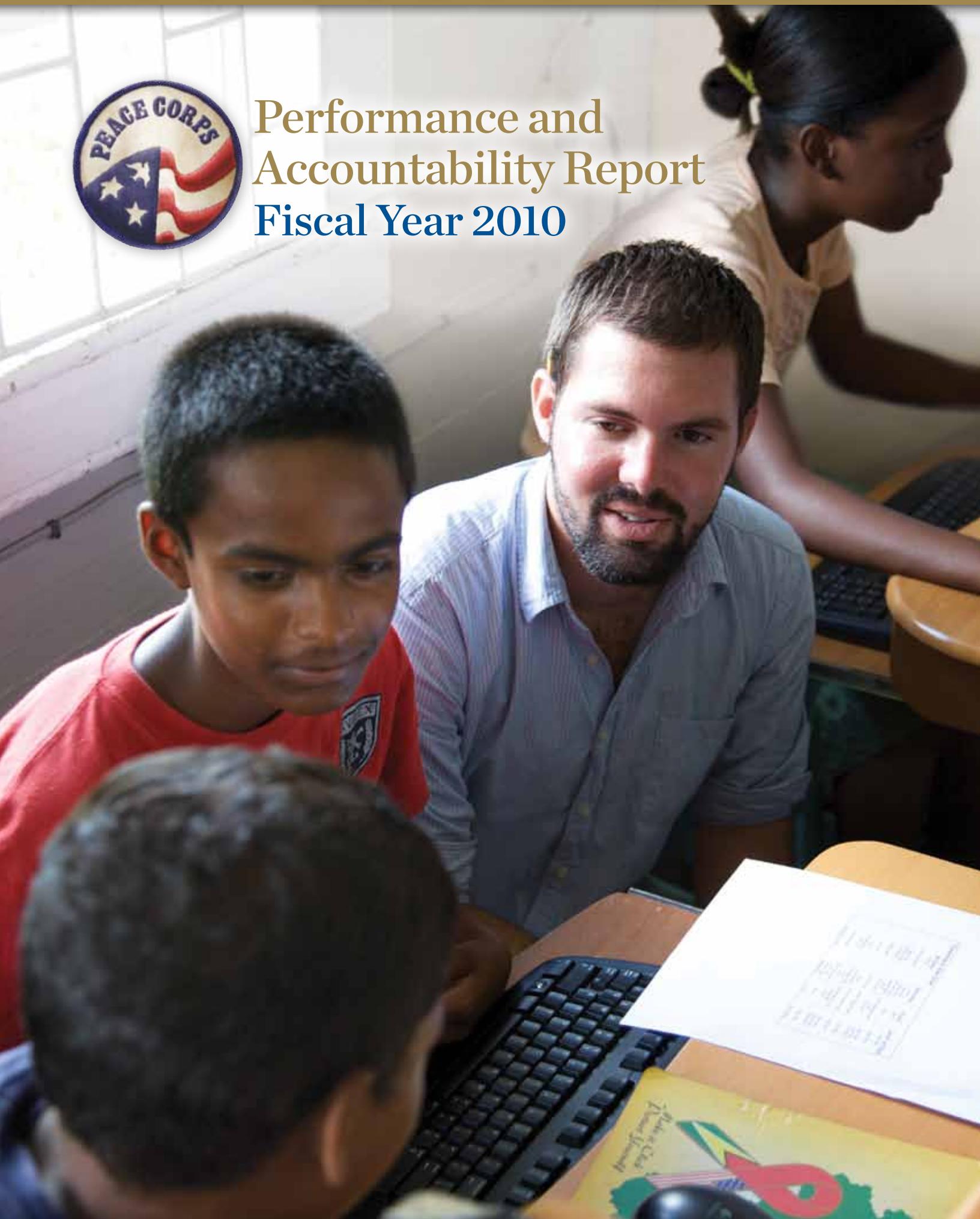




# Performance and Accountability Report Fiscal Year 2010





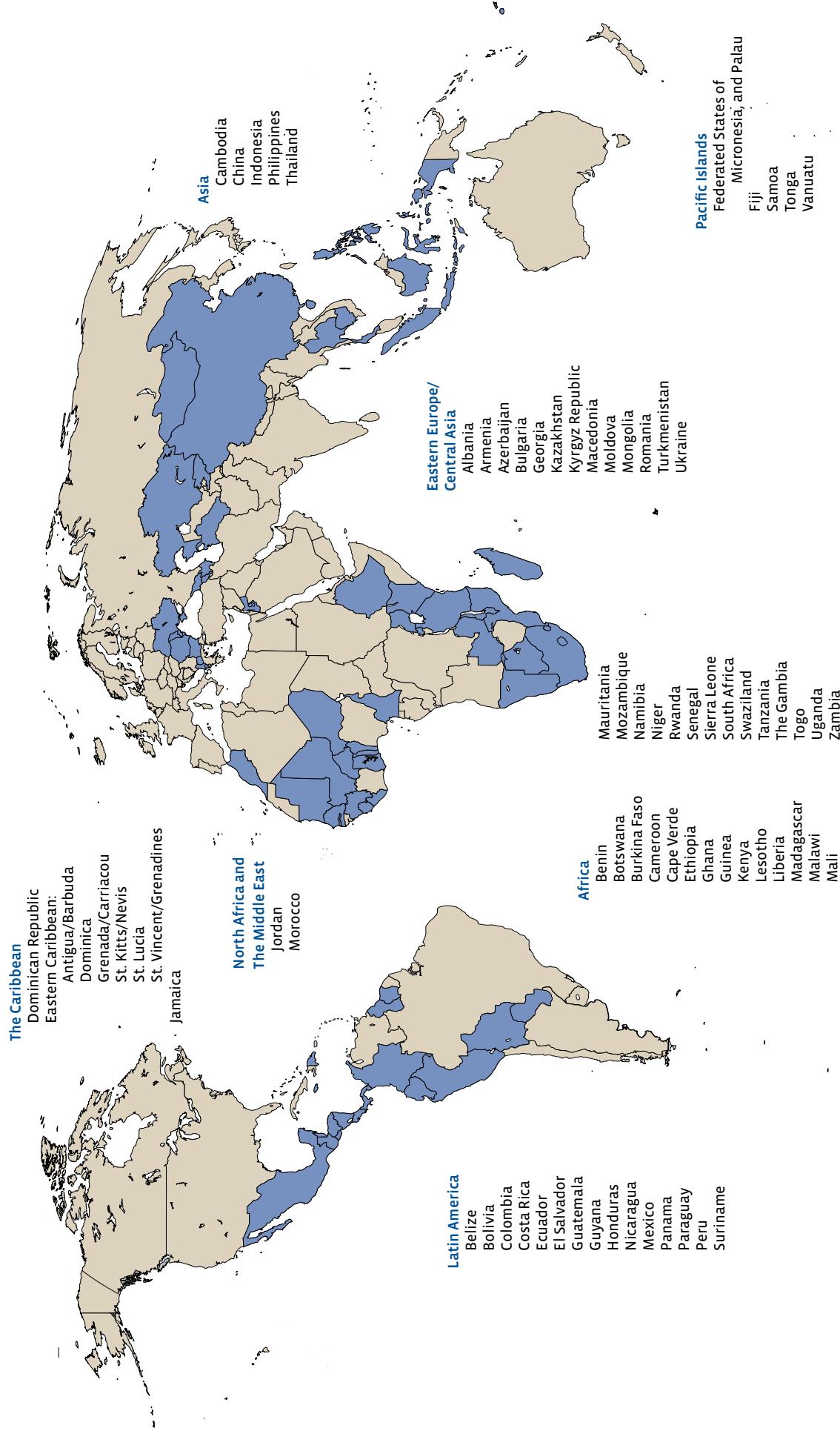
# Performance and Accountability Report Fiscal Year 2010

November 15, 2010

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

A PDF version of this report is available at [www.peacecorps.gov/docs](http://www.peacecorps.gov/docs).  
Send feedback to the Peace Corps at the mailing address or at [www.peacecorps.gov/contact us](http://www.peacecorps.gov/contact_us).

# Where Peace Corps Volunteers Serve



# Contents

<b>The Director of the Peace Corps</b>	iii
<b>Management's Discussion and Analysis</b>	1
Overview of the Peace Corps	2
Mission and Organizational Structure	3
How Peace Corps Volunteers Serve Around the Globe	5
Comprehensive Agency Assessment	12
Looking Forward	14
Overview of FY 2010 Goals and Results	17
Analysis of Financial Statements	19
Analysis of Systems, Controls, and Legal Compliance	21
Management Assurances	22
<b>Performance Section</b>	23
Agency Performance	24
Annual Performance Results	26
Program Evaluation	48
<b>Financial Section</b>	57
Message from the Chief Financial Officer	58
Financial Statements	60
Notes to the Financial Statements	64
Inspector General's Audit Transmittal Letter	76
Auditor's Report	78
<b>Other Accompanying Information</b>	89
Inspector General's Statement on the Peace Corps' Management and Performance Challenges	90
Agency Response to the Inspector General's Statement on the Peace Corps' Management and Performance Challenges	97
Summary of Financial Statement Audit and Management Assurances Tables	102
<b>Appendices</b>	105
Appendix 1 – Summary of Audit Significant Deficiencies	106
Appendix 2 – Glossary of Acronyms	107



*Natural resource management Volunteer  
works with local farmers to create an  
irrigation system to water soy fields.*

## **THE DIRECTOR OF THE PEACE CORPS**

### WASHINGTON, D.C.

I am pleased to present the Performance and Accountability Report for fiscal year (FY) 2010 on behalf of the Peace Corps Volunteers and staff serving around the world. The financial and performance results are presented in this report so the President, the Congress, and the American people can assess the agency's operations for this fiscal year.

The Peace Corps traces its roots and mission to 1960, when then-Sen. John F. Kennedy challenged students at the University of Michigan to serve their country in the cause of peace by living and working in developing countries. From that inspiration grew an agency of the federal government devoted to world peace and friendship. President Obama's call to service has renewed that spirit of enthusiasm, commitment, and compassion. Peace Corps Volunteers are America's best and most cost-effective grassroots development workers, building relationships from the ground up as partners with communities across the globe.

Fifty years later, the three goals of the agency remain as relevant today as the moment in which they were first articulated:

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.

While the mission and the core goals have not changed, operations within the Peace Corps are regularly modified and improved in response to the needs of the 77 host countries, where more than 8,600 Peace Corps Volunteers served in FY 2010—a 40-year high.

Volunteer health, safety, and security remain top agency priorities. The inherent dangers of serving in developing countries are addressed through quality training, a committed staff, and well-functioning systems. Having served as a Volunteer in the Dominican Republic from 1967 to 1970, I have the utmost appreciation for the extraordinary contribution made today by our Volunteers around the world and am personally committed to providing them with the best support possible. As part of my commitment to our Volunteers, on April 1, 2010, I increased the Volunteer readjustment allowance for each month of satisfactory service completed (payable upon return to the United States) to better support the cost of living increases experienced by Volunteers. This is the first allowance increase in 11 years.

This past year (FY 2010) has been an exciting one for the Peace Corps, and one filled with constructive changes throughout the agency. Peace Corps Volunteers re-entered three countries (Colombia, Indonesia, and Sierra Leone) to establish new programs consistent with the needs of each of those countries. In addition, I realigned the organizational structure at headquarters to allow for better operational control and established four new offices: Global Operations, Innovation, Intergovernmental Affairs, and Public Engagement.

One of the most important accomplishments in FY 2010 was the completion of an agency-wide assessment (*The Peace Corps: A Comprehensive Agency Assessment*), which was submitted to Congress

on June 14, 2010. This in-depth review evaluated operations across the agency, based on input from Volunteers, returned Volunteers, agency staff, host country partners, members of Congress and their staffs, and others. This assessment defined six key guiding strategies and made 63 recommendations to strengthen and reform the agency.

In the second year of implementing the FY 2009–FY 2014 Strategic Plan, the Peace Corps' three goals remain the focus of the agency's strategic planning efforts. Overall, the Peace Corps achieved success in 24 of its 36 (67 percent) measurable indicators. Of the 12 indicators where performance was not met, three indicators achieved substantial results, nearly meeting the targets.

Independent external auditors rendered an unqualified (clean) audit opinion on the Peace Corps' financial statements for the fourth consecutive year, with no material weaknesses identified by the auditors or through internal managerial reviews. The agency's success in reporting accountability was formally recognized by the receipt of the prestigious Association of Government Accountants' Certification of Excellence in Accountability Reporting for the third consecutive year.

The Peace Corps provides reasonable assurance that its internal controls and financial systems meet the specified objectives in Sections 2 and 4 of the Federal Managers' Financial Integrity Act, as shown in the annual management assurance statement. Further, the agency's financial system was successfully recertified and accredited during FY 2010, confirming our strong financial management foundation.

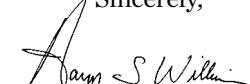
The agency's financial and performance data presented in this report are fundamentally complete and reliable due to the diligent efforts of the financial management and performance teams.

The financial statements in the Financial Section reflect that the appropriated funds from Congress totaled \$400 million in FY 2010 and \$340 million in FY 2009, the largest year-to-year increase in history. Budgetary resources available from all years and all sources for use by the agency totaled \$445 million in FY 2010 and \$373 million in FY 2009. The agency's total assets increased from \$177 million at the end of FY 2009 to the current level of \$228 million as of September 30, 2010.

Financial management improvements are shown in the Message from the Chief Financial Officer, also in the Financial Section of this report.

The passion, hope, empathy, and enthusiasm that motivated Volunteers in the 1960s still moves Volunteers today. I envision a Peace Corps that grows and adapts to the challenges and opportunities of our time; a Peace Corps that carries the torch of President Kennedy's dream and responds to President Obama's call to service. I am truly honored to lead this agency as we approach our 50th anniversary of service in promotion of world peace and friendship.

Sincerely,

A handwritten signature in black ink, appearing to read "Aaron S. Williams".

Aaron S. Williams, Director

November 15, 2010

## MANAGEMENT'S DISCUSSION AND ANALYSIS



*Peace Corps Volunteer works in the Education sector in Malawi. She is helping a primary school implement a hand washing station to promote good hygiene among the students.*



## Overview of the Peace Corps

In 1961, President John F. Kennedy launched an innovative program to spearhead progress in developing countries and promote friendship between the American people and other men, women, and children throughout the world. Fifty years later, the mission and three goals that inspired the creation of the Peace Corps are not only still relevant, they are more important than ever in an increasingly complex, 21st century world. The passion that launched the Peace Corps is very evident in the lives of the more than 8,600 Volunteers who serve today.

On the eve of the agency's 50<sup>th</sup> anniversary, Peace Corps Volunteers continue to strengthen the capacity of host countries to address their development goals, to build a better understanding of Americans around the world, and to create greater knowledge about, and appreciation for, foreign countries and cultures here in the United States. The fact that requests for Volunteers still far exceed the Peace Corps' capacity to place them within its budget is a clear and convincing measure of the Peace Corps' importance to many nations and its impact around the world.

Since its creation, over 200,000 Americans have served as Peace Corps Volunteers, living and working side-by-side with local community members in 139 countries around the world. Based on the results achieved, the Peace Corps is widely recognized as a highly efficient and cost-effective mechanism for both community development and public diplomacy, simultaneously addressing host country needs for capacity building and contributing to ever greater

levels of cross-cultural understanding between Americans and those they serve.

Peace Corps Volunteers are among America's best and most cost-effective grassroots development workers, magnifying the impact of public, private, and civil society investments at the community level and ensuring that efforts funded by others are community-owned and sustained. In addition, the Volunteers are highly effective ambassadors for peace and friendship, building relationships with strategic partner countries from the ground up in communities across the globe.

Volunteers return to the United States eager and well-prepared to share what they have learned with friends, family members, co-workers, and the broader American public. For many Volunteers, this first exposure to international public service becomes a life's calling, launching large numbers of returned Volunteers into careers dedicated to improving the lives of others.

The Peace Corps balances the pursuit of its long-standing mission with the spirit of innovation. Today's Peace Corps is faithful to the vision first set forth by then-Sen. John F. Kennedy and brought to life by generations of Volunteers. Today's Peace Corps is also dedicated to bringing new ideas, fresh approaches, and five decades of promising practices together to ensure that Peace Corps remains in the vanguard of international volunteerism, community development, and cross-cultural exchange.



## Mission and Organizational Structure

### Mission Statement

The mission of the Peace Corps is firmly rooted in then-Sen. John F. Kennedy's challenge to students at the University of Michigan in 1960 to serve their country in the cause of peace by living and working in developing countries. That mission—to promote world peace and friendship—remains as critical today as it was when the first generation of Peace Corps Volunteers was sworn into service in 1961.

For almost 50 years, the Peace Corps' mission has been expressed in three core goals:

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

The agency's approach to achieving these goals is unique within the U.S. government. Volunteers spend 27 months living and working alongside community members. They interact with their partners on a regular basis, eating the same food, living in the same types of houses, using the same transportation, and communicating in the local language. This builds mutual trust and understanding. Such interaction also sets the stage for a collaboration that allows Volunteers to address host country development goals at both the individual and community levels.

Volunteers serve only in those countries where they have been invited by the host government. Today's Peace Corps Volunteers serve in 77 host countries in Africa, Asia, the Caribbean, Eastern Europe/Central Asia, Latin America, North Africa/Middle East, and the Pacific Islands.

Many Volunteers live and work with underserved populations in remote, isolated communities. Others focus on those same communities within small towns and larger cities. Wherever they serve, the work of the Volunteers is focused on projects that fall into six sectors:

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

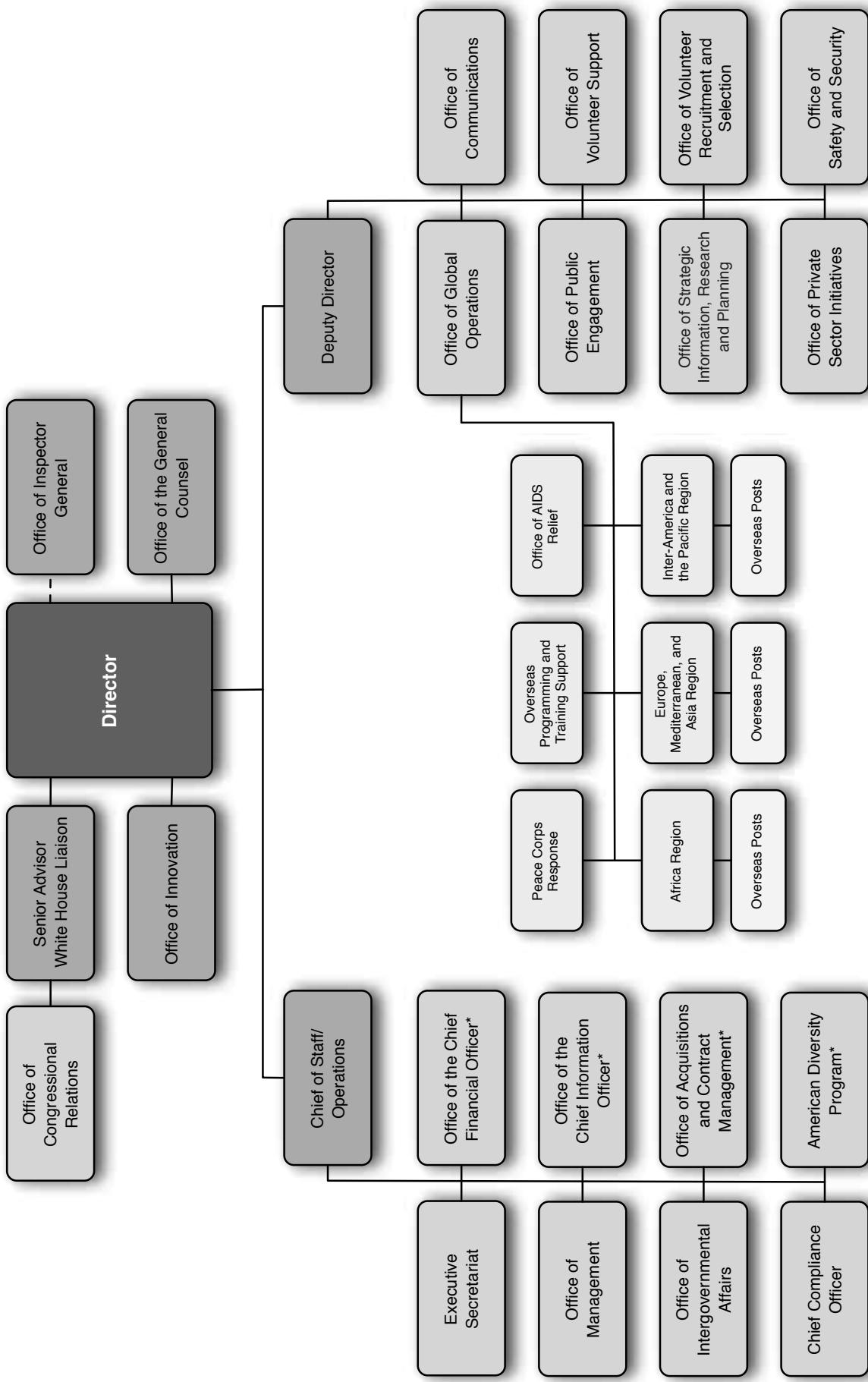
The medium and long-term development outcomes achieved contribute to more stable communities, build strong people-to-people relationships, and expand the number of sustainable partnerships between the United States and other countries. These partnerships foster collaboration on a range of critical global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

In keeping with the agency's commitment to constantly improving its level of performance, the Peace Corps Director launched an independent, comprehensive assessment of the agency's operations in December 2009. The recommendations have been endorsed by the agency's senior leadership and will inform the Peace Corps' work in the years to come.

---

**Peace Corps Volunteers must be U.S. citizens and at least 18 years of age. Peace Corps service is a 27-month commitment. To learn more about the Peace Corps, please visit our website: [www.peacecorps.gov](http://www.peacecorps.gov).**

---



\* In their functions as Chief Financial Officer, Chief Information Officer, American Diversity Program Manager, and the Chief of Acquisitions and Contract Management, the incumbents report directly to the Director.

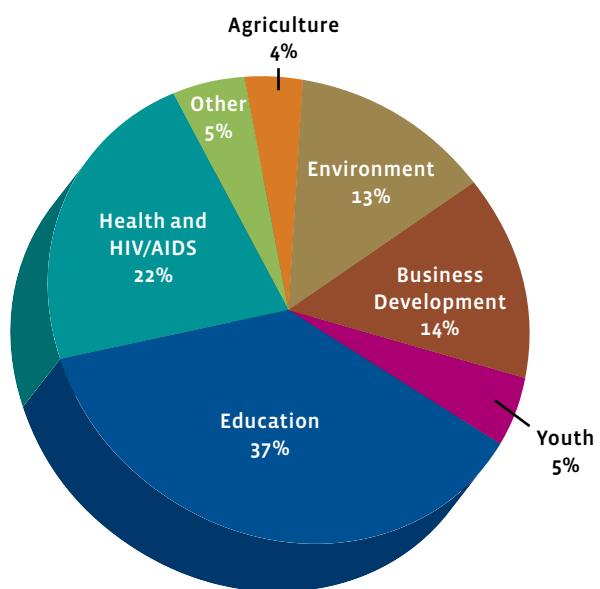


## How Peace Corps Volunteers Serve Around the Globe

Volunteer activities are the primary way the Peace Corps delivers assistance to host countries and the central method for meeting the agency's three goals. By living in the community for two years, Volunteers transfer skills both on and off the job, responding to organizational and grassroots community needs at the local, regional, and/or national levels. By learning the local languages, appreciating local cultural traditions, and sharing their knowledge about America, Volunteers support the cross-cultural goals of Peace Corps in addition to their technical activities.

Volunteer activities fall into six sectors: agriculture, business development, education, environment, health and HIV/AIDS, and youth. Additionally, Volunteers working in all sectors may incorporate the following initiatives into their activities: information and communication technology (ICT), women in development/gender and development, and HIV/AIDS and youth development.

### Volunteer Sectors



### Education

Education is the largest technical area for the Peace Corps, with 37 percent of the Volunteers working in educational settings. Education Volunteers assist teachers, schools, and communities to better prepare students for their active participation in a globalized world. Volunteers work directly in schools in the following ways: classroom teaching; developing after-school activities; co-teaching or team teaching; developing workshops for teachers on participatory and experiential learning methods; developing classroom resources; and promoting strong Parent-Teachers' Associations and community involvement in education.

The Peace Corps' four current cross-cutting initiatives—women in development/gender and development, youth development, information and communication technology (ICT), and HIV/AIDS—play a central role in education projects, both in and out of the classroom. After-school activities, such as clubs, theater groups or women's and girls' empowerment groups, incorporate these cross-cutting initiatives consistent with community needs.

Education projects cluster in six different areas and cut across all levels, including pre-school, primary, secondary, university, and teacher training colleges:

#### *Teaching English as a Foreign Language (TEFL)*

Volunteers serve directly as classroom teachers or team/co-teach with local teachers in primary, middle, and high schools. They teach English as a foreign language, often incorporating content that is relevant to the communities in which they live and work. For example, in the African context, Volunteers integrate health and HIV/AIDS prevention in their classrooms. Finally, Volunteers serve as models to local teachers in learner-centered methodologies and approaches to teaching.

### ***Mathematics, Science, ICT***

Volunteers teach mathematics, science, and/or ICT to primary, junior high, or secondary school students. They engage students using real life applications of these subjects and pay particular attention to encouraging girls to succeed in these subjects.

### ***Special Education***

Volunteers work in schools or organizations that specifically cater to students with special needs, such as schools for the deaf or vocational schools for youth with disabilities. Volunteers also work within the general school system to train teachers on inclusive education practices for students with special needs. An important part of Volunteers' work is with parents and communities to create support groups, as well as to raise public awareness and appreciation for people with disabilities.

### ***Teacher Pedagogy***

From their own K-16 education in American schools, Volunteers bring a rich experience as active learners. They facilitate local teachers by using participatory, student-centered methodologies, such as debates, drama, role playing, group work, class discussions, competitions, science experiments, computer research, and class projects. Volunteers in many countries are trained in service learning, community content-based instruction or content-based TEFL and are able to connect the classroom subject area content to important life issues and to Peace Corps initiatives such as protecting the environment, preventing HIV/AIDS, leadership skills, and community service for youth.

### ***Youth Development***

Youth Development Volunteers incorporate important life skills into their lessons. They promote student-centered teaching, the development of critical thinking and problem-solving skills, and materials designed to connect students' learning

to the world around them. In addition to classroom work, Volunteers organize and support after-school clubs and various kinds of winter and summer vacation camps to empower youth for school and community leadership roles.

### ***Community Development***

Education Volunteers are also engaged in community projects. Volunteers use the strong relationships they have forged with young people, parents, and other community members to launch village-based projects with children or youth, including out-of-school youth, adults, marginalized populations, and elders.

Examples of Volunteer work in education:

- Working with their partner teachers, Volunteers in **Mozambique** teach lessons on HIV/AIDS, malaria, and cholera in their science and English classes.
- Volunteers in **Panama** integrate leadership, youth development, strategic planning, and tourism into their English classes.
- **Cape Verde** has a strong vocational education program focusing on teaching skills relevant for island development projects. One Volunteer trains teachers to run a practical lab centered on fundamentals of electricity and safe electrical work methods. Lab practices include safety and security in the workplace, installation of electric appliances and meters, repair of appliances, and basic residential electrical work and wiring of houses.
- Volunteers have helped address a teacher shortage resulting from the high prevalence of HIV/AIDS in **Lesotho**. Several Volunteers act as resource teachers for isolated schools in the mountains, walking or biking from school to school to teach model classes, and conduct lunch-time and after-school workshops for teachers. Thousands of teachers come together during their vacations at Lesotho College of Education to earn credit to become certified

teachers. Peace Corps Volunteers contribute by teaching methodology, social studies, English, and music.

- Volunteers in **Belize, Ghana, Jordan, and Kenya** work in special education projects with special needs children in the pre-school and primary schools.

### Health and HIV/AIDS

Peace Corps health projects target the specific health risks and needs of the various regions the agency serves. Africa health projects focus on malaria and HIV/AIDS; Inter-America and Pacific projects focus on Water, Sanitation and Hygiene; and the Inter-America and Pacific region and the European, Mediterranean and Asia region focus on noncommunicable diseases. Additionally, Volunteers address a common set of health issues, including HIV/AIDS, hygiene, maternal-child health, and healthy diets.

Health education benefits youth across all regions, both in and out of school. Peace Corps' core approaches include increasing knowledge about common diseases and health issues, promoting behavior change, and capacity building among community members, community health workers, and grassroots organizations to prevent and mitigate the major causes of morbidity and mortality.

Volunteers working on HIV/AIDS prevention and care often focus exclusively on that one issue (or as part of a comprehensive community health project). Life skills training continues to be at the center of Volunteers' HIV/AIDS prevention work, particularly when targeting youth. Increasingly, Volunteers are assigned to HIV/AIDS-related nongovernmental organizations and assist in increasing the technical, managerial, and administrative capacities of these groups. The Peace Corps is collaborating with the U.S. Department of State's Office of the Global AIDS



*Peace Corps Response Volunteer works in the Education sector in Liberia. She is teaching midwives remedial math that will help them in the pharmacy.*

Coordinator to support the U.S. government's commitment to worldwide HIV/AIDS care, prevention, and treatment through the President's Emergency Plan for AIDS Relief (PEPFAR).

Examples of Volunteer work in this sector include:

- Increasing the awareness of hand washing benefits among students by working with Junior Red Cross members to facilitate hand washing drills for students and by producing a drama and murals on the importance of hand washing. **(Fiji)**
- Establishing a partnership with the President's Malaria Initiative and participating in the Malaria Operational Plan meetings. As a result, the President's Malaria Initiative earmarked funds to support a third-year malaria coordinator Volunteer and instructed those implementing such programs to partner with Volunteers in the field. Volunteers and their counterparts have distributed long lasting insecticide-treated nets and provided follow-up education to communities in the use of the bed nets and the prevention of malaria. **(Benin)**
- Strengthening data management systems to assist organizations in better tracking HIV/AIDS patients and locating patients for follow-up care. **(Ethiopia)**
- Developing a men's HIV/AIDS awareness campaign targeting billiards, soccer tournaments, and men's group meetings, resulting in 1,383 adult education sessions provided to formal and informal groups. **(Nicaragua)**
- Promoting basic health education in Koranic and bilingual Arab-French-speaking schools, reaching children who are not mainstreamed into the regular education system, and translating the *Peace Corps Life Skills Manual* into Arabic. **(Burkina Faso, Morocco, and Rwanda)**

## Business Development

This sector includes four subsectors: enterprise development, community, municipal, and organizational development. Volunteers are assigned to projects that teach business, organizational, and communication skills in local government offices, nonprofit agencies, and for-profit businesses. Recently, work in this sector has shifted from business consulting to community economic development, emphasizing sustainability, transparency, volunteerism, and leadership. The number of business Volunteers continues to grow as efforts intensify to assist underserved communities and to expand entrepreneurial skills for women and youth.

**Enterprise Development:** Volunteers train and advise entrepreneurs and managers in business planning, marketing, financial management, product design, and distribution. They advise cooperatives, assist with credit programs, and facilitate or teach business workshops. Volunteers help people launch or expand businesses, including small-scale agribusiness (fruits, vegetables, and small livestock) and ecotourism ventures. They help small businesses develop market linkages, including Web-based methods. Others help disadvantaged groups enter the workforce by learning to write resumes and hone interviewing skills. These groups include orphans, at-risk youth, and victims of trafficking.

**Community Development:** Volunteer activities focus on empowering communities to address their issues at a local level by facilitating community mobilization, needs assessments, project planning, resource management, and monitoring and evaluation. Volunteers are often catalysts for change and define their particular roles in response to their host communities. Community development projects may encompass any combination of disciplines depending on local priorities and resources.

**Municipal Development:** Working with local or regional municipalities, Volunteers help engage residents in local administrative processes. They assess

the impact of proposed activities on communities, such as economic and environmental initiatives; facilitate long-term strategic planning; and provide support to newly decentralized economies.

#### **Nongovernmental Organizational Development:**

Volunteers work with local and national nongovernmental organizations (NGOs) to increase their organizational capacity and sustainability, helping to make these organizations more effective. Volunteers train and assist staff to create strategic plans and fundraising campaigns; develop public awareness campaigns; develop mission statements and bylaws, and other NGO governance; facilitate civic education and promote volunteerism; and increase NGOs' outreach.

Examples of Volunteer work in this sector include:

- Delivering five-day seminars on agribusiness to facilitate the transition from subsistence to market-driven production. (**Panama**)
- Developing business partnerships between a Bangkok natural fertilizer factory and local villagers to save farmers money and provide a more environmentally-friendly product. (**Thailand**)
- Training and supporting young people in the Amerindian village of Kwamalasemutu in the traditional method of making beaded aprons. (**Suriname**)
- Teaching plastic recycling and biodegradable technology for plastic bottles. The one-year pilot trials moved to commercial scales, making a positive environmental impact. (**Mexico**)
- Redesigning the national curriculum with the Ministry of Education to incorporate Peace Corps' *La Empresa Creativa* (The Creative Business) entrepreneurship course in the national curriculum. (**Nicaragua**)
- Promoting self-employment and entrepreneurship for youth through training courses. As a result, 38 unemployed youth gained personal management and organization

skills, bookkeeping methods, and information about how to write resumes. (**Mauritania**)

- Developing after-school activities, including youth clubs that facilitate debates about civil society, principles of democracy, and voting rights. (**Romania**)

#### **Environment**

Volunteers working on environmental projects help strengthen a community's ability to conserve and use natural resources by working at the grassroots level. They focus on human needs and sustainable alternatives, implementing activities through environmental clubs and eco-camps. In some areas, schools and communities are connected for the first time as parents and youth work together to identify joint projects, such as bottle recycling or community clean-up days.

Examples of Volunteer work include:

- Making classrooms, visitor centers, and latrines out of plastic bottles filled with garbage. (**Guatemala**)
- Accessing global campaigns such as World Water Monitoring Day that provided water test kits to Volunteers and communities. (**Romania**)
- Developing environmental education programs, such as the "My Protected Area" project, which taught students how to communicate the importance of their respective protected areas. (**Honduras**)
- Designing annual operational plans, holding regional meetings with tourism service providers, and working as a regional marketing coordinator to increase marketing opportunities for sustainable rural tourism services. (**Guatemala**)
- Developing an environmental pen pal project between environmental clubs to facilitate discussion and problem-solving of local environmental issues between student peers from different parts of the country. (**Armenia**)

**Peace Corps hosted young leaders from 46 African nations for a forum on Civic Engagement on August 4. This was part of President Barack Obama's Young African Leaders Forum designed to help leaders exchange ideas and engage U. S. citizens and government officials concerning issues key to the future of Africa, where nearly 40 percent of the Peace Corps Volunteers serve.**

- Implementing a reforestation plan and raising awareness through training on how to care for trees for 100 households in collaboration with neighborhood leaders. (**Mauritania**)

### Youth

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

The Peace Corps' approach to working with young people emphasizes valuing youth as resources to be developed, rather than as problems to be solved; including youth in all aspects of an activity; and building on capacities already in place.

Volunteers' work in this sector includes such activities as:

- Providing youth exchange programs, trainings, parliaments, and forums on different topics, including gender equality and human rights, HIV/AIDS, and Roma integration. (**Bulgaria**)
- Creating a manual, *Girls Leading Our World*, that explains volunteerism and civic participation and outlines how girls can start clubs in their communities. The manual was introduced at a two-day camp. (**Jordan**)
- Leading "Camp Superman," an inaugural formal camp for adolescent boys. Boys learned

teamwork and communication skills to resolve conflicts and were educated about HIV/AIDS prevention. Volunteers and the camp attendees defined their ideal "Superman," and used games, challenges, and competitions to suit a masculine learning style, with time for processing and reflection. (**Dominican Republic**)

- Collaborating with "Hole in the Wall Camps," a five-year program to run summer camps for HIV-positive children. Ten Volunteers participated as camp leaders and 45 HIV-positive children were invited to join the camp. (**Dominican Republic**)
- Increasing student participation in "The Writing Olympics," a large-scale English creative writing competition focused on independent thought and personal empowerment held in many schools. (**Azerbaijan**)
- Forming small business groups that train youth in small businesses skills such as jewelry making and baking. (**El Salvador**)

### Agriculture

Agriculture Volunteers find themselves on the front-line of food security and climate change as global commitments grow to address these issues. Their projects promote environmentally sustainable and organic farming practices by focusing on the long-term productivity of farmers' fields. Volunteers work with farmers to maintain and improve soils and manage water resources, using techniques that incorporate local, natural inputs to control pests and erosion.

Sustainable production practices also promote food security. Agriculture projects address food secu-

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

Agriculture Volunteers often work with women's associations or youth clubs as their primary partners.

Examples of Volunteer work in this sector include:

- Training and partnering with farmers on pilot projects to extend promising agroforestry/agricultural practices to other farmers through activities such as "field days," which many farmers attend. (**Senegal**)
- Developing school gardens to increase the nutritional intake of students while also bringing in revenue for the school. (**Togo**)
- Developing networking opportunities for women leaders in agriculture to strengthen their participation in sustainable community natural resources management. This results in an increase in food security, creates additional sources of income, and increases female leadership in the community. (**Honduras**)
- Developing the "Seeders' Group," a Volunteer-run seed bank to make horticultural and tree seeds available to community partners. (**Panama**)

---

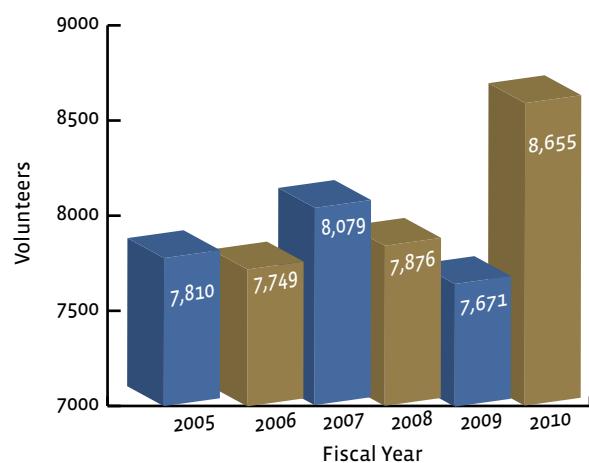
**Peace Corps was ranked No. 5 among 34 small agencies in the nonprofit Partnership for Public Service's "Best places to Work in the Federal Government."**

---

- Teaching potholing technology to counterparts and farmers to increase their crop yields by using smaller portions of land. This conservation farming practice involves digging small potholes in crop fields and filling them with concentrated natural fertilizers and soil conditioners, and rotating crops with nitrogen-fixing plants to produce more food on less land with few inputs and little animal or other technology. (**Zambia**)
- Conducting value chain analysis on the shea nut to incorporate conservation of shea agro-ecosystems and tree care in order to improve harvesting and production and increase market linkages. (**Mali**)

The on-board count for all Peace Corps Volunteers and trainees, and Peace Corps Response Volunteers, from all funding sources serving under the Peace Corps as of September 30, 2010, was 8,655. This number included 395 Volunteers funded by the President's Emergency Plan for AIDS Relief (PEPFAR). The increase in the number of Volunteers in FY 2010 was directly related to the increase in appropriated funds for the agency. The on-board count includes posts in which the Peace Corps is active or suspended, but not closed.

#### Number of Volunteers





## Comprehensive Agency Assessment

During his confirmation hearing, Director Williams made a commitment to Congress to conduct a comprehensive assessment of the agency. As the Peace Corps prepares to celebrate 50 years, the Director thought it was critical to pause and assess agency operations and guarantee we were not only honoring our rich history, but also preparing for the future.

The Peace Corps Appropriations Act of December 16, 2009, included a provision requiring the Director of the Peace Corps to submit a report to the Committees on Appropriations on the findings of an Agency Comprehensive Assessment in the areas listed below:

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

The Director also asked the assessment team to address how the agency can best strengthen Third Goal activities and agency reporting mechanisms.

Relying heavily on contributions from across the entire Peace Corps community overseas and in the United States, as well as a variety of external observers, the Comprehensive Agency Assessment developed a strategic vision, six strategies, and 63

recommendations that will serve as a guide for the Peace Corps over the next decade. The assessment provides a roadmap to strengthen and reform agency operations and identifies necessary investments for quality improvements, which will allow the agency to more powerfully address future challenges.

---

**CollegeGrad.com named the Peace Corps  
the No. 5 Top Entry Level Employer  
in FY 2010**

---

The six recommended strategies are:

1. Target the Peace Corps' resources and country presence across countries according to specific country selection criteria to maximize grassroots development impact and strengthen relationships with the developing world
2. Focus on a more limited number of highly effective technical interventions that will enable the Peace Corps to demonstrate impact and achieve global excellence
3. Embrace generalist Volunteers, recruit them while recognizing the competition for their services, and provide them with training and comprehensive support for success in their project areas and community outreach activities
4. Make Peace Corps Response an engine of innovation by piloting new programs to expand the Peace Corps' presence and technical depth and increase overseas service opportunities for talented Americans
5. Actively engage Volunteers, returned Volunteers, and the American public through strong partnerships with private sector companies, schools, civil society organizations, returned Peace Corps Volunteer groups, and government agencies to increase understanding of other cultures

and generate commitment to volunteerism and community service as a way to "continue service"

6. Strengthen the Peace Corps' management and operations by using modern technology, innovative approaches, and an improved business process that will enable the agency to effectively carry out this new strategic vision

The Comprehensive Agency Assessment was delivered to the Committee on Appropriations on June 14, 2010.



Peace Corps is "greening" to support energy efficiency, resource conservation, and environmental stewardship. In a sampling of some agency initiatives, *The Washington Post* cited the Peace Corps for "creating an exchange for unused office supplies... and reducing its paper consumption by 25 percent by using both sides of all office paper."



*Business Volunteer teaches basic business techniques and marketing skills to local artisans such as a women's basket making co-op.*



## Looking Forward

The Peace Corps will commemorate its 50<sup>th</sup> anniversary in 2011. Over the course of the year, the Peace Corps will recognize this landmark occasion by reaffirming the agency's core goals and celebrating the unqualified success of its Volunteer program. The Comprehensive Agency Assessment lays out a strategic vision and a set of concrete recommendations that will guide the agency's work in the years to come. Director Williams has stated, "The assessment is our blueprint for the future."

As detailed elsewhere in the Performance and Accountability Report, based on the six strategies and 63 recommendations identified through the Comprehensive Assessment process, the agency has embarked upon reform of the agency's operational systems, a strategic portfolio review, growth in the number of Volunteers, and a variety of other operational improvements over the next decade. These steps have re-energized the agency and a variety of stakeholders around the world, producing a renewed sense of purpose.

Implementation of the six recommended strategies will be the hallmark of the agency's work in FY 2011. The assessment team and the field working group constituted in FY 2010 will carry the process forward in FY 2011, working closely with agency operating units at headquarters and in the field. The process will continue to be one that is rigorous, disciplined, and highly inclusive.

The assessment team consulted extensively with multiple stakeholders during the assessment process, including posts and headquarters staff, currently serving Volunteers (individuals and Volunteer Advisory Committees at more than 20 posts), returned Peace Corps Volunteers (RPCVs), the National Peace Corps Association, leaders in the field of international development, Peace Corps critics and supporters, numerous "Friends of" committees, the Office of Management and Budget (OMB), and members of Congress. The final report has met with a highly

favorable response from a variety of stakeholders, including members of Congress, OMB, the National Peace Corps Association, and other members of the RPCV community.

The recommendations from the assessment will be incorporated as operational strategies within the agency's Strategic Plan (FY 2009-FY 2014) during the FY 2011 mid-cycle review of that plan and progress toward its implementation will be tracked through quarterly, mid-year, and end-of-year reviews.

### Growth

In FY 2010, the agency established the Office of Global Operations to provide overarching support and management of the three geographic regions, the Office of Overseas Programming and Training Support, Peace Corps Response, and the Office of AIDS Relief. The goal was to identify and implement key best practices, streamline operations, and advocate for field operations.

In FY 2010, Global Operations oversaw the re-entry into three countries. Based on recommendations detailed in the Comprehensive Assessment, a process has been established for a rigorous and systematic portfolio review prior to any decision on entering or re-entering countries.

The agency saw a growth of 9 percent in Volunteers in FY 2010 and is preparing for a nearly 9 percent growth in Volunteers in FY 2011.

The agency will increase its efforts to recruit and field Volunteers through a variety of new techniques, including an expanded use of social media networks. The majority of these Volunteers will be generalists who will receive intensive training for their Peace Corps assignments.

Peace Corps Response, a program for returned Peace Corps Volunteers who wish to return to Peace Corps service for shorter terms, more than doubled the number of Volunteers in FY 2010 to 200 and is projected to expand to 400 Volunteers in FY 2011. Peace Corps Response Volunteers will continue to take a lead role in re-entering countries and will also help to meet the agency's need for technical experts.

In FY 2011, it is expected that the Africa region will see growth in the following sectors: education (specifically, girls' education, math, and science), health, and food security. Inter-America and the Pacific region anticipate growth in: education (particularly teaching English as a foreign language (TEFL)), health, and youth development. Finally, the European, Mediterranean and Asia region projects growth in: TEFL, health, and youth development.

Eighty percent of the Peace Corps' FY 2011 budget supports direct Volunteer operations.

### Strategic Partnerships

As Peace Corps celebrates its 50<sup>th</sup> anniversary, the agency will seek innovative ways to increase Peace Corps' impact both domestically and abroad. Strategic partnerships provide a mechanism for the Peace Corps to recruit the next generation of Volunteers, increase developmental impact, and further the agency's initiatives to strengthen Third Goal activities and RPCV employment. Therefore, the agency has taken steps to establish mechanisms to effectively leverage partnerships to accomplish agency priorities and contribute to a whole-of-government approach to meet overarching U.S. government priorities.

The agency partnered with five AmeriCorps groups in FY 2010 in an effort to attract more Volunteers with a proven commitment to community development. Through these partnerships, the agency expects to find more Volunteers like a currently-serving Peace Corps Volunteer in Eastern Europe who began his public service as an AmeriCorps National Civilian

---

Peace Corps received the 2010 Presidents' Award from the Teachers of English to Speakers of Other Languages, Inc. for important contributions to develop and maintain professional expertise in English language teaching and learning for speakers of other languages worldwide.

---

Community Corps member. His AmeriCorps service helped to prepare him for the Peace Corps.

In FY 2010, one year into Director Williams' administration, the Peace Corps signed new partnership agreements with five AmeriCorps groups and eight Minority Serving Institutions to strengthen general and diversity recruitment efforts and to increase our exposure among the country's leading volunteerism and service organizations. The agency also signed two new partnership agreements with leading international nongovernment organizations and five new interagency agreements (U.S. Department of State, the Environmental Protection Agency, the Millennium Challenge Account, and two with the U.S. Agency for International Development). These agreements support post programming and training to enhance the developmental impact of Volunteers.

In FY 2011, the Peace Corps will continue to look at expanding its partnerships with other government agencies and with organizations that are at the forefront of efforts to train community leaders.

Partnering with other service and development organizations will continue in order to both accomplish agency priorities and contribute to a government-wide approach to meet overarching priorities on global issues such as food security, HIV/AIDS, and basic education.

### Volunteer Health and Safety

Keeping Peace Corps Volunteers healthy and safe in the challenging circumstances under which they serve is a key concern. Director Williams has stated,

"Keeping our Volunteers safe and healthy is our top priority every day." In FY 2010, the agency reorganized the system for providing medical care to Volunteers. This reform included (though is not limited to) strengthening accountability and realigning the reporting structure to enable the Office of Volunteer Support to have a more direct approach to the management of overall quality and delivery of our health care.

The Office of Safety and Security, in collaboration with the new Office of Global Operations, began to modernize the management of the Volunteer safety and security system.

In the coming year, renewed attention will be given to Volunteer health and safety processes, including incorporating recommendations from the Inspector General's audit into the work of the Office of Safety and Security. In addition, the agency will realign the safety and security reporting structure with clearer lines of authority.

Additional resources in FY 2011 will strengthen these two key offices that support the health and safety of our Volunteers.

### Third Goal

FY 2011 will see a continuation of the emphasis on the Third Goal that began in FY 2010. Ambitious targets have been established to drive performance in this critical area of citizen diplomacy. Director Williams' emphasis on the Third Goal is rooted in his belief in the valuable role played by Peace Corps Volunteers

in engaging with the outside world at this particular moment in American history.

### Summary

The Peace Corps has adapted and responded to the issues of the times, mindful of the basic mission to be a force for change in the communities where Volunteers serve. In an ever-changing world, Peace Corps Volunteers meet new challenges with innovation, creativity, determination, and compassion. From AIDS education and emerging technologies to environmental preservation and income generating ideas, Volunteers help people to build better lives for themselves. The coming year offers tremendous opportunities for the Peace Corps community to share its vision for the future with the American public and inspire the next generation of Volunteers.

---

**The Peace Corps released its first Open Government Plan at [www.peacecorps.gov/open](http://www.peacecorps.gov/open) as part of President Obama's efforts to make the federal government more transparent. It received special recognition in a White House press release stating, "Independent agencies are not mandated to participate, though many, like the Peace Corps and the Corporation for National and Community Service, have taken on the challenge to open their practices to greater transparency and public participation."**

---



## Overview of FY 2010 Goals and Results

### FY 2010 Overview of Performance

Program performance improved slightly in FY 2010.

This Performance and Accountability Report is based on the agency's performance in the second year of implementing the FY 2009-2014 Strategic Plan available at <http://www.peacecorps.gov/open/>. The agency measures the Strategic Plan through a set of 38 indicators.

The Peace Corps met 24 of 36 measurable performance indicators with targets for FY 2010 (two do not have targets but were monitored). The results for FY 2010 represent a 3 percent increase over FY 2009.

### Strategic Goals and Agency Core Goals

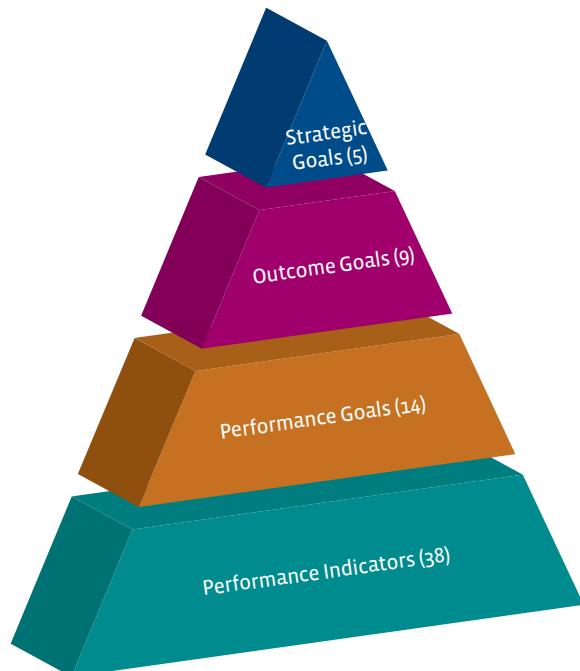
The Peace Corps' Strategic Plan identifies five strategic goals the agency seeks to achieve between 2009 and 2014. Three of the five goals align with the agency's three core goals; two goals address effective management and support of Volunteers.

### Outcome Goals and Performance Goals

Each strategic goal is supported by outcome goals that define the results the agency expects to achieve in order to reach each of its long-term strategic goals. In turn, each outcome goal is supported by one or more performance goals, which define the concrete, measurable objectives the agency expects to achieve.

### Performance Indicators

Performance indicators, with measurable targets, are set for each performance goal. The indicators



allow the agency to measure and report on progress toward its long-term organizational goals and are used throughout the year to inform and improve operations.

### Reporting Procedures and Data Quality

The Peace Corps is committed to providing transparent and reliable data for managerial decision-making and oversight. The Office of Strategic Information, Research, and Planning oversaw the work of the posts and headquarters offices to ensure continuity and reliability of the performance data reported by the agency.

The agency continued the practice of conducting quarterly reviews of key performance indicators and focused particular attention on the mid-cycle review, reviewing performance results during the mid-year

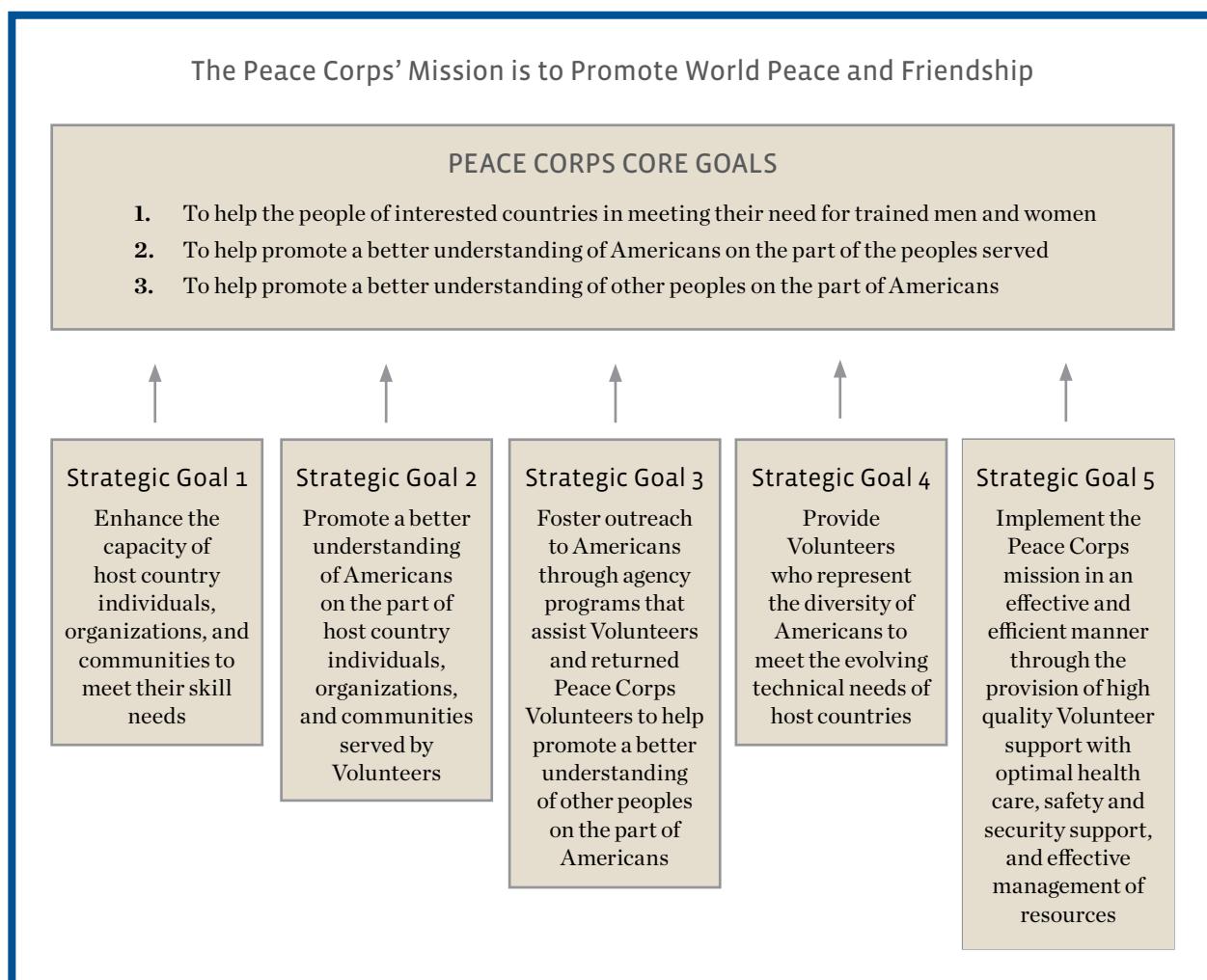
Year to Year Indicator Overview		
Description	FY 2009	FY 2010
Targets Met (Number)	23 of 36	24 of 36
Targets Met (Percentage)	64%	67%

budget reviews to reinforce performance and budgeting alignment. This integrated mid-year assessment allows for the redirection of agency resources in consideration of challenges and/or achievements.

The agency performance data are collected from three principal sources. Data for 12 of the 38 indicators are gathered directly from Peace Corps Volunteers through the Annual Volunteer Survey. The survey results represent the views of 81 percent of the Volunteers serving during the summer of 2010 and ensure that Volunteers provide direct feedback into the agency's planning and performance evaluation process. Headquarters offices provide annual

data for 20 indicators. The majority of the data for these indicators are collected and housed in the Peace Corps Volunteer Database Management System. Peace Corps posts provide information for six of the 38 indicators. Two of the 38 indicators are monitored and reported on, but do not have targets.

The Peace Corps' FY 2010 performance results are based on reliable and valid data that are complete as of the compilation of results at the end of the fiscal year. The agency places great value and emphasis on continuously improving its performance reporting procedures and processes.





## Analysis of Financial Statements

### Overview

For the fourth sequential year, an unqualified (clean) audit opinion was achieved on the FY 2010 financial statements. During this fiscal year, the agency's financial system was successfully recertified and accredited. The Congressional appropriation totaled \$400 million in FY 2010 and \$340 in FY 2009. This overall increase of \$60 million was the highest year-to-year increase in appropriated funding from the Congress in history. Budgetary resources available from all years and all sources for use by the agency totaled \$445 million in FY 2010 and \$373 million in FY 2009. The agency has two years in which to obligate appropriated funds and another five years in which to complete the payout process.

### Analysis of Financial Results

Total agency assets of \$229 million were reflected on the Balance Sheet at the end of fiscal year 2010, an overall increase of more than 29 percent when compared to the FY 2009 total assets of \$176.8 million. The \$50.6 million increase in the Fund Balance with

Treasury was mainly due to a \$48.8 million increase in the appropriated funds not yet expensed and a \$2.7 million increase in funding for the Volunteer Readjustment Allowance. In addition, Property, Plant, and Equipment (PP&E) and other assets increased by \$1.8 million due to an increase in vehicles, IT hardware purchases, and increases in prepayments for employee travel and relocation.

**Assets.** As of September 30, 2010, the Peace Corps' total assets were \$229 million on the Balance Sheet. Eighty-three percent of the assets were in the Fund Balance with Treasury and 14 percent of the assets were in PP&E. See the chart below reflecting all agency assets:

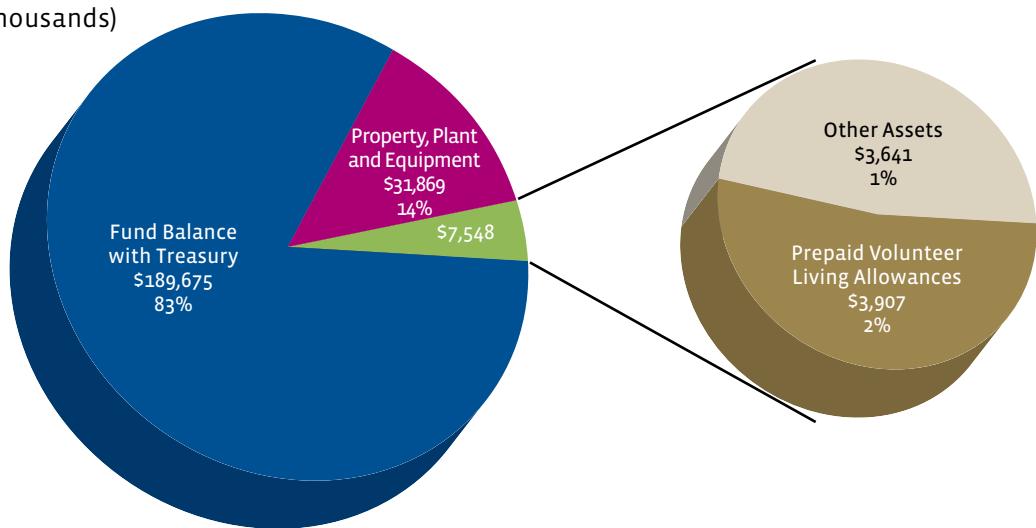
---

Peace Corps Volunteers may be able to defer Stafford, Perkins, and consolidation loans and may qualify to cancel 15 percent of each Perkins Loan per year of service, up to 70 percent total.

---

### FY 2010 Assets by Type

(\$ in Thousands)



**Liabilities.** Total liabilities of \$250 million were reflected on the Balance Sheet at the end of FY 2010. Liabilities increased \$32 million from the FY 2009 level of \$218 million primarily due to a \$16.3 million increase in the federal employee benefits actuarial projection as calculated by the Department of Labor. Other areas of significant change include an increase of \$5.5 million in accounts payable, an increase of \$3.7 million to the unfunded employment-related liability for the personal services contractors, and an increase of \$2.3 million in the unfunded Federal Employees Compensation Act (FECA) liability.

**Net Cost.** The net cost of operations increased 19.4 percent over FY 2009 to \$386 million. The gross costs of the agency increased by \$63.1 million during FY 2010 due to increases in the number of Volunteers and their support.

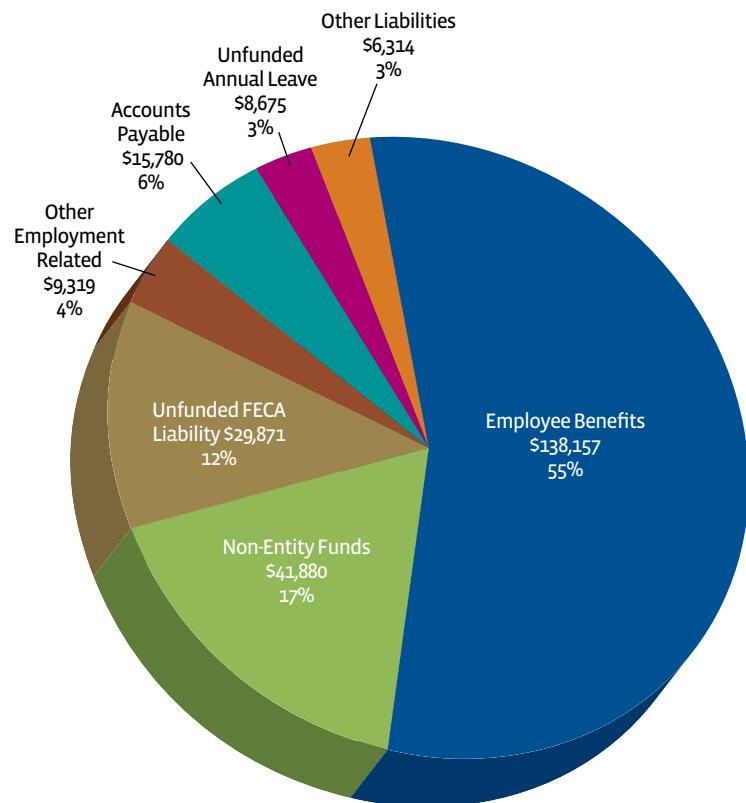
### Limitations of the Principal Financial Statements

The principal financial statements have been prepared to report the financial position and results of operations of the Peace Corps, pursuant to the requirements of 31 U.S.C. 3515 (b). While the statements have been prepared from the entity's books and records in accordance with generally accepted accounting principles for federal entities and the formats prescribed by the Office of Management and Budget (OMB), the statements are in addition to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records.

The statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

### FY 2010 Liabilities by Type

(\$ in Thousands)





## Analysis of Systems, Controls, and Legal Compliance

### Management Assurances

#### *Federal Managers' Financial Integrity Act*

The Federal Managers' Financial Integrity Act (FMFIA) of 1982 requires agencies to establish accounting and administrative controls to include program, operational, and administrative areas, in addition to accounting and financial management. The implementation of internal accounting and administrative controls must provide reasonable assurance that (i) obligations and costs are in compliance with applicable law; (ii) funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and (iii) revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and to maintain accountability over the assets. The FMFIA establishes overall requirements for internal control and requires that the agency head evaluate and report annually on the control and financial systems that protect the integrity of federal programs (Section 2 and Section 4 of FMFIA, respectively). OMB Circular A-123, *Management's Responsibility for Internal Control*, implements the FMFIA and defines management's responsibility for internal control in federal agencies. Further, OMB Circular A-127, *Financial Management Systems*, prescribes policies and standards to follow in managing financial management systems.

#### *Internal Control within the Peace Corps*

The Peace Corps' internal control program is governed by the senior assessment team led by the chief financial officer. This team monitors corrective action progress toward completion of the past fiscal year's significant deficiencies and audit recommendations through a series of meetings and correspondence. At mid-year, department and office heads across the agency conducted risk assessments for their business areas and identified no material weaknesses. Additionally, recent annual assurance statements attesting to the adequacy of internal controls prepared by the department and office heads did not reveal any material weaknesses. Further strengthening the internal control program were reviews, audits, investigations, and evaluations conducted by the Office of the Inspector General during FY 2010.

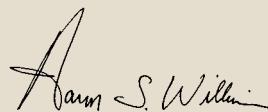
### Summary

This is the fourth consecutive year in which the Peace Corps has achieved an unqualified (clean) financial audit opinion during its annual financial statement audit. The annual assurance statement on compliance that follows confirms that the agency's internal controls and financial management systems meet FMFIA objectives and that the agency is operating efficiently and effectively. The annual assurance statement is consistent with the FY 2010 audit report.

*FY 2010 Annual FMFIA Assurance Statement*

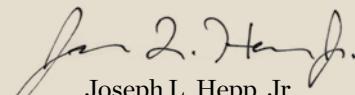
The Peace Corps assessed the effectiveness of internal controls to support effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations in accordance with the Federal Managers' Financial Integrity Act (FMFIA) of 1982 Section 2 and OMB Circular A-123. Based on this assessment, the Peace Corps can provide reasonable assurance for FY 2010 that its internal control over the effectiveness and efficiency of operations, financial reporting, and compliance with applicable laws and regulations was operating effectively and no material weaknesses were found in the design or operation of the internal controls.

The Peace Corps conducted its assessment of whether the financial management systems conform to governmentwide financial systems requirements in accordance with FMFIA Section 4. Based on this assessment, the Peace Corps can provide reasonable assurance that its financial management systems are in compliance with the applicable provisions of FMFIA Section 4 and OMB Circular A-127 for FY 2010.



Aaron S. Williams, Director

*November 15, 2010*



Joseph L. Hepp, Jr.

Chief Financial Officer

*November 15, 2010*

## PERFORMANCE SECTION

*Education Volunteer teaches Geography at a school in rural Mongolia.*





## Agency Performance

### Introduction

In FY 2010, Peace Corps embarked on a comprehensive agency-wide assessment as a means of strengthening, reforming, and growing the agency. The Director endorsed the recommended strategies, and with that catalyst, the agency redoubled its efforts to advance the three core goals of the Peace Corps. Particular emphasis was placed on strengthening collaboration, communication, and partnerships with the countries in which Volunteers serve. The agency also worked to create more effective management mechanisms and support for Volunteers. The agency met 24 of the 36 measurable performance indicators for FY 2010 due to the dedicated work of the Volunteers and staff who support them. Of the 12 indicators where performance was not met, three indicators achieved substantial results within 5 percentage points of the target.

### Status of FY 2010 Performance Measures

FY 2010 is the second year the agency is reporting on the new set of performance goals and indicator targets outlined in the Peace Corps' FY 2009–2014 Strategic Plan. Overall, the agency achieved success in two of the five strategic goals, and met or exceeded targets in 67 percent of the 36 performance indicators. The analysis of the indicators by performance goal is provided in this Agency Performance Section.

---

**Today, nearly 22 percent of all Peace Corps Volunteers serve in 38 percent of the countries considered to be predominately Muslim (population at least 40 percent Muslim). Over 1,900 American Volunteers and staff work in these 18 host countries. This remains a top priority for the agency.**

---

FY 2010 Strategic Performance Plan Summary		
Performance Goal	Description	Targets Met
	<b>Strategic Goal 1 – Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs</b>	<b>8 of 10</b>
1.1.1	Ensure the effectiveness of in-country programs	2 of 3
1.2.1	Ensure the effectiveness of in-country training	3 of 3
1.3.1	Increase the effectiveness of skills transfer to host country individuals, organizations, and communities	3 of 4
	<b>Strategic Goal 2 – Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers</b>	<b>1 of 3</b>
2.1.1	The work and life experiences of Volunteers in-country promote host country national learning about Americans	1 of 3
	<b>Strategic Goal 3 – Foster outreach to Americans through agency programs that assist Volunteers and returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans</b>	<b>5 of 5</b>
3.1.1	Volunteers share their in-country experiences with family, friends, and the American public	3 of 3
3.1.2	Increase returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs	2 of 2
	<b>Strategic Goal 4 – Provide Volunteers who represent the diversity of Americans to meet the evolving technical needs of host countries</b>	<b>3 of 6</b>
4.1.1	Recruit Volunteers who balance the needed manpower and technical needs at posts with the available applicant pool and its skills	2 of 2
4.1.2	Manage Volunteer recruitment functions in an effective and efficient manner	0 of 2
4.2.1	Recruitment and Volunteer placement efforts reflect the diversity of Americans	1 of 2
	<b>Strategic Goal 5 – Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources</b>	<b>7 of 12</b>
5.1.1	Enhance the safety and security of Volunteers	2 of 4
5.1.2	Provide quality medical and mental health services to trainees and Volunteers	3 of 3
5.2.1	Provide effective and responsive financial management that accurately reflects domestic and overseas operations	0 of 2
5.2.2	Ensure the effective management of Peace Corps resources	1 of 2
5.2.3	Ensure optimal performance of critical Peace Corps processes	1 of 1



## Annual Performance Results

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

In order to enhance the capacity of host country individuals, organizations, and communities, the Peace Corps works with each host country to identify its needs. To be successful, the agency must have open communication and a positive working relationship at all levels with host country governments, partner organizations, communities, and counterparts.

Volunteer projects and activities are designed in collaboration with national sponsoring agencies to meet the development needs of the country. Additionally, the agency has integrated cross-cutting initiatives into all sectors, as appropriate, to ensure agility in recognizing shifts in skills needed on the ground. During the time horizon of the current Strategic Plan, the agency has identified several issues for concentrated programmatic attention, including education, health, and food security. Once country needs are identified, the agency must provide appropriate Volunteers who are trained to effectively build individual and organizational capacity through the transfer of skills. Volunteers must have adequate language, cultural, technical, and capacity-building training to ensure the successful accomplishment of their work.

In this second year of the Strategic Plan, the agency has increased its focus on training as a result of the Comprehensive Assessment of the Peace Corps. The assessment calls on the agency to identify key development interventions worldwide where the Peace Corps is, or will be, working with large numbers of Volunteers, and to enhance and strengthen the technical preparation of Volunteers in these areas.

Monitoring and evaluating the effectiveness of the Volunteers' work is essential to continuous performance improvement. Throughout the year, Peace Corps posts collect qualitative and quantitative data from all Volunteers about their activities via the Volunteer Reporting Tool, an electronic data management system. Each Volunteer reports on the outcomes of his/her activities against the objectives of sector-specific projects. Measuring host country capacity building is also a major activity within each project and Volunteers report on these results through this same reporting tool.

Volunteers' perceptions on the effectiveness and impact of their work in building local capacity is also measured through the Annual Volunteer Survey, administered once a year to all currently serving Volunteers.

The Peace Corps' host country impact studies are used to measure the transfer of skills to host country nationals. The evaluations identify the types of skills transferred and the long-term sustainability of new capacities gained from working with Volunteers. A recommended strategy from the Comprehensive Assessment is to strengthen and enhance the agency's monitoring and reporting system by increasing the number of host country impact studies conducted each year.

#### **Outcome Goals:**

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

**Performance Goal 1.1.1:** Ensure the effectiveness of in-country programs

**Agency Level Performance Indicators:**

Performance Goal 1.1.1: Ensure the effectiveness of in country programs	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of project plans meeting the expressed needs of the host country	N/A	97%	90%	98%
b. Percentage of posts providing annual progress reports to their host country agency sponsors and partners	62%	53%	80%	70%
c. Enhance the average length of service of Volunteers to equal or exceed 21 months	20.9 months	22.1 months	21 months	22.6 months

**Results and Analysis:** Two of the three targets were met for this performance goal.

Participatory development is the hallmark of the agency's approach to working with partner countries. The Peace Corps conducts its work in partnership with host country governments, local organizations, and communities in order to achieve participatory, community-based development.

Collaboration between the Peace Corps and host country partners allows for the creation of project plans that meet the needs of host communities. The agency assesses project plans for this indicator because of the direct impact they have on Volunteers and host communities. Volunteer training is tailored specifically to each project. Thus, each project plan contributes directly to the skills Volunteers will take with them to their host communities. At the beginning of the fiscal year, the posts reported a total of 211 projects worldwide. Of those projects, 98 percent report that the plans reflect the development needs of the country, thus exceeding the target by 8 percent.

Accountability to host country sponsors regarding program progress is a second critical aspect of the agency's commitment to participatory development. The Peace Corps achieves this by developing annual reports that are shared with host country stakeholders. Seventy percent of the posts (45) provided annual reports to stakeholders in FY 2010. While the agency did not meet the target of 80 percent, performance was significantly improved from FY 2009, when 53 percent of posts provided annual progress reports to host country partners.

The improvement is attributed to the agency's commitment to increase transparency. During FY 2010, the importance of communicating with host country stakeholders was emphasized at each of three conferences for country directors. Several directors shared their country reports and offered suggestions for a useful yet cost-effective document. The reports take several forms. For example, El Salvador produced a written report encompassing all projects, prepared a brochure for each project, captured Volunteers' work on a DVD/CD, and made a formal presentation to stakeholders.

Reports are prepared in the host country language and in English and generally combine information from the Volunteers' achievement reports, site visits by project managers, and program evaluations.

Three of the 15 posts that did not prepare annual reports were new posts and, thus, had not yet implemented programs on which to report. One post had just ratified its project with the host country government and, therefore,

did not have a report. Eight posts noted they lacked sufficient staff resources and time to complete the reports and submit them to partners.

The effectiveness of Peace Corps' in-country programs is also directly related to the length of service of a Volunteer. Longer-serving Volunteers are more fully integrated into their communities, have acquired greater language proficiency, and report higher rates of satisfaction with their work as they become more comfortable with, and rewarded by, their Peace Corps service. The average length of service in FY 2010 was 22.6 months, a slight increase over FY 2009. Thus, the target of 21 months was achieved.

Moving forward, the Peace Corps intends to increase its strategic partnerships with private sector companies, schools, civil society organizations, and returned Peace Corps Volunteers in order to continue meeting the needs of host country beneficiaries.

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

##### **Agency Level Performance Indicators:**

<b>Performance Goal 1.2.1: Ensure the effectiveness of in country training</b>	<b>FY 2008 Baseline</b>	<b>FY 2009 Result</b>	<b>FY 2010 Target</b>	<b>FY 2010 Result</b>
a. Percentage of Volunteers meeting local language requirements for service, per post testing standards	N/A	93%	85%	87%
b. Percentage of Volunteers reporting training as adequate or better in preparing them technically for service	78%	80%	72%	80%
c. Percentage of Volunteers reporting training as adequate or better in preparing them to work with counterparts	74%	79%	62%	79%

##### **Results and Analysis:** All targets were met for this performance goal.

The Peace Corps is highly regarded for its language training. Proficiency in the language of the host community is critical to Volunteers' cultural integration and ability to work within their communities. This core competency is assessed by the agency's certified language proficiency interviewers who test Volunteers' language skills at the end of their pre-service training. Eighty-seven percent of Volunteers tested met or exceeded their host country's language proficiency benchmarks, which exceeded the FY 2010 target of 85 percent. The FY 2010 indicator reflects a decrease of 6 percent from FY 2009; however, the current information represents more complete data reported by 64 posts, in contrast to the FY 2009 data based on only 10 posts.

The agency currently teaches approximately 140 languages in 77 countries. Posts typically teach their Volunteers one local language during their pre-service training; however, many Volunteers learn two or more languages. In countries with significant language diversity, some posts provide instruction on as many as 15 languages in order to prepare Volunteers to serve in their communities. Many of these languages have unique grammar and alphabets that are very different from English, and some have no written form.

---

**In support of the Energy and Climate Partnership of the Americas, the Department of State will provide \$1 million to fund Peace Corps Volunteer efforts that increase rural access to energy, mitigate the effects of climate change, and support the use of renewable energy and energy efficient technologies in Central and South American communities.**

---

Despite the challenges of multiple languages and shortages of trained instructors and instructional materials, the Peace Corps' language training is remarkably effective. In eight to 12 weeks, Volunteers learn enough of their local language(s) to integrate into communities and carry out their work assignments.

Providing Volunteers who are adequately prepared for their work assignments is another major responsibility of the posts. The posts provide technical training during pre-service training in addition to focused technical training workshops, field exercises, and on-site visits from staff and technical experts during the Volunteers' service. In the 2010 Annual Volunteer Survey, 80 percent of participating Volunteers listed their "training as adequate or better in preparing them technically," exceeding the FY 2010 target of 72 percent.

Posts are implementing an innovative phased-in approach to technical training on an increased basis, with the sequence and length of technical training being based on trainee awareness and readiness. During the three-phase training, for example, Volunteers engage in practical activities after each training phase, providing them with an opportunity to apply their technical training before the next phase of training begins.

This phased-in approach is also helpful in preparing Volunteers to work with their host country counterparts. During pre-service training, a combination of "real-life" training activities and community involvement simulates the actual environment in which the Volunteers will be working. Seventy-nine percent of Volunteers reported the training to prepare them to work with their host country counterparts was adequate or better, significantly exceeding the FY 2010 target of 62 percent.

This year, the agency increased support for the joint training of Volunteers and their counterparts through:

- Increased funding to include host country nationals in Peace Corps' training events
- Greater emphasis on developing project advisory councils during which Volunteers and counterparts discuss the design, implementation, and results of the projects
- An increased number of project design and management workshops to train counterparts in project implementation and leadership development

A factor that also contributed to successful Volunteer training was the use of an integrated training design and evaluation model for language skill acquisition, technical training, and cross-cultural training.

Finally, the new partnership agreements with leading international organizations are providing valuable technical support for post programming and training, enhancing the developmental impact of Volunteers.

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

**Agency Level Performance Indicators:**

Performance Goal 1.3.1: Increase the effectiveness of skills transfer to host country individuals, organizations, and communities	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of Volunteers reporting that their work transferred skills to host country individuals and organizations adequately or better	84%	88%	72%	85%
b. Percentage of Volunteers reporting their HIV/AIDS education and outreach work is effective or better	44%	59%	80%	56%
c. Percentage of projects that document increases in host country national capacity	86%	91%	75%	85%
d. Percentage of partner organizations reporting their assigned Volunteers fulfilled their requested need for technical assistance	82%	52%	60%	72%

**Results and Analysis:** The Peace Corps met three of the four targets set for this outcome.

A major contribution of the Volunteers is their ability to deliver technical interventions directly to beneficiaries living in rural or underserved areas that lack local professionals. Their assignments focus on building capacity and transferring skills to host country individuals and organizations in areas such as teaching and teacher training, community development, and health. Volunteers' development perspective promotes sustainable projects and strategies by focusing on skills transfer.

Eighty-five percent of the Volunteers reported they had transferred skills to host country individuals, a significant increase over the target of 72 percent. This finding is corroborated by data gathered through the agency's host country impact studies.

Host country nationals reported in the impact studies that 94 percent of respondents said they had gained skills through their work with the Peace Corps and 85 percent of respondents reported the training they received enhanced their technical skills. Further, 90 percent of impact study respondents indicated the projects built community capacity to address local needs.

The solid performance can be attributed to an agency commitment to achieving results and emphasizing to Volunteers and overseas staff the importance of achievement and the measurement of activity outcomes. This commitment is reinforced by the agency recommendation to establish in-depth technical training programs to ensure that Volunteers, particularly generalist Volunteers, are well-prepared for service.

The agency was not able to meet its target related to the percentage of Volunteers who report that their HIV/AIDS work is effective. In FY 2010, most Volunteers (56 percent) reported conducting HIV/AIDS activities and slightly more than half (56 percent) reported their work was effective. Those Volunteers devoting significant time to HIV/AIDS activities reported higher levels of effectiveness, however. For example, 60 percent of Volunteers whose

HIV/AIDS activities were part of their primary activities report that their work is effective or better, as did 63 percent of Volunteers who conducted HIV/AIDS activities as part of their secondary activities. In contrast, only 45 percent of Volunteers who conducted HIV/AIDS activities occasionally reported that those HIV/AIDS activities were effective or better.

Prevention outreach and education is a difficult assignment due to the taboo of discussing sex and sexuality in many of the communities in which Volunteers work. The stigma that people living with HIV/AIDS encounter also makes effective engagement with these vulnerable populations very difficult.

Many Volunteers also report challenges in measuring the effectiveness of their HIV/AIDS interventions; they know they taught the lesson, but are unsure if that knowledge resulted in behavior change. While Volunteers may not be able to determine the impact of their HIV/AIDS activities, data gathered through the impact studies suggests that host country nationals are indeed seeing a difference from these activities. In two host country impact studies (Cameroon and Tanzania) additional questions were asked concerning the impact of HIV/AIDS work. Forty-one of 42 people interviewed reported they were satisfied with changes in their communities as a result of the agency's HIV/AIDS activities while 27 reported being very satisfied. When asked about personal changes, 40 of 42 people interviewed were satisfied, and 33 of 42 respondents were very satisfied with the changes.

"The prevalence of HIV/AIDS here is astronomical; however, our presence alone is enough to create some behavior change," one Volunteer wrote.

To address these issues, the agency will conduct the following activities:

- Develop a pre-departure home preparation package. Volunteers will learn about the epidemics they may encounter
- Develop training modules for Volunteers to use during their service. Such modules will cover various HIV topics and foster integration of HIV within sector and topic areas like English language training, nutrition, and perma-gardening
- Create a package of virtual technical assistance to help posts design, implement, and evaluate their HIV programs
- Launch an expanded small grants program to support and encourage posts to consider a wide array of activities to address the HIV epidemic

All project plans have indicators for measuring capacity building. In FY 2010, 85 percent of the projects documented host country capacity built by the project activities, exceeding the target by 10 percentage points.

The target was exceeded because of the agency's continued emphasis on focusing on results. Posts received assistance to develop specific measurement tools both at country director conferences and through regional workshops on monitoring and evaluation. The methods used to measure capacity building differ across the sectors in which the Peace Corps operates, and most posts use more than one method at different times to gauge progress on this indicator. The majority (91 percent) rely on Volunteers' reports. Sixty-one percent used "documented observations" to demonstrate changes; 28 percent used pre- and post-test measures, and 23 percent conducted project evaluations. Another 52 percent reported they used other methods to document increases in host country national capacity, such as interviews with host country counterparts, presentations by beneficiaries at Volunteer training events, and information gleaned through annual regional meetings.

Posts reported several approaches they used to document capacity building. These approaches are being shared across posts and include:

- Adapting data collection methods to the populations and outcomes measured, such as using surveys with more educated populations
- Using tests to measure changes in knowledge and utilizing observation to measure changes in skills
- Investing time to ensure the change indicator(s) are reliable, valid, and practical
- Gathering data from multiple sources to develop a broad picture of project outcomes (e.g., combining information from Volunteer and counterpart reports)
- Using trainings and regional meetings that include counterparts and Volunteers as sources of information regarding capacity building
- Working to standardize Volunteer reporting to allow for easier data aggregation

The number of partner organizations that reported their assigned Volunteers fulfilled their requested needs for technical assistance reached 72 percent, exceeding the target by 12 percentage points. This result is also due to the agency's emphasis on achieving and measuring the results, especially from the perspective of the beneficiaries. Many posts gather information about this topic directly from partner agencies during site visits (84 percent), through written or verbal reports (63 percent), or during program advisory committee meetings (36 percent). Thirty-nine percent of posts reported gathering such information in other ways, such as:

- Formal impact assessments
- Satisfaction surveys
- Partners' requests for additional Volunteers

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

Key to effectively sharing information about America and Americans is to ensure that Volunteers learn the local language, customs, and culture, and can live and work alongside host country nationals in a manner that builds trust and a willingness to work together. Thus, the Peace Corps structures its programs to maximize a Volunteer's ability to integrate into the local community, thereby earning trust and the ability to share a better understanding of Americans.

Cross-cultural training for both Volunteers and their counterparts, the specific host country nationals with whom Volunteers work on a regular basis, is another key factor in fostering a better understanding of Americans. Effective training can break down cultural barriers that inherently exist. The Peace Corps strives to ensure that pre-service and in-service training sessions prepare Volunteers to integrate into their communities and work with their counterparts to build cross-cultural understanding, in addition to carrying out development projects.

Volunteers help promote a better understanding of Americans by experiencing the same living conditions as those they serve. Volunteers also exemplify the diversity, characteristics, and values of the American people. As one of the expectations set for Volunteers, they realize they represent Americans in their community and are mindful of that responsibility.

**Outcome Goal:**

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

**Performance Goal 2.1.1:** The work and life experiences of Volunteers in-country promote host country national learning about Americans

**Agency Level Performance Indicators:**

Performance Goal 2.1.1: The work and life experiences of Volunteers in-country promote host country national learning about Americans	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of Volunteers reporting that training prepared them to manage cultural differences during service adequately or better	91%	92%	92%	91%
b. Percentage of posts conducting supervisory/counterpart training on working effectively with Volunteers	98%	100%	95%	98%
c. Percentage of host country nationals who have interacted with Volunteers who believe that Americans are committed to assisting other peoples	N/A	44%	N/A	N/A
d. Percentage of Volunteers reporting that their work helps promote a better understanding of Americans on the part of the peoples served	93%	74%	80%	68%

**Results and Analysis:** In FY 2010, the agency met one of the four targets for this performance goal, did not meet one, and came within one percentage point of a third target. The fourth indicator, measuring the “percent of host country nationals who believe Americans are committed to assisting other peoples,” was not reported this year.

Volunteers reported high satisfaction with cross-cultural training provided by the agency. Nonetheless, the agency fell short of the FY 2010 target, 92 percent, by 1 percent. The training increases Volunteers’ understanding of the culture in which they will live and work, teaches a set of skills, and establishes a framework so they can make sense of what they are experiencing in-country. The agency will continue to provide cross-cultural training to Volunteers in their pre-service training and will reinforce the importance of being aware of cross-cultural differences.

Peace Corps places equal importance on training Volunteers’ counterparts to help them understand American culture and to help the Volunteers integrate into their communities. Nearly all posts (98 percent) conducted training for counterparts and supervisors. This training ranged from counterpart orientations when Volunteers moved to their communities, to technical training conducted jointly with the Volunteers. The agency met the FY 2010 target for this indicator.

Two indicators were crafted to measure the extent to which Volunteers influence host country nationals’ perspective of Americans. The first was designed to measure **host country nationals’** opinions of Americans. The second measures the **Volunteers’** opinion of their impact on host country nationals’ understanding of Americans.

The agency is not reporting on the indicator of host country nationals' perspective of Americans in FY 2010, as the agency has determined that the indicator, as written ("the percentage of host country nationals committed to assisting other peoples") is not a valid measure of host country nationals' perceptions of Americans after interacting with Volunteers.

The FY 2008 baseline data collected in the pilot evaluations were based on host country nationals' responses to a general question: "Can you briefly describe what you think of Americans as a result of working with Peace Corps Volunteers?" Eighty-one percent of host country nationals spontaneously reported that they thought Volunteers exhibited a caring attitude toward the community. In FY 2009, the same question elicited a response of 44 percent. The review of the pilot evaluations and subsequent studies conducted in FY 2009 concluded that the indicator is not valid and the question was removed from the FY 2010 host country impact studies. The agency will revise this indicator during the mid-cycle strategy review in FY 2011.

Finally, the percentage of Volunteers reporting their work helped promote a better understanding of Americans (68 percent) fell short of the target. These results come from data gathered from Volunteers through the Annual Volunteer Survey.

These findings are corroborated by data collected from host country nationals through the Peace Corps' host country impact studies conducted during FY 2010 in: Cameroon, Guatemala, Jamaica, Mexico, Morocco, Tanzania, and Ukraine.

Fifty-nine percent of the host country nationals reported developing a more thorough understanding of Americans after interacting with Peace Corps Volunteers. Host country nationals' interactions with Volunteers helped them develop more realistic and well-rounded impressions of Americans and their opinions became more positive (77 percent of respondents said that their opinions of Americans were more positive after interacting with Volunteers).

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

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

The agency's education partners at the K-12 and university levels emphasize global awareness and 21st century skills, creating a positive environment to expand Peace Corps' programs. These programs target different segments of the population, ranging from age-based curricula to a Correspondence Match program that connects a Volunteer with an American classroom, to a master's level program in which Volunteer service helps one make progress toward his or her academic degree. Additionally, the Peace Corps Partnership Program, in which students, clubs, individuals, and organizations contribute funds to assist a Volunteer and his or her host community

in completing a community-driven project, creates a strong connection between the American public and communities overseas.

An analysis of the Third Goal was a part of the Comprehensive Agency Assessment in an effort to determine ways to strengthen Third Goal activities and reporting mechanisms. The agency is headed toward the implementation of a substantially revitalized Third Goal effort for trainees, Volunteers, and the returned Volunteer community.

#### **Outcome Goal:**

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

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

#### **Agency Level Performance Indicators:**

Performance Goal 3.1.1: Volunteers share their in country experiences with family, friends, and the American public	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of Volunteers participating in the Coverdell World Wise School Program	60%	57%	62%	63%
b. Number of individuals and organizations supporting the Peace Corps Partnership Program	8,915	10,595	8,500	9,804
c. Number of youth-serving programs hosting Volunteer activities	4,500	4,700	4,700	5,265
d. Monitor the percentage of Volunteers who report sharing their experiences with family, friends, and the American public	97%	98%	N/A	99%

**Results and Analysis:** All three of the targets were met for this performance goal.

Sixty-three percent of Volunteers participated in Peace Corps' Coverdell World Wise Schools Correspondence Match program, meeting the FY 2010 target.

To promote this program and boost the number of participating Volunteers, the Peace Corps undertook a number of initiatives at home and abroad in FY 2010. Peace Corps also worked with schools and youth group leaders to increase teachers' familiarity and interest in the program by increasing the number of education conferences attended to 10 in FY 2010 from four in FY 2009. This effort resulted in 5,265 schools and youth programs hosting Volunteer activities.

For the first time, Peace Corps developed a video promoting the value of the program to Volunteers and staff. The video was posted on the Peace Corps' website, shared through various social networking media outlets, and promoted at education conferences across the country. This year, all new Peace Corps staff overseas were informed about the program during overseas staff trainings and the information was included in Volunteer invitation packets; more information was provided in staging directors' manuals; and headquarters personnel worked more closely with in-country Correspondence Match contacts.

Volunteers shared their comments about the impact the program has on broadening students' world views. One Volunteer wrote, "I am in communication with two teachers from the program. It is a wonderful program that has excited my students, as well as the students in America, to learn and open their minds to another culture."

Another Volunteer said, "It's been one of the highlights of my service so far. Classes have exchanged ideas about pop culture, schools, food, language, [and] foreign language learning."

Not only is there cultural exchange, but there is knowledge exchange as well. A Volunteer wrote, "I am connected with a Spanish teacher in New Hampshire. This past school year, her students made preventive health brochures that I will be laying out in my health center, as well as story boards on preventive health themes."

The Peace Corps Partnership Program also contributes to the agency's Third Goal—increasing Americans' understanding of other cultures—by connecting donors in the United States with Volunteers and their host communities overseas. According to one Volunteer, "PCPP [Peace Corps Partnership Program] is a wonderful program that makes it easy for friends, family, businesses, and organizations to get involved in Peace Corps Volunteer projects."

U.S. donors provided 10,623 donations for 670 projects in the field. During a time when engaging donors is difficult, the Peace Corps Partnership Program raised over \$1.95 million from 9,804 donors, exceeding the FY 2010 target. Peace Corps Partnership Program projects are implemented around the world and take various shapes and sizes within each Volunteer's community. For example, in Senegal, a Volunteer and the community built a rural health hut that provides immediate urgent health care and consultation to over 3,000 people from 10 villages. On an island in the Eastern Caribbean, the Partnership Program funded a solar mango drying project. A Peace Corps Volunteer worked with secondary school students who harnessed the sun's energy through eight solar dryers they had built. The students learned to dry fruits and vegetables and prepare them to sell.

In FY 2010, 99 percent of all Volunteers participating in the Annual Volunteer Survey reported sharing their experiences with family, friends, and the American public. Almost 90 percent of Volunteers shared their experience through electronic updates, and more than 50 percent of Volunteers educated Americans back home about life in their host countries through personal websites or blogs. Nearly three of every five Volunteers shared their experiences and understanding of their host countries by hosting American visitors in their host community or host country. The agency monitors this indicator but does not set a target.

### **Performance Goal 3.1.2: Increase returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs**

#### **Agency Level Performance Indicators:**

<b>Performance Goal 3.1.2: Increase returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs</b>	<b>FY 2008 Baseline</b>	<b>FY 2009 Result</b>	<b>FY 2010 Target</b>	<b>FY 2010 Result</b>
a. Number of RPCVs participating in agency-initiated activities	7,209	9,102	8,300	9,627
b. Number of schools impacted by the activities of RPCVs	N/A	502	600	829

**Results and Analysis:** Both targets were met for this performance goal.

Returned Volunteers are the most effective promoters of the Third Goal. By bringing their experiences back home, they help broaden the world for their fellow Americans. Returned Volunteers actively engage the American public through partnerships with private sector companies, schools, civil society organizations, returned Peace Corps Volunteer groups, and government agencies. This increases understanding of other cultures and generates commitment to volunteerism as a way to “continue service.”

Returned Peace Corps Volunteers participate in two broad categories of agency-initiated activities: those that involve returned Volunteers in recruitment activities and those that help RPCVs share the Peace Corps experience with others.

During FY 2010, the agency exceeded its target. There were 9,627 returned Volunteers participating in agency-sponsored activities and 5,529 returned Volunteers shared their experience during recruitment events. Another 4,098 returned Volunteers participated in the following activities:

- **Peace Corps Week**, a national event that engages returned Volunteers to speak in schools and at community events nationwide
- **Speakers Match** program events (requests from organizations to host a returned Volunteer as a guest speaker)
- Preparation of informational materials and resources for use by American classroom teachers and their students through the **Coverdell World Wise Schools**
- **Fellows/USA** program, which allows returned Volunteers to pursue graduate degrees while working in schools and underserved communities under Peace Corps’ sponsorship
- Informational meetings where **returned Volunteers** served as cultural resources to support Peace Corps recruiters

The number of schools benefitting from returned Volunteers’ presentations increased from 502 to 829, exceeding the target of 600.

During FY 2010, the agency increased the number of Fellows/USA graduate schools to 55 from 52 in FY 2009 and organized new regional RPCV Third Goal outreach events, both of which increased returned Volunteer participation.

In addition to the expansion of the Fellows/USA graduate program, the agency also expanded the Coverdell World Wise Schools program to include 685 schools, up from 450 in FY 2009. This program is a strong partner in U.S. efforts to teach American schoolchildren how to be global citizens with the help of returned Volunteers participating through its Speakers Match program.

During FY 2010, the agency focused on the Peace Corps’ cooperative agreement with the National Peace Corps Association to promote the agency’s Speakers Match program through their website and publications and expanded it to allow college/university professors to request returned Volunteer presentations.

Although the Peace Corps met its targets under this goal, the agency is committed to excelling in this area and is taking the following steps based on the Agency Comprehensive Assessment, to further expand its Third Goal outcomes:

- Increase the allocation of resources for Third Goal programs
- Continue to expand the Fellows/USA program
- Develop a returned Volunteer portal to collect contact information and information about returned Volunteers' Third Goal activities
- Establish awards for outstanding returned Volunteers

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

The Peace Corps is charged with helping host countries meet their needs for trained men and women. Essentially, the agency must recruit the “supply” to meet the “demand” for specific skill sets. Moreover, since the agency also has a critical cross-cultural component to its mission, it is important that Volunteers recruited reflect the rich diversity of America.

In FY 2010, the agency emphasized the importance of well-defined systems to help synchronize the recruitment of individuals with appropriate skill sets to meet the evolving technical needs of host countries throughout the world. The Comprehensive Assessment has recognized the need to embrace generalist Volunteers and to provide them with the training and comprehensive support needed to be successful in project areas and community outreach activities.

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

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

The Comprehensive Assessment calls on the Peace Corps to explore new recruitment models that will result in faster processing times for potential applicants while fortifying the agency's efforts to attract a wide variety of applicants to represent the diversity of the United States.

**Outcome Goals:**

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

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

#### Agency Level Performance Indicators:

Performance Goal 4.1.1: Recruit Volunteers who balance the needed manpower and technical needs at posts with the available applicant pool and its skills	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Maximize the number of Volunteers serving annually based on available funding and the provision of support to ensure their optimal effectiveness	7,876	7,671	7,600	8,655
b. Number of trainees and skills sought annually are met	N/A	96%	95%	97%

**Results and Analysis:** Both targets were met for this performance goal.

At the end of FY 2010, 8,655 Volunteers were serving across the world. The agency exceeded the FY 2010 target of 7,600 by 1,055. The agency also achieved its target of filling at least 95 percent of the requests for skills sought by the countries.

To help achieve the desired increase in the number of Peace Corps Volunteers, the Director established an agency-wide growth task force during the first quarter of FY 2010. The task force examined ways in which this growth could be supported. Throughout the FY 2010 planning and budget processes, emphasis was placed on effectively meeting the growth targets in order to provide a larger number of well-qualified Volunteers for host countries.

Several headquarters offices worked closely with the overseas posts to best match the supply of qualified applicants to the needs of Peace Corps' overseas partners. The vast majority of positions requested by overseas posts were directly matched by individuals with the requested skills. In addition, a continuation of work on the Volunteer Delivery System will streamline the application process and continue to improve the matching of Volunteers to those posts that can best utilize their skills.

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

#### Agency Level Performance Indicators:

Performance Goal 4.1.2: Manage Volunteer recruitment functions in an effective and efficient manner	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Redesign the Volunteer Delivery System and implement recommendations to improve its effectiveness	N/A	Achieved	50%	Not Achieved
b. Reduce the response time to applicants	117 days	123 days	90 days	193 days

### **Results and Analysis:** The agency did not meet either target for this performance goal.

A major milestone was achieved in the fourth quarter of 2010 with the award of a contract for the redesign of the Volunteer Delivery System. The needs of the agency that must be addressed by the system required a major change in the scope and breadth of the project. Therefore, the indicator no longer accurately measures the performance of the project. During the mid-cycle review of the agency's Strategic Plan, this indicator will be modified.

Implementation of this significant modernization project has begun and will ensure that the agency is utilizing best of breed systems and practices to manage the entire lifecycle of the Volunteer—from applicant to returned Volunteer. Agency staff and the vendor completed a project plan in September 2010 and execution of the plan will commence in October 2010.

The system will be used to recruit, place, and retain highly qualified, service-oriented individuals. Additionally, this system will allow the agency to better maintain relationships with returned Volunteers in order to increase the domestic activities outlined under Strategic Goal 3. The system redesign will help the agency meet its targets for FY 2011.

The agency did not succeed in reducing response times to achieve its FY 2010 target for Indicator 4.1.2.b. As was noted last year, increased analysis of data uncovered faulty methodology used to set the baseline targets. For this reason, this target has not been met during the last two years. This is an issue that will be addressed in the FY 2011 mid-cycle review of the agency's Strategic Plan.

As a result of the implementation of the redesign, in FY 2011 the agency expects major improvements in its ability to respond quickly to Americans interested in serving in the Peace Corps and to maintain better contact with applicants throughout the application process.

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

#### **Agency Level Performance Indicators:**

<b>Performance Goal 4.2.1: Recruitment and Volunteer placement efforts reflect the diversity of Americans</b>	<b>FY 2008 Baseline</b>	<b>FY 2009 Result</b>	<b>FY 2010 Target</b>	<b>FY 2010 Result</b>
a. Number of mid-career to age 50 and older applicants	N/A	2,041	1,700	1,668
b. Number of applicants of diverse ethnicities	N/A	3,070	2,200	2,992

### **Results and Analysis:** The agency met one of the two targets for this performance goal.

Peace Corps Volunteers range in age from 18 to 85 and bring unique backgrounds and experiences to their service. Americans of diverse backgrounds have always played a central role in building the agency's great legacy of service. The agency focuses on recruiting and training committed service-oriented generalists and aggressively recruits from the diverse American population.

In FY 2010, Peace Corps received 13,430 applications from Americans wishing to serve as Volunteers. The agency received applications from 1,668 mid-career and age 50 and older applicants, which fell below the FY 2010 target

of 1,700. Applications from ethnically diverse individuals increased to 2,992, significantly exceeding the FY 2010 target of 2,200 applications.

The findings of the Comprehensive Assessment have led the agency to recognize and embrace the fact that 85 percent of the agency's Volunteers are recent college graduates with little or no professional experience. As a result, the agency is focused on recruiting well-educated, highly-motivated, service-oriented generalists and providing them with enhanced training and support to become effective agents of change.

Recruitment of mid-career and age 50 and older applicants remains an agency priority. The goal was not met because of reduced resources available to support specialized recruitment.

Agency efforts to increase the number of applicants of diverse ethnicities proved successful in FY 2010 and several new activities were undertaken to improve diversity recruiting. An increase in the number of diverse applicants can be attributed to the efforts to include diversity outreach as a priority in the recruiting campaigns conducted by diversity liaisons and regional recruitment managers at the nine regional recruitment offices. Each regional recruitment office has one recruiter who is the diversity liaison and the resource on diversity recruitment. Such liaisons encouraged all regional recruiters to hold one diversity recruitment event each month.

Recruiters visited more Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges; participated at professional conferences with a diversity focus; and increased marketing outreach to diverse groups. Additionally, new partnerships with Minority Serving Institutions increased the agency's visibility among diverse populations.

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

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

Keeping Volunteers safe and healthy are the agency's top priorities. The agency has dedicated safety and security personnel at each post and headquarters who are part of an extensive safety and security support network.

The agency enhances the safety and security of Volunteers by identifying risks, developing mitigation strategies, educating personnel, evaluating effectiveness, and incorporating feedback and appropriate policy revisions. Two key factors that ensure Volunteers are well supported to carry out their work in a safe manner are to provide adequate staff training and to continually evaluate health and safety conditions at each post.

The agency is responsible for all aspects of a Volunteer's health care during Peace Corps service. The Peace Corps provides a comprehensive Volunteer health care program that focuses on the delivery of high quality care and service, and addresses both the physical and mental health of Volunteers. Included in this program are training, access to counseling, and the provision of medical services. Volunteers work in very demanding environments;

thus, the agency focuses on issues of resiliency and a Volunteer's ability to cope with stress. The latter is particularly important since some Volunteers experience emotional challenges when working with communities affected by HIV/AIDS.

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

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

#### **Outcome Goals:**

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

#### **Performance Goal 5.1.1: Enhance the safety and security of Volunteers**

#### **Agency Level Performance Indicators:**

<b>Performance Goal 5.1.1: Enhance the safety and security of Volunteers</b>	<b>FY 2008 Baseline</b>	<b>FY 2009 Result</b>	<b>FY 2010 Target</b>	<b>FY 2010 Result</b>
a. Percentage of Volunteers reporting that their safety and security training is adequate or better	95%	96%	95%	95%
b. Percentage of posts having their safety and security plans reviewed annually by Peace Corps safety and security officers	N/A	21%	33%	33%
c. Percentage of posts implementing critical recommendations focused on Volunteer/trainee safety and security on a timely basis	N/A	84%	100%	56%
d. Percentage of Volunteers reporting they feel "usually safe" or "very safe" where they live and work	87%	89%	90%	89%

#### **Results and Analysis:** Two of the four targets were met for this performance goal.

Maintaining the safety and security of Peace Corps Volunteers is a top priority. The risks associated with being a Volunteer have changed dramatically since the inception of the agency and its policies and practices continue to evolve to anticipate and adjust to these shifts. The agency provides training for Volunteers and monitors safety conditions in each host country.

The vast majority of Volunteers report the training they receive from the agency prepares them for the safety and security challenges they face during service. Ninety-five percent of the Volunteers reported their safety and security training is adequate or better, which meets the FY 2010 performance target. Eighty-nine percent of the Volunteers report they feel safe or very safe where they live and work, missing the target by 1 percent.

The large majority of Volunteers report feeling safe during service. Slightly more Volunteers report they feel safe at work (91 percent) than at home (87 percent). Volunteers indicate their principal source of insecurity comes from the harassment and unwanted attention they face as a foreigner in their communities. Harassment includes catcalls, requests for money, marriage proposals, pinching, and derogatory comments about Americans. While unwanted attention does not present a high risk or fall into the category of violent crimes, Peace Corps provides training to help Volunteers handle these encounters.

Regional Peace Corps safety and security officers are responsible for conducting safety and security analyses for the posts, as well as providing overseas offices with technical safety and security expertise. During FY 2010, 33 percent of the posts had their safety and security plans reviewed by a safety and security officer, meeting the target for this year.

The Peace Corps met this goal by establishing and implementing a strategic plan for post security reviews and standardizing the process, including defining “critical recommendation.” However, the agency did not meet the target set for implementing those recommendations. Fifty-six percent of posts implemented critical recommendations for improving Volunteer safety and security procedures, significantly below the target of 100 percent.

A variety of factors impeded posts’ ability to implement all of the identified recommendations. Some of the recommendations must be implemented during specific activities that take place at pre-determined intervals during the year, and therefore have not occurred yet. Other recommendations are so recent that posts have not had an opportunity to implement them. Further, posts have noted that in many cases they do not have the budgetary resources to implement some of the recommendations. Finally, the process for systematically tracking the implementation of critical recommendations requires further improvement.

The Peace Corps has taken steps to better achieve safety and security goals. In the FY 2010 Inspector General audit of the Office of Safety and Security, several recommendations were made to improve the authority and management controls of that office. These recommendations will be fully implemented in FY 2011.

The Peace Corps remains committed to preparing Volunteers for service and monitoring security situations in host countries.

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

**Agency Level Performance Indicators:**

Performance Goal 5.1.2: Provide quality medical and mental health services to trainees and Volunteers	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of Volunteers rating their satisfaction with health care received from Peace Corps medical officers as adequate or better	92%	93%	90%	93%
b. Percentage of Volunteers reporting the emotional support received from Peace Corps staff as adequate or better	80%	81%	75%	81%
c. Percentage of Volunteers reporting adequate or better support in coping with stress issues such as food insecurity, HIV/AIDS and other stressors in their community	53%	73%	65%	74%

**Results and Analysis:** All three of the targets were met for this performance goal.

One of the Peace Corps' top priorities is to maintain each Volunteer's physical and emotional health. The agency provides medical and emotional support to individuals serving in challenging environments around the world and monitors the Volunteers through overseas posts' medical services and through the objective Annual Volunteer Survey. Renewed emphasis was placed on this issue during FY 2010.

All three indicators of Peace Corps' medical and mental health services for Volunteers exceeded the FY 2010 targets. These indicators reflect the high levels of Volunteer satisfaction with the Peace Corps' health care (93 percent) and emotional support (81 percent). Also, a majority of Volunteers (74 percent) reported adequate or better support to help in coping with stressful issues such as HIV/AIDS and food insecurity in their communities. One Volunteer in Rwanda, for example, wrote the following general comment: "The Peace Corps has been supportive and is very available if there are any problems. The new Peace Corps medical officer is very good. I have not needed to address problems with Peace Corps staff, but if I did, I think they would help me find solutions."

Several actions were implemented this year to ensure that Volunteers receive high quality health care from their Peace Corps medical officers:

- Intense site assessments were conducted at posts where Volunteers reported lower levels of satisfaction with their health care support
- Medical officers performing at an inadequate level were replaced
- Changes were implemented to strengthen medical officer credentialing
- Approval and oversight of medical budget expenditures were re-directed from posts to headquarters

The agency has also undertaken several other changes to ensure high quality health care delivery from medical facilities to which Volunteers are referred by their medical officers, including:

- Establishing a system of credentialing local medical providers
- Mandating medical officers conduct reviews of local health facilities
- Developing new site assessment forms for the posts and for local medical facilities

Further, the agency trained medical officers through the Continuing Medical Education program to augment posts' emotional support to Volunteers in four skill areas: short-term mental health counseling, depressive disorders, anxiety disorders, and treatment of alcohol-related problems.

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

**Agency Level Performance Indicators:**

Performance Goal 5.2.1: Provide effective and responsive financial management that accurately reflects domestic and overseas operations	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of posts and headquarters offices managing resources within approved budgets and operational plans	N/A	83%	95%	84%
b. Percentage of posts and headquarters offices annually reviewing resource management ratios for improvement	N/A	Not fully Implemented	95%	71%

**Results and Analysis:** The agency did not meet the two targets for this performance goal.

Fiscal responsibility continued to be an agency priority in FY 2010. The agency's budget grew to accommodate growth in the number of Volunteers worldwide and to support new agency initiatives.

All major offices and overseas posts are required to operate within their approved budgets and plans. Agency offices were quick to respond to the positive budget news in FY 2010 and adjusted operating plans accordingly.

In general, agency overseas posts met their targets while accepting even greater numbers of Volunteers. Eighty-four percent of the major domestic offices and posts met approved budget levels and properly executed operational plans. The offices and posts that under-executed their budgets did so primarily due to unfilled staff positions carried forward from FY 2009. However, almost all senior staff vacancies created during the change in administration last year were filled and the agency expects improved fiscal utilization in FY 2011 as a result.

The development of new financial management ratios for an ever-changing agency has been challenging, yet the agency remains committed to strong financial oversight and performance.

The agency continued a systematic review of resource management ratios in order to identify and monitor efficient and effective management and 71 percent of the departments established ratios. Departments began their reviews, analyzed their operations, and identified the best measurements for their particular organizations. Various organizational challenges, such as turnover and organizational realignment, slowed progress in establishing effective resource management ratios for all offices. Therefore, while the target of 95 percent was not met, significant progress was made in this area compared to FY 2009 when the indicator was not yet fully implemented.

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

#### Agency Level Performance Indicators:

Performance Goal 5.2.2: Ensure the effective management of Peace Corps resources	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Percentage of post projects engaging host country officials in their formulation and implementation	95%	94%	95%	96%
b. Percentage of posts and headquarters offices with documented personnel practices that include staff development, performance management, and awards and recognition policies	43%	56%	80%	61%

**Results and Analysis:** The agency met one of the two targets for this performance goal.

The Peace Corps executes a memorandum of understanding with each host country upon entry and collaborates with host country officials in developing technical programs to meet each country's needs. The first indicator measures the degree to which this initial collaboration continues as the post projects unfold. This year the Peace Corps met its performance target.

A project advisory committee engages host country partners with staff and Volunteers to ensure dialogue throughout the life of a project. Such committees are a key part of a process of systematic collaboration with stakeholders. Formal briefings are often appropriate for higher level officials, but many posts hold focus groups with regional and local level partners to help identify where Volunteers are most needed and what activities they will undertake. All posts conduct joint training with supervisors, partners, and Volunteers.

Although the agency met its performance target, posts continue to face constraints that restrict their ability to collaborate with host country stakeholders. Thirty-eight percent of posts reported that high turnover rates in government ministries prevented or significantly hampered the development of stakeholder relations. In some cases, ministry and local officials are brought into the process at the beginning, but leave office within a few months. Other countries reported that political changes keep officials in constant states of "campaigning" and that they have little time to participate in the development process. In some cases, the project advisory committee meetings were limited because host country officials expected Peace Corps to pay their per diem. Those posts, instead, relied on informal dialogues through phone conversations, focus groups, and other informal meetings with stakeholders.

Although the number of overseas posts with documented personnel practices increased from last year, the 80 percent target was not met. Sixty-one percent of the agency's operating units have documented practices in all three of the major areas of human resource management: performance, staff development, and awards. An additional 31 percent have documented practices in two of the three required areas. Eight percent have documented their personnel practices in one area.

Headquarters' staff operates under the personnel policies described in the *Peace Corps Manual*. Overseas posts operate in compliance with local laws and regulations of each country. In FY 2010, the agency convened a working group to review and make recommendations on how posts can meet the requirements of this indicator.

**Performance Goal 5.2.3:** Ensure optimal performance of critical Peace Corps processes

**Agency Level Performance Indicator:**

Performance Goal 5.2.3: Ensure optimal performance of critical Peace Corps processes	FY 2008 Baseline	FY 2009 Result	FY 2010 Target	FY 2010 Result
a. Annually review, streamline, and implement improvements to at least one agency mission critical work process	N/A	Achieved	Y/N	Achieved

**Results and Analysis:** The agency achieved the target for this performance goal.

The Peace Corps, in its work to review and make changes to cross-cutting agency processes, has a number of advisory councils and communication mechanisms in place to review and recommend improvements to its programs.

In FY 2010, the agency reviewed the human resource management policies for headquarters and proposed actions for improvement.

The agency developed a Managers' Strategic Planner, a companion to the Human Capital Management Plan that supports the agency's Strategic Plan in areas of human capital. Although the Human Resource Management Department is responsible for developing the three-year Human Capital Management Plan (FY 2009-2011), Peace Corps' managers have the responsibility and are accountable to ensure that the agency is meeting the human capital goals. The new planner is an online resource for managers and supervisors to access human capital information and significantly improves their ability to track and accomplish tasks and report on successful completion.

This tool was approved by the Human Resources Council, the intra-agency management team where information is shared about internal customer challenges and where new opportunities for improvement are identified. The tool provides transparency to the Human Capital Processes and Systems, which are required to be reported annually to the Office of Personnel Management.

Phase 1 is complete and contains information on Strategic Planning; Leadership and Knowledge Management; Talent Management; Results-Oriented Performance Culture; Balancing Work/Life Issues; and Accountability. Additional modules will be added in FY 2011.

---

Volunteers are being encouraged to extend for a third year. The Peace Corps Volunteer Leadership Program permits third-year Volunteers to continue to work on development projects and also to help by mentoring and coaching new Volunteers, supporting the training process, and doing site development. With their experience and language abilities, third-year Volunteers are invaluable to the agency.

---



## Program Evaluation

In FY 2010, the Peace Corps proactively sought to further improve its evaluation practices, continuing to conduct the Annual Volunteer Survey, the host country impact study series, and redesign the online tool Volunteers use to report on the impact of their work. Additionally, in FY 2010, Peace Corps made the decision to undertake annual portfolio reviews of its country programs. These efforts encourage data-driven decision-making and the dissemination of best practices. The agency was invited to present the findings of the impact study research in three major forums: The Brookings Institution, the annual Association of International Educators Conference, and the Third Annual Conference on Program Evaluation sponsored by the U.S. Department of State.

### Annual Portfolio Reviews

In FY 2010, the first year of Director Williams' service, the Peace Corps undertook a management assessment of all operations. The first of the six recommendations in the Comprehensive Assessment calls on the agency to "Target resources and country presence across countries according to specific country selection criteria to maximize grassroots development impact and strengthen relationships with the developing world."

In the fourth quarter of FY 2010, the Peace Corps began work on the annual portfolio reviews of the country programs. The agency is currently analyzing existing sources of information and data, in addition to researching new sources of information to design the methodology for the portfolio reviews. FY 2011 will see the full implementation of this initiative, which will become standard operating procedure and inform the Peace Corps' planning and resource allocation.

### Annual Volunteer Survey

The Annual Volunteer Survey assesses Volunteers' perceptions of their Peace Corps service: satisfaction with their service, training for assignments, staff support, safety and security and medical services, primary work assignments, the impact of their work, and HIV/AIDS activities. Volunteers are asked to describe their activities, the degree to which their technical and language training prepared them to carry out their work, and the extent to which their assignments built local capacity and fulfilled the three goals of the Peace Corps. The results provide a candid and comprehensive picture of activities, experiences, and impact from the Volunteers' point of view.

The survey is used for multiple purposes, including identifying trends and best practices; planning office and post priorities; and assessing performance. This information is shared widely within the agency and in FY 2010 the agency experimented with a number of different techniques to encourage utilization of this information both at headquarters and at the posts.

### *Findings*

#### **Goal 1**

- Most Volunteers achieved their short-term goals of transferring skills to the people with whom they work.
- Many Volunteers work with young people and are involved in HIV/AIDS efforts—two activities likely to yield long-term capacity-building benefits for their host country communities.

- Volunteers expressed concerns about being fully prepared to do their Peace Corps jobs (Goal 1) and have requested additional training on working with host country counterparts and performing technical aspects of their work.

### **Goal 2 and Goal 3**

- Volunteers are achieving the Peace Corps' Goal 2 and Goal 3.
- With better access to technology and communications, most Volunteers are able to communicate electronically with friends and family in the United States about life in their host country.

### **Overall Volunteer Satisfaction**

- Volunteers who have been in-country longer than a year are generally more satisfied with their primary assignment and secondary activities, as well as with their Peace Corps service overall.
- Volunteers most often mentioned stress as a result of the challenges of cross-cultural issues, their primary assignments, isolation/loneliness, and the local language.

### **Host Country Impact Studies**

In FY 2010, the Peace Corps continued the host country impact series started in FY 2008. These country-specific impact evaluations measure the impact of Peace Corps Volunteers' activities on two of the agency's three goals: Goal 1—"To help the people of interested countries in meeting their need for trained men and women"; and Goal 2—"To help promote a better understanding of Americans on the part of the peoples served." By FY 2013, the majority of the Peace Corps posts will have conducted an impact study.

The studies ask host country individuals (counterparts, host families, and beneficiaries) for their views on the changes that have occurred and the degree to which local needs were met and positive changes sustained through working with Volunteers.

The evaluations provide the agency's management with an independent assessment of Peace Corps' programs because the studies are conducted by independent, host-country researchers who interview the host families and work partners. This approach ensures that the information about the impact of Volunteers' work is gathered from the most direct sources: host country individuals who have worked with, interacted with, and/or lived with Volunteers. The studies are also relatively inexpensive to carry out.

Peace Corps' cutting edge program of host country impact studies is significantly enhancing the agency's capacity to document its results concerning Goals 1 and 2. Washington University researcher Dr. Margaret Sheridan has noted that no other international volunteer organization is measuring the impact of volunteer service on the residents of the communities in which they serve.

In just a short time, the impact studies have become an important tool that enhances the decision-making process used to allocate Volunteers and other resources among countries and to equip country leadership (both Peace Corps and host country leaders), to make evidence-based decisions via a previously untapped source of information. These impact evaluations have led to innovation and change in post administration of Volunteer training and program design.

## *Findings*

In FY 2010, eight studies were *initiated* in Botswana, Fiji, Guatemala, Peru, Philippines, Thailand, Togo, and Ukraine. Two of these, Guatemala and Ukraine, were completed in FY 2010. The remaining studies will be completed in FY 2011. Five studies started in FY 2009 (Cameroon, Jamaica, Mexico, Morocco, and Tanzania) were also completed in FY 2010.

A total of 1,372 people have been interviewed to date. The data from 691 host country individuals in the seven countries in which studies were *completed* during FY 2010 are presented below. They are presented along with the data from 528 respondents in 2009 and 153 respondents in 2008, previously presented in the FY 2009 and FY 2008 Performance and Accountability Reports.

The majority of respondents report using the skills they gained through their work on Peace Corps projects. They also report being satisfied with the project work, note that projects are sustained after the Volunteers leave, and would want to work with another Volunteer.

Most respondents report a more positive view of Americans after interacting with Volunteers. The sustained interaction between Volunteers and host country nationals leads to significant gains in improved understanding.

### **Goal 1: Capacity Building and Skills Transfer**

Outcome Area	FY 2008	FY 2009	FY 2010
Use project skills in their work life	Not asked	99%	84%
Use project skills in their personal life	Not asked	92%	83%
Satisfied with the Peace Corps project	96%	84%	96%
Want to work with another Volunteer	Not asked	95%	97%

### **Goal 2: Promoting a Better Understanding of Americans**

Outcome Area	FY 2008	FY 2009	FY 2010
Had a more positive view of Americans after working with Volunteers	85%	84%	83%
Had a more positive view after living with Volunteers	72%	87%	69%
Had a more thorough understanding of Americans after working with Volunteers	Not asked	75%	60%
Had a more thorough understanding of Americans after living with Volunteers	Not asked	87%	53%

### **Post-initiated Evaluation Activity**

Peace Corps continually works to increase the effective use of evaluations at its posts.

### *Findings*

Forty-one posts conducted evaluations during FY 2010, by post staff, headquarters or outside evaluators.

“Our cross-sector food security initiative involves quarterly and annual evaluation of progress against our detailed implementation plan,” reported one respondent.

The primary purpose for post evaluations was to determine the extent to which projects were meeting their goals. Posts also conducted administrative evaluations to support their budgeting and planning processes. Some posts reported audits of their financial and/or medical operations as a type of evaluation. Posts used the findings to:

- Revise Volunteer training by incorporating detailed information from project partners about the most useful Volunteer work
- Revise the goals and/or focus of Volunteers’ project plans
- Strengthen post monitoring and evaluation activities

### **Monitoring and Evaluation Training**

Posts increased monitoring and evaluation training for staff to support the agency’s emphasis on accountability and measuring results. Headquarters staff provided significant support for these initiatives in the form of regional and post specific workshops.

### *Findings*

Fifty-three of the 67 posts operating in FY 2010 (79 percent) provided evaluation training to Volunteers; 31 of the 67 posts (46 percent) provided training to staff. Twenty-two posts (33 percent) provided training to partners/counterparts.

Headquarters staff supported this post-level training at several regional and post-specific workshops in FY 2010 by providing technical assistance to the workshop facilitators. Additionally, headquarters staff facilitated annual Web-based training for all posts on effectively using the Volunteer Reporting Tool and completing annual status reports, both pieces of the agency’s standard monitoring and evaluation plan.

Finally, the Jordan post received a comprehensive monitoring and evaluation review by headquarters staff, which included several training sessions.

### **Evaluations Conducted by Headquarters Offices**

Four offices at headquarters conducted evaluations of their operations.

### *Findings*

#### **Summary of Process Evaluations Conducted at Peace Corps Headquarters**

- **Office of Medical Services:** To improve the efficiency of the medical clearance process (reduce the length of time) for Peace Corps applicants, the office designed a study to compare the length of time required for

the medical clearance process with two different approaches: applicants use their own physician (current practice) or applicants use Peace Corps-contracted physicians (test intervention). The evaluation is ongoing.

- **Office of Private Sector Initiatives:** The office's goal is to reach new donors and increase the amount of money raised per donor. Peace Corps staff had been solely responsible for all fundraising. The office hired an outside firm to assist in fundraising for the 50<sup>th</sup> anniversary. The results of the two approaches to fundraising will be compared to determine the relative effectiveness of each approach.
- **Overseas Programming and Training Support:** The guidance provided to country posts on program design, training, and evaluation required revisions to ensure that Volunteers and staff appropriately monitored and evaluated activities. In leading the revision of the programming and training guidance, the office conducted a needs assessment and held small focus groups of those receiving guidance throughout the revision process. To date, users of the new guidance report that it is more efficient and effective in both its format and its content. Evaluation of the guidance is ongoing to determine if project evaluations are more effectively conducted.
- **Office of Public Engagement:** The office is responsible for providing a range of career services to returned Peace Corps Volunteers (RPCVs). In recent years, the number of RPCVs requesting access to career conferences has increased. In order to meet the demand, the office increased the number of such conferences outside of the Washington, D.C., region. The participation rates by geographic area will be compared to determine if locating conferences closer to clusters of RPCVs will increase participation.

### Summary of Major FY 2010 Program Evaluations Findings and Conclusions

Name of Report	Issue	Findings and Recommendations	Agency's Response
<b><i>Host Country Impact Studies</i></b>	<p>The evaluation studies were developed as part of the Peace Corps Improvement Plan. In FY 2008, the agency piloted three studies to measure one of Peace Corps' core goals – "To help promote a better understanding of Americans on the part of the peoples served". The agency conducted nine studies in FY 2009 and eight in FY 2010.</p> <p>The studies also ask host country partners and beneficiaries about the extent to which the work of the Peace Corps has met their need for trained men and women and built local capacity in a sustainable way.</p>	<p>The studies' findings indicate that the Peace Corps is promoting a better understanding of Americans among the peoples served.</p> <p>The scores vary across respondent types, sectors in which Volunteers work, and countries.</p> <p>It is recommended that additional studies be conducted.</p> <p>Host country nationals report they gain useful skills and knowledge, maintain the changes which result from their work with the Peace Corps, and are satisfied with the work conducted.</p> <p>Additional analysis by region and project sector is needed.</p>	<p>Peace Corps uses the results to redesign Volunteer and partner training. Host families and work partner perceptions about Americans are shared with Volunteers in the re-designed cross-cultural training.</p> <p>The Comprehensive Agency Assessment recommends expanding the number of studies completed per year from nine to 12. The agency will benefit from additional access to objective third party information regarding program performance.</p> <p>The agency is building capacity to implement this recommendation.</p>

## Volunteer Project Reviews: Findings and Recommendations

Name of Report	Issue	Finding and Recommendations	Agency Response
<b>Volunteer Project Reviews</b>	<p>Agency staff members conduct on-site reviews (process evaluations) of Volunteer projects in each sector.</p> <p>The on-site review research focuses on continuous learning through application, assessment, and redirection—learning by doing.</p>	<p>Results from a survey of field staff in FY 2009 found that they perceived the site reviews as unhelpful and unnecessarily difficult for program managers.</p> <p>The Peace Corps needs to redesign the review process and standardize the use of the data to inform management decisions.</p>	<p>The project plan review process was redesigned to be more efficient and effective. Two changes were made in the process: increase the level of technical support provided to the post during the review and decrease the time to report the results of the review to the post.</p> <p>The Office of Global Operations was created in FY 2010 to oversee the activities of the three geographic regions and the technical office. The office is encouraging more consistent use of agency performance data and data-driven decision-making.</p>
<b>Focus Groups Survey with returned Volunteers and Survey of returned Volunteers</b>	<p>No formal mechanism had existed at Peace Corps to collect comprehensive information from Volunteers after their service ends. To fill this gap, the Peace Corps conducted eight focus groups with returned Peace Corps Volunteers in FY 2010.</p> <p>The fourth decennial survey of returned Volunteers is underway and will provide the agency with important data on the impact of Peace Corps service on educational and career choices and continued involvement in international work and volunteer service, as well as their perspectives on agency outreach programs.</p>	<p>The information from the focus groups suggests that returned Volunteers are actively engaged in speaking about Peace Corps at schools and other events.</p> <p>These returned Volunteers also suggested that the Peace Corps increase its commitment to engaging them in Third Goal activities and building RPCV networks.</p>	<p>The agency has increased the level of resources devoted to serving the returned Volunteer community and will make further adjustments when the results of the survey are analyzed.</p> <p>Additional information about Peace Corps-sponsored activities to support returned Volunteers is provided in the discussion of the Strategic Indicator 3.1.2.</p>

## Office of Inspector General Audits and Evaluations

The Peace Corps' Office of the Inspector General (OIG) regularly conducts audits and evaluations concerning the effectiveness of programs that support Volunteers. Auditors focus on fiscal accountability and the effectiveness of internal controls over Peace Corps resources. Evaluators analyze program operations of the Peace Corps at both overseas posts and domestic offices. These audits and evaluations analyze compliance with laws, regulations, and

Peace Corps' policies. They also identify internal control weaknesses and best practices and recommend program improvements and the means to comply with Peace Corps policies.

### *Findings*

During FY 2010, OIG issued eight audit reports and four program evaluation reports concerning 11 countries. The audits were conducted in Burkina Faso, Cape Verde, Kenya, Moldova, Mongolia, Paraguay, Suriname, and Tanzania, and these reports related to administrative and financial operations at overseas posts. Other work included: audit of the Office of the Chief Information Officer budget formulation and management; audit of the agency's process for soliciting, awarding, and administering contracts; a review of the agency's compliance with the Federal Information Security Management Act; and oversight of the independent auditor's annual audit of the agency's financial statements. OIG audit staff also performed special reviews at Peace Corps posts in Ecuador, The Gambia, and Vanuatu.

The evaluations were conducted in Morocco, Suriname, Togo, and Turkmenistan. The program evaluation reports addressed issues such as the extent to which each post has developed and implemented programs that met agency goals and provided adequate training, health care, support, and oversight to Volunteers to enable them to increase host country capacity and promote cross-cultural understanding.

During FY 2010, the OIG audit, evaluations, and investigative units contributed staff resources to jointly produce an assessment of Morocco medical care and an audit of the Peace Corps Volunteer safety and security program. Reports from OIG audits and evaluations are submitted to management, which then takes appropriate action to address any concerns that have been identified.

### **Program Evaluations Conducted by the Office of the Inspector General: Findings and Recommendations**

Country	Major Findings and Recommendations
<b>Turkmenistan</b>	<ul style="list-style-type: none"> <li>• Turkmenistan is a challenging post for staff and Volunteers. Host country government restrictions, its control over Volunteer worksite selection, and limitations on activities within host communities have a considerable impact on program effectiveness and sustainability.</li> <li>• The post may not be able to meet the agency's expectations for program growth; it was recommended that the viability of project plans be assessed before expanding the number of Volunteers. The post can also address some obstacles through memoranda of understanding with host government ministries.</li> <li>• Despite these challenges, it was determined that the Turkmenistan staff and Volunteers believe Peace Corps has the potential to make a positive contribution to the people of Turkmenistan.</li> <li>• Volunteers need accurate information about the reality of serving in Turkmenistan; the post must address this in pre-service information and during its training programs. Volunteers, particularly those over the age of 50, need additional support with language learning before and during service.</li> </ul>

Country	Major Findings and Recommendations
<b>Morocco</b>	<ul style="list-style-type: none"> <li>The Morocco program staff is experienced, resourceful, and dedicated to the Peace Corps mission, but staffing levels are insufficient to meet the complex support needs of the program and they are struggling under heavy workloads.</li> <li>Volunteers are widely dispersed throughout mountainous and sometimes hard-to-access areas in Morocco and face an assortment of challenges during their service related to language, religion, politics, gender, and harassment.</li> <li>Programming staff are stretched thin and struggle to provide Volunteer support needs, such as site visits, report feedback, and regular communication.</li> <li>The Peace Corps medical officer and the medical unit's large volume of work has had an impact on the quality of medical support to the Volunteers. Also, the safety and security coordinator is strained by a continuous flow of Volunteer communications.</li> </ul>
<b>Suriname</b>	<ul style="list-style-type: none"> <li>Suriname has faced challenges developing and maintaining effective Volunteer assignments. A period of frequent senior staff turnover over several years had an impact on the stability of post operations. While obstacles remain, Suriname has made progress toward increasing the effectiveness of its operations and programs and furthering Peace Corps' goals.</li> <li>Suriname government representatives have positive working relationships with Peace Corps staff. They believe Volunteers have good language skills, are well-integrated into their host communities, and are making contributions to Suriname's development.</li> <li>Suriname does not have current agreements with project partners; this has created some confusion about roles and responsibilities of the cooperating parties. Government officials would like a more structured collaboration with Peace Corps, with program sectors and Volunteer assignments more directly centered on ministry goals.</li> <li>The post is working to address site development and programming support challenges. Our review found the program staff members do not adequately engage host communities during site development, nor are they thoroughly assessing host community needs or a community's capacity to host a Volunteer.</li> <li>Volunteer housing did not consistently conform to established housing criteria. We recommended that staff inspect housing to ensure it meets the criteria prior to the Volunteer's arrival.</li> </ul>
<b>Togo</b>	<ul style="list-style-type: none"> <li>For more than 48 years, Togo has successfully met the First Goal of the Peace Corps mission – to help the people of interested countries in meeting their need for trained men and women. Volunteers are satisfied with their assignments and feel positive about accomplishing their project goals and objectives.</li> <li>Training is a strong point for Togo. Volunteers are satisfied with the effectiveness of pre-service training and expressed high regard for the host family experience as good preparation for service.</li> <li>Some Volunteer projects have been slow to develop due to challenges identifying appropriate counterparts to undertake project activities. The post needs to address this issue during site development and encourage the community to provide housing.</li> <li>Volunteers report they are generally well-supported by Togo staff, but flagged uneven staff communication or follow-up as areas that need improvement – particularly program manager's site visits, follow-up to Volunteer Reporting Tool submissions, and responsiveness to diversity issues.</li> <li>Volunteers are not in compliance with Togo's out-of-site policy and Volunteer site locator forms frequently contained inaccuracies, which would make them less useful during an emergency situation.</li> <li>The post needs to engage in more regular, substantive communication with national ministry officials and re-energize its project advisory council with more frequent meetings and activities.</li> </ul>

*This page was intentionally left blank*

## FINANCIAL SECTION



*Business Volunteer teaches basic business techniques and marketing skills to leather artisans.*



## Message from the Chief Financial Officer

The Peace Corps again received an unqualified (clean) audit opinion issued by external auditors Clifton Gunderson LLP during the FY 2010 financial statement audit. For the fourth consecutive year, no material weaknesses or federal system noncompliances were identified during the financial audit or otherwise within the agency. The Peace Corps also received, for the third consecutive year, the prestigious Association of Government Accountants' Certificate of Excellence in Accountability Reporting award for quality reporting in the FY 2009 Performance and Accountability Report. During FY 2010, the agency's financial system, Odyssey, was successfully recertified and accredited, reconfirming our strong financial management foundation.

These achievements can only be attained through the continuing dedicated efforts of the financial management team and others who support financial management throughout the three regions, the worldwide posts, and within the headquarters. Our goal is to always provide excellent service to our Volunteers and to manage the resources provided to the agency in the most effective and efficient manner. This fiscal year we provided budget, finance, and accounting support for 77 countries encompassing more than 81 currencies for over 8,600 Volunteers. We strive to improve financial management each year.

The financial position of the agency continues to improve significantly with the support of the President and the U.S. Congress, allowing us to increase the number of Volunteers and provide the necessary support throughout the agency.

The two significant deficiencies and 12 audit recommendations identified during the FY 2009 audit were monitored throughout the year by the operational managers and the senior assessment team through the corrective action plan. One significant deficiency, Accounting Business Processes Need Improvement, and its two audit recommendations were successfully reduced in severity level during FY 2010, while one significant deficiency, Information System Security, and its audit recommendations were not successfully mitigated. Audit recommendations not resolved during this fiscal year were due to pending future events, systems implementation, and other agency priorities.

The FY 2010 audit identified two significant deficiencies in our internal controls for Property, Plant, and Equipment and Information System Security. The 12 audit recommendations for these two significant deficiencies and the estimated completion dates for the corrective actions are addressed in Appendix 1, Summary of Audit Significant Deficiencies.

Our FY 2010 financial management improvements include:

- Negotiated a \$46.15 million increase in the President's FY 2011 budget to Congress
- Implemented a readjustment allowance increase for the first time in 11 years to better support Volunteer living costs
- Obtained \$5 million through open obligation reviews by closing or adjusting obligations in current and prior years' (expired) funds
- Implemented the Citi Declining Balance Card, allowing closure of the domestic imprest fund (headquarters cashier bank account) that previously made cash payments for Volunteer medical evacuations and the initial orientation (staging) of Volunteers, significantly reducing the risk of fraud

- Converted 100 percent of the posts from paper checks to electronic funds transfer for those posts with electronic funds transfer technology capability
- In-sourced the Office of Global Accounts Payable document processing payment function by replacing contractors with direct hire employees, resulting in an annual savings of \$220,083
- Completed the first archiving of Volunteers' description of service documents from 1960 to the present and had the documents declared permanent historical documents by the U.S. National Archives
- Corrected the 1989 Social Security filing for more than 9,000 former Volunteers

Volunteer In-Country Allowances (VICA), a Web-based payment application, was successfully piloted and implemented at all posts during FY 2010. VICA eliminated duplicate data entry and enabled posts to efficiently process their Volunteers' in-country allowances and interface with Odyssey, the agency financial system. Eighty-five percent of the VICA payments are now individual electronic funds transfers to Volunteer accounts, compared to 1 percent of the same type payments in FY 2009.

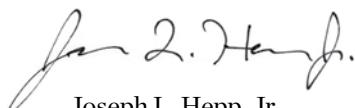
During the fourth quarter of FY 2010, a new budgeting, planning, and forecasting software, Hyperion Planning, was implemented. Hyperion integrates data from Odyssey, the agency's financial system, and uses agency and region projections to calculate Volunteer requirements, allowing more thorough analysis by the budget personnel. Hyperion also automated the unfunded requirement request process to provide better visibility and status tracking of the agency's funding decisions.

Our most significant financial management challenge continues to be improving operational growth and infrastructure efficiently and cost-effectively to meet planned future Volunteer growth to 10,000 in FY 2011. We are also working to integrate an electronic savings bond process for the Volunteers in FY 2011.

While the agency continues to recognize the benefits of formally correlating costs to the agency strategic goals and outputs, the accounting system currently is not capable of accurately capturing those costs. The agency operates as one program with the purpose of providing trained Volunteers to host countries to promote world peace and friendship.

The Peace Corps' financial statements and notes that follow are both reliable and complete. The documents were prepared in accordance with generally accepted accounting principles for federal government entities and were subjected to an independent audit.

We are moving forward in FY 2011, seeking new improvements in financial management, continuing to promote effective internal controls, and working diligently toward securing future unqualified audit opinions.



Joseph L. Hepp, Jr.  
Chief Financial Officer  
*November 15, 2010*



## Financial Statements

**Peace Corps  
Balance Sheet  
As of September 30, 2010 and 2009**  
(In Thousands)

	<u>2010</u>	<u>2009</u>
<b>Assets</b>		
<b>Intragovernmental</b>		
<b>Fund Balance With Treasury (Note 2 and 3)</b>	\$ 189,675	\$ 139,058
<b>Accounts Receivable (Note 5)</b>	780	878
<b>Total Intragovernmental</b>	<u>190,455</u>	<u>139,936</u>
<b>Cash and Other Monetary Assets (Note 4)</b>	-	40
<b>Accounts Receivable, Net (Note 5)</b>	26	17
<b>General Property, Plant, and Equipment, Net (Note 6)</b>	31,869	30,503
<b>Other</b>		
<b>Prepaid Volunteer Living Allowances (Note 7)</b>	3,907	3,863
<b>Other Assets (Note 8)</b>	2,835	2,485
<b>Subtotal Other</b>	<u>6,742</u>	<u>6,348</u>
<b>Total Assets</b>	<u><u>\$ 229,092</u></u>	<u><u>\$ 176,844</u></u>
<b>Liabilities</b>		
<b>Intragovernmental</b>		
<b>Accounts Payable</b>	\$ 2,590	\$ 1,219
<b>Other</b>		
<b>Unfunded FECA Liability (Note 9)</b>	29,871	27,560
<b>Other Liabilities (Note 10)</b>	-	2
<b>Subtotal Other</b>	<u>29,871</u>	<u>27,562</u>
<b>Total Intragovernmental</b>	<u><u>32,461</u></u>	<u><u>28,781</u></u>
<b>Accounts Payable</b>	13,190	9,104
<b>Federal Employee and Veterans Benefits (Note 9)</b>	138,157	121,902
<b>Other</b>		
<b>Other Employment Related Liability (Note 9)</b>	9,319	5,629
<b>Non-Entity Funds (Note 2)</b>	41,880	40,060
<b>Accrued Funded Payroll and Leave</b>	6,268	5,346
<b>Unfunded Annual Leave (Note 9)</b>	8,675	7,237
<b>Other Liability (Note 10)</b>	46	-
<b>Subtotal Other</b>	<u>66,188</u>	<u>58,272</u>
<b>Total Liabilities</b>	<u><u>\$ 249,996</u></u>	<u><u>\$ 218,059</u></u>
<b>Commitments and Contingencies (Note 11)</b>		
<b>Net Position</b>		
<b>Unexpended Appropriations</b>	121,532	80,239
<b>Cumulative Results of Operations</b>	(142,436)	(121,454)
<b>Total Net Position</b>	<u><u>\$ (20,904)</u></u>	<u><u>\$ (41,215)</u></u>
<b>Total Liabilities and Net Position</b>	<u><u>\$ 229,092</u></u>	<u><u>\$ 176,844</u></u>

The accompanying notes are an integral part of these financial statements

**Peace Corps**  
**Statement of Net Cost**  
**For the Periods Ended September 30, 2010 and 2009**  
(In Thousands)

	<u>2010</u>	<u>2009</u>
<b>Program Costs:</b>		
Gross Costs	\$ 390,374	\$ 327,233
Less: Earned Revenue (Note 12)	<u>4,000</u>	<u>3,610</u>
<b>Net Cost of Operations</b>	<b><u>\$ 386,374</u></b>	<b><u>\$ 323,623</u></b>

The accompanying notes are an integral part of these financial statements

**Peace Corps**  
**Statement of Changes in Net Position**  
**For the Periods Ended September 30, 2010 and 2009**  
(I In Thousands)

	<u>2010</u>	<u>2009</u>
<b>Cumulative Results of Operations:</b>		
Beginning Balances	\$ (121,454)	\$ (126,984)
Adjustments	-	122
Corrections of Errors		
Beginning Balances, As Adjusted	(121,454)	(126,862)
<b>Budgetary Financing Sources:</b>		
Appropriations Used	358,442	322,738
<b>Other Financing Sources (Non-Exchange):</b>		
Transfers-In/Out Reimbursement	387	250
Imputed Financing (Note 16)	6,563	6,043
Total Financing Sources	365,392	329,031
Net Cost of Operations	386,374	323,623
Net Change	(20,982)	5,408
<b>Cumulative Results of Operations</b>	<b>(142,436)</b>	<b>(121,454)</b>
<b>Unexpended Appropriations:</b>		
Beginning Balances	80,239	68,274
Adjustments	-	3
Changes in Accounting Principles		
Corrections of Errors	-	(1)
Beginning Balances, As Adjusted	80,239	68,276
<b>Budgetary Financing Sources:</b>		
Appropriations Received	400,000	340,000
Appropriations Transferred In/Out	-	(2,000)
Other Adjustments	(265)	(3,299)
Appropriations Used	(358,442)	(322,738)
Total Budgetary Financing Sources	41,293	11,963
Total Unexpended Appropriations	121,532	80,239
<b>Net Position</b>	<b>\$ (20,904)</b>	<b>\$ (41,215)</b>

The accompanying notes are an integral part of these financial statements

**Peace Corps**  
**Statement of Budgetary Resources**  
**For the Periods Ended September 30, 2010 and 2009**  
 (In Thousands)

	<u>2010</u>	<u>2009</u>
<b>Budgetary Resources:</b>		
Unobligated Balance, Brought Forward, October 1	\$ 29,980	\$ 24,921
Recoveries of Prior Year Unpaid Obligations, Actual	8,919	7,778
<b>Budget Authority</b>		
Appropriation	400,000	340,000
<b>Spending Authority From Offsetting Collections</b>		
Earned		
Collected	6,554	4,872
Change in Receivables from Federal Sources	(98)	248
Change in Unfilled Customer Orders		
Advance Received	(2)	-
Without Advance from Federal Sources	38	(8)
Subtotal	406,492	345,112
<b>Nonexpenditure Transfers, Net, Anticipated and Actual:</b>		
Actual Transfers, Budget Authority	-	(2,000)
<b>Permanently Not Available</b>		
Cancellations of Expired and No-Year Accounts	(574)	3,252
<b>Total Budgetary Resources</b>	\$ 444,817	\$ 372,559
<b>Status of Budgetary Resources:</b>		
<b>Obligations Incurred:</b>		
Direct (Note 13)	\$ 382,380	\$ 339,280
Reimbursable (Note 13)	3,905	3,299
Subtotal	386,285	342,579
<b>Unobligated Balance:</b>		
Apportioned	48,292	22,829
Unobligated Balance Not Available	10,240	7,151
<b>Total Status of Budgetary Resources</b>	\$ 444,817	\$ 372,559
<b>Change in Obligated Balance:</b>		
<b>Obligated Balance, Net</b>		
Unpaid Obligations, Brought Forward, October 1	\$ 70,481	\$ 62,396
Uncollected Customer Payments from Federal Sources, Brought Forward, October 1	(1,085)	840
Total Unpaid Obligated Balance, Net	69,396	61,556
<b>Obligations Incurred, Net</b>		
Gross Outlays	386,285	342,579
Recoveries of Prior Year Unpaid Obligations, Actual	(357,533)	(326,716)
Change in Uncollected Customer Payments from Federal Sources	(8,919)	(7,778)
<b>Obligated Balance, Net, End of Period</b>	60	(240)
Unpaid Obligations	90,315	70,481
Uncollected Customer Payments from Federal Sources	(1,026)	(1,081)
<b>Total Unpaid Obligated Balance, Net, End of Period</b>	\$ 89,289	\$ 69,400
<b>Net Outlays:</b>		
Gross Outlays	\$ 357,533	\$ 326,716
Offsetting Collections	(6,553)	4,872
<b>Net Outlays</b>	\$ 350,980	\$ 321,844

The accompanying notes are an integral part of these financial statements



## Notes to the Financial Statements

### Note 1 Significant Accounting Policies

#### a) Reporting Entity

The Peace Corps was initially established by President John F. Kennedy pursuant to Executive Order 10924 on March 1, 1961, and was subsequently formalized by the Peace Corps Act of 1961. The Peace Corps is an independent agency within the executive branch of the United States government.

The core mission of the Peace Corps is to promote world peace and friendship by making available to interested, less developed countries men and women of the United States qualified for service abroad and willing to serve, even under conditions of hardship if necessary. The Peace Corps' goals are to help the people of interested countries in meeting their need for trained men and women; to help promote a better understanding of Americans on the part of the peoples served; and to help promote a better understanding of other peoples on the part of Americans.

#### b) Basis of Presentation

The financial statements present the financial position, the net cost of operations, and changes in net position along with budgetary resources activities of the agency pursuant to the requirements of 31 U.S.C. 3515 (b). They have been prepared using Peace Corps' books and records in accordance with agency accounting policies, the most significant of which are summarized in this note. The statements are in addition to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records. The statements are presented in accordance with the applicable form and content requirements of OMB Circular A-136, Financial Reporting Requirements, issued September 2010. The statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

The Peace Corps' accounting policies follow Federal Accounting Standards Advisory Board standards and other generally accepted accounting principles for the United States federal government.

The financial statements are subdivided in two categories: intragovernmental and public. The intragovernmental balances, revenues, and costs reflect financial transactions between the Peace Corps and other federal agencies. Public activities are those with non-governmental customers, including Volunteers, contributors, employees, contractors, and vendors.

### Federal Financial Statements

Statement	Federal Objective
Balance Sheet	Reflects the agency's financial position as of the statement date. The assets are the amount of future economic benefits owned or managed by the agency. The liabilities are amounts owed by the agency. The net position is the difference between the assets and liabilities.
Statement of Net Cost	Shows separately the components of the net cost of the agency's operations for the period. Net cost is equal to the gross cost incurred by the agency less any exchange revenue earned from its activities.
Statement of Changes in Net Position	Explains how the net cost for the agency's operations was funded, and reports other changes in equity that are not included in the Statement of Net Cost. It reflects the changes in both the proprietary and the budgetary activities through the respective components: Cumulative Results of Operations and Unexpended Appropriations.
Statement of Budgetary Resources	Provides information about how budgetary resources were made available as well as their status at the end of the period. It is the only financial statement exclusively derived from the agency's budgetary general ledger in accordance with budgetary accounting rules.

#### c) Basis of Accounting

Accounting principles encompass both accrual and budgetary transactions. Under the accrual method, revenues are recognized when earned and expenses are recognized when a liability is incurred, without regard to receipt or payment of cash. Under the budgetary basis, however, fund availability is recorded based upon legal considerations and constraints. The agency receives financing sources through direct appropriations from the general fund of the U.S. Treasury to support its operations. This financing source—appropriations used—is recognized to the extent that appropriation authority has been applied against received goods and services.

#### **d) Fund Accounting Structure**

The agency's financial activities are accounted for by U. S. Treasury Appropriation Fund Symbol. They include accounts for appropriated funds and other fund groups described below for which the Peace Corps maintains financial records.

*General Funds*—These funds consist of the receipts and expenditures by the government that are not earmarked by law for a specific purpose and used to fund agency operations and capital expenditures.

*Special or Trust Funds*—These funds consist of receipts and expenditures by the government for carrying out specific purposes and programs in accordance with terms of the statute that designates the fund as a special fund or trust fund. The balances in the agency's trust funds are non-entity assets and are included in the financial statements.

*Deposit Funds*—These funds consist of monies held temporarily by the Peace Corps as an agent for others. These include allowance and allotment accounts for employees and Volunteers. The balances in these funds are non-entity assets and are included in the financial statements.

*General Fund Receipt Accounts*—These funds consist of monies collected by the Peace Corps that are returned to the U.S. Treasury and not available for Peace Corps' use.

#### **e) Budget Authority**

Congress annually passes multi-year appropriations that provide the agency with authority to obligate funds over a two-year period for necessary expenses to carry out operations. After the right to create new obligations has expired, this two-year budget authority is available for five additional years for adjusting obligations and for completing the liquidation of open obligations, advances, and receivables. After the five-year period, all open transactions for the respective fiscal year will be cancelled and funds will be returned to the U.S. Treasury. Any valid claims associated with these funds after closure must be processed against current year funds.

In addition, Congress enacts no year appropriations that are available until expended. All appropriations are subject to OMB apportionment as well as Congressional restrictions. The agency places internal restrictions to ensure the efficient and proper use of all funds.

#### **f) Revenues and Other Financing Sources**

Peace Corps' operations are financed through appropriations, proceeds from the sale of property, and inter-agency agreements. For financial statement purposes, appropriations are recorded as a financing source and reported on the Statement of Changes in Net Position at the time they are recognized as expenditures.

#### **g) Fund Balance with the Treasury**

The Fund Balance with the U. S. Treasury consists of appropriated funds that are available to pay current liabilities and finance authorized purchase commitments, and special funds that periodically are direct-financing reimbursements to the appropriated funds.

The agency does not maintain cash in commercial bank accounts for the funds reported in the balance sheet. All cash receipts and disbursements are processed by the U.S. Treasury or the Department of State (DOS).

The funds that make up post cashiers' imprest funds belong to the U.S. Treasury through DOS's accountability. These funds are routinely used to pay for small-value purchases of goods and services and are also used to make an occasional emergency payment. Per agreement with DOS, the Peace Corps is responsible for paying for any losses incurred by the cashiers that would normally fall on the account holder. All international payments made by DOS on behalf of the Peace Corps are charged to the Peace Corps and reduce the applicable Peace Corps' appropriation unexpended balance in U.S. Treasury records. As of September 30, 2010, cashier imprest funds represented by cash on hand, checks on hand, interim advances, and cashier checking account balances totaled approximately \$1.4 million in U. S. dollar equivalents.

Fund balance with Treasury is carried forward until such time as goods or services are received and payment is made, or until the funds are returned to the U.S. Treasury.

## **h) Foreign Currency**

Accounting records for the agency are maintained in U.S. dollars, while a significant amount of the overseas expenditures are in foreign currencies. For accounting purposes, overseas obligations and disbursements are recorded in U.S. dollar equivalents based on the budgeted rate of exchange as of the date of the transaction. Foreign currency payments are made by the U.S. disbursing officers located at the Department of State Financial Service Centers in Charleston, South Carolina, and Bangkok, Thailand.

## **i) Accounts Receivable**

Accounts receivable includes amounts due from other federal entities and from current and former employees and Volunteers. Annually, a determination of the amount of the Allowance for Doubtful Accounts will be established for material amounts of nonfederal (public) debt exceeding \$30,000. The agency recognizes an Allowance for Doubtful Accounts when it is determined that the amounts are more likely than not to be totally uncollected. Accounts with approved payment plans in place and for which the debtor is meeting the terms of the plan are exceptions to this write-off policy.

## **j) Advances and Prepayments**

Payments in advance of the receipt of goods and services are recorded as advances and recognized as expenses when the related goods and services are received. Advances are made principally to agency employees for official travel and prepayments to Volunteers for living allowances.

Pursuant to Section 5(b) of the Peace Corps Act, Peace Corps Volunteers are entitled to a living allowance in order that they may serve effectively and safely overseas. Living allowances are paid to Volunteers to provide support while in their country of assignment. Allowances are based on local living standards and costs, including food, clothing, household items, rent, utilities, and local transportation.

## **k) Property, Plant, and Equipment (PP&E)**

The agency capitalizes property, plant, and equipment that has an individual acquisition cost of \$25,000 or greater, a useful life of two years or more, not intended for sale in the ordinary course of business, and intended to be used or available for use by the entity. Aggregate purchases of General Property, Plant, and Equipment in the amount of \$500,000 or greater are capitalized. Software purchased for \$25,000 or developed for internal use at a cost of \$25,000 or greater is capitalized and amortized over its expected life (currently 3 to 9 years). Vehicles in the amount of \$10,000 and over are capitalized. Acquisitions that do not meet these criteria are recorded as operating expenses. Assets are capitalized at historical cost and depreciated using the straight-line method. The agency has established a policy that uses an estimated salvage value of 40 percent for the agency's vehicles based on their resale value in recent years.

Nonexpendable personal property is depreciated over 3 to 15 years. The agency operates land, buildings, and equipment that are provided by the General Services Administration and overseas. Rent for General Services Administration property is expensed. Deferred maintenance amounts are immaterial with respect to the financial statements.

## **l) Accounts Payable and Other Liabilities**

Liabilities represent the amount of monies or other resources that are likely to be paid as the result of a transaction or event that has already occurred. Liabilities classified as not covered by budgetary resources are liabilities for which appropriations have not been enacted.

## **m) Employee Benefits**

- I. *Federal Employees Compensation Act (FECA) Accrued Claims*—FECA provides income and medical cost protection to covered federal civilian employees injured on the job, to employees who have incurred work-related occupational diseases, and to beneficiaries of employees whose deaths are attributable to job-related injuries or occupational diseases through the Department of Labor (DOL). The FECA liability consists of two components. The first component is based on actual claims paid by DOL but not yet reimbursed by the Peace Corps. The Peace Corps reimburses DOL later as funds are appropriated for this purpose. This is the liability for the actual claims paid by DOL to be reimbursed by the Peace Corps.

- II. *Future Workers Compensation Benefits*—The second component of FECA is the estimated actuarial liability for future benefit payments as a result of past events. This liability includes death, disability, medical, and miscellaneous costs. DOL determines this component annually as of September 30, and the Peace Corps recognizes an unfunded liability to DOL for the estimated future payments.
  - III. *Accrued Leave*—A liability for annual leave is accrued as leave is earned and paid when leave is taken or employment terminates. Accrued annual leave is paid from future funding sources and is reflected as a liability not covered by budgetary resources. Sick and other leave is expensed as taken.
  - IV. *Employee Health Benefits and Life Insurance*—The agency's employees are eligible to participate in the contributory Federal Employees Health Benefit Program and the Federal Employees Group Life Insurance Program. The agency contributes to each program to pay for current benefits.
  - V. *Post-Retirement Health Benefits and Life Insurance*—Agency employees who may be eligible to participate in the Federal Employees Health Benefit Program and the Federal Employees Group Life Insurance Program could continue to do so during retirement. The Office of Personnel Management (OPM) has provided the agency with cost factors that estimate the true cost of providing the post-retirement benefit to current employees. The agency recognizes a current cost for these and other retirement benefits at the time of employment with the agency. The other retirement benefit expense is financed by OPM and offset by the agency through the recognition of an imputed financing source on the Statement of Changes in Net Position.
  - VI. *Employee Retirement Benefits*—Peace Corps direct hire employees participate in one of three retirement systems: Civil Service Retirement System, Federal Employees Retirement System, or the Foreign Service Retirement and Disability System. Foreign Service National (FSN) employees at overseas posts who were hired prior to January 1, 1984, are covered under the Civil Service Retirement System. FSNs hired after that date are covered under a variety of local government plans in compliance with the host country's local laws and regulations.
- The Peace Corps recognizes its share of the cost of providing future pension benefits to eligible employees throughout their period of employment. The pension expense not covered by budgetary resources is calculated using actuarial factors provided by OPM and is considered imputed cost to the agency.
- VII. *Valuation of Host Country Resident Personal Services Contractor Severance and Retirement Liability*—The Peace Corps is generally liable for separation or retirement payments to eligible host country resident personal services contractors (PSCs) in countries that require payments under local labor laws. Until systems are in place to track this liability in a timely manner, the estimate of the current and future costs of the severance and retirement liability is determined annually.

**n) Commitments and Contingencies**

The agency is involved in various administrative proceedings, legal actions, and claims arising in the ordinary course of business. Contingencies are recognized as a liability when a future outflow or other sacrifice of resources is probable and measurable.

**o) Use of Estimates**

The preparation of financial statements required management to make some estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent liabilities at the date of the financial statements, and the amount of revenues and costs reported during the period. Actual results could differ from those estimates.

**p) Interest on Late Payments**

Occasionally, the agency incurs interest penalties on late payments. Such interest penalties are paid to the respective vendor in accordance with the guidelines mandated by the Prompt Payment Act, P.L. 97-177, as amended.

**q) Intragovernmental Net Costs**

The Statement of Net Cost is consolidated for the agency using a budget functional classification code. This code is used to classify budget resources presented in the budget of the United States government per OMB.

The agency is categorized under budget functional classification code number 150—International Affairs. Gross cost and earned revenues from other intragovernmental agencies (reimbursable agreements) fall under this code.

**r) Adjustments to Maintain Inherent Account Relationship Integrity**

In order to correct the relationships between the proprietary and budgetary accounts, a high-level analysis was performed. Cash balances were adjusted to align with the U.S. Treasury fund balance to permit the agency to pass edit checks and submit FACTS II reports to Treasury. All of the adjustments for fiscal year 2010 were immaterial.

**s) Allocation Transfer**

The Peace Corps is a party to allocation transfers with the Department of State as a receiving (child) entity. Allocation transfers are legal delegations by one agency of its authority to obligate budget authority and outlay funds to another agency. A separate fund account (allocation account) is created in the U. S. Treasury as a subset of the parent fund account (Department of State) for tracking and reporting purposes. All allocation transfers of balances are credited to this account, and subsequent obligations and outlays incurred by the child entity (Peace Corps) are charged to this allocation account as they execute the delegated activity on behalf of the parent entity. All financial activity related to these allocation transfers (e.g., budget authority, obligations, and outlays) is reported in the financial statements of the parent entity, from which the underlying legislative authority, appropriations, and budget apportionments are derived.

**t) Fiduciary Activities**

Fiduciary activities consist of Host Country Contributions provided to the Peace Corps by the host country government which are accepted under the authority of section 22 USC 2509(a)(4) of the Peace Corps Act. These contributions provide host country support for the Peace Corps and help defray expenses, enabling the Agency to use its budget more effectively. The host country retains ownership though the funds are deposited in special foreign currency accounts in the US Treasury. Any funds not used are returned to the host country.

**Note 2 Non-Entity Assets**

Non-entity assets are composed of trust fund, special fund, deposit funds, and clearing accounts. These funds are not available for the use of the Peace Corps and are not part of the Peace Corps' resources. The Peace Corps monitors collections, status, and distribution. Below, as information, are the U.S. Treasury fund balances of non-entity assets which are non-governmental.

Non-Entity Assets	September 30, 2010 (in thousands)	September 30, 2009 (in thousands)
Trust Fund		
FSN Separation Liability Trust Fund	\$ 7,309	\$ 7,222
Special Fund		
Host Country Residents Contractors Separation Liability Fund	13,102	13,971
Deposit Funds		
Volunteer Readjustment Allowance	21,093	18,325
Volunteer Payroll Allotment Account (Payroll Savings Bond Account)	-	11
Clearing Accounts	376	531
Total Non-Entity Assets	41,880	40,060
Total Entity Assets	187,212	136,784
<b>Total Assets</b>	<b>\$ 229,092</b>	<b>\$ 176,844</b>

*Trust Fund*—The FSN Separation Liability Trust Fund represents the estimated accrued liability for separation pay (based on local labor law) of the FSN employees.

*Special Fund*— Host Country Residents Contractor Separation Liability Fund represents the estimated accrued liability for separation pay (based on local labor law) of the personal services contractors.

**Deposit Funds**—The Volunteer readjustment allowance is an allowance earned by Volunteers for each month of satisfactory service and payable upon their return to the United States. The Volunteer payroll allotment account reflects the value of held U. S. government bonds purchased by the Volunteers through allotments from the readjustment allowance. The bonds allow the Volunteers to earn interest on their earnings while in service overseas.

**Clearing Accounts**—The proceeds of sales funds represent cash received from the sale of assets, primarily vehicles, and available to be reinvested in a like-kind replacement purchase (e.g., proceeds from vehicle sales used to purchase replacement vehicles).

<b>Note 3 Fund Balance with Treasury</b>		
<b>Fund Balances</b>	<b>September 30, 2010</b> (in thousands)	<b>September 30, 2009</b> (in thousands)
Appropriated Funds	\$ 147,795	\$ 98,998
Total Non-Entity Assets (Note 2)	41,880	40,060
<b>Total</b>	<b>\$ 189,675</b>	<b>\$ 139,058</b>

<b>Status of Fund Balance with Treasury</b>	<b>September 30, 2010</b> (in thousands)	<b>September 30, 2009</b> (in thousands)
Unobligated Balance		
Available	\$ 48,292	\$ 22,829
Unavailable	10,240	7,151
Obligated Balance Not Yet Disbursed	131,143	109,078
<b>Total</b>	<b>\$ 189,675</b>	<b>\$ 139,058</b>

The Fund Balance with Treasury is equal to the unobligated balance of funds plus the obligated balance not yet disbursed.

*Available Unobligated Balance*—Composed of apportionments available for allotment plus allotments available for obligation or commitment.

*Unavailable Unobligated Balance*—Composed of unapportioned authority plus unobligated appropriation authority from prior years that is no longer available for new obligations. This latter authority is only available for adjustments to existing obligations.

<b>Note 4 Cash and Other Monetary Assets</b>		
	<b>September 30, 2010</b> (in thousands)	<b>September 30, 2009</b> (in thousands)
Total Cash and Other Monetary Assets	\$ -	\$ 40

The imprest funds held in U.S. currency at headquarters were closed during FY 2010.

**Note 5 Accounts Receivable, Net**

Accounts Receivable as of September 30, 2010 (in thousands)	Accounts Receivable, Gross	Allowance for Doubtful Accounts	Accounts Receivable, Net
Intragovernmental	\$ 780	\$ -	\$ 780
Other	26	-	26
<b>Total</b>	<b>\$ 806</b>	<b>\$ -</b>	<b>\$ 806</b>

Accounts Receivable as of September 30, 2009 (in thousands)	Accounts Receivable, Gross	Allowance for Doubtful Accounts	Accounts Receivable, Net
Intragovernmental	\$ 878	\$ -	\$ 878
Other	17	-	17
<b>Total</b>	<b>\$ 895</b>	<b>\$ -</b>	<b>\$ 895</b>

Intragovernmental receivables are due from other federal agencies for services provided per reimbursable agreements.

Other accounts receivable are due from nonfederal entities, consisting primarily of receivables from employees.

Annually, a determination of the amount of the Allowance for Doubtful Accounts will be established for material amounts exceeding \$30,000. The agency recognizes an Allowance for Doubtful Accounts when it is determined that the amounts of nonfederal (public) debts are more likely than not to be totally uncollected. An allowance was not established for the agency as of September 30, 2010.

**Note 6 General Property, Plant, and Equipment, Net**

Components of Fixed Assets as of September 30, 2010 (in thousands)	Useful Life in Years	Cost	Accumulated Depreciation	Net Book Value
Land	10	\$ 15	\$ -	\$ 15
Buildings	10	15	1	14
General Property, Plant, and Equipment	5–10	3,165	2,780	385
Vehicles	5	21,785	6,792	14,993
IT Hardware	3–15	15,035	9,393	5,642
Leasehold Improvements	10	1,042	180	862
Internal-Use Software	3–9	32,238	22,280	9,958
<b>Total</b>		<b>\$ 73,295</b>	<b>\$ 41,426</b>	<b>\$ 31,869</b>

Components of Fixed Assets as of September 30, 2009 (in thousands)	Useful Life in Years	Cost	Accumulated Depreciation	Net Book Value
General Property, Plant, and Equipment	5–10	\$ 3,008	\$ 2,716	\$ 292
Vehicles	5	19,657	6,002	13,655
IT Hardware	3–15	12,789	8,001	4,788
Leasehold Improvements	10	402	140	262
Internal-Use Software	3–9	30,036	18,530	11,506
<b>Total</b>		<b>\$ 65,892</b>	<b>\$ 35,389</b>	<b>\$ 30,503</b>

As of September 30, 2010, Peace Corps' fixed assets include internally developed software and those assets that are reflected as active in the property management databases. These assets are located at headquarters in Washington, D.C., the nine regional offices, and the overseas posts. Values for all assets other than internally developed software were obtained from data extracted from the databases. Values for internally developed software were derived from the most reliable available data for each system. Peace Corps acquired land and building in Swaziland during FY 2010. Peace Corps funded renovation of headquarters building which began in FY 2010 is classified as Leasehold Improvements. There are no restrictions on the use or convertibility of General Property, Plant and Equipment owned by the Peace Corps.

**Note 7 Prepaid Volunteer Living Allowances**

	September 30, 2010 (in thousands)	September 30, 2009 (in thousands)
Prepaid Volunteer Living Allowances	\$ 3,907	\$ 3,863

*Prepaid Volunteer Living Allowances*—Payments of Volunteer living allowances are made prior to the entitlement month so the posts can ensure timely payments of the allowances to the Volunteers. These payments are pre-positioned so that Volunteers will not incur a financial burden for their living costs.

**Note 8 Other Assets**

	September 30, 2010 (in thousands)	September 30, 2009 (in thousands)
Travel Advances to Employees	\$ 216	\$ 48
Relocation Advances to Employees	13	68
Prepaid Rent	2,461	2,350
Prepaid PSC Payroll	145	19
<b>Total Other Assets</b>	<b>\$ 2,835</b>	<b>\$ 2,485</b>

*Relocation Advances to Employees*—Direct-hire employees are provided a relocation advance when appropriate.

*Travel Advances to Employees*—Travel advances are provided to employees when appropriate. Advances remain in the financial records until they are offset against travel entitlements or collected.

**Note 9 Liabilities Not Covered by Budgetary Resources**

	September 30, 2010 (in thousands)	September 30, 2009 (in thousands)
Intragovernmental Liabilities		
Unfunded FECA Liability	\$ 29,871	\$ 27,560
Liabilities		
Unfunded Annual Leave	8,675	7,237
Unfunded Employment-Related Liability	9,319	5,629
Federal Employee and Veterans Benefits	138,157	121,902
<b>Total Liabilities Not Covered by Budgetary Resources</b>	<b>\$ 186,022</b>	<b>\$ 162,328</b>

*Unfunded FECA Liability*—A liability for the direct dollar costs of compensation and medical benefits paid on the agency's behalf by the Department of Labor. Since the agency is dependent on annual appropriation, it will include the amount billed for the direct costs in its budget request two years later.

*Unfunded Annual Leave*—A liability for annual leave is accrued as leave is earned and paid when leave is taken or when the individual terminates. The balance represents the estimated value of annual leave for U.S.-hired employees earned but not used on September 30, 2010. Payments are charged to the appropriation current at the time of payment. The valuation of the accrued annual leave for foreign service national employees and the foreign national PSCs has been estimated for this financial statement. There were 209 foreign service nationals and 2,264 foreign national PSCs working for the Peace Corps at fiscal year end. Annual leave earned is based on local labor law requirements. Annual leave is paid out of current appropriations when taken.

*Unfunded Employment Related Liability*—A liability for the estimated severance of foreign national PSCs. Lump-sum payments are generally made to eligible international long-term personal services contractors based on local labor law requirements for separation. These payments are made when the individual terminates and are paid out of current appropriations.

*Federal Employee and Veterans Benefits*—Liability for the actuarial value of future payments for FECA as estimated by the Department of Labor for the agency.

**Note 10 Other Liabilities**

	<b>September 30, 2010 (in thousands)</b>	<b>September 30, 2009 (in thousands)</b>
Intragovernmental		
Advances from Others	\$ -	\$ 2
Other Liabilities		
Contingent Liability-General Counsel Cases	46	-
<b>Total Other Liabilities</b>	<b>\$ 46</b>	<b>\$ 2</b>

*Advances from Others*—The balance of amounts advanced by other federal entities for goods and services to be furnished (e.g., money advance for Small Project Assistance grants).

*Contingent Liability*—See Note 11.

**Note 11 Commitments and Contingencies**

In the opinion of the management and legal counsel, the agency is liable for contingent liabilities related to administrative proceedings, legal actions, or claims that are probable and measurable in the amount of \$46,000 as of September 30, 2010.

Disclosure is required if there is a reasonable possibility that a loss may be incurred. The likelihood of a reasonable possibility of a loss related to administrative proceedings, legal actions, or claims is estimated to be \$450,000 as of September 30, 2010.

**Note 12 Exchange Revenues**

	<b>September 30, 2010 (in thousands)</b>	<b>September 30, 2009 (in thousands)</b>
Intragovernmental Earned Revenues	\$ 3,751	\$ 3,195
Earned Revenues from the Public	249	415
<b>Total Exchange Revenues</b>	<b>\$ 4,000</b>	<b>\$ 3,610</b>

Exchange revenues represent revenue from services provided. This includes reimbursable agreements from other government agencies such as U.S. Agency for International Development sponsored HIV/AIDS education, prevention, and mitigation activities; and umbrella programs covering environment, health, youth, micro-enterprise, and Small Project Assistance technical assistance.

**Note 13 Apportionment Categories of Obligations Incurred: Direct vs. Reimbursable**

	<b>September 30, 2010 (in thousands)</b>	<b>September 30, 2009 (in thousands)</b>	
	Direct	Reimbursable	Direct
Category A	\$ 382,380	\$ 3,905	\$ 339,280
<b>Total Obligations Incurred</b>	<b>\$ 382,380</b>	<b>\$ 3,905</b>	<b>\$ 339,280</b>
			\$ 3,299

Category A apportionments distribute budgetary resources by fiscal quarters. Category B apportionments typically distribute budgetary resources by activities, projects, objects, or a combination of these categories. All obligations incurred are Category A. The Peace Corps does not have any Category B or Exempt apportionments.

**Note 14 Undelivered Orders at the End of the Period**

	<b>September 30, 2010 (in thousands)</b>	<b>September 30, 2009 (in thousands)</b>
Undelivered Orders – End of Period	\$ 74,987	\$ 61,156

The undelivered orders are budgetary obligations with and without advances/prepayments placed against federal budget authority where no goods or services have been received.

**Note 15 Fiduciary Activities**

<b>Schedule of Fiduciary Activity as of September 30, 2010</b> (in thousands)	<b>Host Country Contributions</b>	<b>Host Country Contributions</b>
	<b>Cash</b>	<b>In-Kind</b>
Fiduciary Net Assets, Beginning	\$ 1,049	\$ -
Contributions	1,090	4,684
Disbursements	(1,169)	(4,684)
Increase/(Decrease) in Fiduciary Net Assets	(79)	-
<b>Fiduciary Net Assets, Ending</b>	<b>\$ 970</b>	<b>\$ -</b>

<b>Schedule of Fiduciary Net Assets as of September 30, 2010</b> (in thousands)	<b>Host Country Contributions</b>	<b>Host Country Contributions</b>
	<b>Cash</b>	<b>In-Kind</b>
Fiduciary Net Assets		
Cash and Cash Equivalents	\$ -	\$ -
Other Assets	975	-
Less: Liabilities	5	-
<b>Total Fiduciary Net Assets</b>	<b>\$ 970</b>	<b>\$ -</b>

Host Country Contributions are provided to Peace Corps by the host government and are accepted under the authority of section 22 USC 2509(a) (4) of the Peace Corps Act. These contributions indicate host country support for the Peace Corps and help defray expenses, enabling the Agency to use its budget more effectively. The host country retains ownership though the funds are deposited to special foreign currency accounts in the US Treasury. In the event the funds are not used, they are returned to the host country.

The agency received cash and in-kind contributions from host countries. In-kind contributions estimated at \$4.7 million in fair market value were received at posts through the end of September 30, 2010, for services, supplies, equipment, and facilities. The September 30, 2010, host country cash balance is \$970 thousand.

**Note 16 Reconciliation of Net Cost to Budget**

FY 2010

	<b>Direct</b>	<b>Reimbursable (\$ in thousands)</b>	<b>Total</b>
<b>Net Obligations Incurred</b>	\$ (372,236)	\$ (3,787)	\$ (376,023)
Less: Undelivered Orders	(13,794)	(37)	(13,831)
<b>Total Expended Obligation Authority</b>	<b>(358,442)</b>	<b>(3,750)</b>	<b>(362,192)</b>
<b>Financing Sources Used</b>	<b>(358,442)</b>	<b>(3,750)</b>	<b>(362,192)</b>
<b>Obligations Not Resourced</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments Reconciling Obligations To Costs Included in Obligations Not in Costs</b>			
<b>Acquisition of Assets</b>	10,280	-	10,280
<b>Subtotal</b>	10,280	-	10,280
<b>Included in Costs Not in Obligations</b>			
<b>Future Funded Expenses</b>	5,158	-	5,158
<b>Depreciation, Amortization, and Depletion</b>	7,952	-	7,952
<b>Employer Contributions to Employee Benefit Programs</b>	2,327	-	2,327
<b>Changes in Actuarial Liabilities</b>	16,255	-	16,255
<b>Offsetting Revenues</b>	-	(3,750)	(3,750)
<b>Imputed Financing</b>	6,563	-	6,563
<b>Nonfederal Receivables</b>	(10)		(10)
<b>Net Change on Dispositions</b>	(15)	-	(15)
<b>Other Financing Sources</b>	(18)	-	(18)
<b>Subtotal</b>	38,212	(3,750)	34,462
<b>Adjusted Expended Obligation Authority</b>	(386,374)	-	(386,374)
<b>Statement of Net Costs</b>	<b>386,374</b>	<b>-</b>	<b>386,374</b>
<b>Unexplained Differences</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
FY 2009	<b>Direct</b>	<b>Reimbursable (\$ in thousands)</b>	<b>Total</b>
<b>Net Obligations Incurred</b>	\$ (331,360)	\$ (3,187)	\$ (334,547)
Less: Undelivered Orders	(8,696)	8	(8,688)
<b>Total Expended Obligation Authority</b>	<b>(322,664)</b>	<b>(3,195)</b>	<b>(325,859)</b>
<b>Financing Sources Used</b>	<b>(322,739)</b>	<b>(3,195)</b>	<b>(325,934)</b>
<b>Obligations Not Resourced</b>	<b>75</b>	<b>-</b>	<b>75</b>
<b>Adjustments Reconciling Obligations To Costs Included in Obligations Not in Costs</b>			
<b>Acquisition of Assets</b>	6,880	-	6,880
<b>Subtotal</b>	6,880	-	6,880
<b>Included in Costs Not in Obligations</b>			
<b>Future Funded Expenses</b>	(10,358)	-	(10,358)
<b>Depreciation, Amortization, and Depletion</b>	7,705	-	7,705
<b>Employer Contributions to Employee Benefit Programs</b>	2,002	-	2,002
<b>Changes in Actuarial Liabilities</b>	2,600	-	2,600
<b>Offsetting Revenues</b>	-	(3,195)	(3,195)
<b>Imputed Financing</b>	6,043	-	6,043
<b>Nonfederal Receivables</b>	14		14
<b>Net Change on Dispositions</b>	(166)	-	(166)
<b>Other Financing Sources</b>	(1)	-	(1)
<b>Subtotal</b>	7,839	(3,195)	4,644
<b>Adjusted Expended Obligation Authority</b>	<b>(323,623)</b>	<b>-</b>	<b>(323,623)</b>
<b>Statement of Net Costs</b>	<b>323,623</b>	<b>-</b>	<b>323,623</b>
<b>Unexplained Differences</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Note 17      Imputed Financing**

	<b>September 30, 2010 (in thousands)</b>	<b>September 30, 2009 (in thousands)</b>
Federal Employees Health Benefit Program	\$ 4,372	\$ 3,884
Federal Employees Group Life Insurance Program	13	13
Civil Service Retirement System	816	1,842
Federal Employees Retirement System	1,227	169
Foreign Service Retirement and Disability System	135	135
<b>Total Imputed Costs</b>	<b>\$ 6,563</b>	<b>\$ 6,043</b>

Imputed financing recognizes actual costs of future benefits which include the Federal Employees Health Benefit Program, Federal Employees Group Life Insurance Program, and pension benefits that are paid by other federal entities.

**Note 18      Disclosure on Contributions to the Peace Corps**

Media Contributions Received –The agency was provided free donated space equivalent to \$5.5 million in print, radio, and television media through public service announcements in the first 11 months of FY 2010. These donations are not included in the financial statements.



## Inspector General's Audit Transmittal Letter

### Office of Inspector General

To: Aaron S. Williams, Director  
From: Kathy A. Buller, Inspector General   
Date: November 10, 2010  
Subject: Audit of Peace Corps' Fiscal Year 2010 Financial Statements

This letter transmits the reports of Clifton Gunderson LLP (CG) on its financial statement audit of the Peace Corps' Fiscal Year (FY) 2010 Financial Statements. As required by the Accountability of Tax Dollars Act of 2002, the Peace Corps prepared financial statements in accordance with Office of Management and Budget (OMB) Circular No. A-136, *Financial Reporting Requirements*, and subjected them to audit.

#### Audit Reports on Financial Statements, Internal Control, and Compliance and Other Matters

We contracted with Urbach Kahn & Werlin LLP (UKW), an independent certified public accounting firm, to audit the Peace Corps' financial statements as of September 30, 2010 and 2009. UKW's practice was acquired by CG by merger on March 22, 2010. The contract required that the audit be done in accordance with U.S. generally accepted government auditing standards, OMB audit guidance, and the *Government Accountability Office/President's Council on Integrity and Efficiency Financial Audit Manual*.

CG's audit reports for FY 2010 includes: (1) an opinion on the financial statements, (2) a report on internal control over financial reporting, and (3) a report on compliance and other matters. In the audit of the Peace Corps, CG found:

- The financial statements were fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles,
- There were no material weaknesses in internal control.<sup>1</sup>

---

<sup>1</sup> A material weakness is defined as a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

- CG's report on internal control identified two significant deficiencies:<sup>2</sup>
  - Business processes related to property, plant, and equipment accountability need to be improved. Improvements needed are related to recording, tracking, and physical verification of certain assets.
  - Information system security controls need improvement. The auditor cited security management, contingency planning, access controls, and configuration management as areas needing improvement.
- CG found no instances of reportable noncompliance with laws and regulations it tested or other matters that are required to be reported under Government Auditing Standards or OMB guidance.

#### OIG Evaluation of CG's Audit Performance

In connection with the contract, we reviewed CG's reports and related documentation and inquired of its representatives. Our review, as differentiated from an audit in accordance with U.S. generally accepted government auditing standards, was not intended to enable us to express, and we do not express, opinions on Peace Corps' financial statements or conclusions about the effectiveness of internal control or conclusions on compliance with laws and regulations. CG is responsible for the attached auditor's reports dated November 9, 2010 and the conclusions expressed in the reports. However, our review disclosed no instances where CG did not comply, in all material respects, with U.S. generally accepted government auditing standards.

We would like to extend our thanks to the Peace Corps staff involved in issuing the financial statements within the established OMB milestones. Their professionalism, courtesy, and cooperation allowed us to overcome the many challenges associated with performance of the audit and our oversight of the audit process. If you or a member of the Peace Corps staff has any questions about CG's audit or our oversight, please contact me or Acting Assistant Inspector General for Audit Steven Kaffen, at 202-692-2905.

#### Attachments

cc: Carrie Hessler-Radelet, Deputy Director  
Stacy Rhodes, Chief of Staff  
Joseph Hepp, Chief Financial Officer  
Daljit Bains, Chief Compliance Officer

---

<sup>2</sup> A significant deficiency is defined as a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



## Auditor's Report



### Independent Auditor's Report

To the Director and Inspector General,  
Peace Corps

We have audited the accompanying Balance Sheet of Peace Corps as of September 30, 2010, and the related statements of Net Cost, Changes in Net Position and Budgetary Resources for the year then ended. These financial statements are the responsibility of Peace Corps' management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of Peace Corps as of September 30, 2009 were audited by Urbach Kahn & Werlin LLP, which practice was acquired by Clifton Gunderson LLP by merger on March 22, 2010. Urbach Kahn & Werlin LLP's report dated November 12, 2009 expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and applicable provisions of Office of Management and Budget Bulletin No. 07-04, *Audit Requirements for Federal Financial Statements*, as amended. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2010 financial statements referred to above present fairly, in all material respects, the financial position of Peace Corps as of September 30, 2010, and its net costs, changes in net position, and budgetary resources for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our reports dated November 9, 2010, on our consideration of Peace Corps' internal control over financial reporting and on our tests of its compliance with certain provisions of laws and regulations and other matters. The purpose of those reports is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, not to provide an opinion on internal control over financial reporting or compliance. Those reports are an integral part of our audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

4250 N. Fairfax Drive, Suite 1020  
Arlington, Virginia 22203

tel: 571-227-9500  
fax: 571-227-9552

[www.cliftoncpa.com](http://www.cliftoncpa.com)



The Management's Discussion and Analysis (MD&A) section is not a required part of the financial statements, but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The Message from the Director, Performance Section, Other Accompanying Information and Appendices listed in the Table of Contents are presented for additional analysis and are not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on them.

A handwritten signature in black ink that reads "Clifton Gunderson LLP". The signature is fluid and cursive, with "Clifton Gunderson" on the first line and "LLP" on the second line to the right.

Arlington, Virginia  
November 9, 2010



### **Independent Auditor's Report on Internal Control Over Financial Reporting**

To the Director and Inspector General,  
Peace Corps

We have audited the financial statements of the Peace Corps as of and for the year ended September 30, 2010, and have issued our report thereon dated November 9, 2010. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and, Office of Management and Budget (OMB) Bulletin 07-04, *Audit Requirements for Federal Financial Statements*, as amended.

In planning and performing our audit, we considered Peace Corps' internal control over financial reporting by obtaining an understanding of the design effectiveness of internal controls, determined whether these controls had been placed in operation, assessed control risk, and performed tests of controls as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Peace Corps' internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of Peace Corps' internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. However, as discussed below, we identified certain deficiencies in internal control over financial reporting that we consider to be significant deficiencies.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. We believe that none of the significant deficiencies described below is a material weakness.

A significant deficiency is a deficiency or a combination of deficiencies in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the deficiencies described below to be significant deficiencies.

4250 N. Fairfax Drive, Suite 1020  
Arlington, Virginia 22203  
tel: 571-227-9500  
fax: 571-227-9552  
[www.cliftoncpa.com](http://www.cliftoncpa.com)



**Significant Deficiencies**

These control deficiencies, detailed on the following pages, are summarized as follows:

1. Controls over property plant and equipment need improvement
2. Information systems security controls need improvement

In addition to the significant deficiencies described above, we noted certain matters involving internal control and its operation that we will report to the management of Peace Corps in a separate letter.

This report is intended solely for the information and use of the management of Peace Corps, the Peace Corps Office of Inspector General, GAO, OMB and Congress, and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in black ink that reads "Clifton Henderson LLP". The signature is fluid and cursive, with "Clifton Henderson" being the first name and "LLP" being the professional suffix.

Arlington, Virginia  
November 9, 2010

## SIGNIFICANT DEFICIENCY 1

### CONTROLS OVER PROPERTY PLANT AND EQUIPMENT NEED IMPROVEMENT

Throughout Fiscal Year 2010 (FY 2010), OCIO worked to improve asset receiving and reporting procedures; however, our audit procedures showed that OCIO continued to experience difficulties in properly reporting and tracking capitalized IT equipment. We found several IT equipment assets that we observed could not be located in the asset listing. Peace Corps determined that these assets may not have been capitalized and therefore, would not be on the listing.

We found nine assets out of ten tested were not tagged with a Peace Corps property tag number. There were also instances where some assets had two tag numbers. We were informed that sometimes the vendor sends the assets already tagged with a Peace Corps tag, but that the Office of Management retags the pre-tagged asset thereby creating two tags.

We also found that the asset listing contained numerous assets without identification numbers.

Peace Corps' Odyssey PCA FA Asset Additions Report provided to the auditors is not accurately capturing all of the asset additions that occurred during the fiscal year resulting in management's inability to provide an accurate additions listing.

#### Recommendations

We recommend the Peace Corps Director ensure that:

- 1a. Current policies designed to ensure complete and accurate asset listing are enforced. Procedures should be developed to ensure assets are properly tagged upon receipt and that OCFO is provided with complete and timely data to record additions.
- 1b. Roles and responsibilities outlined on Peace Corps Standard Operating Procedures (SOP) are carried out by posts and HQ for property accounting and financial reporting personnel that perform accuracy, verification, and completeness checks on the capitalized property listings.
- 1c. Procedures are developed to ensure that additions and disposals are recorded accurately and timely. OCIO should provide OCFO with timely disposal data to ensure the property balances are not overstated.
- 1d. The financial management system is providing proper output for designated auditor reports in accordance with Federal Agency regulations.

## SIGNIFICANT DEFICIENCY 2

### INFORMATION SYSTEM SECURITY CONTROLS NEED IMPROVEMENT

Peace Corps made improvements to its information systems control environment during FY 2010. However, we found that certain internal control weaknesses related to the Financial Management System and Peace Corps' overall Information Technology (IT) environment continued to exist at September 30, 2010. Our assessment of the general and application controls of Peace Corps' key IT infrastructure and financial systems identified the following conditions.

#### Control Weaknesses

##### *Security Management*

- As reported under the FY 2010 Federal Information Security Management Act (FISMA) assessment, the Global Infrastructure Risk Assessment has not been approved or include critical regions including; Europe, Mediterranean, and Asia Region General Support System or the Africa Region General Support System. Without current system risk assessments, it is difficult to determine the probability of occurrence, the resulting impact, and the additional safeguards needed to mitigate the impact of potential risks to the systems environment. In addition, lack of reviews and updates to existing risk assessments may expose the agency to new unidentified risks through the system lifecycle.
- As reported under the FY 2010 FISMA assessment, Peace Corps was operating one system without a valid Certification and Accreditation (C&A) or Authority to Operate (ATO) during a majority of the fiscal year. Specifically, the Global General Support Systems which supports Peace Corps financial management systems was not operating under an approved C&A or ATO during 364 days during fiscal year 2010. Without completing the certification and accreditation process in a timely manner, senior level agency officials will not have taken the appropriate steps to mitigate or accept risk for their information systems as required by OMB. In addition, without a complete and timely certification and accreditation package (i.e. security plans, risk assessments, contingency plans) proper security may not be administered over the data within the agencies information systems. However, the overall pace of this progress has been slow in coming into full compliance with the FISMA regarding achievement of final certifications and accreditations for 100 percent of its major information systems.
- As reported under the FY 2010 FISMA assessment, Peace Corps Information Technology policies have not been approved or finalized to date. Specifically, in regards to the Peace Corps Manual Section (MS) 542: *Information Technology Security Policies* although revised to be consistent with current OMB and National Institute of Standards and Technology (NIST) standards, the revised MS 542 is currently being reviewed by General Counsel and had not been approved and published by Peace Corps Management. Additionally, it was noted that no policy has been formalized which dictates controls over the monitoring and oversight of external systems used by the agency. Clearly documented and published policies and procedures are the first step towards ensuring the security of information systems. Without a published policy surrounding information security management, Peace Corps cannot ensure that its

personnel understand or know how to perform their information security responsibilities in accordance with FISMA.

- During FY 2010, Peace Corps management modified the Enterprise System Inventory reduced the number of Major Applications and General Support Systems to eight. Seven of the eight systems currently have System Security Plans. However, the Global Infrastructure System Security Plan excludes the Europe, Mediterranean, and Asia Region as well as the Africa Region. The Security Plan also does not contain the most up to date information. For example, the plans states that no privacy impact assessment had been identified for the information system; however, one is posted to the Peace Corps website. Without complete and current system security plans, security responsibilities and controls are not appropriately documented, disseminated, implemented, or monitored, therefore, the Peace Corps information systems may be more susceptible to improper access, use, or loss of sensitive information.

#### *Contingency Planning*

During the FY 2010 FISMA assessment, we noted the Peace Corps Business Impact Analysis had not been updated by the agency to ensure identified impacts reflect current agency continuity of operations planning and are accurately incorporated into disaster recovery planning for the agency's current system environment.

Peace Corps management did make improvements related to contingency planning during FY 2010; however, the lack of an up to date agency Business Impact Analysis creates a deficiency in the contingency planning process for information systems. A deficiency in this process means that key impacts or threats could be overlooked leading to the ineffective or delayed recovery of agency systems.

#### *Access Controls*

- Peace Corps network accounts are not being deactivated in a timely manner. We noted the following conditions: multiple accounts were enabled with passwords that have not been reset in over ninety days, accounts remained active that had never been logged into, accounts were enabled without having a password set and accounts were enabled that did not require a password. Since accounts are not disabled after a defined period of inactivity, accounts may be left active increasing the risk associated with unauthorized access to the system.
- Peace Corps was unable to provide documentation that audit logs for the Domestic portion of the Global Infrastructure System are reviewed for suspicious/unusual activity. There are no procedures for reviewing the audit logs of the Global Infrastructure System servers within a specific schedule, and although operations personnel plan on implementing a tool to capture audit logs and place them on a server for contractor review; that had not yet occurred as of the date of our testing. As a result, vulnerabilities could exist that could be left unchecked due to the lack of monitoring or other detective controls. Regular review of audit logs reduces the risk of actions that could lead to data loss not being detected and corrected.

### *Configuration Management*

- As reported under the FY 2010 FISMA assessment, Peace Corps had not implemented all of the Federal Desktop Core Configuration (FDCC) requirements as required by OMB Memorandum M-07-11, *Implementation of Commonly Accepted Security Configurations for Windows Operating Systems* and OMB Memorandum M-08-22, *Guidance on the Federal Desktop Core Configurations (FDCC)*. In addition, workstations were lacking centrally managed controls such as session locking. Without being FDCC compliant agencies are at risk of increased disruption, slower network capabilities and unauthorized access. For example, Peace Corps settings for idle time required before suspending session had not been set. Therefore, end users may alter desktop settings such as the screen saver and the requirement for entering a password upon return to a computer. Small changes such as these increase the potential for unauthorized access to the sensitive information on Peace Corps computers.
- As reported under the FY 2010 FISMA assessment, mandatory security settings and baseline configurations are not adequately applied for Oracle, UNIX Servers and Microsoft Servers. Specifically, Microsoft Servers and Oracle instances do not have mandatory security settings and related baseline configurations are not currently documented. In addition, UNIX servers are not configured in accordance with the mandatory security setting checklist applied by the Center for Internet Security (CIS) benchmarking tool, based upon a review of June 2010 CIS reporting results. The lack of mandatory security settings and baseline configurations may increase the risk of security vulnerabilities that expose systems to potential unauthorized access, data loss, data manipulation, and system unavailability.

As required by OMB Circular A-130, *Management of Federal Information Resources*, Appendix III security accreditation provides a quality control and challenges managers and technical staff at all levels to implement the most effective security controls possible in an information system.

NIST Special Publication (SP) 800-37, *Guide for the Security Certification and Accreditation of Federal Information Systems*, states “Security certification is a comprehensive assessment of the management, operational, and technical security controls in an information system, made in support of security accreditation, to determine the extent to which the controls are implemented correctly, operating as intended, and producing the desired outcome with respect to meeting the security requirements for the system. The results of a security certification are used to reassess the risks and update the system security plan, thus providing the factual basis for an authorizing official to render a security accreditation decision.”

NIST SP 800-53 Revision 2, *Recommended Security Controls for Federal Information Systems* control RA-3, states the following regarding risk assessments, “The organization conducts assessments of the risk and magnitude of harm that could result from the unauthorized access, use, disclosure, disruption, modification, or destruction of information and information systems that support the operations and assets of the agency (including information and information systems managed/operated by external parties).”

NIST SP 800-12, *An Introduction to Computer Security: the NIST Handbook* states: “A management official, normally the head of the organization or the senior administration official, issues program policy to establish (or restructure) the organization's computer security program and its basic structure. This high-level policy defines the purpose of the program and its scope within the organization; assigns responsibilities (to the computer security organization) for direct

program implementation, as well as other responsibilities to related offices (such as the Information Resources Management [IRM] organization); and addresses compliance issues. Program policy sets organizational strategic directions for security and assigns resources for its implementation.”

The Federal Information Security Management Act of 2002 states: “Each agency shall develop, document, and implement an agency-wide information security program, approved by the Director under section 3543(a)(5), to provide information security for the information and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source.”

NIST SP 800-53, Revision 2 *Recommended Security Controls for Federal Information Systems Control PL-2* states: “The organization develops and implements a security plan for the information system that provides an overview of the security requirements for the system and a description of the security controls in place or planned for meeting those requirements. Designated officials within the organization review and approve the plan.”

NIST SP 800-18, *Guide for Developing Security Plans for Federal Information Systems* states: “The objective of system security planning is to improve protection of information system resources. All federal systems have some level of sensitivity and require protection as part of good management practice. The protection of a system must be documented in a system security plan.

NIST SP 800-53 Revision 2, *Security Control CM-5*, states the following regarding access restrictions for change, “The organization: (i) approves individual access privileges and enforces physical and logical access restrictions associated with changes to the information system; and (ii) generates, retains, and reviews records reflecting all such changes.”

NIST SP 800-53 Revision 2, *Security Control AC-2 – Account Management*, states: “The organization manages information system accounts, including establishing, activating, modifying, reviewing, disabling, and removing accounts. The organization reviews information system accounts at least annually.”

NIST SP 800-53 Revision 2, *Recommended Security Controls for Federal Information Systems* control AU-6, states the following regarding Audit and Accountability, “The organization regularly reviews/analyzes information system audit records for indications of inappropriate or unusual activity, investigates suspicious activity or suspected violations, report findings to appropriate officials, and takes necessary actions.”

NIST SP 800-53 Revision 2, *Recommended Security Controls for Federal Information Systems* control CM-2, states the following regarding baseline configurations, “The organization develops, documents, and maintains a current baseline configuration of the information system.”

NIST SP 800-53 Revision 2, *Recommended Security Controls for Federal Information Systems* control CM-6, states the following regarding configuration settings, “The organization: (i) establishes mandatory configuration settings for information technology products employed within the information system; (ii) configures the security settings of information technology products to the most restrictive mode consistent with operational requirements; (iii) documents the configuration settings; and (iv) enforces the configuration settings in all components of the information system.”

## **Recommendations**

We recommend the Peace Corps Director ensure that:

- 2a. The risk assessment for the Global Infrastructure is revised to incorporate critical regions reviewed, approved and updated periodically.
- 2b. Full certification and accreditation efforts are completed for all Peace Corps information systems in a timely manner in accordance with Peace Corps policy, NIST Special Publication 800-37 guidance, and OMB Circular A-130.
- 2c. Manual Section 542: *Information Technology Security Policies* is complete, updated and approved.
- 2d. The Business Impact Analysis is reevaluated and updated to 1) accurately reflect the current Peace Corps continuity of operations planning; 2) support disaster recovery planning and testing, and 3) reflect the agency's current environment.
- 2e. Procedures are developed and implemented to periodically audit network user accounts to (a) verify that user accounts are still currently being used, (b) verify that there are reasonable justifications for any user accounts that are not being accessed, and (c) disable any user accounts that have not been accessed without reasonable and documented justification.
- 2f. Review audit logs on the domestic portion of the Global Infrastructure Operating System periodically for suspicious activity.
- 2g. Implement FDCC compliant group policies and ensure that all workstations are compliant with the FDCC requirement checklists.
- 2h. Management maintains mandatory security settings and baseline configurations for Oracle instances, UNIX Servers, and Microsoft Servers.



### **Independent Auditor's Report on Compliance and Other Matters**

To the Director and Inspector General,  
Peace Corps

We have audited the financial statements of Peace Corps as of and for the year ended September 30, 2010, and have issued our report thereon dated November 9, 2010. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and, Office of Management and Budget (OMB) Bulletin 07-04, *Audit Requirements for Federal Financial Statements*, as amended.

The management of Peace Corps is responsible for complying with laws and regulations applicable to Peace Corps. As part of obtaining reasonable assurance about whether Peace Corps' financial statements are free of material misstatements, we performed tests of Peace Corps' compliance with certain provisions of laws and regulations, non-compliance with which could have a direct and material effect on the determination of financial statement amounts, and certain other laws and regulations specified in OMB Bulletin 07-04, as amended. We limited our tests of compliance to those provisions and we did not test compliance with all laws and regulations applicable to Peace Corps. Providing an opinion on compliance with certain provisions of laws and regulations was not an objective of our audit, and, accordingly, we do not express such an opinion.

The results of our tests of compliance with laws and regulations described in the preceding paragraph disclosed no instances of reportable noncompliance or other matters that are required to be reported under *Government Auditing Standards* or OMB Bulletin 07-04, as amended.

This report is intended solely for the information and use of the management of Peace Corps, the Peace Corps Office of Inspector General, GAO, OMB and Congress, and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in cursive script that reads "Clifton Gunderson LLP".

Arlington, Virginia  
November 9, 2010

4250 N. Fairfax Drive, Suite 1020  
Arlington, Virginia 22203  
tel: 571-227-9500  
fax: 571-227-9552

[www.cliftonepa.com](http://www.cliftonepa.com)



## OTHER ACCOMPANYING INFORMATION

*Health Volunteer helps her community members sew an AIDS prevention mural in Tonga.*





## Inspector General's Statement on the Peace Corps' Management and Performance Challenges

### Office of Inspector General

**TO:** Aaron S. Williams, Peace Corps Director

**FROM:** Kathy A. Buller, Inspector General 

**SUBJECT:** Inspector General's Statement on the Peace Corps' Management and Performance Challenges

**DATE:** October 12, 2010

In accordance with the Reports Consolidation Act of 2000, we are submitting what we have determined to be the most significant management and performance challenges facing the Peace Corps. Our challenges, discussed in the attachment to this memo, are to be included in the Agency's Performance and Accountability Report for fiscal year 2010. In our fiscal year 2009 challenges we identified five areas, which in our opinion were the most serious issues facing management. We believe those same areas continue to present significant management and performance challenges at the Peace Corps. In addition, this year we have identified three new management and performance challenges. The challenge areas are listed below:

#### Fiscal Year 2009 Challenges

- Capacity of Peace Corps Business Operations to Support Growth and Expansion
- Information Technology Management
- Acquisitions and Contract Management
- Property Management
- Protection of Personally Identifiable Information

#### New Challenges

- Capacity of Overseas Posts to Support Growth and Expansion
- Remediation of Audit Findings and Recommendations
- Accessibility of Agency Data

These challenges illustrate the most significant areas we believe need improvement for Peace Corps to effectively keep pace with projected growth and minimize the potential for fraud, waste, and abuse occurring in its operations. By addressing the issues related to our challenge areas the agency could potentially achieve operational efficiencies and improve mission effectiveness.

Attachment

## **ATTACHMENT**

### **FY 2009 Challenges**

#### **Challenge Capacity of Peace Corps Business Operations to Support Growth and Expansion**

Last year we reported that as a result of the response to the President's "call to service," and as more developing nations request Peace Corps programs, it is anticipated the agency will experience significant growth. According to the Peace Corps Director's Integrated Planning and Budget System (IPBS) guidance for FYs 2011-2013, Peace Corps' goal is to have 10,000 Volunteers on board by the end of FY 2011, 12,000 by the end of FY 2012, and 14,000 by the end of FY 2013. Such growth will necessitate increased funding levels. Efficient and effective management of the resulting rapid growth and larger budgets will continue to present challenges for agency management.

In our opinion, without enhancements to its business processes the agency will have difficulty continuing to provide the current level of Volunteer support based on projected growth.

Significant increases in the number of Volunteers will have a major impact across overall operations and cause considerable stress in service delivery capabilities of several key business operations. Operations most impacted include:

- Volunteer Recruitment & Selection
- Volunteer Support Services
- Financial Management
- Information Technology
- Acquisitions & Contracting
- Safety & Security
- Human Resources
- Administrative Services

As a result, we believe it remains a management challenge for the Peace Corps to ensure that business operations can respond with an effective level of support in an era of increased volunteerism and resulting rapid expansion of agency programs and/or operations around the world.

#### **Challenge Information Technology Management**

In last year's Challenges, we indicated that the agency had not established an adequate information technology (IT) strategy or an effective IT governance process as required by the Clinger-Cohen Act of 1996 and OMB Circular A-130. Also, overall budgeting for IT resources was not effective and had placed the agency at risk. The most significant risks have been, and continue to be, associated with ensuring that: limited resources will be put to use where most needed; funds spent on contracts consistently meet requirements; and the IT infrastructure effectively supports the Peace Corps mission. Achieving full compliance with federal laws and

regulations that apply to managing the Peace Corps IT infrastructure and improving the IT budget process are critical management challenges.

Management is making progress in strengthening the Peace Corps' IT architecture and security management. We noted that seven of eight systems had been issued an authorization to operate by the end of this fiscal year. However, the overall pace of this progress has been slow in coming into full compliance with the Federal Information Security Management Act (FISMA) regarding adequate contingency planning and achievement of final certifications and accreditations for 100 percent of its major information systems. Further, there are a number of open IT-related recommendations that were made during prior FISMA reviews and financial statement audits that have not been fully remediated, some dating back to audits performed in FYs 2003-2006.

### **Challenge Acquisitions and Contract Management**

Last year we included a challenge area on acquisitions and contract management. Operations relating to Peace Corps' acquisitions and contracting are worldwide in scope adding complexities, not common at most federal agencies. In FY 2010 the agency expended nearly \$84.3 million for goods and services, or approximately 21 percent of the Peace Corps budget. This figure includes expenditures of about \$53.4 million for personal services contracts and nearly \$31 million for other contracts. We mentioned in the FY 2009 challenge that White House initiatives implemented through OMB have directed federal agencies to undertake a number of initiatives relating to strengthening acquisitions and contract management, including reducing baseline contract expenditures and achieving improvements in agency contracting processes, such as reducing the use of high risk contracts. OMB has continued to emphasize that agencies strive for making their procurement processes more efficient and cost effective.

Although progress is being made to improve the agency's overall contracting processes, we believe some of the same problems are impacting operations. For example, resourcing issues continue to impact the ability to quickly implement plans for strengthening contract surveillance; compliance with applicable laws and regulations; and customer support services. Additional personnel resources have been authorized to assist with the agency's management of the acquisition process. However, three senior managers assigned to the Peace Corps' acquisition workforce left within the last 12 months, including both the chief and deputy acquisition officers. The requirements imposed upon the Peace Corps' acquisition organization continue to present challenges for already strained resources.

### **Challenge Property Management**

Accountability over Peace Corps property continues to present challenges for management. The FY 2010 (Third Quarter) Balance Sheet indicates the agency's general property, plant, and equipment (PP&E) has a net book value of about \$29.6 million. Peace Corps' general PP&E includes primarily vehicles, office furniture, computer equipment and software. Property management involves organizational activities related to acquiring, tracking, controlling, and disposing these items. In last year's Challenges, we reported that audits and investigations performed had disclosed that not all Peace Corps property is adequately safeguarded or disposed in accordance with applicable Federal and Peace Corps requirements. Although we did find that

certain policies regarding disposal of fleet vehicles have been strengthened, our work in this area during FY 2010 concluded that issues with overall property accountability have continued to impact operations.

We noted during the last 12 months there were significant problems with accountability of certain assets, managing excess property, and recording and tracking. For example, we found at some Peace Corps posts that records were not being updated to reflect all property that had been disposed and/or added to inventory and periodic required physical counts were not being conducted. Our external auditors reported that the agency had not taken the necessary corrective actions that were recommended last year to ensure accurate tracking of assigned laptop computers at headquarters. As a result, there were still problems determining the location of these assets. Other examples of deficient property management includes failing to dispose of property identified as excess to needs in a timely manner and inadequate physical control. Ineffective property management unnecessarily exposes the agency to risks associated with fraud, waste, and abuse and drives operating costs up. Agency management has informed us that a new property accountability software solution is projected to be fully implemented in the Fourth Quarter of FY 2011. However, the capabilities for improving accountability will not be known until the new system has been fielded and an assessment made as to its effectiveness. As a result, improving overall property management and strengthening internal control related to property accountability continues to be a management challenge.

#### **Challenge** Protection of Personally Identifiable Information

In FY 2009 we identified a challenge area in the agency's management and internal control regarding the protection of Personally Identifiable Information. The Peace Corps routinely receives, processes, and maintains significant amounts of Personally Identifiable Information (PII). PII includes information that can be used to distinguish or trace an individual's identity, such as name, Social Security Number, or biometric records. Such information can be used to link to other data such as bank accounts and other financial or personal information that can assist perpetrators in committing crimes associated with identity theft. During FY 2009 a number of cases of PII security breaches involving social security numbers, medical data, and other PII data had been brought to our investigators' attention. This trend has continued to be a problem this fiscal year. In both this fiscal year and last, investigations into these security lapses disclosed internal control weaknesses and failure to follow federal laws and regulations and Peace Corps policy on protecting PII. As a result, we believe it continues to be a challenge for management to improve its system for internal control over PII and ensure Peace Corps personnel consistently comply with applicable federal and agency guidance.

#### **New Challenges FY 2010**

#### **Challenge** Capacity of Overseas Posts to Support Growth and Expansion

The Peace Corps is experiencing significant growth as it strives to achieve the President's initiative to increase the number of Volunteers by about 18 percent at the end of FY 2012 and approximately 38 percent by the end of FY 2016. The agency has proposed even more aggressive growth in the Director's IPBS guidance for FYs 2011-2013 increasing Volunteer

strength by about 75 percent from its current level by the end of FY 2013. Programmatic and administrative support operations face difficult challenges ahead to ensure the growth process is efficient and effective. Further, the budget is anticipated to increase significantly to accommodate the continued growth. The Peace Corps must ensure headquarters functions can provide effective oversight and support to overseas posts while developing streamlined processes to ensure “intelligent” growth and not just an increase in the number of staff.

Peace Corps management and overseas posts face additional challenges as they prepare to support a significantly increased numbers of Volunteers. Peace Corps must ensure that posts’ staffing, site development, Volunteer training and support, and related infrastructure are sufficiently robust to support the agency’s expansion into new countries and establishment of much larger programs in some existing countries.

There are unique challenges faced by start-up and established posts, which have been designated for high growth. Start-up operations require a level of expertise for U.S. direct hire (USDH) and other key staff positions that is more advanced than what is normally required for to staff ongoing post operations. For example, start-up USDH staff is called upon to establish relationships with key U.S. mission and host country officials; recruit and train local staff; identify appropriate office and residential space; negotiate and consummate leases; ensure an effective IT/communications infrastructure; and create and develop pre-service and other trainings for new Volunteers. Established posts also need to effectively plan, manage, and recruit experienced managers to fill key positions in anticipation of growth. Although such challenges are known, we found significantly deficient conditions at recently re-opened and established, high-growth designated posts we visited this year. These conditions related to ineffective post management, weak overall internal control structure, and failure to comply with applicable federal laws, regulations, and Peace Corps policy.

In FY 2010 the agency conducted a self assessment of current operations. A final report entitled “The Peace Corps: A Comprehensive Agency Assessment” was issued in June 2010. The Assessment concluded that existing post planning and staffing required strengthening. It asserted that “there is a need for agreement on what constitutes the basic level of support that Volunteers can expect when serving in the Peace Corps . . .” and called for an analysis of post staffing patterns and support requirements.

The Assessment identified critical program-related responsibilities of the agency. For example, posts are responsible for “ensuring every Volunteer has a meaningful job and is properly trained to effectively carry it out,” and, in this regard, are required to identify Volunteer site placements where the Volunteers’ “skills and expertise are needed, wanted and will allow them to make a difference.” Moreover, “the Peace Corps must establish a new level of commitment to ensuring Volunteers will receive world-class language, cultural and technical training in preparation for the meaningful work that awaits them.” The ability of the agency to fulfill these critical responsibilities is directly tied to agency management of human and budget resources.

The Assessment contains 63 recommendations; the implementation is just beginning. It will be a management challenge to ensure the infrastructure requirements to adequately support growth are in place prior to significantly increasing the number of Volunteers. Anticipating and

effectively planning and managing post staffing and infrastructure requirements is a significant challenge to the agency as it continues to expand.

**Challenge**    Timely and Effective Remediation of OIG Findings and Recommendations

Based on the projected growth of Volunteers in the field it is crucial that Peace Corps' business processes be capable of effectively meeting the challenges brought on through significant expansion. Over the years, in particular last year, we reviewed some of the agency's key headquarters' level business processes and made a number of recommendations that would improve efficiencies and effectiveness associated with delivering services to Volunteers in the field; serve to strengthen internal control; and ensure compliance with applicable Federal laws, regulations, and Peace Corps policy. However, although management concurred with most of the associated findings and recommendations, it has not been timely in taking corrective actions necessary to remediate the deficiencies noted in the related reports. Management has taken sufficient corrective actions to enable us to close just six of 68 recommendations made in FY 2010 audit reports that addressed deficiencies in key agency business processes.

During FY 2010 we issued three audit reports that address significant issues with Peace Corps business operations. For example, in a report issued in January we found that the agency's Office of the Chief Information Officer did not ensure its budget resources were adequate or expended efficiently; failed to provide sufficient guidance to the Office of the Chief Financial Officer regarding requests for additional funds; and did not comply with important provisions included in the Clinger-Cohen Act and OMB Circular A-130. Another audit report issued in March discussed issues regarding improving the overall contracting process through recommendations aimed at establishing new policy; improving customer service; and ensuring full compliance with the Federal Acquisition Regulation and other applicable laws, regulations, and Peace Corps policy. We also performed an audit of Peace Corps' program on safety and security of the more than 8,000 Volunteers who serve around the world. We found, among other things, that the agency's program for protecting Volunteers in the field lacked a clear management structure, no single office accepted comprehensive ownership of the safety and security program, and management did not ensure that Peace Corps overseas posts fully implemented required policies related to its security program.

We have recently issued a preliminary report on our follow-up evaluation of the Volunteer Delivery System (VDS). This system is used by the agency to recruit, select, and place Volunteers in the field. In 2003, OIG issued an evaluation report on the VDS and concluded that the system had significant weaknesses, particularly in the areas of leadership and organizational change; information flow; information technology; medical screening; customer service; and staffing and staff training. Our follow-up reviewed actions taken by management to address the recommendations made in the previous report. The evaluation results show that the Peace Corps did not fully address the recommendations made in the 2003 report. At the time the report was issued, the agency concurred with all 24 recommendations and described specific plans for remediation of the findings. However, based on our follow-up effort we have determined that many of the corrective actions agreed to by management were either not initiated or were not fully carried out.

In 2008, OIG also issued a program evaluation report on the Peace Corps' Medical Clearance System (MCS), which is one component of the VDS. The MCS is the agency's mechanism for medically screening applicants to ensure that Peace Corps posts receive healthy Volunteers who can serve overseas for 27 months. The 2008 medical clearance evaluation report contained 55 recommendations, seven of which targeted the same medical screening weaknesses identified in the 2003 OIG VDS evaluation report. To date we have not received sufficient evidence that appropriate corrective actions have been taken to fully remediate deficient conditions associated with nine of the 55 recommendations.

Management filled the position of the chief compliance officer in August, 2010. This position had either been vacant or occupied by a staff member serving in a temporary, part-time capacity since January 2009. As a result, corrective actions to implement OIG audit and evaluation recommendations were hampered and their remediation did not receive sufficient priority by management. Many of the significant deficiencies noted have remained in an open status for six months or more. The new chief compliance officer has recently begun a comprehensive effort of reviewing and following up on the significant open recommendation backlog. Timely remediation of recommendations is dependent on top management's full attention and support in correcting known deficient conditions, as well as having a proactive agency compliance program in place.

#### **Challenge Accessibility of Useful and Accurate Data Related to Peace Corps Operations**

Peace Corps has difficulty maintaining and accessing certain types of data regarding selected operations. While conducting audits and evaluations over the past 12 months, OIG encountered problems obtaining significant data for key business processes. In particular, data related to the following operational areas was generally not readily available:

- Summary data related to employee retention and turnover
- Cost and cumulative impact of Volunteer medical accommodations
- Acceptance rate for Volunteer applicants
- Number of Volunteer applicants who do not fully match the skills requested by host countries

We found that some of the databases and information technology systems used by the agency do not effectively capture and distribute useful data to decision makers. Data is often not centralized and accessible to the staff that needs the information to perform their jobs. For example, the agency does not have timely access to employee turnover and tenure data and could not produce the data needed to determine the average length of time it takes to fill vacant positions. Gathering such data often requires access to numerous systems and databases and staff must manually assemble it from multiple sources to develop needed reports and information. This manual process is not efficient and can lead to errors unless staff undertakes time-consuming data validation efforts. Furthermore, without timely access to relevant data, the agency cannot easily obtain the data necessary for making informed management decisions and assessing whether the agency is meeting its performance goals.



## Agency Response to the Inspector General's Statement on the Peace Corps' Management and Performance Challenges

To: Kathy A. Buller, Inspector General

From: Aaron S. Williams, Director

Date: November 8, 2010

Subject: Agency Response to the Inspector General's Statement on Management and Performance Challenges

Thank you for your October 12, 2010 memorandum and attachment setting forth the Office of the Inspector General's (OIG) determinations on management and performance challenges of the agency which will be included in the Performance and Accountability Report for fiscal year 2010.

I would like to address the eight specific areas the OIG has identified as challenges for facing the agency as it keeps pace with its growth strategies and plans.

### **FY 2009 Challenges**

**Challenge** Capacity of Peace Corps Business Operations to Support Growth and Expansion

In support of the President's goal to expand the size of the Peace Corps, targets were initially established to increase the number of Volunteers to 10,000 by the end of FY 2011, 12,000 by the end of FY 2012 and 14,000 by FY 2013. These goals have been revised to reflect a more gradual increase in the number of Volunteers in the out-years. For our 50<sup>th</sup> anniversary year, FY 2011, the agency's target of 10,000, complies with the stated policy in the Peace Corps Act to maintain a Volunteer corps of at least 10,000 individuals. A more gradual increase in the number of Volunteers to 10,800 is planned for FY 2013.

In FY 2010, Peace Corps assessed its business processes to determine the impact of increasing the number of new Volunteers. Increased appropriated resources were allocated to support growth areas while assuring a continuation of quality work. The Comprehensive Agency Assessment, an agency-wide assessment, was conducted during this year and submitted to Congress in June. This in-depth review evaluated operations across the agency and identified six key guiding strategies and 63 recommendations to strengthen and reform the agency over the coming years. The agency is committed to implementing the Comprehensive Assessment and believes the quality improvement measures included in the report will help position Peace Corps to improve the quality of operations as we increase Volunteer numbers.

Systems improvement efforts are underway. The newly redesigned Volunteer Delivery System (VDS) supports the continuous cycle of Volunteer recruitment, screening, and placement. Peace Corps awarded a contract in the fourth quarter of FY 2010, to assist in the redesign of the supporting business processes to automate and streamline the entire cycle to dramatically improve the total cycle time, communications with Volunteer applicants, and retention rates. The new VDS is planned to be operational by the end of FY 2011. Additionally, the agency will acquire an electronic medical records system and redesign medical screening to support business processes in FY 2011, to be operational by the end of FY 2012. This will accelerate the medical

approval process, improve communications with applicants, and increase the quality of medical support for in-service Volunteers.

In FY 2010, the agency restructured medical support operations to enhance the quality of health care services to the Volunteers. The realigned reporting structure will be fully realized in FY 2011 and will significantly improve accountability and delivery of services to Volunteers.

The agency has defined and begun implementation of a process that will continue to strengthen the management of the Volunteer Safety and Security System. Specific steps have been taken to establish clear lines of technical oversight by the Office of Safety and Security to ensure the efficient and effective operation of the safety and security program, the top priority of the agency.

**Challenge**    Information Technology Management

A new information technology (IT) strategic five-year plan and project portfolio, along with a reconstituted Investment Review Board (IRB) proposal, was presented to the agency's senior management in early November 2010. This plan addresses many of the issues raised by the OIG in previous audit reports.

The agency continues to consider continuity of operations an important IT priority and is improving Data Center operations. For example, in FY 2010, the agency added temperature and humidity monitoring, smart-UPS to automatically shut down the servers in emergencies, and physical access controls with privileged badge access and real-time data feeds from the five cameras.

The agency certified and accredited three systems during FY 2010 in accordance with the Federal Information Security Management Act (FISMA) and the 2007 plan to certify and accredit appropriate Peace Corps systems. The only system not certified is the Volunteer Life Cycle Management System, which is still under development. That system will be certified after system development is completed in 2011.

FISMA and financial audit recommendations identified as low risk related to legacy systems, or have remediation costs that substantially exceed implementation benefits in accordance with the provisions of OMB Circular A-130 may not be implemented; however, mitigation measures have been put in place to reduce potential risk to the agency.

**Challenge**    Acquisitions and Contract Management

Despite the departures noted by the OIG, the Office of Acquisitions and Contract Management (OACM) is now fully staffed, with the exception of the chief acquisition officer position for which the hiring process will be completed in November 2010. The deputy acquisition officer position was filled with a very experienced senior contracting officer. Two seasoned supervisory contracting officers were hired for the domestic complement of contracting officers. Additionally, the overseas support staff was enhanced by the addition of a field-experienced

business specialist. In the fourth quarter of FY 2010, customer support service was increased due in large part to additional staffing, both overseas and domestic.

Rapid progress is being made to strengthen contract surveillance and compliance with applicable laws and regulations. Contracting Officer's Technical Representative (COTR) training has been scheduled for overseas staff in each of the three regions in the first quarter of FY 2011. This will intensify the development of contract surveillance plans.

With respect to the White House's initiative on reducing the use of high risk contracts, the agency terminated two cost reimbursement contracts in FY 2010 for overseas training and awarded fixed price personal services contracts to trainers. The agency currently has no cost reimbursement contracts. The agency will continue to improve the contracting processes with the goal of more efficient and cost effective contract support.

**Challenge** Property Management

Although the agency has challenges in property management accountability with the wide dispersal of property, plant, and equipment in 77 countries and multiple sites in the U.S., Peace Corps has been working diligently to improve the safeguarding, accounting, and disposal processes for its property:

- The contract for the new property accountability software solution referred to by the OIG was awarded in September 2010, and a specific training program is being developed for rollout with the software by the end of FY 2011.
- In FY 2010, the agency doubled the amount of property management training for personal property and vehicle accountability during overseas staff training.
- By September 2011, the planned certification of the agency's IT assets will be completed.
- The Office of Management has clarified property accountability policies and procedures and the agency expects to issue a revised manual section and property accountability handbook in FY 2011.
- The agency has purchased a vehicle fleet management software system which is expected to be implemented by the end of FY 2011 and will provide the headquarters with oversight capabilities for vehicle usage and disposals.

**Challenge** Protection of Personally Identifiable Information

The implementation of the Volunteer Life Cycle Management System that is scheduled for implementation in FY 2011 will significantly reduce the risk of PII security breaches. This system will generate a unique identifier for each individual and Social Security numbers will no longer be used as search criteria. The system has rules and procedures for locking down PII and for allowing access to the information based on roles and responsibilities within the agency. Similar controls on medical information regarding Volunteers will be built into the electronic medical records system that is now scheduled to be operational by the end of FY 2012.

The number of reported breach events dropped from ten in FY 2009 to nine in FY 2010. With the introduction of the redesigned Volunteer Life Cycle Management System and electronic medical records, these breaches should be significantly minimized.

### **FY 2010 New Challenges**

#### **Challenge Capacity of Overseas Posts to Support Growth and Expansion**

The agency agrees that building the capacity of overseas posts and providing ongoing support to sustain quality growth is essential. The initial goals set for growth were subsequently revised to support a more gradual increase in the number of Volunteers to 10,800 by the end of FY 2013. This more gradual growth is due to several factors, including the agency's commitment to strengthen Volunteer training and better prepare Volunteers for meaningful work, the uncertainty regarding future budget levels and the desire to ensure overseas posts are properly supported and prepared to absorb a greater number of Volunteers prior to the Volunteers arriving in country.

To help achieve the desired increase in the number of Peace Corps Volunteers, the Director established an agency-wide growth task force during the first quarter of FY 2010. The task force examined ways in which this growth could be supported. Throughout the FY 2010 planning and budget processes, emphasis was placed on strengthening the capacity of overseas posts to meet the growth targets, in order to provide a larger number of well-qualified Volunteers for host countries. Several headquarters offices worked closely with the overseas posts to best match the supply of qualified applicants to the needs of Peace Corps' overseas partners.

Peace Corps' Comprehensive Assessment conducted in FY 2010 places increased focus on the critical importance of Volunteer training and calls on the agency to identify key development interventions worldwide where the Peace Corps is, or will be, working with large quantities of Volunteers, and to enhance and strengthen the technical preparation for Volunteers in these areas. A quarterly reporting process was established in the fourth quarter of FY 2010 to capture progress toward implementation of the assessment recommendations. During FY 2010, the agency made significant investments in its human and physical infrastructure to accommodate an increase in the quantity of Volunteers while ensuring their safe and successful service, including: the length of pre-service training for new Volunteers was increased by one week; critical programming and administrative staff at overseas posts was expanded; the number of medical officers and safety and security coordinators were increased; site development was improved; and regional offices and transit houses within larger countries, especially in Africa, were set up to provide closer oversight and support services to Volunteers. A critical initiative in FY 2011 will be to "focus in and train up"—to ensure strategic growth and strengthen agency performance, by identifying the highest priority programs and then improving staff and Volunteer capabilities in those sectors.

#### **Challenge Timely and Effective Remediation of OIG Findings and Recommendations**

The agency responses to prior audit reports and evaluations continue to be implemented in key business areas. With the newly assigned Chief Compliance Officer, the agency is benefitting

from more efficient reviews and more effective follow-up. Forty-four recommendations to audits, evaluations, and assessments issued in FY 2010 were closed during FY 2010. An additional 20 recommendations were closed for audits and evaluations conducted prior to FY 2010.

The Director has also put in place a Senior Policy Committee, assisted by a Policy Secretariat and a new Associate General Counsel for Policy Development, to oversee the process of updating and maintaining the agency's policies and procedures. This new senior level body will streamline the policy development process and allow the agency to respond in a more timely fashion to audit recommendations that require policy or procedural changes.

**Challenge** Accessibility of Useful and Accurate Data Related to Peace Corps Operations

The functionality of existing stand-alone systems used to track Peace Corps prospects, applicants, Volunteers and returned Volunteers is incorporated into the new Volunteer Life Cycle Management System. This will allow the agency to retire some 28 of the existing 64 legacy systems related to Volunteer delivery, and provide a single database of Volunteer non-medical data. With the implementation of the Volunteer Medical Records System, another 20 legacy systems will be retired and provide a single Health Insurance Portability and Accountability Act (HIPAA) compliant database of Volunteer medical data. These two major systems will significantly improve the collection, analysis, and availability of data to support Volunteers throughout the life cycle.

With respect to maintaining information related to employees, the agency has an employee trained to extract data reports from the National Financial Center which will provide data related to employee retention and turnover.



## Summary of Financial Statement Audit and Management Assurances Tables

Summary of Financial Statement Audit					
Audit Opinion	Unqualified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
<i>Total Material Weaknesses</i>	0	0	0	0	0
Summary of Management Assurances					
<b>Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)</b>					
Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed
<i>Total Material Weaknesses</i>	0	0	0	0	0
<b>Effectiveness of Internal Control over Operations (FMFIA § 2)</b>					
Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed
<i>Total Material Weaknesses</i>	0	0	0	0	0
<b>Conformance with Financial Management System Requirements (FMFIA § 4)</b>					
Statement of Assurance	Systems conform to financial management system requirements				
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Reassessed
<i>Total Non-Conformances</i>	0	0	0	0	0

## **Improper Payments Information Act**

Agencies are required to annually review their program and activities to identify those payments susceptible to significant improper payments under the provisions of the Improper Payments Information Act of 2002, Public Law No. 107-300. Effective in FY 2010, Executive Order 13520, Reducing Improper Payments, implemented by OMB Memorandum, M-10-13, Subject: Issuance of Part III to OMB Circular A-123, Appendix C, established \$750 million as the threshold for reporting improper payments. The Peace Corps has no programs and activities that are risk-susceptible to such significant improper payments and no improper payments were identified this fiscal year internally or by the external auditors.

*This page was intentionally left blank*

## APPENDICES



*Community and Youth Development  
Volunteer greets children from a  
community where she is giving life skills  
training in Paraguay.*



## Appendix 1

### Summary of Audit Significant Deficiencies

The FY 2010 financial statement audit report issued by Clifton Gunderson LLP through the Inspector General on November 10, 2010, shown on pages 78 through 88 identified two significant deficiencies in internal control. Significant Deficiency 1, Controls over Property, Plant, and Equipment Need Improvement, consists of four recommendations and the estimated dates for resolution of those recommendations are shown in the table below. Significant Deficiency 2, Information System Security Controls Need Improvement, consists of eight audit recommendations and the estimated dates for resolution of those recommendations are also shown in the table.

#### **Significant Deficiency 1 – Controls over Property, Plant, and Equipment Need Improvement**

<u>Audit Recommendations</u>	<u>Estimated Completion</u>
Ensure asset listings are complete and develop procedures to tag assets upon receipt	4th Qtr FY 11
Perform accuracy, verification, and completeness checks on capitalized property listings in accordance with the standard operating procedures for posts and headquarters	4th Qtr FY 11
Develop procedures to ensure additions and disposals are recorded accurately and timely	4th Qtr FY 11
Ensure the financial management system provides proper output for designated auditor reports	1st Qtr FY 11

#### **Significant Deficiency 2 – Information System Security Controls Need Improvement**

<u>Audit Recommendations</u>	<u>Estimated Completion</u>
Ensure risk assessment for Global Infrastructure is revised to incorporate critical regions reviewed, approved, and updated periodically	4th Qtr FY 11
Complete full certification and accreditation for all information systems	4th Qtr FY 11
Complete, update and approve Manual Section 542, <i>Information Technology Security Policies</i>	3rd Qtr FY 11
Reevaluate and update the Business Impact Analysis to reflect the current continuity of operations planning, support disaster recovery planning and testing, and reflect the agency's current environment	4th Qtr FY 11
Develop and implement procedures to periodically audit network user accounts	3rd Qtr FY 11
Review audit logs on the domestic portion of the Global Infrastructure Operating System periodically for suspicious activity	4th Qtr FY 11
Implement FDCC compliant group policies and ensure that workstations comply with the FDCC requirement checklists	4th Qtr FY 11
Maintain mandatory security settings and baseline configurations for Oracle instances, UNIX servers, and Microsoft servers	4th Qtr FY 11



## Appendix 2

### Glossary of Acronyms

<b>AC-2</b>	Account Management (NIST SP 800-53)	<b>MD&amp;A</b>	Management's Discussion and Analysis
<b>ATO</b>	Authority to Operate	<b>MS</b>	Manual Section
<b>AU-6</b>	Audit Monitoring, Analysis, and Reporting (NIST SP 800-53)	<b>NGO</b>	Nongovernmental Organization
<b>CG</b>	Clifton Gunderson LLP	<b>NIST</b>	National Institute of Standards and Technology
<b>CIS</b>	Center for Internet Security	<b>NIST SP</b>	National Institute of Standards and Technology Special Publication
<b>C&amp;A</b>	Certification and Accreditation	<b>OACM</b>	Office of Acquisitions and Contract Management
<b>CM-2</b>	Baseline Configuration (NIST SP 800-53)	<b>OCFO</b>	Office of the Chief Financial Officer
<b>CM-5</b>	Access Restrictions for Change (NIST SP 800-53)	<b>OCIO</b>	Office of the Chief Information Officer
<b>CM-6</b>	Configuration Settings (NIST SP 800-53)	<b>OIG</b>	Office of the Inspector General
<b>COTR</b>	Contracting Officer's Technical Representative	<b>OMB</b>	Office of Management and Budget
<b>DOL</b>	Department of Labor	<b>OPM</b>	Office of Personnel Management
<b>DOS</b>	Department of State	<b>PCA FA</b>	Peace Corps Assets Fixed Assets
<b>FDCC</b>	Federal Desktop Core Configuration	<b>PEPFA</b>	President's Emergency Plan for AIDS Relief
<b>FECA</b>	Federal Employees Compensation Act	<b>PII</b>	Personally Identifiable Information
<b>FISMA</b>	Federal Information Security Management Act	<b>PL-2</b>	System Security Plan (NIST SP 800-53)
<b>FMFIA</b>	Federal Managers' Financial Integrity Act	<b>PP&amp;E</b>	Property, Plant, and Equipment
<b>FSN</b>	Foreign Service National	<b>PSC</b>	Personal Services Contractor
<b>FY</b>	Fiscal Year	<b>RA-3</b>	Risk Assessment (NISP SP 800-53)
<b>GAO</b>	Government Accountability Office	<b>RPCV</b>	Returned Peace Corps Volunteer
<b>HQ</b>	Headquarters	<b>SOP</b>	Standard Operating Procedures
<b>HIPAA</b>	Health Insurance Portability and Accountability Act	<b>TEFL</b>	Teaching English as a Foreign Language
<b>ICT</b>	Information and Communication Technology	<b>UKW</b>	Urbach Kahn & Werlin LLP
<b>IPBS</b>	Integrated Planning and Budget System	<b>UNIX</b>	Computer Operating System
<b>IRM</b>	Information Resources Management	<b>USDH</b>	U. S. Direct Hire
<b>IT</b>	Information Technology	<b>VDS</b>	Volunteer Delivery System
<b>MCS</b>	Medical Clearance System	<b>VICA</b>	Volunteer In-Country Allowances

*This page was intentionally left blank*



*Front cover: Peace Corps Response Volunteer teaches reading to children in Guyana. Above: Volunteer walks down the street in his new community with his students.*



Produced by the Peace Corps  
Paul D. Coverdell Peace Corps Headquarters  
1111 20th Street NW | Washington, DC 20526

Friend us, fan us, follow us:  
Facebook: [facebook.com/peacecorps](https://facebook.com/peacecorps)  
Twitter: [twitter.com/peacecorps](https://twitter.com/peacecorps)  
YouTube: [youtube.com/peacecorps](https://youtube.com/peacecorps)  
Flickr: [flickr.com/photos/peacecorps](https://flickr.com/photos/peacecorps)



Peace Corps  
Congressional Budget Justification | Fiscal Year 2010







PEACE CORPS  
CONGRESSIONAL BUDGET JUSTIFICATION | FISCAL YEAR 2010

## CONTENTS

Letter from the Director	
Executive Summary	vii
The Peace Corps Strategic Plan	2
Budget Information	19
Safety and Security: The Overarching Priority	27
The Volunteer	31
Program Priorities: How Peace Corps Volunteers Serve Around the Globe	32
Volunteer Statistics	38
Number of Peace Corps Volunteers Working in HIV/AIDS Activities   FY 2008	39
Countries Where Peace Corps Volunteers Serve	40
Languages Spoken by Peace Corps Volunteers Across the World	41
The Phases of the Volunteer	44
Domestic Programs: "Bringing the World Home"	47
The Peace Corps' Educational Partnerships in the United States	52
Home States of Peace Corps Volunteers	54
Regional Summaries and Post Data	55
Africa Region	56
Europe, Mediterranean, and Asia Region	59
Inter-America and the Pacific Region	63
Post Statistical Profiles	67
Peace Corps Post Data	102
Reports to Congress	105
Foreign Currency Fluctuation Account	106
The Peace Corps' Performance Plans FY 2009 and FY 2010	107
The Peace Corps' FY 2008 Performance Results	119



F I S C A L   Y E A R   2 0 1 0

# BUDGET

O F   T H E   U . S .   G O V E R N M E N T

## PEACE CORPS FY 2010 BUDGET REQUEST

The Peace Corps budget request for FY 2010 is \$373,440,000, an increase of \$33,440,000 over the FY 2009 appropriation of \$340,000,000. The FY 2010 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 75 countries worldwide in 2010, including the necessary safety and security provisions for Volunteers and staff. The Peace Corps' FY 2010 budget request represents the first step in a strategic presidential initiative to increase the number of Peace Corps Volunteers 25 percent by 2012 and 50 percent by 2016.

THE DIRECTOR OF THE PEACE CORPS  
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps' FY 2010 budget request of \$373.44 million. These funds will be used to recruit, train, and support the thousands of American women and men who devote two years of their lives to serve as Peace Corps Volunteers in communities around the world.

President Obama is inspiring all Americans to serve their country, and his administration is committed to providing as many opportunities as possible for Americans to serve as Peace Corps Volunteers.

The Peace Corps continues to capture the imagination of the American people and stands ready to accept and support a new generation of Volunteers inspired by President Obama. In the last year, the Peace Corps has received over 13,000 applications, an increase of 16 percent from the previous year. There has also been an increase in the number of countries interested in hosting a Peace Corps program.

With a structured plan for quality growth in place, the Peace Corps is evolving to meet the challenges of the 21<sup>st</sup> century. For example, we now teach over 250 languages to prepare our Volunteers for full integration into their communities. Equipped with the necessary language and cultural skills, Volunteers become effective grassroots innovators, working on projects ranging from constructing solar stoves in Central America to improving internet access in Azerbaijan, or teaching bicycle repair techniques in Mauritania. In addition to helping interested countries meet their needs for trained men and women, these community projects help promote a better understanding of Americans on the part of the peoples served.

Long renowned for its international service and its positive representation of the United States overseas, the Peace Corps is also charged with a third goal—to help Americans develop a better understanding of other peoples. Programs like Peace Corps Week and Coverdell World Wise Schools provide an opportunity for returned Volunteers to share their experiences with the American public and truly “bring the world home.” Through Peace Corps service abroad, Volunteers acquire valuable skills in leadership, foreign language, and cross-cultural understanding, and often pursue public service careers in education, health, and government.

I recognize the considerable challenges that you and your congressional colleagues confront in determining the federal budget for FY 2010. These are difficult times in many ways, yet they are also times that present new opportunities for Americans to serve our country. The Peace Corps remains one of the best means for Americans to take advantage of these opportunities for service and to have a life-enriching experience in the process.

Our Volunteers, both current and past, have benefited people the world over through their service and friendship, a noble mission we strive to improve every day. On behalf of the Peace Corps' extended family, I thank you for your consideration and support.

Sincerely,

A handwritten signature in black ink, appearing to read "Jody K. Olsen".

Jody K. Olsen  
Acting Director

THIS PAGE WAS INTENTIONALLY LEFT BLANK



## Congressional Budget Justification | Fiscal Year 2010

### EXECUTIVE SUMMARY

The Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The close interaction between Peace Corps Volunteers and local communities has allowed the Peace Corps to establish an admirable record of service that is recognized around the world. For 48 years, Peace Corps Volunteers have helped build the path to progress with people who want to build a better life for themselves, their children, and their communities. Around the world, Peace Corps Volunteers continue to bring a spirit of hope and optimism to the struggle for progress and human dignity. Nearly 200,000 Americans have served in 139 countries since the agency's establishment.

While times have changed since the Peace Corps' founding in 1961, the agency's mission—to promote world peace and friendship—has not. The three core goals of the Peace Corps are as relevant today as they were 48 years ago:

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

The Peace Corps' FY 2010 budget request of \$373.44 million is the first step in a strategic presidential initiative to increase the number of Peace Corps Volunteers 25 percent by 2012 and 50 percent by 2016. The overarching plan is to provide quality growth that is strategic and cost effective. In addition, it is critically important to undertake key changes to improve our Volunteer recruitment processes and to implement technological changes to improve the effectiveness and efficiencies of our domestic and overseas operations. With this important groundwork being laid in FY 2009 and FY 2010, the Peace Corps will achieve its growth targets.

In addition to increasing the number of new Volunteers in FY 2010, the proposed budget will be used to further automate the business processes related to the recruitment and placement of Americans applying to the Peace Corps. Investments in the proposed Volunteer Delivery System will integrate all Volunteer-related business processes, currently encompassing disconnected databases and business systems. Full integration of the core business process of the Peace Corps, including recruitment, screening, placement and training, support and medical care, will facilitate a rapid increase in Volunteer levels, promote efficiency, and ensure compliance with federally-mandated privacy requirements. The Peace Corps will be able to more quickly and appropriately match recruits to Volunteer positions, thereby simultaneously increasing Volunteer satisfaction and host country benefit levels. Faster recruitment processing also promotes higher recruiting yield. An integrated system is a vital and long-overdue asset for achieving effectiveness and business continuity, essential for an agency that limits employment to five years.

The safety and security of each Volunteer remains the agency's number one priority. All trainees, before they are sworn-in as Volunteers, must demonstrate proficiency in key worldwide safety and security competencies. The Office of Safety and Security staff will continue its commitment to research, planning, training, and compliance. And, the agency will continue to do its part to ensure that all Volunteers have an extensive support system and a quality Volunteer experience.

The Congressional Budget Justification also includes the Peace Corps' Strategic Plan for Fiscal Years (FY) 2009–2014. The agency is proud of its inclusive efforts to craft a new strategic plan with outcome-oriented strategic goals that link directly to accomplishing the agency's longstanding core goals and mission. The strategic plan for FY 2009–2014 presents five strategic goals the Peace Corps seeks to achieve. Each strategic goal shows the related performance and outcome goals, followed by the means and strategies that will be implemented to accomplish the goals. The Peace Corps strives for continuous improvement to provide the most efficient and effective use of resources in serving the needs of our Volunteers, staff, and host country partners, in fulfilling our commitment to the American people.

Encouraging service and volunteerism among the American people has a long tradition in the United States and is a priority of this administration. The Peace Corps has played a critical role in that tradition for nearly 50 years and stands ready to add to its proud history in the coming years.

Over 100,000 people contact the Peace Corps each year seeking information about serving as a Volunteer, and we anticipate that number will rise. We are prepared to meet that challenge and to fully support the men and women who serve America as Volunteers. When those Volunteers complete their overseas service, many continue their commitment to volunteerism or use their skills and experience to enhance careers and make contributions to our society in virtually every sector. It is the people-to-people relationships that Peace Corps Volunteers forge with their host country colleagues and communities that serve as a crucial foundation for world peace, cross-cultural exchange, and understanding—and make a lasting investment for the United States.



## STRATEGIC PLAN



## THE PEACE CORPS STRATEGIC PLAN FISCAL YEARS 2009–2014

*Positioning the Peace Corps for Growth and Impact in the 21<sup>st</sup> Century*

### Agency Mission

The Peace Corps' mission is to promote world peace and friendship. While much has changed in the world since the Peace Corps' founding in 1961, its mission has not. The Peace Corps' three core goals are as relevant today as they were over four decades ago:

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

The Peace Corps carries out its mission and goals by assisting interested countries with their development needs and building cross-cultural understanding while providing efficient and effective support to ensure a positive Volunteer experience for a diverse group of Americans in a safe and secure environment.

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

Overall, the Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The men and women who serve as Peace Corps Volunteers reflect the rich diversity of the United States and represent some of the finest characteristics of the American people: a generosity of spirit, a strong work ethic, a commitment to service, and an approach to problem solving that is both optimistic and pragmatic. Peace Corps Volunteers are afforded no special privileges and often live in remote, isolated communities where they speak local languages and learn the cultures and customs of the people they serve. The Peace Corps combines development with personal relationships that Volunteers forge with host country colleagues and communities. This combination serves as a crucial foundation for peace and friendship for generations to come.

## Strategic Goal Overview

The Peace Corps has five new strategic goals that encapsulate all of the key elements needed to measure the agency's performance as it carries out its important mission.

### Strategic Goal One

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

### Strategic Goal Two

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

### Strategic Goal Three

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

### Strategic Goal Four

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

### Strategic Goal Five

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

## Overview of the Strategic Plan Development

In May 2007, the Office of Strategic Information, Research, and Planning was created and charged with enhancing the agency's strategic planning and reporting, evaluation and measurement, and data governance efforts. The office led the agencywide effort to create a new strategic plan for fiscal years (FY) 2009–2014 that positions the Peace Corps for 21<sup>st</sup> century growth and impact.

Prior to the kickoff of the FY 2009–2014 strategic plan development process, the Peace Corps developed a logic model<sup>1</sup> to show the “relationships among the resources that are invested, the activities that take place (outputs), and the benefits or changes that result (impact).” Through the relationships, the model illustrates how an organization’s activities and processes are linked to its output and outcomes, or results and impact. A logic model helps an organization ensure that what it is doing is aligned with its goals.

The Peace Corps Logic Model provides an agency level view of the Peace Corps program and its intended results. It does not include each and every activity, process or function, but instead represents what the organization as a whole is trying to achieve. In this depiction, however, each function is able to identify where it fits in contributing to the outputs and outcomes of the organization.

As a first step in the formulation of the new Strategic Plan for FY 2009–2014, the Peace Corps Logic Model was rolled out to the agency through introductory sessions. This resulted in the participation of approximately 110 staff members at headquarters and the participation of the leadership of 70 percent of all overseas posts.

The agency’s development of its new Strategic Plan for FY 2009–2014 was a very inclusive effort that reached out to hundreds of staff members at headquarters and all posts throughout the world for input. The agency created a steering committee and various working committees to formulate specific goals and identify appropriate performance indica-

<sup>1</sup> A logic model is an internationally recognized tool, usually a graphic representation, for accurately framing what an organization does and what it intends to accomplish. It is a “roadmap” that describes the sequence of events connecting the need for a program with the program’s desired results.

# Peace Corps Logic Model

## Peace Corps Goals:

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

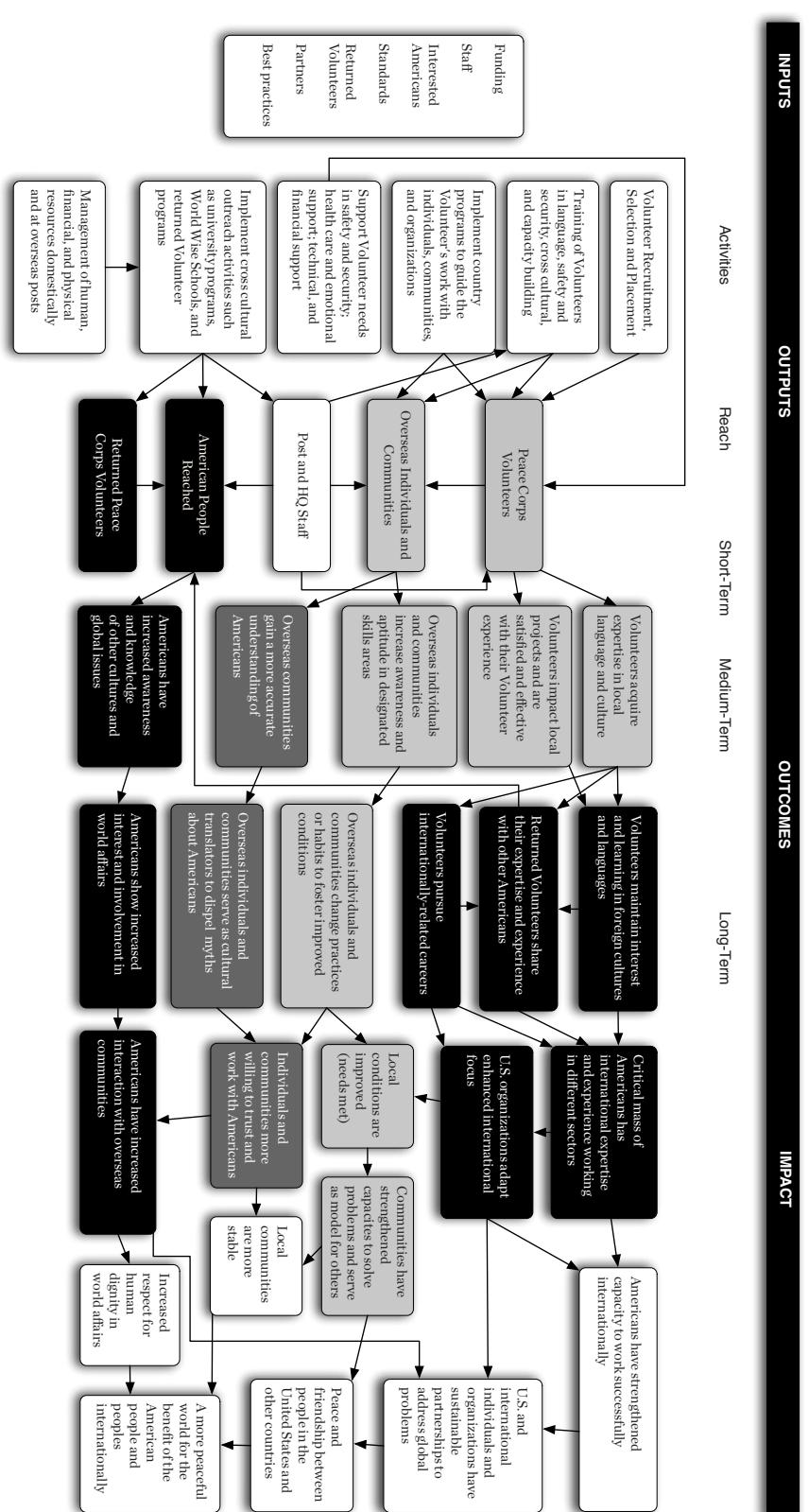
1. Delivering a trained and diverse group of volunteers to interested countries to transfer tangible skills and promote cross-cultural understanding, all the while "doing the same work, eating the same food, [and] talking the same language" as locals;\*
2. Ensuring Volunteers have an effective experience by providing relevant health, safety, and programmatic support;
3. Increasing exposure of Americans to other cultures by sharing Volunteer experiences through a variety of avenues; and
4. Meeting the needs of applicants and Volunteers with efficient and effective support.

\*Language adapted from President Kennedy's Executive Order.

## Situation

The Peace Corps addresses the needs of people from interested countries for trained manpower, particularly in those countries. It also meets the need to promote peace and friendship between the United States and other nations.

## Priorities



## Assumptions

1. Personal, in-country interaction leads to improved understanding and relations level
2. Learning local language increases effectiveness of Volunteer and project
3. Recruitment of creative, problem-solvers who are flexible and open-minded keeps Peace Corps relevant
4. Two-year immersion of Volunteers leads to transformational empowerment of self and others
5. Awareness and knowledge about other cultures generates increased interest and involvement in international affairs

## External Factors

1. Taxpayers and Congress continue to support the mission—Agency funding
2. Foreign governments continue to request and support Volunteer work
3. Political, economic, or social instability dampen interest / hinder ability to send PCVs
4. Proliferation or reduction of alternate volunteer opportunities
5. Peace Corps maintains its independence

tors. Agency managers and staff participated directly with the formulation and vetting of the strategic plan. Moreover, managers understand their responsibility for meeting their performance goals and that their progress will be assessed at regular intervals, including during the mid-year and year-end reviews.

The agency significantly strengthened its alignment of office level performance with agency level performance goals, creating a more integrated set of goals. With field reviews of the agency level plan and agency level reviews of the field plans, both goal alignment and indicator consistency have been improved. The feedback loops on the agency level strategic plan utilized during the budget and performance planning cycle helped domestic and overseas staff look more holistically at the integration of budget and performance for their individual offices as they relate to the agency as a whole.

Furthermore, Peace Corps' agency level performance monitoring and reporting has been significantly strengthened through the assignment of the Peace Corps performance improvement officer and the organizational specific discussions that have been held over the last year. The development of Performance Indicator Data Sheets for each indicator in the FY 2009–2014 Strategic Plan will ensure consistent performance reporting in the future. The data sheets provide important accountability, transparency, and consistency in performance reporting.

## The Integrated Planning and Budget System (IPBS) and Peace Corps Strategic Plan

The Integrated Planning and Budget System (IPBS) is the Peace Corps' operational planning mechanism. IPBS is consistent with the planning process defined by the Government Performance and Results Act (GPRA). It features a multilevel planning process that requires each Peace Corps office and sub-office to set goals and establish quantifiable objectives and specific tasks—in essence, a performance plan—with related timelines. IPBS incorporates a three-year planning cycle, where every Peace Corps office and overseas post is required to define its goals and objectives and develop an operational plan and budget that will enable each office to meet them.

During the development of the FY 2009–2011 IPBS plans, all offices and posts were provided the draft of the agency's FY 2009–2014 Strategic Plan to ensure compatibility and alignment of strategic and operational performance goals. This approach also provided an opportunity for the posts and headquarters offices to fully participate in the strategic planning process through their input and ideas.

The IPBS plans are based on projected levels of funding, which are adjusted accordingly if the funding levels are not realized through actual appropriations. This is possible through the annual update of the three-year plan, as well as quarterly reviews and adjustments of office plans. IPBS annually includes an assessment of the previous year's plans and projects. It then identifies lessons learned, potential improvements, and plans for the future. IPBS aligns the agency with federal planning and budget mandates and takes full advantage of the agency's integrated financial management system. The IPBS structure provides appropriate flexibility for all levels of budget holders while demanding increased accountability agencywide. The system has resulted in effective resource management, transparent decision-making, timely external reporting, and the production of financial statements directly from the financial management system.

The agency's operational planning process begins each spring with the issuance of guidance by the Peace Corps Director. Each office aligns its individual plans with the agency's overall direction and then each office's operating plan submission is presented to the Director and reviewed. After the review activities conclude, each overseas post, sub-office, and major office assembles its respective performance plan with an emphasis on alignment with the agency strategic plan and on defining and implementing the outcome and performance goals together with accompanying performance indicators.

Addressing performance results during periodic budget reviews allows the agency to further align performance and budgeting. The integrated mid-year review allows for the reallocation of funding and human resources to correct a course of action if there are challenges in meeting performance goals, or to validate positive actions taken to meet performance goals.

## Evaluations

Peace Corps' methods for measuring recruiting, training, and the support of Volunteers (outputs<sup>2</sup>) has significantly improved over the past several years, but determining Peace Corps' demonstrated impact<sup>3</sup> has remained elusive. The Peace Corps has assumed that a two-year Peace Corps Volunteer experience leads to changes for the Volunteer, the host country community, and communities in the United States. Validating these assumptions remains a significant challenge.

The creation of the Office of Strategic Information, Research, and Planning to focus on evaluation efforts is a significant step for the agency. Experienced staff is in place and working closely with all offices to enhance existing data collection efforts and develop new means to collect the data necessary to inform evaluation efforts and demonstrate the impact of the Peace Corps.

As the agency looks to evaluate its impact, the Office of Strategic Information, Research, and Planning is directing research implemented by local host country resources to provide a perspective on the effectiveness of the Peace Corps in accomplishing its mission. Specifically, the Peace Corps will undertake a series of country level studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work. The overseas studies will focus on the outcomes of efforts to transfer needed skills and promote a better understanding of Americans. The study will use a multi-method approach to gather information, and will include outreach to counterparts, host families, and community members, as well as host country ministries and other organizations.

Additionally, the agency plans to conduct an extensive survey of returned Peace Corps Volunteers (RPCVs) to gather more perspective on RPCV efforts to carry out the Peace Corps' third goal of promoting a better understanding of other peoples on the part of Americans. The survey will also obtain RPCV feedback on agency outreach programs to better inform agency programming. The survey will help the agency to assess, through updated and objective data, the effect of RPCV cross-cultural activities on families, friends, and communities throughout the United States with whom RPCVs have come in contact.

The Peace Corps requires overseas posts to develop plans for their projects in health, business, education, or other sectors that describe the goals, objectives, and life spans of such projects. Existing ongoing evaluations include reviews that assure project plans are current and appropriately meet host country needs. Each project sector's strengths and weaknesses are assessed, and the plan is reaffirmed or altered based on lessons learned during its actual implementation.

Additionally, in an effort to focus on the efficiency and effectiveness of Peace Corps operations, the agency continues its program of internal management assessments. The goal of the assessments is to partner with senior leadership to strengthen and improve management at the post or office level. Assessment teams have pursued meaningful solutions to improve post operations and to enhance Volunteer service and programmatic impact. The assessments are insightful, collaborative, and timely and produce specific recommendations for change. Finally, the Office of Inspector General regularly conducts evaluations of the effectiveness of programs that support Peace Corps Volunteers.

These ongoing and future evaluations, from different angles and at different levels, help provide the agency a multidimensional picture of its efficiency and effectiveness, as well as a foundation upon which to build the direction of the strategic plan.

<sup>2</sup> Outputs are an organization's deliverables and are usually expressed quantitatively (e.g., number of Volunteers in the field).

<sup>3</sup> Impact is the net cumulative effect of changes in attitude, behavior and/or condition of the program recipients and their immediate environment. For example, the Volunteers' efforts to carry out the Peace Corps' second goal of promoting a better understanding of Americans are intended to result in overseas individuals and communities gaining a better understanding and serving as cultural translators to dispel myths about Americans. Thus, the impact of the Volunteers' second goal efforts are a more peaceful world for the benefit of the American people and peoples internationally because of the cumulative effect of increased understanding and having individuals and communities more willing to trust and work with Americans.

## Key Factors

While social, political, and economic conditions in the United States and abroad have remained favorable for the Peace Corps to continue to carry out its important mission, there are key factors that could affect the agency's ability to achieve its strategic goals. Domestically, the agency has enjoyed solid support from Congress and the American people; however, competition for sufficient funding is often a key issue in being able to maintain the agency's high standards to effectively recruit, train, and support Volunteers who are carrying out the agency's mission. These funding issues have been recently aggravated by negative currency fluctuations and increases in the costs of energy and food throughout the world. Furthermore, as alternate volunteer or employment opportunities flourish or diminish, the agency's ability to attract and place the Americans needed to match the demand from host countries is often affected. Internationally, shifting political, economic, or social conditions can hinder Volunteers' effectiveness on the ground or result in the agency having to close operations in certain countries. While the Peace Corps works in some of the most challenging and dynamic places in the world, which present ever-changing external factors, the agency retains the flexibility to meet its strategic goals.

*Continued on next page*

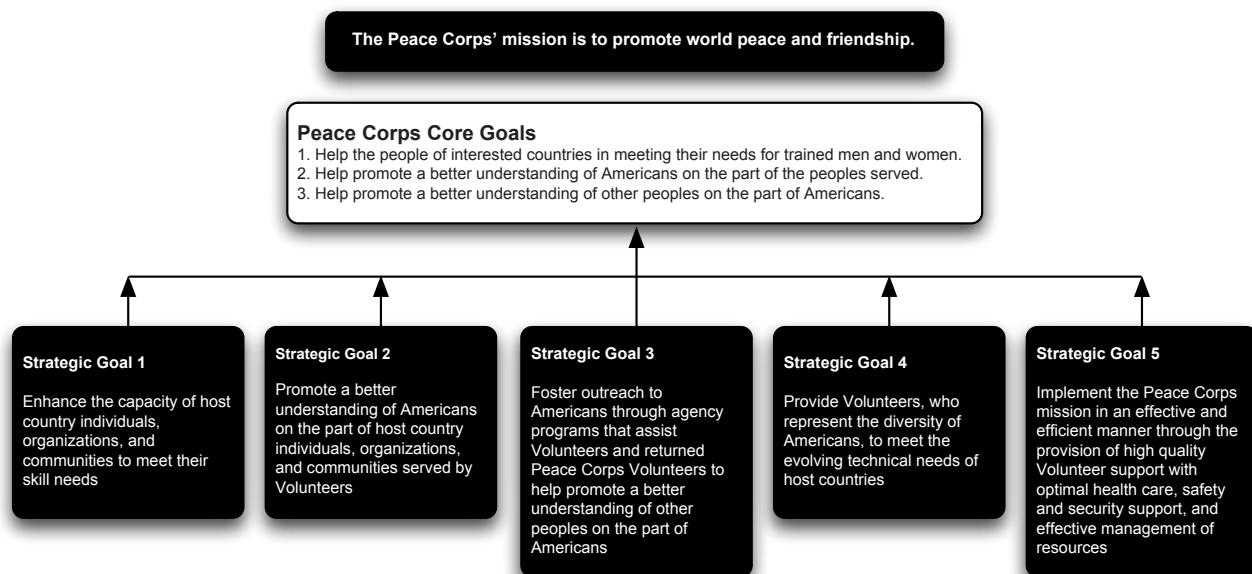
## Other Strategic Alignment

Moreover, the Peace Corps reports its annual performance results in the Performance and Accountability Report (PAR), and receives a review via the Performance Assessment Rating Tool (PART) process. The last PART review was completed in 2005, with the Peace Corps receiving an effective rating. In the PAR, the agency must report and analyze its annual performance results compared to the annual targets. Together, these tools ensure that the agency is monitoring and reporting performance goals and results and continually seeking ways to improve.

The annual performance plans have performance indicators that include annual targets for achievement. These indicators are often measured using tools that produce monthly, annual, or ongoing results, such as the Peace Corps Volunteer Survey or specific databases or reports. Thus, the agency is able to address regularly its performance in these key operational areas. The annual performance indicators directly link and roll up into the related performance, outcome, and strategic goals. At the strategic level, the agency can benefit from the long-term trends that the annual data show, as well as the more outcome oriented evaluations directed by the Office of Strategic Information, Research, and Planning.

The strategic plan for fiscal years 2009–2014 lays out five strategic goals that the Peace Corps seeks to achieve. Each strategic goal shows the related performance and outcome goals, followed by the means and strategies that will be implemented to accomplish the goals. All of the goals link back to the agency's focus on achieving its three core goals and carrying out the Peace Corps' mission.

## Peace Corps' Five Strategic Goals



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



In order to enhance the capacity of host country individuals, organizations, and communities to meet their skill needs, the agency must first work with the host country to identify its needs. To do this, the agency must have open communication and positive working relationships at all levels—with the host country governments, partner organizations, communities, and counterparts. Once those needs are identified, the agency must provide appropriate Volunteers who are well trained to meet the specified needs and can effectively build capacity and transfer skills. Thus, it is essential to provide Volunteers with adequate language, cultural, technical, and capacity building training.

The Peace Corps currently utilizes projects that focus on six main sectors according to the needs in-country: agriculture, business development, education, environment, health and HIV/AIDS, and youth. Additionally, there are numerous cross-cutting initiatives that are integrated into all sectors as appropriate and allow for agility in recognizing shifts in skills needed on the ground. During the time frame of this Strategic Plan, the agency will be emphasizing the environmental, educational, and food security issues that are critically important and interrelated to addressing the basic development issues in the countries served by the Peace Corps.

A key mechanism to capture data related to Volunteer capacity building and skills transfer activities is the Volunteer activity report, which Volunteers complete and submit on a periodic basis. The agency is deploying an improved data collection tool that will automate, where technological reliability and access exist, how Volunteers record and report data on their community development activities. This new tool will allow overseas staff to more easily aggregate, view, and analyze this data across and among programs within their countries. The implementation and institutionalization of this tool at posts and with Volunteers is both a challenge and an opportunity for the Peace Corps in performance reporting.

Effective Volunteers must be trained and supported by effective overseas staff. The agency is working to improve the way it measures, assesses, and supports overseas staff capacity and performance. The agency conducted an internal assessment on the efficacy of the office charged with providing programming and training support to overseas staff at post. In response to the assessment, the agency is implementing numerous recommendations, including making substantial organizational and functional changes to ensure the office focuses primarily on overseas staff capacity building. Specifically, this office reviewed and redesigned its main overseas staff training program from a four-week training program

to a targeted orientation for overseas staff. The agency plans to supplement this orientation with a performance-based continuum of training.

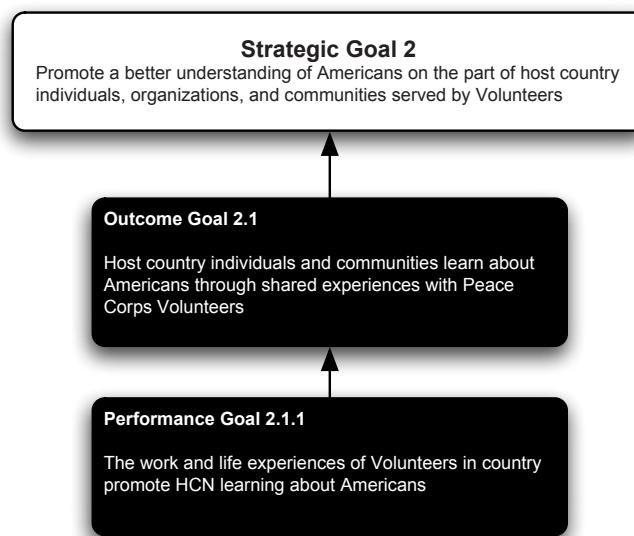
The agency continues to look to technology to assist in effectively leveraging expertise and knowledge through online collaboration and knowledge management platforms. The agency has offered P.DOT (pre-departure online training) for Volunteers to enhance language, cross-cultural, and other skills prior to departing for their country of service. Additionally, the agency's new online collaboration program, called GURU, empowers staff worldwide to share best practices and acquire information and knowledge.

Additionally, the Peace Corps will conduct field evaluations that include host country national assessments of the Peace Corps' success in transferring needed skills and building capacity. The evaluations will identify in what ways and to what degree skills transfer and capacity building occur as Volunteers work alongside their host country counterparts and community members.

Overall, to enhance the capacity of host country individuals, organizations, and communities to meet their skill needs, the agency will:

- Improve connectivity to host country needs and enhance Volunteer training
- Improve Volunteer activity data collection by implementing a more effective reporting tool designed to ease the collection and compilation of Volunteer project, capacity building, and skills transfer activities
- Enhance staff effectiveness in supporting Volunteers through improved overseas staff training, including targeted orientation programs and a performance-based continuum of training
- Implement field data collection based on the feedback of host country nationals to evaluate impact in the transfer of skills and capacity building

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



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

Because language is such an important component of everyday life and a conduit of cross-cultural interaction, Peace Corps' language training must ensure that Volunteers are well-equipped to communicate in the local language. The agency is expanding its efforts to help future Volunteers get an early start by providing online tools for language acquisition prior to the intense pre-service training. The agency is using its pre-departure online training (PDOT) and other language tools to provide for early language exposure. Additionally, the agency continues to ensure that its language testers are properly trained and certified to assess Volunteers' language abilities. Moreover, the language testing data are being analyzed to determine learning gains and provide insight on overall language learning.

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

Furthermore, the Peace Corps will conduct field evaluations that include host country national perspectives of their understanding of Americans as a result of interacting with Peace Corps Volunteers. The aim is for host country partners with whom Volunteers live and work to learn from the Volunteer, exhibit a willingness to work together, observe and learn about Americans, have new perceptions about Americans, and increasingly trust the Volunteer. These evaluations will look at the experience from various angles and seek to show the knowledge,

attitude, and behavior changes that occur within the host country populations through their work and contact with Volunteers.

Overall, the Peace Corps strategy to provide Volunteers who help promote a better understanding of Americans on the part of host country individuals, organizations, and communities they serve involves:

- Effecting cross cultural training of Volunteers and their counterparts
- Early and continuous language learning
- Building cross-cultural understanding and communication with local host country nationals and government partners
- Implementation of the field evaluation to obtain host country national feedback on how their understanding of Americans has evolved as a result of living and working with Peace Corps Volunteers

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



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

The challenge for the Peace Corps in advancing outreach is to ensure that the programs are publicized and on target in matching Volunteers and RPCVs with appropriate audiences, and that the agency uses technology effectively to reach more people to increase knowledge and awareness of cross-cultural issues.

The Peace Corps' education partners at the K-12 and university levels are emphasizing global awareness and 21<sup>st</sup> century millennium skills, creating a positive environment in which to expand Peace Corps' programs. The agency has

many excellent outreach programs and educational resources. The programs target different segments of the population—ranging from age-based curricula to a correspondence match program that connects a Peace Corps Volunteer with an American classroom to a master's level program in which a Peace Corps Volunteer's service helps make progress toward his or her degree. Additionally, the Peace Corps Partnership Program, in which students, clubs, individuals, and organizations provide funds to assist a Peace Corps Volunteer and his or her host community in completing a community driven project, creates a strong connection between the American public and communities overseas.

Moreover, tracking agency progress in interacting with the American public will always be a significant challenge. Since promoting a better understanding of the cultures in which they served is a lifelong commitment that becomes so second nature to most RPCVs, many share their experiences repeatedly but do not report such interactions to the agency. Thus, capturing the true breadth of the interactions and keeping RPCVs connected with agency programs remain areas of opportunity for the agency. The Peace Corps has recently improved upon its RPCV database to provide a consistent, up-to-date repository for contact information for RPCVs. In addition to an improved database, the agency plans to use technology, such as WebEx and e-blasts, to improve support services to partners, stay connected with returned Volunteers, and to publicize its programs through which they can share their overseas experience with Americans. Additionally, the agency will survey RPCVs to gain their perspectives on their activities and agency outreach programs.

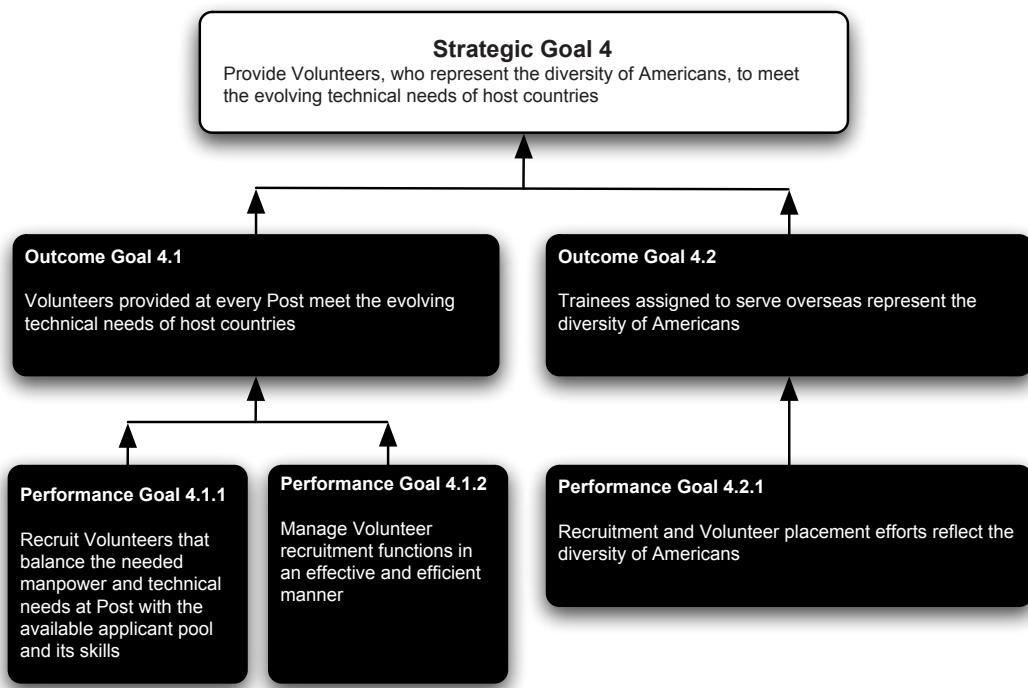
The Peace Corps will celebrate its 50<sup>th</sup> anniversary in 2011. This landmark occasion will create tremendous opportunities for the Peace Corps community to share with the American public and carry out its outreach mission in a highly visible manner. The Peace Corps is planning events in the nation's capital and throughout the country to celebrate the anniversary and educate the American public about cultures overseas.

Overall, in order to foster outreach to Americans through agency programs that assist Volunteers and returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans, the agency will:

- Utilize innovative marketing to broaden the reach of programs
- Improve efforts to keep RPCVs connected
- Implement an RPCV survey to obtain their perspectives on agency outreach programs and their efforts to introduce a better understanding of other peoples to the American people
- Effectively use technology to enhance program support, outreach, and efficiency

*Continued on next page*

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



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

The Volunteer Delivery System (VDS) is a continuous cycle of Volunteer recruitment, screening, and placement that allows the Peace Corps to deliver the best suited Volunteers for a host country’s needs. The Peace Corps has strategically aligned its VDS with the agency’s mission, modernizing its processes to speed up the delivery process and to reach different diverse groups more effectively. Nonetheless, overall process redesign and improvements are needed to allow for a more seamless exchange of information to provide a continuous and timely flow of data for planning, recruitment, and marketing purposes. In addition to continuing to focus on communication, information technology use, and cross-training to develop synergies and break down barriers to effective and efficient recruitment, the agency has a team focusing specifically on the VDS process redesign.

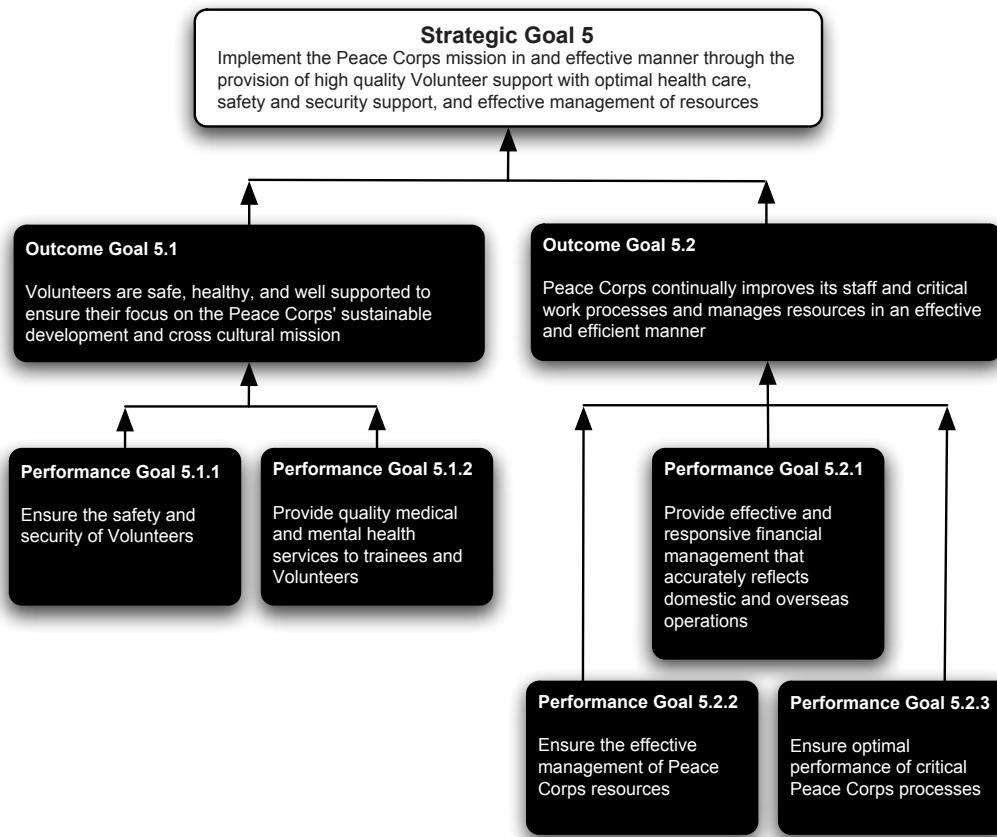
Peace Corps Volunteers are the face of America in the communities in which they serve around the world. Therefore, when Peace Corps Volunteers reflect the rich diversity of Americans, it helps communicate the opportunities and values of the American people. Furthermore, more experienced Volunteers often bring skill sets and life experience that can also bring a different perspective to host communities. As the Peace Corps looks to build a more ethnic, skill-specific, and age diverse corps of Volunteers, the agency will employ broad-based recruiting efforts, strategic planning, and innovative marketing. The agency will use specific research data for appropriate targeting of messages to specific populations such as students, diverse populations, and more mature audiences. Targeted skill-specific outreach will take place through industry associations, federal agencies, and campus communities.

Overall, to provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries, the agency will:

- Maximize the number of Volunteers who serve, balancing the available funding and the necessary support to ensure Volunteer effectiveness
- Redesign its Volunteer Delivery System to continue to enhance its effectiveness and optimize communications and efficiencies
- Utilize information technology assets to allow for better and more timely alignment when matching technical and language needs in-country with requisite Volunteer skill sets
- Continue to reduce the amount of time that it takes to respond to applicants to the Peace Corps
- Use creative management tools to support more cost effective and productive means of penetrating lucrative recruiting markets
- Continue to develop market forecasting capabilities and techniques to seek out recruitment opportunities in niche markets, such as more experienced and ethnic populations

*Continued on next page*

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



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

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

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

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

Effective management of Peace Corps' domestic and overseas operations, including human and financial resources, is critical to carrying out the mission of the agency. The agency has a mechanism in place to send management assessment teams to support posts or offices in need of review and to make recommendations for improvement. Furthermore, the posts must work to integrate the many perspectives of their stakeholders—Volunteers, staff, and host country partners—in ensuring that its programs are on target and serving host country needs. The agency will ensure that the proper communication mechanisms and advisory councils are in place to review and recommend improvements to its programs. Additionally, staff development will be an area of focus for the agency as it seeks to provide consistent, high quality support to its programs over time.

The Peace Corps strives for constant improvement to provide the most efficient and effective services to Volunteers, staff, host country partners, and in the fulfillment of its mission to the American people. In addition to the continual efforts to evaluate and enhance work products throughout the agency, the Peace Corps seeks to regularly review its businesses processes. Evaluating current models and implementing streamlined critical work processes will enhance services to all of the agency's valuable partners.

Overall, to implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources, the agency will:

- Ensure that the safety and security environments and programs are regularly assessed, risks mitigated, training provided, and improvements implemented
- Utilize technology to improve and integrate health information systems to more efficiently track, manage, analyze, and utilize data that results in improved health care for Volunteers
- Ensure effective management of resources overseas by implementing the best staff development practices and integrating the expertise of Volunteers, staff, and host country nationals in program development and implementation
- Institutionalize continuous improvement of mission critical work processes

## Conclusion

The Peace Corps combines development with the strong people-to-people relationships that Volunteers forge with host country colleagues and communities, providing a crucial foundation for peace and friendship for years to come. Indeed, the core values of the Peace Corps since its establishment on March 1, 1961, have remained steadfast and continue to build stronger communities and cross-cultural relationships between Americans and host country partners around the world.

THIS PAGE WAS INTENTIONALLY LEFT BLANK

## Peace Corps Appropriations Language

For necessary expenses to carry out the provisions of the Peace Corps Act (75 Stat. 612) including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$373,440,000, to remain available until September 30, 2011: Provided, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That the Director may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed \$5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2010



BUDGET INFORMATION

**Peace Corps FY 2010 Budget Request by Program Operations**  
 (in thousands of dollars)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>DIRECT VOLUNTEER OPERATIONS</b>			
Overseas Operational Management			
Africa	75,536	79,661	84,593
Europe, Mediterranean, and Asia	51,093	54,567	58,598
Inter-America and Pacific	60,138	63,581	67,542
Peace Corps Response (formerly Crisis Corps)	686	1,309	1,352
United Nations Volunteers	100	100	100
<b>Subtotal, Overseas Operational Management</b>	<b>187,553</b>	<b>199,218</b>	<b>212,185</b>
Overseas Operational Support			
Volunteer Support Operations	7,927	8,291	8,668
Federal Employees' Compensation Act	10,238	10,761	11,017
Medical Services Centrally Shared Resources <sup>1</sup>	7,767	5,795	10,580
Overseas Program and Training Support (formerly The Center)	5,354	5,519	5,737
Office of AIDS Relief	275	276	285
Volunteer Recruitment and Selection	14,482	14,863	15,399
Private Sector Initiatives	561	599	622
Centrally Processed Overseas Equipment and Supplies	3,563	5,132	5,114
Volunteer Readjustment Allowance	21,261	21,044	20,464
Reimbursements to Department of State	7,389	7,980	9,019
<b>Subtotal, Overseas Operational Support</b>	<b>78,817</b>	<b>80,260</b>	<b>86,904</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS</b>	<b>266,370</b>	<b>279,478</b>	<b>299,089</b>
<b>VOLUNTEER OPERATIONS SUPPORT SERVICES</b>			
Third Goal Programs			
World Wise Schools	557	582	604
University Programs	580	600	631
Returned Volunteer Services	708	619	739
<b>Subtotal, Third Goal Programs</b>	<b>1,868</b>	<b>1,801</b>	<b>1,974</b>
Agency Administration			
Director's Office, General Counsel, OSIRP, & Congressional Communications	5,959	5,892	6,181
Safety and Security	2,459	2,463	2,348
Safety and Security Centrally Managed Resources <sup>1</sup>	4,207	3,032	3,187
Office of the Chief Financial Officer	0	639	1,250
OCFO Centrally Managed Resources	11,570	12,374	12,769
Acquisitions & Contracts	1,210	2,837	2,096
Office of the Chief Information Officer	1,375	1,487	1,642
Information Technology Centrally Managed Resources <sup>2</sup>	7,625	9,220	9,260
Office of Management	5,016	11,205	11,086
Office of Management Centrally Managed Resources	5,874	5,946	5,794
Inspector General	12,325	13,114	13,604
<b>Subtotal, Agency Administration</b>	<b>3,106</b>	<b>3,371</b>	<b>3,860</b>
<b>SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES</b>	<b>60,727</b>	<b>71,580</b>	<b>73,077</b>
<b>SUBTOTAL, VOLUNTEER OPERATIONS</b>	<b>62,595</b>	<b>73,381</b>	<b>75,052</b>

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>GRAND TOTAL AGENCY</b>	<b>328,965</b>	<b>352,859</b>	<b>374,140</b>
APPROPRIATED RESOURCES	333,500	340,000	373,440
RESCISSION	-2,701	0	0
<b>TOTAL ENACTED</b>	<b>330,799</b>	<b>340,000</b>	<b>373,440</b>
UNOBLIGATED BALANCE FROM PREVIOUS YEAR	7,619	11,715	0
UNOBLIGATED BALANCE FROM ERFI AVIAN FLU	681	445	0
<b>TOTAL APPROPRIATED RESOURCES</b>	<b>339,099</b>	<b>352,160</b>	<b>373,440</b>
MISCELLANEOUS RESOURCES	2,983	1,500	1,500
FOREIGN CURRENCY FLUCTUATION	0	0	0
RESERVE FOR UNRECORDED OBLIGATIONS	-957	-800	-800
EST UNOBLIGATED BALANCE AVIAN FLU PREPAREDNESS	-445	0	0
ESTIMATED UNOBLIGATED BALANCE AT END OF YEAR	-11,715	0	0
<b>TOTAL AVAILABLE BUDGETARY RESOURCES</b>	<b>328,965</b>	<b>352,859</b>	<b>374,140</b>

(Detail may not add due to rounding)

<sup>1</sup> Forward Funded in FY 2008 for FY 2009: Safety and Security Centrally Shared Resources; Medical Services Centrally Shared Resources

<sup>2</sup> Forward Funded in FY 2007 for FY 2008: Information Technology Centrally Managed Resources



## DESCRIPTION OF THE PEACE CORPS' OPERATIONAL AREAS

### DIRECT VOLUNTEER OPERATIONS

#### Overseas Operational Management

##### *Regional Operations*

Overseas operations are organized and administered through a regional structure composed of three offices: Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific. These offices provide general oversight and direction to Peace Corps country programs, or posts. Post budgets include Volunteer allowances (living, settling-in, and leave), training for Volunteers, in-country travel for Volunteers and staff, return travel for Volunteers, in-country medical costs, including the health unit, and Volunteer safety and security activities.

Before qualifying to serve as a Volunteer, a trainee must participate in a pre-service training of 10 to 12 weeks. This training includes intensive language instruction, cross-cultural training, technical skill enhancement, and training in personal health and safety. Most of the time, this training is contiguous. However, in some situations, a split pre-service training is preferred in which technical skills are enhanced and more detailed training provided shortly after Volunteers have had thorough exposure to their actual worksites. Volunteers also receive training during their service to increase their job effectiveness and satisfaction.

In addition, overseas budgets cover the costs of maintaining the posts: local staff, security, rents, communications, utilities, supplies, and equipment. They also cover the costs to headquarters of managing overseas operations. These costs include salaries and benefits of overseas American and headquarters' regional staff, assignment travel for staff and Volunteers, and certain pre-service training costs borne by headquarters.

##### *Peace Corps Response*

Formerly known as Crisis Corps, Peace Corps Response sends extending and former Volunteers on short-term assignments to assist with disaster relief and humani-

tarian response efforts. The name change better reflects Peace Corps' shift toward preparedness training and allays the fear of host governments anxious to avoid the term "crisis" when dealing with unexpected disasters.

##### *United Nations Volunteers*

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

#### Overseas Operational Support

##### *Volunteer Support*

This office provides medical support for Volunteers, medical screening oversight for applicants, and initial and ongoing training for medical contractors.

##### *Federal Employees' Compensation Act (FECA)*

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. A vast majority of these costs relate to Volunteers' claims; staff claims are minimal.

##### *Medical Services Centrally Shared Resources*

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

##### *Overseas Programming and Training Support*

This office (formerly named the Center for Field Assistance and Applied Research) supports programming and training in the field. It identifies and disseminates best practices in Volunteer programs and training, collects and analyzes data from Peace Corps projects, applies technology to the promotion of innovation and learning, manages partnerships and reimbursable agreements with other agencies, provides training and development opportuni-

ties to overseas field staff, and manages the pre-departure orientation Volunteers receive in the United States before leaving for overseas pre-service training.

#### ***Office of AIDS Relief***

Established in 2005, this office provides agency-level policy, overall leadership, and general supervision, direction, and coordination of all domestic and foreign HIV/AIDS activities relating to agency programs.

#### ***Volunteer Recruitment and Selection***

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

#### ***Private Sector Initiatives***

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

#### ***Centrally Processed Overseas***

##### ***Equipment and Supplies***

Overseen by the Office of Management, this account funds the purchase of vehicles for overseas Volunteer support and supplies for Volunteers such as medical kits, eyeglasses, and mosquito nets.

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

An allowance of \$225 per month of service is provided to Volunteers upon termination of service to assist them when they return to the United States.

#### ***Reimbursements to the Department of State (ICASS)***

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

## **VOLUNTEER OPERATIONS SUPPORT SERVICES**

### **Third Goal Programs**

#### ***Paul D. Coverdell World Wise Schools***

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

#### ***University Programs***

This office manages two partnership programs with universities throughout the United States. The Fellow/USA program, which began in 1985, provides the opportunity for RPCVs to work toward graduate degrees and to gain professional experience at the same time in such fields as teacher education, community/economic development, nursing and public health, and environmental studies. In consideration for educational benefits offered by participating universities, Agency Fellows work as teachers or as interns with nonprofits or other community agencies. The Master's International program has been in existence since 1987. Through this program, graduate students incorporate two years of Peace Corps service as a hands-on practicum between an initial year of graduate work and a return to campus to finish their degrees.

#### ***Returned Volunteer Services***

This office assists Volunteers with the readjustment process when they return to the United States by providing job and other practical information. It also serves as a liaison with private returned Volunteer groups and with Peace Corps offices that collaborate with former Volunteers.

## **AGENCY ADMINISTRATION**

### **Director's Office; General Counsel; Congressional Relations; and Office of Strategic Information, Research & Planning**

These offices provide general policy direction, legal advice, and compliance verification to the agency. They also coordinate all external communication and serve as a liaison to

Congress and other federal agencies. The Director's Office also includes the American Diversity Program.

### **Office of Communications**

This office manages all official internal communications, marketing and advertising, video production and photography, the external website, press relations, and agency publications. In addition, the office produces recruitment tools that support the Office of Volunteer Recruitment and Selection.

### **Safety and Security**

This office coordinates and promulgates all worldwide Peace Corps safety and security policies, save for IT systems security which, by law, is the domain of the Chief Information Officer. Through use of the Volunteer Safety Council, the Crime Statistics and Analysis Unit, and continuing consultation with appropriate federal agencies, Peace Corps regions, and the field, the office institutes, reviews, refines, and recommends security policy to the Director of the Peace Corps. The office also oversees and manages domestic emergency preparedness and physical security, information and personnel security, safety and security of Volunteers and staff overseas, and the collection and analysis of security statistics and trends, and other safety risks to Volunteers.

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

### **Office of the Chief Financial Officer**

The OCFO oversees all financial management activities relating to the programs and operations of the agency; maintains an integrated agency budget accounting and financial management system; provides financial management policy guidance and oversight; and monitors the financial formulation of the agency budget and the financial execution of the budget in relation to actual expenditures.

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

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

### **Acquisitions & Contracts**

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

### **Office of the Chief Information Officer**

This office provides leadership for, and management of, the development and application of information technology resources and methodologies in support of the Peace Corps' mission at headquarters, U.S. regional offices, and overseas posts. It serves as the primary source of information technology advice and counsel to the agency director.

### **Information Technology Centrally Managed Resources**

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

### **Office of Management**

This office provides administrative support for headquarters, nine regional recruiting offices, and international operations through its offices of Human Resource Management and Administrative Services.

### **Office of Management Centrally Managed Resources**

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

### **Inspector General**

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

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2010**  
 (in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
1962	\$40,000	\$40,000	\$30,000	3,699	N/A
1963	63,750	63,750	59,000 <sup>c/</sup>	4,969	N/A
1964	102,000	108,000	95,964 <sup>c/</sup>	7,720	N/A
1965	115,000	115,000	104,100 <sup>c/</sup>	7,876	N/A
1966	115,000	125,200	114,000	9,216	N/A
1967	110,000	110,500	110,000	7,565	N/A
1968	115,700	124,400	107,500	7,391	N/A
1969	112,800	112,800	102,000	6,243	N/A
1970	98,450	109,800	98,450	4,637	N/A
1971	94,500	98,800	90,000	4,686	N/A
1972	77,200	71,200	72,500	3,997	6,632
1973	88,027	88,027	81,000	4,821	6,194
1974	77,000	77,000	77,000	4,886	6,489
1975	82,256	82,256	77,687	3,296	6,652
1976	88,468	80,826	81,266	3,291	5,825
Transition Qtr	27,887	25,729	24,190	—	—
1977	81,000	67,155	80,000	4,180 <sup>d/</sup>	5,590
1978	87,544	74,800	86,234	3,715	6,017
1979	112,424	95,135	99,179	3,327	5,723
1980	105,000	105,404	99,924	3,108	5,097
1981	118,531	118,800	105,531	2,729	4,863
1982	105,000	121,900	105,000	2,862	4,559
1983	105,000	97,500	109,000	2,988	4,668
1984	115,000	108,500	115,000	2,781	4,779
1984/5 Supp	2,000	2,000	2,000	—	—
1985	128,600	115,000	128,600	3,430	4,828
1986	130,000	124,400	124,410 <sup>e/</sup>	2,597	5,162
1987	137,200	126,200	130,760	2,774	4,771
1987/8 Supp	7,200	—	7,200	—	—
1988	146,200	130,682	146,200	3,360	4,611
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649 <sup>f/</sup>	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745 <sup>g/</sup>	219,745	219,745 <sup>h/</sup>	3,541	5,644
1995	234,000	226,000	219,745 <sup>i/j/</sup>	3,954	5,884
1996	—	234,000	205,000 <sup>k/m/</sup>	3,280	6,086
1997	—	220,000 <sup>l/</sup>	208,000 <sup>n/</sup>	3,607	5,858
1998	—	222,000	222,000 <sup>o/</sup>	3,551	5,757
1999	—	270,335	240,000 <sup>p/</sup>	3,835	5,729
2000	270,000 <sup>q/</sup>	270,000	245,000 <sup>r/</sup>	3,919	7,164
2001	298,000	275,000	267,007 <sup>s/t/</sup>	3,191	6,643
2002	327,000	275,000	278,700 <sup>u/v/</sup>	4,047 <sup>w/</sup>	6,636
2003	365,000	317,000	297,000 <sup>x/</sup>	4,411	7,533
2004	—	359,000	310,000 <sup>y/</sup>	3,812	7,733
2005	—	401,000	320,000 <sup>z/</sup>	4,006	7,810
2006	—	345,000	322,000 <sup>aa/ab</sup>	4,015	7,628
2007	—	336,642	319,700 <sup>ac/</sup>	3,964	7,875
2008	—	333,500	333,500 <sup>ad/</sup>	3,821	7,622
2009	—	343,500	340,000	3,530 <sup>est.</sup>	7,340 <sup>est.</sup>
2010	—	373,440	—	3,897 <sup>est.</sup>	7,337 <sup>est.</sup>

## NOTES:

- a/ Starting in FY 1992, funds to remain available for two years.
- b/ For FY 1972 through FY 1999, this is the average number of Volunteers throughout the year. For FY 2000 through the fiscal year of the president's budget, this is the number of trainees and Volunteers on board on 30 September of the fiscal year, including Peace Corps Response and United Nations Volunteers.
- c/ Includes reappropriated funds in 1963 (\$3.864 million), 1964 (\$17 million) and 1965 (\$12.1 million).
- d/ Includes Trainee Input from Transition Quarter.
- e/ Excludes \$5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177).
- f/ Excludes \$2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a \$725 thousand reduction related to the Drug Initiative (P.L. 101-167).
- g/ Authorization included report language of a \$15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).
- h/ In addition, the Peace Corps received a transfer of \$12.5 million for assistance to the NIS.
- i/ In addition, the Peace Corps received a transfer of \$11.6 million for assistance to the NIS.
- j/ Appropriation of \$219,745 thousand was later reduced by a rescission of \$721 thousand.
- k/ In addition, the Peace Corps received a transfer of \$13 million for assistance to the NIS. An additional \$1 million of NIS funds, intended for FY 1996, was received in FY 1997.
- l/ In addition, the president requested a transfer of \$5 million for assistance to the NIS.
- m/ Appropriation of \$205,000 thousand was later reduced by a rescission of \$296 thousand.
- n/ In addition, the Peace Corps received a transfer of \$12 million for assistance to the NIS. An additional \$1 million of NIS funds, originally intended for FY 1996 in addition to the \$13 million received that year, was received in FY 1997.
- o/ In addition, the Peace Corps received a base transfer of \$3,581 thousand from the Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.
- p/ Appropriation of \$240,000 thousand was later reduced by a rescission of \$594 thousand. In addition, the Peace Corps received a transfer of \$1,269 thousand from Economic Support Funds for security; \$7,500 thousand from the FY 1999 Emergency Appropriations Act (\$7,000 thousand for security and \$500 thousand related to the Kosovo conflict); \$6,000 thousand from the Central American and Caribbean Disaster Recovery Fund; and \$1,554 thousand from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/ Four-year authorization bill by Congress, FY 2000 of \$270M, FY 2001 of \$298M, FY 2002 of \$327M and FY 2003 of \$365M.
- r/ Appropriation of \$245,000 thousand was reduced by a rescission of \$931 thousand.
- s/ Appropriation of \$265,000 thousand was reduced by a rescission of \$583 thousand.
- t/ The Peace Corps received a transfer of \$2,590 thousand of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.
- u/ The Peace Corps received a transfer of \$3,900 thousand of Emergency Response Fund monies in support of potential future evacuations.
- v/ Appropriation of \$275,000 thousand was reduced by a rescission of \$200 thousand.
- w/ Due to the September 11<sup>th</sup> events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.
- x/ Appropriation of \$297,000 thousand was reduced by a rescission of \$1,930.5 thousand. OMB later reallocated \$1,200 thousand in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.
- y/ Appropriation of \$310,000 thousand was reduced by a rescission of \$1,829 thousand.
- z/ Appropriation of \$320,000 thousand was reduced by a rescission of \$2,560 thousand.
- aa/ Appropriation of \$322,000 thousand was reduced by a rescission of \$3,220 thousand.
- ab/ In addition, Peace Corps received \$1,100 thousand supplemental for Avian Flu Preparedness.
- ac/ Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).
- ad/ Appropriation of \$333,500 thousand was reduced by a rescission of \$2,701 thousand.



SAFETY AND SECURITY



## SAFETY AND SECURITY: THE OVERARCHING PRIORITY

### Office of Safety and Security

While all Peace Corps staff members play a role in promoting safety and security, coordination of these activities is the primary responsibility of the Peace Corps Office of Safety and Security. Established in 2003, this office fosters improved communication, coordination, and oversight of all aspects of Peace Corps' safety and security efforts. These include federal employee background investigations, domestic physical security, continuity of operations, crime statistics and analysis, and most importantly, the safety and security of Peace Corps Volunteers and staff overseas.

### The Policy of the Peace Corps on Volunteer Safety and Security

Because Volunteers serve at the grassroots level worldwide, experiencing the broadest range of social and environmental conditions, health and safety risks are an inherent part of their service. Peace Corps staff and Volunteers work together to create a framework that maximizes, to the extent possible, Volunteers' well-being, enabling them to carry out their mission effectively. The Peace Corps incorporates safety and security information into all aspects of Volunteer recruitment, training, and service, and ensures that safety and security policies and training curricula are current. Volunteers are asked to do their part by taking responsibility for their behavior at all times and by integrating successfully into their host communities. Volunteers face fewer security risks when they demonstrate respectful behaviors, spend the majority of their time at their sites, are well-regarded in their communities and integrated into the culture, are able to speak the local language, and are working on well-designed projects.

The Peace Corps takes an integrated approach to Volunteer training. Safety and security material is incorporated extensively into language, cross-cultural, and health instructional programs, helping Volunteers

learn about their new environment and giving them the necessary tools to effectively cope with the many challenges they will face. Volunteers are informed about Peace Corps' policies and procedures and their responsibility to abide by them. Throughout pre-service training and regular in-service trainings, Volunteers develop or enhance skills and receive information that helps them understand their surroundings, cope with unwanted attention, and develop personal safety strategies. At the conclusion of pre-service training, every trainee must demonstrate proficiency in key worldwide safety and security core competencies before they are sworn-in as Volunteers. Posts are encouraged to develop additional, locally based training topics to supplement these learning objectives. The Office of Safety and Security's Overseas Operations staff collaborates closely with the agency's training specialists to manage the integrated facets of safety and security instruction.

Direct support to overseas posts is provided by nine regionally-based Peace Corps safety and security officers (PCSSOs). PCSSOs collaborate with posts on a variety of matters related to the safety and security of Peace Corps personnel and operations, including training of staff and Volunteers, physical security, emergency planning and crisis management, and response to incidents involving Volunteers. PCSSOs serve as a professional resource for country directors and other staff members and usually visit each post at least once a year. They are always made available to respond to a specific incident if warranted.

In addition to PCSSOs, each post hires a local staff person responsible for coordinating the post's safety and security activities. The safety and security coordinators (SSCs) have proven to be a key resource; and the position continues to evolve to meet the needs of posts and the agency. The PCSSOs provide support and mentoring for individual SSCs, while the Office of Safety and Security sponsors subregional training workshops for SSCs every two years to ensure that all SSCs are receiving continual, uniform training to strengthen their skills and further

develop their capacity to support Volunteer security efforts.

Another integral part of a post's network for maintaining safety and security is the U.S. Embassy. Each Peace Corps country director is a member of the embassy's emergency action committee and a regular participant in weekly country team meetings. The country director also communicates regularly with the embassy's regional security officer (RSO), who represents the U.S. government's interests in any safety and security situation and is the first point of contact with local law enforcement officials. The country director reviews with the RSO any situation that might impact the safety or security of Peace Corps personnel or operations and RSOs regularly participate in Volunteer training.

### **Volunteer Crime Incident Analysis**

The Crime Statistics and Analysis Unit, part of the office's overseas operations, continually tracks and analyzes information related to the safety of Volunteers. The unit employs a social science analyst and a safety and security data analyst to develop protocols for reporting crimes against Volunteers and to compile and analyze the data that are received. Crime statistics for posts are presented to prospective Volunteers at the time of invitation so they can make informed decisions in regards to joining the Peace Corps. Data are published in an annual Safety of the Volunteer report that provides summary statistics on all crime incidents against Volunteers for each calendar year, in addition to information on historical trends in each of the three Peace Corps regions. The publication's objective is to identify and analyze trends in safety conditions among in-service Volunteers; and to provide useful feedback on noted trends to support the safety and security training and education of Volunteers and staff. Analysis is also used to enhance existing policies and procedures or to develop new procedures as needed.

Continuous improvements to the incident reporting and data collection efforts have enabled the Peace Corps to profile specific crimes by identifying associated risk factors (e.g., time of day, location, alcohol use, and modes of transportation) and to develop strategies to help Volunteers mitigate these risks. In 2008, the unit launched an updated crime incident reporting system that expedites the notification of appropriate person-

nel when an incident occurs in the field. The improved information flow enables the regionally-based PCSSOs and key Peace Corps headquarters staff to better support posts as they manage incidents involving Volunteers.

### **Emergency Communications and Planning**

Most Volunteers live and work in communities that are some distance from the Peace Corps office in-country, which can present challenges in the event of an emergency. In order to facilitate vital communication, Volunteers are required to report their whereabouts when they travel from their sites and to receive the Peace Corps' authorization if they intend to leave the country for any reason. This allows Peace Corps to account for the well-being of Volunteers should an emergency arise and ensures that vital information can be relayed without unnecessary delay.

The Peace Corps addresses larger security concerns through country-specific emergency action plans. These plans, developed to address serious events such as natural disasters or civil unrest, outline the strategies developed by each post to prepare for, respond to, and recover from such crises. The Peace Corps works closely with the U.S. Embassy to share information, develop strategies, and coordinate communications in a crisis. If a decision is made to evacuate Volunteers from a country, the Peace Corps commits every available resource to safely move Volunteers and staff out of harm's way. The agency maintains a "situation room" at Peace Corps headquarters that is equipped with the necessary communications equipment and technology to support a crisis management operation. Staff members are continually trained to support crisis management, using material drawn from the Peace Corps' extensive experience with emergency situations and the agency's Evacuation Support Guide.

### **Continuity of Operations**

The federal Continuity of Operations Plan (COOP) requires that agencies be able to fulfill their essential functions if offices are forced to close in response to an emergency event. COOP serves as an insurance policy for federal services to the American people and allows each agency to maintain a presence even in the worst natural or man-made emergency scenario. During the past year,

the Peace Corps' COOP team has consulted with senior leadership and agency offices to identify essential agency functions and activities that support these functions. The two functions considered critical to the Peace Corps in a COOP event are: the safety and security of Volunteers; and the recovery of business systems. The Office of Safety and Security developed COOP, which has been approved

by the Peace Corps Director. Additionally, an addendum to COOP was approved, which outlines specific steps the agency will take in response to an influenza pandemic. The office has also developed several COOP alternate relocation sites using existing Peace Corps resources that will allow the seamless continuation of Peace Corps programs at a minimal cost.



*August 2008: United States Senate Majority Leader Harry Reid (D-NV) takes time to meet with Peace Corps Volunteers during a trip to the Kyrgyz Republic.*



THE VOLUNTEER



## Program Priorities: How Peace Corps Volunteers Serve Around the Globe

Volunteer projects and activities are the primary focus of the Peace Corps program. Volunteers are involved in a variety of host country projects because they speak the local languages, appreciate the cultural traditions, and are eager to respond to local community needs. Currently, the Peace Corps' work worldwide falls into six general sectors: agriculture, business development, education, environment, health and HIV/AIDS, and youth development. Additionally, Volunteers in all sectors incorporate meaningful work in information and communication technology (ICT), women in development/gender and development (WID/GAD), HIV/AIDS, and youth development into their primary and secondary activities. A discussion of each sector's work objectives and examples of Volunteer activities follow.

At the end of FY 2008, there were 7,876 Peace Corps Volunteers from all sectors working directly with more than 2.1 million individuals. Volunteers and their counterparts reached an additional 4.8 million individuals through the use of mass media technologies (e.g., radio, video, the Internet, etc.). Volunteers helped train 148,565 service providers, including teachers, health clinic workers, and organization administrators; their efforts assisted 25,590 agencies, organizations, and nongovernmental agencies.

### Agriculture

The Peace Corps' agriculture projects are designed to promote environmentally sustainable farming practices. Along with their environment-sector counterparts, many agriculture Volunteers help farmers focus on the long-term productivity of their fields by maintaining and improving soils and managing water. They demonstrate the importance of working with local, natural inputs to control pests and erosion. Increasingly, Volunteers and their partners are promoting approaches to farming that are both sustainable and organic as they continue to work with a broad range of agricultural products. Volunteers are also helping their host country communities mitigate the adverse effects of the global food security crisis.

Volunteers systematically include women and youth in their agriculture-extension activities. Today, a Volunteer is as likely to be working with a women's association or youth club as with a male head of household.

At the end of FY 2008, there were 393 agriculture Volunteers providing assistance through 12 projects.

#### Examples of Volunteer work include:

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

### Business Development

The business development sector includes four sub-sectors: community, municipal, business, and organizational development. Volunteers with a variety of business education and professional experiences are assigned to projects that focus on business, organizational, and communication skills in local government offices, nonprofit agencies, and for-profit businesses. Recently, the focus of work in this sector has shifted from business consulting to more community economic development, emphasizing sustainability, transparency, community volunteerism, and leadership training. In response to the needs of a

global economy, the number of business Volunteers continues to grow as efforts intensify to assist underserved communities and to expand entrepreneurial skills for women and youth.

At the end of FY 2008, there were 1,155 business development Volunteers providing assistance through 49 projects worldwide.

**Examples of Volunteer work include:**

- training activities in computer and Internet use;
- training entrepreneurs in marketing, business planning, and bookkeeping;
- helping artisan cooperatives market their handmade goods;
- advising women's groups about access to credit;
- educating young people to enter the workforce and participate in the market economy;
- helping businesses find markets for traditional and value-added products;
- counseling businesses, including microfinance, on organizational issues;
- teaching financial management to nongovernmental organizations (NGOs); and
- working with ecotourism project planning through community-based resource management.

## **Education**

Education remains the Peace Corps' largest program sector. In reality, all Volunteers are, to some extent, educators. Many host country nationals describe how the Peace Corps Volunteer who taught them years ago opened up new vistas for their future and empowered them to make a difference. Education projects include team-teaching courses in math, science, health, environment, and civics or skills-based classes in English and literacy. Education Volunteers strengthen local capacity by training and mentoring teachers in K-12 schools, teacher-training colleges, and universities. Based on the needs of host communities, Volunteers support programs for vulnerable, marginalized or other special-needs children; also creating after-school programs, clubs, and camps for boys and girls to promote HIV/AIDS prevention and life skills. Education Volunteers train teachers to expand learning opportunities through the use of Information and Communications Technology (ICT) including radio, video, and computers, which are increasingly important

for accessing information, communicating professionally, and equipping students with 21st-century skills. Improved ICT broadens access to education, makes learning more interactive, provides teachers with access to classroom materials, and enables classrooms around the world to communicate and collaborate.

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

At the end of FY 2008, there were 2,779 education Volunteers providing assistance through 55 projects worldwide.

**Examples of Volunteer work include:**

- teaching students through classes and extracurricular activities;
- mentoring counterparts and training teachers;
- advising in the development of curricula and teaching materials;
- promoting community and school-based resource centers;
- advising school-community organizations, parent-teacher groups, and community development projects;
- supporting adult education;
- promoting distance learning;
- supporting special-needs classes, such as deaf education;
- encouraging early childhood education; and
- working with radio stations to teach English and HIV/AIDS prevention.

## **Environment**

Volunteers working on environment projects help strengthen a community's ability to sustainably conserve and use natural resources. They work primarily at the grassroots level, focusing on human needs and sustain-

able alternatives. Volunteers focusing on agroforestry, for example, identify and train local leaders so they can teach other farmers how to use forestry to improve the productivity and resource sustainability of their fields and gardens. Similarly, Volunteers implement education activities outside the classroom through environmental clubs and eco-camps. At some posts, schools and communities are connected for the first time as parents and youth work together to identify joint projects, such as bottle recycling or community cleanup days.

At the end of FY 2008, there were 1,180 environment Volunteers providing assistance through 32 projects worldwide.

#### **Examples of Volunteer work include:**

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

#### **Health and HIV/AIDS**

Volunteers work in health projects to promote preventive health education, with an emphasis on overall health and well-being. The scope of these projects includes: hygiene and sanitation; water systems development and enhancement; food security; maternal and child health; communicable diseases; chronic illnesses; and healthy lifestyles, exercise, and decision making. Volunteers and their counterparts address these issues in a variety of ways, including formal classroom instruction from kindergarten to university level; materials development; training for health care providers; and nonformal health sessions using murals, theater, radio, television, and puppet shows.

Many Volunteers focus on HIV/AIDS prevention and care exclusively or as part of a comprehensive community health project. Life skills training continues to be at the center of much of Volunteers' HIV/AIDS prevention

work, particularly when targeting youth. Increasingly, Volunteers are assigned to HIV/AIDS-related NGOs and assist in increasing the technical, managerial, and administrative capacities of these groups. Volunteers are uniquely suited to work in HIV/AIDS prevention because they live and work in local communities and can present information in culturally sensitive ways. The Peace Corps is collaborating with the U.S. Department of State's Office of the Global AIDS Coordinator to support the U.S. government's commitment to worldwide HIV/AIDS care, prevention, and treatment through the President's Emergency Plan for AIDS Relief (PEPFAR). The agency is active in 11 of the 15 PEPFAR focus countries. Ninety-five percent of all Peace Corps posts around the world conducted HIV/AIDS activities; 750,400 people, including service providers, benefited from Volunteer interventions, and another 3.63 million were reached through mass media.

At the end of FY 2008, there were 1,690 health and HIV/AIDS Volunteers providing assistance through 52 projects worldwide.

#### **Examples of Volunteer work include:**

- teaching about health and HIV/ AIDS prevention and care;
- expanding peer education to urge youth and others to reduce risky behavior;
- promoting healthy lifestyles, especially for youth;
- supporting youth and orphan activities and care;
- providing nutrition and hygiene education classes in communities;
- promoting education about infectious disease prevention;
- assisting in maternal and child health clinics;
- strengthening NGO health-delivery systems;
- constructing and managing water systems; and
- supporting community sanitation efforts.

#### **Youth**

Since the inception of the Peace Corps in 1961, Volunteers have had great success working with youth. It is often young people in a community who are the Volunteers' first language coaches and cultural interpreters. In turn, young people value the opportunity to learn from Peace Corps Volunteers. In many of the countries in which Peace Corps works, nearly 50 percent of the population

is under the age of 25. Volunteers in the youth sector are guided by three key principles: promoting positive youth development, facilitating a greater level of youth participation, and approaching community development from an asset-based point of view. Volunteers and their partners integrate these approaches into stand-alone youth development projects and into projects that cross all program sectors. The Peace Corps' approach to youth development supports effective, sustainable work with young people, their families, and their communities. Projects also aim to build the capacity of youth-serving organizations and the host country professionals who work with young people. Critical issues affecting youth throughout the world include successfully making the transition from school to work, developing relevant skills to prepare them for family life, and becoming engaged and active citizens in their communities.

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

grassroots level. The overarching purpose of youth development work is to help young men and women maintain healthy lifestyles and to prepare them for their roles in the world of work, in family life, and as good citizens.

At the end of FY 2008, there were 370 youth development Volunteers providing assistance through 18 projects worldwide.

**Examples of Volunteer work include:**

- increasing employability skills, career planning, and entrepreneurship training;
- supporting training for computer skills and Internet use;
- developing leadership, communication, and teamwork skills through sports, recreation, drama, and arts opportunities;
- providing environmental education and community service opportunities;
- providing life skills through family life and healthy lifestyles training, including HIV/AIDS prevention;
- promoting positive leadership and citizenship development;
- developing the skills of teachers, youth promoters, and social workers to better facilitate participatory, asset-based learning opportunities for youth; and
- working to encourage parents and other community adults to support youth priorities.



*February 2008: Representative Patrick Kennedy (D-RI) thanks Peace Corps Volunteers and staff for their service in Cape Verde.*

## **Peace Corps Response**

Peace Corps Response mobilizes returned Peace Corps Volunteers to provide short-term humanitarian assistance to countries worldwide. Since its inception as the Crisis Corps in 1996, this program has sent over 1,150 returned Volunteers to more than 45 countries.

In 2007 the name of the program was changed to Peace Corps Response in order to better reflect the scope of the work these Volunteers do around the world. This also allowed the department to broaden its five programming areas to include projects that do not necessarily rise to the level of a crisis. Additionally, the term “crisis” has not always resonated well with potential host countries and partnering organizations, resulting in impeding the development of some much needed assignments.

**Peace Corps Response’s five main program areas are:**

- Humanitarian assistance
- HIV/AIDS (including PEPFAR programming)
- Disaster preparedness and mitigation
- Natural disaster relief and reconstruction
- Post-conflict relief and reconstruction

The Crisis Corps has been retained as a unique branch within the Peace Corps Response program. Its focus is to mobilize Volunteers to provide disaster relief and other immediate-need assistance to countries affected by hurricanes, earthquakes, floods, volcanic eruptions, and other catastrophes. In 2008, Peace Corps Response sent Volunteers to both the Philippines and Panama in response to disasters and conducted disaster preparedness activities in the Eastern Caribbean, Jamaica, and El Salvador.

Peace Corps Response Volunteers were also deployed to Liberia for the first time in more than a decade. Volunteers are helping to reconstruct the country’s health and education systems by mentoring teacher trainers, training health professionals, and strengthening community partnerships through Parent Teacher Associations and resource libraries for teachers.

Peace Corps Response continued to strengthen its participation in the fight against HIV/AIDS through the PEPFAR program, sending Volunteers to Guyana, Namibia, Zambia, and Uganda and Malawi.

Peace Corps Response draws from a pool of former Peace Corps Volunteers interested in short-term critical

work. Peace Corps Response Volunteers have already served as Peace Corps Volunteers, so they come to their assignments with the appropriate language, technical, and cross-cultural skills needed to make an immediate impact.

Peace Corps Response assignments are short term, generally lasting three to six months. Specific projects are developed by a partner organization, the Peace Corps overseas office, and the Peace Corps Response office in Washington, D.C. Partner organizations include local and international nongovernmental organizations, international development and relief organizations, government agencies, and United Nations organizations.



*A Peace Corps Response Volunteer participates in a community development project in Thailand.*

## **Peace Corps Partnership Program**

The Peace Corps Partnership Program connects interested individuals, groups, foundations, service organizations, and businesses to Volunteers and their communities in order to obtain financial support for community-initiated projects. The mission of the Peace Corps Partnership Program (Partnership Program) is to build enduring financial alliances with the private sector in an effort to connect donors with community-based projects where Volunteers serve. The Partnership Program is administered by the agency's Office of Private Sector Initiatives (OPSI), which oversees and manages all donations to the Peace Corps. One hundred percent of contributions made to the Partnership Program are used for project purposes in host countries.

Donors to the Partnership Program may contribute to a sector fund, country fund or to a specific project. Partnership Program sector funds provide a mechanism through which donors in the United States can support a specific area of development in communities served by the Peace Corps. Currently, the sector funds include agriculture, business development, education, environment,

gender development, health and HIV/AIDS education, information and communication technology, municipal development, water sanitation, and youth development. Since their launch in July 2008, 48 country funds have become active. Country funds provide a way for donors to direct their support to a specific country. Peace Corps country directors then work with OPSI to distribute these funds to Partnership Program projects. A list of all current projects seeking funds can be found on the Peace Corps website by clicking on the "Donate Now" tab on the home page.

In FY 2008, the Partnership Program received donations from 8,857 donors totaling \$2.03 million, a 39 percent increase over FY 2007. These funds were applied to 595 community-initiated projects in 62 countries. Partnership Program-funded projects benefited over 550,000 individuals in 2008.

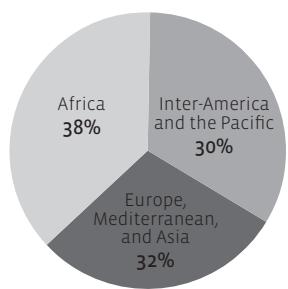
The Partnership Program requires a minimum 25 percent community contribution; in FY 2008, the actual contribution was more than 48 percent, accounting for approximately \$1.76 million in cash and in-kind community contributions.



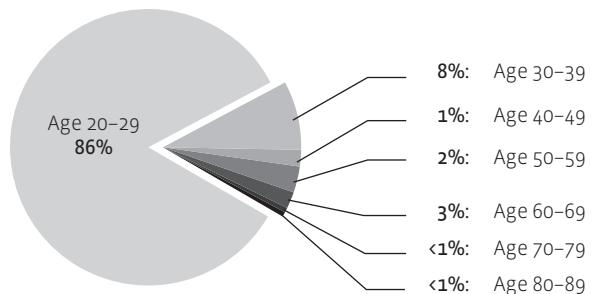
*December 2008: Representatives Sam Farr (D-CA) and Mike Honda (D-CA) meet with Peace Corps Volunteers and staff during a trip to the Philippines. Reps. Farr (Colombia 1964-66) and Honda (El Salvador 1965-67) are Returned Peace Corps Volunteers.*

# Volunteer Statistics

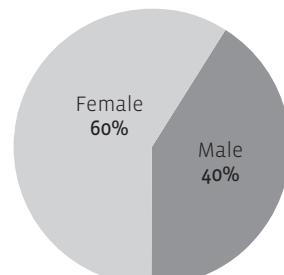
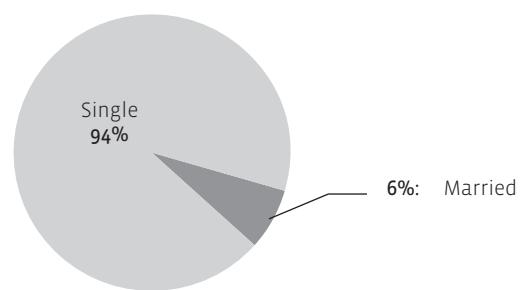
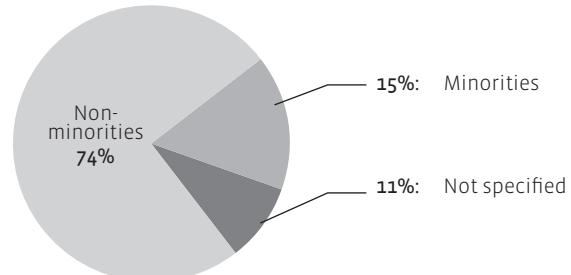
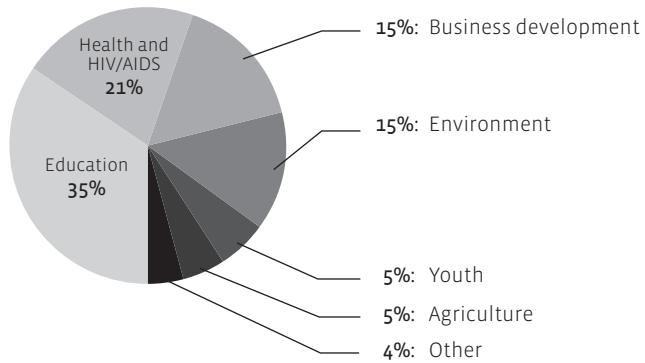
Volunteers by Region



Volunteer Profile



Volunteer Projects



*Totals may not add to 100 percent because of rounding.  
Data current as of September 30, 2008.*

## Number of Peace Corps Volunteers Working in HIV/AIDS Activities FY 2008

<b>Africa</b>		<b>Inter-America and the Pacific</b>		<b>Europe, Mediterranean, and Asia</b>	
<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>
Benin	64	Belize	17	Albania	23
Botswana*	140	Bolivia	12	Armenia	24
Burkina Faso	36	Costa Rica	24	Azerbaijan	8
Cameroon	108	Dominican Republic**	42	Bulgaria	68
Cape Verde	46	Eastern Caribbean** <sup>1</sup>	37	Cambodia	8
Ghana**	98	Ecuador	97	China	36
Ethiopia*	42	El Salvador	32	Georgia**	18
Kenya*	141	Fiji	17	Kyrgyz Republic**	27
Lesotho**	84	Guatemala	38	Macedonia	12
Madagascar	26	Guyana*	35	Moldova	52
Malawi**	121	Honduras**	93	Mongolia	12
Mali	39	Jamaica	26	Morocco	34
Mauritania	40	Micronesia	2	Philippines	23
Mozambique*	108	Nicaragua	72	Romania	16
Namibia*	74	Panama	68	Thailand**	75
Niger	53	Paraguay	15	Turkmenistan	3
South Africa*	135	Peru	20	Ukraine**	82
Swaziland**	50	Samoa	1	<b>TOTAL</b>	<b>521</b>
Tanzania*	76	Suriname	8		
The Gambia	31	Tonga	7		
Togo	94	Vanuatu	8		
Uganda*	134	<b>TOTAL</b>	<b>671</b>		
Zambia*	180				
<b>TOTAL</b>	<b>1,912</b>				

**Grand Total: 3,104**

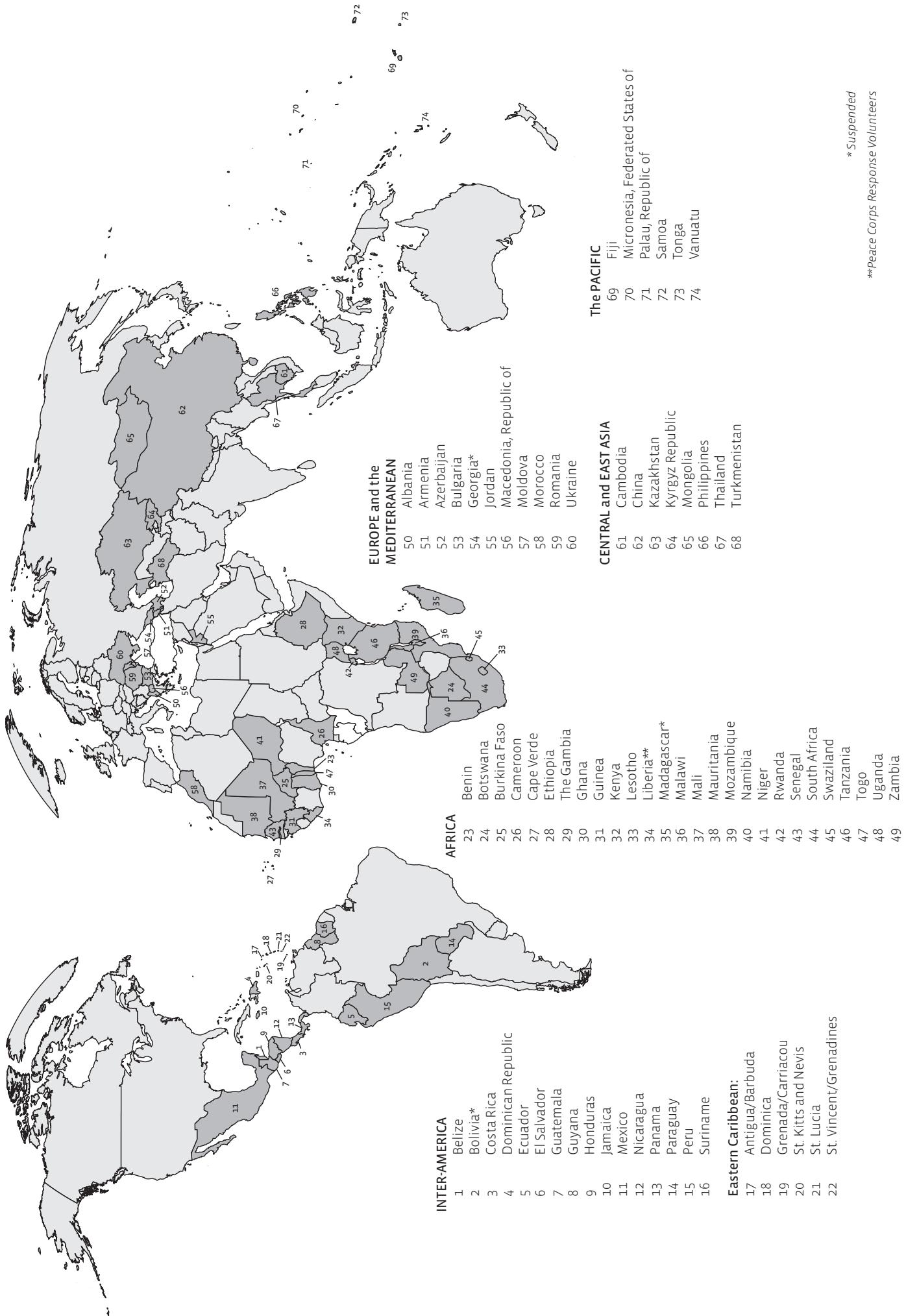
### NOTES

\* President's Emergency Plan for AIDS Relief (PEPFAR) focus countries

\*\* Other countries participating in PEPFAR

<sup>1</sup> Eastern Caribbean includes Antigua and Barbuda, Dominica, Grenada, Carriacou, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines

# Countries Where Peace Corps Volunteers Serve



# Languages Spoken by Peace Corps Volunteers Across the World

**BENIN**

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

**BOTSWANA**

Setswana

**BURKINA FASO**

Bissa, French, Fulfulde, Gurunssi, Gulmancema, Jula, Karunfe, Katsena, Lobiri, Lyele, Mooré, Siamou

**CAMEROON**

Bamun, Bulu, Pidgin English, Fang, French, Fulfulde, Ghom alà, Hausa

**CAPE VERDE**

CV Criolo, Portuguese

**ETHIOPIA**

Amharic, Oromifa

**THE GAMBIA**

Jola, Mandinka, Pulaar, Sarahule, Sererr, Wolof

**GHANA**

Buli, Guruni, Dagare, Dagbani, Dangme, Ewe, Fanté, Ga, Gonja, Hausa, Kasem, Kusaal, Mampruli, Moar, Nankam, Nzema, Sisaali, Teleni, Twi, Waale, Wassा

**GUINEA**

French, Maninka, Pulaar, Soussou

**KENYA**

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

**LESOTHO**

Sesotho

**MADAGASCAR**

French, Malagasy

**MALAWI**

Chichewa, Chilomwe, Chisena, Chitonga, Chitumbuka, Chiyao

**MALI**

Bambara, Bomu, Dogon, French, Fulfulde, Khassonke, Malinke, Minianka, Senoufou, Soninke, Tamashek


**MAURITANIA**

Arabic, French, Hassynia, Pulaar, Soninke, Wolof

**MOZAMBIQUE**

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

**NAMIBIA**

Afrikaans, Oshikwanyama, Oshindonga, Otijherero, Rukwangali, Thimbukusha

**NIGER**

French, Fulfulde, Hausa, Kanuri, Tamasheq, Zarma

**RWANDA**

Kinyarwanda

**SENEGAL**

Dianonke, French, Fula Kunda, Jaxanke, Mandinka, Pulaar du Nord, Pula Fuuta, Seereer, Wolof

**SOUTH AFRICA**

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

**SWAZILAND**

siSwati

**TANZANIA**

Kiswahili

**TOGO**

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

**UGANDA**

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

**ZAMBIA**

Bemba, Chisoli, Kaonde, Lunda, Nyanja, Tonga, Tumbuta



# Languages Spoken by Peace Corps Volunteers Across the World

## EUROPE, MEDITERRANEAN, AND ASIA

ALBANIA	Albanian
ARMENIA	Armenian
AZERBAIJAN	Azerbaijani (Azeri)
BULGARIA	Bulgarian
CAMBODIA	Khmer
CHINA	Mandarin
GEORGIA	Azeri, Georgian
JORDAN	Arabic
KAZAKHSTAN	Kazakh, Russian
KYRGYZ REPUBLIC	Kyrgyz, Russian
MACEDONIA	Albanian, Macedonian
MOLDOVA	Romanian, Russian
MONGOLIA	Kazakh, Mongolian
MOROCCO	Arabic, French, Tamazight, Tashelheet
PHILIPPINES	Aklanon, Bikol-Albay, Bikol-Naga, Cebuano, Hiligaynon, Ibaloi, Illokano, Kankana-ey Kinaray-a, Pangasinan, Tagalog, Waray
ROMANIA	Hungarian, Romanian
THAILAND	Thai
TURKMENISTAN	Russian, Turkmen
UKRAINE	Russian, Ukrainian



# Languages Spoken by Peace Corps Volunteers Across the World

## INTER-AMERICA AND THE PACIFIC



BELIZE	Creole, Garifuna, K'ekchi, Mopan Maya Spanish
BOLIVIA	Ayamara, Guarani, Quechua, Spanish
COSTA RICA	Spanish
DOMINICAN REPUBLIC	Haitian Creole, Spanish
EASTERN CARIBBEAN	English Creole, French Creole (Kwyeol)
ECUADOR	Kichwa, Spanish
EL SALVADOR	Spanish
FIJI	Fijian, Hindi
GUATEMALA	Awakateco, Ixil, Jacalteco, Kakchiquel, Mam, Pcomchi', Popti', Poqomam, Q'anjob'al, Q'e'qchí, Quiché, Spanish, Tzutuhil
GUYANA	Creole
HONDURAS	Spanish
JAMAICA	Patois
MEXICO	Spanish
MICRONESIA and PALAU	Chuukes, Kosraean, Mortlockeese, Mwoakilese, Ngatikese, Palauan, Pingelapse, Pohnpeian, Ulithian, Yapese
NICARAGUA	Spanish
PANAMA	Embera, Kuna, Ngobe, Spanish, Wounaan
PARAGUAY	Guaraní, Spanish
PERU	Quechua, Spanish
SAMOA	Samoan
SURINAME	Aucan, Dutch, Ndjuka, Saramaccan, Sranan Tongo
TONGA	Tongan
VANUATU	Bislama

# The Phases of the Volunteer

## *How the Peace Corps Supports Volunteers from Recruitment Through Their Two-Year Service and Beyond*

### APPLICANT

#### Recruitment

Regional recruiters use marketing strategies to identify and encourage a diverse pool of qualified Americans to apply to the Peace Corps.

#### Application

Recruiters interview applicants to assess their motivation, emotional maturity, cultural adaptability, and technical skills. Recruiters convey that Volunteers are expected to adopt safe and culturally appropriate lifestyles to maximize security and minimize risk.

#### Clearances

Peace Corps staff ensures that superior candidates meet legal and medical requirements.

#### Placement

Placement officers match candidates to countries and projects based on their skills, experience, interests, and host country needs.

### TRAINEE

#### Orientation (Staging)

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

#### Pre-Service Training

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

## **VOLUNTEER**

### **Volunteer Assignment**

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

### **Site Selection**

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

### **Living Allowance**

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

### **Health**

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

### **Volunteer Security**

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

### **In-Service Training**

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

### **Links With U.S. Students**

Established in 1989 by then-Peace Corps Director Paul D. Coverdell, the Coverdell World Wise School program provides a variety of services and materials that help American schoolchildren learn about the world's diverse peoples, cultures, and geography. Approximately 400,000 students—in all 50 states—benefit from some aspect of the program.

### **Links With the Private Sector**

Headquarters staff secures private financial contributions for qualified Volunteer projects and match interested Volunteers with potential donors of textbooks, sports equipment, and other resources.

### **Service Extension**

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

## **RETURNED VOLUNTEER**

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

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

### **Readjustment Allowance**

At the end of service, Volunteers receive \$225 per month to help finance their transition to careers or further education.

### **Health Insurance**

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

### **Returned Volunteer Services**

Each of Peace Corps' nine regional offices is equipped with computers and other resources to assist returned Peace Corps Volunteers in obtaining career and educational information. Published twice per month, *Hotline* contains announcements from employers and educational institutions interested in hiring or enrolling returned Volunteers as well as information about career and job-search workshops. The Career Information Consultants guide contains a listing of more than 800 individuals who offer their assistance to Volunteers seeking information about career fields or employment opportunities.

### **Peace Corps Response**

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

THIS PAGE WAS INTENTIONALLY LEFT BLANK



DOMESTIC PROGRAMS





## DOMESTIC PROGRAMS: “BRINGING THE WORLD HOME”

Long renowned for its international service and its positive representation of the United States overseas, the Peace Corps is also charged with a third goal: to help Americans develop a better understanding of other peoples. As President John F. Kennedy dispatched the first group of Peace Corps Volunteers to Ghana in 1961, he made a prediction: “The logic of the Peace Corps is that someday we are going to bring it home to America.”

The Office of Domestic Programs chiefly reflects the third goal of the agency and facilitates the vision President Kennedy noted through the following program areas:

- Coverdell World Wise Schools Program
- University Programs
- Peace Corps Week
- Returned Volunteer Services

### Coverdell World Wise Schools Program

Established in 1989 by then-Peace Corps Director Paul D. Coverdell, this program provides a variety of services and materials to help American schoolchildren learn about the world’s diverse peoples, cultures, and geography. Approximately 400,000 students—in all 50 states—communicate directly with Peace Corps Volunteers through Coverdell World Wise Schools (CWWS) each year. In FY 2008, the Coverdell World Wise Schools website received more than 2.4 million visits.

Services include programs that link Volunteers and returned Volunteers (RPCV) with American classrooms. Through the Correspondence Match program, current Volunteers communicate with U.S. teachers and students. The program facilitates an exchange of letters, photographs, artifacts, telephone calls, and emails. Volunteers often visit the schools during vacations to the United States and after completing their service. Since its inception, the Correspondence Match program has helped nearly 3 million students communicate directly with

Volunteers throughout the world. Currently, about 4,500 Volunteers a year relate their experiences through correspondence exchanges. Additionally, the Speakers Match program connects returned Volunteers with schools and community groups that request information about the Peace Corps experience. In FY 2008, Coverdell World Wise Schools fulfilled more than 500 requests for returned Volunteer speakers.

The program also produces standards-based classroom resources that promote cross-cultural understanding and community service. They include an award-winning series of country-specific videos and DVDs with accompanying teachers’ guides, and Volunteer-written literature supported by standards-based lesson plans, podcasts, narrated slide shows, and an online poster gallery. CWWS’ e-newsletter, the *World Wise Window*, reaches over 16,000 readers each month with timely, subject-specific resources focusing on the Peace Corps experience. All materials are available online for downloading at no charge ([www.peacecorps.gov/wws](http://www.peacecorps.gov/wws)). Publications include: *Insights From the Field: Understanding Geography, Culture, and Service*; *Voices From the Field: Reading and Writing About the World, Ourselves, and Others*; *Building Bridges: A Peace Corps Classroom Guide to Cross-Cultural Understanding*; *Crossing Cultures: Peace Corps Letters from the Field*; and *Uncommon Journeys: Peace Corps Adventures Across Cultures*.

Educators requested nearly 30,000 copies of CWWS publications and DVDs for classroom use during FY 2008.

### University Programs

Fellows/USA and Master’s International, the Peace Corps’ two graduate university programs, offer opportunities for graduate education and domestic and international community service to prospective, current, and returned Peace Corps Volunteers. Two new pilot undergraduate programs are also underway. The first program, called the Peace Corps Baccalaureate,

offers students with an associate's degree the opportunity to earn credits toward a bachelor's degree at Minnesota's Metropolitan State University while serving in the Peace Corps. The second, Peace Corps Prep, is a partnership with Knox College in Illinois, designed to allow students to complete a tailored, internationally focused curriculum and engage in community service activities to increase their competitiveness for Peace Corps service. Together, these four programs serve the three goals of the agency's mission.

#### *Fellows/USA*

Fellows/USA develops and maintains educational partnerships that place returned Volunteers in internships in underserved U.S. communities as they pursue graduate degrees. Last year, over 450 returned Volunteers were enrolled in graduate degree programs at more than 50 partner universities through Fellows/USA. Degree opportunities span a wide range of professional fields, including community and economic development, nursing, and environmental education. Financial aid is provided by participating universities, community and government agencies, and private funding entities.

Internships that help underserved populations are at the core of the Fellows/USA program, as returned Volunteers work at the grassroots level of urban and rural American communities. Fellows work on projects of critical importance to these communities, typically in nonprofit organizations, or they provide service as public school teachers. Fellows use the knowledge, skills, and competencies they developed as Volunteers to benefit the American people. They also share international perspectives through third goal activities.

There are currently Peace Corps Fellows/USA programs in 27 states and the District of Columbia. Since the program's inception in 1985, nearly 3,000 Peace Corps Fellows have worked to improve the lives of thousands of Americans and to raise international awareness in the process.

#### *Master's International*

Through partnerships with more than 60 colleges and universities, the Master's International (MI) program provides students with opportunities to incorporate

Peace Corps service into a master's degree in more than 100 different programs. Currently, there are MI partner universities in 31 states and the District of Columbia. Students apply to both the Peace Corps and to a participating graduate school (they must be accepted by both, and requirements vary by school). Participating graduate schools establish and monitor academic requirements, and the Peace Corps places MI students overseas as Volunteers. MI students complete one or, in a few cases, two years of course work before starting their Peace Corps assignment. Through the program, MI students graduate with the valuable combination of an advanced degree and two years of substantive professional experience in an international setting. Currently, more than 220 MI students are serving overseas.

The kinds of graduate study and assignments vary; however, MI students generally help Peace Corps meet scarce skill needs. The following example illustrates how MI Volunteers have incorporated graduate studies into Peace Corps assignments:

One MI student, serving as an environment sector Volunteer in El Salvador, worked with his community to organize ecological clubs for youth that included information on deforestation, biodiversity, water and air contamination, and recycling. Additionally, he connected his community with other environment organizations in their region to further the information exchange about environmentally friendly behaviors. The Volunteer's experience in El Salvador provided the basis for his thesis required to obtain a Master of Science in Environmental Policy degree.

#### **Peace Corps Week**

The commitment of returned Volunteers to share their overseas experiences at home continues to fulfill the Peace Corps' third goal of helping Americans gain a better understanding of other peoples. Each year during the week of March 1, thousands of returned and current Peace Corps Volunteers—along with their families and friends—commemorate the agency's anniversary during Peace Corps Week. Peace Corps Week provides an ideal opportunity to share how Volunteers have helped, or are helping, people around the world.

During Peace Corps Week 2008, nearly 4,000

returned Peace Corps Volunteers gave presentations in schools, to community groups, at their workplaces, or in places of worship. Forty-nine U.S. states issued proclamations—many holding proclamation ceremonies or photo-ops with returned Volunteers—in honor of Peace Corps Week. Numerous members of Congress made remarks in the Congressional Record recognizing the important work and ongoing contributions of Volunteers. Others honored Volunteers from their home states and districts.

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

This office provides career, educational, and transitional assistance to more than 3,500 Volunteers returning to the United States each year. It does so through a variety of targeted external resources, but primarily through internal publications and career-focused events customized to adhere to the returning Volunteer experience.

Regional career centers, specialized career manuals, transition and career events, and other career resources are coordinated to ensure that the skills and experiences Volunteers gain or develop during Peace Corps service are used effectively. In addition to working directly with the Volunteers, RVS forms networks and partnerships with employers, Peace Corps country directors, and headquarters staff to create and deliver relevant educational and job search materials, services, and opportunities.

#### **Mentor Program**

Returned Volunteer Services entered into a cooperative agreement with the National Peace Corps Association (NPCA)—a national organization for returned Peace Corps Volunteers—to establish a local mentor program for returning Volunteers. The program's goals are to facilitate Volunteers' ability to find employment or educational opportunities;



*March 2009: Returned Peace Corps Volunteer Joseph Acaba served as a mission specialist on the Space Shuttle Discovery. Acaba carried a Peace Corps flag with him on the flight. Photo courtesy of NASA*

assist in their adjustment back home; and increase the likelihood of their long-term participation in third-goal activities.

#### *Career Manuals*

Returned Volunteer Services publishes manuals as reference tools for returned Volunteers to generate ideas, formulate job search strategies, and identify educational institutions. Current publications include *Business Careers*, *Careers in Agriculture*, *Careers in Teaching*, *International Careers*, *Environmental Careers*, *Graduate School Guide*, *RPCV Handbook*, and the *Career Resource Manual*. The latter two publications are distributed to Volunteers during their close-of-service conference. Additionally, the *Career Information Consultants* guide lists more than 1,500 individuals who offer their assistance to current and returned Volunteers seeking information about career fields or employment opportunities within their organizations.

#### *Career Events*

Quarterly career events are also coordinated for returned Volunteers. These events feature career-preparation presentations, interactive job-seeker workshops, targeted panel discussions, and a recruitment fair. Last year, more than 500 RPCVs from over 20 states attended these highly regarded events. Also in FY 2008, RVS successfully piloted virtual career services by hosting two career “webinars.” These online workshops allowed nearly 200 returned Volunteers from across the country and around the world virtual access to VRS career resources. In FY 2008, over 1,300 RPCVs benefited from Returned Volunteer Services’ suite of career support.

#### *Self-Assessment Software*

To assist RPCVs in translating the entire Volunteer experience into something practical for job, career, or academic exploration, RVS licenses third-party self-assessment software to complement career events and other transition materials. The software is made available to returned Volunteers upon request.

#### *Job Bulletins*

*Hotline* is one of RVS’ longest-running and most-used publications. Emailed twice per month, *Hotline* contains announcements from employers and educational institutions interested in hiring or enrolling returned Volunteers, information about career and job search workshops, Fellows/USA program updates, and third-goal event information. RVS also subscribes to third-party job bulletins and makes passwords available to returned Volunteers upon request.

#### *Close-of-Service Kits*

Returned Volunteer Services works closely with Peace Corps headquarters and overseas staff to create and deliver meaningful guidance to Volunteers approaching the end of their service. The office assembles comprehensive kits for distribution at close-of-service conferences and participates in a task force that identifies improvements to close-of-service activities.

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

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

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

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

## Home States\* of Peace Corps Volunteers

as of September 30, 2008

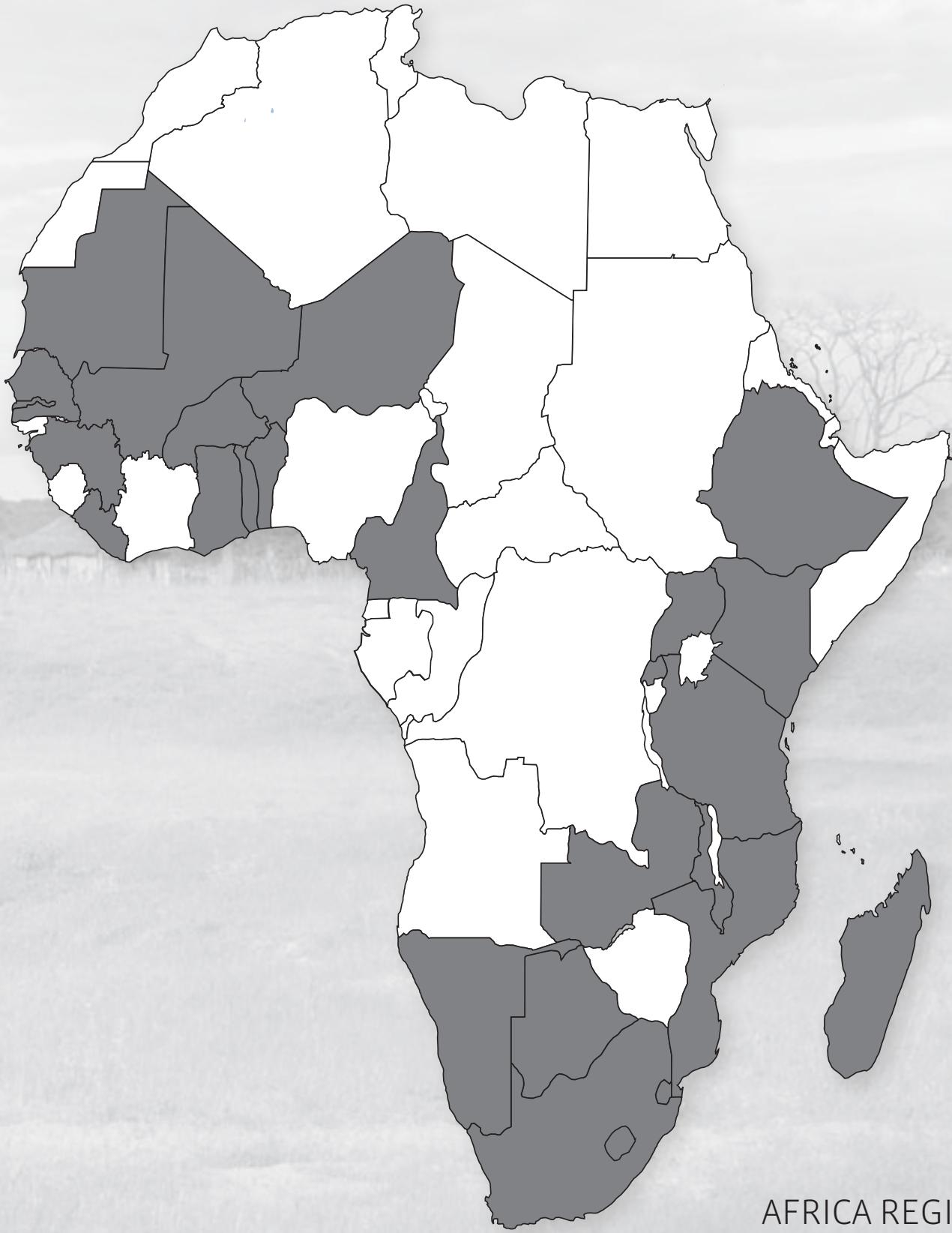
<b>State</b>	<b>Currently Serving</b>	<b>Total Since 1961</b>	<b>State</b>	<b>Currently Serving</b>	<b>Total Since 1961</b>
Alabama	44	957	Montana	52	1,216
Alaska	30	879	Nebraska	64	1,201
Arizona	127	3,080	Nevada	33	857
Arkansas	34	853	New Hampshire	64	1,486
California	911	26,249	New Jersey	190	4,405
Colorado	272	6,201	New Mexico	50	1,962
Connecticut	108	2,965	New York	438	12,017
Delaware	23	441	North Carolina	225	3,540
District of Columbia	49	2,123	North Dakota	15	521
Florida	246	6,632	Ohio	334	6,276
Georgia	160	2,783	Oklahoma	56	1,163
Guam	0	73	Oregon	237	5,399
Hawaii	36	1,294	Pennsylvania	280	6,943
Idaho	36	1,156	Puerto Rico	5	365
Illinois	368	7,469	Rhode Island	44	921
Indiana	162	2,846	South Carolina	81	1,298
Iowa	97	2,065	South Dakota	23	567
Kansas	100	1,529	Tennessee	91	1,457
Kentucky	81	1,319	Texas	317	6,224
Louisiana	25	981	Utah	53	944
Maine	71	1,675	Vermont	61	1,351
Maryland	212	5,182	U.S. Virgin Islands	5	75
Massachusetts	217	7,448	Virginia	351	6,498
Michigan	342	6,260	Washington	336	8,087
Minnesota	243	5,874	West Virginia	26	598
Mississippi	16	422	Wisconsin	255	5,345
Missouri	127	2,876	Wyoming	27	471

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



REGIONAL PROFILES AND POST DATA

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



AFRICA REGION

## Africa Region

Since 1961, more than 66,000 Peace Corps Volunteers have served in 46 African countries. Today the Peace Corps continues to enjoy strong cooperation and support from the people of Africa. During fiscal year (FY) 2008, 2,997 Volunteers were working in 27 countries in Africa. Programs in Africa cover all six of the agency's program sectors—agriculture, business development, education, environment, health and HIV/AIDS, and youth. In addition, many Volunteers are engaged in projects involving information and communication technology (ICT) and girls' education. With real potential for expansion in these sectors and projects, the Africa region is poised for substantial growth. In FY 2008, the Peace Corps received multiple requests from African governments to enter or re-enter programs in their countries. A team of 12 Peace Corps Response Volunteers entered Liberia in early FY 2009. With support of the President's Emergency Plan for AIDS Relief (PEPFAR), the Peace Corps returned to Rwanda after a 15-year absence. Thirty four Volunteers arrived in Rwanda in January 2009 and are currently working with the government and people of Rwanda to fight the HIV/AIDS pandemic.

The safety and security of Volunteers continues to be the agency's number one priority. Thirty employees are dedicated to safety and security in the Africa region, and each of the 27 posts has a designated safety and security coordinator. Additionally, the Africa region's safety and security desk officer at Peace Corps headquarters ensures effective communication and compliance related to safety issues. Three additional safety and security officers with sub-regional responsibilities are located in Madagascar, South Africa, and Togo. They provide advice and support to Peace Corps country directors across the continent.

Africa remains the epicenter of the AIDS pandemic. The Peace Corps has had a strong commitment to fight the spread of this terrible disease since the mid-1980s. Twelve posts are working very closely with PEPFAR. The Peace Corps trains all Volunteers serving in Africa, regardless of their primary assignment, in HIV/AIDS prevention and awareness. Volunteers provide AIDS education and prevention messages to schools, out-of-school youth, and communities. They also help

build capacity for communities and local AIDS service organizations to care for orphans and vulnerable children, and to support people living with HIV/AIDS. Volunteers are uniquely suited to work in HIV/AIDS because they live and work in the communities where they serve. They are trained to communicate AIDS prevention messages in local languages, and they share information in a culturally sensitive way. In addition to French and Portuguese, the Peace Corps provides training for Volunteers in over 150 local languages, and in deaf education and sign language in Kenya and Ghana. This enables Volunteers to effectively live, work, and transfer HIV/AIDS education messages in their communities.

In South Africa, Volunteers work with government officials, communities, and nongovernmental organizations (NGOs) that are involved in HIV/AIDS prevention and relief. In Mauritania, Volunteers design and implement HIV/AIDS trainings of trainers and launch major HIV/AIDS awareness campaigns throughout the country through sports, cultural events, and formal training sessions. Together, Volunteers and community members work to develop and facilitate culturally appropriate HIV/AIDS workshops targeted to young adults.

In health, Volunteers work in 25 countries across the continent to improve child survival, nutrition, disease prevention, environmental health, orphan care, home-based care, youth at-risk groups, and women's health. In Kenya, Volunteers are working with NGOs to teach reproductive health and life skills to youth. Volunteers design peer education training manuals and implement a comprehensive in-school peer education program for primary and secondary schools, as well as a training program for peer education resource teachers.

Peace Corps Volunteers are involved with business development in 13 countries across Africa. Their efforts focus on teaching business skills to youth, farmers, artisans, NGOs, credit institutions, and ICT-related businesses. In Burkina Faso, Peace Corps Volunteers promote business development and agribusiness. Volunteers train entrepreneur associations and cooperative members to market crafts and agribusiness products such as shea butter and locally

produced soap. Volunteers work with savings and credit clubs, handicraft associations, and agribusiness cooperatives to improve business practices and the viability of commercial activities. Volunteers in Guinea work to empower youth and small-scale entrepreneurs by strengthening their business management skills. Volunteers conduct business management and entrepreneurship training, create and strengthen market linkages, and help to establish basic accounting systems.

Education remains one of the Peace Corps' largest program sectors in Africa, with education projects in 21 countries. Among the subjects taught by Volunteers are English, mathematics, science, arts, ICT, and life skills. Volunteers use community content-based instruction to incorporate HIV/AIDS, environmental, and gender-specific themes into their lesson plans and presentations. In Namibia, Volunteers enhance educational development through teacher training and support, classroom teaching, and the integration of HIV/AIDS, life skills, and new ICT materials. For example, Volunteers facilitate teacher training workshops on how to mentor and prepare students for science fair competitions. In Lesotho, secondary education Volunteers provide classroom instruction in English language and literature, math, and science. The Volunteers also coach and mentor students in a variety of educational themes. Additionally, the Volunteers share their teaching experiences with their fellow teachers in an effort to build human capacity in their schools. Volunteers in Mauritania are working closely with community organizations to address obstacles and difficulties in securing better rates of access, retention, and transition of girls' schooling. The long-term implications of the project will help foster equitable and sustainable capacity building for girls, increasing their participation in the economic and political lives of their communities and country at large.

Volunteers in the agriculture and environment sectors work in 15 countries to improve agricultural practices and promote environmentally friendly

farming methods. Volunteers and their counterparts address environmental issues by promoting environmental education in schools and by educating farmers. In Mali, Volunteers collaborate with farmers to improve food production for local consumption and income generation. Volunteers serve as technical resources for community members, associations, and youth groups on a variety of projects. In Niger, Volunteers help develop local strategies to improve household food production. Volunteers also work directly with farmers in their villages on issues such as water harvesting, crop rotation, soil fertility management, and improved animal husbandry.

Across Africa, youth are a major focus of Volunteer work, not only in education, but also in community health and development, business development, environmental education, and girls' empowerment. In Tanzania, Volunteers work to reduce the spread of HIV/AIDS by empowering young people to make healthy choices about their lives. Volunteers train peer educators to teach other youth about HIV/AIDS awareness using drama, discussion groups, and organized debates. Those living with HIV/AIDS are also trained in permaculture principles, which empower them to adopt advanced and productive agriculture practices to improve their nutrition and overall health. In Uganda, Volunteers provide training to organizations that support orphans and vulnerable children. As a result, the youth gain better access to education, nutrition, water, insecticide-treated bed nets, and psychosocial support. Volunteers use sports to draw youth together for healthy entertainment and to share life skills messages.

Volunteers in all sectors integrate ICT training into their work with host communities. For example, Volunteers in Zambia conduct trainings for rural educators to introduce innovative teaching methods such as interactive radio instruction. In Kenya, Volunteers integrate ICT into their work at deaf schools and in Togo, Volunteer help local artisans develop websites to sell their products to international buyers.

# EUROPE, MEDITERRANEAN, AND ASIA REGION

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



## Europe, Mediterranean, and Asia Region

Since 1961, more than 51,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of fiscal year (FY) 2008, 2,363 Volunteers were working in 19 countries. Many of the countries in the EMA region continue to face difficult economic and social changes while striving to play a larger part in the global economy. Volunteers are working to support growth and stability through projects in the areas of business development, education, environment, health and HIV/AIDS, and youth.

The safety and security of Volunteers is the number one priority in every EMA country. Training is one of the most important elements of the Peace Corps' process to ensure that Volunteers and staff develop a practical awareness of safety and security risks, and understand the policies and procedures designed to improve their safety. The region emphasizes that Volunteers are safest when they are integrated into their local communities, are respected and protected as extended family members, and are viewed as contributors to the development of the communities where they live and work. The region also emphasizes that not every threat can be completely mitigated and ensures that Volunteers and staff are trained on post-specific emergency response plans. Each Peace Corps post monitors safety and security situations according to agency guidelines.

Volunteers serve in a variety of settings throughout the EMA region. They work with communities, schools, clinics, businesses, cooperatives, local nongovernmental organizations (NGOs), municipal governments, and universities to promote cross-cultural understanding and to provide needed technical expertise in areas identified as critical in each host country.

All Peace Corps countries in the region have identified education as a national priority. In many countries, at least half of the population is under the age of 25. Volunteers are part of national and local efforts to strengthen primary, secondary, and university-level education capacity through classroom instruction, professional development for teachers, curriculum development, and by promoting the development of educational and community resources. Volunteers help students to develop their English language abilities and critical thinking skills. Through team-teaching

and teacher-training courses and workshops, Volunteers help teachers learn new teaching methodologies and techniques, and improve their own English language proficiency.

Volunteers and host teachers work collaboratively to develop curricula and materials for special education, health education, environmental awareness, business education, and other content-based courses. They facilitate lessons and extracurricular activities that focus on life skills, decision-making, healthy choices, and the development of personal and professional skills. Volunteers work alongside people of diverse ages, ethnicities, and educational and socioeconomic levels. Volunteers are often catalysts for promoting tolerance and motivating youth, teachers, and community members to become involved in volunteerism themselves. Volunteer projects often benefit orphanages, hospitals, and minority villages, as well as local charities and centers for the displaced, homeless, and those with special needs.

Over the past decade, Volunteer business development projects in the region have evolved from promoting small business startups to advising projects that seek to work across the full range of business issues. Volunteers assist entrepreneurs, governmental agencies and NGOs, educational institutions, small enterprise incubators, lending and micro-finance institutions, community banks and cooperatives, community groups, and motivated individuals. Because Volunteers live as part of their communities for two years, they are able to integrate themselves and earn the trust and respect needed to be accepted as valued partners and mentors.

Today's Volunteers often come to the field well-versed in various uses of technology. Volunteers are particularly successful in providing guidance and developing implementation models for communities that wish to incorporate information and communication technologies (ICT) into local business, education, and community development projects. They also support modest local "E-Government" efforts. Capacity-building activities concentrate primarily on training people to use basic software applications, such as word processing, spreadsheets, databases, small local networks, and Internet applications.

Health and HIV/AIDS sector Volunteers in the

region continue to educate individuals, households, service providers, and communities about the importance of health promotion and disease prevention. In addition to projects in other sectors that have health components, Albania, Armenia, Moldova, Mongolia, Morocco, Thailand, and Turkmenistan all support distinct Volunteer health and HIV/AIDS projects that emphasize healthy lifestyles and improved quality of life. Volunteers and their counterparts work to strengthen health education at clinics and hospitals, as well as in day care centers, orphanages, schools and universities; and within local community and youth organizations. Volunteer assignments encompass the design of health education materials and the delivery of these messages, with an emphasis on personal responsibility and behavior change. Preventive health education topics highlighted this year include pre- and postnatal care, personal and environmental hygiene, nutrition and food security, and prevention of HIV and other sexually transmitted diseases.

In Thailand, Volunteers and community members organized five HIV/AIDS life skills camps for 404

participants in three regions of the country. Peace Corps/Thailand staff members also assisted in these highly successful workshops. Critical to the success of these low-cost training efforts were the leadership and facilitation roles that are now played by community members who had previously been trained by Peace Corps Volunteers.

Working in schools, with youth groups, and with NGOs, environmental sector Volunteers in the EMA region promote a greater understanding of local ecology and environmental issues. Although the specific issues addressed in these projects vary from country to country, there are common traits within the types of activities offered. Volunteers increase awareness through eco-clubs, camps, tree-planting campaigns, and similar community efforts. Volunteers also address ecological issues such as safe water, erosion, and over-use of pesticides or fertilizers. Other Volunteers work to improve rural fuel and energy usage, train guides at national or regional parks, or improve sanitation.

Youth development activities are especially important throughout the region. Formal projects that



*August 2006: Then-Senator Barack Obama and family visit with Peace Corps Volunteers during a trip to Kenya.*

aim to develop the capacities and attitudes of young people are underway in Azerbaijan, Bulgaria, Jordan, Morocco, the Philippines, Ukraine, and Mongolia. Informal youth development projects are in operation in virtually every EMA country.

The need for young people to have positive economic, social, educational, and political opportunities is more critical than ever. Volunteers work to engage and prepare youth for the work force, and to become active and informed citizens. Important areas of program activities include life skills training for employment; entrepreneurship and leadership training, including conflict resolution skills; and language and technology skills. There is also an overall theme of advocating for youth participation in their communities and local volunteerism.

Many Volunteers work with young people in the classroom or through after-school clubs to support school-to-work transitions and make learning relevant to real-life priorities. Volunteers use English language instruction in summer camps or clubs as a way to teach important life skills. Volunteers work with marginalized young people to build their skills and capacities, and to inspire them. Volunteers seek to help youth create positive futures in a region where human trafficking, drug and alcohol abuse, prostitution, unemployment, migration, and lack of schooling may plague their prospects.

Volunteers and their host country partners also focus on projects to empower girls, who are often more disadvantaged than boys, especially in the areas of education, leadership skills, self-esteem, employment opportunities, and societal valuation. The highest percentage of girls' and boys' leadership camps in the Peace Corps is found in the EMA region. These camps provide a venue for programs that promote broad-based leadership and empowerment activities for girls, as well as boys, and offer a variety of other topical programs in safe and culturally acceptable environments.

The region continually refines its training of Volunteers and its Volunteer programs and projects to address the current development needs of each host country; to assure that Volunteers gain a comprehensive understanding of other cultures; and to enable

people of those countries to gain a better understanding of the United States and its people. Volunteers in the region, in turn, help promote a better understanding of other peoples on the part of Americans.



*Peace Corps Volunteers have the opportunity to share in the rich cultures and traditions of the countries in which they serve.*



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

INTER-AMERICA AND THE PACIFIC REGION

## Inter-America and the Pacific Region

Since the Peace Corps' inception in 1961, more than 77,000 Volunteers have served in the Inter-America and Pacific (IAP) region. They have served in more than 32 countries in the Americas and 14 countries in the Pacific Islands. At the end of fiscal year (FY) 2008, 2,516 Volunteers were working in 21 posts in all six of the agency's sectors: agriculture, business development, education, environment, health and HIV/AIDS, and youth. Additional countries in the region continue to be interested in establishing Peace Corps programs. IAP also actively supports the Peace Corps' 50+ initiative, an effort to recruit more Volunteers age 50 and over.

The region is committed to ensuring the safety and security of all Volunteers. All IAP posts have trained safety and security coordinators. In addition, three regional Peace Corps safety and security officers help each post assess risks and ensure appropriate training for staff and Volunteers. Each post has an emergency action plan, which is tested and revised, as appropriate, at least once every year.

Peace Corps Volunteers and their counterparts in the IAP region have become active, productive participants in the President's Emergency Plan for AIDS Relief (PEPFAR). In Guyana, Volunteers provide HIV/AIDS awareness and prevention information to affected populations living in rural communities. One recent program, facilitated by a Volunteer and community members, combined computer skills training, HIV/AIDS education, and community service. A conference was organized to build the life skills of youth through computer education, while encouraging community service. During the conference, youth created signs for each of their villages with their newfound computer skills, and every sign included HIV/AIDS prevention messages. There were also specific sessions devoted to discussing HIV/AIDS and sharing information about prevention.

Volunteers promote the development of micro, small, and medium-sized enterprises in both rural and urban areas, helping low-income people increase employment and income-generation opportunities. Through the transfer of business management knowledge and skills, Volunteers provide technical assistance

to individual entrepreneurs, as well as to organizations providing credit, training, and technical assistance to small businesses.

In the Dominican Republic, a Volunteer organized a series of business classes for entrepreneurs who received funding through a local microcredit nongovernmental organization (NGO). The classes covered topics such as customer service, marketing, accounting, and conducting feasibility studies. The Volunteer also created a training curriculum that was used to train additional credit advisors to lead similar classes in other communities. During her two years of Peace Corps service, the Volunteer taught over 800 loan recipients how to implement improved practices to strengthen their businesses.

Throughout the IAP region, communities where Volunteers serve are increasingly affected by environmental degradation that has an impact on air, water, and land resources. Volunteers engage national and local partners in environmental education and conservation. Additionally, many Volunteers integrate economic development interests with environmental sustainability through ecotourism and eco-business projects.

A Volunteer in Jamaica assisted his coastal community in creating a 3,000-acre marine sanctuary. The Volunteer used GPS mapping to determine ecologically significant boundaries and worked with local fishermen to develop a management plan for the sanctuary, which balanced their economic needs with conservation concerns. The establishment of the fisheries sanctuary was recognized by the Ministry of Agriculture as a model to be replicated in other parts of the country.

Volunteers work with teachers and students to increase knowledge and skills in areas requested by the host countries and communities where they serve. They seek to improve the professional development of host country teachers by introducing new teaching methodologies and curriculum. Volunteers also help build libraries and resource centers, promote adult literacy, and encourage parents and communities to become more involved in the education of their children.

A Volunteer in Micronesia worked with her teaching colleagues to organize and facilitate a Girl Scout

troop for 30 middle school girls. One of the troop's first projects involved making the play and exercise area at their school handicap accessible. As a result of the project, the girls learned important organizational, financial, and leadership skills. Additionally, they developed a better understanding of the challenges faced by the handicapped in their community.

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

A Volunteer in Paraguay helped her rural community improve its access to preventative health care and education. Working with local government leaders, the Volunteer organized a health commission, which used community resources to build a three-room health center. As a result, the community now has local access to basic health services such as blood pressure monitoring and infant weight screenings. Additionally, the health center provides the community with educational information on health related topics such

as nutrition and exercise.

Youth, ages 10 to 25, account for over half of the population in many IAP countries. Peace Corps programs target youth to develop life and leadership skills, and improve employability. In several countries, Volunteers organize and facilitate camps for girls in their communities. During the weeklong Camp GLOW (Girls Leading Our World), Volunteers lead sessions on self-esteem, healthy life skills, HIV/AIDS awareness and prevention, leadership skills, and personal development.

In Costa Rica, five Volunteers and school counterparts initiated mentoring programs in their communities to support 80 participants by providing service learning opportunities to older mentors, and a role model for the younger mentees. Approximately 80 percent of mentors demonstrated a commitment to service and to their mentees by successfully completing their community service requirement. Mentees expressed more confidence as the program went on, and most developed a strong bond with their mentors, as observed by Volunteers. Volunteers reported that this program is very popular with high school teachers who are searching for opportunities for their students to complete their required community service hours.



March 2009: Vice President Joseph Biden poses with Peace Corps Volunteers in Costa Rica.

THIS PAGE WAS INTENTIONALLY LEFT BLANK

# Post Statistical Profiles

Albania	.....68	Macedonia	.....85
Armenia	.....68	Madagascar	.....85
Azerbaijan	.....69	Malawi	.....86
Belize	.....69	Mali	.....86
Benin	.....70	Mauritania	.....87
Bolivia	.....70	Mexico	.....87
Botswana	.....71	Micronesia, Federated States of and Palau	.....88
Bulgaria	.....71	Moldova	.....88
Burkina Faso	.....72	Mongolia	.....89
Cambodia	.....72	Morocco	.....89
Cameroon	.....73	Mozambique	.....90
Cape Verde	.....73	Namibia	.....90
China	.....74	Nicaragua	.....91
Costa Rica	.....74	Niger	.....91
Dominican Republic	.....75	Panama	.....92
Eastern Caribbean	.....75	Paraguay	.....92
Ecuador	.....76	Peru	.....93
El Salvador	.....76	Philippines	.....93
Ethiopia	.....77	Romania	.....94
Fiji	.....77	Rwanda	.....94
The Gambia	.....78	Samoa	.....95
Georgia	.....78	Senegal	.....95
Ghana	.....79	South Africa	.....96
Guatemala	.....79	Suriname	.....96
Guinea	.....80	Swaziland	.....97
Guyana	.....80	Tanzania	.....97
Honduras	.....81	Thailand	.....98
Jamaica	.....81	Togo	.....98
Jordan	.....82	Tonga	.....99
Kazakhstan	.....82	Turkmenistan	.....99
Kenya	.....83	Uganda	.....100
Kyrgyz Republic	.....83	Ukraine	.....100
Lesotho	.....84	Vanuatu	.....101
Liberia	.....84	Zambia	.....101

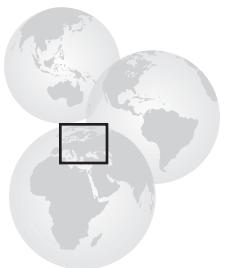
Eastern Caribbean statistics are based upon an average taken from Antigua and Barbuda, Dominica, Grenada/Carriacou, St. Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines.

Micronesia, Federated States of, and Palau are base upon an average taken from the Federated States of Micronesia and Palau

Data is from the World Bank's *2008 World Development Indicators*, State Department *Background Notes*, and UNSTAT sources.

If no official language is presented, either the most widely spoken language or language of government is listed. Information is garnered from the State Department and 2007 UNSTAT data.

## ALBANIA



Capital	Tirana
Population	3.2 million
<hr/>	
Annual per capita income	\$2,930
GDP growth	5.0%
Foreign direct investment	\$325 million

Infant mortality rate	15 per 1,000 live births
Access to an improved water source	96%
HIV/AIDS prevalence	2%

Religions	Islam (Sunni and Bektshi) 70%
	Albanian Orthodoxy 20%
	Roman Catholicism 10%

Official language Albanian



#### **ANTICIPATED NUMBER OF VOLUNTEERS**

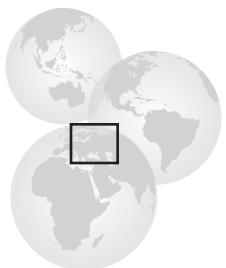
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	71	63
Program funds (\$ooo)	2,484	2,527

**PROGRAM DATES** 1992–1997  
2003–present

**PROGRAM SECTORS** Business Development, Education, and Health and HIV/AIDS

ARMENIA



Capital	Yerevan
Population	3 million
<hr/>	
Annual per capita income	\$1,920
GDP growth	13.3%
Foreign direct investment	\$343 million

Infant mortality rate 21 per 1,000 live births

Access to an improved water source 92%

HIV/AIDS prevalence 0.1%

## Religions Armenian Apostolic Christianity

Official language Armenian



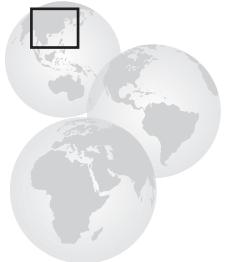
**ANTICIPATED NUMBER OF VOLUNTEERS**

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	82	83
Program funds (\$ooo)	2,528	2,598

**PROGRAM DATES** 1992–present

**PROGRAM SECTORS** Business Development, Education, Environment, and Health and HIV/AIDS



## AZERBAIJAN

Capital	Baku
Population	8.5 million
Annual per capita income	\$1,840
GDP growth	34.5%
Foreign direct investment	\$584 million

Adult illiteracy rate	Male: 1% Female: 1%
Infant mortality rate	73 per 1,000 live births
Access to an improved water source	77%
HIV/AIDS prevalence	0.1%
Religions	Islam 93%
Official language	Azerbaijani



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

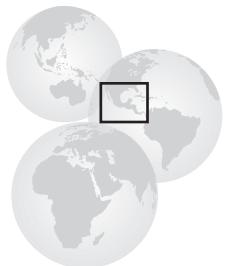
	FY 2009	FY 2010
Volunteers	114	164
Program funds (\$ooo)	2,353	2,648

### PROGRAM DATES

2003–present

### PROGRAM SECTORS

Business Development,  
Education, and Youth



## BELIZE

Capital	Belmopan
Population	320,000
Annual per capita income	\$3,740
GDP growth	5.6%
Foreign direct investment	\$73 million

Adult illiteracy rate	Male: 23% Female: 23%
Infant mortality rate	16 per 1,000 live births
Access to an improved water source	90%
HIV/AIDS prevalence	2.5%
Religions	Roman Catholicism 50% Protestantism 27% Other 14%
Official language	English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	74	85
Program funds (\$ooo)	2,403	2,909

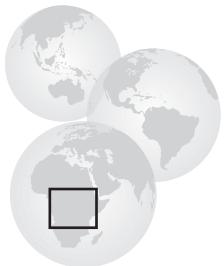
### PROGRAM DATES

1962–present

### PROGRAM SECTORS

Business Development, Education,  
Health and HIV/AIDS, and Youth





## BOTSWANA

Capital	Gaborone
Population	1.9 million
Annual per capita income	\$5,570
GDP growth	2.1%
Foreign direct investment	\$486 million
Adult illiteracy rate	Male: 20% Female: 18%
Infant mortality rate	90 per 1,000 live births
Access to an improved water source	Urban: 100% Rural: 90%
HIV/AIDS prevalence	24.1%
Religions	Christianity 70% None 20% Other 10%
Official language	English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	55	52
Program funds (\$ooo)	1,881	1,929

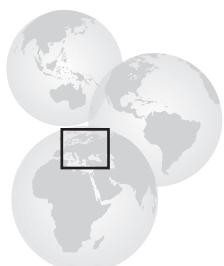
### PROGRAM DATES

1966–1997

2003–present

### PROGRAM SECTORS

Health and HIV/AIDS



## BULGARIA

Capital	Sofia
Population	7.7 million
Annual per capita income	\$3,990
GDP growth	6.1%
Foreign direct investment	\$5,172 billion
Adult illiteracy rate	Male: 1% Female: 2%
Infant mortality rate	12 per 1,000 live births
Access to an improved water source	99%
HIV/AIDS prevalence	0.1%
Religions	Bulgarian Orthodoxy 83% Islam 12%
Official language	Bulgarian



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

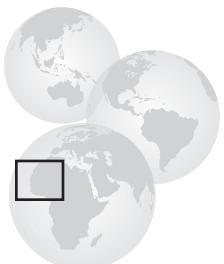
	FY 2009	FY 2010
Volunteers	140	126
Program funds (\$ooo)	3,667	3,448

### PROGRAM DATES

1991–present

### PROGRAM SECTORS

Business Development,  
Education, and Youth



## BURKINA FASO

Capital	Ouagadougou
Population	14.4 million
Annual per capita income	\$440
GDP growth	6.4%
Foreign direct investment	\$26 million
Adult illiteracy rate	Male: 69% Female: 83%
Infant mortality rate	122 per 1,000 live births
Access to an improved water source	61%
HIV/AIDS prevalence	2.0%
Religions	Islam 55% Christianity 25% Indigenous beliefs 20%
Official language	French



### ANTICIPATED NUMBER OF VOLUNTEERS

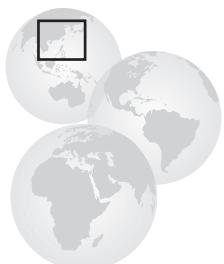
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	113	121
Program funds (\$ooo)	3,733	3,896

### PROGRAM DATES

1966–1987  
1995–present

**PROGRAM SECTORS** Business Development, Education, Health and HIV/AIDS, and Youth



## CAMBODIA

Capital	Phnom Penh
Population	14.2 million
Annual per capita income	\$490
GDP growth	10.8%
Foreign direct investment	\$483 million
Adult illiteracy rate	Male: 15% Female: 36%
Infant mortality rate	65 per 1,000 live births
Access to an improved water source	41%
HIV/AIDS prevalence	1.6%
Religions	Theravada Buddhism 95% Animism Christianity Islam
Official language	Khmer



### ANTICIPATED NUMBER OF VOLUNTEERS

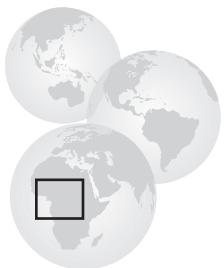
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	68	81
Program funds (\$ooo)	1,729	2,003

### PROGRAM DATES

1992–1997  
2006–present

**PROGRAM SECTORS** Education



## CAMEROON

Capital	Yaounde
Population	18.2 million
Annual per capita income	\$990
GDP growth	3.8%
Foreign direct investment	\$309 million

Adult illiteracy rate	Male: 23% Female: 40%
-----------------------	--------------------------

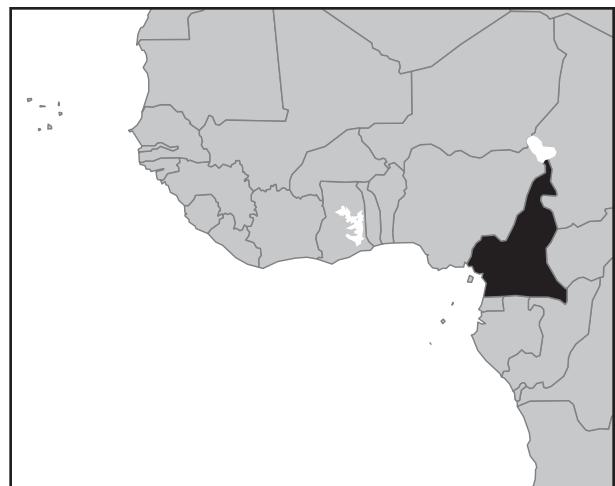
Infant mortality rate 87 per 1,000 live births

Access to an improved water source 66%

HIV/AIDS prevalence 5.5%

Religions	Christianity 40%
	Indigenous African 40%
	Islam 20%

Official language	French English
-------------------	-------------------



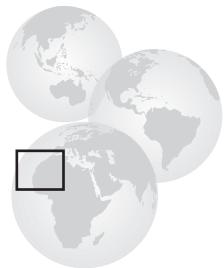
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	174	182
Program funds (\$ooo)	4,056	4,389

PROGRAM DATES 1962–present

PROGRAM SECTORS Agriculture, Business Development, Education, and Health and HIV/AIDS



## CAPE VERDE

Capital	Praia
Population	520,000
Annual per capita income	\$2,130
GDP growth	6.1%
Foreign direct investment	\$123 million

Adult illiteracy rate	Male: 19% Female: 19%
-----------------------	--------------------------

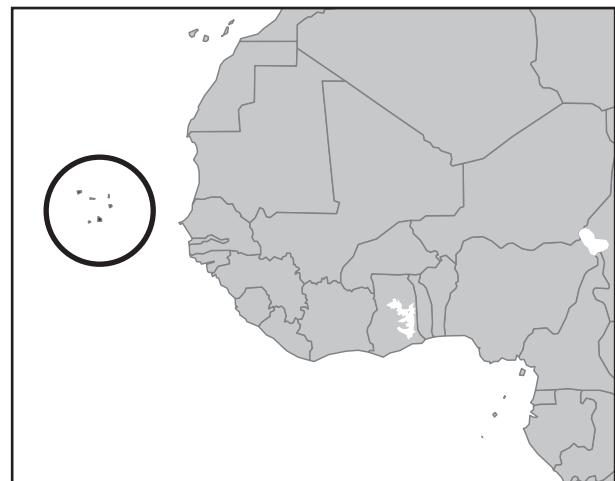
Infant mortality rate 34 per 1,000 live births

Access to an improved water source 80%

HIV/AIDS prevalence Not available

Religions	Roman Catholicism Protestantism
-----------	------------------------------------

Official language Albanian



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	49	44
Program funds (\$ooo)	2,185	2,221

PROGRAM DATES 1992–1997  
2003–present

PROGRAM SECTORS Business Development, Education and Health and HIV/AIDS

CHINA



Capital	Beijing
Population	1.311 billion
<hr/>	
Annual per capita income	\$2,000
GDP growth	10.7%
Foreign direct investment	\$7.8 billion

Infant mortality rate	20 per 1,000 live births
Access to an improved water source	77%
HIV/AIDS prevalence	0.1%

Religions	Officially atheist
	Taoism
	Buddhism
	Christianity
	Islam

Official language Chinese



**ANTICIPATED NUMBER OF VOLUNTEERS**

Calculated September 30 each year

	FY 2009	FY 2010
Volunteers	99	94
Program funds (\$000)	2,194	2,174

**PROGRAM DATES** 1993–present

## PROGRAM SECTORS

## Education

# COSTA RICA



Capital	San Jose
Population	4.4 million
<hr/>	
Annual per capita income	\$4,980
GDP growth	8.2%
Foreign direct investment	\$1.5 billion

Infant mortality rate	11 per 1,000 live births
Access to an improved water source	97%
HIV/AIDS prevalence	0.3%

Religions	Roman Catholicism 76%
	Protestantism 16%
	Other 5%

Official language Spanish



#### **ANTICIPATED NUMBER OF VOLUNTEERS**

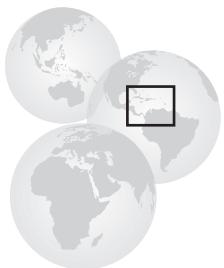
Calculated September 30 each year

	FY 2009	FY 2010
Volunteers	97	88
Program funds (\$ooo)	2,696	2,670

**PROGRAM DATES** 1962–present

## PROGRAM SECTORS

### Business Development, Education, and Youth



## DOMINICAN REPUBLIC

Capital	Santo Domingo
Population	9.6 million
Annual per capita income	\$2,910
GDP growth	10.7%
Foreign direct investment	\$1.2 billion
Adult illiteracy rate	Male: 13% Female: 13%
Infant mortality rate	25 per 1,000 live births
Access to an improved water source	95%
HIV/AIDS prevalence	1.1%
Religions	Roman Catholicism: 95%
Official language	Spanish



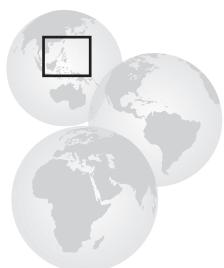
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	198	180
Program funds (\$ooo)	4,034	4,036

PROGRAM DATES 1962–present

PROGRAM SECTORS Business Development, Education, Health and HIV/AIDS, and Youth



## EASTERN CARIBBEAN

Capitals	Saint John's (Antigua and Barbuda); Roseau (Dominica); Saint George's (Grenada/Carriacou); Basseterre (St. Kitts and Nevis); Castries (St. Lucia); Kingstown (St. Vincent and the Grenadines)
Population	600,000
Annual per capita income	\$6,117
GDP growth	5%
Foreign direct investment	\$113 million
Adult illiteracy rate	Male: 7% Female: 7%
Infant mortality rate	17 per 1,000 live births
Access to an improved water source	94%
HIV/AIDS prevalence	Not available
Religions	Protestantism, Roman Catholicism, Islam and Rastafarianism
Official language	English



### ANTICIPATED NUMBER OF VOLUNTEERS

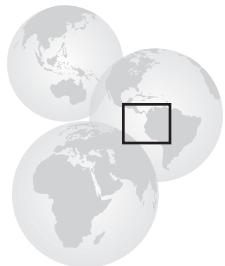
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	98	103
Program funds (\$ooo)	3,397	3,496

PROGRAM DATES 1961–present

PROGRAM SECTORS Business Development, Education, Health and HIV/AIDS and Youth

## ECUADOR



Capital	Quito
Population	13.2 million
Annual per capita income	\$2,910
GDP growth	3.9%
Foreign direct investment	\$271 million
Adult illiteracy rate	Male: 8% Female: 10%
Infant mortality rate	21 per 1,000 live births
Access to an improved water source	94%
HIV/AIDS prevalence	0.3%
Religions	Roman Catholicism: 95%
Official language	Spanish



### ANTICIPATED NUMBER OF VOLUNTEERS

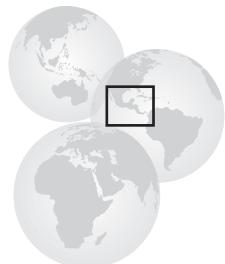
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	142	153
Program funds (\$ooo)	3,401	3,715

**PROGRAM DATES** 1962–present

**PROGRAM SECTORS** Business Development,  
Health and HIV/AIDS and Youth

## EL SALVADOR



Capital	San Salvador
Population	6.8 million
Annual per capita income	\$2,680
GDP growth	4.2%
Foreign direct investment	\$204 million
Adult illiteracy rate	Male: 18% Female: 21%
Infant mortality rate	22 per 1,000 live births
Access to an improved water source	84%
HIV/AIDS prevalence	0.9%
Religions	Roman Catholicism 52%
Official language	Spanish



### ANTICIPATED NUMBER OF VOLUNTEERS

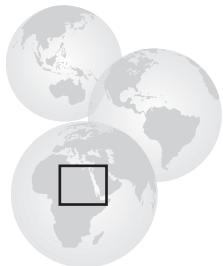
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	135	129
Program funds (\$ooo)	3,092	3,164

**PROGRAM DATES** 1962–1980  
1993–present

**PROGRAM SECTORS** Agriculture, Business Development,  
Education, Health and HIV/AIDS, and Youth

## ETHIOPIA



Capital	Addis Ababa
Population	77.2 million
Annual per capita income	\$170
GDP growth	9%
Foreign direct investment	\$364 million
Adult illiteracy rate	Male: 50% Female: 77%
Infant mortality rate	77 per 1,000 live births
Access to an improved water source	22%
HIV/AIDS prevalence	1.4%
Religions	Sunni Islam 50% Ethiopian Orthodox Christianity 40% Protestantism 5% Indigenous beliefs 5%
Official language	Amharic



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	13	15
Program funds (\$ooo)	1,216	1,343

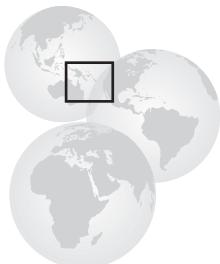
### PROGRAM DATES

1962–1977  
1995–1999;  
2007–present

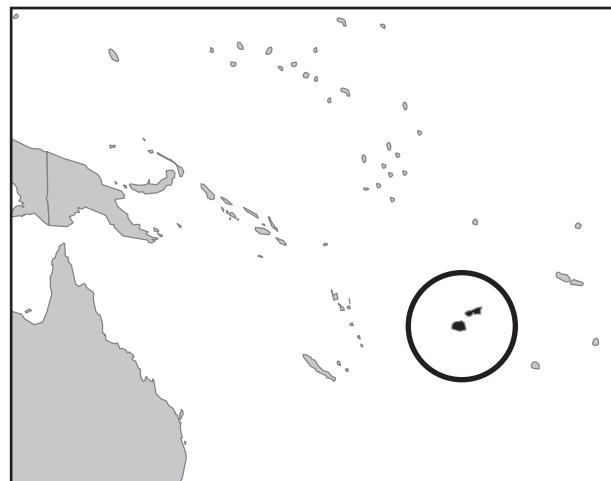
### PROGRAM SECTORS

Health and HIV/AIDS

## FIJI



Capital	Suva
Population	830,000
Annual per capita income	\$3,720
GDP growth	3.6%
Foreign direct investment	\$157 million
Adult illiteracy rate	Male: 7% Female: 7%
Infant mortality rate	18 per 1,000 live births
Access to an improved water source	47%
HIV/AIDS prevalence	0.1%
Religions	Christianity 52% Hinduism 33% Islam 7%
Official language	English Fijian Hindi



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

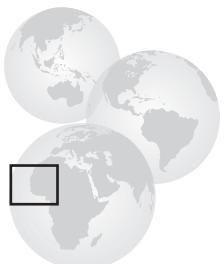
	FY 2009	FY 2010
Volunteers	58	57
Program funds (\$ooo)	2,366	2,556

### PROGRAM DATES

1968–1998  
2003–present

### PROGRAM SECTORS

Environment, Health and HIV/AIDS and Youth



## THE GAMBIA

Capital	Banjul
Population	1.7 million
Annual per capita income	\$290
GDP growth	4.5%
Foreign direct investment	\$82 million
Adult illiteracy rate	Male: 62% Female: 62%
Infant mortality rate	84 per 1,000 live births
Access to an improved water source	82%
HIV/AIDS prevalence	2.4%
Religions	Islam 90% Christianity 9% Other 1%
Official language	English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

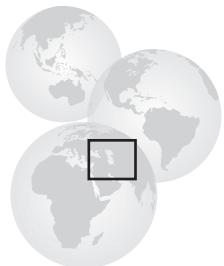
	FY 2009	FY 2010
Volunteers	84	66
Program funds (\$000)	2,260	2,225

### PROGRAM DATES

1967–present

### PROGRAM SECTORS

Education, Environment  
and Health and HIV/AIDS



## GEORGIA

Capital	Tbilisi
Population	4.4 million
Annual per capita income	\$1,580
GDP growth	9.4%
Foreign direct investment	\$1.1 billion
Adult illiteracy rate	Male: 0% Female: 0%
Infant mortality rate	28 per 1,000 live births
Access to an improved water source	82 %
HIV/AIDS prevalence	0.2%
Religions	Orthodox Christianity 84% Islam 10% Other 6%
Official language	Georgian



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

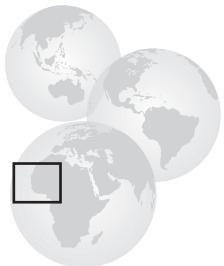
	FY 2009	FY 2010
Volunteers	26	43
Program funds (\$000)	1,751	2,056

### PROGRAM DATES

2007–present

### PROGRAM SECTORS

Business Development  
and Education



## GHANA

Capital	Accra
Population	23 million
Annual per capita income	\$510
GDP growth	6.2%
Foreign direct investment	\$435 million
Adult illiteracy rate	Male: 34% Female: 50%
Infant mortality rate	76 per 1,000 live births
Access to an improved water source	75%
HIV/AIDS prevalence	2.3%
Religions	Christianity 69% Islam 16% Traditional and indigenous beliefs 8%
Official language	English



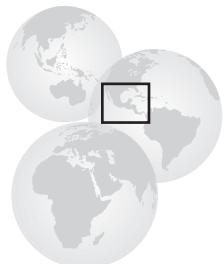
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	169	155
Program funds (\$ooo)	3,371	3,574

**PROGRAM DATES** 1961–present

**PROGRAM SECTORS** Business Development, Education, Environment, and Health and HIV/AIDS



## GUATEMALA

Capital	Guatemala City
Population	13 million
Annual per capita income	\$2,590
GDP growth	4.5%
Foreign direct investment	\$354 million
Adult illiteracy rate	Male: 25% Female: 37%
Infant mortality rate	31 per 1,000 live births
Access to an improved water source	95%
HIV/AIDS prevalence	0.9%
Religions	Roman Catholicism Protestantism Traditional Mayan
Official language	Spanish 23 officially recognized Amerindian Languages



### ANTICIPATED NUMBER OF VOLUNTEERS

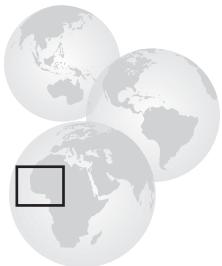
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	205	196
Program funds (\$ooo)	4,241	4,362

**PROGRAM DATES** 1963–present

**PROGRAM SECTORS** Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS

## GUINEA



Capital	Conakry
Population	9.2 million
Annual per capita income	\$400
GDP growth	2.8%
Foreign direct investment	\$108 million
Adult illiteracy rate	Male: 57% Female: 82%
Infant mortality rate	98 per 1,000 live births
Access to an improved water source	50%
HIV/AIDS prevalence	1.5%
Religions	Islam 85% Christianity 8% Traditional beliefs 7%
Official language	French



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	91	93
Program funds (\$000)	2,759	3,033

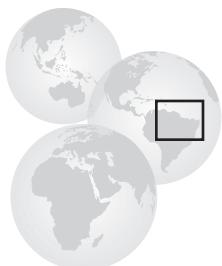
### PROGRAM DATES

1962–1966, 1969–1971  
1985–present

### PROGRAM SECTORS

Business Development, Education,  
Environment, and Health and HIV/AIDS

## GUYANA



Capital	Georgetown
Population	740,000
Annual per capita income	\$1,150
GDP growth	4.8%
Foreign direct investment	\$102 million
Adult illiteracy rate	Male: 3% Female: 3%
Infant mortality rate	62 per 1,000 live births
Access to an improved water source	83%
HIV/AIDS prevalence	2.4%
Religions	Christianity 50% Hinduism 35% Islam 10% Other 5%
Official language	English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	56	60
Program funds (\$000)	2,056	2,241

### PROGRAM DATES

1967–1971  
1995–present

### PROGRAM SECTORS

Education and Health and HIV/AIDS

## HONDURAS



Capital	Tegucigalpa
Population	7 million
Annual per capita income	\$1,270
GDP growth	6%
Foreign direct investment	\$385 million

Adult illiteracy rate	Male: 20%
	Female: 20%

Infant mortality rate 23 per 1,000 live births

Access to an improved water source 87%

HIV/AIDS prevalence 1.5%

Religions	Roman Catholicism 97%
	Protestantism 3%

Official language Spanish



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	179	173
Program funds (\$ooo)	3,836	4,088

PROGRAM DATES 1963–present

PROGRAM SECTORS Agriculture, Business Development, Education, Environment, Health and HIV/AIDS and Youth

## JAMAICA



Capital	Kingston
Population	2.7 million
Annual per capita income	\$3,560
GDP growth	2.5%
Foreign direct investment	\$882 million

Adult illiteracy rate	Male: 20%
	Female: 20%

Infant mortality rate 26 per 1,000 live births

Access to an improved water source 93%

HIV/AIDS prevalence 1.5%

Religions	Protestantism
	Roman Catholicism
	Rastafarianism
	Jewish

Official language English



### ANTICIPATED NUMBER OF VOLUNTEERS

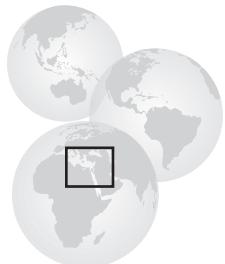
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	72	70
Program funds (\$ooo)	2,667	2,895

PROGRAM DATES 1962–present

PROGRAM SECTORS Environment, Health and HIV/AIDS, and Youth

## JORDAN



Capital	Amman
Population	5.5 million
Annual per capita income	\$2,650
GDP growth	5.7%
Foreign direct investment	\$3.2 billion

Adult illiteracy rate  
Male: 5%  
Female: 13%

Infant mortality rate 21 per 1,000 live births

Access to an improved water source 97%

HIV/AIDS prevalence 0.2%

Religions  
Sunni Islam 92%  
Christianity 6%  
Other 2%

Official language Arabic



### ANTICIPATED NUMBER OF VOLUNTEERS

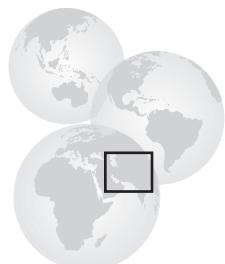
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	29	34
Program funds (\$ooo)	1,547	2,141

PROGRAM DATES 1997–present

PROGRAM SECTORS Education and Youth

## KAZAKHSTAN



Capital	Astana
Population	15.3 million
Annual per capita income	\$3,870
GDP growth	10.7%
Foreign direct investment	\$6.1 billion

Adult illiteracy rate  
Male: 1%  
Female: 1%

Infant mortality rate 26 per 1,000 live births

Access to an improved water source 86%

HIV/AIDS prevalence 0.1%

Religions  
Sunni Islam 47%  
Russian Orthodoxy 44%  
Other 7%

Official language Russian (official)  
Khazak (state)



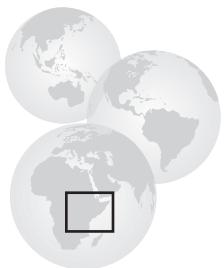
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	170	172
Program funds (\$ooo)	3,587	3,732

PROGRAM DATES 1993–present

PROGRAM SECTORS Business Development  
and Education



## KENYA

Capital	Nairobi
Population	36.3 million
Annual per capita income	\$580
GDP growth	6.1%
Foreign direct investment	\$51 million
Adult illiteracy rate	Male: 22% Female: 30%
Infant mortality rate	79 per 1,000 live births
Access to an improved water source	61%
HIV/AIDS prevalence	6.1%
Religions	Christianity 80% Islam 10% Traditional African religions 9%
Official language	English Swahili



### ANTICIPATED NUMBER OF VOLUNTEERS

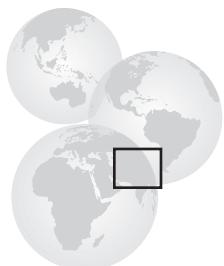
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	43	64
Program funds (\$000)	2,779	2,968

### PROGRAM DATES

1965–present

**PROGRAM SECTORS** Business Development, Education and Health and HIV/AIDS



## KYRGYZ REPUBLIC

Capital	Bishkek
Population	5.2 million
Annual per capita income	\$500
GDP growth	2.7%
Foreign direct investment	\$182 million
Adult illiteracy rate	Male: 1% Female: 1%
Infant mortality rate	36 per 1,000 live births
Access to an improved water source	77%
HIV/AIDS prevalence	0.1%
Religions	Islam 75% Russian Orthodoxy 20% Other 5%
Official language	Kirghiz Russian



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	96	101
Program funds (\$000)	2,163	2,413

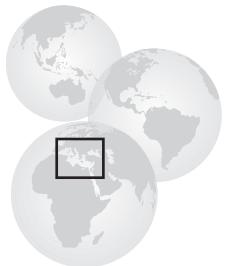
### PROGRAM DATES

1993–present

**PROGRAM SECTORS** Business Development, Education and Health and HIV/AIDS



## MACEDONIA



Capital	Skopje
Population	2 million
Annual per capita income	\$3,070
GDP growth	3%
Foreign direct investment	\$351 million
Adult illiteracy rate	Male: 2% Female: 6%
Infant mortality rate	15 per 1,000 live births
Access to an improved water source	85 %
HIV/AIDS prevalence	Not available
Religions	Eastern Orthodoxy 65% Islam 29% Catholicism 4% Others 2%
Official language	Macedonian



### ANTICIPATED NUMBER OF VOLUNTEERS

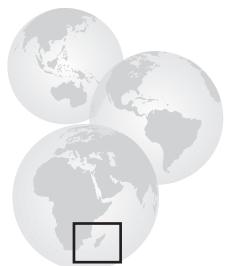
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	96	93
Program funds (\$ooo)	2,301	2,353

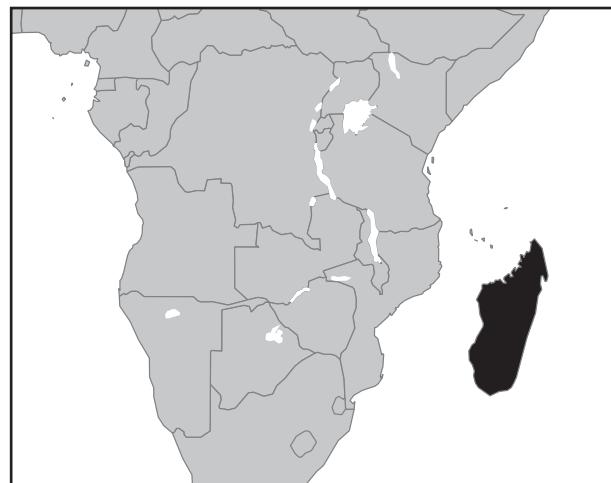
**PROGRAM DATES** 1996–present

**PROGRAM SECTORS** Business Development and Education

## MADAGASCAR



Capital	Antananarivo
Population	19.2 million
Annual per capita income	\$280
GDP growth	4.9%
Foreign direct investment	\$230 million
Adult illiteracy rate	Male: 23% Female: 35%
Infant mortality rate	72 per 1,000 live births
Access to an improved water source	46 %
HIV/AIDS prevalence	0.5%
Religions	Traditional beliefs 47% Christianity 45% Islam 7%
Official language	Malagasy French English



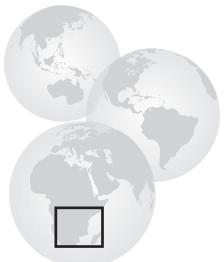
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	0	66
Program funds (\$ooo)	1,952	3,515

**PROGRAM DATES** 1993–present (suspended)

**PROGRAM SECTORS** Business Development, Education, Environment, and Health and HIV/AIDS



## MALAWI

Capital	Lilongwe
Population	13.6 million
Annual per capita income	\$230
GDP growth	7.4%
Foreign direct investment	\$30 million
Adult illiteracy rate	Male: 36% Female: 36%
Infant mortality rate	76 per 1,000 live births
Access to an improved water source	73%
HIV/AIDS prevalence	14.1%
Religions	Protestantism 55% Roman Catholicism 20% Islam 20% Indigenous beliefs 3% Other 2%
Official language	English Chichewa



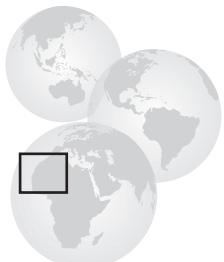
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	136	120
Program funds (\$ooo)	2,538	2,517

**PROGRAM DATES** 1963–1969; 1973–1976  
1978–present

**PROGRAM SECTORS** Education, Environment,  
and Health and HIV/AIDS



## MALI

Capital	Bamako
Population	12 million
Annual per capita income	\$460
GDP growth	5.3%
Foreign direct investment	\$185 million
Adult illiteracy rate	Male: 67% Female: 84%
Infant mortality rate	119 per 1,000 live births
Access to an improved water source	50%
HIV/AIDS prevalence	1.7%
Religions	Islam 90% Indigenous 6% Christianity 4%
Official language	French



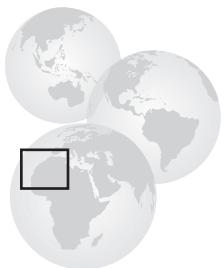
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	160	154
Program funds (\$ooo)	4,634	4,732

**PROGRAM DATES** 1971–present

**PROGRAM SECTORS** Business Development, Education,  
Environment, and Health and HIV/AIDS



## MAURITANIA

Capital	Nouakchott
Population	3 million
Annual per capita income	\$760
GDP growth	11.7%
Foreign direct investment	\$3 million
Adult illiteracy rate	Male: 40% Female: 57%
Infant mortality rate	78 per 1,000 live births
Access to an improved water source	53%
HIV/AIDS prevalence	0.7%
Religions	Islam
Official language	Arabic



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

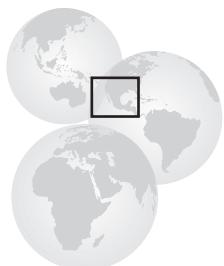
	FY 2009	FY 2010
Volunteers	137	114
Program funds (\$ooo)	3,435	3,350

### PROGRAM DATES

1967; 1971–1991  
1991–present (suspended)

### PROGRAM SECTORS

Business Development, Education and Health and HIV/AIDS



## MEXICO

Capital	Mexico City
Population	104.2 million
Annual per capita income	\$7,830
GDP growth	4.8%
Foreign direct investment	\$19.22 billion
Adult illiteracy rate	Male: 7% Female: 10%
Infant mortality rate	29 per 1,000 live births
Access to an improved water source	97%
HIV/AIDS prevalence	0.3%
Religions	Roman Catholicism 89% Protestantism 6% Other 5%
Official language	Spanish



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

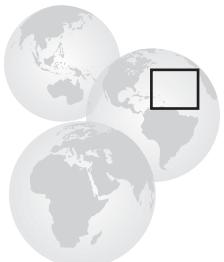
	FY 2009	FY 2010
Volunteers	52	58
Program funds (\$ooo)	2,192	2,209

### PROGRAM DATES

2004–present

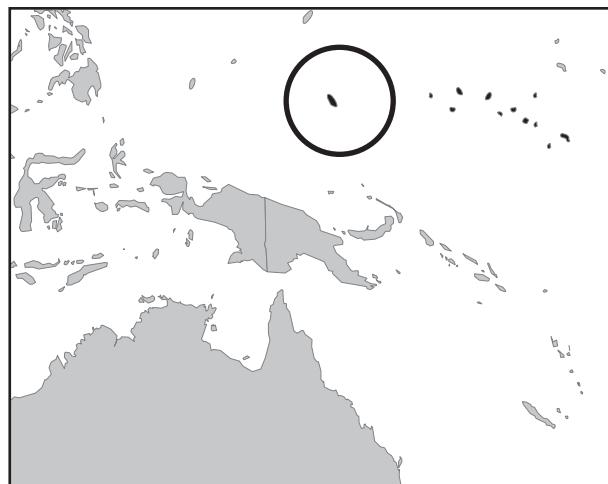
### PROGRAM SECTORS

Business Development Environment



## FEDERATED STATES OF MICRONESIA AND PALAU

Capital	Palikir and Melekeok
Population	130,000
Annual per capita income	\$5,190
GDP growth	3%
Foreign direct investment	Not available
Adult illiteracy rate	Male: 8% Female: 8.5%
Infant mortality rate	26 per 1,000 live births
Access to an improved water source	89%
HIV/AIDS prevalence	<0.1%
Religions	Roman Catholicism 48%; Protestantism 37%; Modekngei (indigenous to Palau) 5%; Other 4%
Official language	English, Fijian, Palauan, Hindi, and nine indigenous languages



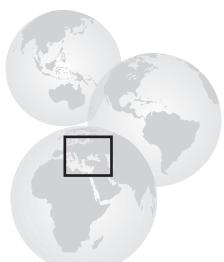
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	76	71
Program funds (\$ooo)	2,026	2,103

**PROGRAM DATES** 1966–present

**PROGRAM SECTORS** Education



## MOLDOVA

Capital	Chisinau
Population	3.8 million
Annual per capita income	\$1,080
GDP growth	4%
Foreign direct investment	\$242 million
Adult illiteracy rate	Male: 0% Female: 1%
Infant mortality rate	16 per 1,000 live births
Access to an improved water source	92%
HIV/AIDS prevalence	1.1%
Religions	Christian Orthodoxy 93%; Baptist 1%
Official language	Romanian (officially known as Moldovan)



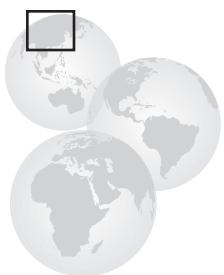
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	135	101
Program funds (\$ooo)	2,860	2,594

**PROGRAM DATES** 1993–present

**PROGRAM SECTORS** Business Development, Education, Health and HIV/AIDS, and Youth



## MONGOLIA

Capital	Ulaanbaatar
Population	2.6 million
Annual per capita income	\$1,000
GDP growth	8.6%
Foreign direct investment	\$344 million
Adult illiteracy rate	Male: 2% Female: 2%
Infant mortality rate	34 per 1,000 live births
Access to an improved water source	62%
HIV/AIDS prevalence	<0.1%
Religions	Buddhist Lamaism 50% Islam 4% Other 6% None 40%
Official language	Mongolian



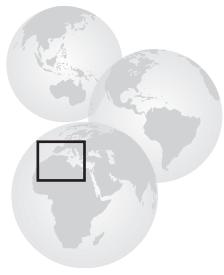
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	119	125
Program funds (\$ooo)	2,203	2,366

**PROGRAM DATES** 1991–present

**PROGRAM SECTORS** Business Development, Education, Health and HIV/AIDS and Youth



## MOROCCO

Capital	Rabat
Population	30.5 million
Annual per capita income	\$2,160
GDP growth	8%
Foreign direct investment	\$2.6 billion
Adult illiteracy rate	Male: 34% Female: 60%
Infant mortality rate	34 per 1,000 live births
Access to an improved water source	81%
HIV/AIDS prevalence	0.1%
Religion	Islam
Official language	Arabic



### ANTICIPATED NUMBER OF VOLUNTEERS

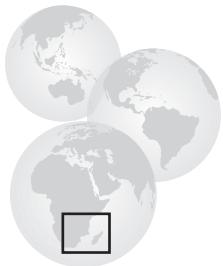
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	242	226
Program funds (\$ooo)	4,890	4,862

**PROGRAM DATES** 1963–present

**PROGRAM SECTORS** Business Development, Environment, Health and HIV/AIDS, and Youth

## MOZAMBIQUE



Capital	Maputo
Population	21 million
Annual per capita income	\$310
GDP growth	8%
Foreign direct investment	\$154 million

Adult illiteracy rate	Male: 46%
	Female: 46%

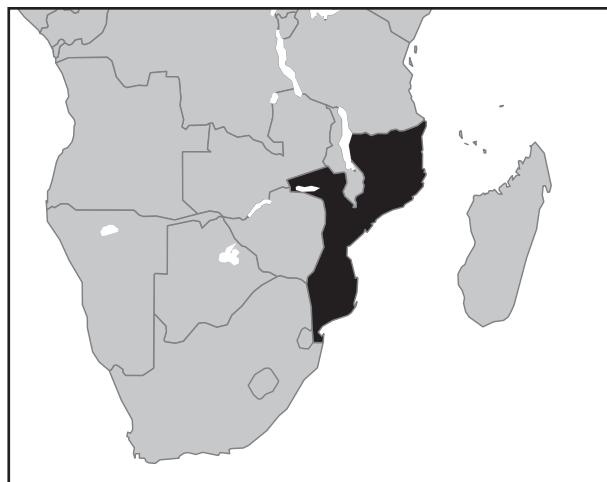
Infant mortality rate 96 per 1,000 live births

Access to an improved water source 43%

HIV/AIDS prevalence 16.1%

Religions	Christianity 40%
	Indigenous African and other beliefs 40%
	Islam 20%

Official language Portugese



### ANTICIPATED NUMBER OF VOLUNTEERS

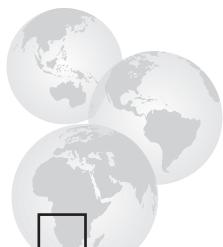
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	138	127
Program funds (\$ooo)	2,889	2,995

PROGRAM DATES 1998–present

PROGRAM SECTORS Education and  
Health and HIV/AIDS

## NAMIBIA



Capital	Windhoek
Population	2 million

Annual per capita income \$3,210

GDP growth 2.9%

Foreign direct investment Not available

Adult illiteracy rate	Male: 13%
	Female: 17%

Infant mortality rate 45 per 1,000 live births

Access to an improved water source 87%

HIV/AIDS prevalence 19.6%

Religions	Christianity
	Indigenous beliefs

Official language English



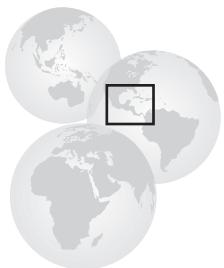
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	92	90
Program funds (\$ooo)	2,873	2,886

PROGRAM DATES 1990–present

PROGRAM SECTORS Education and  
Health and HIV/AIDS



## NICARAGUA

Capital	Managua
Population	5.5 million
Annual per capita income	\$930
GDP growth	3.7%
Foreign direct investment	\$282 million
Adult illiteracy rate	Male: 23% Female: 23 %
Infant mortality rate	29 per 1,000 live births
Access to an improved water source	79%
HIV/AIDS prevalence	0.2%
Religions	Roman Catholicism 59% Other Christianity 35% Other 2% None 16%
Official language	Spanish



### ANTICIPATED NUMBER OF VOLUNTEERS

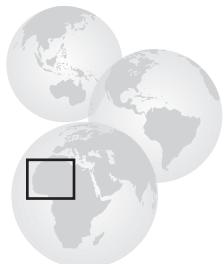
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	198	205
Program funds (\$ooo)	3,029	3,398

### PROGRAM DATES

1968–1979  
1991–present

**PROGRAM SECTORS** Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS



## NIGER

Capital	Niamey
Population	13.7 million
Annual per capita income	\$270
GDP growth	4.8%
Foreign direct investment	\$20 million
Adult illiteracy rate	Male: 57% Female: 85%
Infant mortality rate	148 per 1,000 live births
Access to an improved water source	46%
HIV/AIDS prevalence	1.1%
Religions	Islam 99%
Official language	French



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	117	102
Program funds (\$ooo)	3,563	3,656

### PROGRAM DATES

1962–present

**PROGRAM SECTORS** Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS

PANAMA



Capital	Panama City
Population	3.3 million
<hr/>	
Annual per capita income	\$5,000
GDP growth	8.1%
Foreign direct investment	\$2.5 billion

Adult illiteracy rate  
Male: 7%  
Female: 9%

Infant mortality rate	18 per 1,000 live births
Access to an improved water source	90%
HIV/AIDS prevalence	0.9%

Religions	Roman Catholicism 84%
	Protestantism 15%
	Other 1%

Official language Spanish



**ANTICIPATED NUMBER OF VOLUNTEERS**

Calculated September 30 each year

	FY 2009	FY 2010
Volunteers	186	179
Program funds (\$ooo)	3,825	4,077

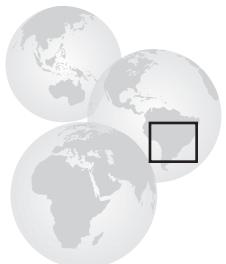
#### **PROGRAM DATES**

1963–1971  
1990–present

## PROGRAM SECTORS

**SECTORS** Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS

## PARAGUAY



Capital	Asuncion
Population	6 million
<hr/>	
Annual per capita income	\$1,410
GDP growth	4.3%
Foreign direct investment	\$189 million

Infant mortality rate 19 per 1,000 live births

Access to an improved water source 86%

Religions	Roman Catholicism 90%
	Protestantism 1%

Official language	Spanish Guarani
-------------------	--------------------



**ANTICIPATED NUMBER OF VOLUNTEERS**

*Calculated September 30 each year*

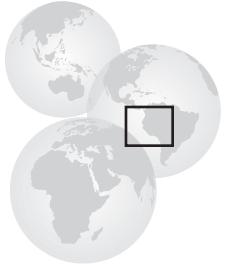
	FY 2009	FY 2010
Volunteers	206	197
Program funds (\$ooo)	4,164	4,334

PROGRAM DATES

1067–present

## PROGRAM SECTORS

**SECTORS** Agriculture, Business Development, Education, Environment and Health and HIV/AIDS



## PERU

Capital	Lima
Population	27.6 million
Annual per capita income	\$2,980
GDP growth	7.7%
Foreign direct investment	\$3.4 billion
Adult illiteracy rate	Male: 6% Female: 18%
Infant mortality rate	21 per 1,000 live births
Access to an improved water source	83%
HIV/AIDS prevalence	0.6%
Religions	Roman Catholicism 81% Other 10%
Official language	Spanish Aymara Quechua



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	204	203
Program funds (\$ooo)	3,983	4,351

### PROGRAM DATES

1962–1975  
2002–present

**PROGRAM SECTORS** Business Development, Education, Health and HIV/AIDS, and Youth



## PHILIPPINES

Capital	Manila
Population	86.3 million
Annual per capita income	\$1,390
GDP growth	5.4%
Foreign direct investment	\$2,345 billion
Adult illiteracy rate	Male: 8% Female: 6%
Infant mortality rate	24 per 1,000 live births
Access to an improved water source	85%
HIV/AIDS prevalence	<0.1%
Religions	Roman Catholicism 81% Islam 5% Other Christianity 13% Other 2%
Official language	Filipino English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

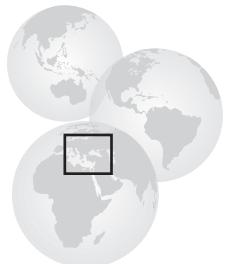
	FY 2009	FY 2010
Volunteers	135	169
Program funds (\$ooo)	3,295	3,675

### PROGRAM DATES

1961–1990  
1992–present

**PROGRAM SECTORS** Education, Environment, and Youth

## ROMANIA



Capital	Bucharest
Population	21.6 million
Annual per capita income	\$4,830
GDP growth	7.7%
Foreign direct investment	\$11.394 billion

Adult illiteracy rate	Male: 2% Female: 4%
-----------------------	------------------------

Infant mortality rate 16 per 1,000 live births

Access to an improved water source 57%

HIV/AIDS prevalence <0.1%

Religions	Orthodoxy 87% Christianity 13%
-----------	-----------------------------------

Official language Romanian



### ANTICIPATED NUMBER OF VOLUNTEERS

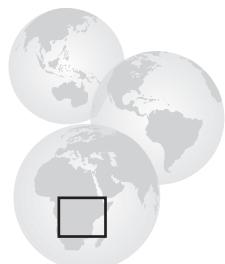
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	112	78
Program funds (\$ooo)	3,550	3,150

PROGRAM DATES 1991–present

PROGRAM SECTORS Business Development, Education  
Environment, and Youth

## RWANDA



Capital	Kigali
Population	9.5 million
Annual per capita income	\$250
GDP growth	5.3%
Foreign direct investment	\$11 million

Adult illiteracy rate	Male: 29% Female: 40%
-----------------------	--------------------------

Infant mortality rate 98 per 1,000 live births

Access to an improved water source 74%

HIV/AIDS prevalence 3%

Religions	Christianity 94% Traditional African 1% Islam 5%
-----------	--

Official languages Kinyarwanda  
French  
English



### ANTICIPATED NUMBER OF VOLUNTEERS

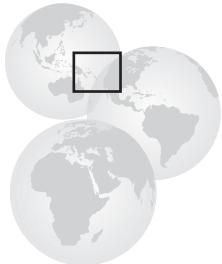
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	11	51
Program funds (\$ooo)	1,504	1,927

PROGRAM DATES 1975–1993  
2008–present

PROGRAM SECTORS Health and HIV/AIDS

## SAMOA



Capital	Apia
Population	0.19 million
Annual per capita income	\$2,270
GDP growth	2.3%
Foreign direct investment	\$21 million
Adult illiteracy rate	Male: 1% Female: 1%
Infant mortality rate	28 per 1,000 live births
Access to an improved water source	89%
HIV/AIDS prevalence	Not available
Religions	Christianity 98.9%
Official languages	English Samoan



### ANTICIPATED NUMBER OF VOLUNTEERS

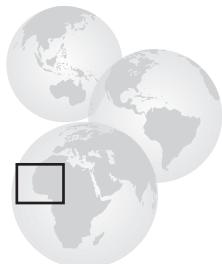
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	32	30
Program funds (\$ooo)	1,450	1,633

**PROGRAM DATES** 1967–present

**PROGRAM SECTORS** Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS

## SENEGAL



Capital	Dakar
Population	12.1 million
Annual per capita income	\$760
GDP growth	2.3%
Foreign direct investment	\$58 million
Adult illiteracy rate	Male: 49% Female: 71%
Infant mortality rate	60 per 1,000 live births
Access to an improved water source	76%
HIV/AIDS prevalence	0.7%
Religions	Islam 95% Christianity 4% Traditional 1%
Official language	French



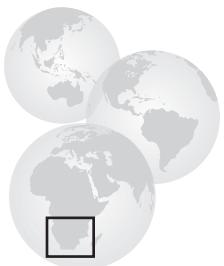
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	184	198
Program funds (\$ooo)	4,354	5,003

**PROGRAM DATES** 1963–present

**PROGRAM SECTORS** Agriculture, Business Development, Environment, and Health and HIV/AIDS



## SOUTH AFRICA

Capital	Pretoria
Population	47.4 million
Annual per capita income	\$5,390
GDP growth	5%
Foreign direct investment	\$120 million
Adult illiteracy rate	Male: 10% Female: 14%
Infant mortality rate	56 per 1,000 live births
Access to an improved water source	88%
HIV/AIDS prevalence	18.8%
Religions	Christianity, Hinduism, Islam, Jewish, Traditional African
Official languages	Afrikaans, English, Ndebele, Sepedi, Sesotho, Setswana, Swazi, Tshivenda, Xhosa, Xitsonga, Zulu



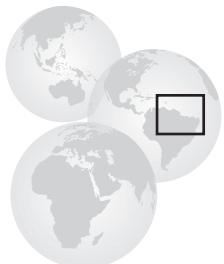
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	121	107
Program funds (\$ooo)	4,087	4,456

**PROGRAM DATES** 1997–present

**PROGRAM SECTORS** Education and  
Health and HIV/AIDS



## SURINAME

Capital	Paramaribo
Population	460,000
Annual per capita income	\$4,210
GDP growth	5.8%
Foreign direct investment	Not available
Adult illiteracy rate	Male: 10% Female: 10%
Infant mortality rate	39 per 1,000 live births
Access to an improved water source	92%
HIV/AIDS prevalence	1.9%
Religions	Hinduism, Islam, Christianity, Jewish Baha'i
Official language	Dutch



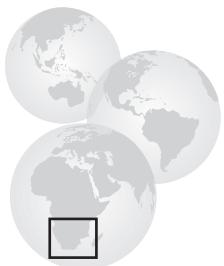
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	41	40
Program funds (\$ooo)	1,981	2,102

**PROGRAM DATES** 1995–present

**PROGRAM SECTORS** Business Development  
and Health and HIV/AIDS



## SWAZILAND

Capital	Mbabane
Population	1.1 million
Annual per capita income	\$2,400
GDP growth	2.1%
Foreign direct investment	\$36 million
Adult illiteracy rate	Male: 19% Female: 22%
Infant mortality rate	112 per 1,000 live births
Access to an improved water source	62%
HIV/AIDS prevalence	33.4%
Religions	Zionist (a blend of Christianity and indigenous ancestral worship) 40% Roman Catholicism 20% Islam 10% Other 30%
Official languages	SiSwati English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

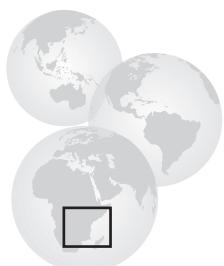
	FY 2009	FY 2010
Volunteers	55	50
Program funds (\$000)	2,171	2,133

### PROGRAM DATES

1968–1996  
2003–present

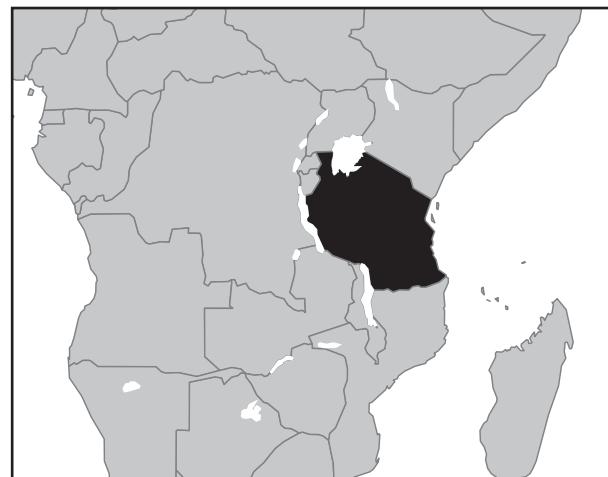
### PROGRAM SECTORS

Health and HIV/AIDS



## TANZANIA

Capital	Dar es Salaam
Population	39.5 million
Annual per capita income	\$350
GDP growth	5.9%
Foreign direct investment	\$474 million
Adult illiteracy rate	Male: 22% Female: 38%
Infant mortality rate	74 per 1,000 live births
Access to an improved water source	62%
HIV/AIDS prevalence	6.5%
Religions	Islam 40% Christianity 40% Indigenous beliefs 20%
Official language	Kiswahili English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	162	144
Program funds (\$000)	3,255	3,300

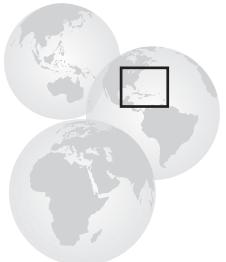
### PROGRAM DATES

1962–1969; 1979–1991;  
1991–present

### PROGRAM SECTORS

Education, Environment,  
and Health and HIV/AIDS

## THAILAND



Capital	Bangkok
Population	63.4 million
Annual per capita income	\$3,050
GDP growth	5%
Foreign direct investment	\$9.010 billion
Adult illiteracy rate	Male: 5% Female: 9%
Infant mortality rate	7 per 1,000 live births
Access to an improved water source	99%
HIV/AIDS prevalence	1.4%
Religions	Buddhist 94-95% Islam 4-5% Christianity Hinduism Brahmin Other
Official language	Thai



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	91	103
Program funds (\$ooo)	2,815	3,064

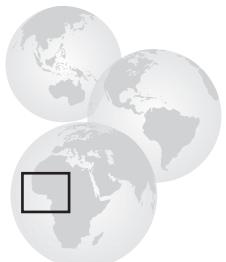
### PROGRAM DATES

1962–present

### PROGRAM SECTORS

Business Development  
and Education

## TOGO



Capital	Lome
Population	6.4 million
Annual per capita income	\$350
GDP growth	4.1%
Foreign direct investment	\$57 million
Adult illiteracy rate	Male: 31% Female: 62%
Infant mortality rate	69 per 1,000 live births
Access to an improved water source	52%
HIV/AIDS prevalence	3.2%
Religions	Animist 33% Christianity 47% Islam 14% Other 6%
Official language	French



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	119	116
Program funds (\$ooo)	3,184	3,506

### PROGRAM DATES

1962–present

### PROGRAM SECTORS

Business Development, Education,  
Environment, and Health and HIV/AIDS

## TONGA



Capital	Nuku'alofa
Population	Nuku'alofa
Annual per capita income	\$2,250
GDP growth	1.4%
Foreign direct investment	-\$2 million
Adult illiteracy rate	Male: 1% Female: 1%
Infant mortality rate	24 per 1,000 live births
Access to an improved water source	100%
HIV/AIDS prevalence	Not available
Religions	Christianity
Official language	English Tongan



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	45	38
Program funds (\$ooo)	1,822	1,781

**PROGRAM DATES** 1967–present

**PROGRAM SECTORS** Business Development and Education

## TURKMENISTAN



Capital	Ashgabat
Population	4.9 million
Annual per capita income	\$8,500
GDP growth	6%
Foreign direct investment	\$731 million
Adult illiteracy rate	Male: 1% Female: 1%
Infant mortality rate	45 per 1,000 live births
Access to an improved water source	72%
HIV/AIDS prevalence	<0.1%
Religions	Islam 89% Eastern Orthodoxy 9%
Official language	Turkmen



### ANTICIPATED NUMBER OF VOLUNTEERS

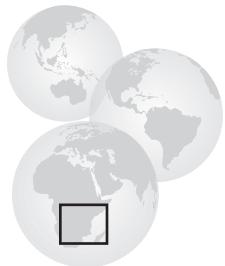
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	114	120
Program funds (\$ooo)	2,072	2,282

**PROGRAM DATES** 1993–present

**PROGRAM SECTORS** Education and Health and HIV/AIDS

## UGANDA



Capital	Kampala
Population	29.9 million
Annual per capita income	\$300
GDP growth	5.4%
Foreign direct investment	\$392 million

Adult illiteracy rate	Male: 23% Female: 42%
-----------------------	--------------------------

Infant mortality rate 78 per 1,000 live births

Access to an improved water source 60%

HIV/AIDS prevalence 6.4%

Religions	Christianity 85% Islam 12% Other 2%
-----------	---

Official language English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	85	66
Program funds (\$ooo)	2,563	2,468

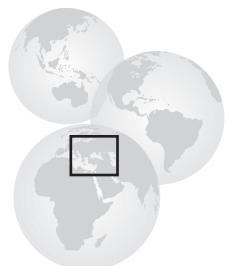
### PROGRAM DATES

1964–1973; 1991–1999;  
2000

### PROGRAM SECTORS

Business Development, Education  
and Health and HIV/AIDS

## UKRAINE



Capital	Kiev
Population	46.8 million
Annual per capita income	\$1,940
GDP growth	7.1%
Foreign direct investment	\$5.604 billion

Adult illiteracy rate	Male: 0% Female: 1%
-----------------------	------------------------

Infant mortality rate 20 per 1,000 live births

Access to an improved water source 96%

HIV/AIDS prevalence 1.4%

Religions	Ukrainian Orthodoxy Ukrainian Greek Catholicism Judaism Roman Catholicism Islam Others
-----------	---

Official language Ukrainian



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	294	266
Program funds (\$ooo)	5,822	5,386

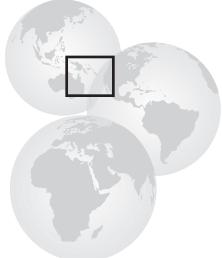
### PROGRAM DATES

1992–present

### PROGRAM SECTORS

Business Development,  
Education and Youth

## VANUATU



Capital	Port-Vila
Population	220,000
Annual per capita income	\$1,690
GDP growth	7.2%
Foreign direct investment	\$43 million

Adult illiteracy rate	Male: 26% Female: 26%
-----------------------	--------------------------

Infant mortality rate 36 per 1,000 live births

Access to an improved water source 59%

HIV/AIDS prevalence Not available

Religions Christianity 84%

Official language English  
French



### ANTICIPATED NUMBER OF VOLUNTEERS

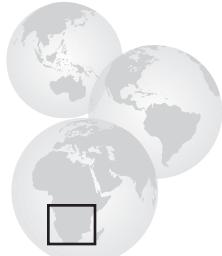
*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	90	85
Program funds (\$ooo)	2,895	3,053

PROGRAM DATES 1990–present

PROGRAM SECTORS Agriculture, Business Development, Education, Environment, and Health and HIV/AIDS

## ZAMBIA



Capital Lusaka

Population 11.7 million

Annual per capita income \$630

GDP growth 6.2%

Foreign direct investment \$575 million

Adult illiteracy rate	Male: 25% Female: 41%
-----------------------	--------------------------

Infant mortality rate 102 per 1,000 live births

Access to an improved water source 58%

HIV/AIDS prevalence 17%

Religions Christianity  
Indigenous beliefs  
Islam  
Hinduism

Official language English



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2009	FY 2010
Volunteers	118	111
Program funds (\$ooo)	4,392	4,442

PROGRAM DATES 1993–present

PROGRAM SECTORS Agriculture, Education, Environment and Health and HIV/AIDS

**PEACE CORPS**  
**FY 2009–10 Volunteers and Program Funds**

Region	On Board Strength on September 30		Program Funds (\$000)	
	FY 2009	FY 2010	FY 2009	FY 2010
Africa	2,621	2,582	79,661	84,593
Europe, Mediterranean, and Asia	2,233	2,267	54,567	58,598
Inter America and Pacific	2,444	2,457	63,581	67,542
<b>REGIONAL TOTAL</b>	<b>7,298</b>	<b>7,306</b>	<b>197,809</b>	<b>210,734</b>
Peace Corps Response Volunteers	41	30	1,309	1,352
United Nations Volunteers	1	1	100	100
<b>GRAND TOTAL</b>	<b>7,340</b>	<b>7,337</b>	<b>199,218</b>	<b>212,186</b>

**Volunteers and Program Funds by Post**

Country	On Board Strength on September 30		Program Funds (\$000)	
	FY 2009	FY 2010	FY 2009	FY 2010
Albania	71	63	2,484	2,527
Armenia	82	83	2,528	2,598
Azerbaijan	114	164	2,353	2,648
Belize	74	85	2,403	2,909
Benin	100	90	3,972	4,008
Bolivia	0	57	1,992	2,369
Botswana	55	52	1,881	1,929
Bulgaria	140	126	3,667	3,448
Burkina Faso	113	121	3,733	3,896
Cambodia	68	81	1,729	2,003
Cameroon	174	182	4,056	4,389
Cape Verde	49	44	2,185	2,221
China	99	94	2,194	2,174
Costa Rica	97	88	2,696	2,670
Dominican Republic	198	180	4,034	4,036
Eastern Caribbean	98	103	3,397	3,496

**PEACE CORPS**  
**FY 2009–10 Volunteers and Program Funds**

Country	On Board Strength on September 30		Program Funds (\$000)	
	FY 2009	FY 2010	FY 2009	FY 2010
Ecuador	142	153	3,401	3,715
El Salvador	135	129	3,092	3,164
Ethiopia	13	15	1,216	1,343
Fiji	58	57	2,366	2,556
Gambia, The	84	66	2,260	2,225
Georgia	26	43	1,751	2,056
Ghana	169	155	3,371	3,574
Guatemala	205	196	4,241	4,362
Guinea	91	93	2,759	3,033
Guyana	56	60	2,056	2,241
Honduras	179	173	3,836	4,088
Indonesia	0	25	753	3,124
Jamaica	72	70	2,667	2,895
Jordan	29	34	1,547	2,141
Kazakhstan	170	172	3,587	3,732
Kenya	43	64	2,779	2,968
Kyrgyz Republic	96	101	2,163	2,413
Lesotho	80	68	2,735	2,613
Liberia	15	16	1,323	1,510
Macedonia	96	93	2,301	2,353
Madagascar	0	66	1,952	3,515
Malawi	136	120	2,538	2,517
Mali	160	154	4,634	4,732
Mauritania	137	114	3,435	3,350
Mexico	52	58	2,192	2,209
Micronesia	76	71	2,026	2,103
Moldova	135	101	2,860	2,594
Mongolia	119	125	2,203	2,366
Morocco	242	226	4,890	4,862
Mozambique	138	127	2,889	2,995

**PEACE CORPS**  
**FY 2009–10 Volunteers and Program Funds**

Country	On Board Strength on September 30		Program Funds (\$000)	
	FY 2009	FY 2010	FY 2009	FY 2010
Namibia	92	90	2,873	2,886
Nicaragua	198	205	3,029	3,398
Niger	117	102	3,563	3,656
Panama	186	179	3,825	4,077
Paraguay	206	197	4,164	4,334
Peru	204	203	3,983	4,351
Philippines	135	169	3,295	3,675
Romania	112	78	3,550	3,150
Rwanda	11	51	1,504	1,927
Samoa	32	30	1,450	1,633
Senegal	184	198	4,354	5,003
South Africa	121	107	4,087	4,456
Suriname	41	40	1,981	2,102
Swaziland	55	50	2,171	2,133
Tanzania	162	144	3,255	3,300
Thailand	91	103	2,815	3,064
Togo	119	116	3,184	3,506
Tonga	45	38	1,822	1,781
Turkmenistan	114	120	2,072	2,282
Uganda	85	66	2,563	2,468
Ukraine	294	266	5,822	5,386
Vanuatu	90	85	2,895	3,053
Zambia	118	111	4,392	4,442
<b>TOTAL</b>	<b>7,298</b>	<b>7,306</b>	<b>197,809</b>	<b>210,734</b>

*On-Board Strength on September 30* is defined as the total number of trainees and Volunteers in the field at the end of the fiscal year.

Photo courtesy of the Washington, D.C.  
Convention and Tourism Corporation



REPORTS TO CONGRESS





## FOREIGN CURRENCY FLUCTUATION ACCOUNT<sup>1</sup>

During FY 2008, the Peace Corps transferred \$1,000,000 from the Foreign Currency Fluctuations (FCF) Account to its operating account and \$1,000,000 from its operating account back to the Foreign Currency Fluctuations Account.

FY 2008 was a year during which Peace Corps and the Office of Management and Budget clarified policy concerning the FCF Account with regard to which appropriation was eligible to transfer into the FCF Account. Prior to FY 2008, Peace Corps understood that the authorizing legislation permitted expired unobligated budget authority balances but not closed appropriations to be transferred from the General Operating Account into the FCF Account. OMB concluded in FY 2008 that only unexpired budget authority could be transferred from the General Operating Account to the FCF Account. As a result, the \$1,000,000 that were transferred from the FCF Account to the operating account were returned to the FCF Account as it was originally an expired unobligated budget authority balance transferred into the FCF Account. In FY 2009, all the funds (\$2,000,000) in the FCF Account were returned to Treasury, leaving a zero balance in the FCF Account.

<sup>1</sup> 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.

# THE PEACE CORPS' PERFORMANCE PLANS AS REQUIRED UNDER THE GOVERNMENT PERFORMANCE AND RESULTS ACT

## FY 2009 and FY 2011 Plans

FY 2008 marks the final year results are reported under the agency's FY 2003-2008 Strategic Plan cycle. Future performance results will follow the FY 2009-2014 Strategic Plan introduced in this Congressional Budget Justification.

### Strategic Goal 1

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

#### Outcome Goals:

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

#### Performance Goal 1.1.1:

Ensure the effectiveness of in-country programs

#### Agency Level Performance Indicators:

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

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

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

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

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

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

### **Performance Goal 1.2.1:**

Ensure the effectiveness of in-country training

#### **Agency Level Performance Indicators:**

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	A minimum of 85%		

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	70%	72%	75%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	60%	62%	65%

### **Performance Goal 1.3.1**

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

#### **Agency Level Performance Indicators:**

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	70%	72%	75%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	75%	80%	85%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	70%	75%	80%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	50%	60%	70%

## Means and Strategies

### The Peace Corps will:

- Utilize e-learning to enhance early language acquisition and ensure language learning techniques are appropriate for Volunteers with diverse learning needs
- Promote communications between staff and host country partners through Project Advisory Committees, progress reports and annual updates
- Enhance staff effectiveness in training and supporting Volunteers through increased staff training
- Utilize technology to promote and support the exchange of field resources for enhancing programming and training effectiveness
- Train Volunteers in effective ways to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries they serve
- Enable Volunteers to effectively learn the local language and community engagement so local partners can learn skills to manage their own development in a sustainable manner
- Use more effective Volunteer reporting tools to ease the collection and analysis of Volunteer project, capacity building, and skills transfer activities

### Verification and Validation:

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

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

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

## Strategic Goal 2

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

### Outcome Goal:

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

#### Performance Goal 2.1.1:

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

#### Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

#### Means and Strategies:

#### The Peace Corps will:

- Maintain and improve systems to ensure appropriate site preparation for Volunteers, including the selection and training of host country counterparts
- Ensure that effective cross cultural orientation of host families, counterparts, and community partners takes place
- Effectively train Volunteers in the cross-cultural component of Peace Corps service
- Implement field evaluations to obtain feedback from host country national individuals

## **Verification and Validation:**

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

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

## **Strategic Goal 3**

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

### **Outcome Goal:**

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

#### **Performance Goal 3.1.1:**

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

#### **Agency Level Performance Indicators:**

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	52%	54%	56%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	8,000	8,500	9,000

- c. Number of youth-serving programs hosting Volunteer activities

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	4,600	4,700	4,800

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	None, this is a monitoring activity		

### **Performance Goal 3.1.2:**

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

#### **Agency Level Performance Indicators:**

- a. Number of RPCVs participating in agency-initiated activities

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

- b. Number of schools impacted by the activities of RPCVs

Targets	FY 2009	FY 2010	FY 2011
	550	600	650

#### **Means and Strategies:**

##### **The Peace Corps will:**

- Promote Volunteer awareness and participation in the Peace Corps' Coverdell World Wise program
- Use innovative marketing to promote awareness of the Peace Corps' educational programs and materials to U.S. educators
- Raise awareness of the Peace Corps Partnership Program as a vehicle through which private sector entities (RPCV groups, civic/community organizations, faith-based organizations, schools, businesses, etc.) and individuals can connect with and support Volunteer projects
- Improve communication with, and information services to, returned Volunteers, especially through the use of technology, to increase their awareness of Peace Corps activities and engagement in third goal initiatives
- Implement an RPCV survey to obtain feedback and input on agency outreach efforts

#### **Verification and Validation:**

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

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

## Strategic Goal 4

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

### Outcome Goals:

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

### Performance Goal 4.1.1:

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

#### Agency Level Performance Indicator:

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

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

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

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

### Performance Goal 4.1.2:

Manage Volunteer recruitment functions in an effective and efficient manner

#### Agency Level Performance Indicators:

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

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

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

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

## **Performance Goal 4.2.1:**

Recruitment and Volunteer placement efforts reflect the diversity of Americans

### **Agency Level Performance Indicators:**

- a. Number of midcareer and age 50 and older applicants

<b>Targets</b>	FY 2009	FY 2010	FY 2011
	1,500	1,700	1,900

- b. Number of applicants of diverse ethnicities

<b>Targets</b>	FY 2009	FY 2010	FY 2011
	2,100	2,200	2,300

### Means and Strategies:

#### **The Peace Corps will:**

- Strengthen staffing capabilities to provide the level of support needed for the planned increases in the number of Volunteers
- Encourage operational alignment for filling skill needs through periodic Program Advisory Group (PAG) meetings
- Have the team evaluate and make recommendations for the Volunteer Delivery System redesign
- Institutionalize and enhance Web-based application procedures for prospective recruits
- Continue to modify the Peace Corps' external website to provide a more citizen-centered experience
- Use the website as a tool in training, educating, and preparing Volunteers for service
- Develop market forecasting capabilities to seek out recruitment opportunities in niche markets
- Reach target populations of strategic skills, minorities, and mid-career and older Americans using creative recruiting tools that are cost-effective and productive

### **Verification and Validation:**

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

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

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

## Strategic Goal 5

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

### Outcome Goals:

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

### Performance Goal 5.1.1:

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

### Agency Level Performance Indicators:

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

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

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

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

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

Targets	FY 2009	FY 2010	FY 2011
	100% annually		

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

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

### **Performance Goal 5.1.2:**

Provide quality medical and mental health services to trainees and Volunteers

#### **Agency Level Performance Indicators:**

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	A minimum of 90% annually		

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	70%	75%	80%

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	60%	65%	70%

### **Performance Goal 5.2.1:**

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

#### **Agency Level Performance Indicators:**

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

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

<i>Targets</i>	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

## **Performance Goal 5.2.2:**

Ensure the effective management of Peace Corps resources

### **Agency Level Performance Indicators:**

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

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

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

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

## **Performance Goal 5.2.3**

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

### **Agency Level Performance Indicator:**

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

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

### Means and Strategies:

#### **The Peace Corps will:**

- Conduct safety and security training for both overseas staff and Volunteers
- Through the Peace Corps safety and security officers, provide training and technical assistance so posts meet their safety and security needs
- Conduct country risk assessments on safety and security concerns utilizing Peace Corps safety and security officers in the field
- Review post compliance with Peace Corps Manual Section 270 (MS 270)—Volunteer Safety and Security, and the timely implementation of critical recommendations
- Use information technology to improve the health care system
- Implement resource management practices that improve budget planning and execution, post management
- Create working groups to redesign and improve the Volunteer Delivery System and the Human Capital Management processes

### **Verification and Validation:**

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

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

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

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

# THE PEACE CORPS' PERFORMANCE RESULTS AS REQUIRED UNDER THE GOVERNMENT PERFORMANCE AND RESULTS ACT

## FY 2008 Performance Results

### STRATEGIC GOAL 1

Assist interested countries with their identified needs by gradually expanding the number of trained Volunteers serving overseas; broadening the impact on the lives of men and women in their host communities by transferring tangible skills; and helping to promote an understanding of Americans, including representing American diversity, at a rate consistent with annual funding.

#### Outcome Goals:

- 1.1 Assist interested countries with their identified needs by gradually expanding the number of trained Volunteers serving overseas from 7,733 in FY 2004 to 8,000 in FY 2008, at a rate consistent with annual funding.
- 1.2 Broaden the impact of Volunteers on the lives of men and women in their host communities by transferring tangible skills, as measured by increasing Volunteers reporting in the Peace Corps' close-of-service survey that they were "adequately" to "exceptionally" effective in transferring knowledge and skills to members of their host community, from 80 percent in FY 2006 to 82 percent by FY 2008.
- 1.3 Represent American diversity in Peace Corps host communities by increasing numbers of Peace Corps applicants representing diverse ethnicities and people 50 and over by 4 percent, from FY 2005 level of 24 percent to 28 percent by FY 2008.

Performance Goal 1.1.1.	FY 2008 Goal	FY 2008 Actual
Increase the number of Peace Corps Volunteers to 8,000 by FY 2008.	8,000	7,876
<b>Results</b>		
FY 2003	FY 2004	FY 2005
7,533	7,733	7,810
		FY 2006
		7,749
		FY 2007
		8,079

#### Results and Analysis:

At the end of FY 2008, 7,876 Americans were serving in 76 countries through 70 posts as Peace Corps Volunteers encouraging sustainable development and cross-cultural understanding at the grassroots level. Challenged by inflationary costs overseas and continued currency losses, the agency found it difficult to maintain its goal Volunteer levels. Furthermore, specific events and infrastructure in some countries (Kiribati, Georgia and Bolivia) created conditions where the Peace Corps chose to suspend operations to ensure the safety of the Volunteers. The agency has, in addition, broadened its international reach with the arrival of Volunteers beginning duties in Ethiopia which opened in FY 2007, and the historic return of the Peace Corps to Rwanda and Liberia.

Performance Indicators 1.1	FY 2008 Target	FY 2008 Results
i. Number of new country entries	2	2
ii. Percentage of Peace Corps focus countries participating in the President's Emergency Plan for AIDS Relief (PEPFAR)	100%	100%
iii. Number of Peace Corps Response Volunteers (all funding sources)	100	56
iv. Overall visits to website	8.8 million	10.7 million

*Results and Analysis:*

In accomplishing the agency's goals for modest expansion, the Peace Corps continues to respond to the numerous countries requesting a Peace Corps presence by opening new programs that focus on meeting the unique needs of the host country. In FY 2008, the Peace Corps placed Volunteers in Ethiopia. Peace Corps returned to Liberia and Rwanda as well.

The Peace Corps continues to be a valuable participant in the President's Emergency Plan for AIDS Relief (PEPFAR) with all 11 Peace Corps posts of the 15 PEPFAR focus countries receiving PEPFAR funds.<sup>1</sup> During the 2008 fiscal year, Peace Corps received PEPFAR funding to cover 216 Volunteers, including Peace Corps Response Volunteers. This year Peace Corps also reopened its program in one of the focus countries, Rwanda. The 35 trainees arriving in Rwanda in January 2009 will be assigned to an HIV/AIDS project; 20 of these eventual Volunteers will be funded by PEPFAR. In addition to posts in the focus countries, 15 other Peace Corps posts implemented PEPFAR-funded activities in FY 2008.<sup>2</sup>

Peace Corps Response sends Returned Peace Corps Volunteers (RPCV) on short-term assignments to assist with critical needs such as the HIV/AIDS global pandemic as well as strategic efforts in disaster preparedness and mitigation in countries which are consistently prone to natural disasters. In FY 2008, Peace Corps Response Volunteers served in nine countries: Eastern Caribbean (which comprises St. Lucia, St. Kitts, St. Vincent, Dominica, Grenada and Antigua/Barbuda), El Salvador, Guyana, Malawi, Namibia, Panama, the Philippines, Uganda and Zambia. Of the total of 56 Volunteers who served, 21 supported HIV/AIDS programs in six countries. Peace Corps Response also provided funding for the deployment of 28 Peace Corps Volunteers in Peru to an earthquake-affected region for a two-week disaster response project.

The agency continues to innovate and expand online tools in order to communicate and share with the American public. New content is continuously added to the website to engage potential applicants. Some areas bringing in new visitors during FY 2008 include the new "teens" site, RSS (really simple syndication) feeds, and online marketing efforts. In addition, the Office of Communications and the Office of Volunteer Recruitment and Selection have developed unique content to provide more information to applicants on unique and in-demand scarce areas (such as certain areas of agriculture, health care, and advanced education). Finally, the agency's 50+ content has also been drawing more visitors.

<sup>1</sup> PEPFAR has identified 15 focus countries. The Peace Corps has posts in 11 of these focus countries—Botswana, Ethiopia, Guyana, Kenya, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, and Zambia

<sup>2</sup> Other Peace Corps posts implementing PEPFAR-funded activities include: Belize, Cameroon, Dominican Republic, Eastern Caribbean, El Salvador, Ghana, Honduras, Jamaica, Lesotho, Madagascar, Malawi, Nicaragua, Peru, Swaziland, and Ukraine

---

**Performance Goal 1.2.1.**

Incrementally increase the percentage of respondents to the Peace Corps close-of-service survey reporting the effectiveness of transferring knowledge and skills to members of their host community as “adequately” to “exceptionally” to 82 percent by FY 2008.

FY 2008 Goal  
82%

FY 2008 Actual  
89%

Results	
FY 2006	FY 2007
83%	86%

---

**Results and Analysis:**

One of the Peace Corps' main objectives is for Volunteers to transfer skills to members of the communities in which they live and work in order to make a meaningful and sustainable difference in the lives of those they serve. Volunteers are instructed on methods to build the capacity of the host country nationals with whom they work and to help teach solutions that will be sustainable within the community. According to the Volunteers surveyed upon completion of their service, the percent of Volunteers stating they have effectively transferred knowledge and skills to members of their host community increased to 89 percent.

Performance Indicators 1.2	FY 2008 Target	FY 2008 Results
i. Number of individuals assisted by Volunteers (e.g. students, farmers, community members, as reported via the prior year's project status report annual review	2,196,000	2,111,037
ii. Number of service providers trained by Volunteers, e.g. teachers, health clinic workers, agriculture extension agents, as reported via the prior year's project status report annual review	115,400	159,402
iii. Number of community-initiated, Volunteer-led, Partnership Program projects	505	596
iv. Increase the extent Volunteers report that they have helped host country nationals gain a better understanding of the United States and its people, as reported by the Peace Corps close-of-service survey	92%	97%

**Results and Analysis:**

The Center for Field Assistance and Applied Research, through its annual project status review process, compiles annual data and reviews observations related to programming and training as submitted by the field. The Peace Corps accomplishes its goal of transferring skills to people of interested countries by working to build the capacity of men, women, girls, and boys so they can manage their own development in a sustainable manner. Volunteers help build capacity by increasing the knowledge, improving the skills, and promoting behavior change of individuals and families in the countries they serve. Capacity-building efforts are targeted toward individuals, service providers, and organizations, who can, in turn, teach fellow community members. While falling short of its target for the numbers of individuals assisted, the target for the number of service providers trained by Volunteers was reached. FY 2008 also saw the development of new tools to better collect and report data related to Volunteers reach and impact.

In Fiscal Year 2008, the Office of Private Sector Initiatives (OPSI) exceeded targets for its performance indicators. Through innovative marketing and leveraging the use of online technologies, OPSI continues to bring in private sector support that directly assists the work of Volunteers overseas.

Performance Goal 1.3.1.	FY 2008 Goal	FY 2008 Actual			
	28%	27%			
Incrementally increase the number of Peace Corps applicants representing diverse ethnicities and people 50 and over by 4 percent from an FY 2005 level of 24 percent to 28 percent by FY 2008.	Results				
	FY 2003 25.9%	FY 2004 26.1%	FY 2005 24.5%	FY 2006 24%	FY 2007 24%

*Results and Analysis:*

Although the overall target was not met, the agency significantly increased recruitment performance over the last fiscal year. Overall applications increased 16 percent in FY 2008 over the same period last year. This is the highest number of applications this period since 2004. The number of 50+ applications also increased in this period, an incredible 44 percent, from 833 to 1197. Additionally, applications from ethnic minority populations increased 21 percent relative to the performance in FY 2007.

Performance Indicators 1.3	FY 2008 Target	FY 2008 Results
i. Percentage of applicants over the age of 50	8.0%	9.2%
ii. Percentage of applicants of diverse ethnicities	21%	18.1%
iii. Total visitors to website who access minority recruitment pages and/or scarce skills, family pages	450,000	593,782
iv. Number of articles placed in newspapers and other media that focus on diverse Volunteers and/or target diverse audiences	185	196
v. Total number of public service announcements placed in minority and diversity geared media	4,000	8,509

*Results and Analysis:*

Recruitment and outreach was a major initiative by the agency during FY 2008. Applications increased overall, as well as in the key areas of minorities and 50+ groups. Increased applications among the 50+ population can be attributed to new national outreach initiatives to associations and federal agencies as well as targeted media placements. In addition, 50+ recruiters in the regional offices held information sessions specifically to attract this audience.

Despite an increase in national and regional efforts (25 and 88 events respectively) and a 1 percent increase from FY 2007, the percentage of applicants from diverse ethnicities is short of its goal by 2.9 percent. While targeted national events attract large diverse populations, the regional events do not enjoy similar attraction. Another hindrance is limited funding for national diverse media advertising support.

## STRATEGIC GOAL 2

Ensure a quality Volunteer experience by increasing the quality of health care and managing the safety and security risk factors in each of the communities where the Volunteers live.

### Outcome Goals:

- 2.1 Increase the percentage of Volunteers indicating feeling “adequately” to “exceptionally” satisfied with their in-country health care from FY 2002 level of 75 percent to 82 percent by FY 2008.
- 2.2 Increase the percentage of Volunteer Survey respondents indicating they feel safe most of the time (“usually safe” to “very safe”) where they live from FY 2002 level of 86 percent to 88 percent by FY 2008.

---

#### Performance Goal 2.1.1.

Incrementally increase the percentage of respondents to the biennial Peace Corps

FY 2008 Goal  
82%

FY 2008 Actual  
92%

Volunteer survey indicating feeling “adequately” to “exceptionally” satisfied with their in-country health care from the FY 2002 level of 75 percent to 82 percent by FY 2008.

Results				
FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
NA	87%	NA	92%	NA

---

#### Results and Analysis:

The health, safety, and security of each Volunteer is the Peace Corps’ highest priority and is reflected as such in the agency’s planning. The FY 2008 close-of-service Volunteer survey results demonstrate that the vast majority of Volunteers continue to be satisfied with the health care they receive while they live and work in their communities around the world.

Performance Indicators 2.1	FY 2008 Target	FY 2008 Results
i. Percent of Volunteers medically evacuated to Washington, D.C., reporting they are satisfied with their medical evacuation care as measured by the medevac survey	90%	98%
ii. Percent of Volunteer respondents reporting feeling “adequately” to “exceptionally” prepared, both physically and mentally, to meet the challenges of Peace Corps service as measured by the Peace Corps close-of-service survey	90%	93%
iii. Incidence of falciparum malaria in Africa region (measure is in cases per 100 Volunteer/trainee years)	<6.0	<2.2

### *Results and Analysis:*

Peace Corps Volunteers serve in challenging environments throughout the world, and the health of Volunteers is one of the agency's top priorities. In extreme circumstances, a Volunteer may need to be medically evacuated to Washington, D.C., and the satisfaction of these Volunteers with the care they receive continues to be a focus of the agency. During FY 2008, 117 Volunteers were brought to headquarters to receive this care. The data from the medevac survey given by medevaced Volunteers reported that the agency exceeded its goal by achieving a 98 percent satisfaction rate. This performance is indicative of the effort the medical field support unit provides to the Volunteers on medevac status. Accommodations for Volunteers are arranged by the medical field support team and shuttle bus service is provided to and from Peace Corps headquarters each weekday, as well as transportation to grocery stores and pharmacies throughout the week. In addition, a lounge with Internet access and telephone service is provided for their use.

The Peace Corps focuses on equipping Volunteers so they have the tools they need to deal with the changes they will face in their communities. This training on physical and emotional health is a focus of pre-service training and is reinforced throughout a Volunteer's term of service. The close-of-service survey results from FY 2008 report that the vast majority of Volunteers are satisfied with the preparation they receive during training to meet the mental and physical challenges of Peace Corps service. Furthermore, Volunteers in malaria-prone areas are thoroughly trained on the proper protocols and the importance of taking their malaria prophylaxis, which accounts for an incidence rate that is well below the target level.

---

#### **Performance Goal 2.2.1.**

Incrementally increase the percentage of respondents to the biennial Peace Corps Volunteer survey indicating that Volunteers feel safe most of the time ("usually safe" to "very safe") where they live by 2 percent from FY 2002 level of 86 percent to 88 percent by FY 2008.

FY 2008 Goal	FY 2008 Actual
88%	85%

Results				
FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
NA	88%	NA	88%	NA

---

### *Results and Analysis:*

The safety and security of the Volunteer is the agency's highest priority. Safety and security information is incorporated into all aspects of Volunteer recruitment, training, and service. Although the survey response indicator missed the target, the Office of Safety and Security, as well as the regional and post staff, continue to emphasize this area in training and support. General security events can impact an individual's perceptions about one's own safety and on several occasions during FY 2008 Peace Corps had to take extraordinary measures to proactively deal with Volunteer safety. Events that occur in distant locations such as evacuations, attacks, or natural disasters can influence the perception of safety even when the individual is not at any greater risk. According to our incident data, Volunteers experienced a slight decline in incidence rates from 2006 to 2007, but data for 2008 would indicate an increase in crime incidence rates for Volunteers. This increase seems to be across all countries and in several crime categories, especially theft. This could be a reflection of a deteriorating international economic climate coupled with issues related to food insecurity among other factors.

Moving forward in FY 2009–2011, the Office of Safety and Security has proposed a new model to monitor progress. Beginning in 2009, the Office will be gathering baseline data on areas where Volunteer action would likely impact patterns of victimization. Throughout 2010 and 2011, training programs and interventions will focus on the elements identified in the baseline data for an overall goal of reducing reported crime rates in targeted areas by 5 percent over 5 years.

Performance Indicators 2.2	FY 2008 Target	FY 2008 Results
i. Percentage of posts receiving safety and security report recommendations annually	85%	66%
ii. Percent of Volunteer respondents reporting the safety and security portion of their pre-service training as “adequate,” “effective” or “very effective” as measured by the biennial Volunteer survey	85%	96%
iii. Percent of Volunteer respondents reporting they were “somewhat,” “considerably” or “completely” satisfied with support provided by Peace Corps staff for safety and security, as measured by the biennial Volunteer survey	85%	91%

*Results and Analysis:*

Balancing the need to keep Volunteers as safe as possible while maintaining the integrity of the Volunteer experience is one of the greatest challenges facing the Office of Safety and Security. The Office of Safety and Security works hard to integrate safety and security training into every stage of the Volunteer’s service. From application to close-of-service, Volunteers receive the best information available about safety risks and how they can minimize those risks. While Volunteer service is not without risks and Volunteers must take on much of the responsibility for their own safety, the Peace Corps does have an extensive, well-established support system geared toward Volunteer safety and security.

The agency’s goal was to have Peace Corps Safety and Security Officers (PCSSO) provide safety and security reports and recommendations to 85 percent of all posts in 2008. This goal was not met as PCSSOs carried out 51 visits to 45 posts, representing approximately 66 percent of Peace Corps posts. Several factors hampered PCSSOs’ ability to reach all of their posts—staffing, scheduling, and travel all presented challenges during FY 2008.

The Peace Corps captures data on the biennial Volunteer survey related to success in areas of safety and security. Three of the goals related to Volunteer safety and security are dependent on Volunteer respondents.

### STRATEGIC GOAL 3

Increase the exposure of Americans to other cultures by sharing Volunteer experiences and stories in numerous venues, including the classroom, special events, community visits, and through electronic means, as well as engaging those who have completed their service in ongoing Peace Corps-supported Volunteer opportunities.

#### Outcome Goal:

- 3.1 Increase the number of interactions with Americans to further the Peace Corps' goals through Peace Corps supported activities to 25,844 (aggregate of indicators i. through iv.) by FY 2008.

---

#### Performance Goal 3.1.1.

	FY 2008 Goal 22,606	FY 2008 Actual 25,403
	Results	
	FY 2006 21,377	FY 2007 21,748

---

#### Results and Analysis:

This indicator is a composite of the regional recruiting offices' RPCV participation number and the Peace Corps Week participation number and, the goal was exceeded for FY 2008. Coverdell World Wise Schools has reached an unprecedented high in website hits, while World Wise Windows e-newsletter is boasting more than 14,500 subscribers. The matching of Volunteers with school children and other correspondents (correspondence match program) has reached a 10-year high in educators; current Volunteers that are pursuing Master's degrees under the Master's International program are also at an unparalleled peak, with 218 currently serving overseas, and 200 on campuses prior to their overseas service. Peace Corps Week 2008 was a great success as well. RPCVs reported over 3,500 presentations while 43 classrooms (the highest number to date) from 24 states participated in international phone calls with Peace Corps Volunteers (PCVs) in 30 countries.

Performance Indicators 3.1	FY 2008 Target	FY 2008 Results
i. RPCV interactions with the American public in communities and on campuses nationwide during Peace Corps Week and throughout the year through activities supported by the Peace Corps	11,050	11,171
ii. Donors supporting Peace Corps Volunteer projects through private sector contributions	6,200	8,915
iii. U.S. educators connecting with Peace Corps Volunteers through the Peace Corps' Coverdell World Wise Schools correspondence match program	5,000	4,900
iv. Fellows/USA participants serving in communities nationwide	356	417
v. Visits per year to the Peace Corps' Coverdell World Wise School website that contains lesson plans, Volunteer stories, and other educational resources for use in the classroom and beyond	1.45 Million	2.4 Million

*Results and Analysis:*

Coverdell World Wise Schools reached an unprecedented high in website hits, while the World Wise Windows e-newsletter boasted more than 14,500 subscribers. The matching of Volunteers with school children and other correspondents (correspondence match program) reached a 10-year high in educators; current Volunteers that are pursuing Master's degrees under the Master's International program are also at an unparalleled peak with 218 currently serving overseas, and 200 on campuses prior to their overseas service. Peace Corps Week 2008 was a great success. RPCVs reported over 3,500 presentations while 43 classrooms (the highest number to date) from 24 states participated in international phone calls with PCVs in 30 countries.

The correspondence match program continued to accomplish its goal of enrolling an increasing number of educators during FY 2008. Targeted marketing to educators in middle and high schools, world language classrooms, and in community education groups expanded the program's reach. Pre-service matching of nominees and invitees to teachers continued to add to this year's increase by facilitating greater connections between the Volunteer and domestic teachers.

For Fellows/USA participants serving in communities, 117 percent of the target was achieved. This accomplishment was attained through improved marketing/awareness of available programs and new programs. This upward trend will likely continue.

Podcasts of language lessons and weekly audio stories continue to drive traffic to the website. Fresh content, such as new slide shows and lesson plans, advertised through monthly e-newsletters, keep the educator and lesson plans pages on the top 10 pages visited on the World Wise Windows website.

## STRATEGIC GOAL 4

Increase the retention level of Americans interested in the Peace Corps by better facilitating the process of obtaining information, applying, joining, and completing their Volunteer service.

### Outcome Goals:

- 4.1 Improve the responsiveness of the Volunteer application process by streamlining the application process and decreasing the Peace Corps' response time to applicants by 7 percent from 156 days (aggregate of below indicators of timeliness) in FY 2005 to 146 days in FY 2008.
- 4.2 Maintain the overall 12-month Volunteer's resignation rate (with resignation officially defined as a decision made by a Volunteer/trainee that he/she no longer wishes to continue in Peace Corps service) at 10 percent or less.

Performance Goal 4.1.1.	FY 2008 Goal 146 days or less	FY 2008 Actual 117
Decrease the Peace Corps' response time to applicants by 2 percent from 154 days in FY 2005 to 146 days in FY 2008.		

Results	
FY 2006 138	FY 2007 130

### Results and Analysis:

There are numerous steps in the application process to become a Peace Corps Volunteer. This enables the agency to recruit and thoroughly screen applicants for skills and medical and suitability issues prior to approving and inviting them to serve as Volunteers. This application process was broken down into the various stages for which the Peace Corps has processing responsibilities to best analyze its efficiencies. The agency is pleased to have exceeded the FY 2008 goal of response time to applicants by approximately 30 days. The agency remains committed to streamlining the processes that enable Americans to obtain information, apply, join, and complete service as Peace Corps Volunteers.

Performance Indicators 4.1	FY 2008 Target	FY 2008 Results
i. Number of days from receipt of application to nomination	64	56
ii. Number of days from nominee's completed health status review to medical kit sent	7	3
iii. Number of days from receipt of completed medical kit to medical qualification	30	18
iv. Number of days from medical qualification to invitation	45	40
v. Percentage of applicants who submit their Volunteer applications over the Internet	86%	96%

*Results and Analysis:*

The agency continuously examines and seeks to improve its ability to efficiently process applicants. Improvements in content of the Peace Corps' web site, for example, have better prepared potential applicants for expectations during both the application process and service. This contributed to the decreasing length of time from application to nomination. The agency looked hard at its processes in an effort to reduce the time needed to process invitations. These adjustments include improved communication, including the use of WebEx, between the headquarters, posts, and applicants.

Performance Goal 4.2.1.	FY 2008 Goal	FY 2008 Actual				
	<10%	8.6%				
Maintain the overall 12-month Volunteer's resignation rate at 10 percent or less in FY 2008.	<b>Results</b>					
	FY 2003 9.0%	FY 2004 8.0%	FY 2005 9.0%	FY 2006 8.9%	FY 2007 8.7%	

*Results and Analysis:*

Retaining Volunteers is an area the Peace Corps has examined and analyzed carefully. The agency's target to keep resignations for FY 2008 below 10 percent was achieved. Offices throughout the agency benefited from being updated quarterly. The agency continues to monitor early terminations and to use both quantitative and qualitative data to assist in improving recruiting, training, programming, and all other aspects of the Volunteer experience.

Performance Indicators 4.2	FY 2008 Target	FY 2008 Results
i. Percentage of sites described "very well," "well," or "adequately" prepared in the biennial Volunteer survey	80%	79%
ii. Percent of Volunteer respondents reporting their pre-service training to manage cultural differences as "adequate," "effective" or "very effective" as measured by the biennial Volunteer survey	91%	94%
iii. Percentage of Peace Corps project and training programs reviewed annually to provide feedback for improvement to posts as reported via the prior year's project status report/training status report review process	97%	97%
iv. Percent of Peace Corps Volunteer respondents reporting their pre-service training as "adequate," "effective," or "very effective" in preparing them to maintain their mental/emotional health, as measured by the biennial Volunteer survey	85%	89%

*Results and Analysis:*

The Peace Corps strives to retain Volunteers throughout their term of Peace Corps service by managing a quality program. However, life circumstances, such as family emergencies, sometimes cause Volunteers to resign early. These performance indicators were chosen in light of the difficulties Volunteers face that can lead to resignation, including challenges in adapting to the local culture, dealing with emotional or mental health issues, and struggling with the work environment.

The Peace Corps met its goal on training Volunteers to manage cultural differences. The most safe and secure Volunteers are those who are well-integrated into their communities. The Peace Corps provides extensive training on cross-cultural awareness, enabling Volunteers to learn to function well in their new communities. Additionally, the agency provides Volunteers with extensive language training to help them adapt to their new environment and communicate with their host country community members.

The Center for Field Assistance and Applied Research monitors the production and quality of programming and training (including the quality of materials provided to posts) with the regions through the annual project status report review process. These evaluations provide feedback to posts on overall possible project improvements. Cohesive projects enable Volunteers to have well-defined work at their sites, which fits into a larger project goal addressing the identified needs of the host country. The agency is proud to have completed the review of 97 percent of the project plans in FY 2008, meeting its target.

The agency met its goal on preparing Volunteers to meet their mental/emotional health needs during their service. In FY 2008, the agency continued the training efforts of staff and Volunteers that are essential to maintain mental health and Volunteer resiliency.



Peace Corps  
Congressional Budget Justification  
Fiscal Year 2010