



# PEACE CORPS

Performance and  
Accountability Report

FISCAL YEAR 2015





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## Performance and Accountability Report



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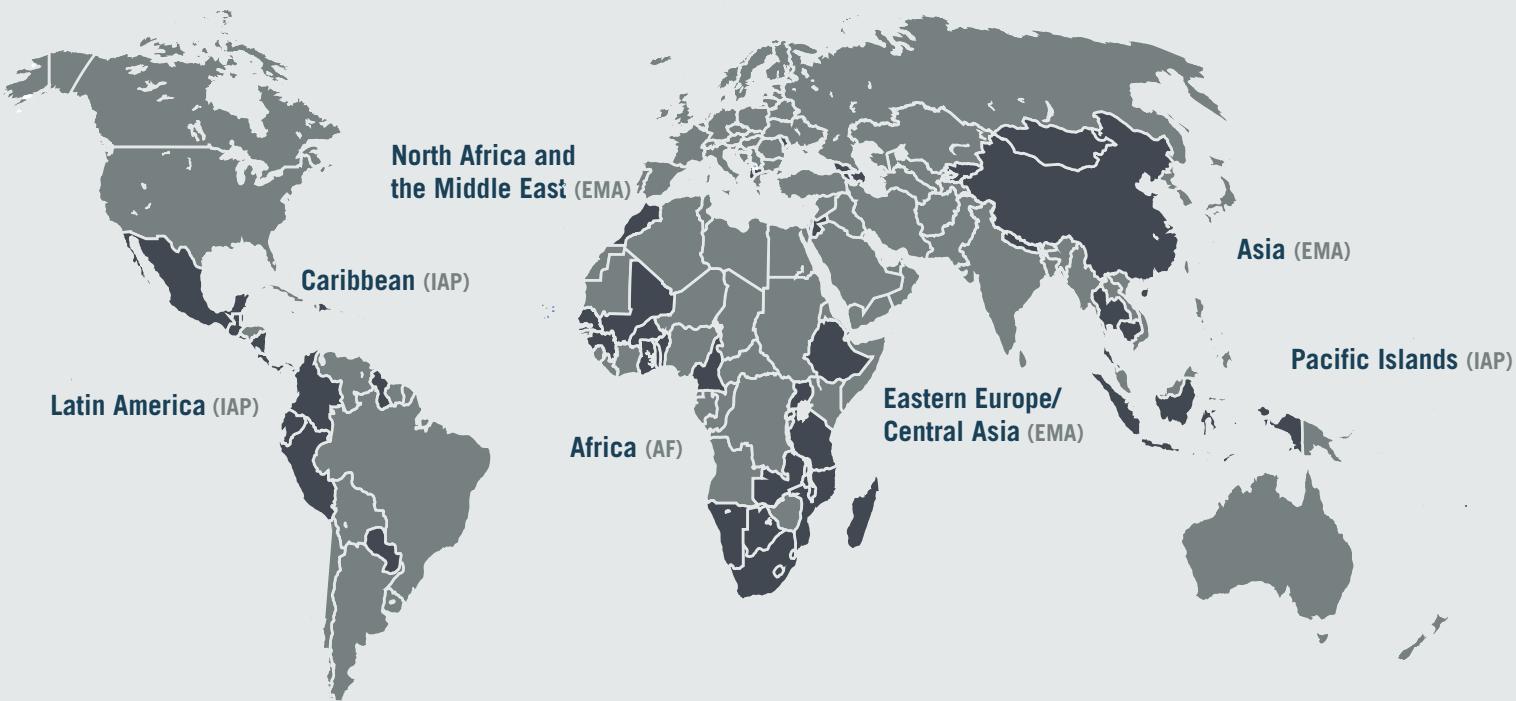
November 16, 2015

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# Where Peace Corps Volunteers Serve



## Latin America (IAP)

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

## The Caribbean (IAP)

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

## North Africa and the Middle East (EMA)

Morocco

## Africa (AF)

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

## Eastern Europe/ Central Asia (EMA)

Albania  
Armenia  
Georgia  
Kosovo  
Kyrgyz Repulic  
Macedonia  
Moldova  
Ukraine

## Asia (EMA)

Cambodia  
China  
Indonesia  
Mongolia  
Nepal  
Philippines  
Thailand  
Timor-Leste

## Pacific Islands (IAP)

Fiji  
Micronesia:  
Federated States  
of Micronesia  
Palau  
Samoa  
Tonga  
Vanuatu

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

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# The Director of the Peace Corps

Washington, D.C.

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**O**n behalf of our Volunteers and staff around the world, I am pleased to present the Peace Corps' Performance and Accountability Report for FY 2015. This report provides financial and performance information that enables the President, Congress, and the public to assess the progress our agency has made over the past year toward achieving its strategic objectives, demonstrating accountability, and increasing operational effectiveness.

When the agency was established in 1961, the Peace Corps was an innovative idea; today, more than 220,000 returned Peace Corps Volunteers demonstrate the enduring strength of that idea. They have represented the United States in 140 countries and have left behind a legacy of shared values, improved relations, and sustainable community-based development. Their work—and that of our staff—is linked by a common effort to advance the agency's mission through three strategic goals:

1. Building Local Capacity: Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.
2. Sharing America with the World: Promote a better understanding of Americans through Volunteers who live and work within local communities.
3. Bringing the World Back Home: Increase Americans' awareness and knowledge of other cultures and global issues through Volunteers who share their Peace Corps experiences and continue to serve upon their return.

As of September 30, 2015, 6,919 Volunteers are serving in 63 countries to accomplish these goals. In FY 2015, Congress appropriated \$379.5 million (compared to \$379 million in FY 2014) to support the work of Peace Corps Volunteers and the agency's operations around the world.

In FY 2015, the agency reopened its program in Comoros after a 20-year absence, restarted suspended programs in Ukraine and Liberia, and continued moving forward with plans to open or reopen programs in Myanmar (Burma) and Timor-Leste in FY 2016. The agency also made several operational decisions in FY 2015 to safeguard the health, safety, and security of our Volunteers. The program in Azerbaijan was suspended due to lack of agreement with the host government, and Volunteers were removed from Jordan due to regional security concerns.

The health, safety, and security of our Volunteers remain the Peace Corps' highest priorities. Improvements to the Sexual Assault Risk Reduction and Response (SARRR) program mandated by the Kate Puzey Peace Corps Volunteer Protection Act of 2011 continue as the agency incorporates a series of proactive training modules for staff service providers into the program. In addition, in July 2015, the agency launched a 24-hour anonymous sexual assault hotline—Peace Corps Sexual Assault Volunteer Education and Support (PC SAVES)—for all Volunteers worldwide.

During FY 2015, the Peace Corps joined the White House Let Girls Learn initiative to expand access to education for adolescent girls and young women around the world. Peace Corps Volunteers who live and work at the grassroots level have established the program in 11 countries during its first year, working to identify barriers to girls' education and empower local leaders to put lasting solutions in place.

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Over the course of the past several years, the Peace Corps has undertaken the largest reform effort in agency history to improve its operations and provide better support to Volunteers. These changes have resulted in improved efficiencies that provide the basis for the agency to increase the number of Volunteers toward 10,000 in a managed and sustained way. FY 2015 marks the first full year that all Peace Corps applicants were able to choose their country of service and apply to specific programs through a streamlined application. Previously, just one in four candidates who started the application completed it. During FY 2015, that number skyrocketed to nine out of 10. The agency has also significantly reduced the length of time between the date a candidate applies and the date he or she is invited, from an average of seven months in FY 2014 to four months in FY 2015.

During FY 2015, the agency received 22,956 applications for two-year service positions—the highest number of applications received since 1975. Of these applicants, 36 percent self-identified as an ethnic or racial minority. When combined with applications to the Peace Corps Response program, the agency received a total of 24,848 applications in FY 2015, demonstrating great interest among the American people to serve in the Peace Corps.

Detailed analysis of the accomplishments and challenges related to each of the agency's 11 strategic objectives in FY 2015 may be found in the Performance Overview and Highlights Section.

Independent external auditors rendered an unmodified (clean) audit opinion on the agency's financial statements, with no material weaknesses identified by the auditors or through internal managerial reviews. My Unmodified Management Assurance Statement, along with that of the chief financial officer, in the Management Assurances Section provides reasonable assurance that the internal controls and financial management systems meet the specified objectives in the Federal Managers' Financial Integrity Act (FMFIA) with the exception of one nonconformance with the Federal Information Security Modernization Act of 2014. In accordance with OMB Bulletin No. 15-02, this is not considered a material weakness. The Peace Corps continues to prioritize resolution of the management and performance challenges issued by the Inspector General as well as long-standing audit significant deficiencies.

For the eighth consecutive year, the agency was awarded the Certificate of Excellence in Accountability Reporting from the Association of Government Accountants for its FY 2014 Performance and Accountability Report. The Peace Corps was also the only agency to receive the Best in Class award for the Most Comprehensive and Candid Presentation of Forward-Looking Information. Both awards reflect our sustained commitment to accountability and performance management.

The financial and performance data presented in this report are reliable and complete.

As we celebrate the agency's 55th anniversary in the coming year, the Peace Corps is better positioned than ever before to make a measurable difference in communities across the globe, in the lives of Volunteers, and in communities across our nation.



Carolyn Hessler-Radelet, Director

November 16, 2015

# MANAGEMENT'S DISCUSSION AND ANALYSIS

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*Peace Corps Volunteer plants a tree with  
a fellow community member in Ghana.*





# Mission and Overview of the Peace Corps

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## OUR MISSION

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

## OUR VISION

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

## WHO WE ARE

The Peace Corps has been a leader in international development and citizen diplomacy for more than 50 years across 140 countries. In a profoundly interdependent world, we tackle challenges that know no borders—such as climate change, pandemic disease, food security, and gender disparities.

**I**nitially established by President John F. Kennedy by executive order on March 1, 1961, the Peace Corps was formally authorized by Congress on September 22, 1961, with passage of the Peace Corps Act.

Since its inception, the Peace Corps has been inspired by a mission of world peace and friendship. It functions as an independent agency within the executive branch of the U.S. government.

Today, the Peace Corps is more vital than ever, working in collaboration with partner organizations and using cutting-edge technologies and best practices to enhance its development impact.

The Peace Corps advances its mission through the work of its Volunteers—Americans who live and work abroad to tackle the most urgent needs of people around the world. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This unique community-based approach to development emphasizes intercultural understanding, capacity building, and sustainable results. Volunteers advance citizen diplomacy, build local capacity, and bring critical new skills and knowledge back to the United States. The experience they acquire while serving—whether it be professional growth in intercultural settings, a new language, or technical expertise—are invaluable to the United States, as is the commitment to public service that the Peace Corps hones and instills.

## PEACE CORPS FACTS

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### HISTORICAL

Officially established:	March 1, 1961
Americans who have served:	220,000
Total host countries served:	140
Country that has hosted the most Volunteers historically:	Philippines (8,979)

### CURRENT

Host countries:	63
Total Volunteers:	6,919
Largest program:	Senegal (283 Volunteers)
Gender:	63% female; 37% male
Racial/ethnic minorities:	28% of Volunteers
Average age:	28
Volunteers over 50:	7%



*"The problems of the world cannot possibly be solved by skeptics or cynics whose horizons are limited by the obvious realities. We need men who can dream of things that never were and ask 'why not?'"*

—President John F. Kennedy

# Core Values and Organizational Structure

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## CORE VALUES

The Peace Corps advances its mission through the work of its Volunteers. The agency is structured to address the unique needs of Volunteers while they serve in local communities, often under hardship conditions. The following core values shape and guide decisions at all levels in the agency to support the thousands of Volunteers serving around the world.

## VOLUNTEER WELL-BEING

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

## QUALITY AND IMPACT

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

## COMMITMENT TO NATIONAL SERVICE

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

## DIVERSITY AND INCLUSION

The Peace Corps actively supports a culture of inclusion that builds on the strengths of the diversity of the American public and of the countries in which we serve.

## EVIDENCE-BASED DECISIONS

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

## INNOVATION

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

## OUR ORGANIZATION

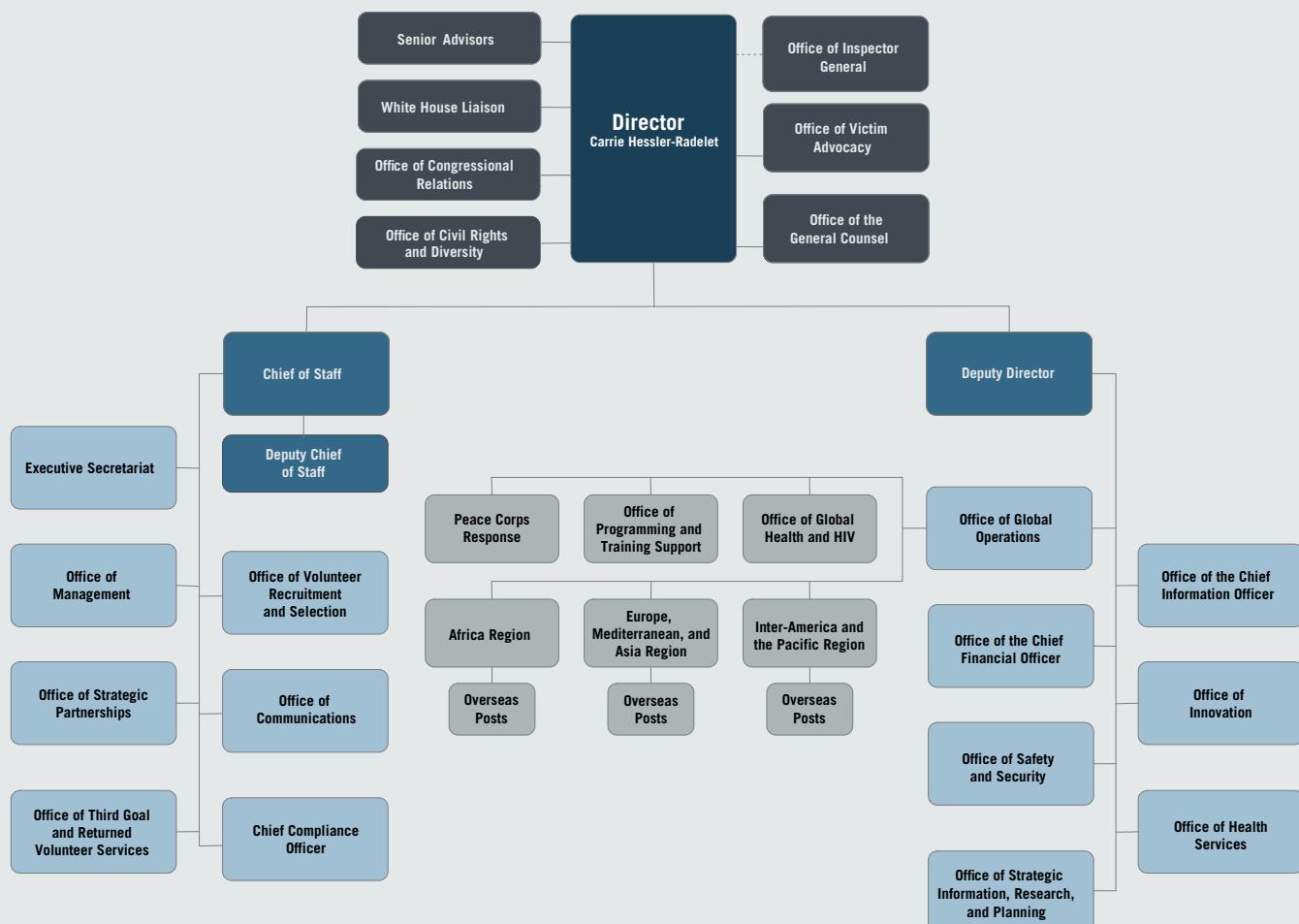
In FY 2015, the Peace Corps maintained active programs in 63 countries, administered by 59 overseas posts. The program in Jordan was temporarily suspended due to security concerns, and operations in Azerbaijan were suspended after 11 years due to a lack of agreement with the host government. FY 2015 also marked the return of Peace Corps Volunteers to Comoros after 20 years—the first re-entry since the agency announced the return of Volunteers to Nepal in 2012. Additionally in FY 2015, the agency restarted previously suspended programs in Ukraine and Liberia and continued moving forward with plans to open a program in Myanmar (Burma) and to reopen a program in Timor-Leste in FY 2016.

Each post is led by a country director and supported by safety and security, medical, programming, financial, training, and administrative staff. Overseas posts are organized into three geographically based regions: Africa (AF); Europe, Mediterranean, and Asia (EMA); and Inter-America and the Pacific (IAP).

The Peace Corps' domestic operations consist of supporting and providing strategic guidance to overseas posts, recruiting and selecting future Volunteers, promoting programs to encourage returned Volunteers to continue contributing to the Peace Corps mission, and performing central oversight functions.

An organizational chart follows.

**Peace Corps Organizational Chart**



## OUR PEOPLE

In addition to its Volunteers, the Peace Corps' workforce—consisting of 1,109 U.S. direct hire staff and 2,938 host country staff (including short-term language and cross-cultural training staff)—is its greatest asset. The unique combination of U.S. direct hire staff and host country staff creates a flexible and vibrant workforce. The Peace Corps believes that having a diverse and inclusive agency is necessary to achieve its mission. As reflected in the agency's core values, inclusion is a staff development principle that the Peace Corps actively pursues. Recognizing that the long-term success of the agency in achieving its goals depends on having varied perspectives that drive innovation, the Peace Corps continues to build a culture of inclusion for its workforce by

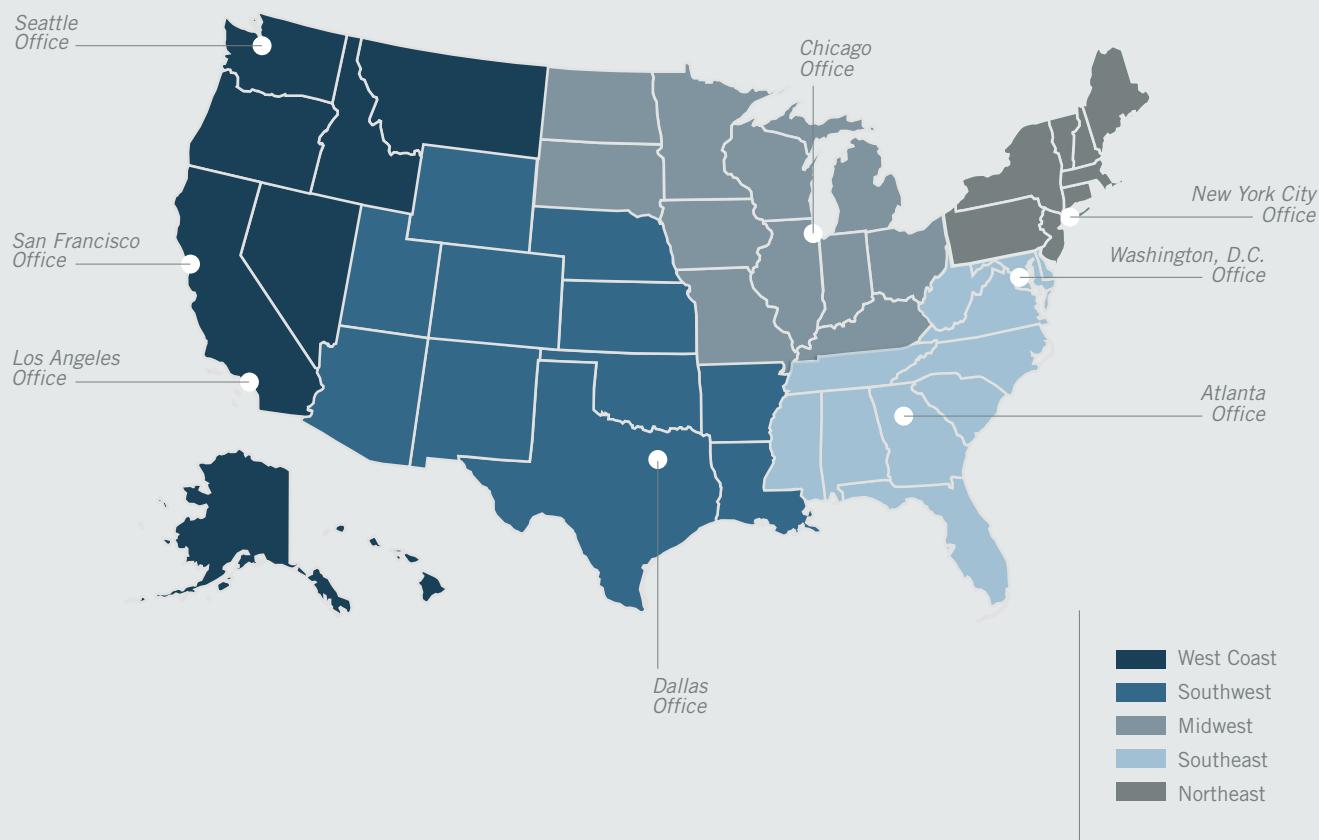
1. Building an organizational culture that connects each staff member to the Peace Corps mission,
2. Encouraging collaboration, flexibility, and fairness, and
3. Leveraging the diversity of skill sets throughout the agency so that all individuals are able to participate and contribute to their full potential.

*By actively developing a culture of inclusion, the Peace Corps is able to maximize staff skills, talents, and overall performance.*

The Peace Corps headquarters is located in Washington, D.C., and regional recruitment offices are located in Atlanta, Chicago, Dallas, Los Angeles, New York City, San Francisco, and Seattle.

## Regional Office Breakdown

Recruiter Territories



## Work of the Volunteers

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The Peace Corps' approach to development is unique. Rather than providing direct monetary aid to host country governments, the agency provides technical assistance to local communities through the work of skilled Volunteers. By speaking local languages and living and working side by side with local partners and beneficiaries, Volunteers build mutual trust and develop a deep understanding of community needs and capacity. This enables the Peace Corps to contribute to host country development at the local level—where the world's most persistent development challenges have a direct human impact.

### The Peace Corps' Approach to Development

*The Work We Do*



Countries invite the Peace Corps to address their development goals. Volunteers are requested directly by local schools, government offices, and other organizations.

Volunteers live and work at the local, grassroots level.

Volunteers learn local languages and cultures and build relationships and trust with people in their host communities.

Volunteers use their knowledge of the local context to collaborate with host country partners on projects that address community needs.

By working closely with host country counterparts, Volunteers strengthen the capacity of local individuals and communities to solve their own problems.

Local conditions are improved and those improvements are sustained after Volunteers leave.

Volunteers' work is not solely designed to advance local development outcomes (Strategic Goal One). To fully advance the Peace Corps mission, Volunteers are also tasked with building a better understanding of Americans in host country communities during their service (Strategic Goal Two). During and after their service, Volunteers serve as cultural ambassadors and are charged with increasing Americans' knowledge of other cultures (Strategic Goal Three). Returned Volunteers continue their service as global citizens by seeking opportunities to engage in public service and foster intercultural understanding here at home. The three Peace Corps strategic goals are dependent upon and reinforce one another, and Volunteers regularly contribute to each of them while working in their communities.

## WHERE THE VOLUNTEERS SERVE

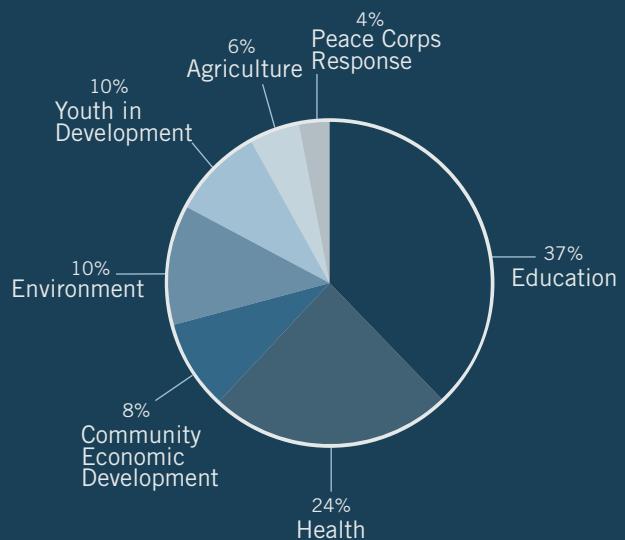
*Longest Running Peace Corps Posts*

Since the Peace Corps was established in 1961, more than 220,000 Americans have served in 140 countries as Peace Corps Volunteers. They have left behind a legacy of friendship and a strong commitment to sustainable community-based development. The Peace Corps is devoted to increasing its presence across the world while also preserving and strengthening long-standing relationships with its existing partners and host countries. Some countries have welcomed Volunteers for over 50 years, providing an opportunity for service that the agency greatly appreciates and will continue to honor through the work of its Volunteers.



## PEACE CORPS PROGRAMMATIC SECTORS

Volunteer projects vary across the world, as they are designed to respond to local needs. Volunteers' work falls within six programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Peace Corps Response Volunteers are in a special category and work on short-term, high-impact assignments that may be in one or more of these sectors.



# AGRICULTURE

Volunteers: 444 (6 percent)

Countries: 10

Agriculture Volunteers work with small-scale farmers and families to increase food security and production and adapt to climate change while promoting environmental conservation practices. They introduce farmers to techniques that prevent soil erosion, reduce the use of harmful pesticides, and replenish the soil. Volunteers work alongside farmers on integrated projects that often combine vegetable gardening, livestock management, agroforestry, and nutrition education.

Additional information on the Agriculture sector can be found at [peacecorps.gov/agriculture](http://peacecorps.gov/agriculture).



## Selected work by Agriculture Volunteers:

- 1 Improved rice production in Madagascar:** A Peace Corps Volunteer in Madagascar introduced the System of Rice Intensification (SRI), a harvest-increasing rice farming technique, to a group of 40 lead farmers in her Farmer Field School. Her goal was to assist these farmers in producing more rice for their personal consumption and for sale in the local markets. SRI uses less seed and water, does not require off-farm resources, and can double or even triple rice yields. Most of the lead farmers have rice fields in high-visibility areas, creating great interest in SRI by other rice growers. Since learning this technique and seeing the improved results, many of the lead farmers have started to train fellow rice growers.
- 2 Trees for improved nutrition and livelihoods in Nepal:** One Volunteer in Nepal started a tree project that focused on providing women, schools, and communities the opportunity to produce fruit trees that would provide additional sources of nutrition and income. Mango, lemon, lime, pear, lychee, orange, papaya, pomegranate, and guava trees were initially distributed to different localities and community members. The project was so successful at attracting interest that it was subsequently expanded to provide trees for other uses such as animal fodder, wood for construction and fuel, live fencing, and erosion control and prevention. Individuals receiving trees were instructed on proper planting techniques and how to best maintain and care for their trees. The tree project proved to be a great success with over 12,000 trees distributed to 200 individuals, including several women's groups, six schools and their respective communities, six village development committees, and one municipality.
- 3 Cashew farming and beekeeping in Ghana:** A group of cashew farmers in rural Ghana approached the local Volunteer about forming a beekeeping association. Cashew farming and beekeeping are a natural fit. When bees pollinate cashew flowers, they increase the nut yield, and the honey provides farmers with

additional income to purchase food during Ghana's "hungry season." The environment is also improved, as beekeeping precludes the use of chemical herbicides or pesticides. Group members pooled their financial resources and acquired the necessary materials. The Volunteer conducted training workshops to teach the farmers how to build beehives and use proper beekeeping practices. The hives were successfully colonized, and a buyer has been purchasing the honey. Group membership has nearly doubled, more hives have been constructed, cashew yields and the farmers' yearly incomes have increased, and the use of chemicals has decreased.

## VOLUNTEER VOICE: BAKING IN ZAMBIA

"Part of the Peace Corps mission is for Volunteers to bring various aspects of American culture to their respective host countries and communities. In many cases, the importing of American culture is inspired by the things that we miss from back home—whether that is American movies, music, or, in the case of this story, baked goods."

In my community, I bake on special occasions. In return for sharing my food, my host family shares their food as well, whether *munkoyo* (a fermented drink), fried termites, or pumpkin. Beyond the sharing of material foods, there is also the sharing of knowledge of how to prepare these foods—where to find the bark or root for the *munkoyo* drink or what the role of baking powder in baked goods is.

As my host mother watched me bake more and more pastries, cakes, and breads, she decided it would be worthwhile to organize a training on the subject for community members. Twenty-seven individuals attended a hands-on practicum where they discussed the basics of baking, how to turn baking into a viable income-generating activity, and how to include locally available ingredients. Finally, community members got their hands messy by baking pumpkin, banana, and vitamin A-rich



sweet potato cakes. We even constructed measuring devices out of old plastic bottles so that the participants could utilize the recipes provided during the training when they returned home.

I left the training with high hopes, thinking that people would adopt the baking techniques soon, but they did not. They simply did not have the confidence that following the same recipe and procedure as during the training would produce the same results. However, when the local agriculture show (a competition among cooperatives) came to our district, the cooperatives in my area were able to apply what they had learned, and the results surprised even the most confident members. The judges even came back at the end to buy the remaining cakes. I had cooperative members coming over to my house saying, ‘*Keki ya tanje zanoa chomene! Tamanya chomene kuhika keki.*’ (‘The pumpkin cake was very delicious! We know how to cook them very well.’) After this initial success—achieved completely by themselves—the cooperative members continued to become more confident, baking cakes for a district agriculture show and for a competition put on by the first lady of Zambia.”

## COMMUNITY ECONOMIC DEVELOPMENT

Volunteers: 573 (8 percent)

Countries: 21

Community Economic Development Volunteers work with a variety of community stakeholders at the business/organization, household, and individual level. Volunteers help entire communities improve market linkages for local businesses, counsel cooperatives, assist microfinance institutions and savings and loan associations, support the formation of women's savings groups, teach business and financial literacy courses, provide agricultural value chain technical assistance to small-scale farmers, and organize business plan competitions for youth to inspire entrepreneurship, among countless other activities.

Additional information on the Community Economic Development sector can be found at [peacecorps.gov/business](http://peacecorps.gov/business).

### Selected work by Community Economic Development Volunteers:

- 1 Professional curriculum development and technical training support in Mexico:** Volunteers in Mexico partnered with universities, research centers, vocational centers, and high schools to strengthen both the technical curricula of institutions

and the technical skills of individuals. One Volunteer led a committee of professors through a review of the university's material science and engineering master's and doctorate program curricula in order to enrich technical components. Another Volunteer developed a training-of-trainers workshop to equip teachers with the skills, materials, curricula, and career support approaches needed to implement computational thinking courses in Mexican high schools.



- 2 Soy-based food products in Burkina Faso:** Volunteers in Burkina Faso supported women's groups in transforming the abundant soybean crop in order to promote income-generating activities and increase household food security. Specifically, Volunteers trained groups on post-harvest transformation techniques to turn soy into yogurt, milk, tofu, and other food products. These value-added soy products reduce the amount of post-harvest food waste (by transforming soybeans that otherwise would not sell) and generate additional income that empowers women to meet their families' household, health, nutritional, and educational needs. One Volunteer provided ongoing assistance to the women's soy cooperative in her village, helping the group calculate profit margins, package and advertise the products at a regional food market, and develop a contingency plan for maintaining steady inventory levels in cases of primary material supply interruption.
- 3 Open government and citizen engagement efforts in Albania:** One Volunteer in Albania identified an opportunity for his community related to a U.S. Agency for International Development (USAID) local governance project that establishes citizen advisory panels. The Volunteer helped leaders in his host community enroll in the USAID project in order to form their own citizen advisory panel. With the Volunteer's support, the newly formed advisory panel brainstormed ways to promote increased community involvement in local affairs. The advisory panel decided to organize a fall wine festival where local vintners, members of both political parties, and the public could learn about opportunities for citizen engagement amid food, wine, live music, and fun. The citizen advisory panel continues to hold monthly meetings to engage citizens in the political process and serves as a liaison between public interests and the local government.

## VOLUNTEER VOICE: INSPIRING YOUTH ENTREPRENEURSHIP IN PARAGUAY

"I have worked since March with the *Paraguay Emprende* ('Startup Paraguay') initiative, a collaborative effort of Peace Corps/Paraguay, the national government's Secretary of Youth, the Cooperativa Universitaria, and the Asociación de Jóvenes Empresarios, a nonprofit network of young entrepreneurs. I am happy to announce that we held our largest National Workshop and Business Plan Competition ever in August, awarding nearly US\$16,000 in fundraised startup capital to promising Paraguayan youth entrepreneurs whose business plans were judged the most likely to yield both sustainable enterprises and a positive community impact.

The 2015 event theme, *Realizar Tus Sueños* ('Achieve Your Dreams'), highlighted the possibility for Paraguayan youth to convert their entrepreneurial dreams into reality. Sessions during the three-day workshop concentrated on promoting the entrepreneurial spirit and on business plan implementation, networking, and financing. The expertise of Paraguayan organizations such as KOGA, a social enterprise incubator, and Fundación CIRD, an economic development nonprofit, enriched the delivery of these topics.

By the end of the workshop, 57 youth participants representing 11 departments of Paraguay presented their business plans, which had been developed over the past several months in entrepreneurship courses.

My fellow Community Economic Development Volunteers are actively engaged in co-facilitating these courses at their sites and pairing promising youth entrepreneurs with adult mentors who coach them throughout the local, regional, and national competition process. As the Paraguay Emprende initiative continues to grow in reach and strength with each new Peace Corps/Paraguay group, Volunteers are finding new opportunities and ever more creative ways to promote business development among the youth population in Paraguay."

# EDUCATION

Volunteers: 2,580 (37 percent)

Countries: 40

The Peace Corps' Education projects focus on capacity building of counterparts and teachers, increasing student achievement, and engaging community members in school improvements and student learning. Education Volunteers work in the areas of Teaching English as a Foreign Language (TEFL), childhood literacy, and promoting math, science, and technology in schools. In addition to teaching and co-teaching with host country counterparts, Volunteers facilitate a wide variety of extracurricular activities for students and develop communities of practice for teachers.

Additional information on the Education sector can be found at [peacecorps.gov/education](http://peacecorps.gov/education).



## Selected work by Education Volunteers:

- 1 Literacy resource development in Tonga:** More than two dozen Volunteers in Tonga trained local teachers and artists to create and use culturally appropriate literacy instruction materials, developing over 30 books for primary-school students. The Tongan Ministry of Education has endorsed the use of these books in the 26 schools where the Volunteers currently serve, and the ministry plans to print the series of books for all primary schools nationwide. Once the project has been implemented across the country, approximately 16,000 Tongan children will be using these books.
  
- 2 Literacy instruction training in The Gambia:** More than 30 Volunteers in The Gambia trained teachers on how to read aloud to primary-school children through a series of workshops known as the "Literacy Bike Trek." Six groups of Volunteers traveled by bicycle to village schools and conducted interactive workshops with teachers about reading aloud to students. At the end of the series, 239 trained teachers were able to participate in the global literacy event, World Read Aloud Day.
  
- 3 Teaching English as a Foreign Language programs in Nicaragua:** Nearly 60 TEFL Volunteers in Nicaragua provided free, high-quality English language classes in multiple regions of the country. As secondary projects, Volunteers taught every English teacher in the department of Esteli, Nicaragua. All TEFL teachers received free English classes every weekend, supported and sponsored by Fundación Uno, and taught by various TEFL Volunteers from around the country.

## VOLUNTEER VOICE: BUILDING STRONG RELATIONSHIPS WITH STUDENTS AND TEACHERS IN JAMAICA

"My primary assignment is to provide individual tutoring for the struggling readers at my school. Despite the lack of resources, I try to create an environment where technology and creative learning is present in every session. Through interactive lessons and tutoring, I was able to help improve the literacy and achievement rates of my students. I consider a large part of my success to be based on the strong relationships I have built with my students and the teachers with whom I work."

If I could give future Volunteers one piece of advice, it would be to find a way to bring something that you love and are passionate about into your service. For me, that was volleyball. Many of the children in my school had never played volleyball before and were eager to learn. I established a volleyball club and helped the kids organize practice and matches. Soon, the children were traveling outside of their small village to play other schools. By the end of the year, the school's volleyball team was traveling to Kingston to participate in the national championship tournament. Many of the children had never been to Kingston, and the experience opened their world. The Peace Corps has been a truly life-changing experience for us all."

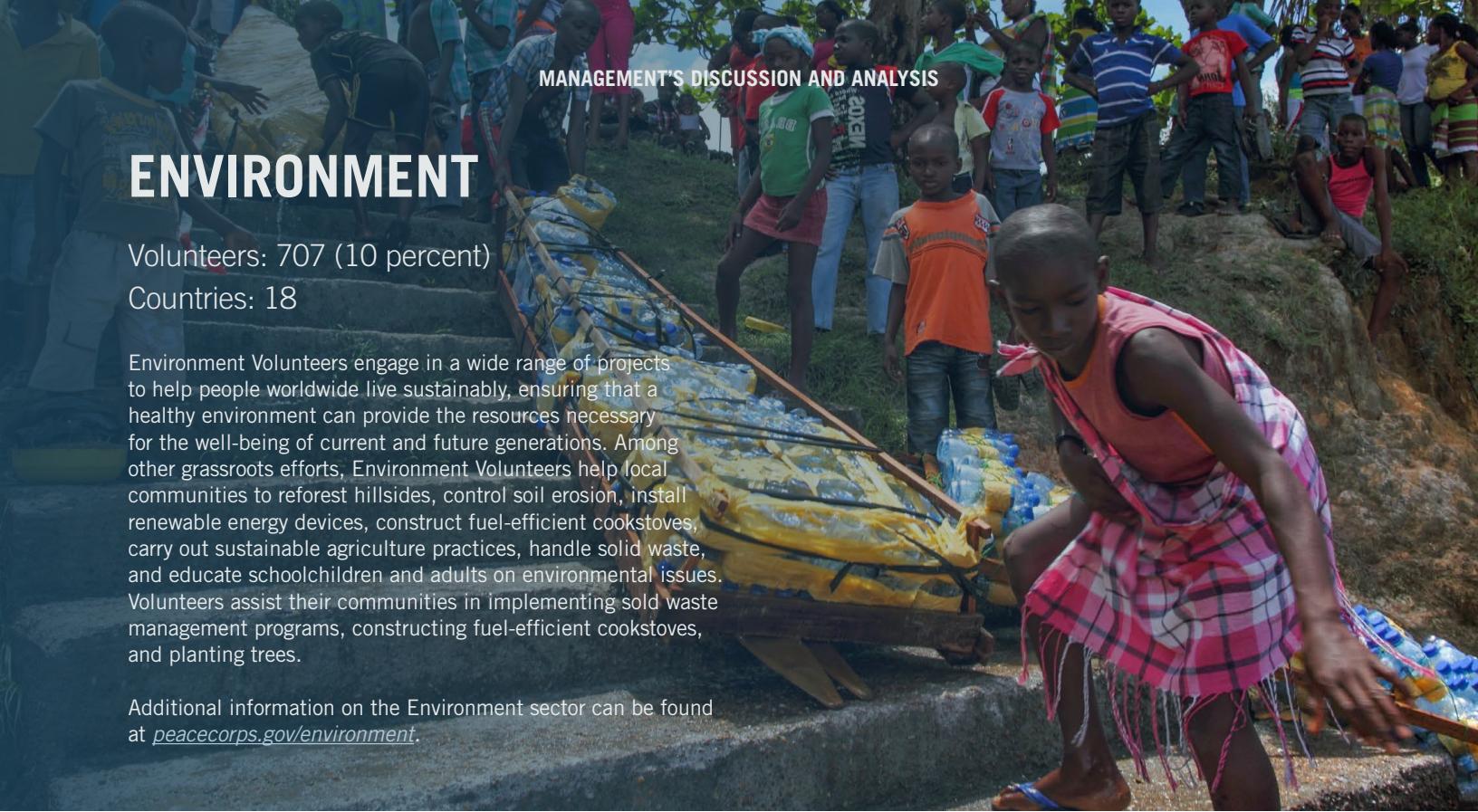
# ENVIRONMENT

Volunteers: 707 (10 percent)

Countries: 18

Environment Volunteers engage in a wide range of projects to help people worldwide live sustainably, ensuring that a healthy environment can provide the resources necessary for the well-being of current and future generations. Among other grassroots efforts, Environment Volunteers help local communities to reforest hillsides, control soil erosion, install renewable energy devices, construct fuel-efficient cookstoves, carry out sustainable agriculture practices, handle solid waste, and educate schoolchildren and adults on environmental issues. Volunteers assist their communities in implementing solid waste management programs, constructing fuel-efficient cookstoves, and planting trees.

Additional information on the Environment sector can be found at [peacecorps.gov/environment](http://peacecorps.gov/environment).



## Selected work by Environment Volunteers:

- 1 Environmental education coaching in Nicaragua:** Thirty-seven Volunteers in Nicaragua brought environmental education into the classroom by working alongside more than 120 school teachers. The Volunteers coached the teachers on a variety of innovative teaching approaches, introducing improved classroom-management techniques, practicing scientific methods techniques outdoors, using puzzles and games like "Science Jeopardy" to energize students, and facilitating environmental debates. As a result, teachers replicated the training provided by Volunteers, and the Nicaraguan Ministry of Education developed an annual environmental plan for primary schools, including technical support for teachers.
- 2 "Earth Hour" in Paraguay:** Earth Hour is a global campaign that seeks to combat climate change and raise environmental awareness and responsibility. Peace Corps/Paraguay worked with local schools and small businesses to lead a torch-lit procession of over 130 participants, culminating in the formation of a large "60+" (the global symbol for Earth Hour) with candles at the ruins of an 18th-century Jesuit mission in Paraguay, a UNESCO (United Nations Educational, Scientific and Cultural Organization) World Heritage Site.
- 3 Soil conservation in Zambia:** Thirty-six Volunteers and their counterparts trained over 360 small-scale farmers to carry out new and improved soil conservation practices. These practices included introducing nitrogen-fixing trees into maize fields, implementing a range of soil enhancement measures, organizing grazing regimens, and incorporating other conservation farming techniques. Volunteers observed that farmers adopting these practices enjoyed successful farming seasons in spite of an extended drought that afflicted much of East Africa.

## VOLUNTEER VOICE: HELPING A COMMUNITY CONFRONT WATER SHORTAGES IN JAMAICA

"Jamaica is the 'Land of Wood and Water,' but water is getting hard to come by. As once-reliable sources dwindle, many households will no longer have water."

Residents of one rural community designed their own water supply project to make water available to the community. They found a water source and laid out a pipeline route, but it was difficult to get funding from the local government since material costs were high, and the group did not have the resources to find grant opportunities or research funding sources.

The residents met the new Peace Corps Volunteer in their community (me) and eventually invited me to participate in the group. The project was discussed at a monthly meeting in May, and the group asked if I could help them find a funding source. In June, we had a project design workshop, visited the field location, and employed additional local resources, including a plumbing professional, to finalize the plan. The project fit well with the funding opportunity, and the group decided to proceed with the application.

To have a project find me—rather than the other way around—has been a special moment in my service. Community members had gotten to know me, we built trust and a relationship, and only then did they feel confident enough to bring forward their idea and project. All of that is to say that the community and group had this figured out and, when I came on board, all that was required was to get the information into one place. Time and trust led to a community having access to domestic water—and that is true service."

## FROM THE FIELD: THE PEACE CORPS DIRECTOR VISITS THE BUENA ESPERANZA DE PICHINCHA RECYCLING ASSOCIATION

In July 2015, Director Hessler-Radelet visited a Peace Corps Volunteer and a group of women in Quito, Ecuador, who make their living collecting and selling recyclable materials. The women are primarily single mothers whose sole source of income was the sale of these items. The Volunteer encouraged the use of basic protective gear (face masks, gloves, and hats), organized the women into teams for safety purposes, and helped them register as a legal association. The Volunteer has coached the 13 *gestores ambientales*, or “environmental promoters,” on team building, conflict resolution, and leadership skills to facilitate greater collaboration and strengthen the foundation of the new association. In addition, she introduced a number of innovative approaches for increasing wages: using a plastic compressor to convert recyclables before selling them, negotiating prices as a collective entity rather than competing with one another, and joining a cooperative of local artisans who make crafts from recycled materials. As a result of these new approaches and their teamwork, many of the women have reached the minimum monthly income for receiving health benefits and no longer need public assistance. In addition, the women now wear uniforms and are known as “recyclers” rather than as “scavengers.” This has had a significant impact on their perceived self-worth.

*“The Volunteer has helped us with conflict resolution and communication so that we can work together as a team. Before she arrived, we couldn’t understand each other as coworkers. Thank you, [to our Volunteer], and thank you, Peace Corps, for sending us this Volunteer who has supported us and always believes in us.”*

-President of the Buena Esperanza de Pichincha Recycling Association  
*Translated from Spanish*



*“We do not ‘give’ potential to those with whom we work; we help them to recognize it and build upon it.”*

-Director Hessler-Radelet

# HEALTH

Volunteers: 1,670 (24 percent)

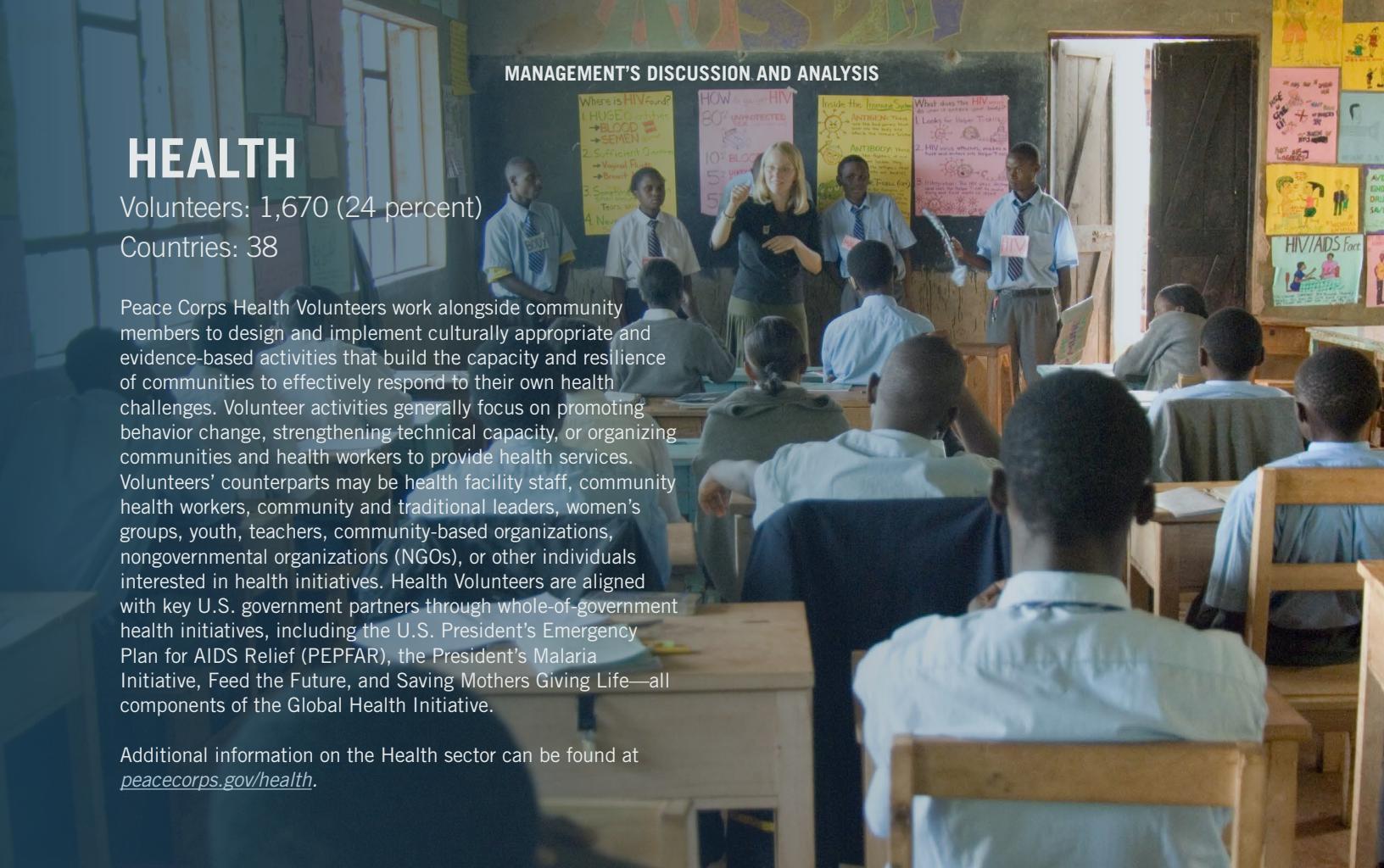
Countries: 38

Peace Corps Health Volunteers work alongside community members to design and implement culturally appropriate and evidence-based activities that build the capacity and resilience of communities to effectively respond to their own health challenges. Volunteer activities generally focus on promoting behavior change, strengthening technical capacity, or organizing communities and health workers to provide health services.

Volunteers' counterparts may be health facility staff, community health workers, community and traditional leaders, women's groups, youth, teachers, community-based organizations, nongovernmental organizations (NGOs), or other individuals interested in health initiatives. Health Volunteers are aligned with key U.S. government partners through whole-of-government health initiatives, including the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the President's Malaria Initiative, Feed the Future, and Saving Mothers Giving Life—all components of the Global Health Initiative.

Additional information on the Health sector can be found at [peacecorps.gov/health](http://peacecorps.gov/health).

## MANAGEMENT'S DISCUSSION AND ANALYSIS



### Selected work by Health Volunteers:

- 1 Health education and capacity building in Guatemala:** More than two dozen Volunteers in Guatemala provided training and ongoing support to health service providers on health education methodologies, such as strategies for behavior change communication and models of experiential learning. Through these efforts, Volunteers are building the capacity of more than 400 service providers across the country to conduct improved health promotion and outreach related to maternal and child health in their communities.
- 2 Youth HIV prevention and soccer in Namibia:** Four Volunteers in Namibia implemented Grassroot Soccer, an evidence-based intervention program proven to reduce risky sexual behavior, decrease stigma, and improve students' knowledge, attitudes, and communication related to HIV and AIDS. Using sports-based activities and analogies that engage young people in a fun and accessible way, the Volunteers gained active participation of more than 100 youth ranging in age from 12–19 years old in health and HIV sessions. Worldwide, more than 200 Volunteers are engaged in Grassroot Soccer, reaching over 9,000 youth in FY 2015.

**3 Hand-washing and hygiene training in Tanzania:** A Volunteer in Tanzania worked closely with the headmaster of his community's primary school to mobilize community support for the construction of hand-washing stations and 24 toilets (12 each for girls and boys). To reinforce the importance of good hygiene behaviors, the Volunteer also organized training for all of the primary-school teachers to educate them on proper sanitation and hand-washing techniques.

**4 Healthy homes in Peru:** To address high rates of malnutrition and acute respiratory infections in children, more than 50 Volunteers in the Peace Corps' community health project in Peru conducted home visits for mothers with children under the age of three to provide educational sessions and counseling on childhood disease prevention, hygiene, and early childhood stimulation. They reported reaching more than 200 mothers with health education messages on childhood illness prevention.

## VOLUNTEER VOICE: IMPROVING THE QUALITY OF COMMUNITY HEALTH SERVICES IN RURAL SENEGAL

"In my small community of 600 people, health services are provided through a community health structure known as a health hut, which serves my immediate village plus four neighboring villages. Shortly after arriving in my village, I was struck by how little the community utilized the health hut. If someone was sick or needed medicine, they would seek out my counterpart—the community health agent—at his house, and he would then open the health hut, conduct a consultation, and return to his home. In addition, outreach activities conducted by our community health workers were done sporadically, usually due to external requests by NGO partners or the Ministry of Health. Given the inconsistencies in service provision, I immediately saw an opportunity to do some basic organizational planning to improve the efficiency of services provided at the health hut.

I talked with my counterpart and identified all the members of our health committee, which had not met in over two years. We started by implementing monthly planning meetings and created an action plan that included health-promotion activities and home visits on topics relevant to health issues in the village. Furthermore, my counterpart and I discussed the need to set regular hours of operation for the health hut so that people would be aware of when they could access services. We now have set hours of operation where community members can be seen four days a week. We also focused on budgeting and management, agreeing to use some of the profits earned to pay community health workers a small stipend for their efforts and conduct some minor repairs to the health hut.

These changes have been gradual over time, and there are more organizational improvements to be made, but the result has been a health hut that functions more as it was originally intended. Local partners in the area have shared how impressed they are with the work we are doing. Even the village has noticed that more work is being done at our facility and in the community. As a Volunteer, there has been a deliberate focus on my part to implement each of these changes as trainings for my health workers, instilling in them the confidence and skills they will need to continue these processes well after I am gone. At first glance, this may not look like a very exciting project, but these small organizational changes have made a big impact on the effectiveness of the health services in my community."

# YOUTH IN DEVELOPMENT

Volunteers: 682 (10 percent)

Countries: 16

Youth in Development Volunteers work with youth on projects that promote engagement in their communities and active citizenship. Volunteers across all sectors are trained to work with youth as community resources and as a means of enhancing the impact of their projects. Volunteers work with youth to promote healthy lifestyle choices related to sexual and reproductive health, physical activity, and substance abuse prevention. They prepare youth for work with financial literacy and vocational skills and engage youth as active citizens through volunteerism and service learning.

Additional information on the Youth in Development sector can be found at [peacecorps.gov/youth](http://peacecorps.gov/youth).



## Selected work by Youth in Development Volunteers:

- 1 Life skills and leadership in the Philippines:** A Volunteer and her counterparts implemented a week-long Camp GLOW (Girls Leading Our World) for more than 30 girls who had been victims of trafficking. The camp's activities focused on building the girls' self-esteem and knowledge of reproductive health, gender, and female empowerment. This is one example of how Volunteers globally use camps as a strategy to engage young people and invigorate local youth clubs. In the past year, 45,000 young people attended Volunteer-supported camps.
- 2 Preparation for the world of work in Morocco:** A Volunteer and his counterpart conducted entrepreneurship classes for 20 young people in collaboration with a youth-centered nonprofit organization, INJAZ (Junior Achievement). In this workshop, high-school youth competed in teams to develop business plans for a hypothetical greeting card company. Each team's plan was judged for price, originality, creativity, and quality. More than 209 young people across Morocco have attended similar workshops learning important business planning skills that will prepare them for the world of work.
- 3 Special Olympics in Mongolia:** Volunteers organized Mongolia's inaugural Special Olympics for more than 150 children and adults with intellectual disabilities. The competition brought together four special-needs schools to give the athletes an opportunity to discover new strengths while raising awareness. This project is one example of the work done as part of the Peace Corps' long-standing global relationship with Special Olympics.

## VOLUNTEER VOICE: DEVELOPING LIFE SKILLS IN MONGOLIA

"During alcohol awareness week, one of the social sciences teachers at my school organized a speech competition where students in 10th and 11th grades spoke out about the dangers of alcohol abuse. The students became very animated and empowered by the opportunity to express their opinions in such a manner. Some of them, it seemed, were talented public speakers, drawing loud rounds of applause. Yet others, obviously interested and trying their hardest, seemed less confident in their abilities.

I approached a social sciences teacher with the idea of creating a club in which students could channel this passion and learn to express their opinions in a constructive manner within the confines of a safe and structured environment. We discussed the strong potential for the development of critical-thinking skills, which is practically absent in the traditional Mongolian curriculum, and decided to form a debate club. We met before each session to discuss the lesson plan, but my counterpart was fully in charge of the implementation of the strategy, engaging the students in the task at hand and honing their skills.

The growth of the members was astounding. The first result I observed was the students' new ability to work in teams toward a collective goal with virtually no conflict. They decided as a group who would speak in which order and what each person would say. Those that lacked confidence were actively encouraged by their teammates and the observers. This understanding of teamwork and cordial competitiveness gave rise to what I think was the most crucial result and the founding objective of the debate club: becoming comfortable with public speaking and successfully expressing ideas and beliefs through a constructive dialogue. Those students that had initially been shy and unsure of their talents blossomed into some of the most active participants and leaders. Their level of maturity and ability to encourage and motivate other students will have far-reaching implications as they transition from teenagers to fully grown adults."

# PEACE CORPS RESPONSE

Volunteers: 263 (4 percent)

Countries: 31

Peace Corps Response Volunteers provide targeted assistance in short-term, specialized assignments worldwide. As part of this high-impact program, they undertake assignments of three to 12 months in one of the Peace Corps' six sectors as well as in disaster preparedness and response. Peace Corps Response Volunteers have advanced language, technical, and intercultural skills, enabling them to begin work quickly with their partner organizations, which include host country government institutions, local and international nongovernmental organizations (NGOs), and international development and relief organizations. With their ability to engage diverse populations effectively and adapt to changing situations, these individuals serve as agents of change in their assigned communities. Response Volunteers must be returned Peace Corps Volunteers, medical professionals, or U.S. citizens with significant professional experience.

Additional information on the Peace Corps Response program can be found at [peacecorps.gov/response](http://peacecorps.gov/response).

## Selected work by Peace Corps Response Volunteers:

**Physician and nurse education in Malawi, Tanzania, and Uganda:** Peace Corps Response places physician and nursing Volunteers through the Global Health Service Partnership. Since the program launched in 2012, nearly 100 physicians and nurses have reached more than 3,500 medical and nursing students in sub-Saharan Africa. In FY 2015, 39 nurses and 30 physicians taught students both in the clinical wards and in the classroom, utilizing best-practice teaching methods, including improvised scenarios, problem-based learning, Ask the Professor Rounds, and grand rounds. They supported their partner institutions and colleagues by developing communities of practice and facilitating learning opportunities for both faculty and students. Volunteers also strived to create professional development opportunities for colleagues, students, and local health-care professionals; journal clubs; leadership conferences; and departmental needs assessment survey tools. In countries that face a critical shortage of health care providers, Response Volunteers sustainably improved both the quality of medical and nursing education and the breadth of technical knowledge transferred to the next generation of health-care professionals by implementing practices that facilitate the provision and continued dissemination of high-level medical training.



## VOLUNTEER VOICE: MAKING A DIFFERENCE, ONE WORD AT A TIME IN THE PHILIPPINES

*"Making a difference, one word at a time. That is our superpower."*

—A quote from one of my first speech and language pathologist interns from the University of Santo Tomas here in the Philippines. Oh, the exuberance of youth.

I am a speech pathologist and autism resource specialist with over 20 years of experience who came to the Philippines as a Peace Corps Response Volunteer to supervise and train interns. What a perfect match it has been. When the Peace Corps says that Volunteer service is 'the toughest job you'll ever love,' it is certainly true. I retired and thought I would take it easy—not here. I cannot believe how hard I have worked, and I have loved every minute of it.

The Center for Excellence in Special Education in the Philippines (Stepping Stone) is a school with 35 special needs students and an additional 35 clients seen on an outpatient basis for speech and language therapy and occupational therapy. Ninety percent of the children have a medical diagnosis of autism, and 50 percent of them are nonverbal.

During my time here, I was able to double our space to accommodate four speech pathology interns. My interns came with knowledge of theory but limited ability and experience level to work with the challenging behaviors that often accompany

people with autism. I have been able to train the interns in the use of the Picture Exchange Communication System (a communication system for nonverbal children), using visual supports, music, social skills, and behavior management.

One of the things I feel has had a big impact on my interns is that, at the end of their rotation, I am required to do an evaluation of their work. My evaluation is always filled with many things I see them doing well. I also list areas to improve on, but mostly give them positive reinforcement. I have had several young women in tears as they were so unsure of themselves and what they were doing. It seems that no one has taken the time to encourage them. Many of these young men and women will be going back to their provinces, where they will be the only speech pathologist in the region. I hope to give them encouragement that they will make a difference, ‘one word at a time’ and use their superpower.”

### **VOLUNTEER VOICE: PROMOTING ECOTOURISM AND ECONOMIC RECOVERY IN EL SALVADOR**

“El Salvador is still recuperating from a devastating civil war that wracked the country from 1980–92, leaving at least 75,000 people dead and tens of thousands more displaced. My site was formed in 1990 by repatriated refugees who fled the country’s civil war. After nearly a decade in refugee camps in Honduras, residents returned en masse 25 years ago to reclaim their livelihoods and dignity.

As part of this process, there is a concerted effort to develop tourism along the *Ruta de Paz* (Peace Highway) from Morazán’s capital of San Francisco Gotera to El Salvador’s border with Honduras. A butterfly zoo was strategically located along this route and is well-positioned to attract the attention of vacationers.

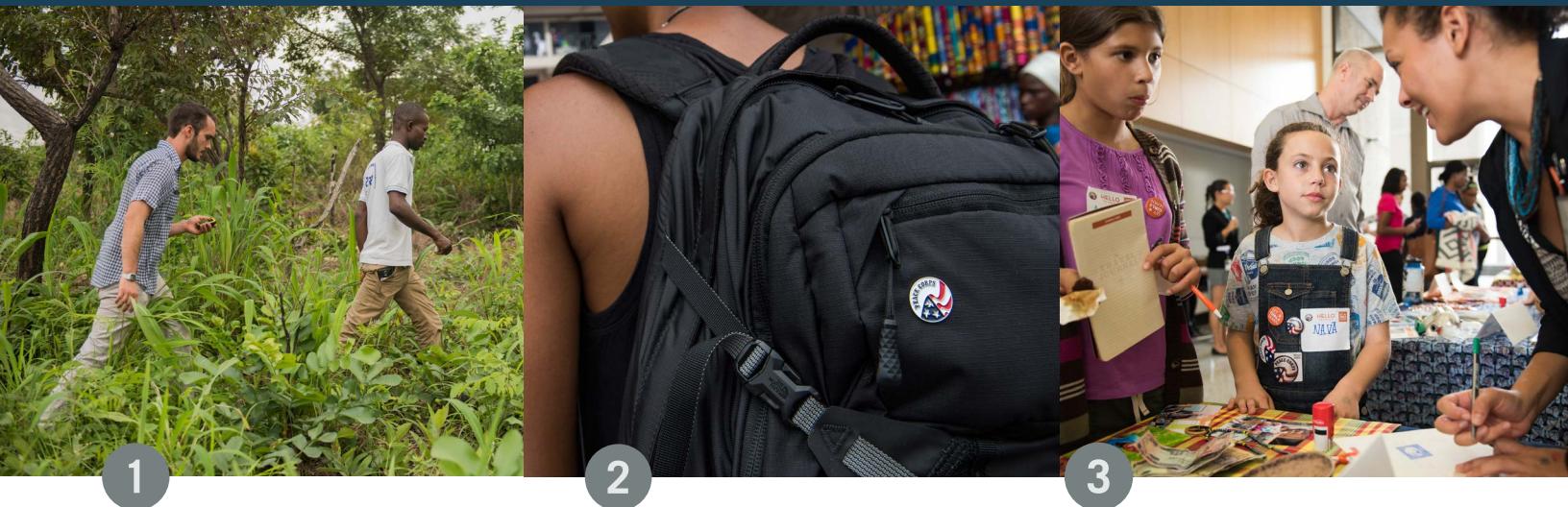
The butterfly exhibit was built in 2008 as an agricultural project to raise butterflies, but within two years, it was abandoned due to lack of knowledge and support on how to raise and rear butterflies. My job was to train local partners on how to cultivate butterflies and maintain a healthy habitat for them inside the exhibit. As time goes by, it is hoped that the zoo will play its part in entertaining and educating tourists on the beauty of butterflies while it continues to contribute to the economic well-being of the community.”

## Performance Overview and Highlights

The FY 2015 Performance and Accountability Report details the Peace Corps' progress on its goals and objectives during the second year of the FY 2014–2018 Strategic Plan ([www.peacecorps.gov/strategicplan](http://www.peacecorps.gov/strategicplan)). The three goals outlined below serve as the foundation for the Peace Corps' approach to development and guide agency operations. These strategic goals are consistent with the three core goals articulated when the Peace Corps was first established in 1961 (The Peace Corps Act, Public Law 87-293—September 22, 1961, <http://go.usa.gov/cYrH5>).

### STRATEGIC GOALS

The agency's highly interconnected three strategic goals are mutually reinforcing and serve to advance the Peace Corps mission of promoting world peace and friendship.



1

2

3

#### BUILDING LOCAL CAPACITY

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

#### SHARING AMERICA WITH THE WORLD

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

#### BRINGING THE WORLD BACK HOME

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

## STRATEGIC OBJECTIVES

The Peace Corps' 11 strategic objectives directly support the three strategic goals and, ultimately, the mission. Due to the interrelated nature of the agency's strategic goals, most of the objectives below contribute to more than one goal.

### 1. VOLUNTEER WELL-BEING

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

### 2. SERVICE OPPORTUNITY OF CHOICE

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

### 3. DEVELOPMENT IMPACT

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

### 4. CROSS-CULTURAL UNDERSTANDING

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

### 5. CONTINUATION OF SERVICE

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

### 6. DIVERSITY AND INCLUSION

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

### 7. SITE DEVELOPMENT

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

### 8. TRAIN UP

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

### 9. HIGH-PERFORMING LEARNING ORGANIZATION

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

### 10. GLOBAL CONNECTIVITY

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

### 11. MEASUREMENT FOR RESULTS

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

STRATEGIC PERFORMANCE IMPROVEMENT

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*“Over the past five years, we have carried out the most extensive reform effort this agency has ever undertaken...to strengthen and modernize all aspects of our operations. This reform is documented in our strategic plan—our blueprint for action.”*

—Director Hessler-Radelet,  
All-Hands speech at Peace Corps headquarters (June 26, 2015)

The FY 2014–2018 Strategic Plan ([www.peacecorps.gov/strategicplan](http://www.peacecorps.gov/strategicplan)) charts the Peace Corps' path as a global leader in international development and cross-cultural understanding. The plan emphasizes innovation, transparency, and the effective use of data and provides a comprehensive performance improvement framework to guide and monitor the implementation of the agency's goals, objectives, and strategies.

Under the leadership of Director Hessler-Radelet, the Peace Corps engages in open, honest, and transparent conversations about performance improvement. The agency uses an evidence-based approach to monitoring and assessing performance. Focus is placed on using data to identify the most effective strategies to produce the greatest impact. The result is an inclusive and participatory culture of performance improvement in which staff and Volunteers are invested in strengthening agency operations.

In FY 2015, the Peace Corps introduced several initiatives to further strengthen and institutionalize the agency's performance improvement system. By design, this system continually reinforces the links among agency policies and strategies, country-level strategic planning, project design and implementation, and monitoring and evaluation. The following three elements support the foundational framework for performance improvement at the Peace Corps:

#### • INTEGRATED PLANNING AND BUDGET SYSTEM (IPBS)

Headquarters offices and overseas posts develop strategic and operational plans to ensure their activities are aligned with and advance the agency's strategic goals and objectives. IPBS plans are developed during the agency's budget formulation process; budgets are informed by the resource requirements of the IPBS plans. Through the IPBS, the agency is working to better link performance and budgeting processes to ensure that decision makers have the appropriate information to inform program, policy, and budget decisions.

#### • QUARTERLY STRATEGIC PLAN PERFORMANCE REVIEWS

The Peace Corps utilizes quarterly reviews as the primary mechanism for monitoring and assessing performance throughout the year. During these reviews, which are chaired by the Peace Corps Director and open to all staff, key officials from across the agency discuss performance data from the past quarter and develop strategies to meet performance targets by the end of the fiscal year. In preparation for each review, the agency determines the status of each of the 26 performance goals in the strategic plan based on both quantitative and qualitative analyses. This quarterly assessment of progress allows the agency to focus efforts on performance goals where there is the greatest need and opportunity for improvement.

#### • ANNUAL STRATEGIC REVIEW

Each year, the Peace Corps Director leads a one-day, forward-looking meeting with the active engagement of senior leadership from across the agency and open to staff at all levels. The goal is to inform the development of the next Annual Performance Plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' 11 strategic objectives. Proposed action steps that emerge from the day's discussions are disseminated through a summary report, and select strategies are incorporated into the Annual Performance Plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.

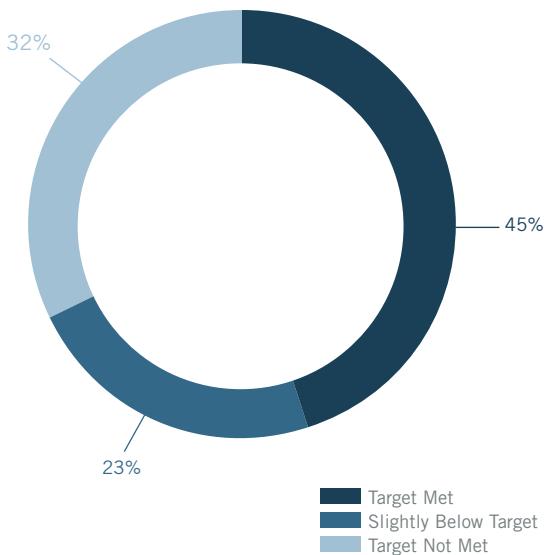
These three foundational performance elements establish a cycle of continuous assessment, adaptation, and cross-office collaboration. The regularity and reliability of this performance cycle encourage an approach to annual budget and resource management decisions that is truly evidence-based. In the future, the agency plans to further improve its performance and accountability by strengthening the risk assessment tools and mitigation plans that address the strengths and weaknesses of both domestic and overseas operations.

## SUMMARY OF PERFORMANCE RESULTS

This section provides a summary of the Peace Corps' performance in FY 2015. The agency's 11 strategic objectives, which contribute to the three interrelated strategic goals described above, are assessed through 26 measurable performance goals. Each performance goal includes a quantitative level of performance, or "target," to be accomplished within a specific timeframe. No target was set for performance goals in which baseline data was collected in FY 2015. Baseline data collected in FY 2015 will be used to inform performance goal targets for future years.

Below is a summary of FY 2015 results for all 26 performance goals in the agency's FY 2014–2018 Strategic Plan and FY 2015 Annual Performance Plan ([www.peacecorps.gov/strategicplan](http://www.peacecorps.gov/strategicplan)). The Performance Section of this report discusses these results in greater detail.

### OVERVIEW OF FY 2015 PERFORMANCE GOAL RESULTS<sup>1</sup>



<sup>1</sup> Percentages are calculated based on performance goals that have a defined target in FY 2015. This excludes four performance goals in which no target was set and baseline data was collected in FY 2015.

- **Target Met** | 100% of the target set for FY 2015 has been met
- **Slightly Below Target** | 95–99% of the target set for FY 2015 has been met
- **Target Not Met** | Below 95% of the target set for FY 2015
- **No Target Set** | The agency did not set targets for performance goals for which baseline data was collected in FY 2015

Note: The chart on the next page references the footnotes below.

<sup>a</sup> Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010–13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

<sup>b</sup> The definition of an application for Volunteer service was modified in FY 2014; results for FY 2010–13 are reported using the previous definition, which did not include Peace Corps Response and which did require that individuals submit both an application and a health history form. Under the updated definition, an "application" occurs when a qualified U.S. citizen submits a completed application for either the two-year Peace Corps Volunteer program or the short-term Peace Corps Response program. Results and targets for fiscal years 2014 and beyond are reported based on this new definition, which includes applications from both the two-year program and the Peace Corps Response program.

<sup>c</sup> In FY 2013, the application and medical review processes were modified; invitations are now offered prior to medical clearance. This resulted in a reduction of the average time from application to invitation.

# SUMMARY OF PERFORMANCE GOAL RESULTS FOR FY 2015

Performance Goal		Past Performance Results					FY 2015	
		2010	2011	2012	2013	2014	Result	Target
1. Volunteer Well-being	1.1 Increase Volunteer Satisfaction with Safety and Security Support	73%	73%	68%	71%	84% <sup>a</sup>	81%	76%
	1.2 Reduce Volunteer Dissatisfaction with Medical and Mental Health Support	7%	7%	7%	9%	9% <sup>a</sup>	10%	7%
2. Service Opportunity of Choice	2.1 Volunteer Requests Met	101%	97%	97%	90%	98%	97%	100%
	2.2 Increase Service Opportunities	8,655	9,095	8,073	7,209	6,818	6,919	8,200
	2.3 Increase Applications	13,430	12,206	10,091	10,118	19,151 <sup>b</sup>	24,848	22,000
	2.4 Reduce Time from Application to Invitation	--	10 months	11 months	6 months	7 months	4 months	4 months
3. Development Impact	3.1 Advance Community-Based Development Outcomes	--	--	--	--	76%	73%	No Target Set
	3.2 Strengthen Local Capacity	--	--	--	--	--	83%	No Target Set
	3.3 Improve Feedback to Volunteers	35%	39%	33%	38%	55% <sup>a</sup>	54%	59%
4. Cross-Cultural Understanding	4.1 Greater Understanding of Americans	--	--	--	--	94%	90%	No Target Set
	4.2 Increase Cross-Cultural Connections	--	--	--	--	57%	57%	60%
5. Continuation of Service	5.1 Support RPCV Career Transition	--	--	--	--	2,649	2,831	2,750
	5.2 Increase RPCV Engagement	--	--	--	--	9,754	10,866	10,000
6. Diversity and Inclusion	6.1 Increase Applicant Diversity	24%	26%	27%	30%	33%	35%	34%
	6.2 Build an Open and Inclusive Organizational Culture	U.S. direct hire staff	--	--	--	--	88%	83%
		Host country staff	--	--	--	--	89%	92%
		Volunteers	--	--	--	--	80%	76%
7. Site Development	7.1 Improve Site Development	44%	42%	41%	42%	59% <sup>a</sup>	59%	62%
	7.2 Improve Counterpart Selection and Preparation	33%	31%	32%	32%	53% <sup>a</sup>	51%	55%
8. Train up	8.1 Improve Language Learning	--	--	--	--	63%	63%	55%
	8.2 Increase Effectiveness of Technical Training	44%	44%	44%	50%	63% <sup>a</sup>	63%	64%
9. High-Performing Learning Organization	9.1 Improve Staff Training	U.S. direct hire staff	49%	50%	50%	57%	55%	52%
		Host country staff	--	--	--	--	--	56%
	9.2 Increase Staff Tenure	--	--	3.5 years	4.5 years	4.0 years	4.2 years	No Target Set
10. Global Connectivity	10.1 Develop an Integrated Technology Platform	--	--	--	--	15%	45%	30%
	10.2 Facilitate Knowledge Sharing	--	--	--	--	77%	78%	80%
11. Measurement for Results	11.1 Conduct Baselines	--	--	--	--	0%	100%	75%
	11.2 Increase Evidence-Based Decisions	--	--	--	--	68%	86%	75%
	11.3 Using Evidence to Encourage Innovation	--	--	--	--	70%	43%	50%

## PERFORMANCE HIGHLIGHTS



This section highlights four cross-cutting areas of focus that guide agencywide operations and support the goals outlined in the FY 2014–2018 Strategic Plan:

- Effective Volunteer support**
- Competitive recruitment**
- Strong staff, resources and data**
- Bold communications and outreach**

In order to provide a holistic and comprehensive assessment of the performance highlights above, three key aspects are examined for each:

**Progress and Effective Strategies:** an overview of progress the agency made in FY 2015, as well as the strategies and resources used to achieve the intended results

**Performance Challenges:** underlying internal and external factors that may have affected the performance results

**Next Steps:** forward-looking agency plans to improve performance

Comprehensive performance information on the agency's FY 2014–2018 Strategic Plan and FY 2015 Annual Performance Plan, including progress on all strategic objectives, all performance goal results, and the verification and validation of performance data, can be found in the Performance Section of this report.

## EFFECTIVE VOLUNTEER SUPPORT

**Progress and Effective Strategies:** In FY 2015, the Peace Corps continued to institutionalize significant reforms, as well as new agencywide initiatives to enhance the safety, security, and health of Volunteers.

- **Ongoing implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011:** All of the Peace Corps' reform efforts include continual monitoring and evaluation to ensure Volunteers receive the best possible support. Based on the internal review of the Sexual Assault Risk Reduction and Response (SARRR) program that was initiated in FY 2014, significant revisions to policy and procedures were finalized in FY 2015. In July 2015, the Peace Corps launched a 24-hour anonymous sexual assault hotline. The Peace Corps Sexual Assault Volunteer Education and Support (PC SAVES) Helpline was made available to all Volunteers worldwide. Staff who provide support to victims of crime have completed mandatory SARRR training, and sexual assault response liaisons at all posts have been trained. Additional information about the Peace Corps' implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011 is available at <http://go.usa.gov/cYYtw>.
- **Combining Volunteer support with effective training:** The Peace Corps has strengthened its Volunteer-centered approach to safety, security, and health support by integrating superior health care and rapid incident response with increased Volunteer training. New data sources have enabled the agency to more accurately pinpoint effective practices and scale up new strategies to preserve the well-being of Volunteers once they are at their sites. In FY 2015, several new training modules were rolled out that empower Volunteers to develop their own personal safety plans and prevention practices. Volunteer well-being is the shared responsibility of staff and Volunteers. Providing effective training to support the well-being and resiliency of Volunteers allows them to focus on their assignments and minimize risk-taking behaviors.
- **Effective training and retention of medical officers:** Volunteer survey data reveals a strong positive correlation between the tenure length of Peace Corps medical officers and both Volunteer satisfaction with health services and overall health outcomes. As a result, the agency has made medical officer hiring, training, and retention a priority to improve the services provided to Volunteers. Improvements include policy changes to streamline the medical officer hiring process, the development of a dashboard to track hiring metrics, and the establishment of a headquarters-based support unit to reduce the administrative burden on medical officers.



- **Timely feedback on work reports:** Findings from Volunteer survey data has shown a strong relationship between perceived Volunteer effectiveness and timely, high-quality feedback on work reports. In FY 2015, post staff continued to expand feedback mechanisms to Volunteers regarding their work reports generated from the Volunteer Reporting Tool. Post staff provided constructive feedback on Volunteer work reports via email, text messages, and phone calls so that Volunteers are able to benefit from the experience and advice of staff as well as share successes and address challenges. Ongoing initiatives to improve feedback to Volunteers include training all posts on the use of the redesigned Volunteer Reporting Tool to support timely and high-quality feedback mechanisms and developing post standards on the frequency and quality of feedback provided to Volunteers on their work.

**Performance Challenges:** Volunteers serve in countries where there is frequently less economic, political, or environmental stability than in the U.S., with higher risks of crime, conflict, or disease outbreaks. While many of these conditions are outside of the agency's control, the Peace Corps actively seeks to mitigate their effect by employing prevention and response systems to ensure that Volunteers return home safely.

**Next Steps:** A new Health in All Policies approach to Volunteer well-being focuses on expanding practices to include areas outside of direct clinical care and security responses. Specifically, the agency is working to increase Volunteers' access to healthy lifestyles, psychological and emotional counseling, and coping mechanisms for adapting to their new environment. The agency is working to broaden knowledge of health and safety challenges as well as effective risk-mitigation practices.



## BOLD COMMUNICATIONS AND OUTREACH

**Progress and Effective Strategies:** In FY 2015, the agency sought new opportunities to leverage bold communications and outreach, as well as to increase agencywide transparency to effectively share Volunteer impact with the American public, the Peace Corps community, and host countries and communities around the world.

- **Operating with greater transparency:** Guided by President Obama's Memorandum on Transparency and Open Government, the Peace Corps operates with greater transparency than ever before. The agency is now providing more information to the public and making data available in ways that are useful for decision making by staff, Volunteers, and key external stakeholders. Additional information about the Peace Corps Open Government Initiative is available at <http://www.peacecorps.gov/about/open/>.
- **Using new platforms for storytelling:** The agency has dramatically increased online resources and opportunities for the public to learn more about the Peace Corps' impact through cross-cultural stories gathered from the field. Learn more about the agency's online resources in the next section, Learn and Interact: The Peace Corps' Public Presence.

**Performance Challenges:** One of the most significant obstacles to sharing stories about Volunteers' experiences and impact is the Peace Corps' wide—and often extremely remote—global presence. Access to technology and the Internet varies widely within and across the 59 overseas Peace Corps posts, leading to an array of country- and community-specific communications challenges.

**Next Steps:** The agency plans to continue and expand its social media presence in FY 2016. Given the disparity of the Peace Corps' Information Technology landscape, user-friendly and flexible technology platforms are particularly critical for empowering Volunteers, staff, and host country partners to exchange stories of impact easily in the field and at home. In addition, the agency is looking at ways technology can consolidate and strengthen its alumni network of returned Volunteers and guide a continued commitment to the Peace Corps mission after service.

## LEARN AND INTERACT: THE PEACE CORPS' PUBLIC PRESENCE

### EXPLORE A VIBRANT SOCIAL MEDIA PRESENCE

Peace Corps Passport

Think Outside the Envelope: 12 Activities to Expand and Grow Your Intercultural Exchanges

BY WORLDLINESCHOOLS ON OCTOBER 19, 2015 • 2 COMMENTS

Vulnerability is not weakness: Breaking the silence around mental health

10 things I wish I knew before joining the Peace Corps

Do I need a college degree to serve in the Peace Corps? (Part 2)

What it's like to serve in the Peace Corps as a deaf/hard-of-hearing person

Instagram

peacecorps FOLLOW

Peace Corps Official @PeaceCorps Instagram. Moderated by Peace Corps photographer Alex Snyder. [bit.ly/pcmediabinary](http://bit.ly/pcmediabinary)

328 posts 52.9k followers 37 following

peacecorps

peacecorps

peacecorps

peacecorps

The Peace Corps uses social media to promote the mission of the agency and to increase competitive recruitment. The agency also strategically targets messaging to audiences on several social platforms, including Instagram, Twitter, Tumblr, and Facebook.

Instagram: <https://instagram.com/peacecorps/>

Twitter: <https://twitter.com/peacecorps/>

Tumblr: <http://peacecorps.tumblr.com/>

Facebook: <https://www.facebook.com/peacecorps/>



## LEARN AND TRAVEL WITH PEACE CORPS PASSPORT

The Peace Corps community is large and diverse, comprising current and returned Volunteers, their friends and family, agency staff, institutional partners, and members of the international development and diplomatic communities. Promoting cross-cultural understanding is a strategic priority of the agency and directly supports two of the three strategic goals. The Passport Blog (<http://passport.peacecorps.gov>) is a platform that the Peace Corps uses to elevate and promote cross-cultural stories gathered from the field. Peace Corps Passport provides an opportunity for current and returned Volunteers, Peace Corps staff, and thought leaders in international development to share their experiences and visions for Peace Corps service in the 21st century.

## READ ABOUT THE VOLUNTEER EXPERIENCE

Through programs such as the Blog It Home Competition, the Peace Corps encourages Volunteers to use social media and blogging to promote cross-cultural understanding. This program highlights and celebrates Volunteers from around the world who use their blogs to share other cultures with Americans. In 2015, the third-annual Blog it Home Competition reached more than 670,000 people on Facebook, and nominees garnered more than 20,000 votes.

Top Volunteer Blogs in 2015:

- Ecuador
- Ethiopia
- Jamaica
- Morocco
- Mozambique
- Philippines
- Senegal
- Zambia

## DISCOVER OUR LEGACY

The Peace Corps Legacy Project is a path-breaking initiative led by the Peace Corps' former Chief of Staff Stacy Rhodes. It premiered on July 15, 2015, and features brief interviews with prominent global leaders who were influenced by a Peace Corps Volunteer. The interviews illustrate the lasting impact that Volunteers can have, not just on their local communities, but on their countries of service as well.

**Sneak Peek:** The Peace Corps Legacy Project  
<https://youtu.be/5hMhqAZzArU>

## RECENT STORIES:



Breakdancing to empower girls (Uganda)

<http://go.usa.gov/c3jEe>



Turning 80 in the Peace Corps (Ghana)

<http://go.usa.gov/cq62F>



Two 9-year-olds, 5,000 miles apart, are not so different after all (Moldova).

<http://go.usa.gov/cYYxY>

## STRONG STAFF, RESOURCES, AND DATA

**Progress and Effective Strategies:** The Peace Corps strives to be a high-performing learning organization by investing in professional development for staff and effectively leveraging agency data to make evidence-based decisions. The agency continues to strengthen institutional memory by building sustainable systems that mitigate challenges related to human capital and staff tenure.

- **Assessing staff development and training needs:** In FY 2015, the Peace Corps conducted an agencywide internal management assessment to identify training and staff development needs and best practices. Based on evidence and results from the assessment, the agency designed a comprehensive action plan to address staff needs and plans to establish a new Office of Staff Learning and Development in FY 2016.

- **Strengthening data and evaluation:** The agency is continuing to develop its monitoring and evaluation capacity. In FY 2015, the Peace Corps institutionalized and improved two new annual surveys initiated in FY 2014: the Host Country Staff Survey and Global Counterpart Survey. When combined with the longstanding Annual Volunteer Survey, the Peace Corps now has a 360-degree view of its work from the perspectives of staff, Volunteers, and direct work partners in the host communities. All three surveys are now an ongoing part of program management and monitoring efforts, and their input is used in agency performance measures.

**Performance Challenges:** A unique law known as the five-year rule (FYR) limits the majority of U.S.-based and American overseas Peace Corps staff to five-year appointments, presenting several human resource challenges. The resulting high staff-turnover rate ensures the influx of fresh ideas into the agency, but also produces high transaction costs and challenges to retaining institutional memory.

**Next Steps:** In FY 2016, the Peace Corps will move forward in developing an agencywide staff development program and continue to invest in the Peace Corps' overall identity as a learning organization. The newly established Office of Staff Learning and Development will lead this effort through onboarding, job skills training, leadership development, coaching and mentoring, and a variety of other programs. The agency also plans to scale up staff information resources and knowledge-sharing platforms to encourage digital collaboration and bolster institutional memory. Additionally, the agency hopes to explore a legislative solution or modification to the human capital and knowledge management challenges posed by the FYR.



## COMPETITIVE RECRUITMENT

**Progress and Effective Strategies:** Historic changes to the Volunteer application and selection process—also known as the Volunteer Delivery System—took place on July 15, 2014. Among these reforms, the application process was significantly shortened, and the introduction of choice now allows applicants to select their country of service. At the end of FY 2015, the Peace Corps saw a 40-year high in application numbers and an annual increase of 43 percent in applications since FY 2014. Today, applicants can expect to hear if they have been invited to serve with the Peace Corps less than four months after submitting their application, a substantial reduction from the average wait prior to the introduction of the reforms. The agency has continued to prioritize innovation, increase transparency, and reduce uncertainty for applicants since the initial reforms. Prospective applicants can browse service opportunities by country, work area, and departure date at [peacecorps.gov/openings](http://peacecorps.gov/openings).

- **Using Data to Improve the Volunteer Delivery System:** The agency is effectively integrating data from different “touchpoints” in the Volunteer lifecycle to build a more comprehensive view of the strengths and weaknesses in the Volunteer Delivery System. By building a more comprehensive and data-driven view of the Volunteer lifecycle, the agency is able to make targeted improvements to recruitment, selection, and placement processes.
- **Building a culture of customer service:** The Peace Corps continues to refine the application process using applicant feedback and user surveys.

**Performance Challenges:** With the dramatic influx of applications, the Peace Corps must ensure that the quality of potential Volunteers remains at a high caliber. In order to compare the quality of recruits pre- and post-reforms, the agency will gather feedback from posts that can only be provided after Volunteers who applied under the new system complete their service in FY 2017. This feedback will help the agency evaluate whether offering applicants a choice of country and sector is an effective method for improving performance on the Peace Corps’ three strategic goals.

**Next Steps:** In FY 2016, the agency will focus its efforts to embed and sustain successes from the reforms to the Volunteer Delivery System. The agency will broaden its data sources in FY 2016 to further facilitate effective evaluation and decision making. The agency is currently exploring how to utilize data now provided by applicants indicating the reasons for their geographic and sector preferences. Moving forward, the Peace Corps plans to provide even greater choice and transparency to applicants, allowing them to apply to specific positions rather than stating general preferences.



*“There is great demand for Peace Corps Volunteers around the world, and our reforms have better positioned us to offer assignments where Volunteers have the most interest in serving and are able to make the greatest contribution.”*

—Director Hessler-Radelet

## Looking Forward

Over the past four years, the Peace Corps has effectively integrated far-reaching agencywide reforms and is better positioned than ever before to meet the ambitious global development goals of the 21st century.

The Obama administration has firmly established global development as a cornerstone of U.S. national security and foreign policy. Through the Presidential Policy Directive on Global Development (PPD-6, <http://fas.org/irp/offdocs/ppd/ppd-6.pdf>), the first of its kind by a U.S. administration, President Obama called for a 21st-century development policy that is strategic, collaborative, and focused on sustainable development outcomes. The Peace Corps and its strategic partners play a critical role in implementing these global development initiatives.

Director Hessler-Radelet's vision for a results-driven Peace Corps emphasizes partnerships and innovation, using evidence-based decision making to drive sustainable community outcomes. Operationally, the agency has embraced change to bolster Volunteer support and modernize technology, both domestically and abroad. The Director has also emphasized a renewed commitment to documenting the agency's impact, to significantly advancing diversity and inclusion, and to reinventing the Peace Corps as the service opportunity of choice for Americans. As the agency approaches its 55th anniversary, it is well-positioned to deliver inspiring results to the American people and those around the world in the greatest need.



*“...real, meaningful change in communities doesn’t happen from the top down, it happens from the ground up. It happens when you build on the strengths that already exist in those communities. It happens when you empower the leaders that are already there, and then they go on to empower others.”*

—First Lady Michelle Obama  
March 21, 2015  
(Peace Corps Training Event in Siem Reap, Cambodia)

## 1 ENSURING VOLUNTEER WELL-BEING

Effective safety, security, and health support is vital to Volunteer success. A major challenge for the Peace Corps is ensuring the well-being of Volunteers while still maintaining a presence in areas of the world that benefit the most from their work. While some challenges are beyond the agency's control, the Peace Corps is committed to providing the most rigorous prevention and response systems and services possible.

The full implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011 will continue to be a major focus for the agency. Significant revisions to the policy and procedures, which were made based on data and experience over the last two years, will be implemented in the field. This should result in even stronger response to Volunteers who have been victims of sexual assault. Post specific training on all revisions and an overall refresher for field staff will be held at each post in FY 2016.

As the health, safety, and security of Volunteers remain the Peace Corps' highest priority, the agency will work in FY 2016 to further strengthen Volunteer incident response and support systems. Additionally, the Peace Corps plans to establish a Health in All Policies initiative that will broaden training, knowledge, and accountability to preserve Volunteer well-being. The agency expects that this new initiative will further improve the agency's ability to reduce risks and respond effectively and compassionately to Volunteers who are victims of crime, including sexual assault. Additional information and continued updates on the agency's efforts to ensure the well-being of Volunteers can be found at [www.peacecorps.gov/safety](http://www.peacecorps.gov/safety).

*"Our investments in development—and the policies we pursue that support development—can encourage broad-based economic growth and democratic governance, facilitate the stabilization of countries emerging from crisis or conflict, alleviate poverty, and advance global commitments to the basic welfare and dignity of all humankind. Without sustainable development, meeting these challenges will prove impossible."*

—White House press release announcing U.S. Global Development Policy (PPD-6)

## Let Girls Learn Initiative

On March 3, 2015, the White House launched Let Girls Learn, a whole-of-government initiative designed to help adolescent girls around the world attend and complete school (<https://www.whitehouse.gov/LetGirlsLearn>). As part of the U.S. government's commitment to Let Girls Learn, First Lady Michelle Obama and the Peace Corps have formed a powerful collaboration that will empower local leaders to put lasting solutions in place, elevate existing Volunteer programs, and leverage public and private sector partnerships. Peace Corps Volunteers who live and work at the grassroots level will be catalysts for change by supporting community-led solutions to reduce barriers that prevent adolescent girls from completing their education. In FY 2016, the agency will train thousands of Volunteers and community leaders to design sustainable, grassroots projects that focus on girls' education and development opportunities. In 2016, the Peace Corps' Let Girls Learn program will expand from the initial 11 countries to additional countries on an opt-in basis.

## WHAT WE'LL DO: THE THREE PILLARS

### PILLAR ONE | Empowering Leaders



The initiative will increase gender awareness by delivering targeted trainings that will reach thousands of Volunteers and tens of thousands of community leaders over the next six years and enable them to become champions of girls' education.

*Read about one Volunteer's impact in Cambodia at:  
<http://go.usa.gov/cq6ZA>*

## WHERE WE'LL GO: THE INITIAL 11 COUNTRIES

At the launch of the Let Girls Learn collaboration, the Peace Corps targeted 11 countries where the agency will most likely produce significant results. Through the grassroots development work that Volunteers do each and every day, they are well-positioned to work with communities to identify the barriers to education adolescent girls face.

Albania, Benin, Burkina Faso, Cambodia, Georgia, Ghana, Moldova, Mongolia, Mozambique, Togo, and Uganda

*For more information on the Peace Corps' Let Girls Learn program, visit [letgirlslearn.peacecorps.gov](http://letgirlslearn.peacecorps.gov)*

PILLAR TWO | Working Hand in Hand with Communities



Thousands of Volunteers work side by side with local leaders to achieve community-based solutions through the Peace Corps Partnership Program. From a school library to a technology camp for girls, under Let Girls Learn, Volunteers working on gender-related projects can now apply for support through a newly established girls' education fund.

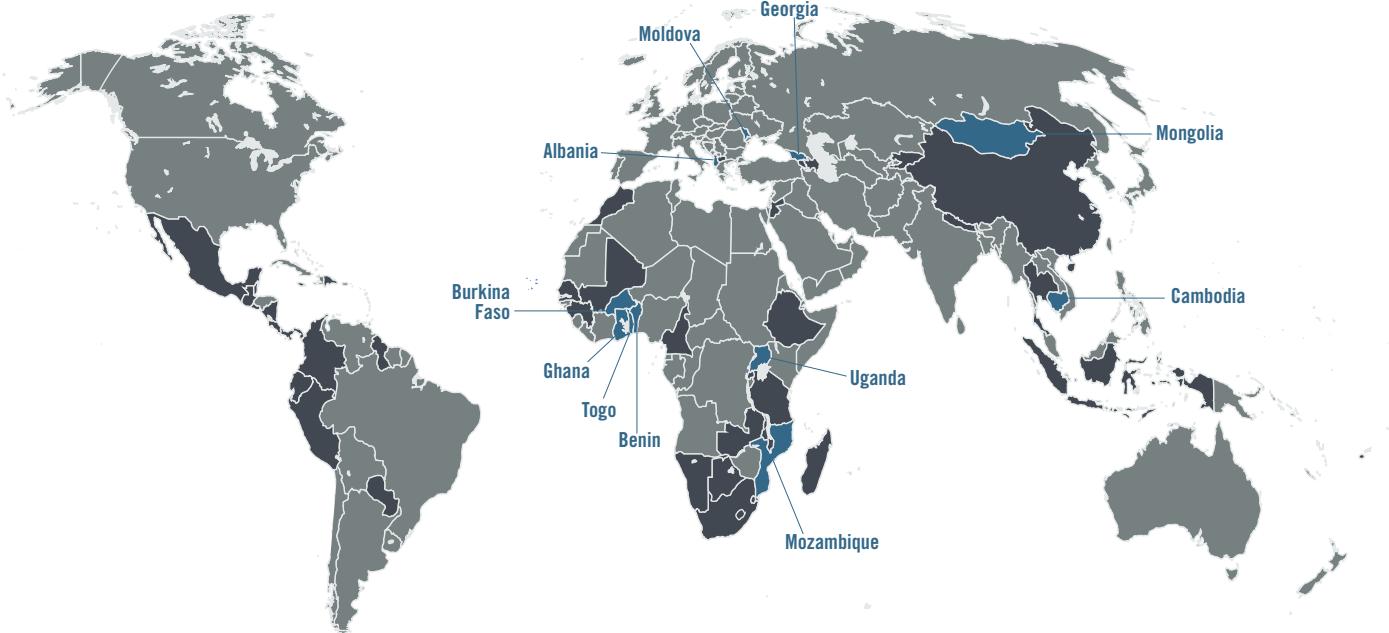
*Read about one Volunteer's impact in Lesotho at:  
<http://go.usa.gov/cq6ZJ>*

PILLAR THREE | Increasing the Impact of Peace Corps Volunteers



A major component of the initiative will support Volunteers working to break down the barriers to girls' education in the communities they serve. Under Let Girls Learn, the Peace Corps will further strengthen its programmatic impact by expanding the number of Volunteers focused on advancing girls' education and empowerment through evidence-based interventions.

*Read about one Volunteer's impact in Moldova at:  
<http://go.usa.gov/cq6Be>*



### 3 RECRUITING TALENTED AND DIVERSE AMERICANS INTERESTED IN PUBLIC SERVICE

In FY 2015, the Peace Corps implemented the largest reforms to its recruitment process in the history of the agency. Applicants can now choose to apply to specific programs and/or countries based on their unique skill sets and individual goals. As a result, the agency observed a 32 percent annual increase in the number of applications for two-year Volunteer positions in FY 2015. As a result of these changes, the agency has greatly enhanced its internal capacity to meet the needs of each host country community that requests a Peace Corps Volunteer.

In FY 2016, the agency will focus on embedding these pivotal reforms in all aspects of the Peace Corps' infrastructure. A newly established office will play an instrumental role in building upon the successes of the recruitment reforms, facilitating data-generated decision making, and effectively utilizing new knowledge management tools. Additionally in FY 2016, the agency will increase its commitment to actively recruiting and supporting diverse applicants and Volunteers. To support this effort, the Peace Corps plans to expand its partnerships with universities and increase diversity skill-building and intercultural competence training to staff around the world.

### 4 STRENGTHENING DEVELOPMENT IMPACT THROUGH QUALITY EVALUATION

In FY 2015, the Peace Corps synchronized several monitoring and evaluation practices, advancing the analytic rigor of its work. In addition to increasing accountability, improving program management, and informing operational adjustments, the agency's increased use of varied data sources adds critical layers of perspective to the Peace Corps story, elevating the voice of Volunteers, staff, and partners.

To ensure that country programs and strategies are achieving their intended impact, an internal monitoring and evaluation task force made a number of recommendations to improve the Peace Corps' evaluation processes and proposed the agencywide adoption of a comprehensive evaluation agenda. This agenda includes several forward-looking strategies to ensure that every taxpayer dollar produces the highest impact in local communities.

In FY 2016, the agency will explore ways to further strengthen the agency's evidentiary system by incorporating theories of change and logical frameworks in project planning. The agency is also incorporating evaluation plans in program design and creating measurement systems that extend beyond the tenure of individual staff. The Peace Corps is working to ensure that these efforts will advance a robust culture of inquiry and evidence-based decision making, support organizational learning, and increase its accountability to all stakeholders.

*"Strategic assessment and evaluation serve as a bridge—from good design to clear planning and on to effective practice. I am proud to see how far we have come as an agency in terms of using data systematically to ensure that our decisions are evidence-based and aligned with our strategies."*

—Director Hessler-Radelet,  
FY 2015 Annual Strategic Review

## 5 BUILDING A GLOBAL IT INFRASTRUCTURE

In FY 2015, the Peace Corps made significant progress in addressing its global IT challenges by developing a comprehensive, agencywide technology plan. Based on an external assessment, the Peace Corps' IT strategy presents a new, forward-looking plan for modernizing and integrating its systems in support of staff and Volunteers operating in highly disparate technology landscapes.

While the ambitious IT transformation planned will demand significant time, resources, and adaptability, the agency anticipates cost savings in the long run and improved business processes. The technology improvements in FY 2016 and beyond will result in more seamless communications across the agency, increased global collaboration in real time, and policies and practices that promote responsible information sharing.

The Peace Corps continues to maintain a high priority on information and information system security to ensure information, operations, and assets are appropriately protected. In the past year, the agency successfully completed the remaining security assessments and authorizations of its seven Federal Information Security Modernization Act (FISMA) inventory systems that included compliance reviews and audits. Seven onsite security reviews were performed in China, Fiji, Ghana, Kosovo, Macedonia, Madagascar and Micronesia. Security was enhanced by placing Alien Vault devices at every international post and regional recruiting office, providing vision into what security events are occurring at posts in real time. A thorough review of the current system inventory was initiated that identified ways to improve the security assessments and authorizations documentation and overall security posture by restructuring the seven major systems currently in inventory.

Moving forward, the main focus will be on implementing the National Institute of Standards and Technology Risk Management Framework throughout the agency. Implementation necessitates foundational initiatives such as drafting overarching policies and procedures, role based/awareness training, continuous monitoring, configuration management (vulnerability, patching, and change management), plan of action and milestones management, and security baselining, instrumental in minimizing the threat landscape at the Peace Corps.

# Analysis of Financial Statements

## OVERVIEW OF FINANCIAL POSITION

An unmodified (clean) audit opinion was achieved on the FY 2015 financial statements. The financial activities of the agency were conducted in 59 posts in 63 countries in 73 currencies and even more languages and cultures. The FY 2015 funding position of the Peace Corps remained relatively the same as in FY 2014.

This analysis summarizes the financial position and results of operations, and addresses changes in the types or amounts of assets, liabilities, costs, and obligations. The principal statements include the Balance Sheet, Statement of Net Cost, Statement of Changes in Net Position, and Statement of Budgetary Resources. Financial statements and notes are included in the Financial Section of this report.

Agency funds primarily consisted of appropriated funding by the Congress in the amount of \$379.5 million for FY 2015, compared to \$379 million appropriated in FY 2014. Appropriated funding was administered by the U.S. Department of Treasury. Budgetary Resources, though, were \$501.4 million in FY 2015, which compares favorably with the \$479.5 million in FY 2014. Budgetary Resources consisted mostly of the funds appropriated in FY 2015 increased by the available unobligated balance of prior year appropriated funds, recoveries of unexpired budget authority through downward adjustments of prior year obligations, and the spending authority from offsetting collections. Offsetting collections are largely the reimbursable work the agency performs on behalf of other federal agencies. Reimbursable work performed for initiatives of the nation administered by the U.S. Agency for International Development in FY 2015 chiefly consisted of \$15.4 million for Feed the Future and Global Education. The difference between the Appropriations amount reported on the Statement of Budgetary Resources and other financial documents was an increase of \$2.2 million for Appropriated Receipts Derived from Available Trust Funds (donations). In addition, the \$60 million in PEPFAR funds for work performed on behalf of the Department of State through allocation transfer is not reflected in the financial statements as those amounts are properly reported to the U.S. Department of Treasury by the Department of State.

The agency has two years in which to obligate appropriated funds and another five years in which to complete the payout process for those funds. The Peace Corps continues to operate as one program with the sole mission of providing trained Volunteers to host countries to promote world peace and friendship. The agency enhances the use of performance and cost information in budgetary decision making through the Integrated Planning and Budget System, where posts and headquarters offices develop strategic plans and resource

requests to execute goals, as well as the annual strategic review, which provides performance information as an input to the budget formulation process.

A summary of the agency's financial activities in FY 2015 and FY 2014 is presented in the following table.

## ANALYSIS OF FINANCIAL RESULTS

Changes in Financial Position from FY 2014 to FY 2015 (In Thousands)		
NET Financial Condition	FY 2015	FY 2014
Fund Balance with Treasury	209,057	211,369
Accounts Receivable	4,467	3,092
PP&E	38,886	34,556
Prepaid Volunteer Living Allowances	1,772	1,836
Other Assets	5,156	3,890
Total Assets	\$ 259,338	254,743
Accounts Payable	8,963	9,883
Employee Benefits	145,956	149,107
Unfunded FECA Liability	32,983	33,348
Unfunded Annual Leave	11,256	10,289
Other Employment Related	6,123	3,586
Non-Entity Funds	23,493	20,225
FSN and PSC Severance	23,447	25,849
Other Liabilities	412	273
Total Liabilities	\$ 252,633	252,560
Unexpended Appropriations	157,215	158,343
Cumulative Results of Operations	(150,510)	(156,160)
Total Net Position	\$ 6,705	2,183
Net Cost of Operations	\$ 382,199	354,462
Budgetary Resources	\$ 501,424	479,545

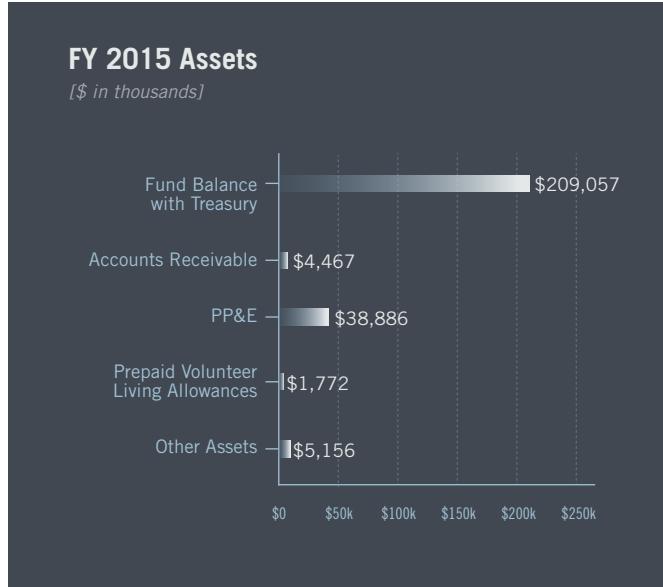
**ASSETS – WHAT WE OWN AND MANAGE.**

Assets are the amount of current and future economic benefits owned or managed by the Peace Corps to achieve its mission. Total Assets were \$259.3 million as of September 30, 2015, on the Balance Sheet. Assets increased by \$4.6 million from the FY 2014 assets of \$254.7 million. This increase occurred chiefly because of capitalization of newly acquired assets and prepaid balances for information technology subscriptions and maintenance fees.

As of September 30, 2015, the Fund Balance with Treasury and Property, Plant, and Equipment (PP&E) constituted the major portion of the agency's assets at 81 percent and 15 percent respectively. The Fund Balance with Treasury represented the amount in the agency's accounts with Treasury that were available only for the purposes for which the funds were appropriated to make expenditures and pay liabilities. This included balances for appropriated funds, special funds, trust funds, deposit funds and clearing accounts (Non-Entity Assets). PP&E consisted of tangible assets owned by the agency, reported by major class in detail in Note 5, General Property, Plant, and Equipment, Net.

The FY 2015 Fund Balance with Treasury at \$209 million decreased by \$2.3 million due to a higher rate of expenditures in FY 2015. PP&E increased by \$4.3 million primarily due to purchase of information technology equipment and software.

Assets by type are shown in the chart below:

**LIABILITIES – WHAT WE OWE.**

Liabilities (probable future outflows or other sacrifice of resources as a result of past transactions or events) are the amounts owed by the Peace Corps. Total liabilities of \$252.6 million were reported on the Balance Sheet as of September 30, 2015, consistent with \$252.6 million in FY 2014.

Liabilities by Type are shown in the chart below:



**ENDING NET POSITION – WHAT WE HAVE DONE OVER TIME.**

Net Position represents the difference between the Assets and the Liabilities on the Balance Sheet as of September 30, 2015. The agency's Net Position increased in FY 2015 to \$6.7 million from \$2.2 million in FY 2014.

**RESULTS (NET COST) OF OPERATIONS.**

The Net Cost of Operations that presents the difference between the costs incurred less earned revenue increased in FY 2015 to \$382.2 million from the FY 2014 position of \$354.5 million. The increase occurred because of expenses associated with full-time employees, readjustment allowances for Volunteers, and personal services contractors.

**LIMITATIONS OF THE 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 books and records of the entity 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.

# Analysis of Systems, Controls and Legal Compliance

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## MANAGEMENT ASSURANCES

This section addresses the Peace Corps' compliance with the Federal Managers' Financial Integrity Act (FMFIA) of 1982 (Pub. L. 97-255), presents the financial management systems strategy, and addresses key internal control issues.

### Federal Managers' Financial Integrity Act

The FMFIA mandates that agencies establish effective internal control to 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.

This Act also requires agencies to establish accounting and administrative controls to include program, operational, and administrative areas, as well as accounting and financial management. The FMFIA also requires standards to ensure the prompt resolution of all audit findings. This Act requires heads of agencies to annually evaluate and report in an assurance statement on the adequacy of internal and administrative controls (Section 2) and on conformance of systems with governmentwide standards (Section 4).

### Internal Control Guidance and Implementation of the FMFIA

Guidance for implementing the FMFIA (31 U.S.C. 3512) is provided through OMB Circular A-123, Management's Responsibility for Internal Control, that further defines management's responsibility for internal control in federal agencies, including the financial management systems. Within the agency, Peace Corps Manual Section 784, Internal Control System, sets out the policies and procedures for establishing, assessing, correcting, and reporting on internal control. The Director's FY 2015 Unmodified Management Assurance Statement follows later in this section.

### Internal Control Operations

During the FY 2015 financial statement audit, the agency achieved an unmodified (clean) audit opinion on the financial statements. Legal compliance was addressed through auditor testing of selected laws and regulations and no material weaknesses were identified. There were, though, three significant deficiencies and four instances of noncompliance with laws and regulations identified. See Appendix 1 for the planned timeframes for correcting FY 2015 audit weaknesses.

Monitoring the effectiveness of internal control occurs in the normal course of conducting agency business over the span of each year and is captured annually in the department and office head assurance statements of compliance with reasonable effective internal controls that support the Director's assurance statement for the agency. Those assurance statements are based on operational reviews in their areas and information gathered from various sources including the managers' personal knowledge of day-to-day operations and existing controls, self-assessments, senior leadership meetings, audits of financial statements, Inspector General audits, reports, reviews, investigations, and evaluations. There were no material weaknesses identified during those reviews.

Assurances of compliance with internal controls were further supported by the performance of risk assessments during FY 2015 by department and office heads with no material weaknesses identified. Risk assessments did identify weaknesses of lesser severity than material weaknesses in a few areas and those were addressed by the Senior Assessment Team and will continue to be monitored closely within the agency this next year.

In summary, the agency's internal control program is designed to ensure compliance with the requirements of the FMFIA and other federal regulations.

### **Improper Payments Information Act**

As a small agency with only one program, the Peace Corps has no activities that are risk-susceptible to the threshold amounts in Memorandum M-15-02, Appendix C to OMB Circular A-123, Requirements for Effective Estimation and Remediation of Improper Payments (24 October 2014). This circular implements the requirements of the Improper Payments Elimination and Recovery Act of 2010 which amended the Improper Payments Information Act of 2002. Significant improper payments are defined as gross annual improper payments exceeding both 1.5 percent of program outlays and \$10 million of all program or activity made during the fiscal year reported or \$100 million (regardless of the improper payment percentage of total program outlays). While not rising to the level of the improper payment thresholds above, agency payments were reviewed during FY 2015 based on different dollar values, and those payments in the amount of \$250,000 and above were subjected to an extensive review through a semiannual system-generated report. Further, the Peace Corps is a full participant in the Treasury's "Do Not Pay" program operating through the Treasury Do Not Pay Business Center. Payees under consideration for payment are reviewed for eligibility through the pre-award component of the business center, payments then are re-verified in the pre-payment component, followed by post-payment data matching reviews.

### **Debt Management Controls**

The Peace Corps manages a limited amount of debt under the provisions of the Debt Collection Improvement Act of 1996, OMB Circular A-129, Policies for Federal Credit Programs and Non-Tax Receivables, the Controller Alert, Improving Collection of Delinquent Debt issued January 4, 2013, and other laws. During FY 2015, the agency wrote off uncollectable debts and delinquent balances older than two years in the amount of \$13.4 thousand and submitted quarterly reports through the Treasury Report on Receivables.

### **Financial Management Systems Strategy**

Strategy for the financial systems in FY 2015 was to stabilize the systems infrastructure and modernize the custom applications, with particular focus on the development of new browser-based software to replace the existing old client-based financial application used by overseas posts.

The main goal of the infrastructural improvements during this fiscal year was to ensure that the servers, databases, and applications were all at fully supported and secured levels of service. Additionally, IT security was improved by upgrades associated with user access authentication and Java versions.

Work continued in software development for the custom financial application used for overseas budget execution,

cashiering, and financial reporting. This is a significant multi-year effort that will improve financial processing and reporting overseas and streamline the integration with Oracle E-Business Suite, the Peace Corps' financial system of record. The pace of software development quickened in FY 2015, and the expected phased deployment to overseas posts is planned for FY 2017.

At the end of FY 2014, the Peace Corps awarded a contract for the procurement and implementation of a new asset management system that replaces the existing stand-alone asset management system and provides significantly more automation and functionality to better track and report on assets. During this fiscal year, the agency worked with the implementation partner to address the specific requirements for foreign currency procurements, to integrate with the financial system and the agency's software tracking system, and to begin training of headquarters and overseas staff responsible for asset management. The global implementation will be completed in FY 2016.

During FY 2015, the financial systems staff collaborated with other offices on the integration of new systems into the financial systems. Work continued on testing of a new timekeeping system that will better track payroll data and account for staff time related to capital projects in the fixed assets module. The new timekeeping system will be rolled out to all direct-hire staff in FY 2016. In addition, exploration and planning began for an E-Travel system that will integrate with the Purchasing and Accounts Payable modules of Oracle E-Business Suite. The Peace Corps entered into a collaborative agreement with the Department of Interior's National Business Center, a shared service provider for E-Travel, to begin the acquisition and implementation process in FY 2016.

The financial systems upgrades and enhancements put in place in FY 2015 and planned for the upcoming years will strengthen financial reporting, control of assets, internal controls, and reduce IT security risks.

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The FMFIA Unmodified Management Assurance Statement that follows is consistent with the FY 2015 financial statement audit report.

FY 2015 FMFIA Unmodified Management 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 2015 that its internal control over the effectiveness and efficiency of operations and financial reporting was operating effectively and no material weaknesses were found in the design or operation of the internal controls. Four instances, though, of noncompliance with applicable laws and regulations were identified.

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-123 for FY 2015 with the exception of one nonconformance with the Federal Information Security Modernization Act (FISMA) of 2014. In accordance with OMB Bulletin No. 15-02, this is not considered a material weakness. Details of the FISMA nonconformance are in Appendix 1.



Carolyn Hessler-Radelet  
Director  
November 16, 2015



Joseph L. Hepp, Jr.  
Chief Financial Officer  
November 16, 2015

# PERFORMANCE SECTION

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*Peace Corps Volunteers (far left and far right) walk through a health facility in their community in Uganda.*





## Introduction

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The Performance Section details the FY 2015 results of the 11 strategic objectives and the 26 performance goals in the FY 2014–2018 Strategic Plan and FY 2015 Annual Performance Plan, which can be found at [www.peacecorps.gov/strategicplan](http://www.peacecorps.gov/strategicplan).

The FY 2014–2018 Strategic Plan includes the long-range goals and objectives designed to advance the Peace Corps mission. The 2015 Annual Performance Plan lays out the strategies and activities the agency utilizes to accomplish these goals and objectives as well as the specific results the agency expects to achieve over time.

### STRATEGIC PLAN FRAMEWORK

The FY 2014–2018 Strategic Plan and FY 2015 Annual Performance Plan include the following components:

- **Strategic goals** reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps mission to promote world peace and friendship through community-based development and cross-cultural understanding.
- **Strategic objectives** express the specific areas the agency will prioritize to achieve the strategic goals. Strategic objectives may support multiple strategic goals.
- **Strategies and activities** include the actions the agency intends to take to meet agency goals and objectives.
- **Performance goals** state a quantitative level of performance, or “target,” to be accomplished within a specific timeframe.
- **Lead offices**<sup>2</sup> are responsible for coordinating agencywide efforts to develop, implement, and report on plans to achieve each performance goal.

<sup>2</sup> In the FY 2017 Annual Performance Plan, the agency further strengthened accountability and cross-office collaboration by replacing **lead offices** with a combination of **goal lead(s)** (specific individuals across the agency with primary responsibility for a particular performance goal) and **partner offices** (offices that work in collaboration with the goal lead(s) to develop and implement strategies while also contributing to reporting on the performance goal).

## STRATEGIC GOALS 1 2 3

The Peace Corps' three strategic goals are based on the three core goals outlined in the Peace Corps Act (1961). Each of the strategic goals is supported by multiple strategic objectives. In the figures below, the strategic objectives shaded blue directly contribute to the highlighted strategic goal.

**1**

### BUILDING LOCAL CAPACITY

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

Strategic Objectives

1. Volunteer Well-Being	2. Service Opportunity of Choice	3. Development Impact	4. Cross-Cultural Understanding	5. Continuation of Service	6. Diversity and Inclusion
7. Site Development	8. Train Up	9. High-Performing Learning Organization	10. Global Connectivity	11. Measurement for Results	

**2**

### SHARING AMERICA WITH THE WORLD

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

Strategic Objectives

1. Volunteer Well-Being	2. Service Opportunity of Choice	3. Development Impact	4. Cross-Cultural Understanding	5. Continuation of Service	6. Diversity and Inclusion
7. Site Development	8. Train Up	9. High-Performing Learning Organization	10. Global Connectivity	11. Measurement for Results	

**3**

### BRINGING THE WORLD BACK HOME

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

Strategic Objectives

1. Volunteer Well-Being	2. Service Opportunity of Choice	3. Development Impact	4. Cross-Cultural Understanding	5. Continuation of Service	6. Diversity and Inclusion
7. Site Development	8. Train Up	9. High-Performing Learning Organization	10. Global Connectivity	11. Measurement for Results	

## Performance Results by Strategic Objective

For the large majority of strategic objectives, progress in FY 2015 was achieved as planned. All strategic objectives were assessed and categorized in one of two ways:

### STRATEGIC OBJECTIVE STATUS

#### NOTEWORTHY PROGRESS

The agency is exceeding its plans to achieve the strategic objective. Strategies and activities have been executed on or ahead of schedule.

#### AREA FOR IMPROVEMENT

Current strategies have not had the intended impact. An increased focus is needed by the agency to improve performance on the strategic objective. Some strategies and activities may have been executed, but more progress is needed to advance the strategic objective. Additional data may be needed to better understand performance.

### VERIFICATION AND VALIDATION OF PERFORMANCE DATA

The agency's FY 2015 performance results are based on reliable and valid data that are complete as of the end of the fiscal year. Data collection and reporting consistency are ensured by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance indicator. The Office of Strategic Information, Research, and Planning reviews all performance data to ensure they are complete and accurate. Major data sources and verification and validation processes are described in detail in Appendix 2, Verification and Validation of Performance Data.

## Performance Goal Results

Each performance goal was assessed and categorized in one of four ways:

**TARGET MET** 100 percent of target

**SLIGHTLY BELOW TARGET** 95–99 percent of target

**TARGET NOT MET** Below 95 percent of target

**NO TARGET SET** The agency did not set targets for performance goals for which baseline data was collected in FY 2015. Baseline data collected in FY 2015 are predominately measured by new data sources, including the Global Counterpart Survey, the Host Country Staff Survey, and elements of the Volunteer Reporting Tool. Baseline data collected in FY 2015 from these new sources will be used to develop targets for future years.

## STRATEGIC OBJECTIVE 1: VOLUNTEER WELL-BEING

FY 2015 Status | NOTEWORTHY PROGRESS

Supports Strategic Goals 1, 2, and 3

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

Volunteers serve in local communities often under hardship conditions where the health-care infrastructure and security environments differ from those of the U.S. The Peace Corps develops rigorous prevention and response systems and services to support the safety, security, and physical and emotional health of Volunteers.

The agency has implemented several critical reforms to ensure the optimal safety, security, and health of Volunteers. The Peace Corps will continue to evaluate the effectiveness of these reforms, and a new measure for assessing Volunteer safety and security will be incorporated in the FY 2017 Annual Performance Plan.

### KEY STRATEGIES AND ACTIVITIES

- **Finalize implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011:** The agency continued to move toward full implementation of the act, including continuing execution and improvement of the Sexual Assault Risk Reduction and Response (SARRR) program. In addition to implementing mandatory policy changes, the agency provided extensive sexual assault training for Volunteers and staff in FY 2015. Moving forward, the agency plans to monitor and evaluate the SARRR program to improve effectiveness, reduce the risk of sexual assault, and ensure Volunteers receive compassionate, timely and comprehensive support. Additional information can be found at <http://go.usa.gov/crPch>.

- **Improve Volunteer training and support:**

Volunteer well-being is a shared responsibility of staff and Volunteers. Providing support and effective training related to the well-being and resiliency of Volunteers allows them to focus on their assignments and minimize risk-taking behaviors. In FY 2015, the agency updated pre-service and in-service training sessions on mitigating safety risks and maintaining physical and emotional health. The Peace Corps also accelerated a new initiative in which Volunteers will develop their own individualized safety and security plans.

- **Strengthen the role of Peace Corps medical officers:**

Data from previous years has consistently shown a strong relationship between high-quality Peace Corps medical officers and content, healthy Volunteers. In FY 2015, the agency broadened the role of the medical officer, integrating them into more aspects of site development and the Volunteer lifecycle and elevating the position to one of the leadership roles at posts. Improving the retention of high-quality medical officers is expected to increase Volunteer satisfaction with medical and mental health support.

## Performance Goal 1.1 Results

**1.1****INCREASE VOLUNTEER SATISFACTION WITH SAFETY AND SECURITY SUPPORT**

*Increase the percentage of Volunteers who report feeling “satisfied” or “very satisfied”<sup>a</sup> with safety and security support to 82 percent by FY 2018*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	--
Result	73%	73%	68%	71%	84% <sup>b</sup>

<sup>a</sup> Includes the top two positive response options on a five-point balanced scale.

<sup>b</sup> Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010–13 may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

**ANALYSIS**

The target was met in FY 2015. This performance goal provides an assessment of the agency's safety and security prevention and response systems from the perspective of the end user: the Volunteer. The agency emphasizes effective Volunteer safety and security training as the cornerstone of a rigorous Volunteer safety and security program. This program is designed to enable Volunteers to assess their own situations in order to reduce risk as well as to respond to crime and security incidents. Volunteers who felt they had learned personal security skills in their training were more satisfied with Peace Corps safety and security support overall than those who felt their training had been insufficient. While 81 percent of Volunteers report satisfaction with safety and security support overall, the graph below breaks down three different types of safety and security training Volunteers receive: Recognize, Assess, Decide, Act, Reassess (RADAR), Sexual Assault Awareness and Impact Training, and Bystander Intervention Training (BIT). Volunteers report similar levels of satisfaction for these three types of training, all of which are offered during pre-service training.



Note: These results are based on Volunteer responses to the following questions: “How satisfied are you with the following types of support provided by in-country Peace Corps staff: Safety and security?”; “Have you used your “RADAR” or personal security skills in the past 12 months?”; “Have you used Sexual Assault Awareness skills to mitigate unwanted sexual advances in the past 12 months?”; and “Have you used Bystander Intervention skills in the past 12 months?”

Data Source: Annual Volunteer Survey  
Lead Office: Office of Safety and Security

## Performance Goal 1.2 Results

**1.2****REDUCE VOLUNTEER DISSATISFACTION WITH MEDICAL AND MENTAL HEALTH SUPPORT**

*Reduce the percentage of Volunteers dissatisfied<sup>a</sup> with medical and mental health support to 7 percent by FY 2016*

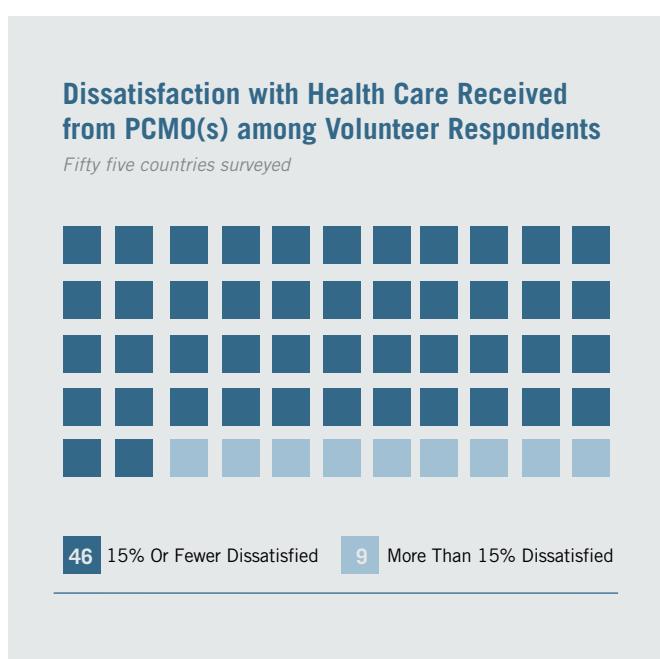
FY 2015 Status   TARGET NOT MET					
FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	8%	7%
Result	7%	7%	7%	9%	9% <sup>b</sup> 10%

<sup>a</sup> Includes the bottom two negative response options on a five-point balanced scale.

<sup>b</sup> Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010–13 may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

**ANALYSIS**

The target was not met in FY 2015. This performance goal provides an assessment of the agency's health-care support to Volunteers from their perspective as end users and focuses on a reduction in dissatisfaction levels. The Peace Corps provides direct medical care for its Volunteers, and several factors may contribute to their satisfaction, including disease incidence, satisfaction with Peace Corps medical officers, the quality of local providers and medical facilities, as well as expectations of care and treatment that may differ from what is available in resource-restrained countries. Analysis of FY 2015 survey data shows the average of 10 percent dissatisfaction is largely driven by responses from Volunteers in nine countries where more than 15 percent were dissatisfied by the medical care provided by their medical officers. The remaining 46 countries were closer to the seven percent target. It should be noted that Volunteer satisfaction with health services is only one measure of quality health care and does not constitute an objective measure of the actual health status of Volunteers. The agency will continue to explore health indicators in an effort to determine the best subset of variables that would track objective measures of Volunteer health and well-being.



Note: This result is based on the following question: “How satisfied are you with the health care that you have received from your PCMO(s)?” Volunteers who responded that they had not received any healthcare from the PCMO in the past 12 months were not included in this analysis.

Data Source: Annual Volunteer Survey  
Lead Office: Office of Health Services

## STRATEGIC OBJECTIVE 2: SERVICE OPPORTUNITY OF CHOICE

FY 2015 Status | NOTEWORTHY PROGRESS

Supports Strategic Goals 1, 2, and 3

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

Increasing the quantity and quality of Volunteer applications is essential in order to position the agency to provide development assistance that is responsive to local community needs and to promote cross-cultural understanding between the United States and other countries through the work of skilled Volunteers. Changes to the application and selection process have resulted in a 32 percent increase in applications from September 30, 2014 to September 30, 2015. Due to the increased pool of highly capable applicants, the Peace Corps anticipates that these changes will improve the agency's ability to provide higher-quality trainees to overseas posts.

### KEY STRATEGIES AND ACTIVITIES

- **Sustain improvements to the application process:**

As a result of changes to the application process, applicants can now choose the programs and countries to which they would like to apply. In FY 2015, on average, 94 percent of invitees' country preferences were honored, either through their preference for a specific country or their willingness to serve "anywhere." At least 96 percent of invitees' sector preferences were honored, either through their preference for a specific sector or their willingness to serve in any sector. In addition to significantly shortening the amount of time needed to complete an application (reduced from eight hours to one hour), the period from when an individual applied to when he or she was invited to Peace Corps service was reduced from an average of 7 months in FY 2014 to 4 months in FY 2015.

- **Utilize market research and new information sources to inform decision making:**

An extensive market research study by the agency in FY 2015 yielded fruitful results. The research focused on primary influencers of future applicants to better understand the brand and value of the Peace Corps from the perspectives of core prospects (18- to 26-year-olds) and future prospects (15- to 17-year-olds). The agency plans to utilize these findings to inform marketing and recruitment

strategies that are deliberate and data-driven. Additionally, the agency employed new tools to generate data for effective decision making in the placement process. The implementation of a "soft skills" questionnaire and a new interview rating tool has allowed placement officers to better rank candidates in the applicant pool.

- **Increase service opportunities abroad:**

In FY 2015, the agency worked to increase the number and variety of service opportunities in the field. In collaboration with our strategic partners, the agency explored new ways to increase the number of specialized Volunteer positions as well as to bolster support for new Peace Corps Response positions. As a result, the Peace Corps Response program has grown almost 13 percent in FY 2015 and over 30 percent since FY 2012.

## Performance Goal 2.1 Results

**2.1****VOLUNTEER REQUESTS MET**

*Field 100 percent of the Volunteers requested by overseas posts each year*

FY 2015 Status   SLIGHTLY BELOW TARGET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	95%	95%	95%	100%	100%
Result	101%	97%	97%	90%	98%	97%

Data Source: Peace Corps database

Lead Office: Office of Volunteer Recruitment and Selection

**ANALYSIS**

The FY 2015 results are slightly below target. Since the pool of talented, culturally sensitive Volunteers is the foundation upon which Peace Corps projects are built, measuring the agency's ability to fully address overseas posts' programming needs by meeting their requests for skilled Volunteers is a direct outcome measurement. While the Peace Corps has more than enough qualified applicants to meet the requests made by posts, attrition between the final date for applicants to join a new training group and the group's actual date of departure from the United States is still the primary challenge to reaching a 100 percent fill rate. This attrition occurs for a number of reasons, including the following: (1) changes in the number of Volunteers requested by posts; (2) posts' caution in requesting more Volunteers than they need to compensate for attrition out of concern that they may receive more Volunteers than they are prepared to receive; (3) invitees withdrawing their applications after accepting their invitation but before their departure date for reasons not related to the Peace Corps; and (4) invitees not receiving medical or legal clearance in a limited number of cases. The agency will continue to improve upon attrition mitigation strategies—including researching ways to strengthen the engagement of invitees during the pre-departure environment—in order to meet the Volunteer requests of posts.

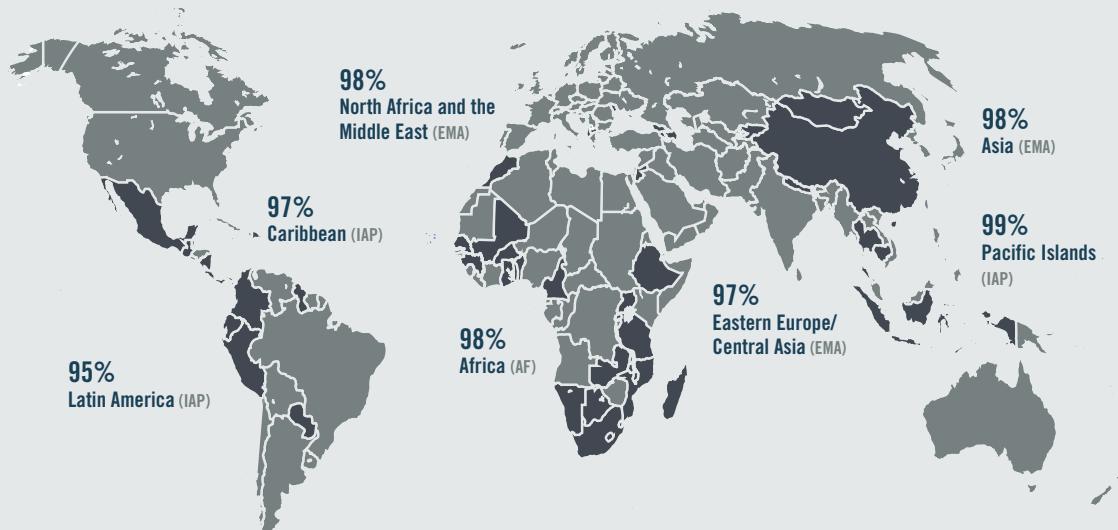
### Volunteers who report they facilitated direct interactions between American and host country individuals and communities

Percent of Annual 2015 Volunteer Survey Respondents who Facilitated Cross-Cultural Connections

AF | Africa Region

EMA | Europe, Mediterranean and Asian Region

IAP | Inter-America and the Pacific Region



## Performance Goal 2.2 Results

**2.2****INCREASE SERVICE OPPORTUNITIES**

*Increase the number of Volunteers serving annually to 10,000 by FY 2018*

FY 2015 Status   TARGET NOT MET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	7,600	8,200
Result	8,655	9,095	8,073	7,209	6,818	6,919

**ANALYSIS**

The target was not met. In FY 2015, the Peace Corps maintained active programs in 63 countries, administered by 59 overseas posts. Program closings and temporary program suspensions present substantial challenges to steadily increasing the number of Volunteers in the field. In FY 2015, the program in Jordan was temporarily suspended due to security concerns, and operations in Azerbaijan were suspended after 11 years due to a lack of agreement with the host government. In FY 2016, the agency plans to open a program in Myanmar (Burma) and to reopen a program in Timor-Leste. The figure below shows the change in the number of Volunteers in the field by sub-region, providing geographic context for the growing and shrinking presence of the Peace Corps in different areas of the world. The Africa region accounts for the largest decrease in Volunteers in FY 2015; this is primarily attributed to the number of Volunteers who were temporarily evacuated from Guinea, Liberia, and Sierra Leone due to the Ebola outbreak in FY 2014. In the Asia region, the increase was led by growth in the Philippines. In Eastern Europe and Central Asia, Kosovo and Ukraine contributed the most to the increase in the number of Volunteers.

Data Source: Peace Corps database  
 Lead Office: Office of Global Operations

## Performance Goal 2.3 Results

**2.3****INCREASE APPLICATIONS**

*Increase applications for Volunteer service to 25,000 by FY 2018*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	20,000
Result	13,430	12,206	10,091	10,118	19,151 <sup>a</sup> 24,848

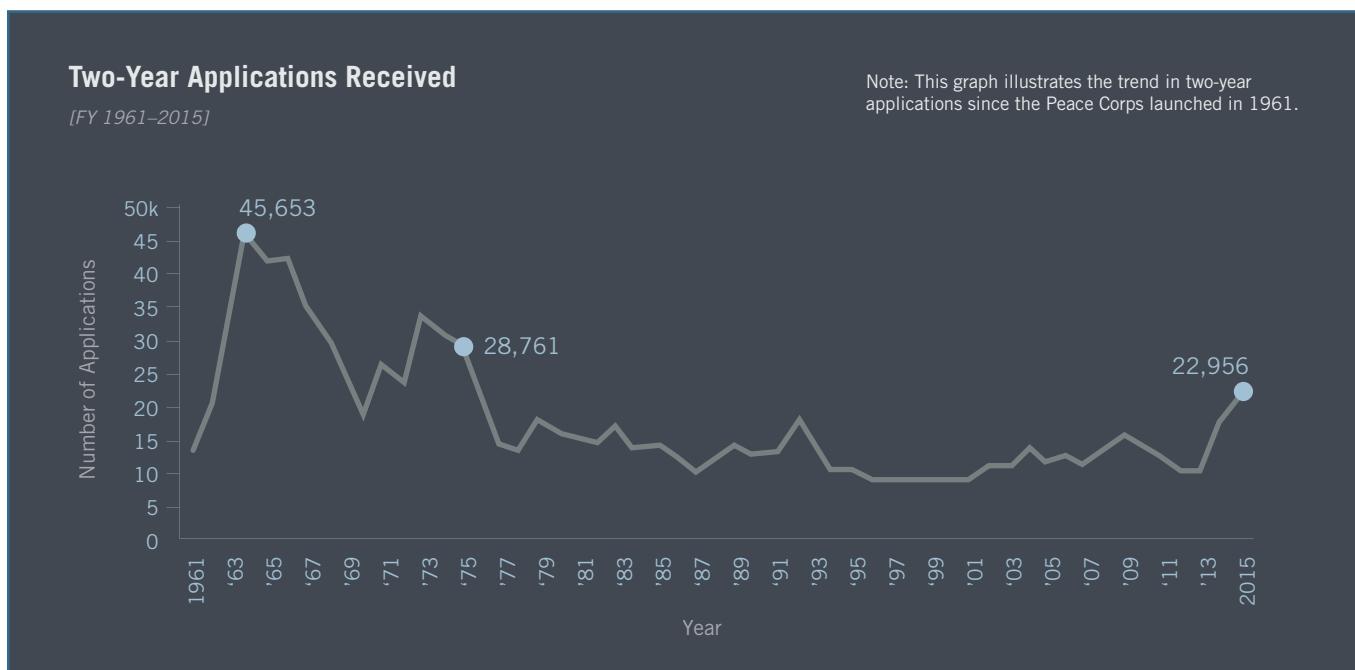
<sup>a</sup> The definition of an application for Volunteer service was modified in FY 2014; results for FY 2010-13 are reported using the previous definition, which did not include Peace Corps Response and which did require that individuals submit both an application and a health history form. Under the updated definition, an “application” occurs when a qualified U.S. citizen submits a completed application for either the two-year Peace Corps Volunteer program or the short-term Peace Corps Response program. Results and targets for fiscal years 2014 and beyond are reported based on this new definition, which includes applications from both the two-year program (22,956) and the Peace Corps Response program (1,892). In FY 2014, 17,336 applications were received for the two-year program.

**ANALYSIS**

The target was met. The dramatic increase in the number of applications for Peace Corps service—currently at a 40-year high—is a clear indication of the competitiveness of the Peace Corps as a service opportunity of choice. The agency expects the revitalized recruitment and application processes in place will sustain high application numbers and ensure that there are multiple applicants for each Volunteer request.

Data Source: Peace Corps database

Lead Office: Office of Volunteer Recruitment and Selection



## Performance Goal 2.4 Results

**2.4****REDUCE TIME FROM APPLICATION TO INVITATION**

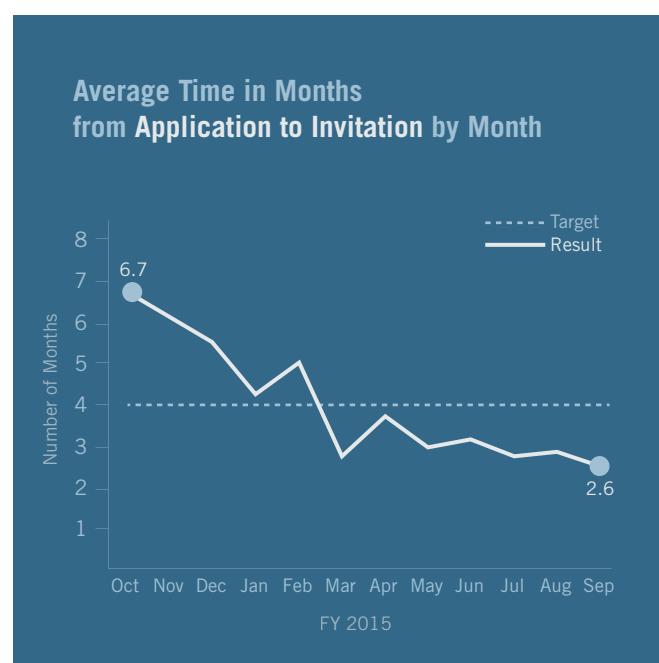
*Reduce the average time from application to invitation to no more than 3 months by FY 2016*

FY 2015 Status   TARGET MET					
FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target --	--	--	--	5 months	4 months
Result --		10 months	11 months	6 months <sup>a</sup>	7 months

<sup>a</sup> In FY 2013, the application and medical review processes were modified; invitations are now offered prior to medical clearance. This resulted in a reduction of the average time from application to invitation.

**ANALYSIS**

The target was met. Recent improvements, such as the elimination of nominations and medical pre-screening as well as the overall simplification of the application process, have reduced the average time from application to invitation. The wait time decreased steadily throughout FY 2015 from a high of 6.7 months at the beginning of the first quarter to 2.6 months by the end of the fourth quarter. The average time for FY 2015 was 4.2 months.



Data Source: Peace Corps database

Lead Office: Office of Volunteer Recruitment and Selection

**PEACE CORPS APPLICATION PROCESS**

## STRATEGIC OBJECTIVE 3: DEVELOPMENT IMPACT

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goals 1 and 2

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

The Peace Corps contributes to local development outcomes and strengthens local capacity by implementing Volunteer projects that utilize technical interventions proven to be successful. The agency also partners with other U.S. government, nongovernmental, and private sector development organizations to enhance Volunteers' impact through knowledge, skill, and resource sharing.

The Peace Corps has prioritized further strengthening its capacity to measure the development impact of its Volunteers. Additional data are needed, however, to fully document the degree to which the agency's strategies for programming, training, and evaluation are sufficient to lead toward gains in local development efforts.

### KEY STRATEGIES AND ACTIVITIES<sup>3</sup>

- **Revise Volunteer project frameworks:**

In response to a recommendation in the 2010 Comprehensive Agency Assessment (<http://go.usa.gov/cq6A9>) to bring greater focus to projects and more targeted training to Volunteers, the agency has invested in a multiyear effort to revise project frameworks in order to provide clear, concise logic to link goals, objectives, and activities with indicators of success. All Peace Corps posts around the world revised their Volunteer project frameworks in FY 2013 and were provided feedback from headquarters. This effort has continued in FY 2014 and FY 2015 in relation to project openings, reviews, and closings. It has resulted in project frameworks that contain a more streamlined set of indicators and targets against which Volunteers report their results.

- **Actively participate in presidential and whole-of-government initiatives:**

Due to their location, intercultural competency, and language skills, Peace Corps Volunteers are well-positioned to expand the reach and enhance the efficacy of major development initiatives in local communities. Volunteers work on projects related to several presidential and whole-of-government initiatives, including the Energy and Climate Partnership of the Americas, Feed the Future, the Global Health Initiative, the President's Emergency Plan for AIDS Relief (PEPFAR), the Global Education Framework Agreement, the President's Malaria Initiative, and, most recently, Let Girls Learn.

- **Establish regional standards for feedback to Volunteers:**

The agency recognizes the critical importance of providing timely and quality feedback to Volunteers on their work. To ensure that they benefit from the expertise of staff and the best practices of other Volunteers, the agency has established regional standards for the timeliness and frequency of this feedback. Dedicated staff members at all posts have been tasked with providing feedback to Volunteers on the quality of the data they provide on project indicators. Monitoring and evaluation coordinators are now onboard at many posts and are particularly important in facilitating this process. Some posts have also begun organizing collective reviews of project accomplishments among groups of Volunteers at Peace Corps trainings and conferences.

- **Develop tools for data collection and feedback:**

During FY 2015, a successful effort by multiple offices in headquarters led to streamlining the number of standard sector indicators. Guidance was provided to support posts in meeting data quality expectations for the indicators they are using. To further improve data quality, the agency invested in the development of tools for Volunteers to use in reporting the results of their work. In addition, revisions to the Volunteer Reporting Tool in FY 2014 and FY 2015 have allowed posts to manage their projects in a central database. Volunteers use this database to report their activities against project indicators. Program managers are able to immediately respond with feedback and questions. Additionally, data from Volunteers and posts can be rolled up to a central headquarters-based location and returned back to posts rapidly. This allows for more timely evidence-based decision making.

<sup>3</sup> Detailed information about Volunteer activities related to the achievement of Strategic Objective 3: Development Impact can be found in the Work of the Volunteers Section.

## Performance Goal 3.1 Results

**3.1****ADVANCE COMMUNITY-BASED DEVELOPMENT OUTCOMES**

*Increase the percentage of projects with documented gains on community-based development outcomes*

FY 2015 Status   NO TARGET SET					
FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target <sup>a</sup> --	--	--	--	--	--
Result --	--	--	--	76%	73% <sup>b</sup>

<sup>a</sup>The agency did not set targets for performance goals for which baseline data was collected in FY 2015.

<sup>b</sup>FY 2015 results are preliminary and will be updated with the FY 2017 Annual Performance Plan to be issued with the FY 2017 Congressional Budget justification in February 2016. It is expected that when the final Volunteer reports are submitted, the result will increase as it did in FY 2014.

**ANALYSIS**

This performance goal is measured using data from 19 standard sector indicators—reported by Volunteers in the Volunteer Reporting Tool (VRT)—which summarize their achievements across the Peace Corps' six programmatic sectors. This performance goal's result is based on an analysis of every project that includes one or more of the selected standard sector indicators in a Peace Corps post's project framework. In FY 2015, 104 projects in 51 posts included one or more of the 19 selected indicators. Within this set of 104, projects were considered to have demonstrated “gains” if their results for at least one of the indicators selected to measure this goal met the following two thresholds: (1) At least 25 percent of Volunteers reported results and (2) at least 25 percent of the annual target was achieved. This was a new performance goal in FY 2014. As such, the agency used baseline data from FY 2014 to establish the target beginning in FY 2016.

Data Source: Volunteer Reporting Tool  
Lead Office: Office of Global Operations

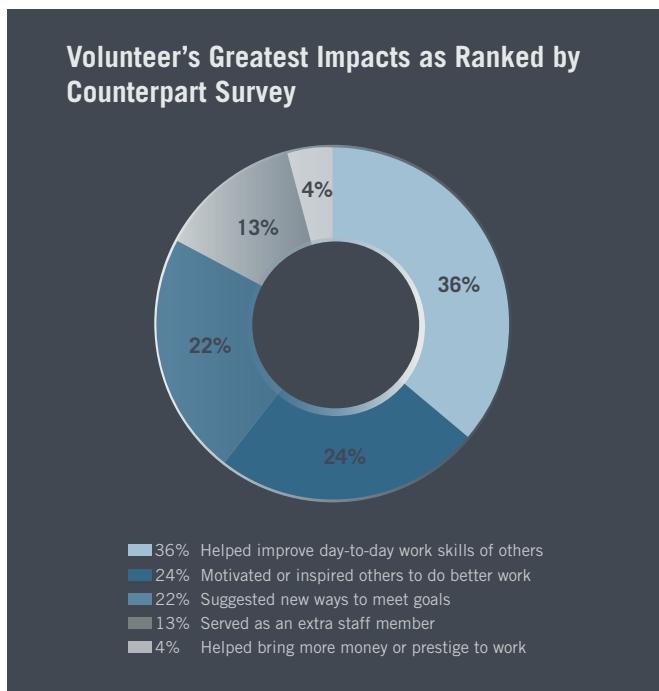
## Performance Goal 3.2 Results

**3.2****STRENGTHEN LOCAL CAPACITY**

*Increase the percentage of projects with documented gains in the capacity of host country individuals*

FY 2015 Status   NO TARGET SET					
FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target <sup>a</sup> --	--	--	--	--	--
Result --	--	--	--	--	83%

<sup>a</sup> The agency did not set targets for performance goals for which baseline data was collected in FY 2015.



Note: Results may not add to 100 percent due to rounding. The FY 2015 result for this performance goal was based on the following question: “Thinking of all of the Volunteers who you may have worked with, which of the following is the way in which those Volunteers have had the largest impact on your work, and which would you say is the way in which they have made the smallest impact?” (n=396).

**ANALYSIS**

The agency launched its first survey of host country counterparts—the primary work partners of Volunteers—in FY 2014, reaching 1,436 out of an estimated 5,800 counterparts globally (approximately 25 percent). The survey questions were designed to measure the counterparts’ perception of their own and their community’s capacity developed through working with Peace Corps Volunteers. In FY 2014, the percentage of surveyed counterparts was not sufficient to draw global or sector-specific results. As a result, the agency continued collecting baseline data in FY 2015 using a revised approach that focused on a random sample of 400 counterparts globally. The agency was able to survey 397 of these 400 counterparts, thereby representing the entire population of Peace Corps counterparts worldwide.

In order to minimize the potential for positive bias that might occur with a direct question on capacity development, the counterparts were asked to rank the importance of five Volunteer contributions to their work (identified in previous work) as proof of impact by counterparts, but only three of which were considered by the Peace Corps to be evidence of capacity development. Results for this performance goal were calculated as a percentage of the projects in which host country counterparts reported capacity development as Volunteers’ primary impact on their projects.

Eighty-three percent of counterparts indicated that their Volunteers’ primary impact was related to capacity development. Counterpart responses that indicated that the largest impact of a Volunteer was “helped to improve the day-to-day work skills,” “motivated or inspired others to do better work,” or “suggested new ways to meet goals” were counted as evidence of capacity development. Responses that indicated that the largest impact of a Volunteer was “served as an extra staff member” or “helped to bring more money or prestige” were not counted as evidence of capacity development.

Data Source: Global Counterpart Survey  
Lead Office: Office of Global Operations

## Performance Goal 3.3 Results

# 3.3

## IMPROVE FEEDBACK TO VOLUNTEERS

*Increase the percentage of Volunteers satisfied<sup>a</sup> with the timeliness and quality of feedback provided on their work to 68 percent by FY 2018*

FY 2015 Status   TARGET NOT MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	40% 59%
Result	35%	39%	33%	38%	55% <sup>b</sup> 54%

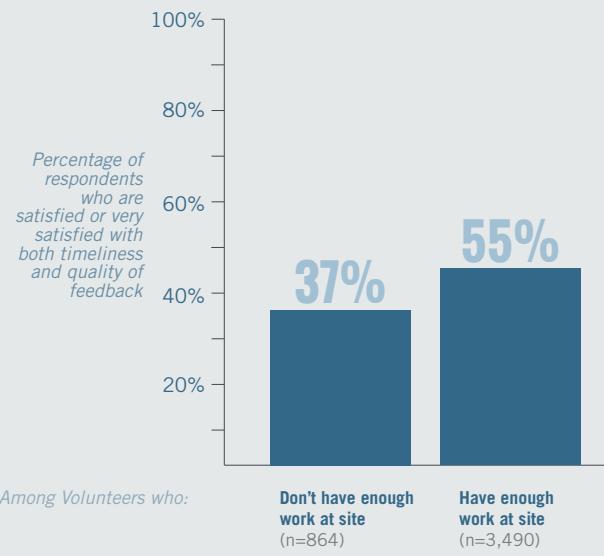
<sup>a</sup> Includes the top two positive response options on a balanced five-point scale.

<sup>b</sup> Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010-13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

## ANALYSIS

The target was not met in FY 2015. Volunteers live and work in local communities that are often long distances away from Peace Corps staff. When Volunteers receive timely, high-quality feedback on their work from staff via email, text messages, phone calls, responses to the Volunteer Reporting Tool, or other mechanisms, they are able to benefit from the experience and advice of staff, share successes, and address challenges. This interaction contributes to the ability of Volunteers to achieve their project outcomes. Notably, a little over half of all Volunteers who responded on the AVS reported feeling satisfied with the timeliness and quality of the feedback provided by Peace Corps staff on their work. The individual results on the two survey questions used to measure this performance goal showed that 61 percent of respondents were satisfied with timeliness of the feedback that they received, while 63 percent were satisfied with quality of feedback. Work availability at site proved highly correlated to Volunteer satisfaction with feedback on work reports. Volunteers who felt they had enough work at site were, on average, more satisfied with feedback on work reports than Volunteers who did not feel they had enough work at site. Additionally, Volunteers who were satisfied with the feedback received, on average, worked 10 more hours per week on their primary and secondary projects than Volunteers who were dissatisfied with the feedback they received. A number of new measures—including regional standards for feedback to Volunteers—have been implemented and are expected to lead to further improvement in FY 2016.

### Volunteer Satisfaction with both timeliness and quality of feedback



Data Source: Annual Volunteer Survey  
Lead Office: Office of Global Operations

## STRATEGIC OBJECTIVE 4: CROSS-CULTURAL UNDERSTANDING

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goals 1, 2, and 3

*Build a deeper understanding of other cultures by developing long-lasting connections between American and host country individuals and communities*

Volunteers advance cultural understanding between the United States and the communities where they serve by living and working side by side with local partners and by sharing their experiences with family, friends, and the American public both during their service and when they return to the U.S. Through comprehensive intercultural<sup>4</sup> learning opportunities, Volunteers acquire skills that allow them to not only understand other cultures but to navigate among cultures appropriately, responsibly, and effectively. In this way, Volunteers serve as cultural ambassadors between host countries and the United States, promoting mutual understanding among peoples through daily interactions and the use of new technology. Based on FY 2015 results, more progress is needed to improve outcomes related to cross-cultural understanding and facilitated interactions between Volunteers and host country communities. The agency is working to provide Volunteers and staff with effective training and resources that reflect recent advances in intercultural competence.

### KEY STRATEGIES AND ACTIVITIES<sup>5</sup>

- **Develop intercultural competence training and tools:** Intercultural competence encompasses the knowledge, skills, and attitudes necessary to communicate effectively and appropriately with people from other cultures. In FY 2015, the agency released new online intercultural competence training for both staff and Volunteers. In FY 2016, the agency will adopt newly designed intercultural competency tools for Peace Corps trainees, Volunteers, host country staff, U.S. direct hire staff, host families, and counterparts that will better equip them to interact and communicate effectively and appropriately across cultures.
- **Leverage new platforms to promote cross-cultural understanding:** In FY 2015, the agency redesigned aspects of the Correspondence Match program to facilitate independently identified “matches” between Volunteers and U.S. teachers,

improved methods for collaboration through social media, and the promotion of new technologies to enable communication between host and home communities. Additionally, the agency hosted eight model events where a Volunteer and a member of his or her host community participated in video chats with members of the American public. For more information on how the Peace Corps facilitates cross-cultural understanding in classrooms across the country, visit <http://go.usa.gov/cYY8k>.

<sup>4</sup> The term “intercultural” emphasizes the diversity found within groups and the complex multicultural context in which the Peace Corps operates.

<sup>5</sup> Volunteer activities related to the achievement of Strategic Objective 4: Cross-Cultural Understanding can be found in the Work of the Volunteers Section.

## Performance Goal 4.1 Results

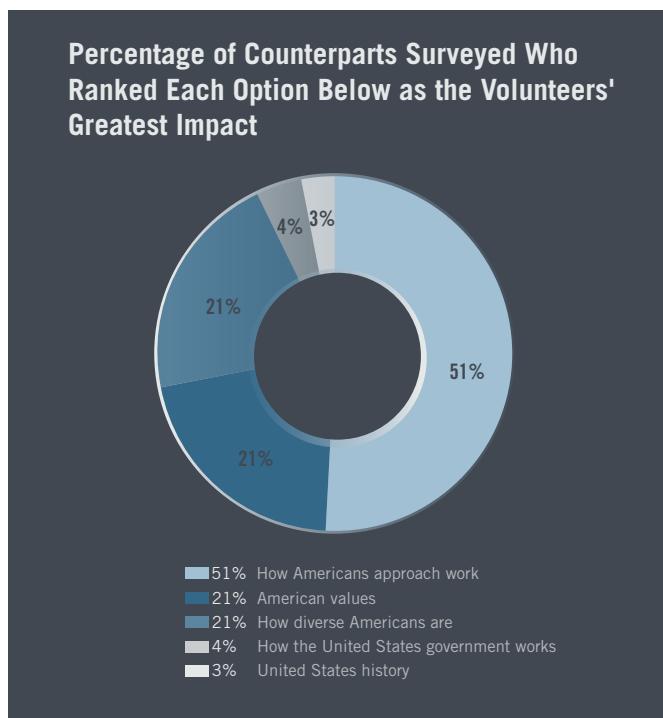
**4.1****GREATER UNDERSTANDING OF AMERICANS**

*Increase the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer*

FY 2015 Status   NO TARGET SET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target <sup>a</sup>	--	--	--	--	--	--
Result <sup>b</sup>	--	--	--	--	94%	90%

<sup>a</sup>The agency did not set targets for performance goals for which baseline data was collected in FY 2015.

<sup>b</sup>This result is based on the following question: “Have you learned anything new about the United States or Americans through your interactions with Peace Corps Volunteers?”



Note: The FY 2015 result for this performance goal was based on the following question: “Which of the following is the thing that you have learned the most about through working with Peace Corps Volunteers, and which is the thing that you have learned the least about through working with Peace Corps Volunteers?” (n=356).

**ANALYSIS**

This performance goal is measured through the Global Counterpart Survey, first launched in FY 2014. Counterparts work closely with Volunteers and their increased understanding of the United States and the American people is a result of sustained day-to-day interactions with Volunteers. Nine in 10 Peace Corps counterparts reported that they learned something new about the United States after working with Volunteers. The FY 2015 result is based on survey data collected from a random sample of counterparts. As a result, it has a lower margin of error than the census of counterparts that the agency attempted in FY 2014. It is, thus, a more reliable reflection of counterpart sentiment.

The survey included a supplemental question about the specific content that the counterparts reported learning through working with Peace Corps Volunteers. (See graph). Counterparts reported that they learned most about how Americans approach work, followed by American values and diversity. This data provides information on one aspect of the impact of Volunteers on the Peace Corps’ goal of promoting a better understanding of Americans.

Data Source: Global Counterpart Survey  
Lead Office: Office of Global Operations

## Performance Goal 4.2 Results

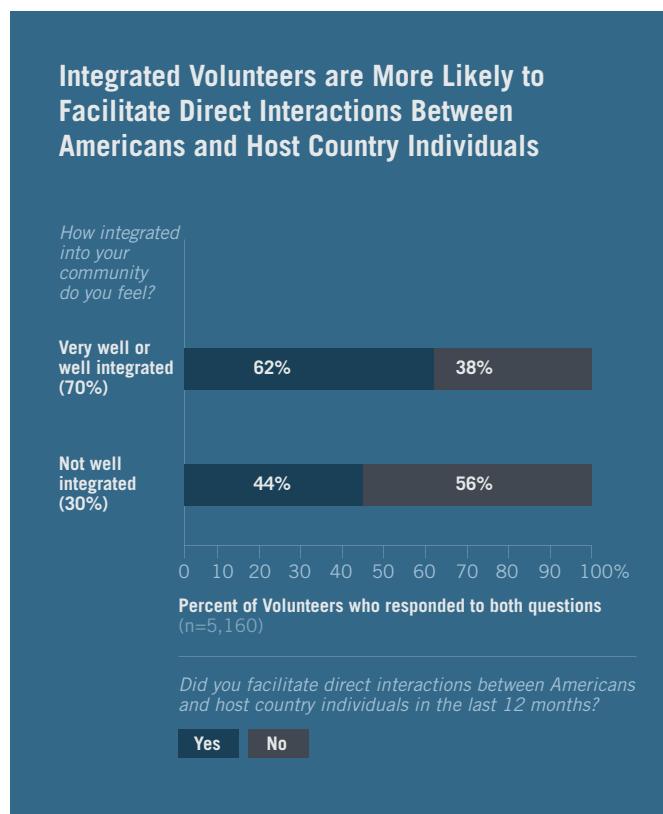
**4.2****INCREASE CROSS-CULTURAL CONNECTIONS**

*Increase the percentage of Volunteers who report they facilitated direct interactions between Americans and host country individuals and communities to 62 percent by FY 2016*

FY 2015 Status   SLIGHTLY BELOW TARGET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	--
Result	--	--	--	--	57%

**ANALYSIS**

FY 2015 results were slightly below the target. This performance goal captures Volunteers' work to facilitate direct in-person and virtual interactions between Americans and host country peoples through participation in match programs, social media, in-person visits, web conferences, and other mechanisms. This question was included in the Annual Volunteer Survey for the first time in FY 2014 and therefore trend data is not available. In FY 2015, the agency worked to improve Volunteer integration by strengthening Volunteer training and Volunteer resources related to intercultural competence. Increases in Volunteers' intercultural competence allow for more culturally appropriate and mutually beneficial interactions with host country individuals. As shown in the following graph, well-integrated Volunteers were far more likely to facilitate direct interactions between Americans and host country individuals. The agency expects that the adoption of the newly designed intercultural competence tools and training for Volunteers will improve performance in FY 2016.



Data Source: Annual Volunteer Survey  
 Lead Offices: Office of Overseas Programming and Training Support, Office of Third Goal and Returned Volunteer Services

## STRATEGIC OBJECTIVE 5: CONTINUATION OF SERVICE

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goal 3

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

More than 220,000 Americans have served as Peace Corps Volunteers since 1961—a significant “domestic dividend” of skilled and dedicated individuals who continue serving the American public and the overseas communities where they lived and worked long after they return home. By providing tools and resources to Volunteers to ease their transition after service, such as career counseling and best practices for sharing their experiences and promoting service, the Peace Corps is positioning returned Volunteers to be active contributors to the agency’s Third Goal. The agency also encourages returned Volunteers to share their experiences with family, friends, and the public; build and maintain connections among Americans and host country individuals and communities; and recruit the next generation of Volunteers. Significant additional work to advance the Peace Corps mission is undertaken directly by the returned Peace Corps Volunteer community through returned Volunteer groups and the actions of individual returned Volunteers—*independent of the agency*. Notably, a significant number of returned Volunteers continue their service as international development or foreign policy specialists.

### KEY STRATEGIES AND ACTIVITIES:

- **Leverage social media platforms to build returned Peace Corps Volunteer (RPCV) networks:**

The agency facilitated RPCV connections and career services through public platforms, such as LinkedIn, Facebook, and Twitter. At the end of FY 2015, there were nearly 13,000 RPCVs on LinkedIn, 2,400 RPCV Friends and Family Facebook Group members, and 1,600 Twitter followers. The effective use of public platforms also provided more opportunities than ever before for RPCVs to share their stories and facilitate cross-cultural understanding.

- **Strengthen RPCV services through online resources:**

The agency provided career and Third Goal-related resources to the RPCV community on the Peace Corps website

(<http://go.usa.gov/c36K4>). Improvements in FY 2015 included new resources on the RPCV Virtual Career Center and expanding the “Bring the World Home” section, which provides tools to help RPCVs share their stories.

- **Expand RPCV career events across the country:**

In FY 2015, the agency worked to offer career events to RPCVs at a variety of locations outside of Washington, D.C. The Peace Corps held its first four-day career conference in Seattle and piloted a new Virtual Career Conference that included participants from across the country.

## Performance Goal 5.1 Results

**5.1****SUPPORT RPCV CAREER TRANSITION**

*Increase the number of returned Volunteers who access the Peace Corps' career services to 3,000 by FY 2016*

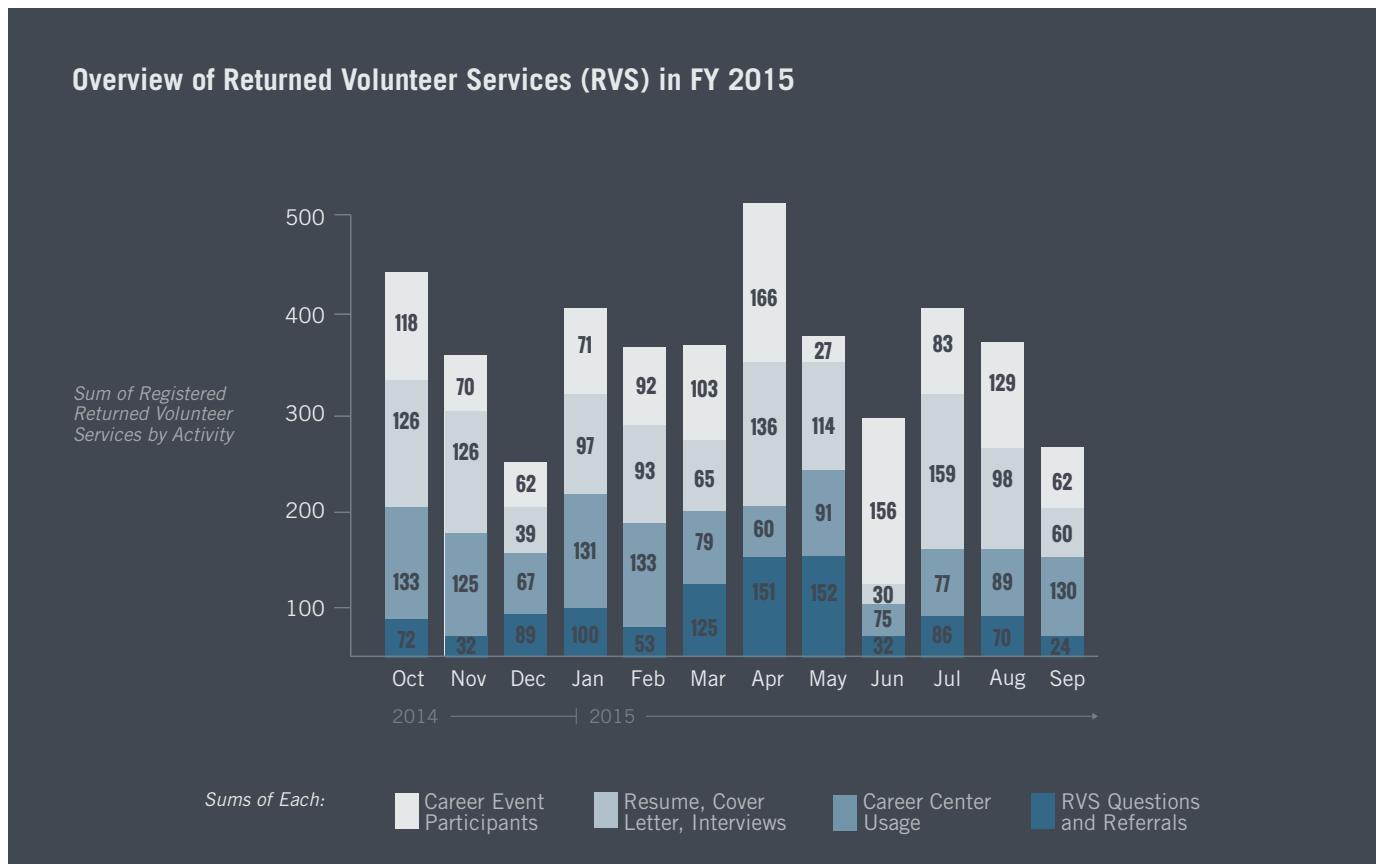
FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	2,500
Result	--	--	--	--	2,649

	FY '15
Target	2,750
Result	2,831

**ANALYSIS**

The target was met. The career services included in the measure for this performance goal are career conferences and fairs, employer panels, employer information sessions, career-focused webinars, résumé reviews, mock interviews, and career service consultations provided at headquarters and regional recruitment offices. The figure below displays the number of RPCVs who accessed these different types of the Peace Corps' career services for FY 2015 by month.



Data Source: Peace Corps administrative records  
Lead Office: Office of Third Goal and Returned Volunteer Services

## Performance Goal 5.2 Results

# 5.2

## INCREASE RPCV ENGAGEMENT

*Increase the number of returned Volunteers who participate in agency-supported Third Goal activities to 16,000 by FY 2018*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	8,000
Result	--	--	--	--	9,754
					10,000
					10,866

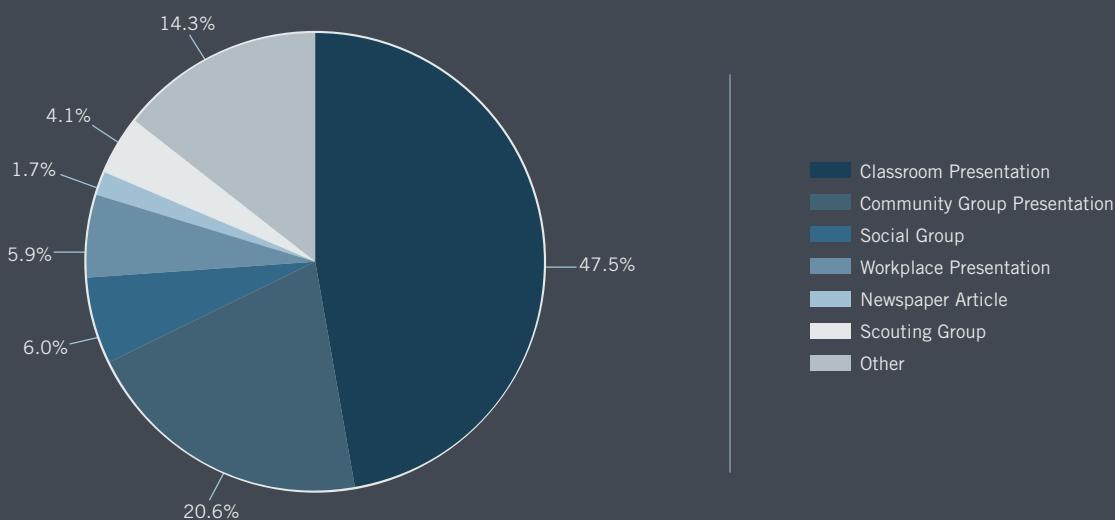
## ANALYSIS

The target was met. This performance goal measures RPCV participation in agency-supported activities to increase Americans' awareness and knowledge of other cultures, including the Coverdell World Wide Schools Speakers Match program, Peace Corps Week, Third Goal conferences and summits, and recruitment events. The majority of agency-supported Third Goal events are conducted at the Peace Corps headquarters in Washington, D.C., and at regional recruitment offices across the country. To expand the reach of Third Goal activities beyond agency-lead events, the Peace Corps will take steps to increase the resources and materials available for returned Volunteers to independently conduct Third Goal activities in their communities. Strategies to improve performance on this measure in the next year include further improving communication platforms for returned Volunteers, supporting the development of independent Volunteer alumni groups by providing materials on the promotion of the Third Goal, and developing a "Third Goal and Returned Volunteer Services" curriculum to be included in pre-departure, pre-service, and close-of-service training for Volunteers.

Data Source: Peace Corps administrative records

Lead Office: Office of Third Goal and Returned Volunteer Services

## Third Goal Activity Breakdown in FY 2015



## STRATEGIC OBJECTIVE 6: DIVERSITY AND INCLUSION

FY 2015 Status | NOTEWORTHY PROGRESS

Supports Strategic Goals 1, 2, and 3

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

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

### KEY STRATEGIES AND ACTIVITIES

- **Launch the Diversity Governance Council:**

The Peace Corps formally constituted the charter of its new Diversity Governance Council and held the inaugural meeting in September 2015. Senior staff will participate in the council's quarterly meetings along with agency diversity practitioners and representatives from each employee resource group. The activities planned for this council include developing a four-year diversity and inclusion strategic plan and overseeing its implementation, monitoring compliance with Peace Corps regulations and presidential orders, facilitating the appointment of senior liaisons for employee groups, serving as a forum to address key issues, and providing advice to agency leadership.

- **Integrate diversity, inclusion, and intercultural competence:**

In FY 2015, the Peace Corps linked its diversity and inclusion efforts with intercultural competence. The agency developed intercultural training and consultations that specifically target Volunteers and the post staff who train Volunteers. Both the creation of the Diversity Governance Council and the development of a diversity dashboard have served as catalysts for cross-office collaboration throughout the agency. In FY 2016, the Peace Corps will revise its training for directors, managers, and supervisors to address new diversity and inclusion goals in addition to Equal Employee Opportunity policies and principles.

- **Reach underrepresented populations:**

The Peace Corps is committed to maintaining a diverse Volunteer corps that represents the U.S. population. In FY 2015, the agency sought new ways to reach underrepresented communities and retain diverse candidates throughout the application process. In FY 2015, the Peace Corps collaborated with strategic partners, local and regional groups connected to diverse communities, and returned Volunteer groups to support the engagement of diverse communities and potential applicants. The agency intends to build upon existing programs and develop a plan for a mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve retention. A new performance goal to advance this objective has been included in the FY 2017 Annual Performance Plan.

- **Strengthen employee resource groups:**

Peace Corps employee resource groups are created by employees around a shared area of interest or diversity aspect. They are supported by the agency to promote networking, career development, community service, and cross-cultural understanding. Each group developed a charter for its members and has a member of the senior staff serve as liaison between the group and other agency leaders. The Peace Corps currently has employee resource groups to support staff of African, Asian/Pacific Islander, and Hispanic ancestry; Jewish faith and ancestry; members of the LGBTQIA (lesbian, gay, bisexual, transgender, queer, and ally) communities; parents; women; veterans; as well as groups on "mindfulness" (meditation and relaxation for managing stress) and non-denominational faith. These groups are open to all Peace Corps employees. The Peace Corps has also added full-time staff positions dedicated to promoting diversity in the agency.

## Performance Goal 6.1 Results

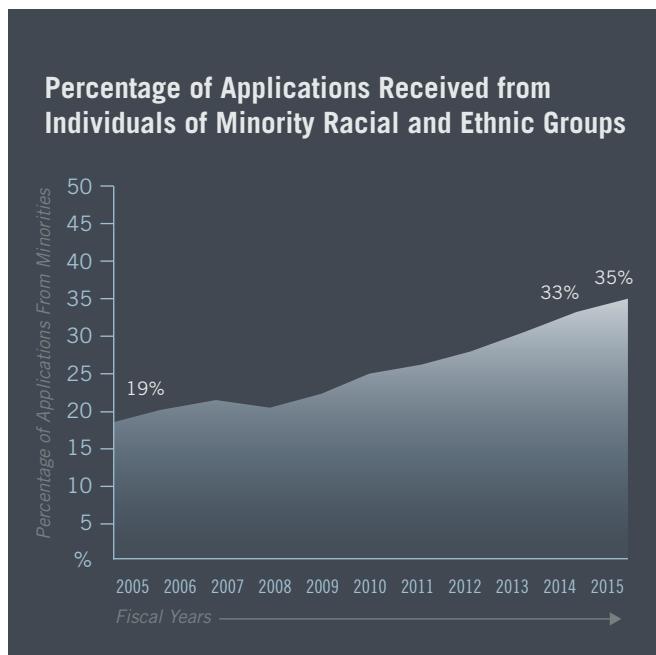
**6.1****INCREASE APPLICANT DIVERSITY**

*Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by FY 2016*

FY 2015 Status   TARGET MET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	25%	26%	32%	34%
Result	24%	26%	27%	30%	33%	35%

**ANALYSIS**

The target was met. In recognition of the fact that Peace Corps projects generally require at least a bachelor's degree level of education, targets were developed based on diversity data from the college-degreed population of the United States. Minority racial and ethnic groups include the following designations on the Peace Corps application: Hispanic or Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Native Alaskan, and two or more races. In the past decade, the percentage of applications from minorities has nearly doubled from 19 percent in FY 2005 to 35 percent in FY 2015. The two largest minority groups are Hispanics (13 percent) and blacks or African-Americans (12 percent).



Data Source: Peace Corps database  
Lead Office: Office of Volunteer Recruitment and Selection

## Performance Goal 6.2 Results

**6.2****BUILD AN OPEN AND INCLUSIVE ORGANIZATIONAL CULTURE**

*Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country staff who report that the agency has an open and inclusive organizational culture<sup>a</sup> to 90 percent by FY 2016*

FY 2015 Status   TARGET NOT MET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	85% <sup>b</sup>	88%
Result	U.S. direct hire staff	--	--	--	88%	83%
	Host country staff	--	--	--	89%	92%
	Volunteers	--	--	--	80%	76%

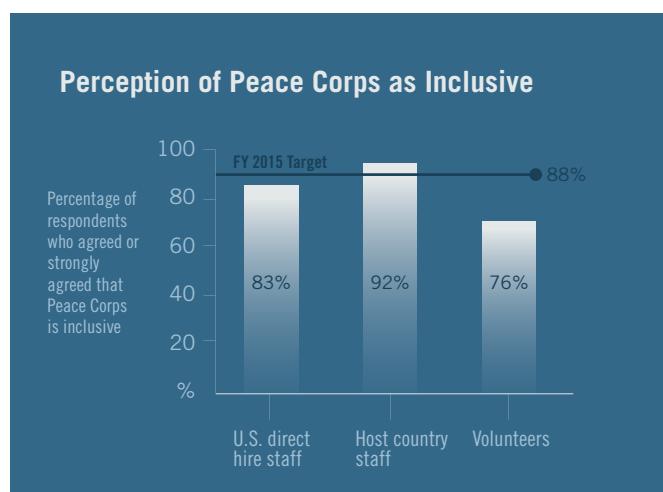
<sup>a</sup> Includes the top two positive responses on a five-point balanced scale to the question: “To what extent do you agree or disagree that the organizational culture of the Peace Corps (including staff and Volunteers) is inclusive of diverse people?”

<sup>b</sup> The FY 2014 target only applied to U.S. direct hire staff and was based on an estimate derived from contextual information from the Employee Viewpoint Survey. Based on the collection of baseline data from host country staff and Volunteers through the Host Country Staff Survey and Annual Volunteer Survey, respectively (shaded in gray), targets for FY 2015 and beyond apply to all three groups. These results are based on 943 U.S. direct hire staff; 1,502 host country staff; and 5,189 Volunteers.

**ANALYSIS**

The target was not met among U.S. direct hire staff or Volunteers; it was met among host country staff. As a result, the overall target was not met. For this performance measure, an open and inclusive organizational culture constitutes a positive working environment as reflected in the interactions among members of the Peace Corps organization as a whole (e.g., Volunteers, post staff, and headquarters staff). This performance measure assesses the Peace Corps’ level of inclusivity by analyzing the perception of openness and inclusion of these groups with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, veteran status, family status, and gender identity or expression.

Results from FY 2015 illustrate a difference between the perceptions of staff and Volunteers on the degree to which the Peace Corps’ organizational culture is open and inclusive. Ninety-two percent of host country staff, 83 percent of U.S. direct hire staff, and 76 percent of Volunteers agreed that the organizational culture of the Peace Corps (including staff and Volunteers) is inclusive of diverse people. The agency’s efforts to improve performance on this goal focus on narrowing this gap by facilitating the development of employee resource groups that are well-positioned to represent the perspective of their members. Currently, these groups are primarily utilized by headquarters staff. Discussions are underway to expand their reach to overseas staff and Volunteers.



Data Sources: Annual Volunteer Survey, Employee Viewpoint Survey, Host Country Staff Survey  
Lead Office: Office of Civil Rights and Diversity

## STRATEGIC OBJECTIVE 7: SITE DEVELOPMENT

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goals 1 and 2

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

Before a Volunteer arrives in his or her country of service, the Peace Corps works to ensure that he or she will have meaningful work opportunities that meet the development needs of the local community and that there are local partners interested in working alongside the Volunteer. The agency also verifies that each work site can support the Volunteer's safety, security, and medical and mental health needs. This foundation allows each Volunteer to focus on building relationships and strengthening local capacity both when he or she arrives in the community and throughout service.

### KEY STRATEGIES AND ACTIVITIES

- **Assess key drivers of effective site development:** In FY 2015, the agency prioritized the rigorous analysis of two valuable data sources that inform site development: the Global Counterpart Survey and the Annual Volunteer Survey (AVS). Key findings from the AVS results shed new light on Volunteers' perceptions of their sites and enable the agency to reassess site development priorities and strategies. Specifically, survey results showed that Volunteer site perception primarily consists of two broad areas: community demand for the Volunteer (as manifested in the perceived availability of quality work) and Volunteer comfort level (as manifested in the perceived degree of community integration, perceived safety risks, and the health-related lifestyle choices they make). Interestingly, Volunteer site perception was not associated with a number of other potentially relevant conditions, including housing adequacy, distance to other Volunteers, time spent with host families, and ongoing support functions provided by the Peace Corps, such as medical or administrative support.

- **Implement site development procedures:**

In FY 2015, the agency worked to implement the regional site development and monitoring standards, first introduced in FY 2014. In addition to adding staff in order to appropriately respond to new requirements at posts, the agency made progress on adapting site development criteria, policies, and procedures to specific conditions at each post. As a result, posts reported having clearer and better defined procedures to identify sites where Volunteers will have the resources they need. In FY 2016, the agency will continue to review and prioritize requests for additional resources in order for posts to continue to improve the site development process.

## Performance Goal 7.1 Results

**7.1****IMPROVE SITE DEVELOPMENT**

*Increase the percentage of Volunteers satisfied<sup>a</sup> with site selection and preparation to 68 percent by FY 2018*

FY 2015 Status   SLIGHTLY BELOW TARGET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	44%
Result	44%	42%	41%	42%	59% <sup>b</sup>

<sup>a</sup> Includes the top two response options on a five-point balanced scale.

<sup>b</sup> Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010–13 may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

**ANALYSIS**

FY 2015 results were slightly below the target. This performance goal measures the percentage of Volunteers satisfied with site selection and preparation conducted by Peace Corps post staff. Site selection criteria address the planned work role for the Volunteers, the potential for integration, living arrangements, vulnerability to natural disasters, communication, availability of a local counterpart, transportation, access to essential health care and other support services, the security climate, and cooperation with host authorities. Consistent with FY 2014 results, Volunteer satisfaction with site selection and preparation remains heavily correlated with Volunteers' perception of having adequate work at their sites. In FY 2015, nearly all respondents (97 percent) who perceived that they had high-quality work indicated that they liked their sites. Interestingly, the greatest difference between those who were satisfied with their site selection and preparation and those who were not satisfied related to the preparation of their counterparts. Volunteers who liked their site were 110 percent more likely to agree that host country individuals with whom they would be working were prepared for their arrival. The top five key drivers of Volunteer satisfaction with site selection and preparation are detailed in the graph below. By further analyzing these components of effective site development, the agency plans to develop targeted strategies on critical aspects of the site development process to improve future performance.

**TOP FIVE DRIVERS OF VOLUNTEER SATISFACTION**

1. Community members were prepared for the Volunteer's arrival.
2. Work is meaningful.
3. Work matches the Volunteer's skills.
4. Sufficient work is available.
5. Work relates to community needs.

Data Source: Annual Volunteer Survey

Lead Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## Performance Goal 7.2 Results

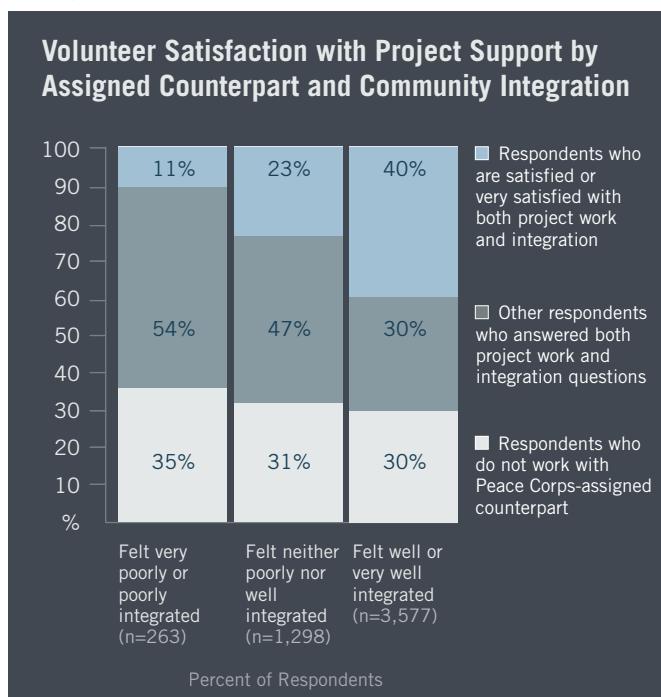
**7.2****IMPROVE COUNTERPART SELECTION AND PREPARATION**

*Increase the percentage of Volunteers who are satisfied<sup>a</sup> with the community integration and project work support provided by their assigned counterpart to 61 percent by FY 2018*

FY 2015 Status   TARGET NOT MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	34%
Result	33%	31%	32%	32%	53% <sup>b</sup>

<sup>a</sup> Includes the top two response options on a five-point balanced scale.

<sup>b</sup> Due to the improvements to the AVS in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010-13 (shaded in gray) may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

**ANALYSIS**

The target was not met. This performance goal measures the percentage of Volunteers who are satisfied with both the community integration and project work support provided by their assigned counterpart. While Volunteers work with a variety of local partners throughout their service, the Peace Corps selects and assigns local counterparts to Volunteers when they first arrive at their sites to help integrate them into their communities and to serve as resources for their project work. Effective Volunteer integration in local communities is particularly critical to both Goal One and Goal Two success. When analyzed separately, Volunteers who felt more integrated in their communities were also more satisfied with the support provided by their counterpart. Additionally, respondents who were satisfied with their Peace Corps-assigned counterparts communicated with them more frequently, on average, than those who were less than satisfied.

Recent Global Counterpart Survey data demonstrates that counterparts are aware of the critical nature of Volunteer integration. When asked for open-ended suggestions for increasing Volunteer impact in their communities, many more counterparts recommended an increased focus on integration, particularly through Volunteers' cultural competency, than specific technical skills. The agency expects that increased cultural competency in both counterparts and Volunteers will lead to greater integration, which will lead to more satisfied Volunteers.

Note: Results may not add to 100 percent due to rounding.

Data Source: Annual Volunteer Survey

Lead Offices: Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## STRATEGIC OBJECTIVE 8: TRAIN UP

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goals 1 and 2

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

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

### KEY STRATEGIES AND ACTIVITIES

- **Expand training modalities:**

In FY 2015, the Peace Corps expanded its training modalities to provide staff, trainees, and Volunteers with distance learning opportunities through e-learning and virtual classrooms. Successful e-learning training initiatives completed in FY 2015 included two online courses for Volunteers on the Peace Corps' Teaching English as a Foreign Language (TEFL) Certificate Program, an "HIV Basics" course for Volunteers, and a "Keys to Culture" course for all agency staff. The expansion of e-learning initiatives to diversify training delivery methods has enabled Volunteers to build their own continuum of learning outside of specified training and in-person events. For FY 2016, the agency has planned improvements to the online platform for staff knowledge management and exchange. The agency will continue to collaborate across offices and appropriate partners to ensure that coordinated learning paths are consistent and strategic in design and delivery. Training improvements include a self-directed, pre-departure learning program for invitees that will strengthen the link of pre-departure learning to training throughout service, as well as the development of distance learning programs to facilitate continuous learning.

- **Evaluate the Peace Corps' technical training:**

In FY 2015, the agency began the initial stages of a full-scale evaluation of technical training and key drivers of training effectiveness. Progress to date includes a submitted scope of work for the evaluation and an assembled evaluation team with representation from both headquarters and overseas post staff. In FY 2016, the evaluation planning will be completed, data collection and analysis activities launched and completed, and a final report—with clear, actionable recommendations—drafted and distributed to agency leadership. As sector-based technical training is one of the agency's most critical processes and a cornerstone to Volunteer success, the evaluation findings will inform agencywide strategies and evidence-based decision making for several years.

## Performance Goal 8.1 Results

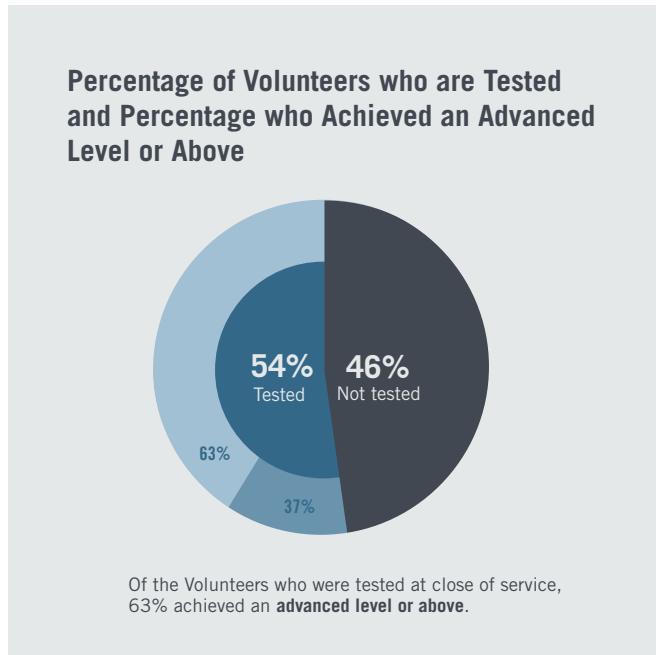
**8.1****IMPROVE LANGUAGE LEARNING**

*Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above on the language proficiency interview to 70 percent by FY 2018*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	50%
Result	--	--	--	--	63%

**ANALYSIS**

This performance goal measures the percentage of Volunteers who achieve an “advanced” or “superior” level score on their language proficiency interview at their close of service. Although the target was met in FY 2015, the result represents only 54 percent of the Volunteers who closed their service. FY 2015 was the first year the Peace Corps required all posts to conduct close-of-service language testing for all Volunteers. The agency anticipates that results for this performance goal will change once all Volunteers are tested at close of service, but does not yet have sufficient evidence to indicate the direction of that change.



Data Source: Peace Corps database  
 Lead Offices: Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## Performance Goal 8.2 Results

**8.2****INCREASE EFFECTIVENESS OF TECHNICAL TRAINING**

*Increase the percentage of Volunteers who report that their technical training was effective<sup>a</sup> in preparing them to work at their site to 67 percent by FY 2018*

FY 2015 Status   SLIGHTLY BELOW TARGET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	52%	64%
Result	44%	44%	44%	50%	63% <sup>b</sup>	63%

<sup>a</sup> Includes the top two positive response options on a five-point balanced scale.

<sup>b</sup> Due to the improvements to the Annual Volunteer Survey (AVS) in FY 2014, including modifying the response scales and reducing the length of the questionnaire by half, results from FY 2010–13 may not be directly comparable to results in FY 2014 and future years. However, year-to-year comparison of results from FY 2014 onward is possible. Targets set for FY 2015 and beyond have been revised in view of the higher than projected FY 2014 results.

**ANALYSIS**

FY 2015 results were slightly below the target. This performance goal measures the percentage of Volunteers who reported that their training was effective in preparing them to perform the technical aspects of their work. Technical training includes the instruction Volunteers receive during pre-service training, in-service training, and other post-sponsored events that cover work activities related to their assigned project framework. In FY 2016, the agency will conduct an evaluation on the effectiveness of technical training to determine key levers of performance, both at overseas posts and at headquarters. The findings of the evaluation will provide more objective data on the effectiveness of technical training to supplement the data currently available from Volunteers.

### Evaluating the Key Levers of Technical Training Effectiveness



Data Source: Annual Volunteer Survey

Lead Offices: Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## STRATEGIC OBJECTIVE 9: HIGH-PERFORMING LEARNING ORGANIZATION

FY 2015 Status | AREA FOR IMPROVEMENT

Supports Strategic Goals 1, 2 and 3

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

Due to the five-year rule—the unique law that limits the majority of U.S.-based and American overseas staff to five-year appointments—the Peace Corps is routinely faced with high staff turnover that produces significant human capital and knowledge management challenges. The goal of this strategic objective is to mitigate these management challenges by laying the foundation for a high-performing learning organization through investments in staff development. The agency strives to increase retention of its employees to the fullest extent of the law, while recognizing the need to maximize knowledge exchange and institutional memory.

The Peace Corps employs multiple strategies for its work in this area, guided by three organizing principles: coordination, collaboration, and communication. Understanding that learning occurs through multiple means and modalities, a variety of resources have been made available to staff, including training workshops, conferences, self-directed learning, online resources, communities of practice, and staff exchanges.

The agency is in the process of implementing multiyear initiatives to improve staff training and professional development for both U.S. direct hire staff (USDH) and host country staff. Additional progress is needed over time to realize this strategic objective.

### KEY STRATEGIES AND ACTIVITIES

- **Invest in a learning management system:** The Peace Corps has allocated resources toward the development of a centralized learning management system, Peace Corps (PC) University. A significant overhaul of existing PC University content is underway to increase the functionality of the courses and ease of use. Through the acquisition of a new learning management system, PC University will include learning events to support staff development in addition to courses mandated by federal regulations and Peace Corps policy. It is also intended to include the capability to track individual development plans to support comprehensive learning for staff around the world.
- **Improve knowledge management:** The agency created an enabling environment for knowledge management through the coordination of training and professional development, strengthened onboarding and off-boarding protocols, and the launch of the demonstration site for PCLive, a new online platform for Peace Corps Volunteers and staff to exchange knowledge and information. Volunteers will be able to access PCLive to search for relevant materials, share resources, and ask questions. Staff are able to use this new platform as a digital community to connect with Volunteers. It will serve as a key resource for best practices and new innovations.
- **Expand staff learning and development:** In FY 2015, an Internal Management Assessment on worldwide staff training recommended the creation of a new office for staff learning and development. Funding for this office was approved in FY 2015, and the Office of Staff Learning and Development will be established in FY 2016, drawing upon existing staff positions and the alignment of roles and responsibilities to streamline staff training development and to achieve other operating efficiencies. The Peace Corps has also made progress in developing a mentoring and coaching program for its staff, including components for host country staff that focus on effective strategies for advancing their careers and for working with Volunteers.

## Performance Goal 9.1 Results

**9.1****IMPROVE STAFF TRAINING**

*Increase the percentage of staff who are satisfied<sup>a</sup> with the training they received to do their job to 62 percent by FY 2018*

FY 2015 Status   TARGET NOT MET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	54% <sup>b</sup>	56%
Result	U.S. direct hire staff					
	49%	50%	50%	57%	55%	52%
	Host country staff					
	--	--	--	--	62%	66%

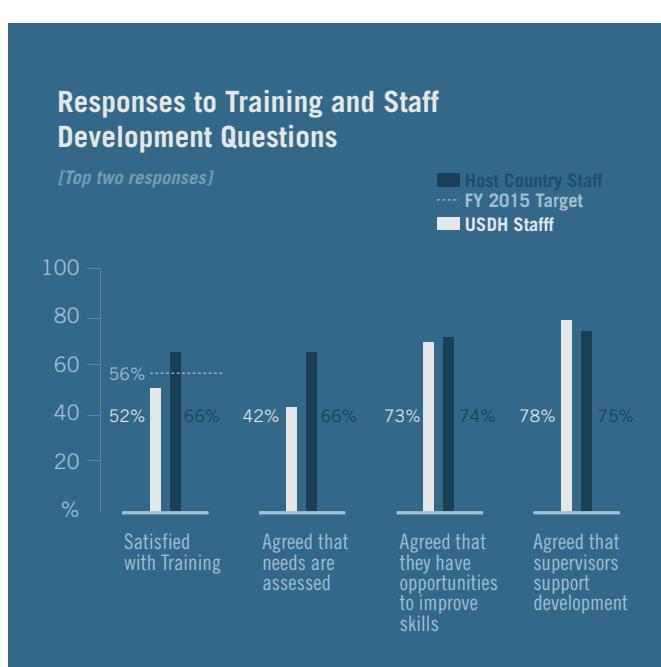
<sup>a</sup> Includes the top two positive response options on a balanced five-point scale.

<sup>b</sup> The FY 2014 target only applied to U.S. direct hire staff and was based on actual results from the Employee Viewpoint Survey. Based on the collection of baseline data from host country staff through the 2014 Host Country Staff Survey, targets for FY 2015 and beyond apply to both U.S. direct hire staff and host country staff.

**ANALYSIS**

The target was met for the host country staff group, but not for the U.S. direct hire respondent group. As a result, the overall target was not met. Among the 2,950 host country staff, 2,084 had an email address where they were able to receive the survey. Seventy-three percent of the staff with an email address (1,530 people) answered at least one question on the survey.

Other staff responses provide additional insights into how the agency supports staff training and development. The vast majority of the staff who responded to these two surveys agreed that they are given a real opportunity to improve their skills (73 percent of U.S. direct hire and 74 percent of host country staff respondents) and that supervisors in their units support employee development (78 percent of U.S. direct hire and 75 percent of host country staff respondents). It is interesting to note, however, that U.S. direct hire staff appear to be less likely than host country staff to agree that their training needs are assessed.



Note: The graph shows the top two positive response options to the following question: *"How satisfied are you with the training you received for your present job?"* (respondents: 924 USDH staff and 1,495 host country staff). The graph also includes those who "agree" or "strongly agree" with these statements: *"My training needs are assessed"* (948 USDH staff and 1,508 host country staff); *"I am given a real opportunity to improve my skills at the Peace Corps"* (950 USDH staff and 1,510 host country staff); and, *"Supervisors in my unit/at my post support employee development"* (935 USDH and 1,513 host country staff).

Data Sources: Employee Viewpoint Survey and Host Country Staff Survey  
Lead Offices: Office of Human Resource Management; Office of Overseas Programming and Training Support

## Performance Goal 9.2 Results

**9.2****INCREASE STAFF TENURE**

*Increase the average tenure of U.S. direct hire staff to 4 years by FY 2016*

FY 2015 Status   NO TARGET SET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	--
Result <sup>a</sup>	--	--	3.5 years	4.5 years	4.0 years
					4.2 years

<sup>a</sup> Results for FY 2012 to FY 2014 have been updated since the FY 2014 Performance and Accountability Report with the inclusion of data on additional staff who left the agency in those years. Those results are calculated for all staff who separated from the Peace Corps in each fiscal year using 8.5 years as the maximum time that any staff person could be extended as an employee of the Peace Corps. These results do not include senior executive staff in political appointments since their tenure is affected by factors external to the Peace Corps' human resources system, such as changes in administration. The data are based on 183 employees who left the agency in FY 2012, 165 in FY 2013, 155 in FY 2014, and 178 in FY 2015.

**ANALYSIS**

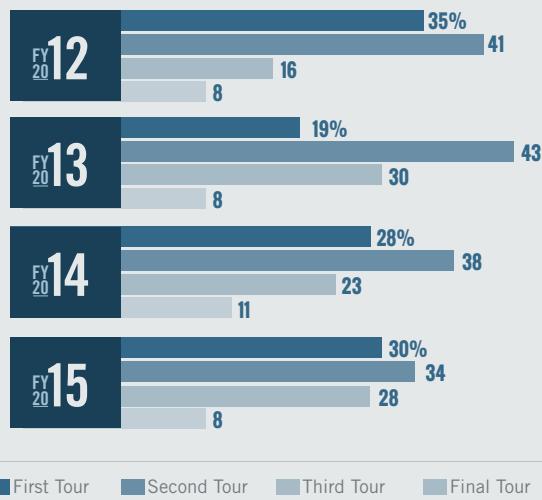
Staffing at the Peace Corps is governed by the Peace Corps Act, which limits the appointments of most U.S. direct hire staff working in domestic and overseas offices to five years. The Peace Corps Act allows the Director to extend appointments for one additional year at her/his discretion and to offer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

For the purpose of this performance goal, "average tenure" refers to the median months between an employee's enter-on-duty date and his or her separation date. Within the legislative limit of five years, the target for this goal is set at four years, in recognition of the fact that staff are aware of the five-year limit and will begin seeking other opportunities in their fourth year at the agency.

The Peace Corps continues to employ multiple strategies, both to increase staff tenure and to mitigate the effects of turnover, including improving the off-boarding process by investing in learning and knowledge management systems and by collaborating with other federal government agencies to place staff with noncompetitive eligibility. The rationale for these measures is that the additional support provided to assist Peace Corps staff in finding their next position allows them to delay their job search until much later in their five-year appointment. More time is needed to evaluate the effects of recent personnel staffing changes, including providing all employees with an initial five-year tour of duty (rather than an initial tour of 30 months with an option to extend for a second tour of 30 months), a policy change that began in the second quarter of FY 2013.

**Length of Tenure by Tour and by Fiscal Year**

Percentage of staff leaving grouped by tour



Note: Results may not add to 100 percent due to rounding.

Data Source: Peace Corps database

Lead Office: Office of Human Resource Management

## STRATEGIC OBJECTIVE 10: GLOBAL CONNECTIVITY

FY 2015 Status | NOTEWORTHY PROGRESS

Supports Strategic Goals 1, 2 and 3

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

Although the Peace Corps operates in challenging host country environments, the rapid pace of improvement in connectivity and technology globally is creating new opportunities. The Peace Corps has embarked on an ambitious agencywide IT transformation effort focused on providing tools to allow staff and Volunteers to better communicate, collaborate, and report on their impact.

### KEY STRATEGIES AND ACTIVITIES

- **Build modern and flexible systems that improve data access:**  
The Peace Corps has made progress on retiring old applications and developing new systems that are compatible with evolving technology. The agency retired a full 45 percent of legacy systems by the end of FY 2015. The agency is developing plans for significant migrations to cloud-based systems in FY 2016.
- **Develop and implement a comprehensive, agencywide IT strategy:**  
In order to guide IT planning and future decision making, the agency completed an independent assessment of its IT strategy and operations in FY 2015. A team of external experts conducted the assessment which resulted in a forward-looking strategy for supporting staff and Volunteers with the most effective technology. The assessment team has been re-engaged to support a centralized planning and prioritization effort around a range of potential technology projects.
- **Improve the agency's knowledge exchange platform:**  
The agency relaunched an updated version of PCLive—the Peace Corps' knowledge and information exchange platform for Volunteers and staff—in FY 2015. In addition, the agency completed a significant market research effort around cloud-based email, productivity, and collaboration tools to prepare for migration to a cloud-based system in FY 2016, which will provide the agency's increasingly mobile workforce with much-needed tools.

## Performance Goal 10.1 Results

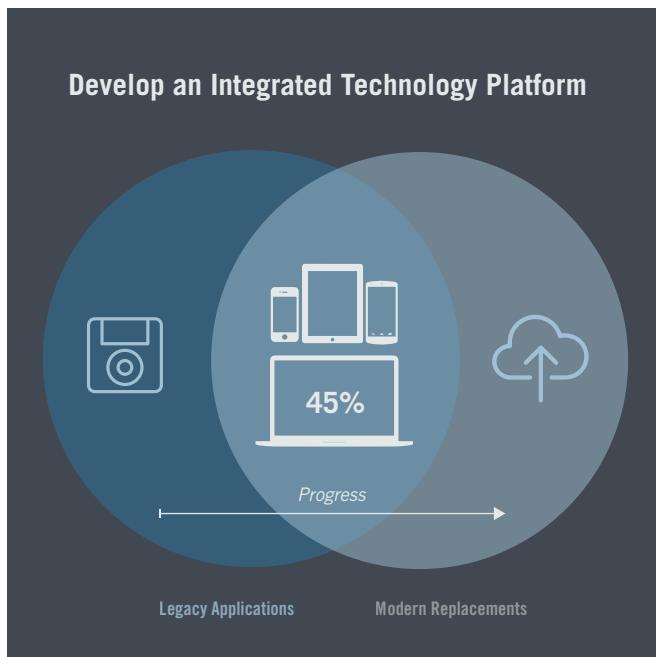
**10.1****DEVELOP AN INTEGRATED TECHNOLOGY PLATFORM**

*Retire all legacy applications and consolidate functions into an integrated platform by FY 2018*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	10%
Result	--	--	--	--	45%

**ANALYSIS**

In FY 2014, the agency completed an audit of its legacy applications—defined as systems based on outdated technology that is no longer fully supported by the Peace Corps. Through the audit, the agency identified 131 legacy applications, one-third of which were identified as low-impact applications that could be retired without replacement. Other applications are being consolidated into the platform modernization project. In FY 2014, 19 of the low-impact applications were retired. In FY 2015, an additional 40 applications were retired.



Data Source: Peace Corps administrative records  
 Lead Office: Office of the Chief Information Officer

## Performance Goal 10.2 Results

**10.2****FACILITATE KNOWLEDGE SHARING**

*Increase the percentage of Volunteers who report that they use the digital materials provided by the Peace Corps in their work to 85 percent by FY 2016*

FY 2015 Status   SLIGHTLY BELOW TARGET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	--	80%
Result <sup>a</sup>	--	--	--	--	77%	78%

<sup>a</sup> This question on the use of digital materials was included in the Annual Volunteer Survey for the first time in FY 2014; therefore, trend data is not available. This result is based on the following question: “How often did you use Peace Corps digital materials in your work in the last 12 months?”(n=5,183).

**ANALYSIS**

FY 2015 results were slightly below the target. This performance goal measures the frequency of Volunteers' use of the digital materials provided by the Peace Corps in their work, including materials received by email or downloaded through knowledge-sharing platforms such as PCLive. While Volunteers reported high usage of Peace Corps digital materials overall, survey results suggest that internet access is a constraint for some Volunteers in fully utilizing the digital materials provided by the Peace Corps. Twenty-four percent of Volunteers reported having used digital materials daily or weekly. Another 27 percent reported having used digital materials at least monthly, and 26 percent used them less than once a month.

Data Source: Annual Volunteer Survey  
 Lead Office: Office of Overseas Programming and Training Support

## STRATEGIC OBJECTIVE 11: MEASUREMENT FOR RESULTS

FY 2015 Status | **NOTEWORTHY PROGRESS**

Supports Strategic Goals 1, 2 and 3

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

The Peace Corps has significantly expanded its emphasis on evidence-based decision making and has newly developed capacity in monitoring, evaluation, evidence-gathering, and analysis, both in the posts abroad and at headquarters. These steps support the development of a larger culture of inquiry that encourages a critical mass of staff at all levels of the agency to question assumptions, test reality, and critically review current practices.

### KEY STRATEGIES AND ACTIVITIES

- **Ensure program planning includes monitoring and evaluation (M&E) functions from the outset:**

The agency has now hired M&E specialists at over half of its overseas posts and increased analytic staff at headquarters. It also established an M&E Task Force to streamline and better integrate monitoring and evaluation with programming. According to the recommendations of the task force, the agency will focus on more explicitly linking program theory with practice, using evidence in planning, and increasing the use of theories of change, logic models, and business cases.

- **Expand the collection of baseline data for new country entries:**

In order to better evaluate the impact Peace Corps Volunteers have in the communities and countries they serve, the agency collected baseline data in a new country entry using a standardized approach for the first time in FY 2014 when it launched a program in Kosovo. The agency collected baseline data for a second country when it re-entered Comoros in FY 2015 after a 20-year absence. In FY 2016, the Peace Corps expects to conduct similar studies for new country entries and country re-entries, including Myanmar (Burma) and Timor-Leste (where Volunteer input was postponed from FY 2015 to FY 2016). While still receiving some technical support from headquarters, new Peace Corps posts will take on a greater role in developing baselines in FY 2016, thereby maximizing their utility of baselines in program development during the crucial start-up phase.

- **Institutionalize new data sources:**

In FY 2015, the agency improved two surveys developed for initial use in FY 2014—the Global Counterpart Survey and the Host Country Staff Survey. In addition, significant improvements to the Annual Volunteer Survey (AVS) made in FY 2014 were maintained in FY 2015, enhancing the agency's ability to generate accurate trend data into the future. Opinion data from these three key populations (counterparts, host country staff, and Volunteers), combined with data from the Volunteer Reporting Tool (VRT), provide the most comprehensive and quantitative measurement of the Peace Corps' work in its history. Changes to survey questions and the VRT will be minimized going forward, while staff will support the collection of data and data-quality checks as an essential element of agency operations.

## Performance Goal 11.1 Results

**11.1****CONDUCT BASELINES**

*Increase the percentage of new country entries<sup>a</sup> and new Volunteer project frameworks where baseline data has been collected or compiled to 100 percent by FY 2016*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	50%
Result	--	--	--	--	0% <sup>b</sup>

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

<sup>b</sup>Peace Corps Volunteers collected baseline data in Kosovo shortly after arriving at their sites. Since the indicator in FY 2014 was framed as data collection prior to the arrival of the Volunteers, the timing of that baseline did not meet the criteria for this goal.

**ANALYSIS**

The agency successfully initiated baseline data collection in Comoros—the one new country that Volunteers entered in FY 2015. The Volunteer project in Comoros is focused on education, and baseline data collection is concentrated on students’ English proficiency. The data collected and the analysis of the results will eventually inform an evaluation of the impact of Volunteers working in the country.

The agency made preparations to collect baseline data in Timor-Leste, the second planned new country entry for FY 2015. However, the input of Volunteers was postponed until the first quarter of FY 2016; results for the Timor-Leste baseline will be reported in FY 2016.

Beginning in FY 2015, the agency revised the calculation for this performance goal to allow for the collection of baseline data either before the arrival of Volunteers or for a short period after their arrival. This revision recognizes that there is a delay between when Volunteers arrive at their sites and when the results of their work become apparent. It also allows posts to use Volunteers for data collection to inform project evaluations, as there are limited existing sources of data in many of the locations where Volunteers serve. This modification to the calculation allows the Peace Corps to collect baseline data that provide an accurate measure of Volunteers’ accomplishments over time while still maintaining methodological rigor.

In the case of Education projects, many primary baseline data collection activities cannot occur until the academic year begins, as students and teachers must be available for interviews, observation, and testing. Given that Volunteers typically arrive at their sites at the beginning of the academic year, baseline data collection necessarily begins after Volunteers’ arrival.

In all sectors, the specific geographic areas within a community or region where a Volunteer will work may not be fully identified until he or she arrives at site. In these cases baseline data collection may need to be delayed.

Data Source: Peace Corps administrative records  
 Lead Offices: Office of Global Operations; Office of Strategic Information, Research, and Planning

## Performance Goal 11.2 Results

**11.2****INCREASE EVIDENCE-BASED DECISIONS**

*Increase the percentage of posts and headquarters offices that demonstrate the use of evidence in program, policy, and/or budget decisions to 100 percent by FY 2016*

FY 2015 Status   TARGET MET					
	FY '10	FY '11	FY '12	FY '13	FY '14
Target	--	--	--	--	50%
Result	--	--	--	--	68% 86%

**ANALYSIS**

This performance goal is measured through an annual data call to all posts and headquarters offices requesting that they provide the best example of an evidence-based decision that their post or office made that fiscal year in the areas of program, policy, or budget. All respondents were asked two questions: (1) What types of high-quality evidence were used to make the decision and (2) what was the expected level of impact of that decision on performance and/or cost-effectiveness. For the purposes of this calculation, the following were considered to be sources of high-quality evidence: official agencywide surveys; a formal evaluation with a defined methodology and analysis plan; a logic model to inform a project's plan and design; the agency's Country Portfolio Review summary or dataset; in-depth interviews with a formal questionnaire; focus group discussions with a structured question guide; administrative data, such as language test scores, data on early terminations, or budget; and data from established business processes or products, such as help desk tickets or numbers of applications. At least one of these data sources was a required element of this analysis. In addition, the office or post had to assert that the evidence-based decision would likely have at least a modest impact on their operations. Based on this analysis, a total of 87 percent of posts and 83 percent of headquarters offices used high-quality evidence for an overall result of 86 percent.

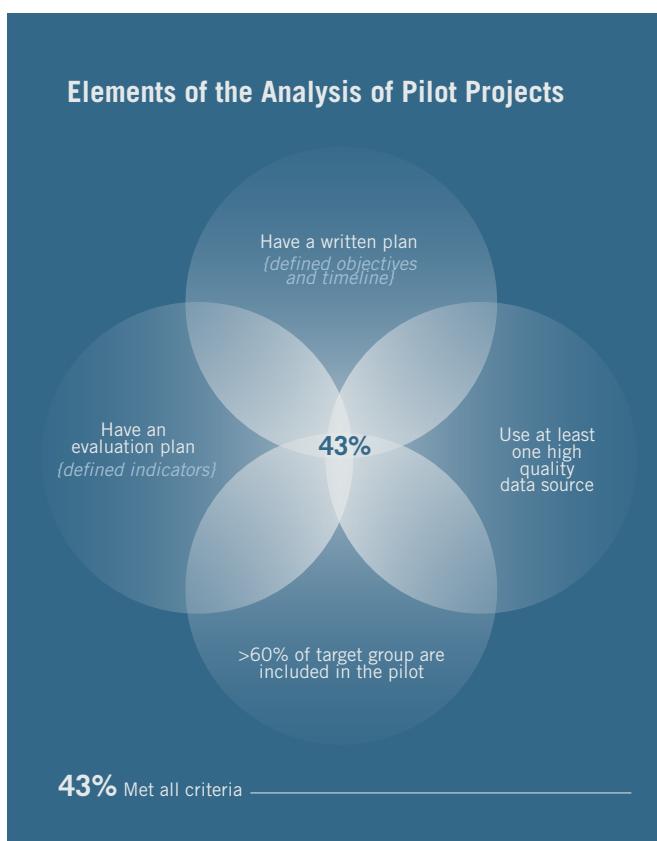
Data Source: Peace Corps administrative records  
 Lead Office: Office of Strategic Information, Research, and Planning

## Performance Goal 11.3 Results

**11.3****USING EVIDENCE TO ENCOURAGE INNOVATION**

*Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges*

FY 2015 Status   TARGET NOT MET						
	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15
Target	--	--	--	--	--	50%
Result	--	--	--	--	70%	43%

**ANALYSIS**

This performance goal is measured through an annual data call to posts and headquarters offices. The open-ended data call results from FY 2014 were used to develop the criteria for a structured, quantitative focus for the FY 2015 analysis. The data for this goal were measured as a proportion of the 18 posts and 10 offices that reported conducting a pilot in FY 2015. All responses were screened to ensure that they met all of the criteria below. Overall, 12 of the 28 pilots (44 percent of posts and 40 percent of headquarters offices) met these criteria. All posts and offices were asked to indicate which elements of a structured pilot had been developed using a provided checklist. The results were analyzed to ensure that each pilot included a combination of the following elements, at a minimum: (1) defined indicators (measures of success or failure) or an evaluation plan, (2) a written plan for data collection and analysis and/or key elements of the plan, including defined objectives and a timeline with a defined start and end date; and, (3) at least one source of high-quality evidence. The sources of “high-quality evidence” for this analysis were the same as those cited in Performance Goal 11.2. Finally, to be considered a “pilot,” with potential for scalability, the activity was expected to involve less than 60 percent of the target population. Posts with a greater percentage of the target population were seen as already implementing a revised practice or policy.

Data Source: Peace Corps administrative records  
Lead Office: Office of Strategic Information, Research, and Planning

## Evaluation and Research

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The Peace Corps undertook a major review of its monitoring and evaluation (M&E) resources in FY 2015 in an effort to strengthen and streamline its operations. Evaluation and research are critical to achieving a better understanding of agency performance on strategic objectives, providing actionable information to decision makers, identifying opportunities in project development, and demonstrating the impact of Volunteers to stakeholders.

In response to the 2010 Comprehensive Agency Assessment, the Peace Corps launched a number of new processes in recent years, including hiring M&E coordinators in over half of the agency's posts and in multiple headquarters offices. In addition, an M&E task force was created.<sup>6</sup>

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### THE TASK FORCE'S RECOMMENDATIONS IN FY 2015 CENTERED ON THREE NEEDS:

- Explicitly linking theory with practice, evidence with planning, and programming with data through the use of logic models, theories of change, baseline development, and a renewed focus on data quality
- Simplifying M&E processes by outlining core competencies for new M&E staff, identifying clear roles and responsibilities across different functional units, and reducing the number of standardized project indicators reported by posts
- Using visually compelling templates to communicate the impact of Volunteers work in each Peace Corps sector

Once implemented, these recommendations will lower barriers for participation in monitoring, evaluation, and research activities for offices and posts across the Peace Corps. While all of the recommendations may not be endorsed or implemented in FY 2015, the efforts of the task force represent a major milestone in advancing evaluation, research, and evidence-based planning for the agency.

Descriptions of the major evaluation and research activities conducted by the agency in FY 2015, as well as how they relate to agency strategic objectives, are provided below. Activities in FY 2015 relate to improving recently expanded or newly introduced sources of evidence; generating new insights through research; evaluating Peace Corps processes, initiatives, and impact; and strengthening the agency's capacity to use evidence.

Summaries of performance audits and evaluations conducted by the Office of Inspector General are also provided in this section. Publicly available research and evaluation results and other data may be found at [www.peacecorps.gov/open](http://www.peacecorps.gov/open).

<sup>6</sup> The Peace Corps' MRE Task Force changed its name in FY 2015 to the M&E Task Force to reflect the acronym more commonly used in the field of international development.

## MAJOR EVALUATION AND RESEARCH ACTIVITIES

IMPROVING SOURCES OF EVIDENCE	RELATED STRATEGIC OBJECTIVES
<p><b>Maintaining improvements to the Annual Volunteer Survey.</b></p> <p>The Annual Volunteer Survey (AVS)—celebrating its 40th anniversary in 2015—is one of the primary sources of evidence used by the agency to inform operations. In FY 2014, the agency substantially redesigned the survey questionnaire to improve data quality by reducing measurement error, strengthening respondent confidentiality, and shortening the survey by half. By maintaining these improvements and reducing the survey length even further in FY 2015, the agency is well on its way to being able to provide truly comparable, multiyear trend data to internal and external stakeholders. As a result of these enhancements to the AVS, the agency has gained a more accurate understanding of the perspectives of Volunteers. In FY 2016, the agency will expand data transparency to include regional and post-level AVS results on its open data site. Learn more about the Peace Corps' Open Data Initiative at <a href="http://www.peacecorps.gov/about/open">www.peacecorps.gov/about/open</a>.</p>	<ul style="list-style-type: none"> <li>1. Volunteer Well-Being</li> <li>3. Development Impact</li> <li>4. Cross-Cultural Understanding</li> <li>6. Diversity and Inclusion</li> <li>7. Site Development</li> <li>8. Train Up</li> <li>10. Global Connectivity</li> </ul>
<p><b>Global Counterpart Survey.</b></p> <p>In FY 2014, the agency conducted its first Global Counterpart Survey, designed to provide information on the impact of Volunteers on local communities from the perspectives of Volunteers' primary work partners. After reaching approximately 25 percent of counterparts globally in last year's attempted census, agency leaders decided to administer future surveys as a random sample. In the second-annual survey fielded in FY 2015, the agency received 397 responses from the 400 counterparts who comprised the random sample. With this simplified yet robust design, the agency now has a globally representative set of data that accurately expresses the sentiment of Volunteers' partners in the host communities.</p>	<ul style="list-style-type: none"> <li>3. Development Impact</li> <li>4. Cross-Cultural Understanding</li> </ul>
<p><b>Host Country Staff Survey.</b></p> <p>In FY 2015, the Peace Corps launched its second agencywide survey to systematically gather perspectives from host country staff. The survey included all questions asked in FY 2014 related to staff training and the degree to which the Peace Corps has an inclusive culture. Additionally, the FY 2015 survey posed several new questions about the agency's success in achieving its larger mission of community-based development and cross-cultural understanding. In order to accommodate host country staff with limited English skills, this year's survey was professionally translated into French and Spanish. Another major improvement in FY 2015 was the expansion of the frame of potential respondents by approximately 10 percent through the enhancement of staff email lists.</p>	<ul style="list-style-type: none"> <li>6. Diversity and Inclusion</li> <li>9. High-Performing Learning Organization</li> </ul>

GENERATING NEW INSIGHTS THROUGH RESEARCH	RELATED STRATEGIC OBJECTIVES
<p><b>Analysis of Volunteers' motivation to serve and perception of their sites.</b></p> <p>Based on the 2014 AVS data, the agency conducted an analysis of Volunteers' motivation to serve in the Peace Corps. Applying advanced statistical analysis techniques, the agency found that, while the three major motivators of altruism, adventure, and practical/career considerations have not changed in the last 40 years, their relative influence on the Volunteer corps has. Altruism is overtaking adventure as the primary motivation to become a Peace Corps Volunteer. Additionally, the Peace Corps' theoretical model of Volunteer site perception was tested through log-linear analysis. A major finding was that, out of all the elements the agency manages or supports to enhance site development, the biggest drivers of Volunteer satisfaction were the quality of available work, level of community integration, and the level of safety and health risks that Volunteers perceived at their sites. The complete study results can be found in the 2014 Annual Volunteer Survey Report, available at <a href="http://go.usa.gov/cYYhB">http://go.usa.gov/cYYhB</a>.</p>	<ul style="list-style-type: none"> <li>1. Volunteer Well-Being</li> <li>3. Development Impact</li> <li>4. Cross-Cultural Understanding</li> <li>7. Site Development</li> <li>8. Train Up</li> </ul>
<p><b>Finalizing market research on Peace Corps brand perception among Millennials.</b></p> <p>In FY 2015, the agency completed a multiphase market research project to better understand the Peace Corps' brand perception, application interest, and barriers to service among Millennials and their primary influencers (e.g., parents). The findings were disseminated to executive staff in the fourth quarter of FY 2015 and included the general consensus that altruism must be presented as the central theme in messaging around the Peace Corps brand. This market research will be used to inform a marketing campaign in FY 2016.</p>	<ul style="list-style-type: none"> <li>2. Service Opportunity of Choice</li> </ul>

EVALUATING PEACE CORPS PROCESSES, INITIATIVES, AND IMPACT	RELATED STRATEGIC OBJECTIVES
<p><b>Volunteer Delivery System evaluation.</b></p> <p>In FY 2015, the agency completed an eight-month evaluation of the effectiveness and impact of recent reforms to the Volunteer Delivery System. These reforms included changes to the application and selection process, a reorganization of the Office of Volunteer Recruitment and Selection, an increase in recruitment and placement staff, and investments in technology and public outreach. Part of the evaluation included an extensive staffing analysis with return on investment calculated for categories of staff by gains in Volunteer applications. The evaluation findings supported decisions made in FY 2015 to merge two regional recruiting offices and to extend the contracts of certain field-based recruiters.</p>	<p>2. Service Opportunity of Choice</p>
<p><b>Project baselines in Comoros and Timor-Leste.</b></p> <p>In FY 2015, the agency continued the collection of baseline data for new Volunteer programs, constituting the first stage of future program evaluations. The Peace Corps' new TEFL program in Comoros received its first input of Volunteers at the end of the fourth quarter in FY 2015, and a new economic and agricultural development program in Timor-Leste will welcome its first Volunteers in the first quarter of FY 2016. Peace Corps staff collected data in Comoros in FY 2015 through direct observation and key stakeholder interviews prior to the arrival of Volunteers at their sites, and through pre-testing students immediately after Volunteers arrived at their sites. Preparations for baseline data collection began for Timor-Leste in FY 2015 and will be implemented in early FY 2016. Moving forward, staff will explore the collection of project-related data from communities that do not receive Volunteers. If successful, these data will serve as counterfactuals and provide evidence for an eventual quasi-experimental impact evaluation. The agency expects to initiate a similar evaluation for its new country entry into Myanmar (Burma) in FY 2016.</p>	<p>3. Development Impact 4. Cross-Cultural Understanding 11. Measurement for Results</p>
<p><b>Country Portfolio Review.</b></p> <p>Each year, the agency conducts a comprehensive review of active and potential Peace Corps posts based on external and internal data. The Country Portfolio Review informs decisions about new country entries, country graduations (closures), and the allocations of Volunteers and other resources. The review conducted in FY 2015 focused on Volunteer safety and security, medical infrastructure, host country need, development impact, cross-cultural impact, host country commitment and engagement, post management, congruence with U.S. government development priorities, and cost. The review included data from the following external sources: the World Bank, the United Nations Development Programme, the United Nations Office on Drugs and Crime, the U.S. Department of State, the Pew Research Center, Transparency International, the International Disaster Database, and the World Health Organization. Internal data sources included administrative and financial data, results from surveys of post staff, and AVS results. Through the review, the agency has begun using a host of indicators to match posts' plans for expansion with past performance. As a result, the agency recommended smart growth strategies to ensure that increases in Volunteer numbers occur where there is the greatest opportunity for success. The review also highlighted the continued challenge represented by low levels of Volunteer satisfaction with technical training, which will begin undergoing a formal evaluation in FY 2016. For the first time in FY 2015, the findings of the Country Portfolio Review were open to all Peace Corps staff.</p>	<p>1. Volunteer Well-Being 2. Service Opportunity of Choice 3. Development Impact 4. Cross-Cultural Understanding 7. Site Development 8. Train Up</p>

EVALUATING PEACE CORPS PROCESSES, INITIATIVES, AND IMPACT	RELATED STRATEGIC OBJECTIVES
<p><b>Global analysis of Host Country Impact Studies.</b></p> <p>The agency initiated a global analysis of the Host Country Impact Studies conducted between 2008 and 2011. These country- and project-specific studies were designed to measure how effectively Volunteers' activities met the technical needs of host countries and promoted a better understanding of Americans. A global analysis of these studies will provide the agency and external stakeholders with additional information and insights on the impact of Volunteers across several countries and projects. In FY 2015, the agency conducted a thorough analysis of the comparability of every numeric variable found across all 24 individual studies to facilitate the global analysis. This analysis will seek to identify broader trends in Peace Corps successes and challenges during the period under study and point to areas for improvement in the future. The reports and summaries are available at <a href="http://www.peacecorps.gov/about/open/evaluations">www.peacecorps.gov/about/open/evaluations</a>.</p>	<p>3. Development Impact 4. Cross-Cultural Understanding</p>

PILOTING NEW APPROACHES TO SOLVE PERSISTENT PROBLEMS	RELATED STRATEGIC OBJECTIVES
<p><b>More efficient psychological service delivery to Volunteers.</b></p> <p>Based on a successful pilot conducted in FY 2014, the agency adopted the use of an evidence-based mental health assessment tool called PROMIS for all posts. As a result, agreement over the clinical assessment of Volunteers between post-based Peace Corps medical officers and the headquarters-based Counseling and Outreach Unit increased from 26 percent to 76 percent. The increased consensus enabled medical officers to refer Volunteers for further psychological intervention with greater support and validation, resulting in more efficient service delivery.</p>	<p>1. Volunteer Well-Being</p>
<p><b>Utility of Duolingo for self-directed language learning.</b></p> <p>In FY 2015, 13 posts participated in a pilot to test the value of Duolingo in developing language skills before trainees arrive in their country of service. Duolingo is a free Web and mobile app with over 100 million users. The Peace Corps has tracked the French and Spanish language development among 953 invitees who are participating in the pilot during various stages of their preparation for service. The results will be analyzed with standard Peace Corps language testing data to determine if and how Duolingo affects language learning for Volunteers.</p>	<p>1. Volunteer Well-Being 7. Site Development 10. Global Connectivity</p>

STRENGTHENING AGENCY CAPACITY TO USE EVIDENCE	RELATED STRATEGIC OBJECTIVES
<p><b>Office- and system-based dashboards.</b></p> <p>The agency expanded the use of dashboards for several offices and major systems to provide agency leadership and staff with timely, actionable, and meaningful information to inform decisions. In FY 2015, the agency added new dashboards for three offices for internal management purposes.</p>	11. Measurement for Results
<p><b>Investments in M&amp;E capacity at posts and headquarters offices.</b></p> <p>In 2015, the agency hired new M&amp;E staff at overseas posts and in two headquarters offices. More than half of all posts globally now have a dedicated M&amp;E specialist. The development of M&amp;E capabilities at posts continues through targeted workshops and trainings related to data collection, analysis, and reporting.</p>	11. Measurement for Results

## AUDITS AND EVALUATIONS CONDUCTED BY THE OFFICE OF INSPECTOR GENERAL

The Peace Corps Office of Inspector General (OIG) regularly conducts audits and evaluations of the effectiveness of programs that support Volunteers. The objectives of OIG audits and evaluations vary by project, but most aim to recommend improvements that will increase the effectiveness and efficiency of Peace Corps operations and strengthen the agency's ability to implement country programs that increase host country capacity. OIG audits and evaluations are submitted to agency leadership, which then takes appropriate action to address the concerns that have been identified. Open recommendations are tracked by the agency's chief compliance officer, who is responsible for assuring that actions are documented and advising OIG when actions have been confirmed.

The OIG conducted the following program evaluations and performance audits in FY 2015. A complete list of all OIG audits and evaluations conducted during FY 2015 may be found at <http://www.peacecorps.gov/about/inspgen/reports/>.

## PERFORMANCE SECTION

<p><b>Country Program Evaluations</b></p> <p>Peace Corps/Sierra Leone (IG-15-01-E)      Peace Corps/Lesotho (IG-15-02-E)      Peace Corps/Guatemala (IG-15-03-E)      Peace Corps/Benin (IG-15-04-E)</p>	<p>Through country program evaluations, OIG sought answers to four main questions:</p> <ul style="list-style-type: none"> <li>• Had the post developed and implemented programs intended to increase the capacity of host country communities?</li> <li>• Did training prepare Volunteers for Peace Corps service?</li> <li>• Had the post provided adequate support and oversight to Volunteers?</li> <li>• Were post resources and management practices adequate for effective operations?</li> </ul>
<p>Final Report on the Program Evaluation of the Peace Corps' Training of Overseas Staff (IG-14-07-E). Note: This final report was issued on September 30, 2014, the last day of the 2014 fiscal year.</p>	<p>The objective of this evaluation was to assess the Peace Corps' provision and management of training for all overseas staff. OIG identified mandatory training requirements and described the training programs available to overseas staff. OIG also reviewed the way the agency manages staff training, how it tracks and measures training effectiveness, and how it manages the training budget.</p>
<p>Final Audit Report: Follow-Up Audit of the Peace Corps' Volunteer Safety and Security Program (IG-15-03-A)</p>	<p>The objectives of this follow-up audit were to determine and assess whether:</p> <ul style="list-style-type: none"> <li>• The memorandum of understanding (MOU) between the Peace Corps and the Department of State, Bureau of Diplomatic Security Office (DOS/DS), was disseminated and communicated to safety and security personnel.</li> <li>• Peace Corps safety and security officer recommendations were effectively tracked, monitored, and implemented.</li> <li>• The qualifications and trainings of safety and security officers and safety and security managers were consistent with their roles and responsibilities.</li> </ul>
<p>Management Advisory Report: The Peace Corps' Cloud Computing Pilot Program (IG-15-01-SR)</p>	<p>The purpose of this report was to bring to the Director's attention our significant concerns regarding the implementation of the agency's cloud computing program.</p>
<p>Management Advisory Report: The Peace Corps' Volunteer Health Care Administration Contract (IG-15-03-SR)</p>	<p>The purpose of this report was to bring to the Director's attention our significant concerns regarding the Peace Corps' contract for administering Volunteer health care.</p>
<p><b>Country Post Audits</b></p> <p>Peace Corps/Cameroon (IG-15-01-A)      Peace Corps/Nepal (IG-15-02-A)      Peace Corps/Madagascar (IG-15-04-A)      Peace Corps/Guyana (IG-15-05-A)      Peace Corps/Vanuatu (IG-15-06-A)</p>	<p>The overall objective in auditing overseas posts is to determine whether the financial and administrative operations are functioning effectively and in compliance with Peace Corps policies and federal regulations during the period under audit.</p>

# FINANCIAL SECTION

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*Peace Corps Volunteer works with students to teach computer literacy.*





## Message from the Chief Financial Officer

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In FY 2015, the agency was appropriated \$379.5 million to fully support the work of the Volunteers and the supporting staff. The appropriated funding level remained relatively static when compared to the \$379 million appropriated in FY 2014. In the financial statements and notes in this section it is difficult to show the actual complexity of our global mission in 59 posts in 63 countries in 73 currencies. This year, I particularly want to thank the financial management workforce here at the headquarters and around the globe for their efforts in planning, executing, and accounting for our resources so effectively and for upholding the financial management mission of the agency.

The Peace Corps achieved an unmodified (clean) audit opinion on the financial statements during the FY 2015 financial statement audit conducted by Kearney & Company, P.C., an external independent auditor. The agency's long-standing Property, Plant, and Equipment significant deficiency was closed during this audit. The audit did, though, identify three significant deficiencies and four instances of noncompliance with laws and regulations that are addressed in Appendix 1, Status of Audit Weaknesses.

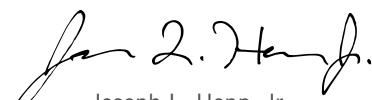
This year, the extensive financial systems changes implemented during FY 2014 were stabilized, and the financial systems staff continues to push forward with plans to develop new browser-based software to replace existing old client-based financial application used by overseas posts for budget execution, cashiering, and financial reporting. This significant multi-year software development effort will be deployed in phases to the overseas posts in FY 2017.

The agency's new timekeeping system was tested during FY 2015 and that will be rolled out to all direct-hire staff in FY 2016. Additionally, the E-Travel system that is being pursued through a collaborative agreement with the Department of Interior's National Business Center will be integrated with the financial system and implemented in FY 2016.

A plan is underway to implement the requirements of the Digital Accountability and Transparency Act of 2014 (DATA Act) so that financial data will be available prior to the May 9, 2017, Treasury and OMB required reporting date.

The audited financial statements and notes that follow are reliable and complete and were prepared in accordance with generally accepted accounting principles for federal government entities.

We recognize that the financial statement audit issues require continued attention and improvement. We are committed to addressing those and will strive toward achievement of more effective internal controls that meet or exceed accountability objectives.



Joseph L. Hepp, Jr.  
Chief Financial Officer  
November 16, 2015

# Financial Statements

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**Peace Corps**  
**Consolidated Balance Sheets**  
**As of September 30, 2015 and 2014**  
*(In Thousands)*

	<u>2015</u>	<u>2014</u>
<b>Assets</b>		
<b>Intragovernmental</b>		
<b>Fund Balance With Treasury (Notes 2 and 3)</b>	\$ 209,057	\$ 211,369
<b>Accounts Receivable (Note 4)</b>	3,914	2,758
<b>Total Intragovernmental</b>	<u>212,971</u>	<u>214,127</u>
<b>Accounts Receivable, Net (Note 4)</b>	553	334
<b>General Property, Plant, and Equipment, Net (Note 5)</b>	38,886	34,556
<b>Other</b>		
<b>Prepaid Volunteer Living Allowances (Note 6)</b>	1,772	1,836
<b>Other Assets (Note 7)</b>	5,156	3,890
<b>Total Assets</b>	<u>\$ 259,338</u>	<u>\$ 254,743</u>
<b>Liabilities</b>		
<b>Intragovernmental</b>		
<b>Accounts Payable</b>	\$ 883	\$ 396
<b>Other</b>		
<b>Unfunded FECA Liability (Note 8)</b>	32,983	33,348
<b>Other Liabilities (Notes 8 and 9)</b>	109	71
<b>Total Intragovernmental</b>	<u>33,975</u>	<u>33,815</u>
<b>Accounts Payable</b>	8,080	9,487
<b>Veterans Benefits (Note 8)</b>	145,956	149,107
<b>Other</b>		
<b>Other Employment Related Liability (Note 8)</b>	2,035	333
<b>Non-Entity Funds (Note 2)</b>	23,493	20,225
<b>Accrued Funded Payroll and Leave</b>	4,088	3,253
<b>Unfunded Annual Leave (Note 8)</b>	11,256	10,289
<b>Other Liabilities (Notes 9 and 11)</b>		
<b>FSN and PSC Severance Liability</b>	23,447	25,849
<b>Other Liabilities</b>	303	202
<b>Total Liabilities</b>	<u>252,633</u>	<u>252,560</u>
<b>Commitments and Contingencies (Note 11)</b>		
<b>Net Position</b>		
<b>Unexpended Appropriations</b>	157,215	158,343
<b>Cumulative Results of Operations</b>	(150,510)	(156,160)
<b>Total Net Position</b>	<u>\$ 6,705</u>	<u>\$ 2,183</u>
<b>Total Liabilities and Net Position</b>	<u>\$ 259,338</u>	<u>\$ 254,743</u>

The accompanying notes are an integral part of these statements

**Peace Corps**  
**Consolidated Statements of Net Cost**  
**For The Years Ended September 30, 2015 and 2014**  
*(In Thousands)*

	<u>2015</u>	<u>2014</u>
<b>Program Costs:</b>		
Gross Costs	\$ 392,316	\$ 364,502
Less: Earned Revenue (Note 12)	<u>(10,117)</u>	<u>(10,040)</u>
<b>Net Cost of Operations</b>	<b>\$ 382,199</b>	<b>\$ 354,462</b>

The accompanying notes are an integral part of these statements

**Peace Corps**  
**Consolidated Statements of Changes in Net Position**  
**For The Years Ended September 30, 2015 and 2014**  
*(In Thousands)*

	<u>2015</u>	<u>2014</u>
<b>Cumulative Results of Operations:</b>		
Beginning Balances	\$ (156,160)	\$ (161,632)
<b>Budgetary Financing Sources:</b>		
Appropriations Used	380,424	350,413
Donations and Forfeitures of Cash and Cash Equivalents	2,267	2,846
<b>Other Financing Sources (NonExchange):</b>		
Transfers-In/Out Without Reimbursement	(65)	510
Imputed Financing (Note 18)	5,223	6,165
<b>Total Financing Sources</b>	387,849	359,934
<b>Net Cost of Operations</b>	382,199	354,462
<b>Net Change</b>	5,650	5,472
<b>Cumulative Results of Operations</b>	(150,510)	(156,160)
<b>Unexpended Appropriations:</b>		
Beginning Balance	158,343	129,818
<b>Budgetary Financing Sources:</b>		
Appropriations Received	379,500	379,000
Other Adjustments	(204)	(62)
Appropriations Used	(380,424)	(350,413)
<b>Total Budgetary Financing Sources</b>	(1,128)	28,525
<b>Total Unexpended Appropriations</b>	157,215	158,343
<b>Net Position</b>	<u>\$ 6,705</u>	<u>\$ 2,183</u>

The accompanying notes are an integral part of these statements

**Peace Corps**  
**Combined Statements of Budgetary Resources**  
**For The Years Ended September 30, 2015 and 2014**  
*(In Thousands)*

	<b>2015</b>	<b>2014</b>
<b>Budgetary Resources:</b>		
Unobligated Balance Brought Forward, Oct 1	\$ 91,361	\$ 72,018
Recoveries of Unpaid Prior Year Obligations	13,086	11,616
Other Changes in Unobligated Balance	(204)	(62)
Unobligated Balance from Prior Year Budget Authority, Net	104,243	83,572
Appropriations (Discretionary and Mandatory)	381,740	379,006
Spending Authority from Offsetting Collections (Discretionary and Mandatory)	15,441	16,967
Total Budgetary Resources	<u><u>\$ 501,424</u></u>	<u><u>\$ 479,545</u></u>
<b>Status of Budgetary Resources:</b>		
Obligations Incurred (Note 13)	\$ 431,898	\$ 388,184
Unobligated Balance, End of Year:		
Apportioned	55,378	79,458
Exempt from Apportionment	2,602	2,102
Unapportioned	11,546	9,801
Total Unobligated Balance, End of Year	<u><u>69,526</u></u>	<u><u>91,361</u></u>
Total Budgetary Resources	<u><u>\$ 501,424</u></u>	<u><u>\$ 479,545</u></u>
<b>Change in Obligated Balance</b>		
<b>Unpaid Obligations:</b>		
Unpaid Obligations, Brought Forward, Oct 1	\$ 106,592	\$ 97,280
Obligations Incurred	431,898	388,184
Outlays (Gross)	(399,974)	(367,256)
Recoveries of Prior Year Unpaid Obligations	(13,086)	(11,616)
Unpaid Obligations, End of Year	<u><u>125,430</u></u>	<u><u>106,592</u></u>
<b>Uncollected Payments:</b>		
Uncollected Pymts, Fed Sources, brought forward, Oct 1	(6,809)	(4,011)
Change in Uncollected Pymts, Fed Sources	(2,583)	(2,798)
Uncollected Pymts, Fed Sources, End of Year	<u><u>(9,392)</u></u>	<u><u>(6,809)</u></u>
<b>Memorandum (non-add) entries:</b>		
Obligated Balance, Start of year	<u><u>\$ 99,783</u></u>	<u><u>\$ 93,269</u></u>
Obligated Balance, End of year	<u><u>\$ 116,038</u></u>	<u><u>\$ 99,783</u></u>
<b>Budget Authority and Outlays, Net</b>		
Budget Authority, Gross (Discretionary and Mandatory)	\$ 397,181	\$ 395,973
Actual Offsetting Collections (Discretionary and Mandatory)	(12,858)	(14,169)
Change in Uncollected Pymts, Fed Sources (Discretionary and Mandatory)	(2,583)	(2,798)
Budget Authority, Net	<u><u>\$ 381,740</u></u>	<u><u>\$ 379,006</u></u>
Outlays, Gross (Discretionary and Mandatory)	\$ 399,974	\$ 367,256
Actual Offsetting Collections (Discretionary and Mandatory)	(12,858)	(14,169)
Outlays, Net (Discretionary and Mandatory)	387,116	353,087
Distributed Offsetting Receipts	(1,616)	(1,193)
Agency Outlays, Net (Discretionary and Mandatory)	<u><u>\$ 385,500</u></u>	<u><u>\$ 351,894</u></u>

The accompanying notes are an integral part of these statements

# Notes to the Financial Statements

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## 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 August 4, 2015. The statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

The financial activities of the agency are categorized between entity and non-entity assets and reported and non-reported balances. Entity assets are those assets which the agency has authority to use in its operations, while non-entity assets are assets that are currently held by the Peace Corps but are not available for use by the agency. Although both entity and non-entity assets are in the custody and management of the agency, they are reported but segregated for presentation purposes.

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 represent intragovernmental and public activities. 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 current and 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 from its activities.
Statement of Changes in Net Position	Explains how the net cost of the agency's operations was funded, and reports other changes in the 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 the 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 and offsetting collections to support its operations. "Appropriations Used" recognizes that appropriation authority has been applied against received goods and services.

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

The agency's financial activities are accounted for by the U.S. Treasury Appropriation Fund Symbols. 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 Peace Corps 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 Peace Corps 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.

*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 only reported on the face of the Balance Sheet.

*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. The balances in these funds are excluded from the financial statements.

#### **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 appropriations.

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.

Peace Corps has discretionary and mandatory spending of its budget authority. The general funds, which are funded by multi-year appropriations from Congress are discretionary. The special and trust funds, which were authorized by permanent laws are considered mandatory spending for donations received from the private entities and to account for retirement and severance of Host Country Resident Personal Services Contractors and Foreign Service Nationals.

#### **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**

Fund Balance with the U. S. Treasury consists of general, special, and trust 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 agency cash in commercial bank accounts. 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, 2015, cashier imprest funds represented by cash on hand, checks on hand, interim advances, and cashier checking account balances totaled approximately \$1,049,197 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 Global Financial Services 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 not likely to be collected. 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, is not intended for sale in the ordinary course of business, and is 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. Costs incurred for major building rehabilitations of \$25,000 or greater are initially recorded as Construction in Progress then after project completion are transferred to Leasehold Improvement and amortized over the remaining life of the lease. 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 three to nine years). IT hardware is capitalized and amortized over its expected life of three to fifteen years. Vehicles in the amount of \$10,000 and over are capitalized over their useful life of five years for assets acquired FY 2013 and prior and six years for purchases made on or after FY 2014. The agency uses an estimated salvage value of 40 percent for vehicles. Land and anything attached to it, such as buildings, located overseas are capitalized at their fair market value at the time of transfer, regardless of their acquisition cost. Buildings are depreciated with a ten year asset life. 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.

## I) 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 as funds are appropriated for this purpose, generally resulting in a two-year lag in payment. 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 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, as well as most host country residential personal services contractors (PSC), are covered under a variety of local compensation 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 PSCs in countries that require payments under local labor laws. The estimate of the current and future costs of the severance and retirement liability is determined quarterly.
  - VIII. *Valuation of Foreign Service National Liability* - The Peace Corps is generally liable for separation or retirement payments to FSNs who are employed by the agency in countries that require payments under local labor laws. The estimate of the current and future costs of the severance and retirement liability is determined quarterly.

**n) Commitments and Contingencies**

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

**o) Funds from Dedicated Collections**

Under 22 U.S.C § 2509(a)(4) of the Peace Corps Act, the agency is authorized to accept gifts of voluntary service, money, or property, for use in the furtherance of the purposes of its mission. The donated monies received by the agency from non-federal sources meet the prescribed criteria of Funds from Dedicated Collections. The amount of donations received was \$2,233,840 as of September 30, 2015 and \$1,836,567 as of September 30, 2014.

**p) 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.

**q) 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 of 1985, P.L. 97-177, as amended.

**r) 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.

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

The agency performs analytical tie-points to maintain inherent accounts relationships between proprietary and budgetary accounts, in compliance with United States Standard General Ledger posting logic. Adjustments are made at the appropriation fund code level prior to the submission of the agency's monthly trial balance via Treasury's Governmentwide Treasury Account Symbol Adjusted Trial Balance System.

**t) Allocation Transfer**

The Peace Corps is a party to allocation transfers with the DOS 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 (DOS) 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.

**u) 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 U.S.C. 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 U.S. Treasury. Any funds not used are returned to the host country.

**Note 2 Non-Entity Assets**

Non-entity assets are composed of deposit fund 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.

<b>Non-Entity Assets</b>	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Deposit Fund	\$ 22,556	\$ 19,806
Clearing Accounts	937	419
Total Non-Entity Assets	23,493	20,225
Total Entity Assets	235,845	234,518
<b>Total Assets</b>	<b>\$ 259,338</b>	<b>\$ 254,743</b>

*Deposit Fund* - The deposit fund is comprised of the Volunteer readjustment allowance earned by Volunteers for each month of satisfactory service and payable upon their return to the United States.

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

**Note 3 Fund Balance with Treasury**

<b>Fund Balances</b>	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Appropriated Funds	\$ 159,416	\$ 163,143
Special Funds	20,444	22,460
Trust Funds	5,704	5,541
Non-Entity Assets (Note 2)	23,493	20,225
<b>Total</b>	<b>\$ 209,057</b>	<b>\$ 211,369</b>
<b>Status of Fund Balance with Treasury</b>	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Unobligated Balance		
Available	\$ 57,980	\$ 81,560
Unavailable	11,546	9,801
Obligated Balance Not Yet Disbursed	116,038	99,783
Non-Budgetary FBWT	23,493	20,225
<b>Total</b>	<b>\$ 209,057</b>	<b>\$ 211,369</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.

*Non-Budgetary Fund Balance with Treasury* - This represents non-entity assets of the agency.

**Note 4 Accounts Receivable, Net**

<b>Accounts Receivable as of September 30, 2015 (In Thousands)</b>	<b>Accounts Receivable, Gross</b>	<b>Allowance for Doubtful Accounts</b>	<b>Accounts Receivable, Net</b>
Intragovernmental	\$ 3,914	\$ -	\$ 3,914
Other	553	-	553
<b>Total</b>	<b>\$ 4,467</b>	<b>\$ -</b>	<b>\$ 4,467</b>
<b>Accounts Receivable as of September 30, 2014 (In Thousands)</b>	<b>Accounts Receivable, Gross</b>	<b>Allowance for Doubtful Accounts</b>	<b>Accounts Receivable, Net</b>
Intragovernmental	\$ 2,758	\$ -	\$ 2,758
Other	334	-	334
<b>Total</b>	<b>\$ 3,092</b>	<b>\$ -</b>	<b>\$ 3,092</b>

Intragovernmental receivables are due from other federal agencies for services provided under reimbursable agreements. Other accounts receivable are due from nonfederal entities, consisting primarily of receivables from employees. Based upon the agency's policy, it was determined that the establishment of an Allowance for Doubtful Accounts was not necessary as of September 30, 2015 and September 30, 2014.

**Note 5 General Property, Plant, and Equipment, Net**

<b>Components of Fixed Assets as of September 30, 2015 (In Thousands)</b>	<b>Useful Life in Years</b>	<b>Cost</b>	<b>Accumulated Depreciation</b>	<b>Net Book Value</b>
Land		\$ 43	\$ -	\$ 43
Buildings	10	463	178	285
Construction in Progress		230	-	230
General Property, Plant, and Equipment	5–10	4,694	2,030	2,664
Vehicles	5–6	24,821	8,593	16,228
IT Hardware	3–15	16,426	8,938	7,488
Leasehold Improvements	2–10	7,562	4,097	3,465
Internal-Use Software in Development		4,920	-	4,920
Internal-Use Software	3–9	38,389	34,826	3,563
<b>Total</b>		<b>\$ 97,548</b>	<b>\$ 58,662</b>	<b>\$ 38,886</b>
<b>Components of Fixed Assets as of September 30, 2014 (In Thousands)</b>	<b>Useful Life in Years</b>	<b>Cost</b>	<b>Accumulated Depreciation</b>	<b>Net Book Value</b>
Land		\$ 43	\$ -	\$ 43
Buildings	10	463	116	347
Construction in Progress		417	-	417
General Property, Plant, and Equipment	5–10	4,735	1,932	2,803
Vehicles	5–6	23,768	8,962	14,806
IT Hardware	3–15	19,500	13,444	6,056
Leasehold Improvements	2–10	6,338	2,869	3,469
Internal-Use Software in Development		4,564	-	4,564
Internal-Use Software	3–9	35,361	33,310	2,051
<b>Total</b>		<b>\$ 95,189</b>	<b>\$ 60,633</b>	<b>\$ 34,556</b>

As of September 30, 2015, 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 seven 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.

**Note 6 Prepaid Volunteer Living Allowances**

	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
<b>Prepaid Volunteer Living Allowances</b>	\$ 1,772	\$ 1,836

*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 7 Other Assets**

	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Travel Advances to Employees	\$ 694	\$ 403
Relocation Advances to Employees	19	-
Prepaid Rent	3,350	2,908
Other Advances	1,093	579
<b>Total Other Assets</b>	<b>\$ 5,156</b>	<b>\$ 3,890</b>

*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.

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

*Prepaid Rent* - Prepaid Rent includes the advance payment for some of the residential and commercial office spaces in support overseas operations.

*Other Advance* – Other Advances include prepayments of periodic expenses for IT maintenance costs.

**Note 8 Liabilities Not Covered by Budgetary Resources**

	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Intragovernmental Liabilities		
Unfunded FECA Liability	\$ 32,983	\$ 33,348
Unfunded Employment-Related Liability	90	-
Public Liabilities		
Unfunded Annual Leave	11,256	10,289
Unfunded Employment-Related Liability	2,035	333
Federal Employee and Veterans Benefits	145,956	149,107
Non-Entity Liabilities	23,493	20,225
<b>Total Liabilities Not Covered by Budgetary Resources</b>	<b>\$ 215,813</b>	<b>\$ 213,302</b>
<b>Total Liabilities Covered by Budgetary Resources</b>	<b>\$ 36,820</b>	<b>\$ 39,258</b>
<b>Total Liabilities</b>	<b>\$ 252,633</b>	<b>\$ 252,560</b>

*Unfunded FECA Liability* - A liability for the direct dollar costs of compensation and medical benefits paid on the agency's behalf by DOL. 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 earned but not taken as of September 30, 2015 for U.S.-hired employees. The valuation of the accrued annual leave for FSN employees and the foreign national PSCs has been estimated for this financial statement. There were 106 FSNs and 2,832 foreign national PSCs working for the Peace Corps at the end of the September 30, 2015. 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 DOL for the agency.

*Liabilities Covered by Budgetary Resources* - Liabilities covered by budgetary resources include accounts payable for goods and service received by the agency, liability for the separation and retirement payments for eligible foreign service PSCs and FSNs, and other liabilities as shown in Note 9.

<b>Note 9 Other Liabilities</b>		
	<b>September 30, 2015</b> <i>(In Thousands)</i>	<b>September 30, 2014</b> <i>(In Thousands)</i>
Intragovernmental		
Advances from Others	\$ 19	\$ 71
Other Liabilities		
Contingent Liability (Note 11)	303	202
FSN and PSC Severance/Retirement Liability	23,447	25,849
<b>Total Other Liabilities</b>	<b>\$ 23,769</b>	<b>\$ 26,122</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.) All advances are considered current liabilities.

*Foreign Service National Liability (FSN) and Host Country Resident Personal Services Contractor (PSC) Severance and Retirement Liability* - The estimated future liability cost to be paid to eligible FSNs and foreign national PSCs upon separation from the agency. FSN and PSC Severance/Retirement Liability are considered non-current liabilities.

#### **Note 10 Leases**

For overseas operations, Peace Corps rents residences, office space and training facilities. Leases overseas contain a termination clause, allowing the agency to terminate any lease with a 30-90 day notice. Peace Corps leases are all operating leases and are considered cancellable.

The agency enters into Occupancy Agreements with the General Services Administration (GSA) for its building in Washington, DC and its regional recruiting offices throughout the continental U.S. GSA leases commercial facilities and provides spaces in federal buildings for occupancy by the agency. Occupational Agreements range from five to ten year terms, however, leased spaces can be vacated within a 120-day notice to GSA. Future operating lease payments for domestic leases are depicted below:

<b>Fiscal Year</b>	<b>Future Lease Payments</b> <i>(In Thousands)</i>
Fiscal Year 2016	6,739
Fiscal Year 2017	6,421
Fiscal Year 2018	4,253
Fiscal Year 2019	613
Fiscal Year 2020	499
After Fiscal Year 2020	765
<b>Total Future Lease Payments</b>	<b>\$ 19,290</b>

**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 associated with employee grievances that are probable and measurable in the amount of \$302,800 as of September 30, 2015 and \$202,035 as of September 30, 2014. These contingencies are considered current liabilities.

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 related to employee grievances are estimated to be \$575,000 as of September 30, 2015 and \$300,000 as of September 30, 2014.

**Note 12 Intragovernmental Costs and Exchange Revenue**

	September 30, 2015 (In Thousands)	September 30, 2014 (In Thousands)
Intragovernmental Costs	\$ 71,694	\$ 66,812
Intragovernmental Earned Revenue	(9,744)	(9,853)
<b>Total Intragovernmental</b>	<b>\$ 61,950</b>	<b>\$ 56,959</b>
Public Costs	\$ 320,622	\$ 297,690
Public Earned Revenue	(373)	(187)
<b>Total Public</b>	<b>\$ 320,249</b>	<b>\$ 297,503</b>
<b>Total Net Cost</b>	<b>\$ 382,199</b>	<b>\$ 354,462</b>

Intragovernmental activity represents the costs of goods and services provided to other federal agencies. Costs of goods and services and any revenue earned from outside federal sources are classified as public costs.

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 Obligations**

	September 30, 2015 (In Thousands)	September 30, 2014 (In Thousands)		
	Direct	Reimbursable	Direct	Reimbursable
Category A	\$ 418,003	\$ 10,468	\$ 372,508	\$ 10,310
Exempt from Apportionment	3,427	-	5,366	-
<b>Total Obligations Incurred</b>	<b>\$ 421,430</b>	<b>\$ 10,468</b>	<b>\$ 377,874</b>	<b>\$ 10,310</b>

All obligations incurred are Category A or Exempt from Apportionment.

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

	September 30, 2015 (In Thousands)	September 30, 2014 (In Thousands)
<b>Undelivered Orders – End of Period</b>	<b>\$ 95,860</b>	<b>\$ 73,327</b>

The undelivered orders are budgetary obligations with and without advances/prepayments placed against federal budget authority where goods or services have yet to be received.

**Note 15 Explanation of Differences between the SBR and the Budget of the U.S. Government**

<i>(In Millions)</i>	Budgetary Resources	Obligations Incurred	Distributed Offsetting Receipts	Net Outlays
Combined Statements of Budgetary Resources	\$ 480	\$ 388	\$ (1,193)	\$ 353
Distributed Offsetting Receipts				1,193
Budget of the U.S. Government	476	388	-	355
Difference	\$ 4	\$ -	\$ -	\$ (2)

The Budget of the United States (also known as the President's Budget), with actual numbers for FY 2015 was not published at the time that these financial statements were issued. The President's Budget is expected to be published in February 2016, and can be located at the OMB website <http://www.whitehouse.gov/omb/budget> and will be available from the U.S. Government Printing Office. The above chart displays the differences between the Combined Statements of Budgetary Resources (SBR) in the FY 2014 Performance and Accountability Report and the actual FY 2014 balances included in the FY 2016 President's Budget. The differences are attributable to activities associated with expired funds that are excluded from the President's Budget.

**Note 16 Fiduciary Activities**

<b>Schedule of Fiduciary Activity</b> <i>(In Thousands)</i>	<b>HCC Cash 2015</b>	<b>HCC Cash 2014</b>	<b>HCC In-Kind 2015</b>	<b>HCC In-Kind 2014</b>
Fiduciary Net Assets, Beginning	\$ 746	\$ 887	\$ -	\$ -
Contributions	604	658	2,803	2,717
Disbursements	(606)	(799)	(2,803)	(2,717)
Increase/(Decrease) in Fiduciary Net Assets	(2)	(141)	-	-
<b>Fiduciary Net Assets, Ending</b>	<b>\$ 744</b>	<b>\$ 746</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Schedule of Fiduciary Net Assets</b> <i>(In Thousands)</i>	<b>HCC Cash 2015</b>	<b>HCC Cash 2014</b>	<b>HCC In-Kind 2015</b>	<b>HCC In-Kind 2014</b>
Fiduciary Net Assets				
Cash and Cash Equivalents	\$ 745	\$ 887	\$ -	\$ -
Less: Liabilities	1	-	-	-
<b>Total Fiduciary Net Assets</b>	<b>\$ 744</b>	<b>\$ 887</b>	<b>\$ -</b>	<b>\$ -</b>

Host Country Contributions are provided to Peace Corps by the host government and are accepted under the authority of Section 22 U.S.C. 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 U.S. Treasury. In the event the funds are not used, funds are returned to the host country. The agency received cash and in-kind contributions from host countries. In-kind contributions estimated at \$2,802,574.10 in fair market value were received at posts through the end of September 30, 2015, for services, supplies, equipment, and facilities. The host country cash balance is \$744,774 as of September 30, 2015.

**Note 17 Reconciliation of Net Cost of Operations (Proprietary) to Budget**

	September 30, 2015 (In Thousands)	September 30, 2014 (In Thousands)
<b>Resources Used to Finance Activities:</b>		
<b>Budgetary Resources Obligated:</b>		
Obligations Incurred	\$ 431,898	\$ 388,184
Less: Spending Authority from Offsetting Collections and Recoveries	<u>28,527</u>	<u>28,583</u>
Obligations Net of Offsetting Collections and Recoveries	403,371	359,601
Less: Offsetting Receipts	<u>(1,616)</u>	<u>(1,193)</u>
<b>Net Obligations</b>	<b>404,987</b>	<b>360,794</b>
<b>Other Resources</b>		
Transfers in/out without reimbursement (+/-)	(65)	510
Imputed financing from costs absorbed by others	<u>5,223</u>	<u>6,165</u>
<b>Net resources used to finance activities</b>	<b>5,158</b>	<b>6,675</b>
<b>Total resources used to finance activities</b>	<b>410,145</b>	<b>367,469</b>
<b>Resources Used to Finance Items Not Part of the Net Cost of Operations:</b>		
Change in budgetary resources obligated for goods, services and benefits ordered but not yet provided (+/-)	(21,176)	(5,626)
Budgetary offsetting collections and receipts that do not affect net cost of operations	-	1,840
Resources that finance the acquisition of assets	(14,158)	(12,178)
Other resources or adjustments to net obligated resources that do not affect net cost of operations (+/-)	<u>628</u>	<u>(510)</u>
<b>Total resources used to finance items not part of the net cost of operations</b>	<b>(34,706)</b>	<b>(16,474)</b>
<b>Total resources used to finance the net cost of operations</b>	<b>375,439</b>	<b>350,995</b>
Components Requiring or Generating Resources in Future Periods:		
Future Funded Expenses	2,495	1,088
Changes in Actuarial Liability	(3,151)	(4,290)
Components not Requiring or Generating Resources:		
Depreciation and amortization	7,584	6,722
Other (+/-)	<u>(168)</u>	<u>(53)</u>
<b>Total Components of Net Cost of Operations that will not require or generate resources</b>	<b>6,760</b>	<b>3,467</b>
<b>Net Cost of Operations</b>	<b>\$ 382,199</b>	<b>\$ 354,462</b>

The Reconciliation of Net Cost of Operations to Budget reflects the budgetary and non-budgetary sources that fund the Net Cost of Operations for the agency.

**Note 18 Imputed Financing**

	September 30, 2015 (In Thousands)	September 30, 2014 (In Thousands)
Federal Employees Health Benefit Program	\$ 4,796	\$ 4,038
Federal Employees Group Life Insurance Program	16	15
Civil Service Retirement System	423	559
Federal Employees Retirement System	(32)	1,532
Foreign Service Retirement and Disability System	20	21
<b>Total Imputed Costs</b>	<b>\$ 5,223</b>	<b>\$ 6,165</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.

## FINANCIAL SECTION

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# Inspector General's Audit Transmittal Letter



## Office of Inspector General

To: Carolyn Hessler-Radelet, Director  
From: Kathy A. Buller, Inspector General *[Handwritten signature]*  
Date: November 6, 2015  
Subject: Audit of Peace Corps' Fiscal Year 2015 Financial Statements

This letter transmits the reports of Kearney & Company, P.C. (Kearney) on its financial statement audit of the Peace Corps' Fiscal Year (FY) 2015 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.

### Auditor's Reports on the Financial Statements, Internal Control over Financial Reporting, and Compliance with Laws, Regulations, Contracts, and Grant Agreements

We contracted with Kearney, an independent certified public accounting firm, to audit the Peace Corps' consolidated financial statements as of September 30, 2015 and 2014. The contract required that the audit be done in accordance with U.S. *Generally Accepted Government Auditing Standards* (GAGAS), OMB audit guidance, and the *Government Accountability Office/President's Council on Integrity and Efficiency Financial Audit Manual*.

Kearney's reports for FY 2015 include: (1) an opinion on the financial statements, (2) conclusions on internal control over financial reporting, and compliance with applicable provisions of laws, regulations, contracts, and grant agreements. In its audit of the Peace Corps, Kearney found:

- The financial statements were fairly presented, in all material respects, in conformity with GAGAS principles.

- There were no material weaknesses in internal control.<sup>1</sup>
- Three significant deficiencies related to internal control were disclosed by Kearney:<sup>2</sup>
  - Information technology security needs improvement. Kearney cited continuous monitoring and the agency's risk management program as areas needing improvement.
  - De-obligation of unliquidated obligations (ULO) is not always timely. Specifically, Kearney cited that an effective ULO control environment is not being maintained and needs to be strengthened and better integrated into the agency's obligation review process.
  - Effective controls over the agency's obligations are not being maintained. Kearney indicated that steps need to be taken to improve and integrate the obligation process.
- Four instances of reportable noncompliance were found relating to complying with applicable provisions of laws, regulations, contracts, and grant agreements which are required to be reported under GAGAS or OMB guidance. Kearney found that the Peace Corps did not fully comply with:
  - OMB Circular A-11 relating to the timely, complete, and accurate reporting of federal agency consolidated financial statements.
  - 31 U.S.C § 1501, regarding the requirement for documentary evidence of government obligations.
  - Federal Information Security Modernization Act of 2014.
  - Ethics in Government Act of 1978 associated with the timely reviewing of annual Public Financial Disclosure Reports.

### OIG Evaluation of Kearney's Audit Performance

In connection with the contract, we reviewed Kearney's reports, related documentation and inquired of its representatives. Our review, as differentiated from an audit in accordance with GAGAS, was not intended to enable us to express, and we do not express, opinions on the Peace Corps' financial statements or conclusions about the effectiveness of internal control or compliance with laws, regulations, contracts, and grant agreements. Kearney is

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<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.

<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.

responsible for the attached auditor's reports dated November 6, 2015 and the conclusions expressed in the reports. However, our review disclosed no instances where Kearney did not comply in all material respects, with GAGAS.

We would like to express our appreciation to the Peace Corps staff involved in working with the auditors and issuing the financial statements within the established OMB milestones. Their professionalism, cooperation, and timely responsiveness 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 Kearney's audit or our oversight please contact me or Assistant Inspector General for Audit Judy Leonhardt, at 202-692-2914.

Attachment

cc:     Laura Chambers, Chief of Staff  
          Carlos Torres, Senior Advisor to the Director  
          Joseph L. Hepp, Jr., Chief Financial Officer  
          Francisco Reinoso, Chief Information Officer  
          Anne Hughes, Acting Chief Compliance Officer

# Auditor's Report



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## INDEPENDENT AUDITOR'S REPORT

To the Director and Inspector General of United States Peace Corps

### **Report on the Financial Statements**

We have audited the accompanying consolidated financial statements of the United States Peace Corps (Peace Corps), which comprise the consolidated balance sheets as of September 30, 2015 and 2014, the related consolidated statements of net cost and changes in net position, and the combined statements of budgetary resources (hereinafter referred to as the “consolidated financial statements”) for the years then ended, as well as the related notes to the consolidated financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits 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 No. 15-02, *Audit Requirements for Federal Financial Statements*. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Peace Corps as of September 30, 2015 and 2014 and its net cost of operations, changes in net position, and budgetary resources for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

## Other Matters

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis and Required Supplementary Information (hereinafter referred to as the "required supplementary information") be presented to supplement the consolidated financial statements. Such information, although not a part of the consolidated financial statements, is required by OMB and the Federal Accounting Standards Advisory Board (FASAB), who consider it to be an essential part of financial reporting for placing the consolidated financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the consolidated financial statements, and other knowledge we obtained during our audits of the consolidated financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### *Other Information*

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole. Other information is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the consolidated financial statements; accordingly, we do not express an opinion or provide any assurance on it.

### *Reports on Internal Control, Compliance, and Other Matters*

In accordance with *Government Auditing Standards* and OMB Bulletin No. 15-02, we have also issued a report, dated November 6, 2015, on our consideration of the Peace Corps' internal control over financial reporting and on our tests of the Peace Corps' compliance with provisions of applicable laws, regulations, contracts, and grant agreements, and other matters for the year



ended September 30, 2015. The purpose of this report 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 on compliance and other matters. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 15-02 and should be considered in assessing the results of our audits.

A handwritten signature in blue ink that reads "Kearney &amp; Company".

Alexandria, Virginia  
November 6, 2015



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## **INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND COMPLIANCE WITH LAWS, REGULATIONS, CONTRACTS, AND GRANT AGREEMENTS**

To the Director and Inspector General of the United States Peace Corps

We have audited the consolidated financial statements of the United States Peace Corps (Peace Corps) as of and for the year ended September 30, 2015, and we have issued our report thereon dated November 6, 2015. 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 No. 15-02, *Audit Requirements for Federal Financial Statements*.

### **Internal Control over Financial Reporting**

In planning and performing our audits of the consolidated financial statements, we considered the Peace Corps' internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Peace Corps' internal control. Accordingly, we do not express an opinion on the effectiveness of the Peace Corps' internal control. We limited our internal control testing to those controls necessary to achieve the objectives described in OMB Bulletin No. 15-02. We did not test all internal controls relevant to operating objectives as broadly defined by the Federal Managers' Financial Integrity Act of 1982 (FMFIA), such as those controls relevant to ensuring efficient operations.

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 combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's consolidated financial statements will not be prevented or detected and corrected on a timely basis. A significant deficiency is a deficiency, or 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.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies; therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audits, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified. We did identify certain deficiencies in internal control, described in the accompanying Schedule of Findings, that we consider to be significant deficiencies.



We noted certain additional matters involving internal control over financial reporting that we will report to the Peace Corps' management in a separate letter.

### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Peace Corps' consolidated financial statements are free from material misstatement, we performed tests of its compliance with provisions of applicable laws, regulations, contracts, and grant agreements, noncompliance which could have a direct and material effect on the determination of consolidated financial statement amounts. We limited our tests of compliance to these provisions and did not test compliance with all laws, regulations, contracts, and grant agreements applicable to the Peace Corps. Providing an opinion on compliance with those provisions was not an objective of our audits; accordingly, we do not express such an opinion. The results of our tests disclosed instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* and are described in the accompanying Schedule of Findings.

### **The Peace Corps' Response to Findings**

The Peace Corps' response to the findings identified in our audits is described in a separate memorandum attached to this report. The Peace Corps' response was not subjected to the auditing procedures applied in our audit of the consolidated financial statements; accordingly, we do not express an opinion on it.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and the results of that testing and not to provide an opinion on the effectiveness of the Peace Corps' internal control. Additionally, the purpose of this report is solely to describe the scope of our testing of compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 15-02 in considering the entity's internal control. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in blue ink that reads "Kearney &amp; Company".

Alexandria, Virginia  
November 6, 2015



## Schedule of Findings

### Significant Deficiencies

#### I. Information Technology Security (Repeat Condition)

The Peace Corps' information technology (IT) internal control structure, both for the General Support Systems and critical financial reporting applications, did not include a comprehensive risk analysis, proof of effective monitoring of design and performance, and evidence of an ability to identify and respond to changing risk profiles. The Peace Corps' IT control environment included design and operation weaknesses that, when combined, are considered to be a significant deficiency, as summarized below:

- During fiscal year (FY) 2015, the Office of the Chief Information Officer continued the process of implementing a Continuous Monitoring Program. However, it was not fully implemented at the information system level in accordance with its current Information Security Continuous Monitoring (ISCM) strategy. The Federal Information Security Modernization Act of 2014 (FISMA) Evaluation Team identified the following control deficiencies:
  - One of seven FISMA reportable systems of non-financial applications has an expired Authorization to Operate
  - The Peace Corps has not implemented a capability to detect unauthorized connections to its networks
  - Security weaknesses identified by vulnerability assessments were not tracked and monitored within the Cyber Security Assessment and Management (CSAM) tool using the Plan of Action and Milestones process.
- The Peace Corps does not have a robust agency-wide Risk Management Program to manage information security risks. While OCIO has formalized an overall Risk Management strategy in February 2014, there was no evidence that demonstrated that the agency was able to identify, assess, respond, and monitor information security risk at the entity or business process levels. The Senior Assessment Team holds regular meetings with the Chief Information Officer and Risk Executive to discuss the agency's risk posture; however, this process does not follow any formal standard. In addition, the Peace Corps has not developed relevant security policies and procedures to effectively manage the FISMA system inventory, establish system boundaries, and conduct appropriate Security Testing and Evaluation as part of the Security Assessment and Authorization (SA&A) process. Specifically, the FISMA Evaluation Team identified the following control deficiencies:
  - Two conflicting system inventory lists (i.e., operating systems and databases) were maintained
  - External system connections were not documented within the official system repository, the CSAM tool



- Three major applications (i.e., Volunteer Delivery Service, Management Services System, and Safety and Security System) were missing up-to-date authorization packages.

As defined in Generally Accepted Government Auditing Standards, information system controls consist of those internal controls that are dependent on information systems processing and include general controls and application controls. General and application controls, while effective, may not be sufficient to address and minimize the risks due to weaknesses in the Peace Corps' Information Security Program. Security Program policies and procedures apply to most, if not all, the Peace Corps' information systems. The effectiveness of these procedures is a significant factor in determining the confidentiality, integrity, and availability of the information contained in the applications.

The lack of a comprehensive Continuous Monitoring Program prevents the Peace Corps from clearly understanding the security state of all of its systems over time. It also prevents the agency from effectively monitoring a dynamic IT environment with changing threats, vulnerabilities, technologies, business processes/functions, and critical missions. Without a fully implemented Continuous Monitoring Program, potential damage to agency systems could occur, which may result in system downtime, unauthorized access, changes to data, data loss, or operational failure.

Without effectively implementing a comprehensive risk management process at the agency level, the Peace Corps may be unable to address the root causes associated with the existing information security risks. In addition, appropriate resources may not be effectively assigned to make the correct risk decisions to ensure the results align with the agency's business priorities.

**Recommendation #1:** Kearney & Company, P.C. (Kearney) recommends that the Peace Corps' OCIO:

1. Develop and adhere to a formal project plan to assign the proper resources required to fully implement all components of its current ISCM strategy
2. In coordination with the Risk Executive, continue to implement its risk management strategy that identifies, assesses, and remediates security-related risks at all levels, consistent with FISMA requirements and National Institute of Standards and Technology Special Publication 800-39
3. Perform SA&A on all FISMA-reportable systems in accordance with the Risk Management strategy.



## II. Untimely De-Obligation of Unliquidated Obligations (Repeat Condition)

Unliquidated Obligations (ULO) represent: 1) the cumulative amount of orders, contracts, and other binding agreements for which the goods or services ordered have been paid for but have not yet been received or 2) the goods or services have been received but payment has not yet been made. Agencies should maintain policies, procedures, and information systems to ensure that ULOs represent future Federal outlays. Failure to maintain an effective ULO control environment may result in difficulties in managing funds, improper payments, inaccurate budgetary reports, and violations of Federal regulations.

The Peace Corps records obligations in its financial management system when it enters into a binding agreement, such as a contract or purchase order, to purchase goods or services. Once recorded, obligations remain open until they are fully reduced by disbursements or de-obligated or the appropriation that is funding the obligation is canceled. As invoices are received and payments are made, obligations are liquidated by the amount of the payments.

The Peace Corps reported domestic and overseas ULOs worth \$91 million as of June 30, 2015. Kearney evaluated the validity and liquidation status of domestic and overseas non-Federal ULOs with a statistical sample of 36 and judgmentally sampled the 10 largest domestic Federal ULOs. The combined 46 domestic and overseas ULOs sampled had a recorded value of \$4.5 million, and Kearney noted:

- Eleven domestic non-Federal ULOs in the statistical sample, valued at \$612,582, should have been de-obligated. These errors produced a projected error of \$1,077,807
- One out of 10 judgmentally sampled domestic Federal ULOs, valued at \$65,251, should have been de-obligated as of June 30, 2015. This error comprised 5% of the sampled domestic Federal ULO balance.

In total, Kearney identified 12 exceptions with a recorded value of \$677,833 that the Peace Corps should have de-obligated. The 12 identified exceptions produced a projected likely error of approximately \$1,077,807 in the non-Federal ULO balance as of June 30, 2015.

In addition, Kearney tested 42 additional overseas ULOs during post visits and identified one open ULO, valued at \$2,489, that should have been de-obligated.

The Peace Corps' failure to maintain an effective domestic ULO control environment in which invalid open obligations are identified and de-obligated in a timely manner may result in difficulties in managing funds, improper payments, inaccurate budgetary reports, and possible violations of Federal regulations.



**Recommendation #2:** Kearney recommends that the Peace Corps take steps to strengthen and better integrate its obligation process, including the following:

- Review open obligations and ensure the ultimate disposition of open obligations is formally documented, reviewed, and certified by a senior official in a timely and routine manner
- Continue to provide annual training on related policies and procedures to ensure consistency between posts
- Review policy regarding the de-obligation of domestic obligations.



### **III. Budgetary Accounting (New Condition)**

The Peace Corps should record an obligation in its financial management system when it enters into a binding agreement, such as a contract or purchase order, to purchase goods and services. Agencies should only record legitimate obligations, which would include a reasonable estimate of the Government's potential liability. Agencies should maintain policies, procedures, and information systems to ensure that obligations represent future Federal outlays, comply with laws and regulations, and are appropriately approved. In order to determine the status of appropriations, obligations must be recorded in the accounting records on a factual and consistent basis. Failure to maintain effective obligation controls may result in difficulties managing funds, improper payments, inaccurate budgetary reports, and violation of Federal regulations, including the Antideficiency Act.

Kearney statistically sampled 45 new obligations, valued at \$8,070,169, created October 1, 2014 through June 30, 2015, and noted the following issues:

- Two obligations were recorded in Odyssey after the period of performance began. For both obligations, the delay between the obligation date recorded in Odyssey and the period of performance start date was seven days
- The two obligation exceptions consisted of a \$115,000 modification to an existing contract and a \$1,839,032 contract that was not signed before the period of performance

Additionally, during post visits, Kearney noted that three obligation samples were created in Financial Operations Room (FOR) Post prior to an approved obligating document and one expense sample had two obligations created for the same purchase order.

The Peace Corps recorded obligations that were not supported by binding agreements. In analyzing obligations of the Peace Corps as of September 30, 2015, Kearney identified 215 obligations with original obligation amounts between \$0.01 and \$1.00 created as placeholders for future obligations. The Peace Corps could not provide evidence of binding agreements to support these obligations. However, 31 United States Code (U.S.C.) § 1501 requires documentary evidence for Government obligations.

Obligations that are not recorded timely in the financial information system preclude the effective operation of automated controls and may increase the risk that goods or services may be acquired and/or received prior to an authorized obligation certifying the availability of funds or prior to an authorized contract or purchase order being established. The process of authorizing the obligation and certifying fund availability ensures the completeness of the recorded obligation balances.

Establishing obligations for inaccurate amounts limits the Peace Corps' ability to evaluate program accomplishments and identify additional funding requirements.



**Recommendation #3:** Kearney recommends that the Peace Corps take steps to strengthen and better integrate the obligation process, including implementing a process to reduce the delay between execution and data entry.

**Recommendation #4:** Kearney recommends that the Peace Corps implement controls that ensure that only valid obligations are recorded. In addition, the Peace Corps should provide training to the Director of Management Operations and Financial Assistants to help them understand why they should not create placeholder obligations.

\* \* \* \*



## Noncompliance and Other Matters

### IV. OMB Circular Number A-11, *Preparation, Submission, and Execution of the Budget* (Repeat Condition)

As discussed in *Section III: Budgetary Accounting*, Kearney statistically sampled 45 new obligations, created October 1, 2014 through June 30, 2015, and noted that the Peace Corps recorded two obligations after the start of the period of performance. During post visits, Kearney also noted that three obligations sampled were created prior to an approved obligating document and one expense sample had two obligations created for the same purchase order.

### V. 31 U.S.C. § 1501, *Documentary evidence requirement for Government obligations* (New Condition)

As discussed in *Section III: Budgetary Accounting*, obligations are definite commitments that create a legal liability of the Government for payment. The Peace Corps should only record legitimate obligations; Kearney noted that the Peace Corps recorded obligations that were not supported by binding agreements.

### VI. FISMA (Repeat Condition)

FISMA requires agencies to provide information security controls commensurate with the risk and potential harm of not having those controls in place. The heads of agencies and Offices of Inspectors General are required to annually report on the effectiveness of the agencies' security programs.

As noted in its Assurance Statement, the Peace Corps disclosed an instance of noncompliance with FISMA that is required to be reported under *Government Auditing Standards* and OMB Bulletin No. 15-02.

By not complying with FISMA, the Peace Corps has potentially weakened security controls, which could adversely affect the confidentiality, integrity, and availability of information and information systems.

### VII. Ethics in Government Act of 1978 (Repeat Condition)

The Ethics in Government Act of 1978, as amended on October 26, 1978, requires senior officials in the Executive, Legislative, and Judicial branches to file public reports of their finances, as well as other interests outside the Government. The primary purpose of this disclosure is to assist agencies in identifying potential conflicts of interest between a filer's official duties and their private financial interests and affiliations. The Peace Corps Senior Executive Service employees are required to annually complete and file Public Financial Disclosure Reports (Office of Government Ethics [OGE]-278) to declare their financial assets and affiliations. OGE-278s are to be filed within 30 days of appointment or termination, or by May 15 of that calendar year, whichever is later.



The Designated Agency Ethics Official (DAEO) is responsible for reviewing all OGE-278s to determine if any actual or potential conflicts of interest exist between the filer's public responsibilities and private interests and activities within 60 days of the filing date. Timely submission of the OGE-278 allows the filer and the Peace Corps to address such conflicts when they first appear and take appropriate actions to protect the filer and the Peace Corps.

Kearney evaluated 100% of the Peace Corps' 28 Public Financial Disclosure Forms (i.e., OGE-278). We noted the DAEO did not start the review of four OGE-278s within the required 60 days of receipt of the employees OGE-278. The DAEO started these reviews 67, 78, 84, and 93 days late, respectively.

Untimely review and completion of an OGE-278 could cause potential conflicts of interest between the filer's official Government duties and private financial interests from not being detected and resolved. They can result in affiliations going undetected and unresolved for extended periods of time. The Peace Corps may be exposed to negative publicity and legal events if apparent and/or actual conflicts of interest and violations of Federal ethics laws and regulations are not disclosed and remediated in a timely manner.



## APPENDIX A: STATUS OF PRIOR YEAR DEFICIENCIES

Three issues were noted relating to internal control over financial reporting in the *Independent Auditor's Report on Internal Control over Financial Reporting and Compliance with Applicable Provisions of Laws, Regulations, Contracts, and Grant Agreements* on the Peace Corps' FY 2014 consolidated financial statements.<sup>1</sup> The table below presents a summary of the current year status of these issues.

<b>Prior Year Internal Control Significant Deficiencies</b>		
<b>Control Deficiency</b>	<b>2015 Status</b>	<b>2014 Status</b>
Property, Plant, and Equipment	Closed	Significant Deficiency
Information Technology Internal Control Environment	Significant Deficiency	Significant Deficiency
Untimely De-Obligation of Unliquidated Obligations	Significant Deficiency	Significant Deficiency

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<sup>1</sup> *Independent Auditor's Report on the Peace Corps' 2014 and 2013 Financial Statements*

## AGENCY COMMENTS TO THE AUDITOR'S REPORT

Peace Corps has reviewed the Auditor's Report and concurs with the findings in the report.

# OTHER INFORMATION

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



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



## Office of Inspector General

**TO:** Carrie Hessler-Radelet, Peace Corps Director  
Anne Hughes, Acting Chief Compliance Officer

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

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

**DATE:** October 30, 2015

In accordance with the Reports Consolidation Act of 2000, the Office of Inspector General (OIG) is submitting what it has determined to be the most significant management and performance challenges facing the Peace Corps. The challenges discussed in the attachment to this memo are to be included in the agency's Performance and Accountability Report for fiscal year (FY) 2015.

OIG has concluded that the following five areas present significant challenges at the Peace Corps:

- IT Security Management (first reported in FY 2009)
- Business Processes (first reported in FY 2011)
- Excessive Personnel Turnover (first reported in FY 2012)
- Training Overseas Staff (FY 2014)
- Acquisition and Contract Management (new for FY 2015)

These challenges illustrate the most significant areas OIG believes need improvement for the Peace Corps to effectively manage its resources and minimize the potential for fraud, waste, and abuse occurring in its operations. Addressing the issues related to these challenge areas would enable the agency to increase operational efficiencies and improve mission effectiveness.

## Attachment

cc: Laura Chambers, Chief of Staff  
Carlos Torres, Senior Advisor to the Director  
Becca Sharp, Deputy Chief of Staff  
Lyzz Ogunwo, White House Liaison  
Rudy Mehrbani, General Counsel  
Carl Sosebee, Senior Advisor

Joseph Hepp, Chief Financial Officer  
Paul Shea, Deputy Chief Financial Officer  
Linda Brainard, Chief Acquisition Officer  
Francisco Reinoso, Chief Information Officer  
Vincent Groh, Deputy Chief Information Officer  
Alan Price, Associate Director, Office of Management  
Garry Stanberry, Deputy Associate Director, Office of Management  
Paul Jung, Associate Director, Office of Health Services  
Helen Lowman, Associate Director, Volunteer Recruitment and Selection  
Melissa Silverman, Director of Communications  
Shawn Bardwell, Director for Safety and Security  
Ken Yamashita, Acting Director for Office of Global Operations  
Cathryn Thorup, Director, Office of Strategic Information, Research and Planning  
Sonia Stines Derenoncourt, Director, Office of Overseas Programming and Training  
Marie McLeod, Director, Office of Global Health and HIV  
Kate Beale, Director, Peace Corps Response  
Tonia Wellons, Associate Director, Office of Strategic Partnerships  
Sue Larson, Contractor, Office of the Chief Financial Officer

## **Challenge      Information Technology Security Management**

### **Why This Is a Challenge**

An effective information technology (IT) security program helps protect an agency's data from being misused by both internal and external sources and minimizes the potential of having its most sensitive data compromised. The federal laws and regulations governing IT security are specifically designed to strengthen an agency's management of its operations. They also provide significant guidance that serves to prevent the occurrence of serious information security incidents. The Federal Information Security Management Act of 2002 (FISMA), as amended, is central to the federal environment's IT security program.<sup>1</sup> The objective of FISMA is to develop a comprehensive framework to protect the government's information, operations, and assets. Since FY 2009, OIG has reported in its management and performance challenges that the Peace Corps has not achieved full compliance with FISMA or fully implemented an effective IT security program. Some of the identified issues have been outstanding for over seven years and the agency has struggled to implement corrective actions.

Further complicating this challenge, the Peace Corps has been trying to modernize its IT environment. Despite good intentions, there has not been adequate attention paid to IT security and its implications for the network and sensitive information. For example, in FY 2015, the Peace Corps participated in a cloud email pilot program with GSA. This program neither followed the proper acquisition policies or processes, nor conducted a standard security assessment prior to initiating the pilot. The agency has since suspended the pilot program and began pursuing cloud email through appropriate agency processes making IT security a key component of the acquisition.

### **Progress in Addressing Challenge**

Management has made some progress in strengthening the Peace Corps' IT security management programs through measures taken to improve its FISMA compliance, beginning with the onboarding of a new Chief Information Security Officer. The agency has developed and begun implementing key policies and procedures, such as user access management, incident response and reporting, and user security awareness and training. However, there are a number of FISMA issue areas that were discussed in prior year challenge statements that have not been fully resolved. For example: although management has initiated a continuous monitoring program, including documenting some of the agency's systems and their associated risk, the program does not contain all the required components and remains incomplete; some configuration management processes have not been fully implemented; contingency plan testing weaknesses still exist at overseas posts, headquarters, and regional recruiting offices; and systems security assessment documentation has not been completely updated and is not being reviewed periodically by key stakeholders. Furthermore, the Peace Corps has not fully implemented a comprehensive agency-wide risk management program that is effective in monitoring, identifying, and assessing security weaknesses, and resolving related problems at the entity, business process, and information system levels, in-line with the National Institute of Standards and Technology Risk Management Framework.

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<sup>1</sup> FISMA was amended in December 2014 by the Federal Information Security Modernization Act of 2014 (Pub. L. No. 113-283).

## What Needs to be Done

Achieving full compliance with FISMA and other federal laws and regulations that apply to managing the Peace Corps' IT security infrastructure is critical to having a program that is effective in ensuring the agency's information, operations, and assets are adequately protected. The Peace Corps needs to place greater emphasis on improving its information security program, including accomplishing greater FISMA compliance, and timely remediation of IT security weaknesses that have been identified internally, and through the annual FISMA audit and other reviews. The Peace Corps will need to place a sharper focus on improving its IT security program by assigning sufficient qualified personnel and prioritizing the agency time and resources necessary to become fully FISMA compliant and eliminate weaknesses. Implementation of the Risk Management Framework will facilitate the tailoring of an information security program that meets Peace Corps' mission/business needs across a decentralized organization.

## Key OIG Resources

[Peace Corps' FY 2014 Performance and Accountability Report](#)

[Peace Corps' FY 2015 Performance and Accountability Report](#)

[Management Advisory Report: The Peace Corps' Cloud Computing Pilot Program](#)

[OIG Semiannual Report to Congress, April 1 to September 30, 2015](#)

## Challenge      Business Processes

### Why This Is a Challenge

Although the Peace Corps continues to improve key business processes and critical Volunteer support functions, as well as streamlining its operations, it is constrained by decentralized processes and a lack of modern systems. Specifically, the agency continues to be challenged in the areas related to Volunteer safety and security, data management, and property management.

#### *Volunteer Safety and Security*

In May 2012, the Peace Corps Director and the Department of State (DOS) signed a memorandum of understanding (MOU) to formalize the relationship and further define and clarify individual roles and responsibilities for overseas safety and security regarding Peace Corps staff and Volunteers. However, consistent implementation of the agency's responsibilities remains a challenge because the agency's safety and security program is decentralized, with the responsible staff located within multiple offices both at headquarters and overseas.

The lack of consistent communications with DOS regional security officers (RSOs) has impacted the agency's implementation of the MOU. In a follow up audit of the Volunteer Safety and Security Program we found Peace Corps safety and security officers' (PCSSO) trip reports were not consistently reported to the Regional Security Officer (RSO) as required by the MOU. The audit also found that there is no consistent communication structure between Peace Corps and the RSO and there is a lack of agency guidance on how to report serious incidents to the RSO. In the report we noted that almost half of the serious incidents we analyzed were not reported to RSOs in a timely manner.

Further, on September 1, 2013, in response to the Kate Puzey Act, the Peace Corps changed its crime reporting system to remove sensitive sexual assault details. However, the Peace Corps erroneously stopped sending RSOs details for all crime incidents, not just those classified as sexual assaults. It took over six months for RSOs to receive any official explanation from the Peace Corps about the reporting change. This communication failure damaged the relationship between the Peace Corps and the RSOs.

#### *Data Management*

Although the Peace Corps is working on modernizing some of its business processes, OIG audits and evaluations continue to find that several essential business functions remain largely paper-based, such as processes for travel, medical supply management, payment vouchers, and several human resource functions (leave approval, performance appraisals, training records, and travel compensation time). The Peace Corps lack of automated business processes has led to inefficiencies and duplication of efforts, and makes data more prone to human error.

The agency lacks a centralized case management system to document the response to sexual assault incidents and services provided to victims. In a 2012 evaluation report, OIG recommended the agency develop a case management system and noted the lack of a centralized system makes it difficult to confirm the quality or consistency of care provided to victims or to identify and correct lapses in services or response provided to victims.

#### *Property Management*

At year end the Peace Corps reported having a total property net book value of \$38.9 million. OIG and Peace Corps external audits continue to find issues with property system reliability. In FY 2012, the agency implemented a new property accountability system to better manage its assets; however, significant problems with data accuracy have persisted through FY 2015.

#### **Progress in Addressing the Challenge**

The agency's safety and security program has begun to mature in recent years, with the development of more vigorous roles and responsibilities for the safety and security manager position, updated guidance materials, and more formal involvement of security experts in the hiring of overseas security personnel. The agency is currently working with Department of State to revise and update the MOU.

The Peace Corps has implemented, and is working to implement, several systems to better manage agency records. Specifically, the Office of Volunteer Recruitment and Selection implemented the Database of Volunteer Experience to manage volunteer applicant data, and in August 2012, the Office of Health Services implemented a medical applicant exchange system. The agency has completed piloting an electronic medical records system that will provide online storage of Volunteer medical data. Full implementation of the system at over 90 percent of Peace Corps posts is planned for October 2015.

In FY 2015 the agency initiated the development of a case management system which it expects will become operational in FY 2016 and would allow the agency to verify that appropriate services are being provided to victims of assault, to assess performance and training of staff, and to comply with all of the requirements of the Kate Puzey Volunteer Protection Act of 2011.

Progress is also being made to address property management deficiencies. The Office of the Chief Financial Officer is in the process of replacing the existing property management system. The agency plans to perform pilot tests at six Peace Corps posts during the first quarter of FY 2016, with full implementation of the new system scheduled for February 2016. According to management the replacement system has greater capability and they are confident that it will significantly improve property inventory accuracy.

### **What Needs To Be Done**

The agency needs to continue to assess its operations and modernize its business processes accordingly. Furthermore, agency business processes must also support effective internal control and provide for access to reliable data. For the safety and security program, in addition to providing training, the agency should put in place formal guidance to ensure roles and responsibilities are defined and the MOU requirements are understood by all involved parties. Additionally, the Peace Corps needs to continue its focus on developing or acquiring more modern and automated systems to replace business processes that are manual or rely on inadequate systems. The agency also needs to complete the design and implementation of a centralized case management system for sexual assault incidents so that they are able to verify appropriate services have been provided, sexual assault response requirements have been met, assess performance, and provide feedback to responders to make process improvements.

### **Key OIG Resources**

- [Follow-up Evaluation of the Volunteer Delivery System](#)
- [Final Audit Report: Training Peace Corps' Overseas Staff](#)
- [Final Audit Report: Peace Corps Applicant Screening Process](#)
- [Review of the Peace Corps' Implementation of Guidelines Related to Volunteer Victims of Rape and Sexual Assault](#)
- [Final Audit Report on the Follow-up Audit of the Peace Corps' Safety and Security Program](#)
- [OIG's FY 2016 Annual Plan](#)
- [Management Advisory Report: Certification of Volunteer Payments](#)
- [Recurring Issues: OIG Post Audits and Evaluations FYs 2009-2011](#)

### **Challenge      Excessive Personnel Turnover**

#### **Why This Is a Challenge**

In June 2012, OIG issued its final report on the impacts of the “five-year rule” (FYR) on operations of the Peace Corps. Peace Corps management concurred with the report’s five recommendations. The FYR became law in 1965 and limited employment of Peace Corps’ U.S. direct hire personnel to five consecutive years. OIG’s evaluation found that the FYR, as intended, enabled the agency to create a constant flow of new employees including Returned Peace Corps Volunteers; avoid the inflexibility associated with the civil service system; and prevent employees from working their entire career at the Peace Corps. However, the FYR accelerated the annual pace of employee turnover to between 25 percent and 38 percent, quadruple the average turnover rate in the federal government. OIG estimated that over the five- year period from 2005-09, excessive turnover driven by the FYR accounted for

approximately 60 percent of \$20.7 million in total turnover management costs.<sup>2</sup> Excessive personnel turnover at the Peace Corps exacerbated a range of common management challenges. Excessive turnover has undermined the agency's ability to retain employees on the basis of performance; to conduct succession planning; to manage the continuity and transfer of essential knowledge, skills, and abilities; to provide training and professional development to staff; and to deploy its workforce efficiently. In addition, the FYR weakened the agency's ability to attract and retain highly qualified professionals in the areas of contracting, financial management, information technology, human resources management, and medical support. It has also led to frequent staffing gaps in mission-critical positions overseas.

In 2013, OIG reported on challenges related to hiring overseas staff in its *Final Audit Report: Peace Corps Overseas Staffing*. OIG reported that the agency struggled to maintain a robust pool of qualified applicants and ensure positions were filled in a timely manner. It had difficulty managing hiring and administrative timelines for open positions, maintaining consistency in the interview and hiring process, planning for transfers, and dealing with unexpected vacancies. These challenges were aggravated by the agency's accelerated rate of overseas staff turnover.

### **Progress in Addressing the Challenge**

As highlighted in the FY 2013 Management and Performance Challenges, the agency revised certain policies and practices related to the administration of its personnel system. Specifically, it started to make initial appointments of 60 months for new staff and converted the staff members that were on 30-month tours to 60-month appointments; it has maximized the allowable percentage (15 percent) of staff employed for an additional 30-month tour beyond the 5-year limit; it exercised its authority to retain more employees for "special circumstances" through 12-month extension appointments; and it implemented an exit survey in November 2013 to better understand the reasons for employee departures. The agency informed OIG in July 2015 that where appropriate, it had hired additional "experts" (who are not subject to the FYR) to mitigate the loss of institutional memory and capacity caused by excessive personnel turnover.<sup>3</sup>

Additionally, the agency has compiled a list of individuals ("intermittent experts" and "rovers") with experience in mission-critical positions overseas that it can call upon in order to fill vacant overseas positions until a permanent replacement is on board.

However, the agency has not provided documentation to OIG that would allow for a review and response to the steps it has taken to address the 5 recommendations we made in our 2012 final report on the impacts of the FYR. As of September 2015, all five recommendations remain open. They are: (1) to reduce the rate of employee turnover and increase direct hire employees' length of employment; (2) to identify which functions should be subject to periodic turnover, and implement a process to manage turnover; (3) to identify the core business functions and

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<sup>2</sup> This estimate only included direct costs and did not take into account costs that were more difficult to quantify, including: the loss of expertise when high-performing staff appointments ended; reductions in productivity; or gaps in institutional memory and knowledge.

<sup>3</sup> The OIG has not examined whether the agency's use of this authority has been an appropriate mitigation strategy to counter the impact of excessive turnover.

positions that suffer from frequent staff turnover, and determine and implement a process for acquiring and retaining qualified personnel; (4) to raise expectations among supervisors to address employee performance issues and provide supervisors with the training and support; and (5) to gather and analyze data on the causes of unwanted, early employee resignations, and develop data-driven solutions to curb the pace at which employees resign early. Six audit recommendations OIG made in its report on the Peace Corps overseas staffing to improve how the agency hires certain overseas staff also remain open.

### **What Needs To Be Done**

The agency needs to address each of the five recommendations from the final report on the impacts of the FYR and the six relevant open recommendations from the final report on Peace Corps overseas staffing.

### **Key OIG Resources**

[Final Evaluation Report: Impacts of the Five Year Rule on Agency Operations](#)

[Final Audit Report: Peace Corps Overseas Staffing](#)

### **Challenge      Training Overseas Staff**

#### **Why This Is a Challenge**

The Peace Corps relies on its overseas staff to ensure the success of its programs around the world. Overseas staff members have many responsibilities; including identifying jobs where Volunteers can be productive and contribute to host country development needs, managing financial and administrative operations, and ensuring the health and safety of Volunteers. Even though they work outside of the United States, overseas staff often has to abide by the rules of the federal government, including those related to ethics, contracting, and whistleblower protection. Ensuring overseas staff has the skills and information they need for their jobs requires training.

In September 2014, OIG issued its final report on the training the Peace Corps provides to its overseas staff. During this evaluation, OIG reviewed the training provided on a number of different topics, including cashier functions, classified materials handling, continuing medical education, medical overseas staff training, confidential handling of Volunteer allegations, contracting functions, equal opportunity employment, ethics, information security, purchase card, sexual assault policy, supervisory training, and travel card training. Although there were many areas where the agency dedicated resources to staff training, OIG work uncovered a number of challenges.

An underlying problem was that the agency did not have a central office to develop, manage, and coordinate the training of overseas staff. The responsibility for managing training was largely decentralized, with different headquarters offices and posts responsible for identifying training needs, developing and delivering training, and using their own methods and systems to track training participation. There was no senior official to develop a learning strategy for the entire agency and ensure the Peace Corps had the financial and human resources needed to implement the strategy.

Another significant challenge was that the agency did not have a training coordinator for host country nationals (HCNs), who make up over 90 percent of Peace Corps' overseas workforce. Even though HCNs made up the majority of Peace Corps' overseas workforce, the agency had not always extended the same training opportunities to them.

The agency's primary training and orientation for overseas staff members, called overseas staff training (OST), was not available to every staff member. According to OIG data, as of November 2013, only 18 percent of all overseas staff (and nine percent of HCNs) hired between 2008 and 2013 had attended OST. The agency lacked an alternate mechanism for orienting new post staff members. Without a comprehensive, standardized orientation and training program for all overseas staff, each post decided what information would be provided to new staff. This created variability in the quality of staff training, and there was no assurance that new staff was properly trained on important policies and procedures.

OIG also reported that the agency lacked training records and a robust learning management system. As a result it was challenging for the agency to identify everyone who needed to take certain trainings and track training completion. Peace Corps could not ensure that employees had received training on mandatory and job-essential topics.

Additionally, as OIG reported in the management challenge related to excessive staff turnover, time-limited staff appointments under the FYR created an accelerated rate of turnover and underscored the need for a comprehensive staff training program to fully prepare new hires to perform their jobs.

### **Progress in Addressing the Challenge**

In its response to the 2014 OIG report on training overseas staff, the agency committed to take further action to improve its training program. The Peace Corps conducted an Internal Management Assessment on worldwide staff training during this year. As a result of this assessment the agency initiated the establishment of the Office of Staff Learning and Development, to be overseen by the Associate Director for Management. According to the Peace Corps, the purpose of this new office is to "promote a culture of learning and professional development for Peace Corps staff."

Additionally, the agency has responded to specific staff training recommendations in the 2014 OIG report, including recommendations related to training for travel cards and classified information, and ethics training for staff hired since January 1. The agency has continued to develop and implement trainings needed to comply with federal laws, such as a training program for sexual assault response liaisons, a sexual assault policy training for all overseas staff, and supervisory training.

The agency has upgraded its learning management systems (LMS) and reports that its LMS will enable it to reliably track and report on important training for staff and Volunteers, including, for example, training for staff on the agency's policies and procedures for responding to a sexual assault against a Volunteer. OIG has not yet assessed the effectiveness of the agency's learning management systems.

## What Needs To Be Done

OIG issued 25 recommendations in its 2014 report, and closed 11 in FY 2015 based on documentation of actions the agency had taken; 14 recommendations remain open. The agency addressed a number of recommendations to provide specific types of training required by law or agency policy. The recommendations aimed at addressing the systemic issues uncovered during the evaluation remain open, including: to designate responsibility for the oversight of the agency's staff training program; to implement a training needs assessment process; to create a standardized training program for new overseas staff; and to implement an improved learning management system.

The agency should ensure that all overseas staff receives training on the Standards of Ethical Conduct for Employees of the Executive Branch. Recent OIG investigative activity indicates not all overseas staff is knowledgeable of their ethical obligations. As part of the training effort, the agency should consider extending the new staff hire policy to overseas staff and ensure that overseas staff hired prior to January 2015 have read and understand their ethical obligations. Additionally, documentation of ethics training should be maintained by the agency.

## Key OIG Resources

[Final Program Evaluation: The Peace Corps' Training of Overseas Staff](#)  
[Final Evaluation Report: Impacts of the Five Year Rule on Agency Operations](#)  
[Recurring Issues: OIG Post Audits and Evaluations FY 2009-2011](#)

## Challenge      Acquisitions and Contract Management

### Why This Is a Challenge

During FY 2015 the Peace Corps obligated \$160.8 million in contract costs for goods and services, or approximately 42 percent of their total annual budget. This included \$63.8 million for domestic contractual costs and about \$97 million related to overseas operations. As illustrated here, the cost of contracts usually represents a significant part of an agency's budget, resulting in significant challenges to risk management. Managing federal contracting more effectively has continuously appeared on the Government Accountability Office's "High Risk List" since 1990. The issues related to federal contacting have become more apparent in recent years and the Peace Corps is not an exception as the government as a whole focuses more attention on effectively managing contracts. For the Peace Corps, the timely and cost-effective acquisition of essential goods and services is critical to supporting Volunteers assigned to remote areas throughout the world and accomplishing its multi-faceted mission. To achieve continuous improvement and minimize the risks associated with contracts it is also important that the agency follow Peace Corps policies, laws, and regulations that are applicable to government procurement.

We included acquisitions and contract management as one the agency's greatest management and performance challenges in both FY 2009 and 2010. Staff resourcing of the Peace Corps' acquisition workforce was highlighted as a significant challenge in the past and continues to

impact the agency's ability to effectively manage its contracting workload. Resourcing of the acquisition workforce encompasses being able to recruit and retain a sufficient number of experienced and skilled contracting professionals to manage the workload and efficiently meet the needs of its customers.

### **Progress in Addressing Challenge**

Since first reporting the significant management and performance challenges facing the Peace Corps' contracting operation, some improvements had been made. Many of those improvements were attributed to remediation of OIG audit recommendations made in March 2010. During this remediation period the Peace Corps' progress included increasing the contracting office's professional staff and upgrading certain personnel positions; ensuring that contracting officer's representatives received minimum technical training; strengthening internal contracting policies; eliminating unnecessary cost reimbursement contracts; increasing surveillance over high risk contracts; and improving its overall acquisition planning. However, in a recent audit of the Peace Corps' largest contract we noted significant issues of noncompliance with laws, regulations, and Peace Corps policy. Also, in some cases the same deficient conditions found during the 2010 audit had recurred and certain areas of improvement had deteriorated or were not apparent. For example, we determined that the acquisition planning for the contract reviewed was untimely and flawed. We also noted that surveillance over this high risk contract was ineffective. Further, based on information regarding personnel turnover during FY 2015, the contracting operation experienced high turnover rates that have significantly challenged its capability to effectively manage its workload. Some of this turnover can be linked to the Peace Corps' legislative mandate to limit most assignments at the agency to a maximum of five years. We reported the negative impact on Peace Corps' personnel recruitment and retention that resulted from term assignments in a 2012 report. This area continues to be a significant challenge and is discussed in more detail earlier in this memorandum in our management and performance challenge entitled "Excessive Personnel Turnover."

### **What Needs to be Done**

Peace Corps management needs to ensure they consistently maintain an acquisition workforce that possesses the necessary experience and skill sets capable of effectively managing its contracting workload. To accomplish this they will need to improve their program for recruiting, retaining, and training the agency's contracting professionals. Significant improvements in reducing excessive personnel turnover can be achieved through implementation of recommendations made in our report, "Impacts of the Five Year Rule on Operations of the Peace Corps" discussed earlier in this memorandum. The agency also needs to assess its contracting policy and procedural weaknesses related to governance compliance, acquisition planning, and contract surveillance and take active and timely steps to strengthen these areas.

### **Key OIG Resources**

[Final Audit Report: Peace Corps Process for Soliciting, Awarding, and Administering Contracts](#)  
[Final Evaluation Report: Impacts of the Five Year Rule on Operations of the Peace Corps](#)  
[Management Advisory Report: Peace Corps' Volunteer Health Care Administration Contract](#)

## Summary of Financial Statement Audit and Management Assurances

### SUMMARY OF FINANCIAL STATEMENT AUDIT

Audit Opinion	Unmodified				
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

#### Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)

Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed
<i>Total Material Weaknesses</i>	0	0	0	0	0

#### Effectiveness of Internal Control over Operations (FMFIA § 2)

Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed
<i>Total Material Weaknesses</i>	0	0	0	0	0

#### Conformance with Financial Management System Requirements (FMFIA § 4)

Statement of Assurance	Systems conform, except for the below nonconformance, to financial management system requirements				
Nonconformances	Beginning Balance	New	Resolved	Consolidated	Reassessed
FISMA	1	0	0	0	0
<i>Total Nonconformances</i>	1	0	0	0	0

### DEFINITION OF TERMS

**Beginning Balance:** The beginning balance will agree with the ending balance of material weaknesses from the prior year.

**New:** The total number of material weaknesses that have been identified during the current year.

**Resolved:** The total number of material weakness that have dropped below the level of materiality in the current year.

**Consolidated:** The combining of two or more findings.

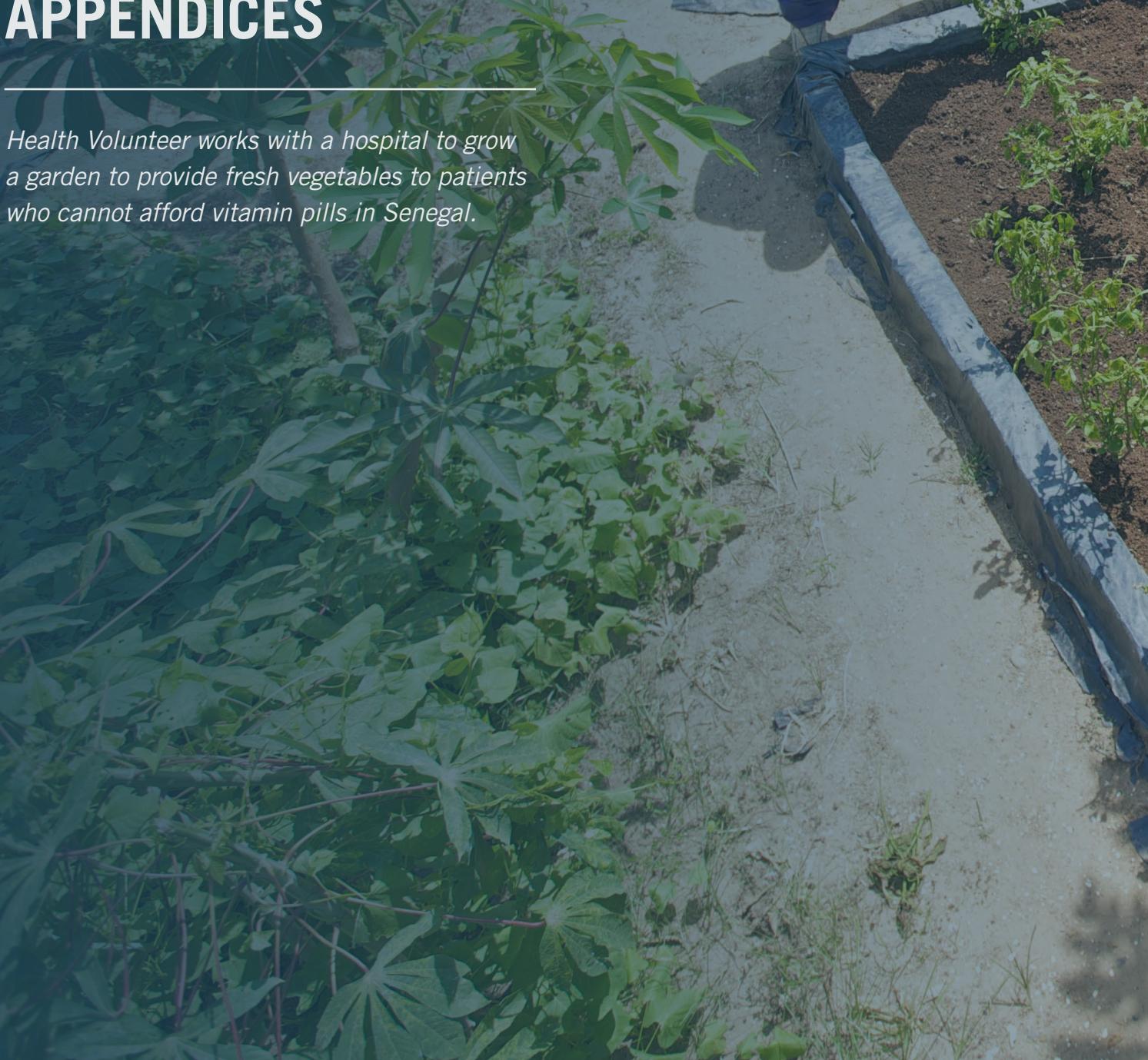
**Reassessed:** The removal of any finding not attributable to corrective actions (e.g., management has re-evaluated and determined a material weakness does not meet the criteria for materiality or is redefined as more correctly classified under another heading (e.g., Section 2 to a Section 4 and vice versa).

**Ending Balance:** The agency's year-end balance.

## APPENDICES

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*Health Volunteer works with a hospital to grow a garden to provide fresh vegetables to patients who cannot afford vitamin pills in Senegal.*





## Appendix 1 | Status of Audit Weaknesses

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The FY 2015 financial statement audit report by Kearney & Company, P.C., external independent auditor, begins on page 116 and was transmitted through the Inspector General. The report identified three significant deficiencies and four instances of noncompliance with laws and regulations.

The three significant deficiencies identified include the Information Technology Security (Repeat Condition), the Untimely De-Obligation of Unliquidated Obligations (Repeat Condition) and Budgetary Accounting (New Condition), and the status of each is shown below in Part I Significant Deficiencies. The four instances of noncompliance shown below in Part II include Budgetary Accounting (OMB Cir No. A-11) (1) and (31 U.S. Code § 1501) (2), Federal Information Security Modernization Act of 2014 (FISMA) (Repeat Condition), and Filing of Public Reports (Ethics in Government Act of 1978) (Repeat Condition). Both parts identify whether corrective actions are on target to achieve resolution or whether progress slipped. Both parts also show FY 2015 Completed Corrective Actions and FY 2016 and Out Planned Corrective Actions.

	<u>Status at End of Year</u>	<u>Projected Resolution Date</u>
<b>PART I – Significant Deficiencies</b>		
Information Technology Security	Open as Projected	Sep 2017
Untimely De-Obligation of Unliquidated Obligations	Open	Jul 2016
Budgetary Accounting (New Condition)	Open	Jul 2016

#### Information Technology Security – On Target – No Slippage

##### **FY 2015 Completed Corrective Actions**

1. Completed deployment of the remaining 15 AlienVault devices to actively perform continuous diagnostic monitoring of all posts in real time
2. Adopted Office of Personnel Management (OPM) executive and privilege level role based training
3. Completed Gap Analysis for the Risk Management agency strategy
4. Completed remaining security assessments and authorizations of the seven FISMA systems
5. Restructured the seven FISMA systems

##### **FY 2016 and Out Planned Corrective Actions**

1. Conduct executive and privilege level role based training
2. Develop Risk Management framework

#### Untimely De-Obligation of Unliquidated Obligations – Slippage

##### **FY 2015 Completed Corrective Actions**

1. Implemented an audit process to strengthen the review of obligations and the process for establishing and liquidating obligations.
2. Implemented procedures to address the closing of obligations when a post closes.

##### **FY 2016 Planned Corrective Actions**

1. Strengthen the focus of the open obligations review to ensure all open obligations are formally documented, reviewed, and certified timely on a routine basis.
2. Provide more training to posts on obligations and the policies and procedures for de-obligation.
3. Review and strengthen the policy regarding the de-obligation of domestic obligations.
4. Reinforce training on the de-obligation of domestic obligations.

#### Budgetary Accounting – New Condition - Open

##### **FY 2016 Planned Corrective Actions**

1. Strengthen oversight and ensure obligations are not started by the posts after the period of performance begins.
2. Implement policies to ensure posts record only legitimate obligations supported by binding agreements.
3. Reinforce training on obligations procedures for the posts.

	<u>Status at End of Year</u>	<u>Projected Resolution Date</u>
<b>PART II – Noncompliances</b>		
Budgetary Accounting  (OMB Circular No. A-11 (1) and 31 U.S.C. Code § 1501 (2))	New Condition	Jul 2016
FISMA	Open – On Target – No Slippage	Sep 2017
Filing of Public Reports  (Ethics in Government Act of 1978)	Open – Slippage	Jun 2016

**Budgetary Accounting (OMB Circular No. A-11 (1) and 31 U.S.C. Code § 1501 (2) – New Condition**

See Budgetary Accounting FY 2016 Planned Corrective Actions in Part I above

**Federal Information Security Modernization Act (FISMA) of 2014**

**FY 2015 Completed Corrective Actions**

1. Continued the identification and analysis of all external connections
2. Assessed all remaining FISMA system packages to include system security plans, standards for security categorization, and minimum security requirements.

**FY 2016 and Out Planned Corrective Actions**

1. Complete the identification and analysis of all external connections
2. Replace all existing ColdFusion applications

**Filing of Public Reports (Ethics in Government Act of 1978)**

**FY 2015 Completed Corrective Actions**

1. Conducted Active Engagement and Oversight between White House Liaison and General Counsel Ethics Officer

**FY 2016 Planned Corrective Action**

1. Strengthen internal oversight to ensure all OGE-278 forms will be reviewed in accordance with the Federal regulations. The Ethics team will implement a monthly status check process and the Office of General Counsel Policy and Program Analyst will ensure that all reviewing attorneys are beginning their review within the required timeframe.

## Appendix 2 | Verification and Validation of Performance Data

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Data collection and reporting consistency are supported by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources for performance goals in the FY 2014–18 Strategic Plan and FY 2017 Annual Performance Plan are detailed below.

### **ANNUAL VOLUNTEER SURVEY**

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

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

The 2015 AVS was fielded from June 8 to August 14, 2015, and 90.6 percent of Volunteers completed the survey. The high response rate from Volunteers and the data verification and validation measures utilized minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to non-response bias.

Survey respondents in FY 2015 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures were applied to the dataset prior to analysis. The results were used to inform agency leadership about the Volunteers' perspectives on key issues.

It is worth noting that, as with any survey, the AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors, such as major external

events or the ability to recall information. The agency takes into consideration both statistical and practical significance to account for variation in AVS results from year to year. Thus, nominal percentage point movements may not be practically meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

### **EMPLOYEE VIEWPOINT SURVEY**

The Employee Viewpoint Survey is administered to all U.S. direct hire staff annually. The survey measures employees' perceptions about how effectively the agency is managing its workforce. The agency utilizes the survey results to compare working conditions at the Peace Corps with other federal government agencies and to identify opportunities to improve workforce management. In 2014, the Peace Corps ranked third among small federal agencies in the Best Places to Work index published by the Partnership for Public Service.

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. In 2015, 96 percent of employees completed the survey. The survey is administered electronically, and with very few exceptions (related to the Peace Corps' performance goals), most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

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

## GLOBAL COUNTERPART SURVEY

In FY 2014, the agency conducted its first Global Counterpart Survey, designed to provide information on the impact of Volunteers on local communities from the perspectives of Volunteers' primary work partners.

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

The survey was administered either over the phone or in person from May 4 through July 3, 2015, by overseas staff. Global results are drawn from a randomly selected group of 400 respondents, of whom 397 were interviewed by post staff in 2015. Additional post-level results are provided to any post interviewing at least 75 percent of its Volunteers' counterparts, but the results reported in this document are based on the globally representative sample.

Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive survey interviewing and data collection experience. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, three training sessions were conducted via WebEx for interested post staff. The agency also provided translations of the survey into French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make up the random sample. In addition, there are multiple utilizations and interpretations of the title "counterpart" across the agency, which will influence the survey population. To address this, the agency has defined counterpart as the Volunteer's primary work partner as reflected in post records for his or her primary project. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner. For the purposes of Performance Goals 3.2 and 4.1, it is assumed that each Volunteer will have one official counterpart.

## HOST COUNTRY STAFF SURVEY

The Host Country Staff Survey is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff for two performance goals in the agency's strategic plan, as well as achievements in the Peace Corps' Goals One and Two. The survey was administered online from August 10 to September 11, 2015, and was completed by 52 percent of the total host country staff population. The survey includes 14 questions covering the following topics: diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, and job satisfaction.

In future years, the agency expects to expand the survey to include additional questions to more fully capture the perspectives of host country staff on a range of topics related to post operations and support.

As in 2014, the primary data quality challenge with the survey in FY 2015 was the development of the sampling frame. Identifying and contacting all host country staff proved difficult; some staff members in administrative or support positions did not have official email addresses. Due to this challenge, the sampling frame in FY 2014 only consisted of the host country staff who could be reached via email (approximately 2,050 out of 2,950 staff). Overall, 37 percent of all eligible host country staff responded to the survey in FY 2014. Additionally, while the FY 2015 Host Country Staff Survey was offered in English, French, and Spanish, limited ability in those languages, as well as factors such as lack of computer access or familiarity with online survey tools for some staff, may have contributed to non-response bias.

## PEACE CORPS DATABASES

The agency maintains several database systems to collect Volunteer and program information. In order to maintain data integrity and ensure that the appropriate data entry methodology is followed, only authorized staff who have been properly trained can access key systems. Regular reconciliation processes among agency units enable users to verify and test performance data to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they are noted in the appropriate performance goal section.

## PEACE CORPS ADMINISTRATIVE RECORDS

The agency collects data annually from headquarters offices and overseas posts that do not exist in a centrally managed database through an online data call (survey). Responses are housed in an external, electronic database. Data cleaning procedures are applied to the dataset prior to analysis. Staff in positions of leadership at all overseas posts and headquarters offices are required to complete the survey. The survey is designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed by the Office of Strategic Information, Research, and Planning and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually.

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

## VOLUNTEER REPORTING TOOL

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

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

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

## Appendix 3 | Glossary of Acronyms

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<b>AF</b>	Africa Region
<b>AVS</b>	Annual Volunteer Survey
<b>BIT</b>	Bystander Intervention Training
<b>CSAM</b>	Cyber Security Assessment and Management
<b>DAEO</b>	Designated Agency Ethics Official
<b>DOL</b>	Department of Labor
<b>DOS</b>	Department of State
<b>EMA</b>	Europe, Mediterranean, and Asia Region
<b>FASAB</b>	Federal Accounting Standards Advisory Board
<b>FECA</b>	Federal Employees Compensation Act
<b>FISMA</b>	Federal Information Security Modernization Act
<b>FMFIA</b>	Federal Managers' Financial Integrity Act
<b>FOR</b>	Financial Operations Room
<b>FSN</b>	Foreign Service National
<b>FYR</b>	Five-Year Rule
<b>GAGAS</b>	Generally Accepted Government Auditing Standards
<b>GSA</b>	General Services Administration
<b>HCN</b>	Host Country National
<b>IAP</b>	Inter-America and the Pacific Region
<b>IPBS</b>	Integrated Planning and Budget System
<b>ISCM</b>	Information Security Continuous Monitoring
<b>IT</b>	Information Technology
<b>LMS</b>	Learning Management System
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOU</b>	Memorandum of Understanding
<b>NGO</b>	Nongovernmental Organization
<b>OCIO</b>	Office of the Chief Information Officer
<b>OGE</b>	Office of Government Ethics
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	Office of Personnel Management
<b>OST</b>	Overseas Staff Training
<b>PCMO</b>	Peace Corps Medical Officer
<b>PCSSO</b>	Peace Corps Safety and Security Officer
<b>PC UNIVERSITY</b>	Peace Corps University
<b>PCV</b>	Peace Corps Volunteer
<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>PP&amp;E</b>	Property, Plant, and Equipment
<b>PSC</b>	Personal Services Contractor
<b>RADAR</b>	Recognize, Assess, Decide, Act, Reassess

<b>RPCV</b>	Returned Peace Corps Volunteer
<b>RSO</b>	Regional Security Officer
<b>RVS</b>	Returned Volunteer Services
<b>SA&amp;A</b>	Security Assessment and Authorization
<b>SARRR</b>	Sexual Assault Risk Reduction and Response
<b>SBR</b>	Statement of Budgetary Resources
<b>SRI</b>	System of Rice Intensification
<b>TEFL</b>	Teaching English as a Foreign Language
<b>ULO</b>	Unliquidated Obligations
<b>USAID</b>	U.S. Agency for International Development
<b>USDH</b>	U.S. Direct Hire
<b>VRT</b>	Volunteer Reporting Tool

A photograph of a woman carrying two young children on her back. She is wearing a blue headwrap and a dark top. One child is facing forward, wearing a striped shirt and blue shorts, holding a large yellow plastic water bottle. The other child is facing away from the camera. The background is blurred greenery.

peacecorps.gov

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# Peace Corps Congressional Budget Justification Fiscal Year 2015

Peace Corps Strategic Plan | FY 2014-2018



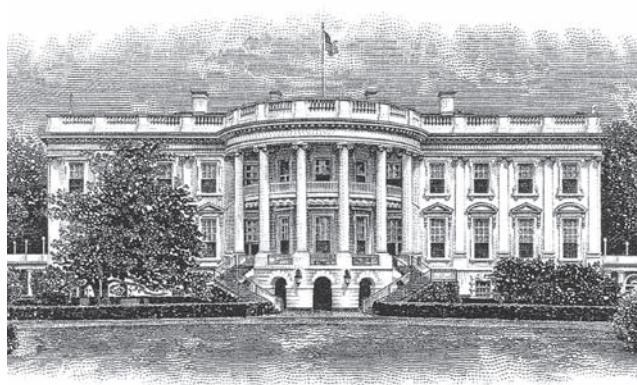
# Peace Corps Congressional Budget Justification Fiscal Year 2015

Peace Corps Strategic Plan | FY 2014-2018

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F I S C A L   Y E A R   2 0 1 5

# BUDGET

OF THE U.S. GOVERNMENT

## PEACE CORPS FY 2015 BUDGET REQUEST

The Peace Corps' budget request for FY 2015 is \$380,000,000, an increase of less than 1 percent from the FY 2014 request of \$378,800,000. The FY 2015 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 65 countries worldwide in FY 2015, while continuing the comprehensive reforms and improvements that have been put in place over the past few years.

THE DIRECTOR OF THE PEACE CORPS  
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps' fiscal year 2015 budget request of \$380 million. This fiscally responsible funding level will not only help the agency further its enduring goals of fostering international development and cross-cultural understanding, but will also allow us to continue our efforts as a dynamic, forward-leaning champion for international service.

At recent commemorative events to mark the 50<sup>th</sup> anniversary of President John F. Kennedy's death, we were reminded again of the ideals and commitment that created the Peace Corps. More than 215,000 Americans have served in the Peace Corps since they were first called to service in 1961. Their inspirational legacy still drives us as an agency. Today, the story of Peace Corps continues to unfold in the 65 countries where Volunteers serve and inspire their communities. We hear the stories from presidents and pastors, community members and corporate leaders, midwives and members of Parliament from the 139 nations we have served. The common thread that runs through all of their stories is that a Peace Corps Volunteer helped them imagine a brighter future for themselves and demonstrated the compassion and humanity of the American people.

Last year, the Peace Corps reported that we were engaged in comprehensive reform efforts to streamline and enhance the effectiveness of our core functions. I'm proud to report that those efforts are on-going and have already resulted in making the Peace Corps stronger and even more responsive to our applicants, Volunteers, and institutional partners. These efforts are concentrated in the following four areas.

- New policies, programs, safeguards, and improved training for Volunteers to better meet the agency's top priority: the health, safety, and security of our Volunteers in the field.
- The country portfolio review, which is an objective, data-driven process to guide decisions about where and how the Peace Corps operates globally and informs agency decisions to open, close, reduce, or restructure programs. The review process ensures that the Peace Corps is operating in countries of strategic interest to the United States, as well as ensuring the most efficient use of taxpayer dollars.
- Enhanced monitoring and evaluation of Volunteer projects, which allows the agency to better track outcomes and report on common results across all of the countries where we serve.
- A more transparent and applicant-friendly recruitment model to ensure the highest quality Volunteer force that represents the excellence and rich diversity of the American people.

Thanks to its unique, grassroots approach to development, the Peace Corps is able to reach communities and individuals living and working at the "last mile"— places that many international development organizations are unable to reach. Peace Corps Volunteers live and work in communities that may not otherwise have access to our foreign assistance.

In FY 2015, the Peace Corps will also continue our cost-effective approach to development through continuing partnerships with other federal agencies, including the President's Emergency Plan for AIDS Relief, Feed the Future, and the President's Malaria Initiative.

I recognize the considerable challenges that you and your colleagues confront in determining the federal budget for FY 2015. I appreciate your consideration of the Peace Corps' budget request and your support for the patriotic Americans who serve our country as Volunteers. I am continually grateful for the bipartisan support that the Peace Corps receives from Congress, and I look forward to working with you throughout the FY 2015 appropriations process.

Sincerely,



Carrie Hessler-Radelet

Acting Director

Returned Peace Corps Volunteer, Western Samoa, 1981–1983



## Congressional Budget Justification | Fiscal Year 2015 Overview of Peace Corps Operations and Key Initiatives

### Mission and Goals

The Peace Corps was established in 1961 by President John F. Kennedy with a mission to promote world peace and friendship. Since that time, more than 215,000 Americans have served as Volunteers in 140 countries across the world, working to advance the agency's three goals:

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

The Peace Corps has a unique approach to development to help host countries meet their development needs in six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Instead of providing monetary assistance to countries, the agency sends American Volunteers to countries that have expressed a need for trained men and women. Most Volunteers serve for 27 months, integrating into local communities and sharing their skills and experience directly with host country nationals and organizations. In addition, the Peace Corps also offers shorter-term Volunteer assignments for experienced candidates through Peace Corps Response, which helps meet host country requests for more highly skilled or technical personnel. Volunteers' activities are designed to build capacity at the grassroots level so that communities are empowered to solve their development challenges long after the Volunteers have returned home. At the end of FY 2013, 6,407 Volunteers were serving in 65 countries.

Peace Corps Volunteers help promote a better understanding of the United States and its values by serving as grassroots ambassadors around the world. By building person-to-person connections, they help to provide a positive image of the United States in areas of the world that may have little direct exposure to Americans.

Volunteers' service to the United States continues long after they have left the Peace Corps by helping Americans learn about other cultures and peoples. When Volunteers return to the U.S., they are deeply changed by their experience and bring their knowledge, skills, and expertise with them wherever they go. The skills they acquire while serving—whether it be professional growth in cross-cultural settings, a new language, or technical development expertise—are invaluable to the United States, as is the commitment to public service that the Peace Corps instills. Ultimately, the investment made in Volunteers is repaid many times over, at home and abroad.

**The Peace Corps' FY 2015 budget request will support key initiatives, including the following:**

#### *Supporting the health, safety, and security of Volunteers*

The health, safety, and security of Volunteers remain the agency's highest priorities. On September 1, 2013, the Peace Corps launched the final stages of the Sexual Assault Risk Reduction and Response Program (SARRR), a comprehensive strategy for reducing risks and strengthening the response to Volunteers who have been the victims of sexual assault and other violent crimes. Continuing to build on reforms that began in 2009, the SARRR program is a two-pronged approach to supporting Volunteers: risk reduction and response. To accomplish the risk reduction portion of the policy, Peace Corps Volunteers are trained in bystander intervention, risk assessment, and other country-specific sessions during pre- and in-service training. The second part—ensuring that Peace Corps staff responds effectively and compassionately when incidents occur—is being accomplished through staff training, the Office of Victim Advocacy,

and the appointment of trained sexual assault response liaisons at each post. This program meets and exceeds the requirements of the Kate Puzey Peace Corps Volunteer Protection Act of 2011, P.L. 112–57, reflecting the agency's steadfast commitment to the physical and emotional well-being of every single Volunteer.

The Peace Corps maintains a global safety and security strategy. At every post, a country-specific Volunteer safety system is in place, designed to minimize risks and promote effective and safe service. To enhance safety and security for Volunteers, the agency has trained overseas staff how to respond appropriately when Volunteers bring allegations of wrongdoing to their attention. Peace Corps staff must take appropriate measures to ensure Volunteers' safety and confidentiality, and then ensure the allegation is given serious consideration, including referral to the Office of the Inspector General as appropriate.

### ***Empowering Volunteers to achieve measurable results in their host communities***

The Peace Corps is partnering with host governments, universities, nongovernmental organizations, and donors to ensure that Volunteers focus on projects that are based on community need and are evidence-proven to be most effective at achieving development results. Through the Country Portfolio Review process, the agency is now able to use specific data points to explain why it operates in the countries that it does. Moreover, the agency conducts monitoring and evaluation of its programs in order to measure, with certainty, the impact of Volunteer work. By giving them the training, tools, and experience they need, Peace Corps Volunteers will increase their impact in their host communities.

### **Country Portfolio Review**

As a result of the 2010 Comprehensive Agency Assessment, the Peace Corps has instituted an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of Volunteers and other resources. Through this process—the Country Portfolio Review—the agency conducts a comprehensive review of active Peace Corps posts based on external and internal data. The fourth annual Country Portfolio Review was completed in FY 2013, and the agency has commenced work on the FY 2014 review.

Due in part to the Country Portfolio Review process, the agency made strategic decisions regarding operations in several countries. In FY 2013, the agency closed the following programs: Antigua/Barbuda, Bulgaria, Cape Verde, Honduras, Romania, St. Kitts/Nevis, Suriname, and Turkmenistan. The Peace Corps formally notified Congress of its intent to open a program in Kosovo. In FY 2013, the agency made the additional decision to formally close the program in Palau in FY 2014. The anticipated re-opening of the program in Tunisia in FY 2012 remains on hold. The programs in Mali and Niger, which were suspended in FY 2012, remain suspended due to security concerns.

### **Improved Monitoring and Evaluation**

In order to ensure the agency is setting goals and achieving results, the Peace Corps continues to make advances in its monitoring and evaluation system. For the first time, the agency has identified “Measurement for Results” as a strategic objective in its FY 2014–2018 Strategic Plan. Meeting the goals under this strategic objective will require collecting baseline data for new country projects, and encourage the use of pilots throughout the agency. Also for the first time, the agency has identified key standard indicators to track performance in all six program sectors and will aggregate results globally. To support this, and downstream reporting at the project and Volunteer level, the agency has launched new technology to improve the process of recording and tracking Volunteer work activities, new staff and Volunteer training on monitoring and evaluation, and long-term planning for at least one full-time monitoring and evaluation staff member in each post.

Between FY 2008 – FY 2012, the agency conducted targeted evaluations to determine the impact of Volunteers' work in individual countries and sectors. The studies gathered evidence directly from host country nationals who live and work with Volunteers, providing critical insight into tangible changes in communities where Volunteers serve. To date, 24 such studies have been completed. In February 2014, leveraging the knowledge and experience gained from these studies, the agency launched its global counterpart survey. This survey will gather feedback on Peace Corps' achievements in Goal One and Goal Two directly from counterparts in the field, providing statistically comparable

results for the first time at a very low cost. Other planned evaluations include measuring return on investments made in the agency's Volunteer Recruiting System, and assessing the agency's achievements in developing an inclusive and high-performing learning culture through new surveys of host country national staff.

### ***Working in partnership with other U.S. government agencies***

The Peace Corps works as a force multiplier through partnerships with other government agencies to increase the impact and sustainability of U.S. international development programs. Because of its unique ability to bring about lasting change in isolated communities at a relatively low cost, the Peace Corps is an important partner in a number of whole-of-government health and development initiatives:

**The President's Emergency Plan for AIDS Relief (PEPFAR):** Peace Corps Volunteers implement PEPFAR's Blueprint to an AIDS-Free Generation through the targeted goals of scaling up prevention and treatment; evidence-based interventions for populations at greatest risk; promoting sustainability, efficiency, and effectiveness; strengthening local health care and support systems; and driving results with science. The Peace Corps is currently active in 65 countries; 28 of these are identified PEPFAR countries. In addition, all Volunteers play a special role in their contributions to PEPFAR through their inherent ability to reach remote communities and institute sustainable programs in coordination with local leaders and change agents.

**The President's Malaria Initiative (PMI):** Peace Corps Volunteers are advancing PMI through the agency's Stomping Out Malaria in Africa initiative. In FY 2013, more than 3,000 Volunteers in 22 Peace Corps programs across Africa collaborated to eradicate malaria by carrying out malaria prevention, diagnosis, and treatment-seeking education campaigns at the community level.

**The President's Feed the Future Initiative:** Peace Corps Volunteers are supporting the President's Feed the Future initiative by promoting sustainable methods for local people to assure their own food security through increased agricultural productivity, improved economic opportunity, and improved health and nutrition. In partnership with the U.S. Agency for International Development, the Peace Corps is equipping Volunteers with training and resources to address food security needs at Peace Corps posts around the world, and supporting, monitoring, and evaluating their contributions to this initiative.

Through these partnerships, Volunteers are able to maximize the impact of U.S. government development assistance and ensure that those projects are implemented effectively, owned by the community, and sustained over time. In FY 2015, the Peace Corps will continue, as well as expand, these partnerships, while seeking further strategic partnerships to leverage the Peace Corps' training and programmatic resources without compromising the agency's independence or mission.

### ***Revitalizing recruitment***

The Peace Corps will undertake a revitalization of its recruitment efforts with a focus on building a high-quality Volunteer force that represents the excellence and rich diversity that is the American people.

In FY 2013, the agency launched a new application system that allowed applicants access to a portal to check their application status throughout the process. Building on this change in FY 2014 and continuing in FY 2015, the agency will continue to enhance the applicant experience by developing a significantly shortened and streamlined application process. The new application process is intended to increase the number of applicants and ensure that the Peace Corps is the service opportunity of choice for U.S. citizens interested in international service. Moreover, the agency is revising its assessment processes to ensure that the best candidates are selected for available positions abroad. These revisions include additional applicant assessment tools, as well as rating and pooling available applicants so that staff can select those with the highest scores in each pool.

The Peace Corps is moving toward a recruitment model that is more transparent and customer friendly. For the first time, the improved business process will offer applicants the ability to express their preference for country of service, assignment, and departure date.

In addition, the agency is striving to increase diversity of the Volunteers that it sends abroad to more accurately represent the face of America. By investing additional resources to support these proposed changes in the application process, and increasing the diversity of applicants, the Peace Corps will be better able to meet the requests of host countries with a Volunteer force that reflects the American population.

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***Peace Corps (including transfer of funds)***

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501–2523), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$380,000,000, of which \$5,000,000 is for the Office of Inspector General, to remain available until September 30, 2016: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by 22 U.S.C. 2515, an amount not to exceed \$5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed \$104,000 may be available for representation expenses, of which not to exceed \$4,000 may be made available for entertainment expenses: Provided further, That any decision to open, close, significantly reduce, or suspend a domestic or overseas office or country program shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations, except that prior consultation and regular notification procedures may be waived when there is a substantial security risk to volunteers or other Peace Corps personnel, pursuant to section 7015(e) of this Act: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions. Provided further, That notwithstanding the previous proviso, section 614 of division E of Public Law 113–76 shall apply to funds appropriated under this heading.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2015

**BUDGET INFORMATION**

## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
<b>DIRECT VOLUNTEER OPERATIONS</b>			
<b>Overseas Operational Management</b>			
Office of Global Operations	900	900	900
Africa	80,800	82,200	87,500
Europe, Mediterranean, and Asia	50,100	54,100	58,100
Inter-America and Pacific	60,300	61,600	66,200
Office of Global Health and HIV	400	700	700
Overseas Program and Training Support	4,800	5,300	5,300
Peace Corps Response	1,400	2,000	2,000
<b>Subtotal, Overseas Operational Management</b>	<b>198,700</b>	<b>206,800</b>	<b>220,700</b>
 <b>Overseas Operational Support</b>			
Centrally Processed Overseas Equipment and Supplies	2,500	2,600	2,600
Federal Employees' Compensation Act	13,000	15,000	15,700
Medical Services Centrally Shared Resources	12,300	12,500	12,700
Office of Health Services	9,300	13,400	13,400
Office of Strategic Partnerships	2,200	2,700	2,700
Reimbursements to Department of State	13,500	14,900	14,900
Volunteer Readjustment Allowance	23,800	26,900	27,300
Volunteer Recruitment and Selection	16,500	23,000	24,200
<b>Subtotal, Overseas Operational Support</b>	<b>93,100</b>	<b>111,000</b>	<b>113,500</b>
<b>SUBTOTAL, DIRECT VOLUNTEER OPERATIONS</b>	<b>291,800</b>	<b>317,800</b>	<b>334,200</b>
 <b>VOLUNTEER OPERATIONS SUPPORT SERVICES</b>			
Office of Third Goal and Returned Volunteer Services	800	1,100	1,100
Office of Acquisitions and Contract Management	1,600	2,000	2,000
Office of Communications	2,200	2,500	2,500
Office of Congressional Relations	300	500	500
Director's Office and Associated Offices	3,100	2,900	2,900
Office of Victim Advocacy	300	400	400
Office of General Counsel	1,800	1,900	1,900
Office of Management	6,000	7,000	7,000
Office of Management Centrally Managed Resources	11,300	13,100	13,100
Office of the Chief Financial Officer	11,700	12,100	12,100
Office of the Chief Financial Officer Centrally Managed Resources/ <sup>1</sup>	(6,400)	7,300	7,300
Office of the Chief Information Officer	12,900	16,100	16,200
Office of the Chief Information Officer Centrally Managed Resources	9,100	10,400	10,400
Office of Strategic Information, Research, and Planning	1,200	1,500	1,500

(continued)

## Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of Safety & Security	4,100	5,900	5,900
Safety & Security Centrally Managed Resources	2,900	3,000	3,000
<b>SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES</b>	<b>62,900</b>	<b>87,700</b>	<b>87,800</b>
<b>SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL</b>	<b>354,700</b>	<b>405,500</b>	<b>422,000</b>
Inspector General	4,800	5,150	5,000
<b>GRAND TOTAL, AGENCY</b>	<b>359,500</b>	<b>410,650</b>	<b>427,000</b>

/<sup>1</sup> See Appendix E.

## Peace Corps Resource Summary

(in millions of dollars)

<b>AVAILABLE RESOURCES</b>	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Unobligated balance carried forward, start of year	59	61	36
New budget authority (gross)	356	379	380
Recoveries of prior year unpaid obligations	9	9	9
Total spending authority from offsetting collections	7	8	12
<b>Total Budgetary Resources Available for Obligation</b>	<b>431</b>	<b>457</b>	<b>437</b>
<hr/>			
<b>AVAILABLE RESOURCES</b>			
Total Direct Obligations	360	411	427
Reimbursable program activity	10	10	10
<b>Total New Obligations</b>	<b>370</b>	<b>421</b>	<b>437</b>
<b>Unobligated balance carried forward, end of year</b>	<b>61</b>	<b>36</b>	<b>0</b>

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2014**  
(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/</sup>	3,954	5,884
1996	—	234,000	205,000 <sup>k/m/</sup>	3,280	6,086
1997	—	220,000 <sup>l/</sup>	208,000 <sup>n/</sup>	3,607	5,858
1998	—	222,000	222,000 <sup>o/</sup>	3,551	5,757
1999	—	270,335	240,000 <sup>p/</sup>	3,835	5,729

**Peace Corps Authorizations and Appropriations | FY 1962–FY 2014**  
 (in thousands of dollars)

Fiscal Year	Authorized	Budget Request <sup>a/</sup>	Appropriated <sup>a/</sup>	Trainee Input	Volunteers and Trainees On Board <sup>b/</sup>
2000	270,000 <sup>a/</sup>	270,000	245,000 <sup>t/</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	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 <sup>ae/</sup>	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,407
2014	—	378,800	379,000	3,400 <sup>est</sup>	6,550 <sup>est</sup>
2015	—	380,000	—	3,600 <sup>est</sup>	7,140 <sup>est</sup>

## Notes:

- a/ Starting in FY 1992, funds to remain available for two years.
- b/ For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through Peace Corps' appropriation.
- c/ Includes reappropriated funds in 1963 (\$3.864 million), 1964 (\$17 million) and 1965 (\$12.1 million).
- d/ Includes Trainee Input from Transition Quarter.
- e/ Excludes \$5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177).
- f/ Excludes \$2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a \$725,000 reduction related to the Drug Initiative (P.L. 101-167).
- g/ Authorization included report language of a \$15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).
- h/ In addition, the Peace Corps received a transfer of \$12.5 million for assistance to the NIS.
- i/ In addition, the Peace Corps received a transfer of \$11.6 million for assistance to the NIS.
- j/ Appropriation of \$219,745,000 was later reduced by a rescission of \$721,000.
- k/ In addition, the Peace Corps received a transfer of \$13 million for assistance to the NIS. An additional \$1 million of NIS funds, intended for FY 1996, was received in FY 1997.
- l/ In addition, the President requested a transfer of \$5 million for assistance to the NIS.
- m/ Appropriation of \$205 million was later reduced by a rescission of \$296,000.
- n/ In addition, the Peace Corps received a transfer of \$12 million for assistance to the NIS. An additional \$1 million of NIS funds, originally intended for FY 1996 in addition to the \$13 million received that year, was received in FY 1997.
- o/ In addition, the Peace Corps received a base transfer of \$3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.
- p/ Appropriation of \$240 million was later reduced by a rescission of \$594,000. In addition, the Peace Corps received a transfer of \$1,269,000 from Economic Support Funds for security; \$7.5 million from the FY 1999 Emergency Appropriations Act (\$7 million for security and \$500,000 related to the Kosovo conflict); \$6 million from the Central American and Caribbean Disaster Recovery Fund; and \$1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/ Four-year authorization bill by Congress, FY 2000 of \$270 million, FY 2001 of \$298 million, FY 2002 of \$327 million and FY 2003 of \$365 million.
- r/ Appropriation of \$245 million was reduced by a rescission of \$931,000.
- s/ Appropriation of \$265 million was reduced by a rescission of \$583,000.
- t/ The Peace Corps received a transfer of \$2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.
- u/ The Peace Corps received a transfer of \$3.9 million of Emergency Response Fund monies in support of potential future evacuations.
- v/ Appropriation of \$275 million was reduced by a rescission of \$200,000.
- w/ Due to the September 11<sup>th</sup> events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.
- x/ Appropriation of \$297 million was reduced by a rescission of \$1,930,500. OMB later reallocated \$1.2 million in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.
- y/ Appropriation of \$310 million was reduced by a rescission of \$1,829,000.
- z/ Appropriation of \$320 million was reduced by a rescission of \$2.56 million.
- aa/ Appropriation of \$322 million was reduced by a rescission of \$3.22 million.
- ab/ In addition, Peace Corps received \$1.1 million supplemental for Avian Flu Preparedness.
- ac/ Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).
- ad/ Appropriation of \$333.5 million was reduced by a rescission of \$2,701,000.
- ae/ Appropriation of \$375 million was reduced by a rescission of \$750,000.

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OPERATIONAL AREAS



## Direct Volunteer Operations

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

### Overseas Operational Management

#### *Office of Global Operations*

The mission of Global Operations is to manage and coordinate the agency's strategic support to Peace Corps overseas operations, ensuring that all Volunteers have a safe and productive experience. In addition to the Peace Corps' three geographic regions (see below), Global Operations also includes the Office of Overseas Programming and Training Support, the Office of Global Health and HIV, and Peace Corps Response.

#### *Africa; Europe, Mediterranean, and Asia; and Inter-America and Pacific*

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

#### *Office of Global Health and HIV*

The Office of Global Health and HIV (OGHH) provides leadership and direction for all programmatic work by Volunteers in the Health sector, including HIV/AIDS prevention. For information on the number of Peace Corps Volunteers working in HIV/AIDS, see the Global Initiatives section.

OGHH also coordinates the agency's participation in PEPFAR and the Global Health Initiative (GHI). These efforts include the Global Health Service Partnership and the assignment of Volunteers to the GHI Saving Mothers, Giving Life effort.

#### *Office of Overseas Programming and Training Support*

The Office of Overseas Programming and Training Support (OPATS) ensures that staff abroad have the training, resources, and guidance needed to prepare Volunteers to meet the three goals of the Peace Corps. OPATS develops global programming, training, and evaluation guidance, standardized training sessions and assessment tools, a knowledge-sharing platform to facilitate information exchange, and standard sector indicators and tools for monitoring, evaluating, and reporting Volunteers' work.

#### *Peace Corps Response*

Since 1996, Peace Corps Response has placed nearly 2,000 seasoned professionals in short-term, high-impact assignments in more than 50 countries. Peace Corps Response Volunteers are expected to accomplish concrete deliverables during their assignments and make a significant impact in the communities in which they serve. The program anticipates placing 355 Volunteers in 55 countries in FY 2014.

In July 2013, through an innovative partnership called the Global Health Service Partnership (GHSP) between the Peace Corps, PEPFAR, and SEED Global

Health, 30 doctors and nurses began serving in one-year assignments as adjunct faculty in medical and nursing schools in Malawi, Tanzania, and Uganda.

The agency's expansion of the Peace Corps Response program, allowing highly skilled professionals who have not previously served with the Peace Corps to serve, was essential to making this partnership possible.

#### ***Centrally Processed Overseas Equipment and Supplies***

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

#### ***Federal Employees' Compensation Act***

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

#### ***Medical Services Centrally Shared Resources***

These are direct Volunteer medical expenses outside of those accrued in each post's health unit. These costs include travel and care during medical evacuation to regional centers or to the United States, as well as contracts for services related to the care of Volunteers. They also include one month of post-service health insurance for returned Volunteers, as well as support to Volunteers who must travel to their home of record for family emergencies.

#### ***Office of Health Services***

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

and the Counseling and Outreach Unit (COU).

Both OMS and COU support medical care for Volunteers through the services of dedicated headquarters and overseas staff. To achieve this mission, OMS and COU support a comprehensive, accountable, and high-quality Volunteer health-care program. OMS includes the Pre-Service Unit, which provides medical and mental health screening of applicants; the In-Service Unit, which provides medical and mental health care to currently serving Volunteers; and the Post-Service Unit, which provides support to returned Volunteers. OMS is also responsible for agency medical and mental health quality assurance and improvement activities, the selection and management of all Peace Corps medical officers assigned to overseas posts, and the supervision of regional medical officers and regional medical hubs.

COU also assists posts in the management of Volunteer mental health and adjustment issues by responding to Peace Corps medical officer consultative requests and providing counseling services to Volunteers by phone or in person, provides support to posts related to staff and peer support training, and provides support to Volunteers and their families during crises or emergencies.

#### ***Office of Strategic Partnerships***

The Peace Corps Office of Strategic Partnerships (OSP) brokers external collaboration to support Volunteers and enhance the capacity of the agency to more effectively execute its mission. OSP includes the Office of Intergovernmental Affairs and Global Partnerships, the Office of Gifts and Grants Management, and the Office of University and Domestic Partnerships. OSP collaborates with the private sector, universities, foundations, multilaterals, nongovernmental organizations, and other government agencies to combine expertise, resources, and ideas to strengthen capacity and innovate. Strategic partnerships support program priorities and objectives through every stage in the Volunteer lifecycle, including recruitment, training, assignment, programming, project support, Third Goal activities, and returned Volunteer support.

Office of Intergovernmental Affairs and Global Partnerships (IGAP): IGAP promotes, develops, and

manages the agency's partnerships with U.S. government agencies, international nongovernmental organizations, multilateral institutions, and corporations. Strategic partnerships bring a variety of resources to the table, including placement opportunities for Volunteers, technical staff at headquarters, training resources at posts, and career opportunities for returned Volunteers.

**Office of Gifts and Grants Management (GGM):** GGM manages the solicitation and acceptance of monetary and in-kind gifts and administers the Peace Corps Partnership Program (PCPP). The office engages individual donors, foundations, and corporations in support of PCPP and other agency priorities.

**Office of University and Domestic Partnerships (UDP):** UDP establishes and maintains collaborative relationships with colleges and universities through both the Master's International and Paul D. Coverdell Fellows programs, and with domestic organizations to promote career and educational opportunities for currently serving and returned Peace Corps Volunteers.

#### ***Reimbursements to the Department of State***

These are payments the Peace Corps makes to the Department of State for International Cooperative Administrative Support Services (ICASS) for administrative support abroad. Some financial management support is also included through these payments, although the Peace Corps has directly provided financial management support to its overseas posts since the end of FY 1998.

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

An allowance of \$275 per month of service (\$375 per month for a Volunteer's third year of service and for Peace Corps Response Volunteers) is provided to Volunteers upon the end of service to assist them when they return to the United States.

#### ***Volunteer Recruitment and Selection***

The Office of Volunteer Recruitment and Selection (VRS) manages every step of the Volunteer recruitment process, from prospect inquiry to pre-departure orientation. VRS is comprised of the following components:

**Recruitment:** The six regional recruitment offices, serving the Northeast, Mid-Atlantic, Southeast, Midwest, Southwest and West Coast regions, promote public interest in the agency and assist candidates during the initial stages of the application process.

**Placement:** The Placement Office ensures that overseas posts' requests for trainees are filled. Placement staff assess applicants' legal eligibility, qualifications for specific assignment areas, and overall suitability for service.

**Office of Diversity Recruitment and National Outreach:** The Office of Diversity Recruitment and National Outreach works to support regional recruitment offices by reaching out to groups and organizations that can assist in generating more applications among diverse populations and in specialized skill areas.

**Staging and Staff Development:** The Office of Staging and Staff Development manages the departure of each training class. Staging events are held in different cities across the U.S. depending on the class's destination. Invitees receive their passports, visas, and tickets at the staging event and receive training and preparation for their arrival at post. In addition, the unit assists VRS in coordinating staff training and development activities based on need and availability of funds.

**VRS Administration:** The Administrative Unit is responsible for providing the essential resources and administrative support that enables VRS to deliver Peace Corps trainees to overseas posts. Their primary tasks include administering VRS' finances and budget, personnel and position management, space and inventory management, and ensuring departmental compliance with Peace Corps and federal government policies and procedures. The unit also provides training, consultation, and guidance to the administrative specialists in the six regional recruitment offices.

For more information on the Peace Corps application process and phases of Volunteer service, see Appendix B.



## Volunteer Operations Support Services

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

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

The Office of Third Goal and Returned Volunteer Services supports initiatives that help achieve the Peace Corps Third Goal: to help promote a better understanding of other peoples on the part of Americans.

The Returned Volunteer Services program develops and implements career and transition support services that help returned Peace Corps Volunteers transition back to the United States, including an interactive, online jobs board and regional, national, and online career conferences and events.

The Office of Third Goal and Returned Volunteer Services also supports the Paul D. Coverdell World Wise Schools program (WWS), which helps U.S. schoolchildren better understand the people and culture of other countries. The WWS website offers educators and students free, online curriculum materials and multimedia resources that highlight Volunteer experiences and projects. Returned Peace Corps Volunteers can also share their Peace Corps experiences through the WWS Speakers Match program by visiting and speaking in elementary, secondary, and post-secondary schools in their communities. In FY 2013, more than 607 returned Volunteers visited schools across the United States to share their experiences.

### *Office of Acquisitions and Contract Management*

The Office of Acquisitions and Contract Management (OACM) is responsible for all forms of procurement and assistance, including contracting, simplified acquisitions, contract administration, interagency agreements, personal services contracts, leases, strategic sourcing, and cooperative agreements/grants. The office also provides policy and procurement support to Peace Corps staff and Volunteers. OACM staff are primarily contract specialists, policy analysts, and overseas support specialists who are responsible for a variety of operational and support contracting activities, including acquisition planning; contract review, award, administration, and closeout; and policy and procedure development. The office also monitors contractor performance and makes suspension and debarment determinations.

Consistent with 41 U.S.C. 433(h), the Peace Corps requests \$10,000 for education and training of staff members within the Office of Acquisitions and Contract Management.

### *Office of Communications*

The Office of Communications manages all official agency communications, including press relations, social media, marketing, video production, photography, publications, design, printing, editorial support, and the website ([peacecorps.gov](http://peacecorps.gov)). The office's primary responsibilities are to communicate the agency's priorities to the public and internally, to inform the public about the Peace Corps and the work of Volunteers, and to support recruitment. The office advises internal departments and produces many of the tools used to reach key external audiences, including applicants and their families, returned Peace Corps Volunteers, partner organizations, and other stakeholders.

### ***Office of Congressional Relations***

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

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

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

### ***Office of Victim Advocacy***

The Office of Victim Advocacy (OVA) works to ensure each Volunteer is made aware of, and receives access to, services provided by the Peace Corps in cases of sexual assault, stalking, and other crimes, and facilitates Volunteers' access to such services. OVA victim advocates are available 24/7 to assist Volunteers and returned Peace Corps Volunteers who have been the victim of, or witness to, a crime during their Peace Corps service. The assistance includes ensuring Volunteers are aware of their options so they can make informed decisions, assuring Peace Corps staff are aware of the Volunteers' choices, helping them understand the local criminal and legal systems, and safety planning. When requested, victim advocates are available to accompany a Volunteer or returned Volunteer through the in-country criminal investigation and prosecutorial process.

OVA coordinates with other Peace Corps offices to assure efficient, responsive, and compassionate management of cases both during and after a Volunteer's service. OVA co-manages the sexual assault response liaison program and provides input for and guidance in the development and revision of the Peace Corps' comprehensive sexual assault policy, including the Sexual Assault Risk Reduction and Response Program.

### ***Office of the General Counsel***

The Office of the General Counsel provides legal and policy advice and services to the Director and overseas and domestic staff.

### ***Office of Management***

The Office of Management provides administrative, logistics, human resources management, and general operations support to all headquarters offices, regional recruiting offices, and the agency's field posts.

The Office of Management includes a number of sub-offices. The Office of Human Resources Management manages the range of personnel support functions, including staff recruitment, hiring, position classification, performance management, pay and compensation, and employee and labor relations. The Office of Administrative Services handles facilities management, mail distribution, travel, transportation, and shipping, medical supplies acquisition and distribution, overseas vehicle procurement, and domestic vehicle fleet procurement and management. The Freedom of Information and Privacy Act and Records Management offices ensure agency compliance with the laws and applicable guidelines in these specific areas.

Consistent with 42 U.S.C. 8255, the Peace Corps requests \$30,000 for energy conservation measures.

### ***Office of Management Centrally Managed Resources***

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

### ***Office of the Chief Financial Officer***

The Office of the Chief Financial Officer oversees all financial management activities relating to the programs and operations of the agency, maintains an integrated 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 Information Officer***

The Office of the Chief Information Officer (OCIO) is responsible for enterprise technology architecture, the development of agency information technology policies and practices, agency applications, communications, and network connectivity technology. OCIO also works to continually modernize the agency's global information technology infrastructure necessary to connect headquarters, domestic recruiting operations, and overseas posts. OCIO acquires and manages technology assets, delivers information technology customer support using customer relationship managers and service desks, trains and supports overseas post information technology specialists, and builds and operates application systems solutions.

### ***Office of the Chief Information Officer***

#### ***Centrally Managed Resources***

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

### ***Office of Strategic Information, Research, and Planning***

The mission of the Office of Strategic Information, Research, and Planning (OSIRP) is to advance evidence-based management of the Peace Corps by guiding agency strategic planning, enhancing the stewardship and governance of agency data, strengthening measurement and evaluation of agency performance and programs, and helping shape agency engagement on certain high-level, government wide initiatives. Through these efforts, OSIRP seeks to improve performance and to link performance to strategic planning and the allocation of agency resources.

### ***Office of Safety and Security***

The mission of the Office of Safety and Security is to ensure a safe and secure operating environment for Peace Corps Volunteers and staff, both in the United States and overseas.

The Overseas Operations division oversees the overall safety and security programs at posts, which includes ensuring the physical security of Peace Corps offices

and U.S. staff residences abroad, threat analysis, and managing the agency's incident reporting system. Overseas Operations also coordinates with host country law enforcement and other federal agencies, as appropriate, to support the investigation and prosecution of crimes against Volunteers. The office coordinates closely with the Office of Global Operations to ensure the proper management of security programs.

Much of the direct support to posts overseas is provided by the 10 regionally based Peace Corps safety and security officers. The officers act as security advisers for country directors and provide training, threat assessment, physical security guidance, and crisis management, response, and support for Volunteers who have been victims of crime. Safety and Security also provides technical oversight and professional development for safety and security staff assigned to posts and the regions.

The Domestic Operations division coordinates security for the Peace Corps headquarters building and the regional recruiting offices, leads the agency's Continuity of Operations program and Occupant Emergency Plan, and manages the Personnel and Information Security programs.

### ***Safety and Security Centrally Managed Resources***

These resources are primarily for domestic security guard contracts with the Department of Homeland Security and for personnel security expenses such as federal suitability reviews and background investigations. Crime response funds, which can be directed to any part of the world where crimes against Volunteers require a swift response, are also managed within this account.

### ***Office of Inspector General***

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

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OVERSEAS OPERATIONS

## Peace Corps 2015 Congressional Budget Justification Volunteers and Program Funds

Regions	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2014</i>	<i>FY 2015</i>
Africa	2,450	2,700	82,200	87,500
Europe, Mediterranean, and Asia	1,920	2,100	54,100	58,100
Inter-America and the Pacific	1,930	2,090	61,600	66,200
<b>SUBTOTAL, COUNTRY PROGRAMS</b>	<b>6,300</b>	<b>6,890</b>	<b>197,900</b>	<b>211,800</b>
Peace Corps Response	250	250	2,000	2,000
<b>GRAND TOTAL</b>	<b>6,550</b>	<b>7,140</b>	<b>199,900</b>	<b>213,800</b>

### Volunteers and Program Funds by Post

Country	<i>Volunteers and Trainees on Board on September 30 *</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2014</i>	<i>FY 2015</i>
Albania	70	80	1,600	1,800
Armenia	70	80	1,500	1,700
Azerbaijan	140	120	2,600	2,300
Belize	30	30	1,400	1,400
Benin	110	100	3,700	3,300
Botswana	40	60	1,300	1,900
Burkina Faso	110	130	3,100	3,600
Cambodia	100	110	1,600	1,800
Cameroon	190	180	4,300	4,000
China	150	170	2,500	2,900
Colombia	70	80	2,100	2,400
Costa Rica	110	140	2,900	3,600
Dominican Republic	160	180	3,500	3,900
Eastern Caribbean	50	50	2,000	2,000

\* See Note b, Page 7

**Peace Corps 2015 Congressional Budget Justification**  
**Volunteers and Program Funds**

Country	Volunteers and Trainees on Board on September 30 *		Program Funds (\$000)	
	FY 2014	FY 2015	FY 2014	FY 2015
Ecuador	110	120	3,400	3,700
El Salvador	50	80	1,800	2,800
Ethiopia	160	180	2,600	2,900
Fiji	70	80	1,400	1,600
Gambia, The	70	70	1,500	1,500
Georgia	80	100	1,800	2,300
Ghana	120	130	2,600	2,800
Guatemala	110	120	3,400	3,700
Guinea	80	100	2,300	2,800
Guyana	60	60	1,500	1,500
Indonesia	100	110	2,200	2,400
Jamaica	50	50	2,100	2,100
Jordan	20	30	1,400	2,100
Kenya	40	50	2,200	2,700
Kosovo	20	50	1,700	2,000
Kyrgyz Republic	90	100	1,500	1,700
Lesotho	50	60	1,400	1,700
Liberia	80	110	2,200	2,900
Macedonia	110	110	1,900	1,900
Madagascar	130	130	2,400	2,400
Malawi	80	80	2,000	2,000
Mali	0	20	1,300	1,600
Mexico	70	80	1,900	2,200
Micronesia	40	40	1,100	1,100
Moldova	120	140	2,100	2,500
Mongolia	130	160	2,700	3,300
Morocco	180	180	4,200	4,200
Mozambique	150	160	2,600	2,700
Namibia	70	80	2,000	2,200

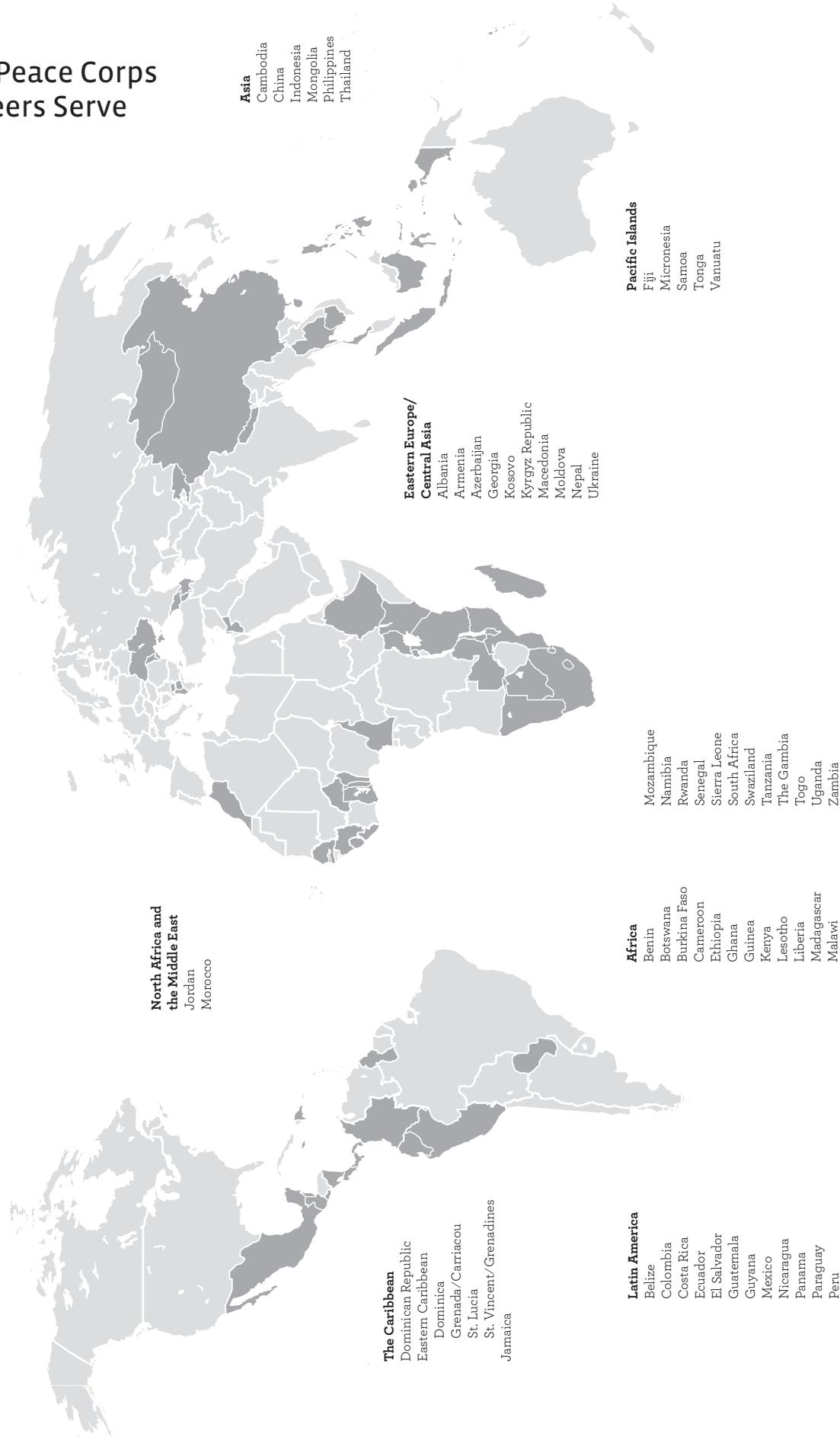
\* See Note b, Page 7

**Peace Corps 2015 Congressional Budget Justification**  
**Volunteers and Program Funds**

Country	<i>Volunteers and Trainees on Board on September 30*</i>		<i>Program Funds (\$000)</i>	
	FY 2014	FY 2015	FY 2014	FY 2015
Nepal	70	90	1,500	1,900
Nicaragua	160	180	2,300	2,600
Panama	190	190	4,200	4,200
Paraguay	240	240	4,600	4,700
Peru	230	240	5,300	5,400
Philippines	150	140	3,500	3,300
Rwanda	90	80	1,800	1,600
Samoa	30	30	800	800
Senegal	260	280	5,100	5,300
Sierra Leone	90	100	1,800	2,000
South Africa	90	110	3,100	3,700
Swaziland	50	60	1,300	1,500
Tanzania	100	150	2,200	3,100
Thailand	90	100	2,400	2,700
Togo	80	80	2,400	2,400
Tonga	40	50	1,000	1,200
Uganda	80	80	1,800	1,800
Ukraine	240	230	4,100	4,000
Vanuatu	60	60	2,200	2,200
Zambia	120	100	4,400	4,000
<b>TOTAL</b>	<b>6,300</b>	<b>6,890</b>	<b>151,100</b>	<b>164,300</b>

\* See Note b, Page 7

# Where Peace Corps Volunteers Serve



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Sahel

The Gambia, Senegal

Coastal West and Central Africa

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

Eastern Africa

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

Southern Africa

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



AFRICA REGION

## *Africa Region*

Since 1961, more than 74,000 Peace Corps Volunteers have served throughout Africa. At the end of FY 2013, 2,560 Volunteers were working in 24 countries in the region, which includes some of the poorest countries in the world. In West Africa, half the population lives on \$1.25 per day, while in East and Southern Africa, about 40 percent of the population is classified as poor. Because of the value attached to the work of Volunteers, the Peace Corps receives strong support from African host countries, including cash contributions from governments and in-kind contributions from communities and local partners, which provide almost 100 percent of Volunteer housing.

Programs in Africa cover all six of the agency's program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Because Volunteers serve primarily in rural areas and are able to reach "the last mile," they work on several critical cross-cutting global development challenges, including the following:

- **HIV/AIDS:** More than 23 million people in Sub-Saharan Africa live with HIV/AIDS. About 60 percent of them are women, and there are almost 1.5 million new cases annually. About 15 million African children have lost parents due to AIDS.

- **Malaria:** A child in Africa dies every minute and more than 600,000 Africans die annually from this preventable and treatable disease.

- **Food Security:** More than 200 million people in Sub-Saharan Africa are chronically hungry, and the Sahel and Horn of Africa regions in West and East Africa are experiencing their worst food crises in years.

The Peace Corps works closely with other agencies in whole-of-government approaches to tackle these problems: with President's Emergency Plan for AIDS Relief (PEPFAR) on HIV/AIDS, with the President's Malaria Initiative on malaria, and with USAID on Feed the Future for food security.

The Peace Corps is also advancing the Global Health Initiative's Saving Mothers, Giving Life effort, which aims to reduce maternal deaths by 50 percent in targeted countries in 12 months, in order to save at least 250,000 mothers' lives over five years. In Zambia, in partnership with the Centers for Disease Control and Prevention and USAID, Volunteers serve as maternal

and neo-natal health advisers for universities and nongovernmental organizations helping communities address maternal mortality. In Uganda, Volunteers work with village support groups focusing on improving the health of mothers.

In FY 2013, the Peace Corps' involvement in improving readiness for learning and increasing literacy, especially through early grade reading, continued to grow. Additionally, Volunteers are expanding their successful work in girls' empowerment.

Volunteers receive intensive language, cross-cultural, and technical training, which enables them to integrate successfully into the communities where they live and work. In addition to French and Portuguese, the Peace Corps teaches Volunteers in Africa more than 100 local languages, plus local sign languages in Ghana and Kenya.

### *Examples of Peace Corps Volunteers' accomplishments in Africa:*

#### **Madagascar—Increasing educational attainment for remote students**

Thanks to the work of Volunteers living and teaching in some of the most remote areas of Madagascar, an increased number of students from these otherwise underserved communities are being recruited into major institutions of higher education. A letter from the head of the English Department at the University of Antananarivo to the Peace Corps explained, "... in the last few years, we have recruited students from more remote lycees [high schools] of Madagascar, and realized after their admission that they had passed the competitive exam into [our university] because they had had a Peace Corps Volunteer for a teacher of English."

#### **Burkina Faso—Breaking the cycle of poverty with early childhood education**

Together with her community, a Volunteer in Burkina Faso is establishing a community-run, sustainable preschool, providing 150 children aged 3–6 the opportunity to learn critical-thinking and language skills and prepare them for success in elementary school. Community members will run the center and, with the help of other nonprofits, will work to increase the health of the children with vaccinations, vitamins, and meals.

Money for the preschool was raised by community members and through the Peace Corps Partnership Program, which allows Volunteers to raise project funds through donations.

**Botswana—Creating successful business opportunities for women caring for orphaned and vulnerable children**

Peace Corps Volunteers around Botswana have assisted in turning a simple idea into a sustainable, multinational nonprofit organization that supports women who care for children orphaned or made vulnerable by HIV and

AIDS. The organization, Mothers for All, teaches groups of women to make environmentally friendly crafts, then sells them around the world to generate income for the women and their families. From the first Volunteers who taught them to make recycled paper beads and helped a small group establish a charitable trust, to the Volunteers who have provided administrative expertise to set up an operations office, design an inventory tracking database, and train the group in financial reporting, the national coordinator of Mothers for All credits Volunteers for their large part in the development of the organization.

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# EUROPE, MEDITERRANEAN, AND ASIA REGION

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



## *Europe, Mediterranean, and Asia*

Since the Peace Corps was established in 1961, more than 57,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. At the end of FY 2013, EMA had 1,913 Volunteers working in 17 countries.

Volunteers in EMA serve in all of the agency's six program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. In addition, many Volunteers incorporate cross-cutting sector programming priorities such as Gender Equality and Women's Empowerment, HIV/AIDS, and Volunteerism into their work with communities, schools, clinics, businesses, local nongovernmental organizations, municipal governments, and universities.

Education remains the largest sector in the EMA region, with classroom-based Teaching English as a Foreign Language (TEFL) as the primary activity. Volunteers are part of national and local efforts to strengthen capacities in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

Through the Feed the Future program and cross-cutting work in other sectors, the EMA region contributes to whole-of-government efforts to improve food security for the most vulnerable populations in targeted communities. Volunteers work to help communities improve agricultural productivity as well as nutrition, hygiene, and sanitation practices.

Volunteers in EMA were trained in approximately 30 languages during FY 2013.

## *Examples of Peace Corps Volunteers' accomplishments in EMA:*

### **Albania—Serving the Roma population**

To support the marginalized and underserved Roma youth population in the district of Fier, a Peace Corps Volunteer collaborated with the United Nations Development Program (UNDP) to organize a hand-washing and dental hygiene workshop. The workshop facilitators discussed with the children why washing their hands and brushing their teeth are important and demonstrated proper hygiene techniques through interactive activities. The majority of students did not know what a toothbrush was and those who did only had one toothbrush to share with their entire family. At the end of the workshop, each child received a bar of soap, a toothbrush, and toothpaste through a donation from UNDP. Since this activity, the local health clinic has continued to partner with the Peace Corps and UNDP on other Roma community activities, such as providing breast cancer information and detection lessons to Roma women.

### **Indonesia—Cultural interaction through running**

Building on a surge in popularity in long-distance running throughout Indonesia, Peace Corps Volunteers organized the first annual Bromo Marathon, held in the villages surrounding Bromo-Tengger-Semeru National Park in East Java. Alongside Volunteers, local residents established an event that also improved education, health, and economic prosperity throughout the many low-income and low-resource communities in the region. To meet the additional priority of providing a platform for cultural interaction and peace through understanding, Volunteers launched the first annual Tengger Arts and Culture Festival on the eve of the marathon. Then, after 14 months and thousands of hours of work organizing the events, more than 900 runners and 5,000 spectators from more than 30 countries gathered in the region to participate. All proceeds from the Bromo Marathon went to develop and advance local school library facilities. The local mayor has committed to hosting the Bromo Marathon and Tengger Arts and Culture Festival for many years to come. Furthermore, CNN Travel now touts the event as one of Asia's top destination races.

### **Philippines—Addressing poverty through coral reef regeneration**

In the community of Santo Domingo in the province of Albay, the poverty rate of fishermen was growing due to the desecration of the local reef. With only about 20 percent of the reef corals remaining, fish populations had dropped drastically over the past 40 years. Peace Corps Volunteers collaborated with the youth organization Junior Chamber International to

begin actively restoring the reef—first by reorganizing and redesigning the Marine Protected Area, and then by bringing a solar paneled coral garden to the community to assist in the regeneration of the reef. Community members volunteered to guard the coral reef at night and assist in its maintenance. As the coral cover increases, fishermen have begun to report seeing more fish in the area. Additionally, the coral garden and reef has proven to be a local tourist attraction.



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#### Central America

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

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#### Caribbean

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

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#### South America

Colombia, Ecuador, Guyana, Paraguay, Peru

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#### Pacific

Micronesia, Fiji, Samoa, Tonga, Vanuatu

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## INTER-AMERICA AND THE PACIFIC REGION

## *Inter-America and the Pacific Region*

More than 83,000 Volunteers have served in the Inter-America and the Pacific (IAP) Region since the founding of the Peace Corps in 1961. At the end of FY 2013, IAP had 1,934 Volunteers working in 20 posts in 24 nations (some Peace Corps posts cover more than one country).

Volunteers in IAP work in all six agency program sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Across the sectors, Volunteers incorporate information and communication technology, energy and climate change, food security, gender perspectives, host country volunteerism, and HIV/AIDS education into their work. Regardless of assignment, the majority of Volunteers in IAP engage youth in their activities.

Access to basic health care and sanitation systems remains a serious problem for many communities in the IAP region. Volunteers work to improve the health of individuals, families, and schoolchildren by training service providers on basic hygiene, nutrition, disease prevention, and improving access to water and sanitation systems. Additionally, they help communities address HIV/AIDS health challenges by integrating HIV/AIDS awareness and prevention messages into their work.

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

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

In partnership with the U.S. Department of State, the Peace Corps is extending the reach and impact of the Energy and Climate Partnership for the Americas initiative. Communities in which Peace Corps Volunteers work are receiving small grants to promote increased

access to cleaner energy in low-income communities. In FY13, these activities were carried out in 9 countries in the Americas: Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua, Panama, Paraguay, and Peru. The Peace Corps is working with host governments and international, national, and local partners to help communities address rural energy challenges through capacity building, financing options, and small projects. The small-scale projects that Volunteers are working on include improved-efficiency cookstoves, biodigestors, and photovoltaics. Since signing the agreement in August 2011, Volunteers and host country partners have completed 70 workshops and 161 small grant projects.

In addition to Spanish, the Peace Corps provides training in 20 languages, enabling Volunteers in the IAP region to effectively live and work at the grassroots level.

### *Examples of Peace Corps Volunteers' accomplishments in IAP:*

#### **Panama—Reader's theater**

Two Peace Corps Volunteers organized a competition that attracted nearly 200 students from 15 schools to engage in a reader's theater competition, in which students read scripts aloud and used voice, facial expressions, and gestures to bring the scene to life—without stage settings, costumes, or props. Students from fourth grade through high school presented stories from U.S. authors such as Dr. Seuss and Shel Silverstein.

#### **Costa Rica—Helping women develop businesses**

With the support of a Peace Corps Volunteer, three Costa Rican women are opening a hair salon that will enable them to become financial providers for their families. The hair salon will also serve as a business development teaching tool for 18 other individuals from an area women's club who are studying management, marketing, accounting, and finance to become successful business owners. The Peace Corps Partnership Program is helping to support this project.

### **Vanuatu—Community trash clean-up**

A Peace Corps Volunteer worked with more than 140 youth to organize a weeklong trash clean-up. Following the clean-up, participants were divided into teams to build boats out of the trash they collected for a race in the city's central harbor. Fostering competition motivated the local youth

to clean areas with the highest concentrations of trash in order to construct the sturdiest boat. In the end, youth built and raced nine boats. Since the boat race, the Volunteer has been contacted by several community groups with ideas for new trash-based projects and is also working with a local women's group to create recycled crafts.



## VOLUNTEER WORK BY SECTOR

### Agriculture

Agriculture Volunteers help host country communities develop their agriculture sectors in order to improve local livelihoods and promote better nutrition. Agriculture projects are designed to promote environmentally sustainable, small-holder farming practices. These projects are focused on increasing productivity, improving business practices and profitability, and sustaining the natural resource base, including effective soil and water conservation practices.

Agriculture Volunteers provide support and training to local individuals and groups in the use of intensive farming practices and techniques, such as integrated pest management, improved post-harvest management and storage, optimized use of seed varieties and organic fertilizer, adoption of no-till cultivation, and the use of micro-irrigation. Volunteers contribute to climate change preparedness by educating community members, promoting the use of permaculture, and creating sustainable and self-sufficient agricultural systems.

Using the local language, Agriculture Volunteers provide direct assistance to individual farmers and producer groups and use nonformal education and extension methodologies, such as the “lead” farmer approach and the Farmer Field School model promoted extensively by the United Nations Food and Agriculture Organization. Volunteers also support farmers’ business practices and conduct training in basic business and organizational skills, marketing, and value chain analysis. Volunteers systematically include women and youth in their agriculture outreach activities.

At the end of FY 2013, there were 354 Agriculture Peace Corps Volunteers worldwide.

#### Examples of Agriculture Volunteer work:

- Improving traditional crop systems by introducing farmers to better practices and technologies, such as soil conservation techniques, crop diversification, and agroforestry strategies
- Expanding the availability of nontraditional crops by promoting vegetable gardening and fruit tree production while raising awareness about their nutritional value
- Increasing knowledge and skills needed for small animal husbandry, including poultry, rabbits, fish, and honey production

- Helping producers increase the value of their agricultural earnings by developing new products, improving storage and packaging, expanding distribution, improving product quality, and implementing effective management and marketing strategies
- Collaborating with farmers to generate income through fish farming
- Developing farmers’ skill in dry-season gardening, a method that enhances food security and provides income to local communities outside of the growing season, for staple crops

### Community Economic Development

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

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

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

Volunteers engage with their local community to promote personal money management strategies as well. Volunteers help microfinance institutions improve their outreach to potential clients and provide would-be entre-

## VOLUNTEER WORK BY SECTOR, cont.

preneurs access to microfinance services. In communities with few formal banking services, Volunteers work with community members to set up and manage their own savings and loan associations and provide financial literacy training to youth and adults regarding budgeting, savings, financial negotiations, and the safe use of credit.

At the end of FY 2013, there were 820 Community Economic Development Peace Corps Volunteers worldwide

### Examples of CED Volunteer work:

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

## Education

Education has been the Peace Corps' largest sector since the agency's inception more than 50 years ago. Education projects typically include a wide range of activities related to teachers, students, and communities and are linked to national priorities. Volunteers work with local teachers to teach math, science, and information and communication technologies (ICT); English; literacy/numeracy; and girls' empowerment.

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

Education Peace Corps Volunteers focusing on literacy promote improvement of students' basic literacy

and numeracy skills and help teachers develop remedial literacy strategies for students at risk of failing. This work takes place principally in the early primary grades, but also targets students in secondary school, as well as out-of-school youth. Projects emphasize communities of practice, which include students, community members, and parents, addressing how they can support reading and literacy development at home and in community settings.

Volunteers working in girls' education and empowerment promote gender empowerment and equitable teaching practices. Volunteers start after-school clubs, work with teachers to integrate gender-equitable practices, and provide other support networks through youth programs that include boys.

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

At the end of FY 2013, there were 2,883 Education Peace Corps Volunteers worldwide.

### Examples of Education Volunteer work:

- Advising communities in the development of curricula and teaching materials
- Engaging in mutual peer observation with counterparts to build trust and develop strategies for teacher improvement
- Developing hands-on projects in science and math classes and demonstrating real-world application of classroom concepts
- Creating community and school-based resource centers and libraries
- Advising school-community organizations, parent-teacher groups, and community development projects
- Organizing spelling bees, Model United Nations, math and science fairs, essay contests, field trips, and other extracurricular activities that promote community involvement in student learning
- Starting after-school literacy tutoring opportunities, pairing older youth with primary school children
- Demonstrating and integrating gender-equitable teaching practices in schools

## VOLUNTEER WORK BY SECTOR, cont.

- Developing classroom assessments to measure student achievement
- Supporting special-needs classes, such as deaf education, and promoting general awareness in the community of children and youth with disabilities

### Environment

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

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

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

At the end of FY 2013, there were 854 Environment Peace Corps Volunteers worldwide.

#### Examples of Environment Volunteer work:

- Fostering environmental awareness and education through community-based eco-clubs
- Combating soil erosion and climate change by planting gardens and establishing tree nurseries in collaboration with local counterparts

- Implementing school recycling programs in conjunction with classes in environmental education
- Helping to run environmental camps and excursions and sponsoring special events such as Earth Day
- Providing technical assistance to farmers in employing natural resource management methods in agro-pastoral systems
- Introducing innovative soil fertility and water conservation methods to adapt to an increasingly arid climate
- Promoting income-generating activities, such as sustainable ecotourism
- Slowing rates of deforestation and mitigating the effects of climate change through the introduction of fuel-efficient cookstoves

### Health

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

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

At the end of FY 2013, there were 1,603 Health Peace Corps Volunteers worldwide.

#### Examples of Health Volunteer work:

- Facilitating health education on nutrition and nutritional rehabilitation
- Promoting hygiene education and pandemic preparedness in communities and schools

## VOLUNTEER WORK BY SECTOR, cont.

- Expanding peer education to urge youth and others to reduce risky behavior
- Disseminating educational information on infectious diseases, including malaria and HIV
- Assisting in promoting maternal and child health services
- Strengthening NGO health-delivery systems through timely vaccination campaigns

### Youth in Development

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

Volunteers work to develop life skills by promoting self-esteem and positive personal identity; communication, decision-making, and goal-setting skills; and healthy emotional practices. Volunteers help young people prepare for the world of work through employment, entrepreneurship, and financial literacy trainings. Activities include résumé development workshops, career planning sessions, the establishment of savings groups, English and technology trainings, and micro-enterprise development.

Volunteers work to help the next generation become active citizens by mobilizing them to improve their communities through service learning activities. Volunteers also work with youth service providers and youth-serving organizations to help them implement high-quality youth programs. Volunteers and their partners also encourage

parents and other community adults to play essential supporting roles for youth.

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

At the end of FY 2013, there were 511 Youth in Development Peace Corps Volunteers worldwide.

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

- Training youth in life skills to promote self-esteem and positive identity, positive communication, goal-setting and action planning, and healthy emotional practices
- Promoting healthy lifestyles skills, such as nutrition and fitness, HIV/AIDS prevention, and sexual and reproductive health
- Conducting workshops in career planning, personal and family financial literacy, résumé writing, entrepreneurship, computer and Internet usage, and English language
- Developing service learning projects
- Training parents and other community adults who support youth in principles and practices of positive youth development
- Strengthening youth-serving organizations in areas of strategic planning, financial management, and project design and management

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013

### Africa

<b>BENIN</b>	Adja, Bariba, Dendi, Ditamari, Fon, French, Goun, Nagot	<b>MOZAMBIQUE</b>	Portuguese
<b>BOTSWANA</b>	Setswana	<b>NAMIBIA</b>	Afrikaans, Khoekhoeogowab, Oshikwanyama, Oshindonga, Otjiherero, Rukwangali, Silozi, Thimbukushu
<b>BURKINA FASO</b>	Bwamu, Dagara, Dioula, French, Gulmancema, Lobiri, Lyele, Moore	<b>RWANDA</b>	Kinyarwanda
<b>CAMEROON</b>	French, Fulfuldé, Pidgin (Cameroon)	<b>SENEGAL</b>	Fulakunda, Jaxanke, Mandinka, Pulaar du Nord Pulafuta, Seereer, Wolof
<b>ETHIOPIA</b>	Amharic, Oromo/Afan Oromo, Tigrigna	<b>SIERRA LEONE</b>	Kono, Krio, Kuranko, Limba, Mandingo, Mende, Susu, Temne
<b>THE GAMBIA</b>	Mandinka, Pulaar, Sarahule, Wolof	<b>SOUTH AFRICA</b>	isiZulu, Sepedi, Siswati/IsiSwati, Venda/Tshivenda, XiTsonga
<b>GHANA</b>	Buli, Dagaare, Dagbani, Dangme, Fante, Gonja, Kasem, Mampruli, Ghanaian Sign Language, Sisaali, Twi	<b>SWAZILAND</b>	Siswati/IsiSwati
<b>GUINEA</b>	French, Maninka, Pulaar, Soussou	<b>TANZANIA</b>	Swahili
<b>KENYA</b>	Kenyan Sign Language, Swahili	<b>TOGO</b>	Adja, Anufo, Bassar, Ewe, French, Gangan, Ife, Kabiye, Konkomba, Lamba, Moba, Nawdum
<b>LESOTHO</b>	Sesotho/Suthu	<b>UGANDA</b>	Acholi, Ateso, Dhopadhola, Lango, Lhukonzo, Luganda, Lugbara, Lumasaaba, Runyankore/Rukiga
<b>LIBERIA</b>	Liberian English	<b>ZAMBIA</b>	Bemba, Kaonde, Lunda, Mambwe, Nyanja, Tonga, Tumbuka/Chitumbuka
<b>MADAGASCAR</b>	Antakarana, Antandroy, Antanosy, Betsileo, Betsimisaraka, Malagasy, Sakalava, South East dialect (Antesaka, Antemoro, Antefasy), Tsimihety		
<b>MALAWI</b>	Chichewa, Chitonga, Chitumbuka, Chiyao		

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013, cont.

### Europe, Mediterranean, and Asia

ALBANIA	Albanian
ARMENIA	Armenian
AZERBAIJAN	Azerbaijani
CAMBODIA	Khmer
CHINA	Chinese/Mandarin
GEORGIA	Armenian, Georgian
INDONESIA	Indonesian, Javanese, Madurese, Sundanese
JORDAN	Arabic (Jordan)
KYRGYZ REPUBLIC	Kyrgyz, Russian
MACEDONIA	Albanian, Macedonian
MOLDOVA	Romanian, Russian
MONGOLIA	Mongolian
MOROCCO	Arabic (Morocco)
NEPAL	Nepali
PHILIPPINES	Aklanon, Bikol-Albay, Bikol-Naga, Cebuano, Hiligaynon, Kinaray-a, Tagalog, Waray-Waray
THAILAND	Thai, Thai/Laos dialect
UKRAINE	Russian, Ukrainian

## LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2013, cont.

### Inter-America and Pacific

COLOMBIA	Spanish
COSTA RICA	Spanish
DOMINICAN REPUBLIC	Spanish
EASTERN CARIBBEAN	Kwevol
ECUADOR	Kichwa, Spanish
FIJI	Fijian, Hindi
GUATEMALA	Ixil, Kaqchikel, K'iche, Mam, Spanish
JAMAICA	Jamaican Patois
MEXICO	Spanish
MICRONESIA	Chuukese, Kosraean, Mortlockese, Palauan, Pohnpeian
NICARAGUA	Spanish
PANAMA	Embera, Ngabera, Spanish
PARAGUAY	Guaraní, Spanish
PERU	Quechua, Spanish
SAMOA	Samoan
TONGA	Tongan
VANUATU	Bislama

## AFRICA REGION COUNTRY PROFILES

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

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



## Benin

CAPITAL	Porto-Novo
POPULATION	9.9 million
GROSS NATIONAL INCOME PER CAPITA	\$750
PROGRAM DATES	1968–present
PROGRAM SECTORS	Community Economic Development Education Environment Health

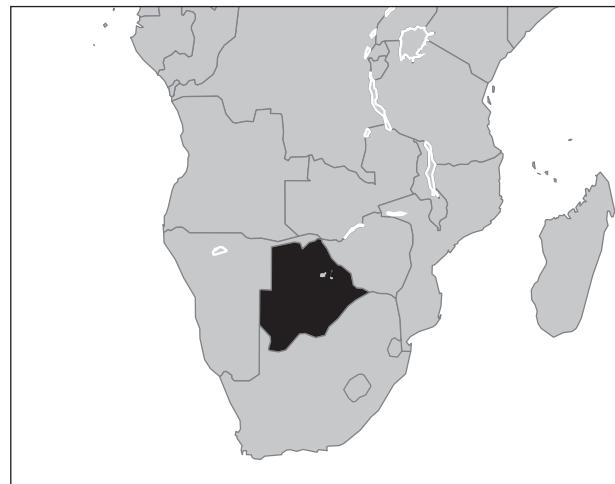


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	100
Program funds (\$000)	3,700	3,300

## Botswana



CAPITAL	Gaborone
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	\$7,650
PROGRAM DATES	1966–97 2003–present
PROGRAM SECTORS	Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	40	60
Program funds (\$000)	1,300	1,900

## Burkina Faso

CAPITAL	Ouagadougou
POPULATION	17.8 million
GROSS NATIONAL INCOME PER CAPITA	\$670
PROGRAM DATES	1967–87 1995–present
PROGRAM SECTORS	Community Economic Development Education Health



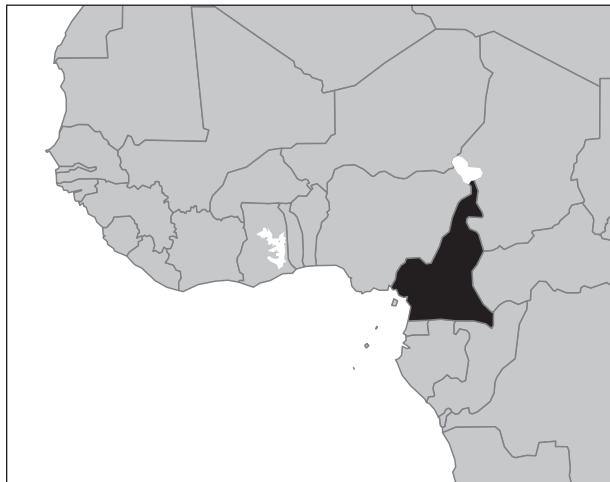
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	130
Program funds (\$000)	3,100	3,600

## Cameroon

CAPITAL	Yaounde
POPULATION	20.6 million
GROSS NATIONAL INCOME PER CAPITA	\$1,170
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education, Health Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	190	180
Program funds (\$ooo)	4,300	4,000

## Ethiopia



CAPITAL	Addis-Ababa
POPULATION	93.9 million
GROSS NATIONAL INCOME PER CAPITA	\$380
PROGRAM DATES	1962–97, 1995–99 2007–present
PROGRAM SECTORS	Education Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$ooo)	2,600	2,900

## The Gambia

CAPITAL	Banjul
POPULATION	1.9 million
GROSS NATIONAL INCOME PER CAPITA	\$510
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	70
Program funds (\$ooo)	1,500	1,500

## Ghana

CAPITAL	Accra
POPULATION	25.2 million
GROSS NATIONAL INCOME PER CAPITA	\$1,550
PROGRAM DATES	1961–present
PROGRAM SECTORS	Agriculture, Community Economic Development, Education Environment, Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	120	130
Program funds (\$000)	2,600	2,800

## Guinea



CAPITAL	Conakry
POPULATION	11.2 million
GROSS NATIONAL INCOME PER CAPITA	\$440
PROGRAM DATES	1963–66, 1969–71 1985–present
PROGRAM SECTORS	Community Economic Development Education, Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	100
Program funds (\$000)	2,300	2,800

## Kenya

CAPITAL	Nairobi
POPULATION	44.0 million
GROSS NATIONAL INCOME PER CAPITA	\$860
PROGRAM DATES	1964–present
PROGRAM SECTORS	Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	40	50
Program funds (\$000)	2,200	2,700

## Lesotho

CAPITAL	Maseru
POPULATION	1.9 million
GROSS NATIONAL INCOME PER CAPITA	\$1,380
PROGRAM DATES	1967–present
PROGRAM SECTORS	Community Economic Development Education, Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	50	60
Program funds (\$000)	1,400	1,700

## Liberia



CAPITAL	Monrovia
POPULATION	4.0 million
GROSS NATIONAL INCOME PER CAPITA	\$370
PROGRAM DATES	1962–90 2008–present
PROGRAM SECTORS	Education

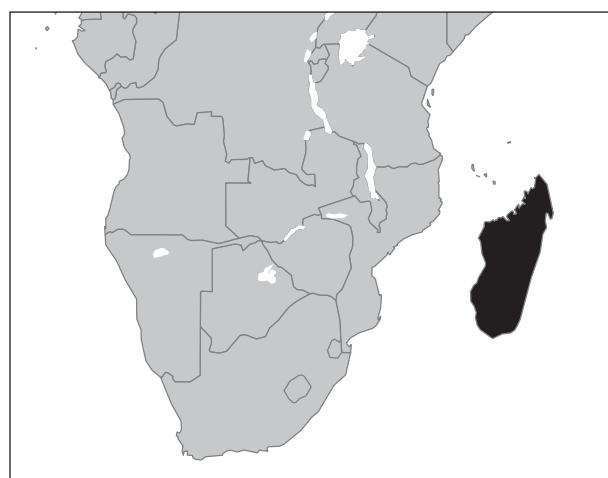
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	110
Program funds (\$000)	2,200	2,900

## Madagascar

CAPITAL	Antananarivo
POPULATION	22.6 million
GROSS NATIONAL INCOME PER CAPITA	\$430
PROGRAM DATES	1993–present
PROGRAM SECTORS	Community Economic Development Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	130	130
Program funds (\$000)	2,400	2,400

## Malawi

CAPITAL	Lilongwe
POPULATION	16.8 million
GROSS NATIONAL INCOME PER CAPITA	\$320
PROGRAM DATES	1963–1976 1978–present
PROGRAM SECTORS	Community Economic Development Environment Health

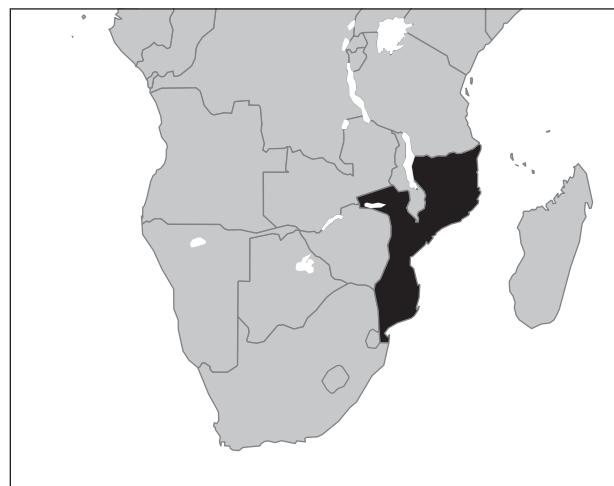


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	2,000	2,000

## Mozambique



CAPITAL	Maputo
POPULATION	24.1 million
GROSS NATIONAL INCOME PER CAPITA	\$510
PROGRAM DATES	1998–present
PROGRAM SECTORS	Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	150	160
Program funds (\$000)	2,600	2,700

## Namibia

CAPITAL	Windhoek
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	\$5,610
PROGRAM DATES	1990–present
PROGRAM SECTORS	Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	2,000	2,200

## Rwanda

CAPITAL	Kigali
POPULATION	12.0 million
GROSS NATIONAL INCOME PER CAPITA	\$600
PROGRAM DATES	1975–93 2008–present
PROGRAM SECTORS	Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	90	80
Program funds (\$ooo)	1,800	1,600



## Senegal



CAPITAL	Dakar
POPULATION	13.3 million
GROSS NATIONAL INCOME PER CAPITA	\$1,030
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Community Economic Development Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	260	280
Program funds (\$ooo)	5,100	5,300

## Sierra Leone

CAPITAL	Freetown
POPULATION	5.6 million
ANNUAL PER CAPITA INCOME	\$580
PROGRAM DATES	1962–94 2010–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$ooo)	1,800	2,000

## South Africa

CAPITAL	Pretoria
POPULATION	48.6 million
GROSS NATIONAL INCOME PER CAPITA	\$7,610
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	90	110
Program funds (\$000)	3,100	3,700

## Swaziland



CAPITAL	Mbabane
POPULATION	1.4 million
GROSS NATIONAL INCOME PER CAPITA	\$2,860
PROGRAM DATES	1968–96 2003–present
PROGRAM SECTORS	Education, Health Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	50	60
Program funds (\$000)	1,300	1,500

## Tanzania

CAPITAL	Dar es Salaam
POPULATION	44.3 million
GROSS NATIONAL INCOME PER CAPITA	\$570
PROGRAM DATES	1961–69 1979–present
PROGRAM SECTORS	Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	100	150
Program funds (\$000)	2,200	3,100

## Togo

CAPITAL	Lome
POPULATION	7.2 million
GROSS NATIONAL INCOME PER CAPITA	\$500
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	2,400	2,400

## Uganda



CAPITAL	Kampala
POPULATION	34.8 million
GROSS NATIONAL INCOME PER CAPITA	\$440
PROGRAM DATES	1964–72, 1991–99 2001–present
PROGRAM SECTORS	Community Economic Development Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	80
Program funds (\$000)	1,800	1,800

## Zambia

CAPITAL	Lusaka
POPULATION	14.2 million
GROSS NATIONAL INCOME PER CAPITA	\$1,350
PROGRAM DATES	1994–present
PROGRAM SECTORS	Agriculture Education Environment Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	120	100
Program funds (\$000)	4,400	4,000

## Europe, Mediterranean, and Asia Region Country Profiles



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

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

## Albania

CAPITAL	Tirana
POPULATION	3.0 million
GROSS NATIONAL INCOME PER CAPITA	\$4,030
PROGRAM DATES	1992–97 2003–present
PROGRAM SECTORS	Community Economic Development Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,600	1,800



## Armenia



CAPITAL	Yerevan
POPULATION	3.0 million
GROSS NATIONAL INCOME PER CAPITA	\$3,720,
PROGRAM DATES	1992–present
PROGRAM SECTORS	Community Economic Development Education, Environment Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,500	1,700

## Azerbaijan

CAPITAL	Baku
POPULATION	9.6 million
GROSS NATIONAL INCOME PER CAPITA	\$6,220
PROGRAM DATES	2003–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	140	120
Program funds (\$000)	2,600	2,300



## Cambodia

CAPITAL	Phnom Penh
POPULATION	15.2 million
GROSS NATIONAL INCOME PER CAPITA	\$880
PROGRAM DATES	2007–present
PROGRAM SECTORS	Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	100	110
Program funds (\$000)	1,600	1,800

## China



CAPITAL	Beijing
POPULATION	1.4 billion
GROSS NATIONAL INCOME PER CAPITA	\$5,720
PROGRAM DATES	1993–present
PROGRAM SECTORS	Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	150	170
Program funds (\$000)	2,500	2,900

## Georgia

CAPITAL	Tbilisi
POPULATION	4.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,270
PROGRAM DATES	2001–present
PROGRAM SECTORS	Community Economic Development Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	80	100
Program funds (\$000)	1,800	2,300

## Indonesia

CAPITAL	Jakarta
POPULATION	251.2 million
GROSS NATIONAL INCOME PER CAPITA	\$3,420
PROGRAM DATES	1963–65 2010–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	100	110
Program funds (\$000)	2,200	2,400

## Jordan



CAPITAL	Amman
POPULATION	6.5 million
GROSS NATIONAL INCOME PER CAPITA	\$4,670
PROGRAM DATES	1997–2002 2004–present
PROGRAM SECTORS	Education, Health Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	20	30
Program funds (\$000)	1,400	2,100

## Kosovo

CAPITAL	Pristina
POPULATION	1.8 million
GROSS NATIONAL INCOME PER CAPITA	\$3,600
PROGRAM DATES	2014–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	20	50
Program funds (\$000)	1,700	2,000

## Kyrgyz Republic

CAPITAL	Bishkek
POPULATION	5.6 million
GROSS NATIONAL INCOME PER CAPITA	\$990
PROGRAM DATES	1993–present
PROGRAM SECTORS	Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$000)	1,500	1,700

## Macedonia



CAPITAL	Skopje
POPULATION	2.1 million
GROSS NATIONAL INCOME PER CAPITA	\$4,620
PROGRAM DATES	1996–present
PROGRAM SECTORS	Community Economic Development Education, Environment Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	100
Program funds (\$000)	1,900	1,900

## Moldova

CAPITAL	Chisinau
POPULATION	3.6 million
GROSS NATIONAL INCOME PER CAPITA	\$2,070
PROGRAM DATES	1993–present
PROGRAM SECTORS	Agriculture Community Economic Development Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	120	140
Program funds (\$000)	2,100	2,500

## Mongolia

CAPITAL	Ulaanbaatar
POPULATION	3.2 million
GROSS NATIONAL INCOME PER CAPITA	\$3,160
PROGRAM DATES	1991–present
PROGRAM SECTORS	Community Economic Development Education Health Youth in Development

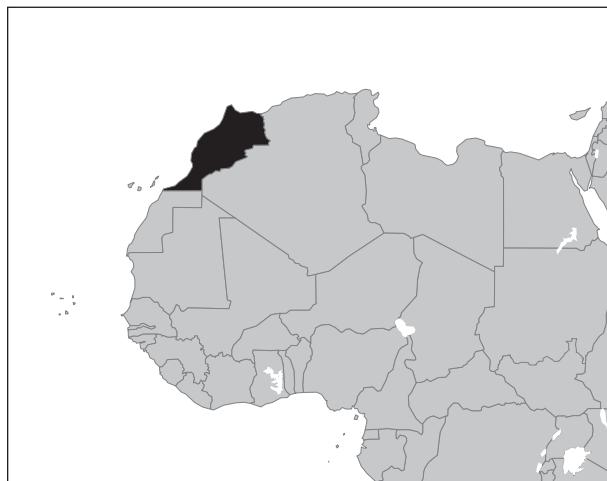


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	130	160
Program funds (\$000)	2,700	3,300

## Morocco



CAPITAL	Rabat
POPULATION	32.7 million
GROSS NATIONAL INCOME PER CAPITA	\$2,960
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education, Environment Health Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	180	180
Program funds (\$000)	4,200	4,200

## Nepal

CAPITAL	Kathmandu
POPULATION	30.4 million
GROSS NATIONAL INCOME PER CAPITA	\$700
PROGRAM DATES	1962–2004, 2012–present
PROGRAM SECTORS	Agriculture Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	90
Program funds (\$000)	1,500	1,900

## Philippines

CAPITAL	Manila
POPULATION	105.7 million
GROSS NATIONAL INCOME PER CAPITA	\$2,500
PROGRAM DATES	1961–90 1992–present
PROGRAM SECTORS	Education Environment Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	150	140
Program funds (\$000)	3,500	3,300

## Thailand



CAPITAL	Bangkok
POPULATION	67.5 million
GROSS NATIONAL INCOME PER CAPITA	\$5,210
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	90	100
Program funds (\$000)	2,400	2,700

## Ukraine

CAPITAL	Kyiv
POPULATION	44.6 million
GROSS NATIONAL INCOME PER CAPITA	\$3,500
PROGRAM DATES	1992–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	240	230
Program funds (\$000)	4,100	4,000

## Inter-America and the Pacific Region Country Profiles



Central America      Belize, Costa Rica, El Salvador, Guatemala, Mexico, Nicaragua, Panama

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

South America      Colombia, Ecuador, Guyana, Paraguay, Peru

Pacific      Micronesia, Fiji, Samoa, Tonga, Vanuatu

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

## Belize

CAPITAL	Belmopan
POPULATION	.3 million
GROSS NATIONAL INCOME PER CAPITA	\$4,490
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	30	30
Program funds (\$000)	1,400	1,400

## Colombia



CAPITAL	Bogota
POPULATION	45.8 million
GROSS NATIONAL INCOME PER CAPITA	\$7,020
PROGRAM DATES	1961–81 2010–present
PROGRAM SECTORS	Education

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	2,100	2,400

## Costa Rica

CAPITAL	San Jose
POPULATION	4.5 million
GROSS NATIONAL INCOME PER CAPITA	\$8,820
PROGRAM DATES	1963–present
PROGRAM SECTORS	Community Economic Development Education Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	140
Program funds (\$000)	2,900	3,600

## Dominican Republic

CAPITAL	Santo Domingo
POPULATION	10.2 million
GROSS NATIONAL INCOME PER CAPITA	\$5,470
PROGRAM DATES	1962–present
PROGRAM SECTORS	Community Economic Development Education, Environment Health, Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$000)	3,500	3,900



## Eastern Caribbean



CAPITALS	St. John's, Hillsborough, Rouseau, St. George's, Basseterre, Castries, Kingstown
POPULATION	.6 million
GROSS NATIONAL INCOME PER CAPITA	\$6,778
PROGRAM DATES	1961–present
PROGRAM SECTORS	Community Economic Development Education, Health Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	50	50
Program funds (\$000)	2,000	2,000

## Ecuador

CAPITAL	Quito
POPULATION	15.4 million
GROSS NATIONAL INCOME PER CAPITA	\$5,170
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Education Environment, Health Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	120
Program funds (\$000)	3,400	3,700



## El Salvador

CAPITAL	San Salvador
POPULATION	6.1 million
GROSS NATIONAL INCOME PER CAPITA	\$3,590
PROGRAM DATES	1962–80 1993–present
PROGRAM SECTORS	Community Economic Development Health, Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	50	80
Program funds (\$000)	1,800	2,800

## Fiji



CAPITAL	Suva
POPULATION	.9 million
GROSS NATIONAL INCOME PER CAPITA	\$4,110
PROGRAM DATES	1968–98 2003–present
PROGRAM SECTORS	Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,400	1,600

## Guatemala

CAPITAL	Guatemala City
POPULATION	14.4 million
GROSS NATIONAL INCOME PER CAPITA	\$3,120
PROGRAM DATES	1963–present
PROGRAM SECTORS	Agriculture Community Economic Development Environment, Health Youth in Development



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	110	120
Program funds (\$000)	3,400	3,700

## Guyana

CAPITAL	Georgetown
POPULATION	.7 million
GROSS NATIONAL INCOME PER CAPITA	\$3,410
PROGRAM DATES	1966–71 1995–present
PROGRAM SECTORS	Education Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	60	60
Program funds (\$000)	1,500	1,500

## Jamaica



CAPITAL	Kingston
POPULATION	2.9 million
GROSS NATIONAL INCOME PER CAPITA	\$5,120
PROGRAM DATES	1962–present
PROGRAM SECTORS	Education Environment Youth in Development

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	50	50
Program funds (\$000)	2,100	2,100

## Mexico

CAPITAL	Mexico City
POPULATION	116.2 million
GROSS NATIONAL INCOME PER CAPITA	\$9,640
PROGRAM DATES	2004–present
PROGRAM SECTORS	Community Economic Development Environment



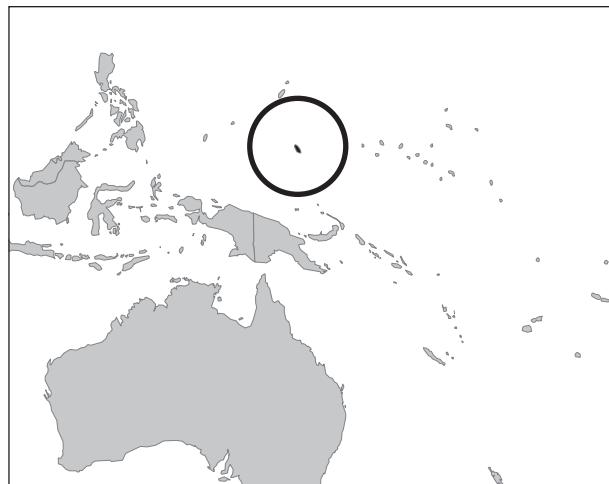
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	70	80
Program funds (\$000)	1,900	2,200

## Micronesia

CAPITAL	Palikir, Melekeok
POPULATION	.1 million
GROSS NATIONAL INCOME PER CAPITA	\$3,230
PROGRAM DATES	1966–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	40	40
Program funds (\$000)	1,100	1,100

## Nicaragua



CAPITAL	Managua
POPULATION	5.8 million
GROSS NATIONAL INCOME PER CAPITA	\$2,630
PROGRAM DATES	1968–79
	1991–present
PROGRAM SECTORS	Agriculture
	Community Economic Development
	Education, Environment, Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	160	180
Program funds (\$000)	2,300	2,600

## Panama

CAPITAL	Panama City
POPULATION	3.6 million
GROSS NATIONAL INCOME PER CAPITA	\$8,510
PROGRAM DATES	1963–71
	1990–present
PROGRAM SECTORS	Agriculture
	Community Economic Development, Education
	Environment, Health



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	190	190
Program funds (\$000)	4,200	4,200

## Paraguay

CAPITAL	Asuncion
POPULATION	6.6 million
ANNUAL PER CAPITA INCOME	\$3,400
PROGRAM DATES	1966–present
PROGRAM SECTORS	Agriculture Community Economic Development Education, Environment Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	240	240
Program funds (\$000)	4,600	4,700



## Peru



CAPITAL	Lima
POPULATION	29.9 million
ANNUAL PER CAPITA INCOME	\$6,060
PROGRAM DATES	1962–74 2002–present
PROGRAM SECTORS	Community Economic Development Environment, Health Youth in Development

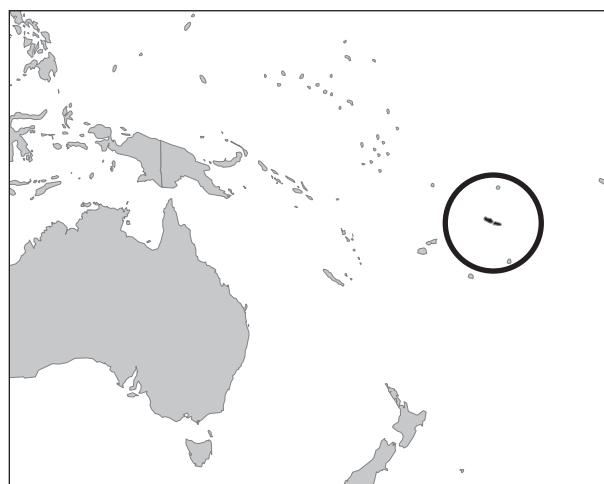
### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	230	240
Program funds (\$000)	5,300	5,400

## Samoa

CAPITAL	Apia
POPULATION	.2 million
ANNUAL PER CAPITA INCOME	\$3,260
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education



### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	30	30
Program funds (\$000)	800	800

## Tonga

CAPITAL	Nuku'alofa
POPULATION	.1 million
ANNUAL PER CAPITA INCOME	\$4,220
PROGRAM DATES	1967–present
PROGRAM SECTORS	Education

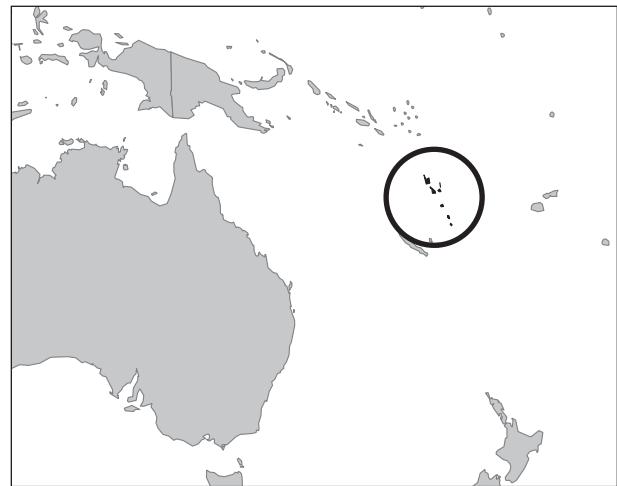


### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	40	50
Program funds (\$000)	1,000	1,200

## Vanuatu



CAPITAL	Port Vila
POPULATION	.3 million
GROSS NATIONAL INCOME PER CAPITA	\$3,000
PROGRAM DATES	1990–present
PROGRAM SECTORS	Community Economic Development Education Health

### ANTICIPATED NUMBER OF VOLUNTEERS

*Calculated September 30 each year*

	FY 2014	FY 2015
Volunteers	60	60
Program funds (\$000)	2,200	2,200



GLOBAL INITIATIVES

## VOLUNTEERS WORKING IN HIV/AIDS ACTIVITIES DURING FY 2013

<b>Africa</b>		<b>Europe, Mediterranean, and Asia</b>		<b>Inter-America and Pacific</b>	
<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>	<i>Country</i>	<i>Volunteers</i>
Benin	76	Albania	19	Belize	6
Botswana	78	Armenia	21	Colombia	35
Burkina Faso	88	Azerbaijan	4	Costa Rica	21
Cameroon	94	Bulgaria	5	Dominican Republic	57
Ethiopia	135	Cambodia	12	Eastern Caribbean*	30
Ghana	101	China	5	Ecuador	42
Guinea	17	Georgia	35	El Salvador	15
Kenya	78	Indonesia	5	Fiji	13
Lesotho	65	Kyrgyz Republic	31	Guatemala	25
Liberia	1	Macedonia	1	Guyana	31
Madagascar	23	Moldova	52	Jamaica	21
Malawi	64	Mongolia	20	Mexico	1
Mozambique	112	Morocco	78	Micronesia and Palau	10
Namibia	37	Philippines	28	Nicaragua	79
Rwanda	47	Romania	9	Panama	74
Senegal	32	Thailand	21	Paraguay	88
Sierra Leone	27	Ukraine	159	Peru	124
South Africa	288	<b>TOTAL</b>	<b>505</b>	Tonga	2
Swaziland	60			Vanuatu	29
Tanzania	99			<b>TOTAL</b>	<b>703</b>
The Gambia	53				
Togo	23				
Uganda	80				
Zambia	229				
<b>TOTAL</b>	<b>1,907</b>				

**Grand Total: 3,115**

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

## VOLUNTEERS WORKING IN FOOD SECURITY DURING FY 2013

<i>Country</i>	<i>Volunteers</i>
Cambodia	12
Cameroon	51
Dominican Republic	26
Ecuador	20
Ethiopia	38
Ghana	57
Guatemala	16
Jamaica	20
Kenya	11
Lesotho	8
Madagascar	26
Malawi	30
Mozambique	14
Namibia	9
Nicaragua	57
Panama	113
Paraguay	124
Peru	66
Senegal	174
Tanzania	35
Togo	28
Zambia	131
<b>TOTAL</b>	<b>1,066</b>

## **VOLUNTEERS WORKING IN MALARIA PREVENTION DURING FY 2013**

<i>Country</i>	<i>Volunteers</i>
Benin	49
Botswana	15
Burkina Faso	73
Cameroon	35
Ethiopia	31
Ghana	128
Guinea	96
Kenya	36
Liberia	2
Madagascar	25
Malawi	25
Mozambique	42
Namibia	3
Rwanda	27
Senegal	178
Sierra Leone	20
Swaziland	4
Tanzania	41
The Gambia	9
Togo	13
Uganda	23
Zambia	91
<b>TOTAL</b>	<b>966</b>

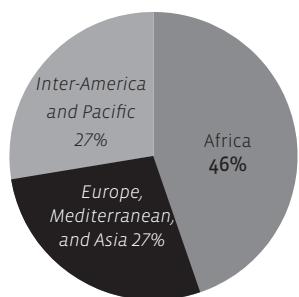


APPENDICES

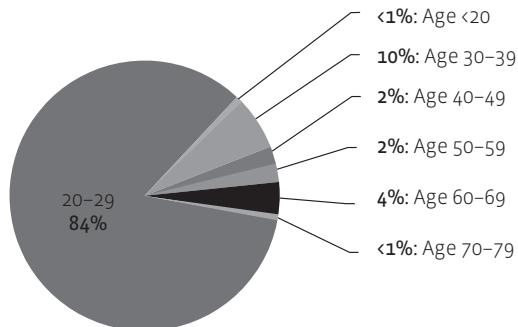
## APPENDIX A: FY 2013 VOLUNTEER STATISTICS

### Volunteer Statistics

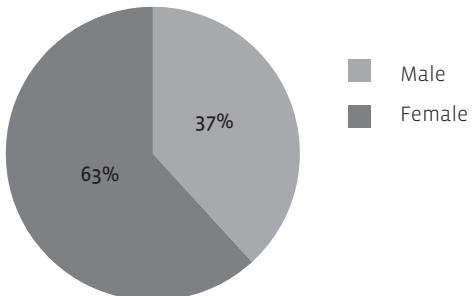
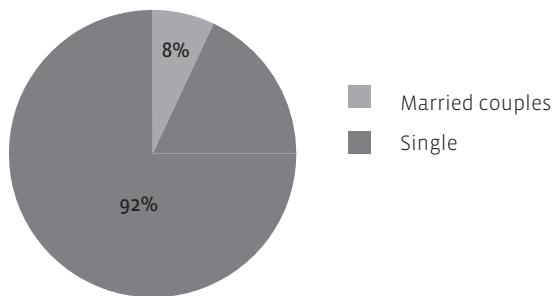
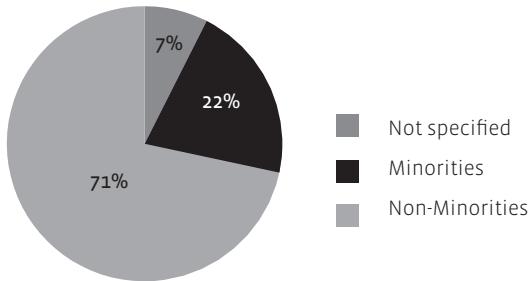
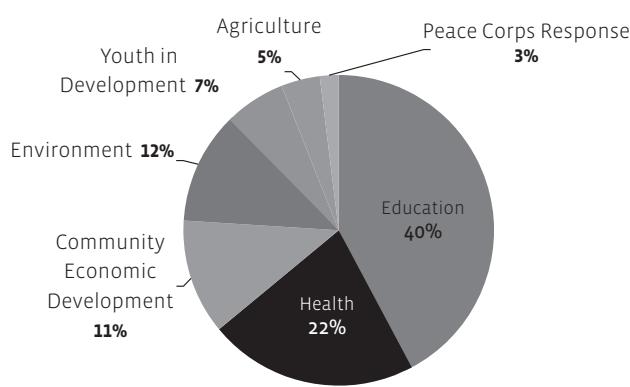
**Percentage of Volunteers by Peace Corps Region**



**Volunteer Profile**



**Percentage of Volunteers by Sector**



All data current as of September 30, 2013.

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

### **Peace Corps Application Process**

The Peace Corps application process lasts approximately nine to 12 months. The length of this process is based on a number of factors, including determining applicant suitability for assignments, the availability of assignments, turnaround time for reference checks, a medical evaluation, and whether an applicant needs additional time to obtain experience in order to be more competitive. After receiving an invitation, most applicants depart for their assigned country within four to six months.

#### **Step One: Application**

The first step toward becoming a Peace Corps Volunteer is to submit an application at [peacecorps.gov/apply](http://peacecorps.gov/apply). Once the application is submitted, each applicant is asked to complete a Health History Form.

#### **Step Two: Interview**

After passing the internal screening process, a Peace Corps applicant moves to the interview process. During the interview, a Peace Corps staff member will gauge the applicant's skills and interests, job opportunities available, and suitability for service as a Peace Corps Volunteer, including personal attributes such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service. This is an opportunity for applicants to ask questions and explore with the interviewer—who is almost always a returned Volunteer—if the Peace Corps is appropriate for them and how they might best fit the Peace Corps' assignment openings.

#### **Step Three: Invitation**

If an application is among the best for a particular assignment, the Peace Corps will invite the applicant to serve. The invitation includes the date of departure, the program assignment, and links to a welcome packet with details about the country of service, the Volunteer Handbook, and more.

#### **Step Four: Medical Exam**

Applicants are required to complete a physical and dental examination. At a minimum, the physical examination includes a trip to the applicant's doctor for a medical exam with basic lab work and immunizations necessary for the country assignment, as well as a visit to a dentist for X-rays. The Peace Corps offers some limited cost-sharing reimbursement according to a fee schedule.

#### **Step Five: Preparation for Departure**

After the applicant has been medically cleared for service in his/her assignment and country, the Peace Corps will issue an electronic ticket for travel to the pre-service orientation site (also known as staging). Immediately prior to leaving for the country of assignment, Peace Corps "trainees" meet in the United States to prepare for their Volunteer service.

#### **Step Six: Departure for Service**

Trainees fly to their assigned country to begin in-country training.

## **APPENDIX B: PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE, cont.**

### **Phases of Volunteer Service**

#### **TRAINEE**

##### *Orientation (Staging)*

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

##### *Pre-Service Training*

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

#### **VOLUNTEER**

##### *Volunteer Assignment*

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

##### *Site Selection*

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

##### *Living Allowance*

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

##### *Health*

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

##### *Volunteer Safety*

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

##### *In-Service Training*

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

##### *Service Extension*

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

#### **RETURNED VOLUNTEER**

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

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

##### *Readjustment Allowance*

At the end of service, Volunteers receive \$275 per month served to help finance their transition to careers or further education. Peace Corps Response Volunteers and Volunteers who extend their service for longer than 27 months receive \$375 per month.

##### *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 two additional months.

##### *Returned Volunteer Services*

The Peace Corps provides career, educational, and transitional assistance to Volunteers when they return to the United States following their Peace Corps service. Returned Volunteers are also encouraged to further the Peace Corps' Third Goal by sharing their experiences abroad with fellow Americans.

##### *Peace Corps Response*

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

## APPENDIX C: HOME STATES OF PEACE CORPS VOLUNTEERS\*

<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	51	1,090	Montana	36	1,363
Alaska	18	955	Nebraska	56	1,340
Arizona	105	3,435	Nevada	31	956
Arkansas	22	939	New Hampshire	72	1,662
California	973	28,893	New Jersey	184	4,863
Colorado	247	6,901	New Mexico	50	2,118
Connecticut	116	3,263	New York	420	13,085
Delaware	17	493	North Carolina	153	4,054
District of Columbia	48	2,235	North Dakota	11	568
Florida	309	7,493	Ohio	290	7,009
Georgia	196	3,281	Oklahoma	32	1,282
Guam	0	74	Oregon	203	5,993
Hawaii	26	1,391	Pennsylvania	284	7,740
Idaho	70	1,302	Puerto Rico	12	392
Illinois	300	8,302	Rhode Island	23	990
Indiana	120	3,181	South Carolina	67	1,488
Iowa	77	2,284	South Dakota	19	630
Kansas	65	1,698	Tennessee	80	1,698
Kentucky	59	1,485	Texas	342	7,142
Louisiana	29	1,083	U.S. Virgin Islands	0	77
Maine	38	1,812	Utah	40	1,068
Maryland	199	5,729	Vermont	49	1,474
Massachusetts	203	8,034	Virginia	267	7,241
Michigan	271	6,988	Washington	328	8,975
Minnesota	206	6,387	West Virginia	23	651
Mississippi	13	474	Wisconsin	213	5,846
Missouri	120	3,195	Wyoming	18	509

\* Includes the District of Columbia, as well as the territories of Guam, Puerto Rico, and the U.S. Virgin Islands.  
 All data current as of September 30, 2013.

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

Master's International graduate programs provide credit for Peace Corps service and, at times, additional financial assistance to Peace Corps Volunteers who earn a master's degree as an integrated part of their Peace Corps service. The Paul D. Coverdell Fellows graduate school programs provide financial assistance to returned Peace Corps Volunteers who work in underserved American communities while they pursue their graduate degrees.

States	Master's International Colleges/Universities	Paul D. Coverdell Fellows Program Colleges/Universities
Alabama	University of Alabama at Birmingham	University of Alabama at Birmingham
Alaska	University of Alaska—Fairbanks	University of Alaska—Fairbanks
Arizona	Arizona State University Northern Arizona University Thunderbird School of Global Management	Northern Arizona University University of Arizona
California	California State University at Chico California State University at Fresno California State University at Northridge California State University at Sacramento Humboldt State University Loma Linda University Monterey Institute of International Studies University of California—Davis University of the Pacific	Loma Linda University University of La Verne University of Southern California
Colorado	Colorado State University University of Colorado—Boulder University of Denver	University of Colorado—Denver University of Denver
Connecticut		Yale University
District of Columbia	American University George Washington University	George Washington University
Florida	Florida International University Florida State University University of Florida University of Miami University of South Florida	Florida Institute of Technology University of Central Florida
Georgia	Emory University Georgia State University University of Georgia	Emory University Georgia College and State University Kennesaw State University
Illinois	Illinois State University University of Illinois—Chicago	Illinois State University Western Illinois University De Paul University
Indiana	Indiana University—Bloomington Valparaiso University	Indiana University—Bloomington University of Notre Dame
Kentucky	Western Kentucky University	
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana
Maryland	Johns Hopkins University University of Maryland—College Park University of Maryland—Baltimore University of Maryland—Baltimore County	Johns Hopkins University University of Maryland—Baltimore University of Maryland—Baltimore County University of Maryland—College Park Brandeis University Clark University Mount Holyoke College

## APPENDIX D: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES, cont.

<b>States</b>	<b>Boston University Wheelock University  Master's International Colleges/Universities</b>	<b>Andover Newton Theological School Babson College  Paul D. Coverdell Fellows Program Colleges/Universities</b>
<b>Michigan</b>	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan—Ann Arbor Western Michigan University	University of Michigan—Ann Arbor Michigan Technological University
<b>Minnesota</b>	University of Minnesota	St. Catherine University University of Minnesota
<b>Missouri</b>	Lincoln University of Missouri	University of Missouri—Columbia University of Missouri—Kansas City
<b>Montana</b>	University of Montana	
<b>Nevada</b>	University of Nevada—Las Vegas	
<b>New Hampshire</b>		University of New Hampshire Antioch University New England Southern New Hampshire University
<b>New Jersey</b>	Rutgers, The State University of New Jersey—Camden	Drew University Monmouth University Rutgers, The State University of New Jersey—Camden
<b>New Mexico</b>	New Mexico State University— Las Cruces	New Mexico State University Western New Mexico University
<b>New York</b>	Adelphi University Bard College Cornell University State University of New York at Oswego SUNY College of Environmental Science and Forestry (Syracuse) University at Albany— State University of New York	Bard College Columbia University Teachers College Cornell University Fordham University The New School University of Rochester Yeshiva University
<b>North Carolina</b>	Appalachian State University North Carolina A&T State University North Carolina Central University North Carolina State University	Duke University Wake Forest University
<b>Ohio</b>	University of Cincinnati	Bowling Green State University University of Cincinnati
<b>Oklahoma</b>	Oklahoma State University	
<b>Oregon</b>	Oregon State University Portland State University	University of Oregon Willamette University
<b>Pennsylvania</b>	University of Pittsburgh	University of Pittsburgh Carnegie Mellon University Duquesne University Seton Hill University University of Pennsylvania Villanova University
<b>South Carolina</b>	Clemson University College of Charleston South Carolina State University University of South Carolina—Columbia	University of South Carolina—Columbia

## APPENDIX D: THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES, cont.

States	Master's International Colleges/Universities	Paul D. Coverdell Fellows Program Colleges/Universities
Tennessee	Tennessee State University	
Texas	Texas A&M University—College Station Texas A&M University—Corpus Christi Texas Tech University University of Texas—Austin	
Utah	Utah State University	
Vermont	SIT Graduate Institute St. Michael's College	SIT Graduate Institute University of Vermont
Virginia	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University Virginia Commonwealth University
Washington	Gonzaga University University of Washington Washington State University	University of Washington
West Virginia	West Virginia University	Future Generations Graduate School
Wisconsin	University of Wisconsin—Stevens Point	Marquette University University of Wisconsin—Milwaukee University of Wisconsin—Stevens Point
Wyoming	University of Wyoming	University of Wyoming

## **APPENDIX E: FOREIGN CURRENCY FLUCTUATIONS ACCOUNT**

In FY 2013, the Peace Corps realized \$5,673,000 in foreign currency gains and transferred \$0 of foreign currency fluctuation gains from its operating account into its Foreign Currency Fluctuation Account.

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

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

	<b>FY 2012</b>	<b>FY 2013</b>
<b>Total Reimbursable</b>	\$7,196,030	\$9,923,896
<b>Total PEPFAR</b>	24,766,924	28,291,893

Note: The methodology for this appendix was revised from prior similar reporting to reflect obligation (rather than funding) levels and to make it comparable to the budgetary tables on Page 4.

## APPENDIX G: OFFICE OF THE INSPECTOR GENERAL BUDGET REQUEST

### Office of Inspector General's Fiscal Year 2015 Budget Request

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

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

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

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

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

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

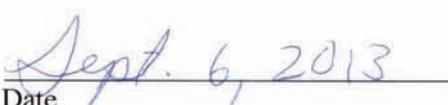
- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the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

Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2015:

the aggregate budget request for the operations of the OIG is \$5,000,000  
the portion of this amount needed for OIG training is \$63,020 and  
the portion of this amount needed to support the CIGIE is \$13,000 (.26% of \$5,000,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2015.

  
\_\_\_\_\_  
Kathy A. Buller  
Inspector General  
Peace Corps

  
\_\_\_\_\_  
Date

## APPENDIX H: PHYSICIANS' COMPARABILITY ALLOWANCE (PCA) WORKSHEET

**Table 1**

		PY 2013 (Actual)	CY 2014 (Estimates)	BY 2015* (Estimates)
1) Number of Physicians Receiving PCAs		4	3	3
2) Number of Physicians with One-Year PCA Agreements		4	3	3
3) Number of Physicians with Multi-Year PCA Agreements				
4) Average Annual PCA Physician Pay (without PCA payment)		150,000	150,000	150,000
5) Average Annual PCA Payment		15,500	16,000	16,000
6) Number of Physicians Receiving PCAs by Category (non-add)	Category I Clinical Position	4	3	3
	Category II Research Position			
	Category III Occupational Health			
	Category IV-A Disability Evaluation			
	Category IV-B Health and Medical Admin.			

\*FY 2014 data will be approved during the FY 2015 Budget cycle.

- 7) If applicable, list and explain the necessity of any additional physician categories designated by your agency (for categories other than I through IV-B). Provide the number of PCA agreements per additional category for the PY, CY and BY.

Not Applicable

- 8) Provide the maximum annual PCA amount paid to each category of physician in your agency and explain the reasoning for these amounts by category.

The amount of allowance authorized will be the minimum amount necessary to resolve the recruitment and retention problem for each category, and may not exceed the following amounts.

1. \$14,000 per annum if the employee has served as a Government physician for 30 months or less;
2. \$20,000 per annum after 30 months of service;
3. \$30,000 per annum if the employee has served as a Government physician for more than 60 months. (*Peace Corps has never awarded PCA at this level but would use it in the event we require a specialist physician on staff*)

- 9) Explain the recruitment and retention problem(s) for each category of physician in your agency (this should demonstrate that a current need continues to persist).

*(Please include any staffing data to support your explanation, such as number and duration of unfilled positions and number of accessions and separations per fiscal year.)*

Historically, the turnover rate for physicians has been higher than for some other positions due to more lucrative offers outside the agency and to the personal and professional challenges of serving overseas. Peace Corps vies with agencies such as Public Health Service, Veteran's Affairs, and the State Department for physician candidates, yet is not able to offer incentives such as relocation expenses to its headquarters employees as do these employers. This effectively limits our applicant pool to those within the Washington, DC commuting area. Competing agencies in the Washington area also offer other incentives including education allowances for dependent children, posing even more recruiting challenges to the Peace Corps. We also recruit physicians for overseas postings, thereby appealing to a select segment of the physician applicant pool and eliminating those who may have family or other responsibilities that keep them in the US. As well, headquarters physicians are on call far more frequently than their counterparts in other federal agencies. (Note: PC physicians cannot be compared to those in private practice, or even to those providing clinical services in the public sector, but rather to those non-clinical positions at State or PHS, where the doctors have no on call responsibilities.) Headquarters

## APPENDIX H: PHYSICIANS' COMPARABILITY ALLOWANCE (PCA) WORKSHEET

physicians are also responsible for continuous quality improvement and nursing oversight, and education and training, responsibilities both of which are greater than those of their State or PHS counterparts.

- 10) Explain the degree to which recruitment and retention problems were alleviated in your agency through the use of PCAs in the prior fiscal year.

*(Please include any staffing data to support your explanation, such as number and duration of unfilled positions and number of accessions and separations per fiscal year.)*

PCA has provided an incentive to remain with Peace Corps beyond the initial 30-month service requirement with the expectation of the increase from \$14,000/p.a. to \$20,000/p.a. Most of our physicians stay more than one 30-month tour, and many extend through 60 months or longer.

- 11) Provide any additional information that may be useful in planning PCA staffing levels and amounts in your agency.

Consideration is world-wide even though relocation expenses are not covered, except to fill overseas positions. We place advertisements in professional journals and the mainstream press, and place internet advertisements on the OPM and Peace Corps web sites. We also contact other federal agencies, educational institutions and the Public Health Service, as well as notify previous applicants and former employees who have left Peace Corps employment for a period of time equal to their prior service in the Peace Corps. 22 USC § 2506(a)(2)(B).

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The Peace Corps  
Strategic Plan | FY 2014-2018  
and Annual Performance Plan | FY 2014-2015

## Mission

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

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of the American spirit by making it possible for Americans to serve—advancing development and building cross-cultural understanding around the world. Through this unique approach to development, the Peace Corps is making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 215,000 Volunteers have served in 139 countries since 1961.

The Peace Corps advances its mission through the work of the Volunteers, both during and after their term of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction provides Volunteers with a unique perspective and the opportunity to partner with local communities to address their development challenges and to strengthen mutual understanding. After Volunteers complete their service, they return to the United States with new sets of skills, deep knowledge about different cultures, and long-lasting relationships. Returned Volunteers continue their service by promoting awareness of other cultures and global issues with friends, family, and the American public, maintaining relationships with colleagues and friends from the countries in which they served, and demonstrating a sustained commitment to volunteerism and public service.

## Core Values

The FY 2014-2018 Strategic Plan reflects the core values that shape and guide decisions at all levels in the agency:

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

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

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

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

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

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

*“The United States will join with our allies to eradicate such extreme poverty in the next two decades by connecting more people to the global economy; by empowering women; by giving our young and brightest minds new opportunities to serve, and helping communities to feed, and power, and educate themselves; by saving the world’s children from preventable deaths; and by realizing the promise of an AIDS-free generation, which is within our reach.”*

*President Barack Obama  
2013 State of the Union Address*

## Plan Overview

The FY 2014-18 Strategic Plan establishes an ambitious vision for the Peace Corps over the next five years. The Strategic Plan strengthens recent far-reaching reforms, focuses on addressing decades-old challenges, and leverages promising opportunities to increase the impact of Volunteers and improve operations.

The Strategic Plan includes the long-range goals and objectives designed to advance the Peace Corps mission. The accompanying FY 2014-15 Annual Performance Plan lays out the strategies and activities the agency will utilize to accomplish these goals and objectives as well as the specific results the agency expects to achieve over time.

The FY 2014-2018 Strategic Plan and FY 2014/2015 Annual Performance Plan include the following components:

**Strategic Goals** reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps mission of world peace and friendship.

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

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

**Performance Goals** state a quantitative level of performance, or “target,” to be accomplished within a specific timeframe. In the plan, annual targets are set for FY 2014 and FY 2015, and some initial targets are set for future years. Initial targets will be revised in future annual performance plans. Targets and actual results are provided for prior years when available. The agency uses performance goals to both drive performance improvement and to assess progress on strategic goals and objectives. Performance goals are updated each year in the annual performance plan in conjunction with the budget formulation process.

**Lead Offices** are identified for each performance goal. While several offices or overseas posts may be responsible for the individual strategies and activities that advance progress on performance goals, lead offices are given the convening authority to coordinate agency-wide efforts to develop, implement, and report on plans to achieve each performance goal within a specific timeframe.

Appendices provide additional detail on the development of the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan. Appendices include a summary of the Peace Corps’ performance management framework (Appendix A), a description of how evaluation and research informed the development of the plans (Appendix B), data validation and verification standards for the performance goals and indicators (Appendix C), and a summary of the stakeholder outreach conducted (Appendix D).

### GPRA Modernization Act of 2010

The President’s Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at:  
<http://www.whitehouse.gov/omb/budget>.

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

## Strategic Goals

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

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

These three core goals continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2014-18 Strategic Plan:

### Strategic Goal 1: Building Local Capacity

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

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

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

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

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

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

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

## Strategic Goal 3: Bringing the World Back Home

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

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

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

## Strategic Objectives

The 11 strategic objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. Strategic objectives serve as the primary unit of analysis for assessing how the agency is performing and are measured through specific, time-bound performance goals. The table below indicates how each of the strategic objectives supports each strategic goal.

### Relationship between Strategic Goals and Strategic Objectives

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

## Strategic Objective 1: Volunteer Well-Being

*Enhance the safety, security, and health of Volunteers through rigorous prevention and response systems and high-quality medical and mental health services (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** The Peace Corps advances its mission through the work of the Volunteers—the most important strategic asset of the agency. Volunteers dedicate themselves to serving their country in local communities where the healthcare infrastructure and security environments often differ from those of the United States. Further, Volunteers may experience a range of emotions as they address the complexities of development work and encounter unique stressors associated with living and working in local communities. Attention to the well-being of Volunteers and supporting their resiliency allows them to focus on their assignment and helps to ensure that they return home safely and in good health. Volunteer well-being is the shared responsibility of staff and Volunteers.

### **Strategies and Activities:**

- Finalize implementation of the Kate Puzey Peace Corps Volunteer Protection Act of 2011 and ensure its reforms continue to guide agency policy and practice
- Periodically evaluate individual experiences with healthcare and safety and security support
- Define and implement regionally-approved safety and security standards for site selection and monitoring
- Train staff who interact with Volunteers on methods for mentoring, developing, and supporting Volunteers
- Assess the effects of Volunteer health and safety on Volunteers' productivity at work
- Encourage a comprehensive approach to Volunteer support through agencywide initiatives such as the Sexual Assault Risk Reduction and Response Program
- Expand mental and emotional health support to provide Volunteers with the tools to cope with the challenges of service
- Establish a data management system to track critical safety and security recommendations by posts and headquarters offices

**External Factors:** Volunteers encounter a broad range of social and environmental conditions during their service. As a result, safety, security, and medical risks are an inherent part of Volunteer service.

## *Performance Goals*

Performance Goal 1.1: Implement Critical Safety and Security Recommendations

*Increase the percentage of critical Volunteer safety and security recommendations implemented by the agreed upon time to 90 percent by FY 2015*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Targets	--	--	--	88%	90%
Results	79%	75%	84%		

Peace Corps safety and security officers develop recommendations for improvement based on reviews of posts' safety and security systems. The timely implementation of these critical recommendations indicates improvement to Volunteer safety and security systems.

*Data Source:* Peace Corps administrative records

*Lead Office:* Office of Global Operations

Performance Goal 1.2: Volunteer Satisfaction with Medical and Mental Health Support

*Reduce the percentage of Volunteers “minimally” or “not at all” satisfied<sup>1</sup> with medical and mental health support to 7.0 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	8.2%	7.2%	7.0%
Results	7.0%	7.4%	9.2%			

Healthcare research suggests a strong relationship between patient satisfaction with healthcare and improved health outcomes. Ensuring the percentage of Volunteers who are unsatisfied with medical and mental health support does not exceed 7.0 percent will place the Peace Corps on par with the highest-performing U.S.-based healthcare providers.

<sup>1</sup>Includes the bottom two negative responses on a five-point scale

*Data Source:* Annual Volunteer Survey

*Lead Office:* Office of Health Services

## Strategic Objective 2: Service Opportunity of Choice

*Position the Peace Corps as the top choice for talented Americans interested in service by reaching a new generation of potential Volunteers and streamlining the application process (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** Increasing the quantity and quality of Volunteer applications is essential in order to position the agency to provide development assistance responsive to local community needs and to promote cross-cultural understanding between the United States and other countries through the work of skilled Volunteers.

### Strategies and Activities:

- Modify business processes and the application platform to allow individuals to apply to specific countries, sectors, and/or departure months to improve transparency and to better account for applicant preferences
- Implement a waitlist system to ensure posts' requests for Volunteers are filled each year
- Establish quarterly application deadlines to pool and rank candidates and select the most qualified and competitive individuals for service
- Reduce the length and complexity of the Volunteer application form and process
- Increase recruitment and placement staff to conduct more outreach to increase applications and move applicants through the application process more quickly
- Conduct market research to better understand the goals, preferences, key motivators, and deterrents of core prospects (18- to 26-year-olds), future prospects (15 to 17-year-olds), and their primary influencers (such as family and friends)
- Invest in a national public relations and marketing campaign to build awareness of the Peace Corps among core prospects
- Improve tools for communicating service opportunities to prospective Volunteers, including redesigning the Peace Corps website and developing additional content for mobile devices
- Utilize the Peace Corps Response program to fill requests for highly-skilled and experienced Volunteers
- Fully implement applicant rating and Volunteer assessment tools
- Redesign the framework utilized by overseas posts to request Volunteers, currently the Assignment Area system, to align with Focus In/Train Up programming
- Leverage strategic interagency, university, and public-private partnerships to increase the number of Volunteers serving annually and pilot new service models
- Evaluate the effectiveness of the reforms implemented to improve the application, assessment, and placement processes

**External Factors:** The Peace Corps must be a viable and attractive service opportunity in an environment in which talented Americans have an increasingly wide array of service opportunities from which to choose.

## Performance Goals

Performance Goal 2.1: Volunteer Requests Met

*Field 100 percent of the Volunteers requested by overseas posts each year*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	95%	95%	95%	100%	100%	100%	100%	100%
Results	97%	97%	90%					

The ultimate outcome for the Service Opportunity of Choice objective is for the agency to fully meet overseas posts' requests for skilled Volunteers. This performance goal is a direct outcome measure.

**Data Source:** Peace Corps database (DOVE/PCVDBMS)

**Lead Office:** Office of Volunteer Recruitment and Selection

Performance Goal 2.2: Increase Service Opportunities

*Increase the number of Volunteers serving annually to 10,000 by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	7,600	8,200	8,800	9,400	10,000
Results	9,095	8,073	7,209					

Per the Peace Corps Act, "it is the policy of the United States and a purpose of the Peace Corps to maintain, to the maximum extent appropriate and consistent with programmatic and fiscal considerations, a Volunteer corps of at least 10,000 individuals." Based upon available funding, building and maintaining an even larger Volunteer population would ensure more Americans have the opportunity to serve—a high priority for the agency.

**Data Source:** Peace Corps database (PCVDBMS/HRMS)

**Lead Office:** Office of Global Operations

Performance Goal 2.3: Increase Applications

*Increase applications for Volunteer service to 22,000 by FY 2015*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Targets	--	--	--	20,000	22,000
Results	12,206	10,091	10,118		

An increase in the number of applications for Peace Corps service is a clear indication of the competitiveness of the Peace Corps as a service opportunity of choice.

**Data Source:** Peace Corps database (DOVE/PCVDBMS)

**Lead Offices:** Office of Volunteer Recruitment and Selection

Performance Goal 2.4: Reduce Time from Application to Invitation

*Reduce the median time from application to invitation to no more than 3 months by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	5 months	4 months	3 months
Results	10 months	11 months	6 months <sup>1</sup>			

The time currently required to go through the application process is much longer than other service opportunities and has been cited as a major deterrent by prospective applicants.

*<sup>1</sup>In FY 2013, the application and medical review processes were modified; invitations are now offered prior to medical clearance. This resulted in a reduction of the median time from application to invitation.*

**Data Source:** Peace Corps database (DOVE/PCVDBMS)

**Lead Offices:** Office of Volunteer Recruitment and Selection; Office of Health Services

## Strategic Objective 3: Development Impact

*Advance community-based development by strengthening the capacity of local individuals and communities, focusing on highly effective technical interventions, and leveraging strategic partnerships (Supports Strategic Goals 1 and 2)*

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

### **Strategies and Activities:**

- Complete the revisions of project frameworks to focus Volunteer activity on highly-effective technical interventions
- Fully implement standardized technical training to ensure Volunteers have the skills required to meet community needs
- Periodically monitor community need through Project Advisory Committees to ensure project activities address local development challenges appropriately
- Expand counterpart training opportunities to provide counterparts and community members with tools to work effectively with Volunteers and to strengthen the capacity of host country individuals and communities
- Improve Volunteer training on working with communities and host country partners
- Engage with agency strategic partners to provide Volunteers with technical training, tools, and mentoring

**External Factors:** Measuring the precise impact of Volunteers in a complex development space presents unique challenges.

### *Performance Goals*

Performance Goal 3.1: Advance Community-Based Development Outcomes

*Increase the percentage of projects with documented gains on community-based development outcomes*

- Improved farming techniques or farm management practices (Agriculture)
- Improved organizational management practices and new business development (Community and Economic Development)
- Improved TEFL practices and proficiency (Education)
- Improved environmental management practices and understanding of environmental issues (Environment)

- Improved health practices through key behavioral changes (Health)
- Improvement in demonstrated life skills and leadership among youth (Youth in Development)

	FY 2014
Targets:	No target set;
	Baseline data collection

Volunteer projects and activities are designed and executed alongside local partners. An increase in the percentage of projects with documented gains suggests that Volunteers are contributing to community-based development.

**Data Sources:** Volunteer Reporting Tool

**Lead Office:** Office of Global Operations

#### Performance Goal 3.2: Strengthen Local Capacity

*Increase the percentage of projects with documented gains in the capacity of host country individuals*

	FY 2014
Targets:	No target set;
	Baseline data collection

Volunteers strengthen local capacity by working closely with community partners through all phases of their project activities. This goal measures the increase in the capacity of local individuals, including counterparts—Volunteers' primary community partners.

**Data Sources:** Global Counterpart Survey

**Lead Office:** Office of Global Operations

#### Performance Goal 3.3: Improve Feedback to Volunteers

*Increase the percentage of Volunteers who report “considerable” or “exceptional”<sup>1</sup> satisfaction with the timeliness and quality of the feedback provided on their work to 56 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	40%	44%	48%	52%	56%
Results <sup>2</sup>	39%	33%	38%					

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

<sup>1</sup> Includes the top two positive responses on a five-point scale

<sup>2</sup> FY 2011-13 results are from a proxy measure from the Annual Volunteer Survey: “How satisfied are you with the following support provided by in-country Peace Corps staff: Feedback on my work reports”

**Data Source:** Annual Volunteer Survey

**Lead Office:** Office of Global Operations

## Strategic Objective 4: Cross-Cultural Understanding

*Build a deeper mutual understanding of other cultures by developing long-lasting connections between American and host country individuals and communities (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** Volunteers advance cultural understanding between the United States and the communities where they serve by living and working in local communities and by sharing their experiences with family, friends, and the American public during their service and when they return to the United States. In this way, Volunteers create a cultural window which enables American and host country individuals and communities to have meaningful conversations, develop strong relationships, and sustain their interactions.

### Strategies and Activities:

- Assess intercultural competence at multiple points during Volunteer service
- Encourage currently-serving and returned Volunteers to leverage new technology, including social media, to facilitate communication between Americans and local individuals and communities
- Train Volunteers on managing cultural differences during their service
- Redesign the Coverdell World Wise Schools - Correspondence Match program to allow Volunteers to independently identify their own matches prior to departure and expand educator access to information based on their curriculum needs
- Expand the redesigned Coverdell World Wise Schools - Speakers Match program

**External Factors:** The world is inter-connected today in ways vastly different from when the Peace Corps was founded in 1961. There are new opportunities to utilize modern communication tools and technologies to better connect Americans and people in the countries where Volunteers serve both during and after a Volunteer's service.

### Performance Goals

Performance Goal 4.1: Greater Understanding of Americans

*Increase the percentage of counterparts who report a greater understanding of Americans after working with a Volunteer*

	FY 2014
Targets:	No target set;
	Baseline data collection

Counterparts regularly work closely with Volunteers. If counterparts increase their understanding of Americans as a result of sustained day-to-day interactions with Volunteers, it is an indicator of the success of the primary mechanism the agency utilizes to build cultural understanding between the United States and the countries where Volunteers serve.

**Data Source:** Global Counterpart Survey

**Lead Office:** Office of Global Operations

Performance Goal 4.2: Increase Cross-Cultural Connections

*Increase the percentage of Volunteers who report they facilitated direct interactions between American and host country individuals and communities*

	FY 2014
Targets:	No target set; Baseline data collection

When Volunteers actively build strong connections between the United States and host countries, they are promoting mutual cultural understanding.

**Data Source:** Annual Volunteer Survey

**Lead Office:** Office of Overseas Programming and Training Support; Office of Third Goal and Returned Volunteer Services

## Strategic Objective 5: Continuation of Service

*Support returned Volunteers' continuation of service by fostering a vibrant alumni network, providing tools and resources to ease their transition after service, and offering opportunities for them to share their experiences (Supports Strategic Goal 3)*

**Rationale:** More than 215,000 Americans have served as Peace Corps Volunteers since 1961—a significant “domestic dividend” of skilled and dedicated individuals who continue serving the American public and the overseas communities where they lived and worked long after they return home. Much of the returned Peace Corps Volunteer (RPCV) community’s work to advance the Peace Corps mission takes place through RPCV groups or the actions of individual RPCVs—*independent of the agency*. However, by providing tools and resources to RPCVs to ease their transition after service, such as career services and best practices for sharing their experiences and promoting service, the Peace Corps is positioning RPCVs to be active contributors to the agency’s third goal efforts. The Peace Corps also encourages RPCVs to share their experiences with family, friends, and the public; build and maintain connections between American and host country individuals and communities; and recruit the next generation of Volunteers. Notably, a significant number of RPCVs continue their service as international development or foreign policy specialists.

### **Strategies and Activities:**

- Leverage email, social media, and other online tools to communicate more effectively with RPCVs
- Improve the quantity and quality of RPCV contact information by developing a contact database where Volunteers and RPCVs can easily update their information
- Develop an RPCV survey to gather regular feedback from returned Volunteers, track their professional and academic progress, and develop tools to help them continue their service throughout their careers
- Expand returned Volunteer career services across the United States by centralizing tools and resources available to returned Volunteers through an expanded and easily-accessible online job portal
- Develop a system for tracking and evaluating the results of returned Volunteer career services
- Establish a competitive internship program where exceptional RPCVs can compete for year-long positions within the agency and its strategic partners
- Actively promote the non-competitive eligibility status of RPCVs at federal agencies for expedited hiring
- Develop a “Third Goal and Returned Volunteer Services” curriculum to be included during close-of-service training for currently-serving Volunteers
- Engage the American public through strong partnerships with businesses, schools, and government agencies to provide communication platforms for returned Volunteers, increase public understanding of other cultures, and generate a commitment to public service and community development
- Support the development of independent RPCV alumni groups by providing materials on the promotion of the Third Goal and encouraging RPCVs to participate in such groups

**External Factors:** Much of the RPCV community’s contribution to the agency’s Third Goal occurs organically and outside the span of control of the Peace Corps. The agency will explore opportunities to build upon the RPCV community’s continuing efforts to advance the Peace Corps mission.

## *Performance Goals*

### Performance Goal 5.1: Support RPCV Career Transition

*Increase the number of returned Volunteers who access Peace Corps' career services to 3,000 by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	2,500	2,750	3,000
Results	--	--	--			

The agency provides RPCVs with top-notch career services, seminars, and transition tools upon returning from service. Providing the career and personal development tools necessary for RPCV success in both professional and service opportunities will ease their transition upon returning home and facilitate an environment where they can share their experiences and promote volunteerism and public service.

**Data Source:** Peace Corps administrative records

**Lead Office:** Office of Third Goal and Returned Volunteer Services

### Performance Goal 5.2: Increase RPCV Engagement

*Increase the number of returned Volunteers who participate in agency-supported Third Goal activities to 16,000 by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	8,000	10,000	12,000	14,000	16,000
Results	--	--	--					

The agency facilitates a wide array of activities to provide RPCVs with opportunities to share their experiences, including Coverdell World Wise Schools – Speakers Match, recruitment events, and Peace Corps Week. The agency also develops materials for RPCVs to independently conduct “Third Goal” activities.

**Data Source:** Peace Corps administrative records

**Lead Office:** Office of Third Goal and Returned Volunteer Services

## **Strategic Objective 6: Diversity and Inclusion**

*Actively recruit, support, and retain a diverse workforce and Volunteer corps and build an inclusive culture that encourages collaboration, flexibility, and fairness (Supports Strategic Goals 1, 2, and 3)*

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

### **Strategies and Activities:**

- Develop a marketing and communications strategy to increase the diversity of the Peace Corps Volunteer and staff applicant pools
- Collaborate with local and regional groups aligned with under-represented populations to increase applications
- Support and monitor the implementation of the initiative to allow same-sex couples to serve together as Peace Corps Volunteers
- Develop a system for field staff to recommend returned Peace Corps Volunteers who can serve as recruiters for under-represented populations
- Engage the RPCV community in recruiting under-represented populations
- Identify, support, and implement strategic partnerships to support the Peace Corps' diversity recruitment efforts
- Develop a mentoring program to connect recently returned Volunteers with current Peace Corps applicants to improve applicant retention
- Monitor applicant drop-out rates by race/ethnicity, sex, age, and other demographic elements to identify potential barriers
- Develop change agents to build an inclusive culture at all levels
- Support Employee Resource Groups to help recruit, retain, and support staff
- Provide tools and training for staff to increase their awareness and empower them to prevent the types of discrimination and harassment issues that can occur within a multicultural environment
- Identify and mitigate economic barriers to Volunteer service
- Review and revise the eligibility standards for Volunteer service, including medical status eligibility standards, to ensure that applicants are not evaluated on the basis of any factor that is not relevant to the ability to serve effectively

**External Factors:** As the Peace Corps primarily attracts recent college graduates, efforts to increase the diversity of the Volunteer population are dependent in part on the diversity of individuals completing an undergraduate degree. Similarly, staff diversity is influenced by the diversity of both the Volunteer population and the U.S. workforce. Additionally, the lack of a commercial student loan deferment option makes it difficult for those with commercial student loan debt to serve.

## Performance Goals

### Performance Goal 6.1: Increase Applicant Diversity

*Increase applications for Volunteer service from individuals of minority racial and ethnic groups to 35 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	32%	34%	35%
Results	26%	27%	30%			

Increasing the number of applications from individuals of minority racial and ethnic groups—who are traditionally underrepresented in the Peace Corps—will result in a Volunteer population that more accurately reflects the diversity of America.

**Data Source:** Peace Corps database (DOVE/PCVDBMS)

**Lead Office:** Office of Volunteer Recruitment and Selection

### Performance Goal 6.2: Build an Open and Inclusive Organizational Culture

*Increase the percentage of Peace Corps Volunteers, U.S. direct hire staff, and host country national staff who report that the agency “usually” or “always”<sup>1</sup> has an open and inclusive organizational culture to 90 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets <sup>2</sup>	--	--	--	85%	88%	90%
Results	--	--	--			

The Peace Corps' level of inclusivity can be largely determined by analyzing the perceptions of Volunteers and staff regarding openness and inclusion in the organization with respect to race, ethnicity, age, sex, disability, religion, sexual orientation, and gender identity/expression. This will provide a direct outcome measure that can be evaluated in detail to measure how all groups perceive the agency's culture of inclusion and to what extent employees feel valued and productive.

<sup>1</sup> Includes the top two positive responses on a five-point scale

<sup>2</sup> FY 2014–16 targets apply to U.S. direct hire staff. Targets for Volunteers and host country national staff will be identified once baseline data has been collected through the addition of new Annual Volunteer Survey questions and the new Host Country National Staff Survey in FY 2014.

**Data Sources:** Annual Volunteer Survey, Employee Viewpoint Survey, and Host Country National Staff Survey

**Lead Office:** Office of Civil Rights and Diversity

## Strategic Objective 7: Site Development

*Establish an environment conducive to Volunteer success through an integrated approach to developing effective projects, preparing work sites, and successfully collaborating with local partners (Supports Strategic Goals 1 and 2)*

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

### Strategies and Activities:

- Develop and implement post-specific site development criteria, policies, and procedures and standardize specific criteria agency-wide where appropriate
- Improve the staff to Volunteer ratio to provide more staff capacity for site development and to meet Volunteer support requirements
- Identify, prepare, and train host families, host agencies, and counterparts on how to live and work effectively with Volunteers, including setting clear expectations regarding the role of the Volunteer
- Establish well-defined and meaningful work opportunities for Volunteers by selecting sites with well-documented needs
- Assign Volunteers to sites where there is a good match between the Volunteers' skills and experience and the needs of local communities
- Utilize Project Advisory Committees to regularly monitor projects to ensure they address local development needs
- Develop a mobile technology solution to track and document the effective selection, documentation, and preparation of sites

**External Factors:** Each host country and individual community provides unique infrastructure and cultural challenges that limit the agency's ability to apply common site development standards uniformly across all posts.

## *Performance Goals*

### Performance Goal 7.1: Improve Site Development

*Increase the percentage of Volunteers who report “considerable” or “exceptional”<sup>1</sup> satisfaction with site selection and preparation to 60 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	44%	48%	52%	56%	60%
Results <sup>2</sup>	42%	41%	42%					

The agency has a responsibility to develop an environment for Volunteer success by ensuring that sites are effectively selected and prepared for their arrival.

<sup>1</sup> Includes the top two positive responses on a five-point scale

<sup>2</sup> FY 2011-2013 results are from a proxy measure from the Annual Volunteer Survey: “How satisfied are you with the following support provided by in-country Peace Corps staff: Site selection/preparation”

**Data Source:** Annual Volunteer Survey

**Lead Office:** Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

### Performance Goal 7.2: Improve Counterpart Selection and Preparation

*Increase the percentage of Volunteers who report their assigned counterpart met their needs for community integration and project work support to a “considerable” or “exceptional”<sup>1</sup> degree to 48 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	34%	38%	42%	46%	48%
Results <sup>2</sup>	31%	32%	32%					

While Volunteers work with a variety of local partners throughout their service, the Peace Corps selects and assigns local counterparts to Volunteers to help connect them to their communities and to serve as resources for their project work when Volunteers first arrive at their sites. Volunteers reporting they received adequate support from their assigned counterpart indicates that posts are properly selecting and preparing local partners as a part of the site development process.

<sup>1</sup> Includes the top two positive responses on a five-point scale

<sup>2</sup> FY 2011-13 results are from a proxy measure from Annual Volunteer Survey question “When you arrived at your community, how prepared for your arrival were the host country individuals with whom you would be working?”

**Data Source:** Annual Volunteer Survey

**Lead Offices:** Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## Strategic Objective 8: Train-Up

*Develop a highly-effective Volunteer corps through a continuum of learning throughout service  
(Supports Strategic Goals 1 and 2)*

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

### Strategies and Activities:

- Continue to evaluate and refine the training materials developed through the Focus-In/Train-Up strategy
- Develop and implement a global Volunteer continuum of learning for the six project sectors that emphasizes self-directed learning, utilizes coaching and mentoring, fosters communities of practice, and includes individual learning plans for Volunteers
- Establish terminal learning objectives and measure Volunteer's progress towards achieving them throughout service, including at the end of pre-service training and close-of-service
- Share training materials through an online knowledge-sharing platform
- Develop formal training certificates and exam processes to document the training received by Volunteers and the expertise and proficiency levels achieved

**External Factors:** An increase in required training content, including critical safety and security training, reduces the amount of time that can be spent on technical and language training. Additionally, trainers at some posts are temporary hires, and the retention of these experienced trainers year-to-year is challenging.

### Performance Goals

#### Performance Goal 8.1: Improve Language Learning

*Increase the percentage of Volunteers tested at close of service who achieve the "advanced" level or above on the language proficiency interview to 70 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	50%	55%	60%	65%	70%
Results	--	--	--					

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

**Data Source:** Peace Corps database (VIDA)

**Lead Offices:** Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

Performance Goal 8.2: Increase Effectiveness of Technical Training

*Increase the percentage of Volunteers who report that their technical training prepared them to work at their site to a “considerable” or “exceptional”<sup>1</sup> degree to 60 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	52%	54%	56%	58%	60%
Results	44%	44%	50%					

Effective technical training covers topics related to the work that Volunteers will be conducting at their Volunteer site.

<sup>1</sup>Includes the top two positive responses on a five-point scale

**Data Source:** Annual Volunteer Survey

**Lead Offices:** Office of Overseas Programming and Training Support; Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region

## Strategic Objective 9: High-Performing Learning Organization

*Cultivate a high-performing learning organization by investing in professional development for staff, improving staff retention, and strengthening institutional memory (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** The unique law limiting the majority of U.S.-based and American overseas Peace Corps staff to five-year appointments results in a constant influx of fresh ideas and innovation. It also produces significant human capital and knowledge management challenges. At the same time, host country national staff often serve longer than American staff and have very different professional development needs. To successfully advance the Peace Corps mission, the agency must be a high-performing learning organization that invests in staff development, retains employees to the fullest extent of the law, and draws from a deep institutional memory to learn from its past and circulate best practices among Volunteers and staff.

### **Strategies and Activities:**

- Initiate development of a competency and skills assessment program for Peace Corps domestic and overseas staff
- Invest in an automated system to track training events to develop a more cost-effective training program
- Implement development of a leadership continuum for agency supervisors
- Work with agency supervisors to develop individual development plans for staff
- Review and standardize the on-boarding process for all staff, including office/post-based orientation and training beyond new employee orientation
- Implement a mentoring and coaching program for all agency staff, including a component designed for host country national staff that focuses on effective strategies for advancing their careers and for working with Volunteers
- Encourage cross-training to provide coverage and continuity of operations
- Identify agency-wide training requirements and costs to develop a disciplined training budget
- Establish a pool of trained staff with the requisite clearances who are prepared to fill vacancies if overseas staff in critical positions leave unexpectedly
- Modify policy to require the development of transition documents by departing staff during the off-boarding process
- Reduce prolonged overseas staffing vacancies at posts
- Improve the off-boarding process by collaborating with federal government employers to place staff with non-competitive eligibility
- Develop a strategy for improving the retention of training staff
- Experiment with providing year-round employment opportunities for temporary host country national staff in high-turnover positions

- Increase online training to expand learning opportunities to domestic and overseas staff
- Improve the efficiency of routine tasks by developing a repository of standard operating procedures and templates for post operations
- Modify agency policy to enable managers to provide employees with early notification regarding potential extensions to their term appointments to aid in retention

**External Factors:** The law that generally limits staff to five-year appointments produces significant transaction costs and creates challenges to building a high-performing learning organization.

### *Performance Goals*

Performance Goal 9.1: Improve Staff Training

*Increase the percentage of staff satisfied<sup>1</sup> with the training they received to do their job to 62 percent by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	54%	56%	58%	60%	62%
Results <sup>2</sup>	50%	50%	57%					

An increase in staff satisfaction related to staff training indicates that staff are being provided the tools and training to do their job effectively and to develop professionally.

<sup>1</sup>*Includes the top two positive responses on a five-point scale*

<sup>2</sup>*FY 2011-13 results only include responses from U.S. direct hire staff in the Employee Viewpoint Survey; they do not include host country national staff.*

**Data Sources:** Employee Viewpoint Survey and Host Country National Staff Survey

**Lead Offices:** Office of Human Resources Management; Office of Overseas Programming and Training Support

Performance Goal 9.2: Increase Staff Tenure

*Increase the average tenure of U.S. direct hire staff*

	FY 2014
Targets:	No target set; Baseline data collection

Due to the law that generally limits staff appointments to five years, the agency works to retain high-performing employees for as long as possible and to minimize staffing gaps.

**Data Source:** Peace Corps database (NFC)

**Lead Office:** Office of Human Resources Management

## Strategic Objective 10: Global Connectivity

*Enable seamless communication and collaboration for all Volunteers and staff by modernizing and integrating information technology systems and leveraging the innovation of Volunteers and staff in the field (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** Information technology (IT) is changing rapidly; often, Volunteers in the field and their local partners are using a broader spectrum of technologies than the Peace Corps can support. At the same time, the agency maintains several legacy applications to manage information at headquarters and overseas posts that no longer meet the evolving needs of the Peace Corps. The confluence of these factors produces inefficiencies in how Volunteers and staff communicate and collaborate, inhibiting the agency's ability to advance its mission. A globally-connected agency, supported by a flexible IT system and invigorated by field-based experimentation and problem solving, will leverage modern technology to break down barriers to communication and collaboration.

### Strategies and Activities:

- Build modern tracking, analysis, and reporting applications that enable easy database maintenance, data integration, and data access
- Modernize the Peace Corps Intranet to improve information sharing among staff
- Create a consolidated Volunteer, RPCV, and staff contact database to improve data quality and access to contact information
- Establish a clearly-defined, transparent risk assessment strategy related to new information technology projects and archive decisions for reference
- Provide guidance, training, and access to staff on new methods of communication commonly used by Volunteers, such as social media, to facilitate communication and collaboration
- Design flexible systems, platforms, and processes to be compatible with evolving technology (e.g. mobile devices)
- Support the development of Volunteer-driven solutions, such as those from the Peace Corps Innovation Challenge and other crowd-sourcing activities, to improve how the agency uses technology to deliver on its mission
- Encourage the use of PCLive as the Peace Corps' knowledge-sharing platform for Volunteers and staff to manage project and administrative content and identify promising practices

**External Factors:** A major IT challenge for the Peace Corps is to utilize rapidly evolving technology, such as mobile technology, to increase communication and collaboration among Volunteers, posts, and headquarters while maintaining operational stability, security, and reliability in a complex operational and regulatory environment.

## *Performance Goals*

Performance Goal 10.1: Develop an Integrated Technology Platform

*Retire all legacy applications and consolidate functions into an integrated platform by FY 2018*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Targets	--	--	--	10%	30%	50%	70%	100%
Results	--	--	--					

Through the Platform Modernization project, legacy applications will be retired and their functions consolidated into a common, integrated platform. The project will improve data quality and facilitate increased access to data to meet the evolving information needs of the agency.

*Data Source:* Peace Corps administrative records

*Lead Office:* Office of the Chief Information Officer

Performance Goal 10.2: Facilitate Knowledge Sharing

*Increase the percentage of Volunteers who report that they use the digital materials provided by the Peace Corps in their work*

	FY 2014
Targets:	No target set; Baseline data collection

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

*Data Source:* Annual Volunteer Survey

*Lead Office:* Office of Overseas Programming and Training Support

## Strategic Objective 11: Measurement for Results

*Advance the agency's ability to measure progress, improve performance, and demonstrate impact through integrated monitoring, reporting, and evaluation practices (Supports Strategic Goals 1, 2, and 3)*

**Rationale:** Monitoring, reporting, and evaluation practices are conducted at all levels within the agency. A coherent, integrated approach that combines training, regular reviews of ongoing programs, the collection of baseline data, and well-documented pilots will provide staff with rigorous, high-quality data. That data can then be used to inform decision-making at both the program and agency level, identify promising practices, foster transparency, and advance performance improvement.

### Strategies and Activities:

- Develop an agency-level evaluation agenda each fiscal year to lay out the priorities for further exploring major management and performance challenges
- Fully implement the agencywide Evaluation Framework to provide guidance to posts and headquarters offices on monitoring, reporting, and evaluation practices, including piloting and experimentation parameters
- Provide monitoring, reporting, and evaluation training to Volunteers, overseas staff, and counterparts
- Develop the analytical skills of headquarters and overseas staff responsible for data analysis by modifying the requirements for key positions when recruiting for new positions or backfilling positions and by providing targeted training on analytical competencies
- Collect or construct baseline data prior to new country entries and the initiation of new projects to assess Volunteer impact

**External Factors:** The federal government and the international development community have significantly expanded their emphasis on the use of research and evaluation for evidence-based decision making—supported by recent Executive Orders, the GPRA Modernization Act of 2010, and directives from the Office of Management and Budget. Further, during a time of fiscal challenges, federal agencies are expected to clearly demonstrate the impact of their programs.

## Performance Goals

### Performance Goal 11.1: Conduct Baselines

*Increase the percentage of new country entries and new Volunteer project frameworks where baseline data has been collected or compiled prior to the beginning of the intervention to 100 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	50%	75%	100%
Results	--	--	--			

Conducting baseline surveys or compiling baseline data from partner organizations, when combined with post-based intervention measurements, will allow the agency to demonstrate with confidence the impact of Volunteers on specific projects.

**Data Source:** Peace Corps administrative records

**Lead Offices:** Office of Global Operations; Office of Strategic Information, Research, and Planning

### Performance Goal 11.2: Increase Evidence-Based Decisions

*Increase the percentage of posts and headquarters offices that demonstrate the use of evidence in program, policy, and/or budget decisions to 100 percent by FY 2016*

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Targets	--	--	--	50%	75%	100%
Results	--	--	--			

An increase in the use of evidence in decisions will help posts and headquarters offices improve program performance and make more cost-effective decisions.

**Data Source:** Peace Corps administrative records

**Lead Office:** Office of Strategic Information, Research, and Planning

### Performance Goal 11.3: Using Evidence to Encourage Innovation

*Increase the percentage of posts and headquarters offices that conduct structured pilots to test new approaches to advance programmatic goals and/or address management challenges*

	FY 2014
Targets:	No target set; Baseline data collection

Increased pilot-testing and experimentation will encourage the development of innovative solutions to enhance the impact of the Volunteers and to address persistent and emerging operational challenges. The use of standard criteria and rigorous measurement will enable the agency to learn from these pilots and determine if the new approaches should be fully adopted.

**Data Source:** Peace Corps administrative records

**Lead Offices:** Office of Strategic Information, Research, and Planning

## Appendix A: Performance Management System

The goals, objectives, and strategies included in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

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

Several processes occur throughout the year to ensure activities align with the goals in the Strategic Plan; evidence and data are available and used by agency leadership, managers, and staff to inform program, policy, and budget decisions; and, opportunities for performance improvement are identified, tracked, and executed.

- **Integrated Planning and Budget System (IPBS).** Through the IPBS, headquarters offices and overseas posts develop strategic and operational plans to ensure their activities are aligned with and advance the agency's strategic goals. IPBS plans are developed during the agency's budget formulation process; budgets are informed by the resource requirements of the IPBS plans. Through the IPBS, the agency is working to better link performance and budgeting processes to ensure decision makers have the appropriate information to inform program, policy, and budget decisions.
- **Country Portfolio Review.** Each year, the agency conducts a comprehensive review of active and potential Peace Corps posts based on external and internal data. The Country Portfolio Review informs decisions about new country entries, country graduations (closures), and the allocation of Volunteers and other resources.
- **Quarterly strategic plan performance review sessions.** Key officials from across the agency, including senior leadership, review performance data at the end of each quarter to share best practices and develop strategies to meet performance targets when areas for improvement are identified. A performance spotlight is identified during each quarterly meeting to highlight a particularly noteworthy use of data in program, policy, or budget decisions.
- **Annual strategic review.** Beginning in 2014, the agency will conduct an annual strategic review to assess the progress made on achieving the strategic objectives in the Strategic Plan. This exercise will engage Peace Corps' senior leadership in a comprehensive performance review that will serve to inform annual planning and budget formulation, help set performance improvement areas for the year, and identify potential evaluation topics to better understand the effectiveness of agency activities.

## Appendix B: Evaluation and Research

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

Evaluations and other reporting can be found at <http://www.peacecorps.gov/open/evaluations>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations which can be found at <http://www.peacecorps.gov/about/leadership/inspgen/reports>.

### The use of evidence in the development of agency goals

The agency employed an evidence-based approach throughout the process of selecting the goals and objectives in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan. The agency developed or utilized evidence to inform the process through the following activities:

- **Review of existing studies.** The agency reviewed more than 40 internal and external reports and studies—including the Comprehensive Agency Assessment, Host Country Impact Studies, and Peace Corps Office of Inspector General audits and evaluations—to identify recurring challenges facing the Peace Corps as well as promising opportunities for improvement.
- **In-depth interviews.** The agency conducted over 50 individual interviews with agency employees to identify common performance themes. The agency also held conversations with returned Volunteers and overseas staff during scheduled conferences.
- **Agency work groups.** The agency convened over a dozen working groups comprised of senior managers and technical specialists from headquarters offices, overseas posts, and regional recruitment offices. More than 100 employees applied their unique technical skills and personal experience with the Peace Corps to analyze existing data on performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges.
- **Fieldwork at overseas posts.** Staff conducted interviews, observed Volunteer and staff operations, and held focused discussions in Morocco, Senegal, El Salvador, Guatemala, Ukraine, and Panama to gather the perspectives of overseas U.S. direct hire and host country staff, Volunteers, and beneficiaries.
- **Analysis of existing Peace Corps data sources.** The agency utilized several internal data sources to develop agency goals. For example, the agency analyzed Annual Volunteer Survey data—such as data on safety and security, healthcare, the site development process, access to communication technology, and Volunteer counterparts—to develop performance goals and inform strategies and activities to advance agency goals. Administrative data on posts' use of standard sector indicators were utilized to determine which measures would best demonstrate the development impact of Volunteers. The agency analyzed data from a counterpart survey pilot to determine performance goals related to Volunteers' contribution to local development and to the promotion of a better understanding of Americans.

## Future plans

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions and to better demonstrate the impact of the Volunteers and the effectiveness of agency operations. The agency's evaluation framework, finalized in FY 2013, provides the agency with a systematic framework for conducting evaluation and research activities across the agency. Strategic Objective 11 (Measurement for Results) in the FY 2014-18 Strategic Plan further demonstrates the agency's focus on improving and expanding its monitoring, reporting, and evaluation practices.

Efforts to enhance the use of existing data and to build the Peace Corps' evidence base will be supported by an increase in evaluation staff resources and improvements in the monitoring, reporting, and evaluation training and tools available to Volunteers and staff. New evidence will be used to inform agency decisions through the existing performance management processes detailed in Appendix A.

Future plans for developing new sources of evidence include the following:

- **Global Counterpart Survey.** The Global Counterpart Survey will be fielded annually to Volunteers' counterparts to gather feedback on the impact of Volunteers on local development outcomes and building a better understanding of Americans. As the survey will be conducted annually and across all Peace Corps posts and sectors, the Global Counterpart Survey will provide the agency with timely and actionable information on the impact of Volunteers directly from the individuals that work and interact with Volunteers most frequently. The agency initiated a pilot for surveying local counterparts at 14 posts in FY 2013 to determine the most appropriate survey methodology. After analysis of the pilot is complete, the Peace Corps will launch the Global Counterpart Survey in FY 2014.
- **Host Country National Staff Survey.** While the majority of U.S. direct hire staff domestically and abroad are limited to five-year appointments, host country national staff are often employed for many years and thus constitute the institutional memory at overseas posts. However, the Peace Corps has not conducted a regular survey to collect the viewpoints of these critical staff. In FY 2014, the agency will pilot a Host Country National Staff Survey, modeled on the Employee Viewpoint Survey administered to federal government employees annually. Upon successful completion of the pilot, the agency will field the survey globally on an annual basis. The agency anticipates receiving data from the survey that will help inform how best to foster an inclusive and satisfying work environment and support the professional development of host country national staff.
- **Annual agencywide evaluation agenda.** Each year, the Peace Corps will develop an agency-level evaluation agenda based on the results of the annual strategic review, the identification of topics through the quarterly strategic plan performance review process, and agency priorities and interests. Anticipated evaluation topics include a process evaluation of the new business processes for Volunteer recruitment, performance evaluations on agency performance goals where insufficient progress has been made, and a usage study of Volunteer project monitoring tools such as the Volunteer Reporting Tool. The annual agencywide evaluation agenda will produce evidence about the effectiveness of agency operations.
- **Impact evaluations.** In FY 2014, the agency plans to collect and compile baseline data prior to the arrival of Volunteers in Kosovo. This represents a rare opportunity to collect baseline data in a country that has never before hosted Peace Corps Volunteers. When coupled with endline data collected after host country individuals and communities have interacted with Volunteers for a sustained period of time, this

baseline data collection effort will allow the agency to conduct a rigorous impact evaluation on the effect of Volunteers on local development outcomes and building a better understanding of Americans. The agency plans to conduct similar baseline data collection activities in other new country entries and when posts introduce a new Volunteer sector. The agency will also conduct structured pilots to test new approaches to increasing the impact of Volunteers and to solving management challenges.

- **Volunteer Reporting Tool.** Since FY 2008, Volunteers have been reporting on their activities electronically through the Volunteer Reporting Tool (VRT). In conjunction with the wholesale revision of Volunteer project frameworks through the Focus-In/Train-Up strategy, a major redesign of the VRT is scheduled to be complete in FY 2014. The redesigned VRT will have a more intuitive user interface, will allow for the global aggregation of Volunteer activity data, and will improve data quality. As a result of the improved VRT and revision of Volunteer project frameworks, Volunteers will be able to report on standard indicators for each sector that are consistent with and can contribute to the development indicators of the agency's strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future. When the redesigned VRT is fully implemented, more data will be collected on Volunteer activities and their outcomes which can be more easily monitored, analyzed, and reported to demonstrate the impact of Volunteers.

## Appendix C: Data Validation and Verification

The performance data included in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan are based on reliable and valid data that are complete as of the submission of this document.

Data collection and reporting consistency is ensured by the use of detailed performance goal data reference sheets which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources for performance goals in the FY 2014-18 Strategic Plan and FY 2014-15 Annual Performance Plan are detailed below.

### Annual Volunteer Survey

The Annual Volunteer Survey (AVS) is an anonymous, voluntary survey of all currently serving Volunteers. This comprehensive survey provides direct feedback from the Volunteers regarding agency activities and is a key data source informing performance improvement. A consistently high response rate from Volunteers (92 percent in FY 2013) minimizes total survey error. The survey is not, however, administered to a random sample of Volunteers and—as with other non-randomized surveys—is therefore subject to non-response bias.

The demographic profile of the survey respondents is consistently representative of the Volunteer population on key characteristics: age, sex, race, ethnicity, level of education, and status as a Volunteer. Since FY 2012, the AVS has been administered exclusively online. Responses to all AVS questions are directly provided by the Volunteers and housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. Analyzed data are used to inform agency management about the Volunteers' perspectives on key issues. The high response rate from Volunteers and the data verification and validation measures ensure the high level of AVS data accuracy needed for its intended use.

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

### Peace Corps databases

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

## **Peace Corps administrative records**

The agency collects data annually from headquarters offices and overseas posts that rely on administrative records that do not exist in a centrally-managed database. Data requested from all headquarters office and overseas posts are collected through online survey software and responses are housed in an external, electronic survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. Leaders from all overseas posts and headquarters offices are required to complete the survey. The survey is designed with clear logic and data validation rules to minimize data entry error. The data are independently reviewed and anomalies are addressed and corrected to improve data quality. Other data are collected from specific headquarters offices individually.

As these administrative records do not have the benefit of the verification and validation standards executed in Peace Corps database systems, the agency's ability to ensure a high level of accuracy for the data is limited. To compensate for this limitation, the agency develops data collection tools associated with each applicable performance goal to ensure that respondents are fully aware of data collection procedures and that they collect data consistently throughout the year.

## **Employee Viewpoint Survey**

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

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff population. A high response rate ensures the voices of a significant number of staff are heard each year. The survey is administered electronically, and questions are modeled on the Federal Employee Viewpoint Survey fielded each year governmentwide by the Office of Personnel Management.

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

## **Data sources in development**

Several new data sources are in development in FY 2014, including the Global Counterpart Survey, the Host Country National Staff Survey, and the Volunteer Reporting Tool. Detailed validation and verification standards will be included in future Annual Performance Plans as these data sources are fully developed.

## Appendix D: Stakeholder Engagement

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

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

### Congressional consultation

In September 2012, the agency conducted outreach to the appropriate Congressional committees based on the FY 2009-14 Strategic Plan. In October 2013, the draft FY 2014-18 Strategic Plan was sent to the Peace Corps’ authorizing, oversight, and appropriations committees for their review and comments. The agency engages in ongoing discussions with Congressional offices on issues of policy and budget importance and takes the views of Congress into consideration in its strategic planning



Children and Peace Corps Volunteer Jvani Cabiness from Sacramento, California play a parachute game during events for Children's Appreciation Day in Botswana. More than 150 children attended the events, organized with the Botswana Association for Psychosocial Rehabilitation, which serves orphans and vulnerable children affected by HIV/AIDS.

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Produced by the Peace Corps

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