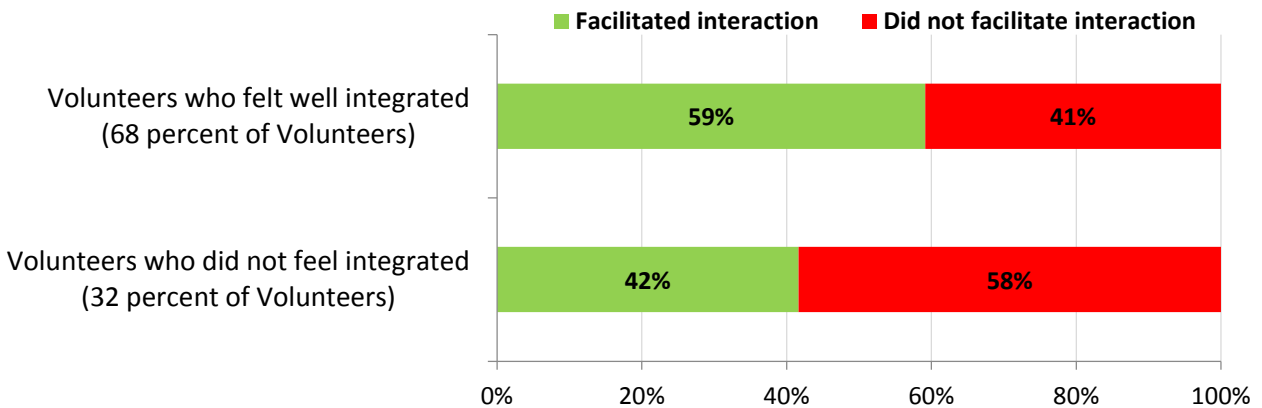
Calculation: The number of Volunteers who reported facilitating direct interactions between Americans and host country individuals divided by the number of Volunteers who responded to

the following question: “Did you facilitate direct interactions between Americans and host country individuals in the last 12 months?”

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

FY 2016 Progress Update: The target was not met. Volunteer facilitation rates decreased slightly relative to previous years. In FY 2015, the ability of Volunteers to successfully integrate into their host country communities was cited as a key enabler in their subsequent attempts to foster interactions between Americans and host country individuals. Specifically, well-integrated Volunteers were far more likely to facilitate direct interactions between Americans and host country individuals. This relationship was also observed in FY 2016 as indicated in the following graph.

Well-integrated Volunteers were more likely to facilitate direct interactions between Americans and host country individuals



Percentage of Volunteers who responded to both questions:
How integrated into your community do you feel?;
Did you facilitate direct interactions between Americans and host country individuals and communities?...

Volunteers also need to maintain their contacts from home. For successful facilitation to occur, not only do Volunteers need to engage in their host country communities, but they must also have the will and ability to maintain their existing relationships in the United States.

Volunteers were more likely to facilitate cross-cultural connections when they felt well integrated *and* if they frequently communicated with American friends and family



The chart above demonstrates the impact of both integrating successfully in the host community and remaining connected to friends and family in the United States. Volunteers who successfully developed and maintained their ties to both groups were more likely to facilitate direct interactions between other Americans and host country individuals.

Finally, there is some evidence that the agency can further support the capacity of Volunteers to successfully facilitate interactions by encouraging the use of the Peace Corps’ digital infrastructure, materials, and guidance. As shown in the chart above, in FY 2015, Volunteers who regularly used Peace Corps digital materials also facilitated interactions at higher rates than the global average. In FY 2016, however, the facilitation rate of Volunteers who utilized the agency’s digital materials was no different from the global average. Given that the agency’s digital resources are finite and often subject to change in a rapidly evolving environment, the Peace Corps will continue to explore how to maximize the potential of its digital tools in promoting interactions between Americans and host country individuals.

Performance Goal 4.3: Increase Intercultural Competence Learning Opportunities <i>Increase the percentage of posts that adopt timely and intentional intercultural competence learning opportunities for key stakeholders</i>						No target set; baseline data collection (Discontinued)
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	--	--	--	--	--	--
Result	--	--	--	--	--	98%

Goal Leads: Associate Director, Office of Global Operations; Director, Office of Overseas Programming and Training Support

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: FY 2016 Training Status Report

Calculation: The number of open posts with Volunteers that included intentional intercultural competence learning opportunities in their programming and training efforts divided by the total number of open posts with Volunteers during the fiscal year.

Overview: Intentional, well-designed interventions and training programs are critical components to enhancing the cultural self-awareness and skills of individuals to navigate between cultures and people who are different from themselves. As research in this field has broadened, the Peace Corps has strengthened its tools so that posts can integrate foundational concepts of intercultural competence into their programming and training efforts. Each of the Peace Corps’ stakeholders—Peace Corps trainees, Volunteers, host country staff, U.S. direct hire staff, host families, and counterparts—who receive the newly designed intercultural competence tools will be better equipped to interact and communicate effectively and appropriately across cultures.

FY 2016 Progress Update: In FY 2016, 98 percent of posts integrated intercultural competence learning opportunities into at least one aspect of their programming and training efforts. These results show that the agency’s efforts targeting intercultural competence and diversity significantly exceeded initial expectations in terms of adoption and scalability. The initial plan for measuring this indicator was for FY 2016 data to serve as a baseline with targets for continued expansion of the program in FY 2017 and 2018. However, given that this indicator has already reached 98 percent achievement, this performance goal will be discontinued after FY 2016 and targets will not be set for future years.

Strategic Objective 5: Continuation of Service

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

Rationale: More than 225,000 Americans have served as Peace Corps Volunteers since 1961—a significant “domestic dividend” of skilled and dedicated individuals who continue serving the American public and the communities where they lived and worked abroad long after they return home. By providing tools and resources to Volunteers to ease their transition after service, such as career counseling and best practices for sharing their experiences and promoting service, the Peace Corps is positioning returned Volunteers to be active contributors to the agency’s Third Goal. The agency also encourages returned Volunteers to share their experiences with family, friends, and the public; build and maintain connections between Americans and host country individuals and communities; and recruit the next generation of Volunteers. Significant additional work to advance the Peace Corps mission is undertaken directly by the returned Peace Corps Volunteer community through returned Volunteer groups and the actions of individual returned Volunteers—independent of the agency. Notably, a significant number of returned Volunteers continue their service as international development or foreign policy specialists.

Strategies

- Leverage social media, email, and other online tools to effectively communicate and share knowledge with and among returned Volunteers
- Collect regular feedback from returned Volunteers through a survey to track their professional and academic progress and to inform the development of tools that will help them continue their service throughout their careers
- Expand returned Volunteer career services across the United States by centralizing tools and resources available to returned Volunteers through an expanded and easily accessible online job portal
- Develop a “Third Goal and Returned Volunteer Services” curriculum to be included in pre-departure, pre-service, and close-of-service training for Volunteers
- Engage the American public through strong partnerships with businesses, schools, and government agencies to provide communication platforms for returned Volunteers, increase public understanding of other cultures, and generate a commitment to public service and community development

FY 2016 Status: The Peace Corps has consistently exceeded its performance goal targets for this strategic objective. The shift from live events and individual services to virtual communications with the returned Volunteer community has dramatically increased the quantity of interactions. In FY 2017, the Peace Corps plans to launch a research study on the effects of Peace Corps service on the lives, careers, and extended networks of Volunteers. The objectives of the study are to better understand the agency’s level of success in attaining Strategic Goal Three

(Bringing the World Back Home), identify the long-term value propositions of Peace Corps service, describe the variation in returned Volunteer career trajectories, and increase the understanding of how service affects the extended networks of Volunteers and returned Volunteers. The study is in the process of being designed and will likely follow Volunteers over an extended period of time.

Performance Goal 5.1: Support Returned Volunteer Career Transition						Target met		
<i>Increase the number of returned Volunteers who access the Peace Corps' career services to 3,500 by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	2,500	2,750	3,000	3,250	3,500
Result	--	--	--	2,649	2,831	4,116		

Goal Lead: Director, Office of Third Goal and Returned Volunteer Services

Partner Office: Office of Strategic Partnerships

Data Source: Peace Corps administrative records

Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for or participated in agency-initiated career services during the fiscal year.

Overview: The agency provides returned Volunteers with top-notch career services, seminars, and transition tools upon returning from service. These services include career conferences and fairs, employer panels, employer information sessions, career-focused webinars, résumé reviews, mock interviews, and career service consultations provided at headquarters and regional recruitment offices. Providing the career and personal development tools necessary for returned Volunteers' success in both professional and service opportunities will ease their transition upon returning home and facilitate an environment where they can share their experiences and promote volunteerism and public service.

FY 2016 Progress Update: The agency served 4,116 unique returned Volunteers and conducted 9,288 career service activities in FY 2016 (an average of 2.3 activities for every participating returned Volunteer). Although the increase in demand for career services did lead to wait times for access to career development specialists, much progress was made in expanding career services for returned Volunteers overall. Returned Volunteer Career Services engaged a wide scope of employers in FY 2016, including Google, Apple, Microsoft, FINCA International, the U.S. Department of Justice, the U.S. Department of the Interior, MorningStar, Engility, Maher & Maher, Mastercard, Tetra Tech, the Small Business Administration, NASA, the National Institutes of Health, the National Science Foundation, FEMA, PYXERA Global, and RTI International. Moving forward, the Peace Corps plans to expand its web resources for returned

Volunteers and further leverage the agency’s customer relationship management system to better track employer engagement and hiring rates.

Performance Goal 5.2: Increase Returned Volunteer Engagement						Target met		
<i>Increase the number of returned Volunteers who participate in agency-supported Third Goal activities to 16,000 by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	8,000	10,000	12,000	14,000	16,000
Result	--	--	--	9,754	10,866	15,426		

Goal Lead: Director, Office of Third Goal and Returned Volunteer Services

Partner Offices: Office of Volunteer Recruitment and Selection; Office of Overseas Programming and Training Support

Data Source: Peace Corps administrative records

Calculation: The number of returned Volunteers (defined as individuals who have completed a tour as a Peace Corps Volunteer) who registered for agency-supported Third Goal activities during the fiscal year.

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

FY 2016 Progress Update: The Office of Third Goal and Returned Volunteer Services has consistently exceeded performance goal targets through an innovative, client-based approach to engaging returned Volunteers. Specifically in FY 2016, the agency met Volunteers online. By focusing opportunities for Third Goal activities using online platforms, such as Facebook and GovDelivery, the agency has reinvigorated Third Goal communications and engagement.

Strategic Objective 6: Diversity and Inclusion

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

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

Strategies

- Train directors, managers, and supervisors to address diversity and inclusion goals and understand Equal Employee Opportunity policies and principles
- Expand collaboration among key stakeholders to integrate diversity and inclusion concepts and Equal Employee Opportunity policies and principles into core business practices and agency culture
- Collaborate with returned Volunteer groups, strategic partners, and local and regional groups aligned with underrepresented populations to support the recruitment of diverse applicants
- Support and monitor the implementation of the same-sex couples initiative, which allows same-sex couples to serve together as Peace Corps Volunteers
- Support employee resource groups to help recruit, retain, and foster a diverse workforce through the use of data-informed, resourceful, and innovative methods
- Provide tools and training for staff to increase their awareness and empower them to prevent the types of discrimination and harassment issues that can occur within a diverse environment
- Review and revise the eligibility standards for Volunteer service, including medical status eligibility standards, to ensure that applicants are not evaluated on the basis of any factor that is not relevant to the ability to serve effectively
- Develop a plan for a streamlined mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve retention

FY 2016 Status: In FY 2016, the Peace Corps maintained its results for this strategic objective. The agency took proactive steps to further commit to and advance its diversity and inclusion efforts and overall strategy. The agency's Senior Policy Committee established and approved a new Diversity Policy Statement. The Diversity Governance Council was officially chartered at the beginning of FY16 and meets quarterly to coordinate moving the agency forward on targets established in the Diversity and Inclusion Strategic Plan. The agency also supports nine Employee Resource Groups (ERGs) and two Employee Affinity Groups (EAGs) that are directly

managed by diverse staff based on racial/ethnic groups, sexual orientation and gender identity (SOGI), religion, veteran status, and parental status.

Performance Goal 6.1: Increase Applicant Diversity <i>Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by 2016 and maintain that level of performance through FY 2018</i>						Target Met			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017	FY 2018
Target	--	--	--	32%	34%	35%	35%	35%	
Result	26%	27%	30%	33%	35%	36%			

Goal Lead: Associate Director, Office of Volunteer Recruitment and Selection

Partner Offices: Office of Communications; Office of Civil Rights and Diversity

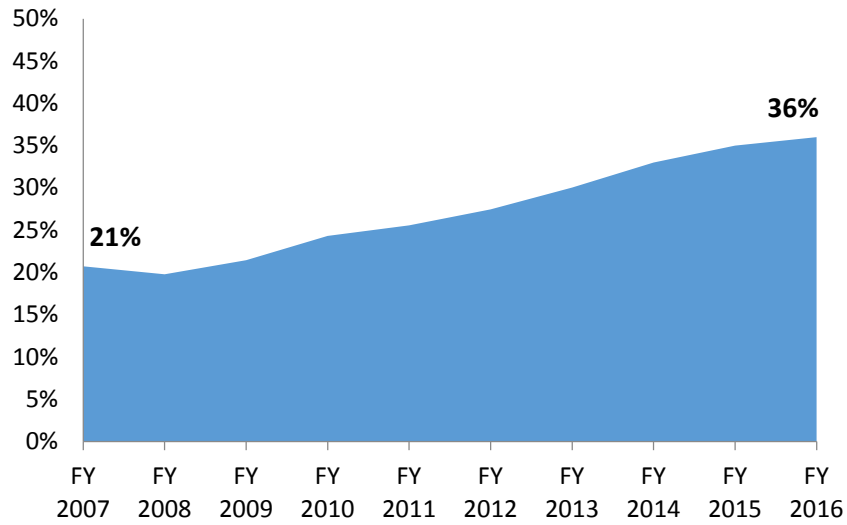
Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The number of completed applications from individuals belonging to minority racial and ethnic groups divided by the total number of completed applications for Peace Corps Volunteer service and Peace Corps Response positions. Applicants who did not provide their race or ethnicity are not included in this calculation.

Overview: Maintaining the number of applications from individuals of minority racial and ethnic groups—who are traditionally underrepresented populations—results in a Volunteer force that reflects the diversity of America. Given that Peace Corps projects generally require at least a bachelor’s degree level of education, the agency works to maintain a Volunteer population that reflects the diversity of the college-degreed U.S. population.

FY 2016 Progress Update: The target was met. Targets for this goal are based on diversity data from the college-degreed population of the United States. Minority racial and ethnic groups include the following designations on the Peace Corps application: Hispanic or Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Native Alaskan, and two or more races. Over the past ten years, the percentage of applications from minorities has steadily increased from 21 percent in FY 2007 to 36 percent in FY 2016. The two largest minority groups to apply in FY 2016 were Hispanic or Latino (14 percent) and Black or African American (12 percent).

Percentage of Applicants from Individuals of Minority Racial and Ethnic Groups



Performance Goal 6.2: Build an Open and Inclusive Organizational Culture									
<i>Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country staff who agree¹ that the agency has an inclusive organizational culture to 90 percent and maintain that level of performance through FY 2018</i>		Target not met							
		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target ²		--	--	--	85%	88%	90%	90%	90%
Result	U.S. direct hire staff	--	--	--	88%	83%	85%		
	Host country staff	--	--	--	89%	92%	90%		
	Volunteers	--	--	--	80%	76%	71%		

¹ Includes the top two positive responses on a five-point balanced scale.

² Targets for FY 2015 and beyond apply to each of the three population groups. All three groups must reach 90 percent for the target to be reached.

Goal Lead: Chief Diversity Officer; Director, Office of Civil Rights and Diversity

Partner Offices: Office of Human Resource Management; Office of Overseas Programming and Training Support

Data Sources: Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace

Corps at overseas posts as personal services contractors or foreign service nationals; Annual Volunteer Survey (AVS) for Volunteers

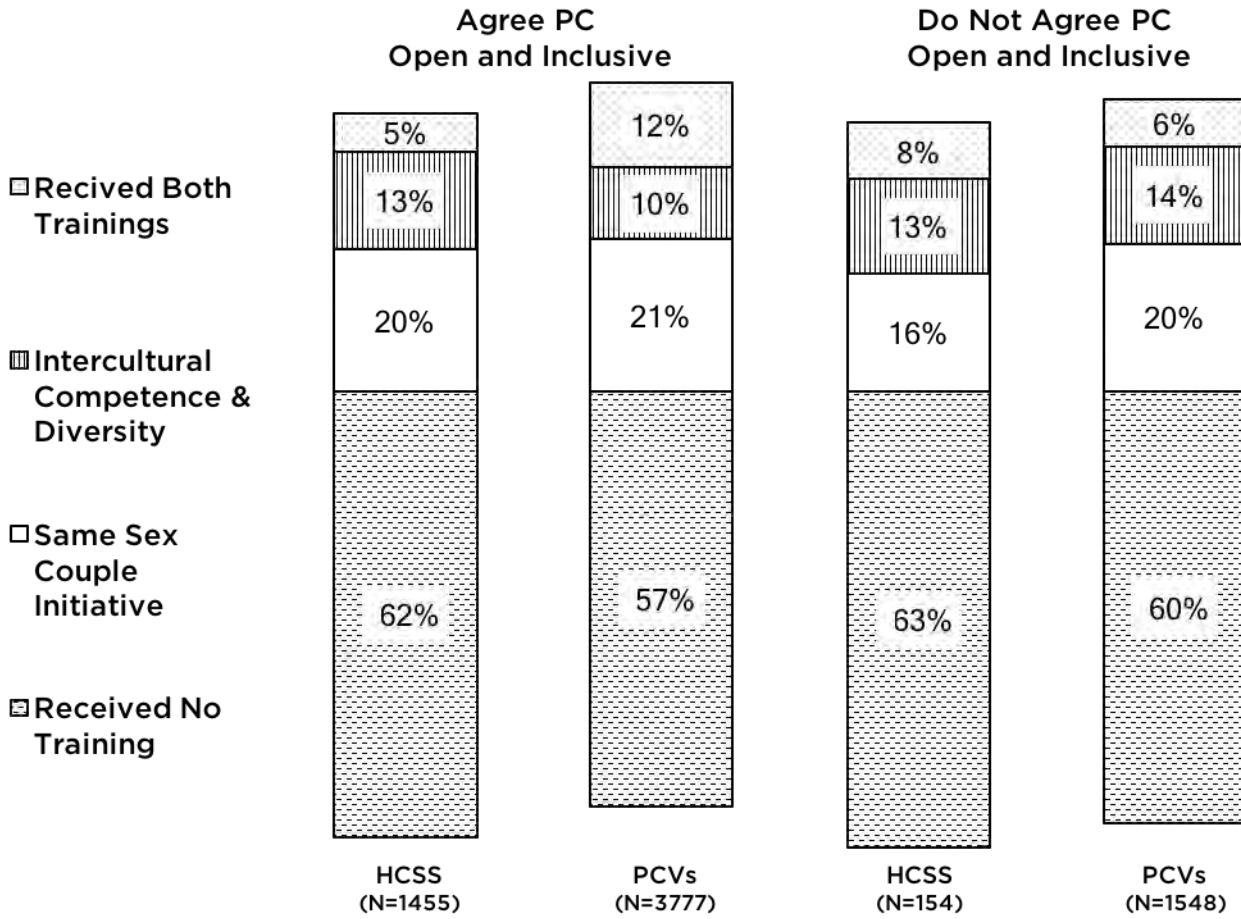
Calculation: For each data source (EVS, HCSS, and AVS), the number of individuals who responded to the following survey question with the top two positive responses (“agree” or “strongly agree”) divided by the total number of respondents: *“To what extent do you disagree or agree that the organizational culture of the Peace Corps (including staff and Volunteers) is inclusive of diverse people?”* Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: This performance goal measures the openness and inclusion of the Peace Corps as perceived by post staff, headquarters staff, and Volunteers with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, veteran status, family status, and gender identity or expression. This direct outcome measure can be used to evaluate how all groups perceive the agency’s culture of inclusion and to what extent employees and Volunteers feel valued.

FY 2016 Progress Update: The target was met among host country staff but not among U.S. direct hire staff or Volunteers. As a result, the overall target was not met. The three-year trend for this goal is holding steady for U.S. direct hire and host country staff while the result for Volunteers appears to be declining. Building on earlier success increasing Volunteer diversity and linking diversity and inclusion efforts with intercultural competence, the Peace Corps revised its training for directors, managers, and supervisors to address new goals in FY 2016. By August of 2016, staff at 19 posts had been trained on the same-sex couples initiative, and 13 posts had received the revised training on intercultural competence, diversity, and inclusion (ICD&I). Five posts received both of these trainings, and an additional five posts were scheduled to receive one or both trainings by the end of the year.

The agency analyzed 2016 survey responses from host country staff and Volunteers at posts where staff had been trained on the same-sex couples initiative and/or intercultural competence, diversity, and inclusion. While there is some variation in responses, training overall does not yet appear to have had a significant effect on perceptions of inclusiveness. However, a more robust number of trained staff is required to accurately determine a possible correlation between training and changes in perception. It may be that those newly trained in issues related to diversity initially judge their organization to be *less* inclusive based on their increased understanding of the topic, making perception a significantly lagging indicator.

**Effects of ICD&I Training on Volunteer and Host Country Staff
Perceptions of Peace Corps' Organizational Culture**



Results are based on the following survey question: "To what extent do you agree that the organizational culture of the Peace Corps (including staff and Volunteers) is inclusive of diverse peoples."

Performance Goal 6.3: Retain Applicant Diversity						No target set; baseline data collection (Discontinued)	
<i>Increase the percentage of minority applicants who complete the application process after accepting an invitation to serve</i>							
		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target		--	--	--	--	--	--
Result	Minority applicants	--	--	--	--	67%	71% ¹
	Non-minority applicants	--	--	--	--	71%	75% ¹

¹ Results calculated for the first quarter of FY 2016 only. Individuals who submitted a Peace Corps application after Q1 are not included as they have not had sufficient time to complete the application process.

Goal Lead: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Civil Rights and Diversity; Office of Volunteer Recruitment and Selection; Office of Overseas Programming and Training Support

Data Source: Peace Corps database (DOVE/PCVDBMS)

Calculation: The number of Peace Corps Volunteer applicants who complete the final application process divided by the total number of applicants who accepted an invitation to serve.

Overview: The Peace Corps devotes considerable efforts and resources to attract candidates who reflect the population of the United States. This performance goal was added in FY 2016 to ensure that the agency was able to retain the level of racial and ethnic diversity that had been achieved in the pool of applicants. Applicants are classified for this analysis according to the fiscal year in which they began the application process.

FY 2016 Progress Update: Due to the fact that the application process can last up to a year, the results for a given fiscal year cannot be computed until the full cohort of individuals who applied at any point during that year has had sufficient time to complete all stages of the application process from application to interview, invitation, acceptance of the invitation, final screening, and entry on duty in a country of service.

At the time of this report, the only full year of data was FY 2015. These results showed a minimal gap between the 67 percent of minority applicants and the 71 percent of non-minority applicants who completed the final medical stage of the clearance process after accepting an invitation to serve. This gap continued to the next stage of the Volunteer lifecycle: 64 percent of minority applicants and the 67 percent of non-minority applicants entered on duty.

In FY 2016, only individuals who submitted a Peace Corps application in the first quarter have had sufficient time to complete the application process. For those applicants, the results again

show only a minor difference of 4 percentage points between minority and non-minority applicants.

Given that this analysis revealed only a minor difference, the agency is discontinuing this performance goal, but it will continue to monitor these results on a quarterly basis to ensure that the gap between the minority and non-minority groups continues to be minimal.

Strategic Objective 7: Site Development ---

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

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

Strategies

- Identify, prepare, and train host families, host agencies, and counterparts on how to live and work effectively with Volunteers, including setting clear expectations regarding the role of the Volunteer
- Establish well-defined and meaningful work opportunities for Volunteers by selecting sites with well-documented needs
- Ensure that project frameworks and sites are aligned with Volunteers' skills, experience, and the needs of local communities
- Explore key research questions and best practices on the standards and criteria conducive to effective site identification and development using Country Portfolio Review findings and other data sources
- Develop a mobile technology solution to track and document the effective selection, documentation, and preparation of sites
- Improve the technology platform for managing and mobilizing data on the development, monitoring, and history of Volunteer sites that is mobile, facilitates document sharing, and takes a modularized approach to integration
- Support posts in their implementation of regional site development and site monitoring standards and procedures

FY 2016 Status: Incremental progress has been made on this strategic objective in FY 2016. While all three regions have significantly improved their regional guidance on site development procedures, the Peace Corps is still developing an agencywide strategy to improve overall performance in a targeted and cohesive manner. This strategy will aim to align programming and site development by matching project frameworks and sites more strategically with Volunteers' skills, experience, and the needs of local communities.

The Peace Corps is currently standardizing many of these global processes through a new initiative, the Programming, Training, and Evaluation Alignment. The resulting agencywide site development strategies will be implemented gradually and deliberately with consideration for

post staff resources and existing country-specific site development procedures. The highest-performing posts have documented their site development processes in handbooks, which will be utilized in the coming year to inform global best practices.

Site development is a broad and resource-intensive process with complementary roles and responsibilities shared among post staff, headquarters staff, Volunteers, and Peace Corps Volunteer leaders (third-year Volunteers who have transitioned to a Volunteer-support role at posts). The agency plans to integrate monitoring and evaluation staff and administrative staff into the site development process as well in the coming year. Still, there is a need to include several programming elements to bridge the sizeable gap between the ideal scope and the practical realities of site development. The practical aspects include safety and security, the availability of meaningful work for the Volunteer, and housing criteria and standards.

Performance Goal 7.1: Improve Site Development <i>Increase the percentage of Volunteers satisfied¹ with site selection and preparation to 68 percent by FY 2018</i>						Slightly below target		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
Target	--	--	--	44%	62%	64%	66%	68%
Result	<i>42%</i>	<i>41%</i>	<i>42%</i>	59% ²	59%	62%		

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

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

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Health Services; Office of Safety and Security

Data Source: Annual Volunteer Survey

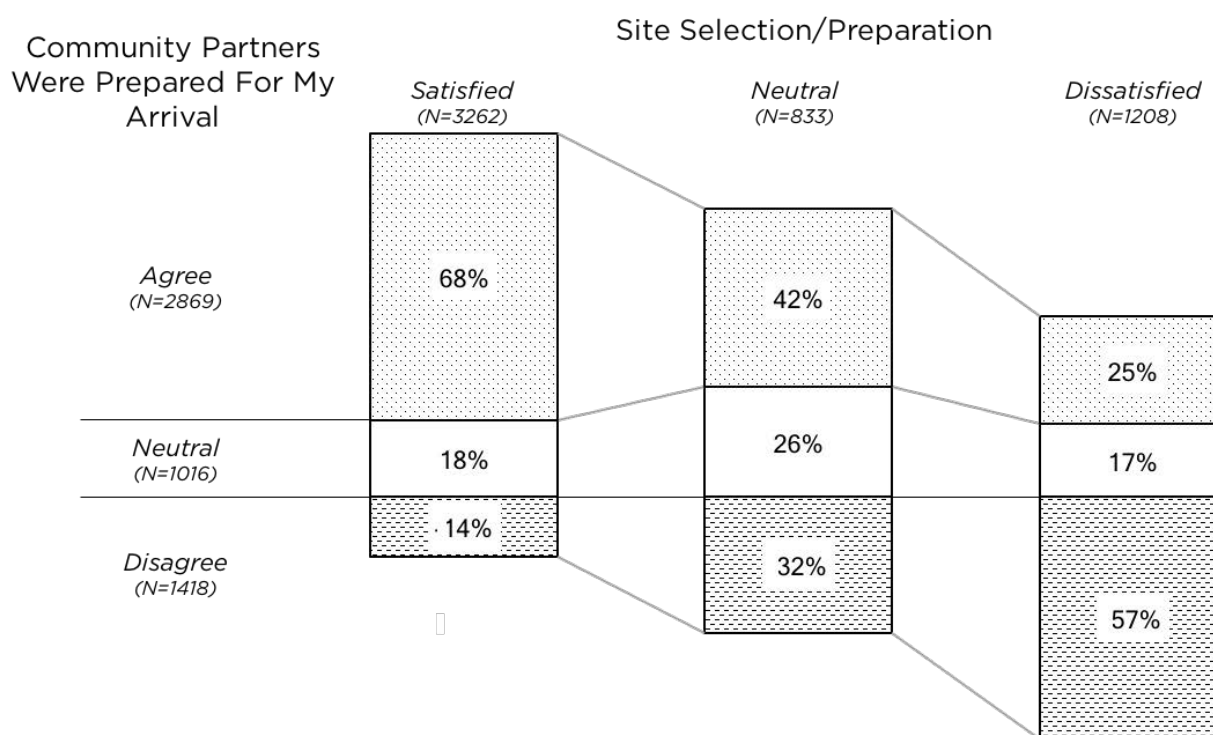
Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded to the question: “How satisfied are you with (Site selection/preparation) provided by in-country Peace Corps staff?” Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

Overview: The quality of a Volunteer’s site, housing, and work assignment is a critical feature of a safe Volunteer experience. Each post must ensure that Volunteer sites, housing, and work assignments are appropriate and meet all Peace Corps and post-established criteria. Site development criteria address living arrangements, potential for integration, communication infrastructure, transportation, access to essential health care, and other support services,

security climate, vulnerability to natural disasters, the planned work role for the Volunteer, and cooperation of host authorities.

FY 2016 Progress Update: FY 2016 results were slightly below target. Through an analysis of survey data, the agency found that Volunteer satisfaction with the site selection and preparation conducted by Peace Corps post staff was significantly correlated to the perceived “level of preparedness” among host community members. Among the 3,262 Volunteers who were “satisfied” or “very satisfied” with site development and preparation, 68 percent felt community members were prepared for their arrival. However, only a quarter of the 1,208 Volunteers who were “dissatisfied” or “very dissatisfied” felt that community partners were prepared for their arrival. The Peace Corps will explore ways to focus efforts on community member preparedness as a key component of site development and preparation in the future.

Volunteer Satisfaction with Site Selection/Preparation and Community Support



Results are based on the following survey question: “How satisfied are you with the site selection/preparation support provided by in-country Peace Corps staff?”

Performance Goal 7.2: Improve Counterpart Selection and Preparation						Target not Met		
<i>Increase the percentage of Volunteers satisfied¹ with the community integration and project work support by their assigned counterpart to 61 percent by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	34%	55%	57%	59%	61%
Result	<i>31%</i>	<i>32%</i>	<i>32%</i>	53% ²	51%	53%		

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

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

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Health Services; Office of Safety and Security

Data Source: Annual Volunteer Survey

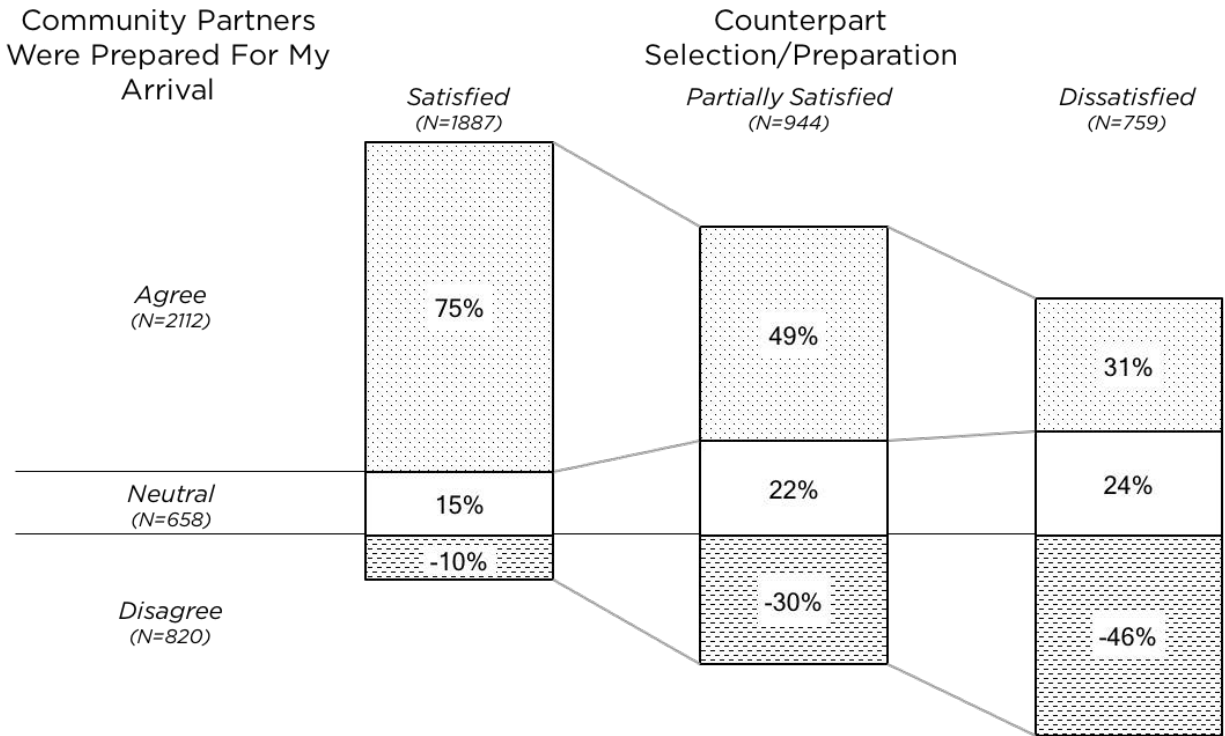
Calculation: The number of Volunteers who responded to the following two questions on the survey with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of Volunteers who responded to the two questions: “How satisfied are you with the following aspects of working with your Peace Corps-assigned counterpart? a. Accomplishing your project work; b. Integrating into your community.” Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

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

FY 2016 Progress Update: Results for FY 2016 remain slightly below target. Once again, the perceived “level of preparedness” among host community members was highly correlated with the results on this goal. Three out of every four Volunteers who were satisfied with their assigned counterpart also agreed that community partners in general were prepared for their arrival. However, of the 759 Volunteers dissatisfied with their counterpart, only 31 percent agreed that community partners were prepared for their arrival. These findings suggest that one way to improve counterpart effectiveness is to provide that counterpart with additional support through other community partners who are well-prepared for the Volunteer’s arrival. Further analysis is needed to better understand how to shift Volunteers from being partially

satisfied to fully satisfied with the project work and community-integration support provided by their counterpart.

Volunteer Satisfaction with Counterpart Selection/Preparation and Community Support



Results are based on the following survey questions: “How satisfied are you with the following aspects of working with your Peace Corps-assigned counterpart: accomplishing your project work and integrating into your community?” The “partially satisfied” category for site selection/preparation is used for respondents who were “satisfied” or “very satisfied” with one—but not both—of these aspects.

Strategic Objective 8: Train Up

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

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

Strategies

- Develop, refine, and evaluate training materials in accordance with the Programming, Training, and Evaluation Alignment strategy
- Share programming, training, and evaluation resources through an online knowledge-sharing platform
- Develop formal processes to document the training received, expertise and proficiency levels achieved, and certifications earned by Volunteers
- Fully implement mandatory close-of-service language testing and encourage posts to administer language exams to Volunteers at midservice
- Improve training and professional development for staff overseas with the development and implementation of a staff learning continuum
- Develop and implement a Volunteer learning continuum—from pre-departure to close of service—that emphasizes self-directed learning, utilizes coaching and mentoring, fosters communities of practice, and includes individual learning plans for Volunteers

FY 2016 Status: While both performance goals fell slightly below their targets, substantial progress was made on this strategic objective. Volunteer self-directed and peer-to-peer learning dramatically expanded with the launch of PCLive, the Peace Corps' online knowledge-sharing platform. PCLive has over 1,300 resources and more than 1,000 registered users—both Volunteers and staff—representing 63 countries. Overseas programming, training, and evaluation staff have received a number of new learning development opportunities including in-person skill-building workshops, synchronous distance events, and self-directed learning materials. Despite a 19 percent improvement in reporting on close-of-service language testing in FY 2016, technical issues have been identified with the Peace Corps' legacy reporting system. The technical reporting issue will be corrected when language test reporting is migrated to a new learning management system. The change will allow the Peace Corps to better assess Volunteers' language performance and identify necessary actions for improvement.

Performance Goal 8.1: Improve Language Learning						Slightly below target		
<i>Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above on the language proficiency interview to 70 percent by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	50%	55%	60%	65%	70%
Result	--	--	--	63%	63%	58%		

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support

Partner Office: Office of the Chief Information Officer

Data Source: Peace Corps database (VIDA)

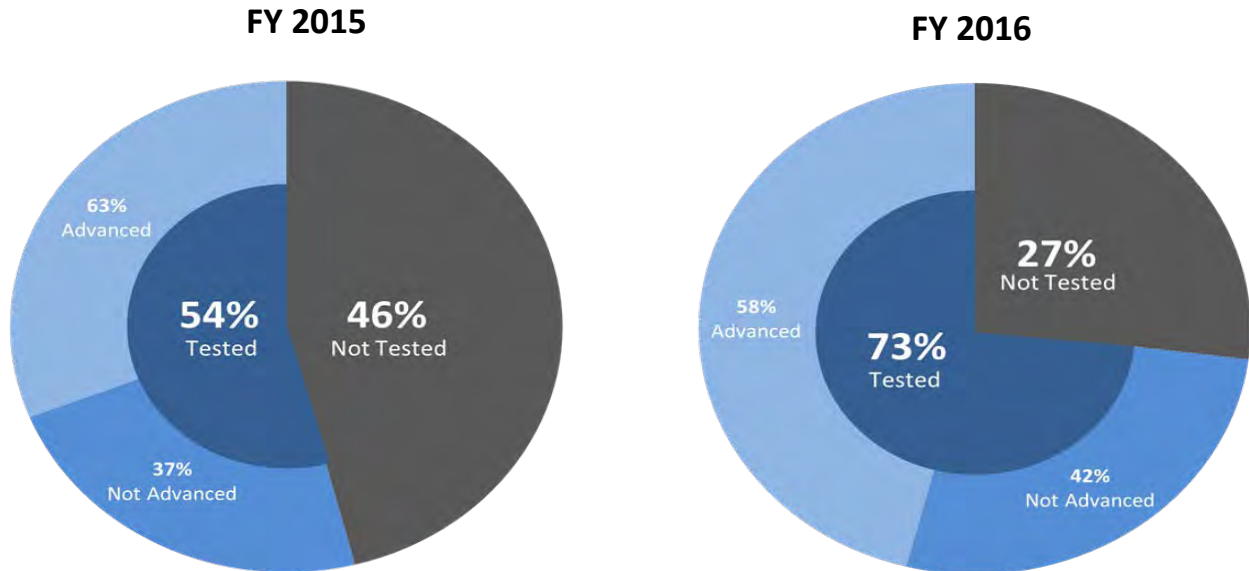
Calculation: The number of Volunteers who achieved an “advanced” or “superior” level score on their language proficiency interview at close of service divided by the number of Volunteers who were tested at close of service.

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

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

FY 2016 Progress Update: Although FY 2016 results for this performance goal fell slightly below the established target, substantial progress was made in the quality of the calculation that underlies this result. In FY 2015, the result of 63 percent of Volunteers achieving the advanced level or above was calculated based on the 54 percent of Volunteers who were tested at their close of service. FY 2016 witnessed an increase to 73 percent of Volunteers receiving close-of-service language testing, 58 percent of whom achieved an advanced or superior level.

Percentage of Volunteers who are Tested and Percentage who Achieved an Advanced Level or Above



Performance Goal 8.2: Increase Effectiveness of Technical Training						Slightly below target		
<i>Increase the percentage of Volunteers who report that their technical training was effective¹ in preparing them to work at their site to 67 percent by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	52%	64%	65%	66%	67%
Result	<i>44%</i>	<i>44%</i>	<i>50%</i>	63% ²	63%	64%		

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

²Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2011 to FY 2013 (italicized) are not directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible.

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region); Director, Office of Overseas Programming and Training Support

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who responded to the following survey question with the top two positive responses (“effective” or “very effective”) divided by the total number of Volunteers who responded to the question: *“Please evaluate the effectiveness of your Peace Corps training in preparing you to perform technical aspects of your work.”* Respondents who selected the “not applicable/don’t know” option are not included in this calculation.

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

FY 2016 Progress Update: FY 2016 results on this performance goal were slightly below target. In order to gather more data concerning the strengths and areas for improvement of technical training, the following additional questions and definition were added to the Annual Volunteer Survey in FY 2016:

“Technical training is aimed at imparting the knowledge, skills, and attitudes required to perform work activities and achieve results relating to your primary sector. This training may be offered during pre-service training (PST), in-service training (IST), and/or mid-service training (MST).”

<i>To what extent do you disagree or agree with each of the following statements?</i>	<i>Percent of Volunteers who agreed:</i>
a. My technical training covered the <i>breadth</i> of subject matter that I needed to perform my primary sector work effectively.	63%
b. My technical training covered subject matter topics at the necessary <i>depth</i> that I needed to perform my primary sector work effectively.	53%
c. My primary sector technical training facilitator(s) was knowledgeable in the subject matter covered.	83%
d. My primary sector technical training facilitator(s) was able to effectively communicate subject matter to me.	78%
e. My technical training is relevant to the work that I do at my site.	69%

These results will be analyzed and reviewed in FY 2017.

Strategic Objective 9: High-Performing Learning Organization ---

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

Rationale: The unique law limiting the majority of Americans working as Peace Corps staff to five-year appointments (“known as the “five-year-rule”) results in an influx of fresh ideas and innovation, but it also produces significant human capital and knowledge management challenges. Host country staff often serve longer than American staff and have very different professional development needs. To successfully advance the Peace Corps mission, the agency must be a high-performing learning organization that invests in staff development, retains employees to the fullest extent of the law, and draws from a deep institutional memory to learn from its past and circulate best practices among Volunteers and staff.

Strategies

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

FY 2016 Status: Significant progress has been made on this strategic objective despite considerable challenges and both performance goal metrics falling below their targets in FY 2016. The Peace Corps’ Office of Staff Learning and Development has continued to plan and implement a number of programs improving supervisory training, onboarding, and overseas

staff training. In addition, the Peace Corps transitioned its new employee orientation to a one-day in-processing in conjunction with the launch of an onboarding framework that integrates coaching and mentoring sessions to improve employee readiness. A new executive onboarding program was implemented, resulting in 90 percent of participants reporting that peer mentoring was beneficial to understanding agency culture, and 87 percent responding that the program helped to get them up to speed quickly.

The agency’s ability to expand online learning and improve the tracking of employee training has been hindered by the delay in acquiring a new learning management system due to evolving business requirements. While staff tenure has trended downward over the past year, the agency focused on this subject at its Fourth Quarter Strategic Plan Performance Review, laying out strategies for supervisors to better use employment extensions to fight the effects of the five-year rule.

Performance Goal 9.1: Improve Staff Training <i>Increase the percentage of staff satisfied¹ with the training they received to do their job to 62 percent by FY 2018</i>							Target not Met		
		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target ²		--	--	--	54%	56%	58%	60%	62%
Result	U.S. direct hire staff	50%	50%	57%	55%	52%	53%		
	Host country staff	--	--	--	62%	66%	69%		

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

² Targets for FY 2015 and beyond apply to both population groups. In FY 2016, for example, both USDH staff and host country staff must reach 58 percent for the target to be reached.

Goal Leads: Associate Director, Office of Management; Office of Staff Learning and Development

Partner Offices: Office of Human Resource Management; Associate Director, Office of Global Operations/Director, Office of Overseas Programming and Training Support

Data Source: Employee Viewpoint Survey (EVS) for U.S. direct hire domestic and overseas staff; Host Country Staff Survey (HCSS) for non-U.S. direct hire staff employed by the Peace Corps at overseas posts as personal service contractors or Foreign Service Nationals

Calculation: For each population and data source (EVS and HCSS), the number of respondents to the following survey questions with the top two positive responses (“satisfied” and “very satisfied”) divided by the total number of respondents for that survey question: *“How satisfied are you with the training you receive for your present job?”*

Overview: An increase in staff satisfaction with their training indicates that staffs are being provided the tools and training to do their jobs effectively and to develop professionally.

FY 2016 Progress Update: The target was met for host country staff but not for U.S. direct hire employees. As a result, the overall target was not met in FY 2016. Although a renewed commitment to improving staff training has been underway since 2014, a number of challenges still exist in meeting the proposed FY 2018 target of 62 percent of staff satisfied with the training they receive to do their job. Documented challenges include designating responsibility for the oversight of the agency’s staff training program, implementing a training needs assessment process, creating a standardized training program for new overseas staff, and implementing an improved learning management system. However, continued analysis is required to better understand the factors influencing satisfaction with staff training.

For the FY 2016 analysis, the single most important factor influencing satisfaction with staff training was the assessment of training needs. Of the 459 U.S. direct hire staff who were dissatisfied with their job training, 83 percent disagreed that their training needs were assessed. Of the 492 host country staff who were dissatisfied with their job training, 72 percent also disagreed that their training needs were assessed. Similarly, staff who reported feeling satisfied with their job training were likely to report that their training needs had been assessed.



Performance Goal 9.2: Increase Staff Tenure						Target not met		
<i>Increase the average tenure of U.S. direct hire staff to 4 years by FY 2016 and maintain that level of performance through FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	--	--	4 years	4 years	4 years
Result	--	3.5 years	4.5 years	4.0 years	4.2 years	3.3 years		

Goal Lead: Director, Office of Human Resource Management

Partner Office: Office of Congressional Relations

Data Source: National Finance Center

Calculation: The median number of months of tenure (e.g., number of months from entry-on-duty to separation, departure, or retirement) averaged across all U.S. direct hire staff who left the agency in a given fiscal year.

Overview: Staffing at the Peace Corps is governed by the Peace Corps Act, which limits the appointments of most U.S. direct hire staff working in domestic and overseas offices to five years. The Peace Corps Act allows the Director to extend appointments for one additional year at her or his discretion and to offer an additional “tour” of 30 months for up to 15 percent of the U.S. direct hire staff. These additional appointments are generally offered to employees who have demonstrated an exceptional record of performance in order to achieve one of the following purposes: to promote continuity of functions in administering the Peace Corps; to permit individuals working at overseas posts to work in the United States; to permit individuals working in the United States to work at overseas posts; and to permit individuals working in a recruitment, selection, or a training role to serve in another capacity. Within the overall five-year limit, the agency works to retain high-performing employees for as long as possible in order to minimize staffing gaps.

The staff who are covered by this performance goal are U.S. direct hire staff working in domestic and overseas offices. Consultants and other employees who are exempt from the five-year rule are not included in the measurement. Experts are not included in the measurement for any time period that follows their transition out of a staff role into an expert appointment.

FY 2016 Progress Update: The FY 2016 result of a median of 3.3 years fell below the established target. An examination of exit interview data helps identify what the Peace Corps can do to better retain valuable employees. When asked, “If the five-year rule were not in place, would you choose to remain with the Peace Corps for a longer duration of time?” 146 departing employees answered this question, with 43 percent responding “Yes,” 32 percent “No,” 25 percent “I don’t know.” A number of strategies have previously been put into place to help increase the tenure of those “Yes” respondents who do see the five-year rule as a major

limiting factor, such as collaborating with other federal government agencies to place staff with noncompetitive eligibility. Assisting Peace Corps employees with finding their next position allows them to delay their job search to later in their five-year appointment. While the five-rule has a clear impact on staff tenure, the Peace Corps can also address these needs through employee engagement, increased training and professional development opportunities. This is a core principle of the agency's Employee Development Lifecycle as established by the Office of Staff Learning and Development.

Strategic Objective 10: Global Connectivity

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

Rationale: Information technology (IT) is changing rapidly. Often, Volunteers in the field and their local partners are using a broader spectrum of technologies than the Peace Corps can support. At the same time, the agency maintains several legacy applications to manage information at headquarters and overseas posts that no longer meet the evolving needs of the Peace Corps. The confluence of these factors produces inefficiencies in how Volunteers and staff communicate and collaborate, inhibiting the agency's ability to advance its mission. A globally connected agency, supported by a flexible and secure network of IT systems and invigorated by field-based problem solving, will leverage modern technology to break down barriers to communication and collaboration. Achieving this objective while maintaining operational stability, security, and reliability in a complex global operational environment while also ensuring critical regulatory and policy mandates are met is a major IT challenge for the Peace Corps.

Strategies

- Build modern tracking, analysis, and reporting applications that enable easy database maintenance, data integration, and data access
- Modernize the Peace Corps Intranet to improve information sharing and collaboration among staff
- Create a consolidated Volunteer, returned Volunteer, and staff contact database to improve data quality and access to contact information
- Establish a clearly defined, transparent risk assessment strategy related to new IT projects and archive decisions for reference
- Provide guidance to staff on new methods of communication commonly used by Volunteers to facilitate communication and collaboration
- Design flexible systems, platforms, and processes to be compatible with evolving technology (e.g., social and collaborative networks, mobile devices, a unified data model, cloud-based technology)
- Support the development of Volunteer-driven solutions, to improve how the agency uses technology to deliver on its mission
- Encourage the use of PCLive as the Peace Corps' knowledge-sharing platform for Volunteers and staff to facilitate collaboration and communication through an interactive resource library and communities of practice.
- Develop a data management strategy that facilitates the use of open and authenticated data to inform real-time and long-term decision making
- Develop a strategy to move the existing data center to a co-located facility and to the cloud.

FY 2016 Status: The Peace Corps continued to make progress toward achieving this strategic objective during the past year. The agency met its target on its legacy systems retirement goal. It also made several improvements to its digital infrastructure and expanded content. One example was the launch of the new PCMEDICS system—the agency’s first electronic medical records system. The Peace Corps’ doctors and nurses can now provide better health management for all Volunteers. Other examples include the launch of a more user-friendly intranet that can function on mobile devices; updates to PCLive—the Peace Corps’ digital knowledge hub—which now offers 1,200 digital resources contributed by staff and Volunteers; the expanded adoption by posts of a shared cloud-based library system to digitally catalogue physical collections; and a new returned Peace Corps Volunteer portal that allows returned Volunteers to directly update their contact information, reducing the amount of time Peace Corps staff spend searching for returned Volunteers while improving the quality of the information. Working together, these improvements better enable Volunteers, returned Volunteers, and staff to communicate and collaborate.

In addition to these improvements to digital tools, the agency also established a Technology Advisory Board. This group is helping to set funding and modernization priorities for computer systems. As the Peace Corps continues to make progress on this strategic objective, it will need to continue to be vigilant against increasingly sophisticated cyber threats as it builds out its modernized systems and knowledge-sharing strategy.

Performance Goal 10.1: Develop an Integrated Technology Platform						Slightly below target		
<i>Retire all legacy applications and consolidate functions into an integrated platform by FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	10%	30%	50%	70%	100%
Result	--	--	--	15%	45%	49%		

Goal Lead: Chief Information Officer, Office of the Chief Information Officer

Data Source: Peace Corps administrative records

Calculation: The number of legacy applications retired divided by the total number of legacy applications.

Overview: Through the OCIO’s IT modernization initiatives, legacy applications—defined as systems based on outdated technology that is no longer fully supported by the Peace Corps—are being retired and their functions consolidated into a common, integrated platform. The concept does not include systems that are mandated by Congress or critical to agency needs or operations. A full list of legacy applications that are scheduled to be retired is managed by the Office of the Chief Information Officer. Legacy applications are considered to have been “retired” when they have been de-activated, and any core functions have been consolidated into a central, integrated platform (e.g., Dynamics Customer Relationship Management system,

SharePoint). These initiatives improve data quality and facilitate increased access to data to meet the evolving information needs of the agency.

FY 2016 Progress Update: In FY 2014, the agency completed an audit of its applications. Through the audit, the agency identified 142 legacy applications, one-third of which were identified as low-impact applications that could be retired without replacement. By the close of FY 2016, 69 legacy applications of the original 142 had been retired. Although the Agency retired nine additional applications, the target was not met in FY 2016. Retaining and hiring quality IT professionals will be key to increasing momentum during FY 2017.

With the likely move of the Peace Corps’ headquarters office to a new location in FY 2018, the Agency will be developing a strategy to move the current data center infrastructure to an offsite facility. This strategy will consider some of the forecasted infrastructure needs of a cloud-computing services model. By addressing the requirements for a shared, virtual infrastructure of storage, computer, and network resources with an infrastructure relocation strategy, the Peace Corps can position itself to transition the on-premises data center to mitigate any IT risks associated with the transition to a new building.

Performance Goal 10.2: Facilitate Knowledge Sharing						Target not met		
<i>Increase the percentage of Volunteers who report that they use the digital materials provided by the Peace Corps in their work to 85 percent by FY 2018</i>							FY 2016	FY 2017
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015			
Target	--	--	--	--	80%	82%	84%	85%
Result	--	--	--	77%	78%	77%		

Goal Lead: Associate Director, Office of Global Operations/Director, Office of Overseas Programming and Training Support

Partner Offices: Office of the Chief Information Officer; Office of Digital Integration; Office of Innovation

Data Source: Annual Volunteer Survey

Calculation: The number of Volunteers who report using digital materials divided by the total number of Volunteers who responded to the question.

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

FY 2016 Progress Update: Although the Peace Corps fell short on this target in FY 2016, PCLive continues to grow in use both domestically and abroad. By the end of the fiscal year, there were over 1,800 registered users and nearly 600 new resources submitted to the resource library. The site itself averages more than 700 visitors per week. These metrics are poised to increase in FY 2017, with the forthcoming automatic enrollment of all Volunteers. The Peace Corps' learning management system (LMS) provides all Volunteers and staff access to structured course content. The LMS also supports participant knowledge sharing through discussion forums, reinforcing successful initiatives such as the Peace Corps TEFL Certificate Program across 22 posts. In addition to the agency's global platforms, information resource centers at some posts are transitioning from traditional physical library collections to digital resource hubs.

Strategic Objective 11: Measurement for Results

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

Rationale: The Peace Corps has significantly expanded its emphasis on evidence-based decision making and has developed capacity in monitoring, evaluation, evidence-gathering, and analysis, both at posts and at headquarters. Monitoring, reporting, and evaluation practices are conducted at all levels of the agency. A coherent, integrated approach that combines training, regular reviews of ongoing programs, the collection of baseline data, and well-documented pilots will provide staff with rigorous, high-quality data. That data can then be used to inform decision making at both the program and agency level, identify promising practices, foster transparency, and advance performance improvement.

Strategies

- Identify agency-level evaluation priorities each fiscal year related to major management and performance challenges
- Fully implement the agencywide Evaluation Framework to provide guidance to posts and headquarters offices on monitoring, reporting, and evaluation practices, including piloting and experimentation parameters
- Provide monitoring, reporting, and evaluation training to Volunteers, overseas staff, and counterparts
- Develop the analytical skills of staff, counterparts, and Volunteers by providing project support and targeted training on analytical and/or survey-based competencies
- Collect or construct baseline data prior to new country entries and the initiation of new projects to assess Volunteer impact
- Expand access to timely and high-quality data through the development of new data sources, the improvement of existing data sources, and the simplification of reports and products
- Develop a communication strategy that identifies the products, formats, and dissemination plan for data collected and analyzed by the Office of Strategic Information, Research, and Planning
- Increase transparency, strengthening the agency's focus on data and analytic quality
- Implement methods other than surveys for gathering and analyzing business intelligence
- Finalize, publicize, and implement the Monitoring and Evaluation Task Force recommendations

FY 2016 Status: The agency continued to advance its evidence base and ability to measure the results of its programming and operational activities in FY 2016. To ensure that program planning includes monitoring and evaluation functions from the outset, the agency began the development of evidence-based sector logic models. All project frameworks coming to the end of their lifecycle and expecting Volunteers beyond 2016 now have the mandate and resources to establish logic models in their next iteration. This will hone critical activities and indicators

relevant to their respective sectors, thereby enhancing the impact of the project. 2016 marked the third year of new and improved survey data sources, allowing initial trends to be drawn from key indicators. For the third consecutive year, the Peace Corps collected baseline data as it opened a new post. In addition, the agency has launched structured pilots in eight countries for the new Peace Corps TEFL Certificate Program, scaled up risk mitigation planning based on in-depth analysis of post crime data, and increased the number of Volunteers being formally tested for language proficiency. Finally, the agency is expanding its analytic capability as most posts and offices have had monitoring, evaluation, and data professionals for more than a year,

Performance Goal 11.1: Conduct Baselines						Target met		
<i>Increase the percentage of new country entries¹ and new Volunteer project frameworks where baseline data has been collected or compiled to 100 percent by FY 2016 and maintain that level of performance through FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	50%	75%	100%	100%	100%
Result	--	--	--	0%	100%	100%		

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

Goal Leads: Associate Director, Office of Global Operations; Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Partner Offices: Office of Strategic Information, Research, and Planning; Office of Overseas Programming and Training Support; Office of Global Health and HIV/AIDS

Data Source: Peace Corps administrative records

Calculation: The number of new country entries and new project frameworks for which baseline data was collected divided by the total number of new country entries and new project frameworks during the fiscal year. Calculations are based on the fiscal year in which Volunteers are scheduled to begin entering the communities where they will be serving. A baseline data collection effort in progress was considered to meet this goal as long as the study design and primary data collection are complete prior to the start of the interventions.

Overview: Conducting baseline surveys or compiling baseline data from partner organizations, when combined with post-based intervention measurements, will allow the agency to demonstrate with confidence the impact of Volunteers on specific projects. Baseline data is collected before project activities begin in order to establish a point of reference that will be compared to data collected later to determine the extent to which knowledge, skills, attitudes, behaviors, systems, and conditions change over the life of the project. The two types of situations in which baseline data are collected include new country entries and new Volunteer project frameworks. For the purpose of this performance goal, a “new Volunteer project

framework” is defined as a project in a new sector for a country or a new project in an existing sector for a country that has been significantly redesigned.

FY 2016 Progress Update: The agency successfully completed baseline data collection in Timor-Leste—the one new country entry that received its first Volunteer input in FY 2016. The Volunteer project in Timor-Leste is a mixed project incorporating activities in health, community economic development, and agriculture.

Volunteers collected baseline data in their communities. Going house-to-house to ask residents about their lives using specific project indicators helped Volunteers engage with their communities early in their service and set a strong foundation for later integration. It also allowed them to gain some of the knowledge they needed about those communities to help focus their project activities. For example, while “strong financial management practices” was the indicator with the lowest achievement rate found within communities, Volunteers received little training on this element. Identifying this type of knowledge gap allows for Volunteers to better focus on priority areas for their training. Additionally, the agriculture element of the project was informed by the finding that the average household in the host communities grew between seven and 30 different crops for both sale and household consumption. By tracking the crop types, Volunteers identified the lack of a protein-rich food as a greater need for their communities than an increase in crop variety.

Performance Goal 11.2: Increase Evidence-Based Decisions						Slightly below target		
<i>Increase the percentage of posts and headquarters offices that demonstrate the use of evidence in program, policy, and/or budget decisions to 100 percent by FY 2016 and maintain that level of performance through FY 2018</i>								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target	--	--	--	50%	75%	100%	100%	100%
Result	--	--	--	<i>68%</i>	86% ¹	95%		

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

Goal Lead: Director, Office of Strategic Information, Research, and Planning

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Peace Corps administrative records

Calculation: The number of posts and headquarters offices that demonstrated the use of evidence in policy, program, and/or budget decisions divided by the total number of posts and headquarters offices operating in the fiscal year.

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

FY 2016 Progress Update: This performance goal is measured through an annual data call to all posts and headquarters offices requesting that they provide the best example they have of an evidence-based decision that their post or office made that fiscal year in the areas of program, policy, or budget. To be included in this result, a respondent must:

- (1) Identify a high-quality source of evidence used to make the decision, and
- (2) Assert that the evidence-based decision was expected to have at least a modest impact on their operations.

The following were considered to be sources of high-quality evidence: official agencywide surveys; a formal evaluation with a defined methodology and analysis plan; a logic model to inform a project’s plan and design; the agency’s Country Portfolio Review summary or dataset; in-depth interviews with a formal questionnaire; focus group discussions with a structured question guide; administrative data (such as language test scores, data on early terminations, or budget); and, data from established business processes or products (such as help desk tickets or numbers of applications).

Based on this analysis, a total of 93 percent of posts and 100 percent of headquarters offices demonstrated evidence-based decision making for an overall result of 95 percent. This represents significant progress from last year’s result of 86 percent.

Performance Goal 11.3: Using Evidence to Encourage Innovation						Target not met			
<i>Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges to 100 percent by FY 2017 and maintain that level of performance through FY 2018</i>									
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
Target	--	--	--	--	50%	75%	100%	100%	
Result	--	--	--	<i>70%</i>	43% ¹	58%			

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

Goal Lead: Director, Office of Strategic Information, Research, and Planning

Partner Offices: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

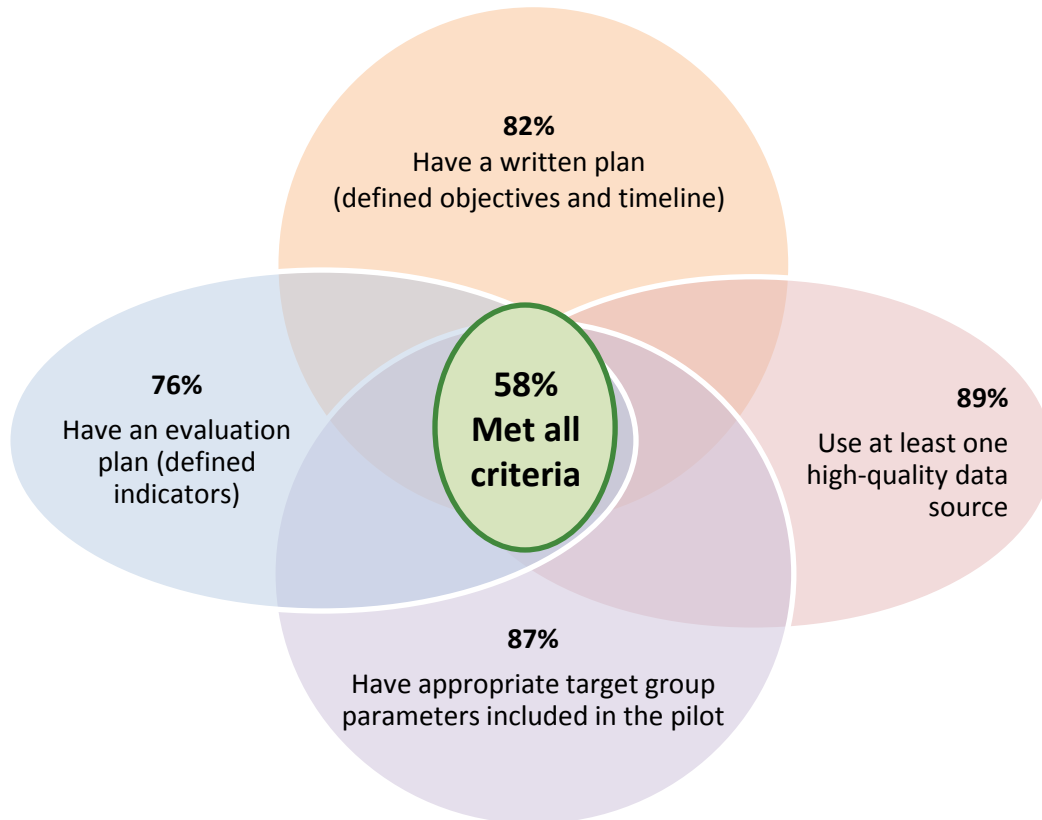
Data Source: Peace Corps administrative records

Calculation: The number of posts and headquarters offices that conducted pilots using structured monitoring and assessment divided by the total number of posts and headquarters offices that conducted pilots in the fiscal year.

Overview: Pilot testing and experimentation refers to the structured development of innovative solutions to enhance Volunteers’ impact and to address persistent and emerging operational challenges. Pilot studies are conducted to test new approaches to program delivery prior to widespread adoption. The primary goal of a pilot study is to identify problems before resources are expended on full implementation. Structured pilots are conducted based on specific Peace Corps criteria that ensure the study is developed and executed in a manner that will provide the agency with evidence to inform the decision to expand, modify, or discontinue a new approach. The use of standard criteria and rigorous measurement will enable the agency to learn from these pilots and determine if the new approaches should be fully adopted. Those criteria were published in FY 2016 in the form of agencywide guidance.

FY 2016 Progress Update: This performance goal is measured through an annual data call to posts and headquarters offices. The data for this goal were measured as a proportion of the 23 posts and 15 offices that reported conducting a pilot in FY 2016. All responses were screened to ensure that they met all of the criteria below. Overall, 58 percent of the 38 organizational units conducting pilots met these criteria. All posts and offices that reported conducting a pilot during this time period were asked to indicate which elements of a structured pilot had been developed using a checklist that was provided to them. The results were analyzed to ensure that each pilot included a combination of the following elements, at a minimum: (1) defined indicators (measures of success or failure) and/or an evaluation plan; (2) a written plan for data

collection and analysis and/or key elements of the plan, including defined objectives and a timeline with a defined start and end date; and (3) at least one source of high-quality evidence. The sources of “high-quality evidence” for this analysis were the same as the ones cited in Performance Goal 11.2. Finally, to be considered a “pilot”—with the potential for scalability—the activity was expected to involve less than 60 percent of the target population. Posts that exceeded this percentage were seen as already implementing a revised practice or policy rather than conducting a pilot. While the issuance of strict pilot guidance in the second quarter of FY 2016 may have limited reporting of even greater adherence to structure, significantly more pilots met the criteria than in FY 2015.



Appendix A: Performance Management System

The goals, objectives, and strategies included in the FY 2014–18 Strategic Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

The Peace Corps 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.** Each year, the Peace Corps Director leads a forward-looking meeting with the active engagement of senior leadership from across the agency and staff at all levels. The goal is to inform the development of the next annual performance plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' 11 strategic objectives. As part of this exercise, offices review quarterly performance data, Integrated Planning and Budget System submissions, and other information. The Peace Corps' senior leadership engages in a comprehensive performance review that informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to better understand the effectiveness of agency activities. Senior leadership disseminates proposed action steps that emerge from the day's discussions through a summary report and incorporates key strategies into the annual performance plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.
- **Country Portfolio Review.** Each year, the agency conducts a comprehensive review of active and potential Peace Corps posts based on external and internal data in a process known as the Country Portfolio Review (CPR). The CPR is an evidence-based framework to guide strategic discussions and decisions regarding the allocation of trainees and resources, possible new country entries, and phase-outs. The review conducted in FY 2016 focused 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 included 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 included 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.

- **Integrated Planning and Budget System (IPBS).** Headquarters offices and overseas posts develop strategic and operational plans to ensure that their activities are aligned with and advance the agency's strategic goals and objectives. The initial stage of this effort focuses on office-level and post-level assessments of progress-to-date on key initiatives and a review of the most recent data from administrative sources and annual surveys. OSIRP then gathers input on major programmatic shifts and agencywide strategic planning for use in the Annual Strategic Review meeting. In the second stage, each office and post identifies its resource requirements and creates its IPBS plan during the agency's budget formulation process.
- **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 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. Performance spotlights are used to highlight particularly noteworthy or innovative cases of data being used in program, policy, or budget decisions. This quarterly assessment of progress allows the agency to focus efforts on performance goals with the greatest need and opportunity for improvement.

Appendix B: Evaluation and Research

The Peace Corps is deeply committed to performance improvement through the use of high-quality data and evidence. Evaluation and research activities are conducted at overseas posts and in a variety of headquarters offices to draw conclusions from existing evidence and to develop new sources of data to better understand performance challenges and improve operations.

Evaluations and other reporting can be found at peacecorps.gov/about/open/evaluations/. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations, which can be found at peacecorps.gov/about/inspector-general/reports/.

The use of evidence in the development of agency goals

The agency employed an evidence-based approach throughout the process of selecting the goals and objectives in the FY 2014–18 Strategic Plan. The Peace Corps developed or utilized evidence to inform the process through the following activities:

- **Review of existing studies.** The agency reviewed more than 40 internal and external reports and studies—including the Comprehensive Agency Assessment, Host Country Impact Studies, and Peace Corps Office of Inspector General audits and evaluations—to identify recurring challenges facing the Peace Corps as well as promising opportunities for improvement.
- **In-depth interviews.** The Peace Corps conducted over 50 individual interviews with agency employees to identify common performance themes. The agency also held conversations with returned Volunteers and overseas staff during scheduled conferences.
- **Agency work groups.** The Peace Corps convened over a dozen working groups comprised of senior managers and technical specialists from headquarters offices, overseas posts, and regional recruitment offices. More than 100 employees applied their unique technical skills and personal experience with the Peace Corps to analyze existing data on performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges.
- **Fieldwork at overseas posts.** Staff conducted interviews, observed Volunteer and staff operations, and held focused discussions in Morocco, Senegal, El Salvador, Guatemala, Ukraine, and Panama to gather the perspectives of overseas U.S. direct hire and host country staff, Volunteers, and beneficiaries.
- **Analysis of existing Peace Corps data sources.** The agency utilized several internal data sources to develop agency goals. For example, the Peace Corps analyzed Annual

Volunteer Survey data—such as data on safety and security, health care, the site development process, access to communication technology, and Volunteer counterparts—to develop performance goals and inform strategies and activities to advance agency goals. Administrative data on posts’ use of standard sector indicators were utilized to determine which measures would best demonstrate the development impact of Volunteers. The agency analyzed data from a counterpart survey pilot to determine performance goals related to Volunteers’ contribution to local development and to the promotion of a better understanding of Americans. Advances in those data sources have augmented the agency’s approach to performance against the goals since the initial development of the plan. For example, improved metrics around the evidentiary basis for innovation allowed posts and offices to identify the one or two elements they were missing in order to improve performance on Performance Goal 11.3.

Enhanced sources of evidence

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions and to better demonstrate Volunteers’ impact and the effectiveness of agency operations. The agency’s evaluation framework, finalized in FY 2013 and amended with guidance on specific evaluation protocols in FY 2014, FY 2015, and FY 2016, provides the Peace Corps with a systematic framework for conducting evaluation and research activities across the agency. Strategic Objective 11 (Measurement for Results) in the FY 2014–2018 Strategic Plan further demonstrates the agency’s focus on improving and expanding its monitoring, reporting, and evaluation practices. The hiring of over 40 new monitoring and evaluation staff, most of them at posts, supports both the expansion of data collection and validation and the strengthening of the global analytic capacity of the Peace Corps. Finally, the development of a programming, training, and evaluation alignment plan, as recommended by the agency’s Monitoring and Evaluation Task Force in FY 2015, was launched in FY 2016 and continues through FY 2017.

Efforts to enhance the use of existing data and to build the Peace Corps’ evidence base are supported by the continued increase in monitoring and evaluation staff and improvements in the training and tools available to Volunteers and staff. New evidence is being used to inform agency decisions through the existing performance management processes detailed in Appendix A.

Enhanced sources of evidence include the following:

- **Annual agencywide evaluation agenda.** Each year, the Peace Corps develops an agency-level evaluation agenda based on the results of the Annual Strategic Review, the identification of topics through Quarterly Strategic Plan Performance Reviews, the annual Country Portfolio Review, and agency priorities and interests. Efforts in FY 2016 included research on the contributions of Peace Corps Volunteers and returned Volunteers to the global eradication of smallpox; a statistical analysis of data from 21

project evaluations and the operational relationship between Peace Corps Goals One, Two, and Three; process evaluations of country director hiring and IT help desk ticketing; a pre-/post-testing of the utility of an applicant soft skills inventory; and the launch of the Programming, Training, and Evaluation Alignment plan, which includes the development of logic models based on proven sector-based interventions for all projects, enhanced project-based evaluation activities, and the hiring of a dedicated Programming, Training, and Evaluation Alignment manager.

- **Global Counterpart Survey.** In FY 2014, the agency conducted its first Global Counterpart Survey, designed to provide information on the impact of Volunteers on local communities from the perspectives of Volunteers' primary work partners. After reaching approximately 25 percent of counterparts globally in FY 2014's attempted census, agency leaders decided to administer future surveys as a random sample. In the surveys fielded in FY 2015 and FY 2016, the agency received 397 and 399 responses respectively from the 400 counterparts who comprised the random sample. With this simplified yet robust design, the agency now has two years of globally representative data that accurately captures the sentiment of Volunteers' partners in their host communities.
- **Host Country Staff Survey.** In FY 2015, the Peace Corps launched its second agencywide survey to systematically gather perspectives from host country staff. The survey included all questions asked in FY 2014 related to staff training and the degree to which the Peace Corps has an inclusive culture. Additionally, the FY 2015 survey posed several new questions about the agency's success in achieving its larger mission of community-based development and cross-cultural understanding. The FY 2016 survey featured new questions about Volunteers' strengths and weaknesses as well as reasons for working for the Peace Corps. In order to accommodate host country staff with limited English skills, this year's survey was professionally translated into French and Spanish.
- **Project evaluations.** The agency collected baseline data in Timor-Leste in FY 2016 following the model used in Comoros in FY 2015 and Kosovo in FY 2014. The baseline data collected on the primary project in Timor-Leste was the first that was not school-based or highly structured. Given that the data was collected by Volunteers in their assigned communities, baselining offered enhanced opportunities for Volunteers to integrate into their communities, identify the specific activities their communities needed within the wider project framework, and make requests to post staff for additional training. When coupled with endline data collected after host country individuals and communities have interacted with Volunteers for a sustained period of time, this baseline data collection effort will enable the agency to conduct a formal impact evaluation on the effect of Volunteers on local development outcomes and building a better understanding of Americans.
- **Volunteer Reporting Tool.** Since FY 2008, Volunteers have been reporting on their activities electronically through the Volunteer Reporting Tool (VRT). In conjunction with

the wholesale revision of Volunteer project frameworks through the Focus In/Train Up strategy, a major redesign of the VRT was completed in FY 2014. The redesigned VRT includes an intuitive user interface, allows for the global aggregation of Volunteer activity data, and provides for better data quality. As a result of the improved VRT and revision of Volunteer project frameworks, Volunteers are able to report on standard indicators for each sector that are consistent with and can contribute to the development indicators of the agency's strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future. When the redesigned VRT is fully implemented, more data will be collected on Volunteer activities and their outcomes, which can be more easily monitored, analyzed, and reported to demonstrate the impact of Volunteers. The establishment of Programming, Training, and Evaluation Alignment in FY 2016 and FY 2017 will further hone the indicators collected in the VRT.

Appendix C: Verification and Validation of Performance Data

Data collection and reporting consistency are supported by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources for performance goals in the FY 2018 Annual Performance Plan are detailed below.

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.

In FY 2014, the agency substantially redesigned the survey questionnaire to improve data quality by reducing measurement error, strengthening respondent confidentiality, and shortening the survey by half. By maintaining these improvements through FY 2015 and FY 2016, the agency is well on its way to being able to provide truly comparable, multiyear trend data to internal and external stakeholders. As a result of these enhancements to the AVS, the agency has gained a more accurate understanding of the perspectives of Volunteers.

The 2016 AVS was fielded from June 6 to August 12, 2016, and 90 percent of Volunteers completed the survey. The high response rate in combination with data verification and validation measures minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to non-response bias.

Survey respondents in FY 2016 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures were applied to the dataset prior to analysis. The results were used to inform agency leadership about the Volunteers' perspectives on key issues.

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

Global Counterpart Survey

First launched in FY 2014, the Global Counterpart Survey is designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely. The second Global Counterpart Survey was launched in FY 2015 and consisted of a short interview of Volunteers' primary work partners administered by overseas staff. The survey methodology used in FY 2015 was replicated in FY 2016.

The survey was administered either over the phone or in person from May 2 through July 1, 2016, by overseas staff. Global results are drawn from a randomly selected group of 400 respondents, 399 of whom were interviewed by post staff in 2016. Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive experience in survey interviewing or data collection. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, three training sessions were conducted via WebEx for interested post staff. The agency also provided translations of the survey in French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make up the random sample. In 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. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner. It is assumed that each Volunteer will have one official counterpart and that results are globally representative.

Employee Viewpoint Survey

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

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. The survey is administered electronically, and with very few exceptions (related to the Peace Corps' performance goals), most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

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

Host Country Staff Survey

The Host Country Staff Survey is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff for two performance goals in the agency's strategic plan, as well as achievements in the Peace Corps' Goals One and Two. The survey was administered online from August 8 to September 9, 2016, and was completed by over half of the total host country staff population. The survey comprises 16 questions covering the following: diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, job satisfaction and comparability to other available jobs.

As in 2014 and 2015, the primary data quality challenge with the survey in 2016 was the development of the sampling frame. Identifying and contacting all host country staff proved difficult; some staff members in administrative or support positions did not have official email addresses. Due to this challenge, the sampling frame consists of the host country staff who could be reached via email. Overall, 37 percent of all eligible host country staff responded to the survey in FY 2014. Improvements to the frame raised that number to over 50 percent in both 2015 and 2016. Additionally, while the Host Country Staff Survey was offered in English, French, and Spanish in FY 2015 and FY 2016, limited ability in those languages as well as factors such as lack of computer access or familiarity with online survey tools for some staff may have contributed to non-response bias.

Volunteer Reporting Tool

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

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

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

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 enable users to verify and test performance data as well as to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they are noted in the appropriate performance goal section.

Peace Corps administrative records

For some performance goals, the Peace Corps collects annual data from headquarters offices and overseas posts through an online data call (survey). Responses are housed in an external, electronic database. Data cleaning procedures are applied to the dataset prior to analysis. Staff in positions of leadership or designated delegates at all overseas posts and headquarters offices are required to complete the survey. The survey is designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed by the Office of Strategic Information, Research, and Planning, and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually.

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

Appendix D: Stakeholder Engagement

The Peace Corps utilized a highly participatory and inclusive process to develop the FY 2014–18 Strategic Plan that included input from a wide array of key stakeholders. The agency conducted dozens of meetings, interviews, and focused discussions with key headquarters and field-based staff, host country staff, Volunteers, and beneficiaries to develop the goals, objectives, and strategies in the strategic plan. The agency also reached out to the returned Volunteer community and key strategic partners to ensure their inclusion in the consultative process.

The agency posted a preliminary draft of the FY 2014–18 Strategic Plan on its public website from November 8 to December 2, 2013, to collect feedback from returned Volunteers, the agency’s strategic partners, and the general public. The feedback from stakeholders was incorporated into the strategic plan as appropriate.

Congressional consultation

In September 2012, the agency conducted outreach to the appropriate congressional committees based on the FY 2009–2014 Strategic Plan. In October 2013, the draft FY 2014–2018 Strategic Plan was sent to the Peace Corps’ authorizing, oversight, and appropriations committees for their review and comments. The agency engages in ongoing discussions with congressional offices on issues of policy and budget importance and takes the views of Congress into consideration in its strategic planning.



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