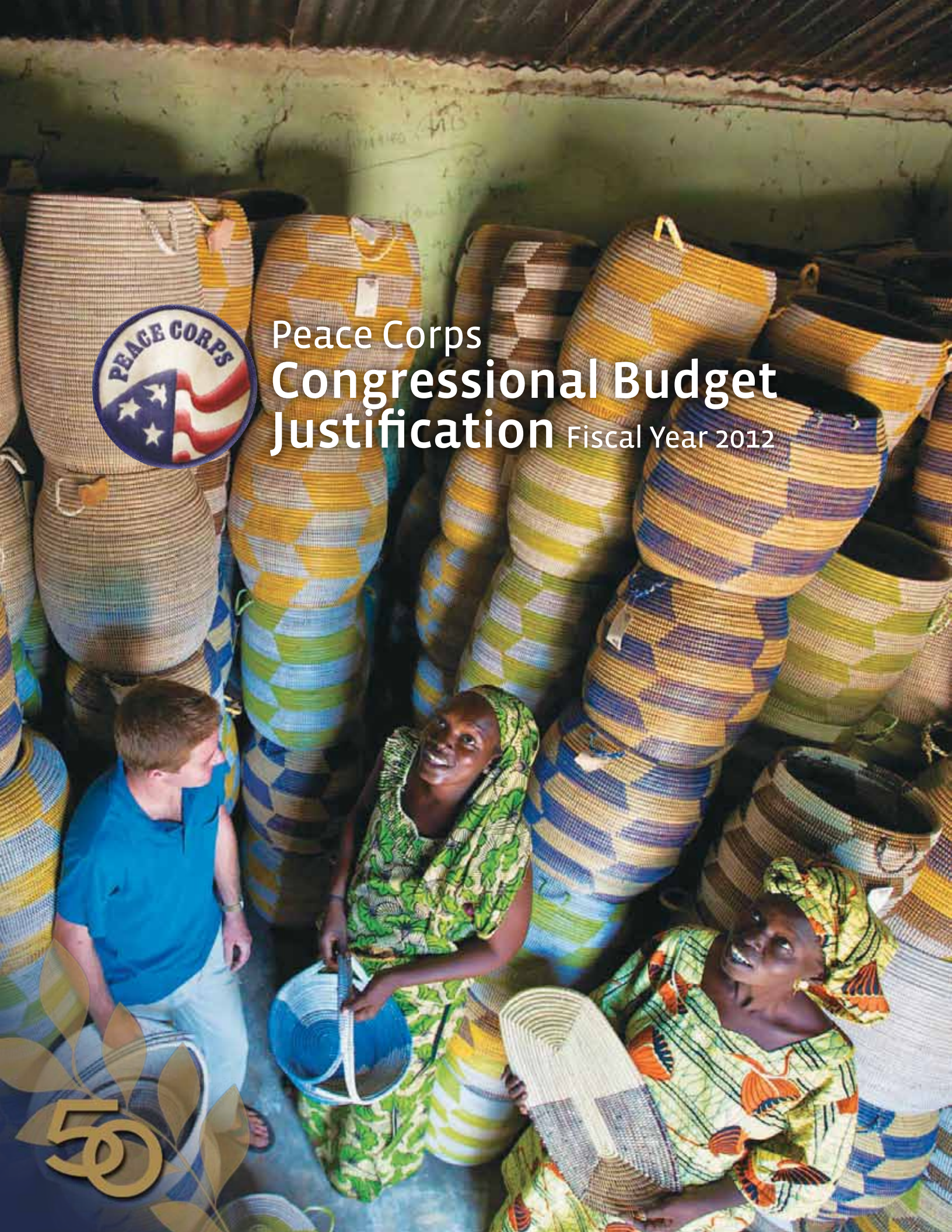




Peace Corps Congressional Budget Justification

Fiscal Year 2012





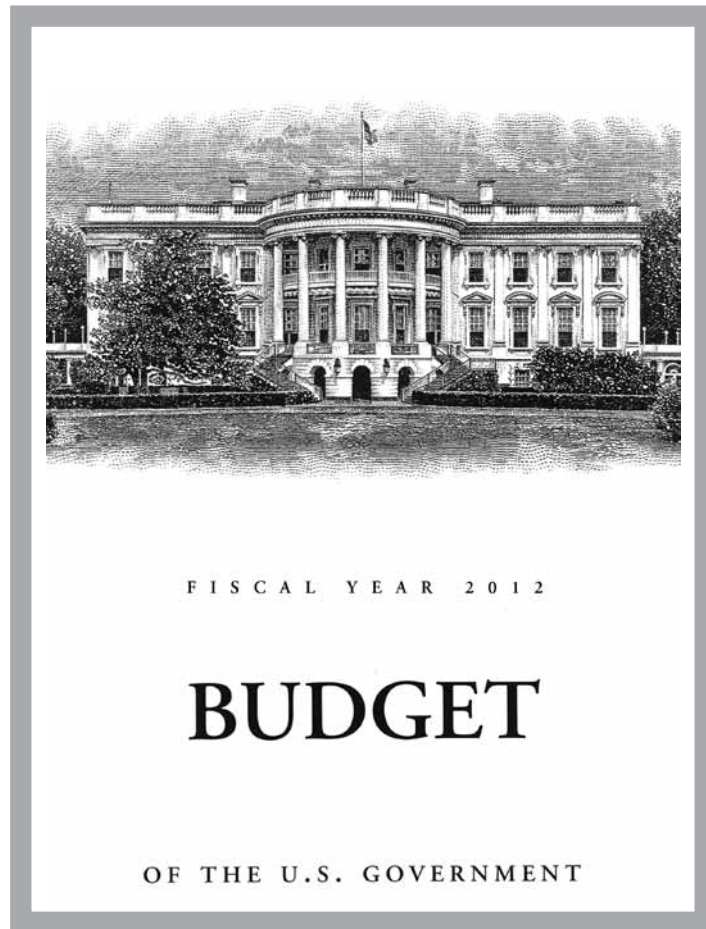
Peace Corps
Congressional Budget
Justification Fiscal Year 2012



THIS PAGE WAS INTENTIONALLY LEFT BLANK

CONTENTS

Letter from the Director	
Executive Summary	vi
Budget Information	1
Peace Corps' Operational Areas	11
Direct Volunteer Operations	13
Volunteer Operations Support Services	23
Appendices	27
A. Volunteer Statistics	29
B. Home States of Peace Corps Volunteers	30
C. Languages Spoken by Peace Corps Volunteers Across the World	31
D. Volunteer Activities by Program Area	34
E. Volunteers Working in HIV/AIDS Activities During FY 2010	38
F. Peace Corps Application Process and Phases of Volunteer Service	39
G. The Peace Corps' Educational Partnerships in the United States	41
H. Peace Corps Response	43
I. Where Peace Corps Volunteers Serve	44
J. Africa Region Country Profiles	45
K. Europe, Mediterranean, and Asia Region Country Profiles	56
L. Inter-America and the Pacific Region Country Profiles	64
M. Foreign Currency Fluctuations Account	73
N. Inspector General Budget Justification	74
O. Government Performance and Results Act	76



PEACE CORPS FY 2012 BUDGET REQUEST

The Peace Corps budget request for FY 2012 is \$439,600,000, a decrease of \$6,550,000 from the FY 2011 request of \$446,150,000. The FY 2012 request will enable the Peace Corps to provide support to Americans serving as Volunteers in approximately 75 countries worldwide in FY 2012. The Peace Corps' FY 2012 budget request reflects President Obama's strong commitment to the Peace Corps and will enable the agency to continue to strengthen and reform all aspects of its operations through implementation of the comprehensive agencywide assessment completed in June 2010.

THE DIRECTOR OF THE PEACE CORPS
WASHINGTON, DC

Dear Member of Congress:

I am pleased to submit the Peace Corps' FY 2012 budget request of \$439.6 million. This funding level reflects President Obama's strong commitment to the Peace Corps and will enable the agency to continue to strengthen and reform all aspects of our operations through implementation of the comprehensive agencywide assessment completed in June 2010.

In 1961, President John F. Kennedy launched an innovative program to spearhead progress in developing countries and to promote friendship between the American people and other men, women, and children throughout the world. Fifty years later, the mission and three goals that inspired the creation of the Peace Corps are not only still relevant, they are more important than ever in an increasingly complex world.

Volunteer health, safety, and security remain top agency priorities. The complex operating environments of developing countries are addressed through quality training, a committed staff, and well-functioning systems. Having served as a Volunteer in the Dominican Republic from 1967 to 1970, I have the utmost appreciation for the extraordinary contributions made today by our Volunteers, and I am personally committed to providing them with the best support possible.

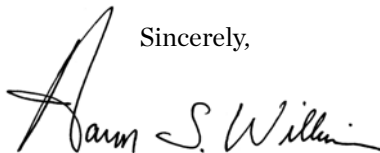
Guided by the six strategies and 63 recommendations identified in the comprehensive assessment completed in June 2010, the Peace Corps has embarked upon an effort to reform and strengthen all aspects of agency operations. It is my expectation that this assessment report will serve as a guide for Peace Corps development over the next decade. Implementation is already underway but will continue to require significant innovation, improved management practices, and modernized systems that enable a higher level of efficiency, transparency, and quality.

For the first time in agency history, the Peace Corps has conducted a rigorous review of all of our current country programs and requests for new programs using a standard set of criteria. As a result of this analysis, we are better positioned to target our resources and country presence in order to enhance the quality of the Volunteer experience and to maximize our grassroots impact in the developing world. In FY 2012, we will use this analysis to guide strategic decisions regarding investment of agency resources.

Peace Corps Volunteers are America's best and most cost-effective grassroots development workers, building relationships from the ground up as partners with communities across the globe. The return on investment the United States receives from its Peace Corps Volunteers is substantial. During their service, Volunteers assist in improving the human condition in some of the world's poorest countries while representing the best America has to offer—a commitment to service, generosity, and openness to new ideas.

I recognize the considerable challenges that you and your congressional colleagues face in determining the federal budget for FY 2012. I appreciate your consideration of the Peace Corps' budget request to sustain the important work of Volunteers and thank you for your continued support of the Peace Corps. I am continually grateful for the bipartisan support that the Peace Corps receives from Congress, and I look forward to working with you throughout the FY 2012 budget and appropriations process.

Sincerely,

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

Aaron S. William
Director



Congressional Budget Justification | Fiscal Year 2012

Executive Summary

Mission and Goals

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

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

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

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

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

Wherever they serve, the work of the Volunteers is focused on projects that fall into six sectors:

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

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

Overview of the Peace Corps

In 1961, President John F. Kennedy launched an innovative program to spearhead progress in developing countries and promote friendship between the American people and other men, women, and children throughout the world. The passion that launched the Peace Corps is very evident in the lives of the 8,600+ Volunteers who serve today.

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

Since the Peace Corps' creation, over 200,000 Americans have served as Volunteers, living and working side-by-side with local community members in 139 countries around the world. Volunteers return to the United States eager and well prepared to share what they have learned with friends, family members, co-workers, and the broader American public. For many Volunteers, this first exposure to international public service becomes a life's calling, launching large numbers of returned Volunteers into careers dedicated to improving the lives of others.

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

The Peace Corps' FY 2012 budget request will support key initiatives, including:

Quality Volunteer Support

Throughout its 50-year history, the Peace Corps has been dedicated to supporting Peace Corps Volunteers to the fullest extent possible. Ever mindful that Volunteers serve in some of the least developed countries in the world, the Peace Corps is committed to minimizing the risks that Volunteers face in the field so they are able to safely, successfully, and productively complete two years of service.

The safety and security of Peace Corps Volunteers is the agency's highest priority. The Peace Corps devotes significant resources to providing Volunteers with the training, support, and information they need to stay healthy and safe. The agency has dedicated health and safety personnel at each post overseas and at Peace Corps headquarters who are part of an extensive support network.

In the past two years, the agency has instituted significant reforms to enhance the quality of Peace Corps service. These reforms include strengthening all health and safety procedures. In FY 2012, the Peace Corps will build upon these improvements by pursuing and implementing additional initiatives to further ensure Volunteer health, safety, and security.

Comprehensive Agency Assessment

As required by the Consolidated Appropriations Act, 2010 (Public Law 111-117), and in keeping with the agency's commitment to improving its level of performance, the Peace Corps Director launched an independent, comprehensive assessment of the agency's operations in December 2009. The Comprehensive Agency Assessment Report was delivered to the Committees on Appropriations on June 14, 2010. Immediately following its submission, Director Williams established an implementation team to work across the agency to ensure successful adoption of the report's vision, strategies, and recommendations.

Guided by the six strategies and 63 recommendations identified in the comprehensive assessment, the Peace Corps has embarked upon an effort to reform and strengthen all aspects of agency operations. The recommendations have been endorsed by the agency's senior leadership and will inform the Peace Corps' work in the years to come.

In FY 2012, implementation of the assessment will continue to require significant innovation, improved management practices, and modernized systems that are capable of providing a higher level of efficiency, transparency, and quality.

The six key strategies identified to guide the agency in the coming decade are:

1. Targeting Peace Corps' resources and country presence across countries according to specific country selection criteria to maximize grassroots development impact and strengthen relationships with the developing world.
2. Focusing on a limited number of highly effective technical areas that will enable Peace Corps to show impact and achieve global excellence.
3. Embracing the committed service-oriented generalist; aggressively recruiting from this diverse population, training them intensively, and supporting them to achieve success in meeting the three Peace Corps goals.
4. Fully utilizing the Peace Corps Response model to pilot new ways of meeting the development needs of Peace Corps' partners, capitalizing on the skills of experienced returned Volunteers and qualified non-returned Volunteer applicants.
5. Strategically partnering with private sector companies, schools, civil society, returned Peace Corps Volunteer groups and government agencies; actively engaging these groups in order to increase understanding of other cultures and generate commitment to volunteerism and community service as a way to continue service.
6. Strengthening Peace Corps' management and operations by using modern technology, innovative approaches, and improved business processes that will enable the agency to effectively carry out this new strategic vision.

In FY 2011, the agency made great strides toward the implementation of Strategy no.1: Targeting Peace Corps' resources. For the first time in Peace Corps history, the agency initiated a rigorous, evidence-based review of the countries where the Peace Corps serves and the allocation of Volunteers and financial resources using a standard, transparent set of criteria. Based on a participatory process run by agency leadership to engage country programs overseas, it was determined that the Peace Corps should prioritize country presence and Volunteer levels in places offering safe Volunteer service experiences, carrying the largest burdens of poverty and demonstrating a high level of engagement from the host country for Peace Corps operations. In FY 2012, the Peace Corps will be making adjustments in its country portfolio as a result of this analysis in order to increase the effectiveness of programs and to maximize resources around the world.

The Peace Corps is also committed to providing the resources necessary to follow through with the rigorous training program and Volunteer support measures described in Strategy no. 2. In FY 2012, the agency will focus on upgrading and strengthening core training curricula in a number of key technical areas. It will also support full-time training capacity at the field level, supplementing that with a new cadre of highly-skilled technical advisors to support the Peace Corps' move to a more rigorous technical agenda.

The Peace Corps' Third Goal is a commitment to educate Americans by "bringing the world back home." In FY 2012, as recommended in the comprehensive assessment, the agency will strengthen the Peace Corps' Third Goal activities to affirm that it is a long-term commitment at every stage of the Volunteer life cycle—recruitment, training, service, and the return home. The Peace Corps will be proactive in developing concrete tools and resources to assist Volunteers in this effort.

Strategic Partnerships and Interagency Collaboration

A renewed focus on strategic partnerships and interagency collaboration can enhance the Peace Corps' ability to meet agency goals. In FY 2012, the Peace Corps will continue to emphasize partnerships as a critical component of its development strategy and will guide the development, implementation, and evaluation of purposeful partnerships. Partnerships with host governments, international and local non-government organizations, and the private sector can provide additional technical training and materials and facilitate volunteer assignments. Agreements with other U.S. government agencies contribute to a "whole of government" approach to global development and augment the Peace Corps' developmental impact in key sectors through the provision of additional financial and technical resources.

The agency plays an important role in maximizing the impact in places where Peace Corps Volunteers work. The Peace Corps is already working closely with a number of Presidential initiatives, including the President's Emer-

agency Plan for AIDS Relief (PEPFAR), the Global Health Initiative, Feed the Future, and regional climate change initiatives. In FY 2012, the Peace Corps will expand its contribution to these initiatives through improved Volunteer training, development of tools and resources to be used by Volunteers and counterparts, development of partnership programs, and improved monitoring and evaluation.

Peace Corps Innovation and IT Infrastructure

Throughout its history, the Peace Corps has adapted and responded to the issues of the times. In an ever-changing world, Peace Corps Volunteers have met new challenges with innovation, creativity, determination, and compassion. In FY 2012, the Peace Corps will continue to balance its longstanding mission with a spirit of innovation, consistent with the strategy laid out in the June 2010 assessment to strengthen management and operations through updated technology and innovative approaches. By the beginning of FY 2012, the agency will have completed the new Volunteer Delivery System (VDS) that will streamline the application process for new recruits and improve the timeliness and quality of the recruitment, selection, and placement process. In FY 2012, the Peace Corps will move forward with a second phase of the VDS, to integrate all formal and informal Volunteer-related business processes for medical screening. Full integration of the core business processes of Peace Corps' medical screening and care systems will promote efficiency and protect federally mandated privacy information. The Peace Corps will be able to more quickly and accurately screen recruits medically, thereby simultaneously increasing Volunteer satisfaction and host country benefits.

THIS PAGE WAS INTENTIONALLY LEFT BLANK

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, \$439,600,000, of which \$5,308,000 is for the Office of the Inspector General, to remain available until September 30, 2013: Provided, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, 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 of the funds appropriated under this heading, not to exceed \$4,000 may be made available for entertainment expenses.

BUDGET OF THE UNITED STATES GOVERNMENT, FISCAL YEAR 2012



Peace Corps Budget Request by Program Operations

(in thousands of dollars)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
DIRECT VOLUNTEER OPERATIONS			
Overseas Operational Management			
Office of Global Operations	400	1,000	900
Africa	84,600	97,100	106,200
Europe, Mediterranean, and Asia	57,000	66,100	72,900
Inter-America and Pacific	65,900	75,500	81,900
Office of AIDS Relief	200	300	200
Overseas Program and Training Support	5,300	5,700	6,100
Peace Corps Response	2,200	4,600	5,600
United Nations Volunteers	-	100	100
FX Centralization Account & Unallocated Orgs	-	-	-
Subtotal, Overseas Operational Management	215,700	250,400	274,000
Overseas Operational Support			
Centrally Processed Overseas Equipment and Supplies	5,500	4,300	4,500
Federal Employees' Compensation Act	11,100	12,300	13,300
Medical Services Centrally Shared Resources	7,200	11,200	14,000
Private Sector Initiatives	700	800	700
Reimbursements to Department of State	8,200	9,100	10,000
Volunteer Readjustment Allowance	23,300	29,400	35,100
Volunteer Recruitment and Selection	18,300	25,000	23,800
Volunteer Support Operations	8,400	8,900	9,900
Subtotal, Overseas Operational Support	82,700	101,000	111,300
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	298,400	351,400	385,300
VOLUNTEER OPERATIONS SUPPORT SERVICES			
Third Goal Programs			
Public Engagement			
Returned Volunteer Services	900	1,100	1,100
University Programs	300	300	400
World Wise Schools	600	600	700
Subtotal, Third-Goal Programs	1,800	2,000	2,200
Agency Administration			
Acquisitions & Contracts	1,800	2,000	2,100
Communications	5,000	2,400	2,100
Congressional Relations	200	300	300
Director's Office	3,200	4,800	4,800
General Counsel	1,700	1,800	1,900
Inspector General ¹	3,800	4,800	5,300
Office of Management	5,900	6,000	6,400
Office of Management Centrally Managed Resources	18,700	19,000	13,800

(continued)

Peace Corps Budget Request by Program Operations

(in thousands of dollars)

Office of the Chief Financial Officer	13,300	12,400	13,500
Office of the Chief Financial Officer Centrally Managed Resources	1,300	2,200	2,200
Office of the Chief Information Officer	11,200	10,400	12,100
Office of the Chief Information Officer Centrally Managed Resources	11,900	7,900	7,800
Office of Strategic Information, Research, and Planning	1,100	1,400	1,500
Peace Corps National Advisory Council	--	600	600
Safety and Security	2,400	2,000	2,500
Safety and Security Centrally Managed Resources	300	1,400	1,500
Subtotal, Agency Administration	82,000	79,600	78,500
SUBTOTAL, VOLUNTEER OPERATIONS SUPPORT SERVICES	83,800	81,600	80,600
TOTAL NON-REIMBURSABLE	382,200	433,100	465,900

Appropriated Resources	400,000	400,000	439,600
------------------------	---------	---------	---------

Unobligated balance, carried forward, start of year	21,000	49,100	22,000
New budget authority (gross)	400,000	400,000	439,600
Resources available from recoveries of prior year obligations	7,000	6,000	6,000
Unobligated balance transferred from other accounts	1,300	-	-
Reimbursable balance carried forward, end of year	2,000	-	-
Total budgetary resources available for obligation	431,300	455,100	467,600
Total new obligations	(382,200)	(433,100)	(465,900)
Unobligated balance carried forward, end of year	49,100	22,000	1,700

*Detail may not add due to rounding.

1. Please see Appendix N for the Inspector General's Fiscal Year 2012 Budget Request.

PEACE CORPS
FY 2011–12 Volunteers and Program Funds

<i>Regions</i>	<i>On Board Strength on September 30</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2011</i>	<i>FY 2012</i>
Africa	3,110	3,360	98,400	105,000
Europe, Mediterranean, and Asia	2,840	2,970	67,000	71,800
Inter America and Pacific	2,830	2,810	76,200	80,900
REGIONAL TOTAL	8,780	9,140	241,600	257,700
Peace Corps Response Volunteers	250	350	4,600	5,600
United Nations Volunteers	1	1	100	100
GRAND TOTAL	9,030	9,500	246,300	263,400

Volunteers and Program Funds by Post

<i>Country</i>	<i>On Board Strength on September 30</i>		<i>Post Funding (\$000)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2011</i>	<i>FY 2012</i>
Albania	90	110	2,800	3,500
Armenia	90	130	3,000	3,800
Azerbaijan	160	170	3,000	3,500
Belize	90	60	3,100	2,700
Benin	110	120	4,700	5,000
Bolivia	0	0	700	700
Botswana	70	80	2,200	2,500
Bulgaria	120	70	4,100	1,500
Burkina Faso	150	150	4,700	4,800
Cambodia	100	180	2,400	3,800
Cameroon	220	190	4,900	4,500
Cape Verde	60	60	2,400	2,600
China	170	220	2,900	4,700
Colombia	30	60	1,000	2,300
Costa Rica	110	110	3,300	3,500
Dominican Republic	220	210	4,900	4,700
Eastern Caribbean	90	90	3,700	3,900

PEACE CORPS
FY 2011–12 Volunteers and Program Funds

<i>Country</i>	<i>On Board Strength on September 30</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2011</i>	<i>FY 2012</i>
Ecuador	200	230	4,400	5,100
El Salvador	120	130	3,800	4,100
Ethiopia	80	150	2,700	4,200
Fiji	60	40	2,500	2,300
Gambia, The	100	90	2,800	2,800
Georgia	70	100	2,200	2,900
Ghana	130	170	4,100	5,100
Guatemala	250	220	5,400	5,300
Guinea	30	50	2,300	2,700
Guyana	50	60	2,500	2,900
Honduras	180	180	4,400	4,900
Indonesia	50	70	1,800	2,100
Jamaica	60	70	3,300	3,800
Jordan	60	100	2,400	2,600
Kazakhstan	190	190	4,200	4,600
Kenya	100	120	3,000	3,700
Kyrgyz Republic	80	100	2,800	3,000
Lesotho	60	70	2,700	2,900
Liberia	40	60	2,400	2,800
Macedonia	110	90	2,700	2,500
Madagascar	170	140	2,900	2,700
Malawi	130	130	3,200	3,500
Mali	160	160	6,100	6,300
Mauritania	0	0	1,800	0
Mexico	100	110	2,300	2,500
Micronesia	50	40	2,200	2,100
Moldova	120	180	3,100	4,800
Mongolia	140	200	3,000	3,700
Morocco	290	340	6,100	7,500
Mozambique	190	170	4,000	3,600

PEACE CORPS
FY 2011–12 Volunteers and Program Funds

<i>Country</i>	<i>On Board Strength on September 30</i>		<i>Program Funds (\$000)</i>	
	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2011</i>	<i>FY 2012</i>
Namibia	130	110	3,400	3,300
Nicaragua	260	230	3,900	3,700
Niger	0	0	4,000	2,300
Panama	220	230	5,300	5,700
Paraguay	260	280	5,000	5,600
Peru	300	300	5,600	5,500
Philippines	240	180	4,900	4,400
Romania	90	50	3,100	1,400
Rwanda	90	160	2,500	4,600
Samoa	30	30	1,700	1,900
Senegal	270	270	5,500	5,700
Sierra Leone	70	90	3,300	3,900
South Africa	170	190	5,000	5,600
Suriname	40	40	2,300	2,600
Swaziland	70	80	2,300	2,600
Tanzania	140	150	3,700	3,800
Thailand	110	130	3,300	3,600
Togo	110	80	3,600	3,200
Tonga	40	30	1,900	1,900
Turkmenistan	50	50	1,900	2,300
Uganda	90	110	2,900	3,600
Ukraine	510	310	7,300	5,600
Vanuatu	70	60	3,000	3,200
Zambia	170	210	5,300	6,700
TOTAL	8,780	9,140	241,600	257,700

Numbers may not add due to rounding.

Peace Corps Authorizations and Appropriations | FY 1962–FY 2012
(in thousands of dollars)

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

Peace Corps Authorizations and Appropriations | FY 1962–FY 2012
(in thousands of dollars)

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
2000	270,000 ^{q/}	270,000	245,000 ^{r/}	3,919	7,164
2001	298,000	275,000	267,007 ^{s/ u/}	3,191	6,643
2002	327,000	275,000	278,700 ^{u/ v/}	4,047 ^{w/}	6,636
2003	365,000	317,000	297,000 ^{x/}	4,411	7,533
2004	—	359,000	310,000 ^{y/}	3,812	7,733
2005	—	401,000	320,000 ^{z/}	4,006	7,810
2006	—	345,000	322,000 ^{aa/ab}	4,015	7,628
2007	—	336,642	319,700 ^{ac/}	3,964	7,875
2008	—	333,500	333,500 ^{ad/}	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	—	4,400 ^{est}	8,800 ^{est}
2012	—	439,600	—	4,500 ^{est}	9,500 ^{est}

NOTES:

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

THIS PAGE WAS INTENTIONALLY LEFT BLANK



PEACE CORPS OPERATIONAL AREAS

THIS PAGE WAS INTENTIONALLY LEFT BLANK



Direct Volunteer Operations

The Direct Operations components of the budget enhance Volunteers' abilities to successfully serve in host communities around the world. Funding supports offices that manage and oversee Volunteers' work in the field and provides Volunteers with living allowances and medical support. Direct Operations funding also prepares Volunteers for their service through recruitment, training, and transportation.

Overseas Operational Management

Office of Global Operations

The Office of Global Operations (OGO) provides overarching strategic support and management for several aspects of the agency's direct Volunteer operations. This office encourages efficiencies by streamlining agency operations, disseminating best practices among the regions, providing an organized, cohesive voice to agency leadership, and coordinating the activities of overseas operations.

OGO provides leadership, staffing, and resources to foster alignment, manage development, coordinate programming and training initiatives, and track both progress and impact of the Peace Corps overseas operations. In addition to the Peace Corps' three geographic regions (Africa; Europe, Mediterranean, and Asia; and Inter-America and the Pacific), OGO includes the Office of Overseas Program and Training Support, the Office of AIDS Relief, and Peace Corps Response.

Sahel

Cape Verde, The Gambia, Mali, Mauritania, Niger, Senegal

Coastal West and Central Africa

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

Eastern Africa

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

Southern Africa

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



Africa Region

Since 1961, more than 67,000 Peace Corps Volunteers have served in countries throughout Africa. At the end of FY 2010, 3,168 Volunteers were working in 27 countries in the Africa region. The Peace Corps re-entered Sierra Leone in August 2010 with 35 education Volunteers.

Programs in Africa cover all six of the agency's program sectors—agriculture, business development, education, environment, health and HIV/AIDS, and youth. Many Volunteers work across sectors by incorporating information and communication technology (ICT), girls' education, and food security. In addition to French and Portuguese, the Peace Corps provides Volunteers training in over 150 local languages and in sign language in Ghana and Kenya. (See Appendix C for details.)

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

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

Education: Education remains one of the Peace Corps' largest program sectors in Africa. Among subjects taught by Volunteers are English, mathematics, science, the arts, and life skills. Volunteers use community content-based instruction to incorporate health and HIV/AIDS, environmental, and gender-specific themes into their lesson plans and presentations.

Environment: Volunteers in the environment sector work to reduce degradation of natural resources

and promote environmentally friendly farming methods. Volunteers and their local counterparts promote environmental education in schools, educate farmers about sustainable practices, develop eco-tourism opportunities, and work with national park conservation.

Health and HIV/AIDS: The Peace Corps trains all Volunteers serving in Africa, regardless of their primary assignment, in HIV/AIDS prevention and awareness. Volunteers are uniquely suited to educate others about HIV/AIDS because they live and work in the communities where they serve. They are trained to communicate AIDS prevention messages in local languages, and share information in a culturally sensitive manner. Volunteers also help build capacity for local service organizations to support people living with HIV/AIDS and to care for orphans and vulnerable children who are greatly affected by the pandemic.

Youth: Volunteers coach and mentor youth in many areas and often focus on gender equity and inclusion of women. Volunteers at many posts organize annual Girls Leading Our World (GLOW) camps. The content of each camp is adapted to reflect the realities of the participants. These camps include activities designed to develop leadership skills and improve self-esteem. GLOW will help foster equitable and sustainable capacity building for girls, increasing their participation in the economic, social and political lives of their communities and countries.

Sierra Leone

The first group of Volunteers arrived in Sierra Leone in 1962. Due to political instability, Peace Corps ceased operations in 1994. In November 2009, an agreement was signed with the government of Sierra Leone, launching the return of Peace Corps to the country. In June 2010, the first 37 Peace Corps Volunteers arrived. Volunteers currently work as secondary education teachers in math, science, and English. The Peace Corps/Sierra Leone office is located in Freetown.

Balkans and North Africa

Albania, Bulgaria, Republic of Macedonia, Morocco

Central and Eastern Europe

Moldova, Romania, Ukraine

Middle East and the Caucasus

Armenia, Azerbaijan, Georgia, Jordan

Central Asia

Kazakhstan, Kyrgyz Republic, Turkmenistan

Asia

Cambodia, China, Indonesia, Mongolia, Philippines, Thailand



Europe, Mediterranean, and Asia

Since the Peace Corps began in 1961, more than 55,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the end of FY 2010, EMA had 2,692 Volunteers and trainees working in 20 countries. In December 2009, the Peace Corps signed an agreement to establish a program in Indonesia, with the first Volunteers arriving in March 2010.

Volunteers in EMA serve in five of the agency's program sectors — business development, education, environment, health and HIV/AIDS, and youth development. In addition, many Volunteers work across sectors by incorporating information and communication technology, girls' education, or food security into their work with communities, schools, clinics, businesses, cooperatives and local nongovernmental organizations (NGOs), municipal governments, and universities. Volunteers in EMA trained in 33 languages during FY 2010. (See Appendix C for details.) This intensive training enables Volunteers to integrate successfully into the communities where they live and work.

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

Education: Education remains the largest sector in the region, with classroom-based teaching English as a foreign language (TEFL) as the primary activity. Volunteers are part of national and local efforts to strengthen capacities in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development.

Environment: Working with schools, youth groups, and NGOs, Volunteers promote a greater understanding of local ecology and environmental issues. Volunteers increase awareness through eco-clubs, camps, tree-planting campaigns, and similar community efforts. They also address ecological issues such as safe water, erosion, and overuse of pesticides and fertiliz-

ers. Other Volunteers train guides at national parks, improve sanitation, or work to improve rural fuel and energy usage through the promotion of alternative fuel options.

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

Youth: Youth development activities are important in the EMA region, where half the population is under the age of 25. Important areas of activity include life-skills training for employment, conflict resolution, entrepreneurship, leadership training, and promoting tolerance and self-esteem.

In the near term, the region anticipates continued growth in its programs in Georgia, Indonesia, Mongolia, the Philippines, and Ukraine. Peace Corps Response Volunteers served in seven EMA countries in FY 2010: Bulgaria, Georgia, Kazakhstan, Moldova, Morocco, Romania, and the Philippines.

Indonesia

In December 2009, the Peace Corps and the Republic of Indonesia signed an agreement to develop a Peace Corps program. This partnership encourages Americans and Indonesians to work side by side on Indonesia's education initiatives, while advancing a greater understanding of the culture and people of both countries. Currently, 18 Volunteers have been trained in the Bahasa Indonesia language and are engaged in English education activities, principally teaching in high schools throughout East Java, Indonesia. The Peace Corps office in Indonesia is located in Surabaya, East Java. Peace Corps Volunteers previously served in Indonesia from 1963 to 1965.



Central America

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

Caribbean

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

South America

Bolivia, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname

Pacific

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

Inter-America and Pacific

Nearly 80,000 Volunteers have served in the Inter-America and Pacific (IAP) region since the Peace Corps' inception in 1961. At the end of FY 2010, 2,772 Volunteers were working in 23 posts in 29 nations.

Volunteers in IAP work in all six agency programmatic sectors – agriculture, business development, education, environment, health and HIV/AIDS, and youth. In addition, Volunteers work across sectors by incorporating information and communication technology (ICT), energy and climate change, food security, host country volunteerism, and HIV/AIDS education into their work. Regardless of assignment, the majority of Volunteers in IAP engage youth in their activities. In addition to Spanish, the Peace Corps provides training in 53 languages, enabling Volunteers to effectively live and work at the grassroots level. (See Appendix C for details.)

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

Business Development: Volunteers coordinate activities with government counterparts and other Volunteers working in small business programs to promote integrated and sustainable rural development. Volunteers teach business management skills and provide other technical assistance to individual entrepreneurs and to organizations.

Education: Volunteers seek to improve the professional development of host country teachers by introducing new teaching methodologies and curricula. They also help create libraries and resource centers, promote adult literacy, and encourage parents and communities to become more involved in the education of their children.

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

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

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

Colombia

After conducting thorough programmatic and safety and security assessments, the Peace Corps returned to Colombia in 2010. The Peace Corps signed an understanding with the government of Colombia in May and the first staff arrived in June to set up operations in Barranquilla, in the Atlantic Province. In September, the first Peace Corps Volunteers arrived. They are the first to serve in Colombia since 1981. Volunteers are currently focused on teaching English as a foreign language (TEFL) and team-teaching with Colombian English teachers.

Overseas Operational Management (Continued)

Office of AIDS Relief (OAR)

This office formulates agency-level policy, and provides leadership and direction for all domestic and foreign HIV/AIDS activities relating to agency programs. OAR is also responsible for coordinating the agency's participation in the President's Emergency Plan for AIDS Relief (PEPFAR).

For more than two decades, Peace Corps Volunteers have worked with populations affected by HIV/AIDS, turning hope into action by promoting behavior change and the development of sustainable, culturally appropriate responses to the pandemic. In FY 2010, over 695,000 individuals, including service providers, benefitted from volunteer interventions. The tireless efforts and dedication of Volunteers and staff have made the Peace Corps a key partner in national responses to HIV/AIDS around the world, while the unique reach of the Peace Corps has enabled Volunteers to mobilize isolated communities and populations that would otherwise remain at increased risk for HIV.

Attainable HIV/AIDS program goals are established with a clear framework of accountability. Much of this direction is supported through the agency's participation in PEPFAR, which has expanded from six to 50 posts between 2004 and 2010, and is managed through OAR participation in the interagency Deputy Principals forum convened by the Office of the Global AIDS coordinator

OAR reviews, interprets, and recommends policies related to PEPFAR and provides guidance for post participation in interagency teams, utilization of funds, and compliance with requirements and guidance. In order to attain its goals, OAR works in close collaboration with the regions and the Office of Overseas Programming and Training Support to provide support related to HIV/AIDS. The number of Volunteers who conducted HIV/AIDS activities during 2010 is detailed in Appendix E.

Overseas Programming and Training Support (OPATS)

This office provides training guidance, assistance in designing Volunteer projects, and advice on monitoring and evaluating project and training outcomes. OPATS also collects and analyzes data from Peace Corps projects, training, initiatives, and partnerships. Promising practices in these areas are shared in the field. OPATS is at the cutting edge in applying new technology as it provides training and professional development opportunities to overseas staff.

Volunteers are involved in a variety of host country projects. They speak the languages and appreciate the cultural traditions of the locale, and are eager to respond to community needs. Currently, the Peace Corps' work falls into six technical areas of development: agriculture, business, education, environment, health and HIV/AIDS, and youth.

Additionally, all Volunteers incorporate elements of one or more of Peace Corps' four cross-cutting initiatives: information and communication technology (ICT); women in development/gender and development (WID/GAD); HIV/AIDS; and youth development. A discussion of technical area objectives and examples of Volunteer activities appear in Appendix D.

Peace Corps Response

Peace Corps Response provides opportunities for returned Peace Corps Volunteers (RPCVs) to gain additional international experience through challenging, short-term assignments in various program areas around the world. Response Volunteers are able to draw on their existing professional skills, academic training, and previous service to hit the ground running, immediately providing technical expertise critical for partner organizations and the communities they serve. Peace Corps Response Volunteers are able to quickly effect great change in their assigned communities because they are experienced international community development workers who have already acquired strong language, technical, and cross cultural skills. Further discussion of the Peace Corps Response Program appears in Appendix H.

Peace Corps Response Volunteers work in six main program areas:

- Agriculture and Environment
- Business/NGO Development and Information Technology
- Community and Youth Development
- Disaster Preparedness and Response
- Education and Teacher Training
- Health and HIV/AIDS

United Nations Volunteers

The Peace Corps participates in the United Nations Volunteer program by recruiting American volunteers and providing them with some financial and logistical support.

Overseas Operational Support

Centrally Processed Overseas Equipment and Supplies

Overseen by the Office of Management, this account funds the purchase of supplies (medical kits, eyeglasses, mosquito nets, etc.) for Volunteers and vehicles to support Volunteers.

Federal Employees' Compensation Act (FECA)

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

Medical Services Centrally Shared Resources

These are direct Volunteer medical expenses, including care and travel for medical evacuations and the costs of pre- and post-service physical examinations.

Private Sector Initiatives (OPSI)

The Office of Private Sector Initiatives (OPSI) oversees and manages all donations to the Peace Corps. OPSI offers a transparent mechanism for family and friends of Volunteers, returned Peace Corps Volunteer groups, schools, foundations, trusts, corporations, businesses, faith-based organizations, and civic groups to be part

of the Peace Corps experience by donating to the important work of Volunteers and agency initiatives.

The Peace Corps Partnership Program (PCPP) is one of the main ways for Peace Corps Volunteers and their host communities to obtain financial support for small-scale development projects. Projects often meet immediate needs such as providing clean drinking water, building a health center, or supplying desks for a classroom. Other projects use ingenuity and creativity to give an important message. For example, a Volunteer in Burkina Faso worked with his community to increase awareness of health and human rights issues through a traveling theater troupe. This method of communication was an effective way to share critical information about malaria, HIV/AIDS, birth registration, and school enrollment with a largely rural and illiterate population of about 22,000 individuals.

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

Partnership Program projects have made a tremendous impact in communities across the globe since the program was launched in 1964. In FY 2010, PCPP received donations from 9,804 donors, totaling \$1.96 million. These funds were applied to 670 community-initiated projects in 62 countries. A minimum 25 percent community contribution is required for a project to receive Partnership Program assistance. In FY 2010, the actual community contributions totaled approximately 48 percent of the total project costs, with over \$1.95 million in cash and in-kind community contributions.

OPSI estimates that in the last year over 1 million individuals have benefited from Partnership Program projects, ensuring that Peace Corps Volunteers can continue to promote sustainable development, peace, friendship, and understanding in the communities they serve.

Reimbursements to the Department of State (ICASS)

These are payments the Peace Corps makes to the Department of State for administrative support. Some financial management support is also included through

these payments, although the Peace Corps has directly provided financial management support to its overseas posts since the end of FY 1998.

Volunteer Readjustment Allowance

An allowance of \$275 per month of service is provided to Volunteers upon termination of service to assist them when they return to the United States. The allowance was increased in FY 2010 from \$225.

Volunteer Recruitment and Selection (VRS)

This office is responsible for every phase of recruitment, placement, and staging (pre-service orientation), beginning with an applicant's first inquiries about the Peace Corps until the moment the trainee boards an airplane to begin his or her service overseas.

This process begins with the recruitment of Volunteers through nine Regional offices across the United States, assessing the technical and personal skills of applicants and placing qualified persons in specific Volunteer projects and country programs. Applicants go through a multifaceted and competitive screening process that includes interviews, evaluations, medical screening, a background check, and a thorough review of references. The regional recruitment offices promote public interest in the agency and recruit qualified, suitable applicants to fill host country requests for Volunteers. These offices reach out to targeted populations of potential Volunteers, publicizing the agency and its mission and promoting university and community-based Peace Corps recruitment programs. Regional offices assist candidates during the initial stages of the application process, interviewing and nominating applicants for further consideration.

Eighty-five percent of the Peace Corps' Volunteer force today is composed of recent college graduates and young professionals. These highly motivated individuals will continue to be the primary target audience for the Peace Corps' recruitment efforts, but they have many domestic and international service opportunities available to them. In order to continue to attract the most qualified applicants the office is currently modernizing the application process and is considering alternative recruitment models and approaches that appeal to today's applicant. While Peace Corps will focus efforts on attracting top quality young professional candidates, the agency will also

strengthen efforts aimed at attracting applicants with greater professional experience.

Within the Recruitment unit, the Office of Diversity Recruitment and National Outreach supports activities to attract and retain a diverse cadre of applicants. For example, the Master's International Program partners with 61 graduate schools to attract potential volunteers with high levels of education, technical expertise, and scarce skills.

The Placement Office then evaluates and matches the applicants with specific assignments in specific countries. Immediately prior to departing for a country, trainees meet at a staging location in the U.S. to prepare for their Volunteer service. (Application and Volunteer Cycles are explained in Appendix F.)

Volunteer Support Operations

This office provides medical support for Volunteers, medical screening and clearance of applicants, and initial and ongoing training for overseas medical staff and contractors. Sub-offices of Volunteer Support Operations include the Office of Medical Services and the Office of Volunteer Support.

Office of Medical Services (OMS)

This office supports medical care for Volunteers through the services of a dedicated headquarters and overseas staff. To achieve this mission, OMS supports a comprehensive, accountable, and quality Volunteer health care program. OMS includes offices of Pre-service Screening, In-service Field Support, and Post Service Support. OMS is also responsible for the agency Medical Quality Assurance and Improvement activities, the selection and management of all Peace Corps medical officers assigned to overseas posts, the supervision of regional medical officers and regional medical hubs, and the management of all budgets and finances related to health care worldwide.

Office of Volunteer Support

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



VOLUNTEER OPERATIONS SUPPORT SERVICES

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

Third Goal Programs

Office of Public Engagement (OPE)

This office manages the following four initiatives that help the Peace Corps achieve its Third Goal (to help promote a better understanding of other peoples on the part of Americans), and help returned Peace Corps Volunteers (RPCVs) transition back to the United States after their service.

National Partnerships

This program has developed several new partnerships with AmeriCorps organizations and higher education organizations that will help the Peace Corps promote its volunteer, education, and career opportunities throughout the country. Through these partnerships, Peace Corps and its partner organizations have agreed to participate in each other's conferences and meetings, support each other's recruiting efforts, and exchange training and technical assistance materials.

Returned Volunteer Services (RVS)

This program develops and implements the agency's career and transition support services that help returned Peace Corps Volunteers transition back to the United States. In FY 2010, more than 1,800 returned Volunteers from all across the United States participated in Peace Corps regional, national, and online career conferences.

Fellows/USA

This program includes graduate schools across the country that provide financial assistance to returned Peace Corps Volunteers who work in underserved American communities as they pursue their graduate degrees.

In FY 2010, 512 returned Volunteers were enrolled at 55 Fellows/USA partner graduate schools in 28 states and the District of Columbia. Since the program's inception in 1985, nearly 4,000 returned Volunteers have earned graduate degrees while working to improve the lives of Americans across the country.

Coverdell World Wise Schools (CWWS)

This program develops educational resources that help America's elementary and secondary school students better understand the people of other cultures. In FY 2010, the Peace Corps' CWWS website attracted more than 2.5 million visitors.

Through the CWWS Correspondence Match program, currently serving Volunteers share their Peace Corps experiences with America's elementary and secondary schools through monthly exchanges of letters, photos, telephone calls, and emails. In FY 2010, more than 5,400 Volunteers shared their Peace Corps experiences with students in all 50 states and the District of Columbia through the CWWS Correspondence Match program.

Through the CWWS Speaker's Match program, returned Peace Corps Volunteers share their Peace Corps experiences in person in elementary, secondary, and postsecondary schools in their communities. In FY 2010, more than 800 returned Peace Corps Volunteers participated in the program.

Agency Administration

Office of Acquisitions and Contracts

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

Office of Communications

This office manages all official communications, including marketing and advertising, video production and photography, an external website, press relations, and agency publications. In addition, the office produces recruitment tools that support the Office of Volunteer Recruitment and Selection (VRS). The office provides editorial guidance for the agency and manages design, production, and delivery of all recruitment and other promotional products, including national advertisements and all collateral materials. Communications personnel also work with public affairs specialists in the nine regional recruitment offices.

Office of Congressional Relations

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

Director's Office and Associated Offices

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

Office of American Diversity Programs

This office develops and carries out the agency's affirmative employment program; ensures equal opportunity for Volunteers, employees, and applicants for Volunteer service or employment; and provides guidance to management to do the same.

Office of Intergovernmental Affairs and Partnerships (IGAP)

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

Office of Innovation

This office introduces new ideas and approaches that enable the agency to operate more efficiently and effectively. This includes identifying and sharing best practices, implementing "smarter government" initiatives, identifying and helping to implement cost efficiencies, and preparing the agency for quality growth by addressing current capacity constraints that may exist within recruitment, training, field support, and information systems.

Office of General Counsel

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

Inspector General

This office fulfills the mandates of the Inspector General Act of 1978, as amended.

Office of Management

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

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

Office of Management Centrally Managed Resources

These funds are used to pay the cost of Peace Corps' leases for the headquarters building and the nine RROs, mailroom service, warehousing, emergency medical supplies, and replacement of vehicles as needed at field posts.

Office of the Chief Financial Officer (OCFO)

This office oversees all financial management activities relating to the programs and operations of the agency; maintains an integrated agency budget accounting and financial management system; provides financial management policy guidance and oversight; and monitors the financial formulation of the agency budget and the financial execution of the budget in relation to actual expenditures.

Office of the Chief Financial Officer Centrally Managed Resources

These resources are primarily for staff costs, such as unemployment compensation, severance pay, terminal leave payments, foreign currency fluctuations, and overseas staff medical evacuation.

Office of the Chief Information Officer (OCIO)

This office is responsible for the development and application of information technology solutions in support of the Peace Corps' mission and business strategy across the agency (headquarters, U.S. regional recruiting offices, and overseas posts).

OCIO provides mobility, connectivity, security, collaboration, and information technology (IT) solutions that enable headquarters, recruiting offices, and post staff and Volunteers to perform their functions. OCIO oversees global technical assets (hardware, software, and communications); agency IT strategic planning, customer support and training (including training for overseas IT specialists); and application systems development and maintenance.

Office of the Chief Information Officer Centrally Managed Resources

These funds include the costs of staffing and equipment for telecommunications, data center operations, mainframe and distributed computing environments, overseas equipment, disaster recovery, and enterprise information architecture.

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

The mission of this office is to guide performance planning and reporting, enhance the stewardship and governance of data, and improve the measurement and evaluation of agency-level programs. These three key agency-level functions are designed to enhance performance and to link performance to strategic planning and agency resources.

Peace Corps National Advisory Council

Under the Peace Corps Act, the Peace Corps National Advisory Council is a Presidential advisory committee appointed by the President with the advice and consent of the Senate. Given the anticipated significant growth in the activities and programs of the Peace Corps, as well as the financial resources being devoted to the Peace Corps over the next few years, the President believes it is important to have an advisory council in place. Members of the council are responsible for reviewing the activities of the Peace Corps to evaluate accomplishments and potential capabilities of the agency. The council is also charged with making

recommendations for the purpose of guiding the future direction of the Peace Corps and of helping to ensure that the purposes and programs of the Peace Corps are carried out in ways that are economical, efficient, and responsive to changing needs of, and relationships with, the countries and peoples being served.

The council will consist of 15 voting members and four ex-officio non-voting members: the Secretary of State, the USAID Administrator (or their designees), and the Director and Deputy Director of the Peace Corps. Seven of the voting members must be returned Peace Corps Volunteers and no more than eight voting members may be from the same political party. In addition, no voting member of the council may be an officer or employee of the United States government. The two-year terms of voting members are staggered and no voting member may serve longer than two consecutive two-year terms.

Office of Safety and Security (OSS)

The Peace Corps' overall safety and security program is overseen by the Office of Safety and Security, which directs and oversees all security programs for the agency, with the exception of information technology (IT) security. The Office of Safety and Security also manages the crime reporting program and coordinates with host country law enforcement and other federal agencies, such as the Department of State and the Department of Justice, as needed, to support the investigation and prosecution of crimes against Volunteers.

At each post, the country director is responsible for the safety and security of Volunteers and for implementing the safety and security program. A safety and security coordinator is positioned at each post to assist the country director in carrying out this responsibility. Each post has a detailed emergency action plan that is developed in coordination with Peace Corps headquarters, the regional security office in the U.S. Embassy, and Peace Corps' host country counterparts. These plans set forth strategies to prepare for, respond to, and recover from localized and widespread emergencies, such as natural disasters or political unrest.

The Peace Corps devotes significant resources to minimize safety risks to Volunteers and to give them the training, support, and information they need for a safe experience. OSS collaborates closely with Peace

Corps' three regions and provides support directly to posts through ten regionally based Peace Corps safety and security officers (PCSSOs). These officers serve as security consultants for country directors and OSS by providing training, threat assessment, physical security guidance, crisis management, response, and support to Volunteers who have been victims of crime.

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

Protection is the cumulative efforts taken to provide for the security and well-being of the Volunteer. This involves the site and housing standards developed at post, transportation policies, the Emergency Action procedures, medical support and response to incidents by both post and Headquarters. Another key element is the support that is provided to the Volunteer by the community, especially in an emergency.

Mitigation reflects the actions taken to reduce the likelihood of something bad happening or reducing the impact if something does happen. Through comprehensive risk assessments and effective site development, posts are able to identify areas where Volunteers can serve with relative safety. Training and information sharing help make Volunteers aware of the risks they face and provide them with strategies to counter those risks.

Integration is founded on the principle that Volunteers are safest when they are in their respective communities and when they have established relationships with community members, host families and others to create an effective support network. Pre-service training is designed to help Volunteers adopt a culturally appropriate lifestyle that is consistent with the values and traditions of their host community.

Safety and Security Centrally Managed Resources

These resources are primarily for domestic security guard contracts with the Department of Homeland Security. Crime response funds are also managed within this account. Such funds can be directed to any part of the world where crimes against Volunteers require a swift response.



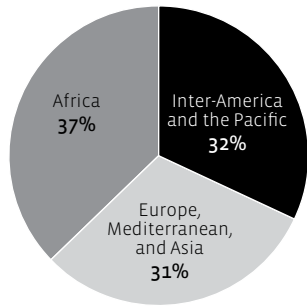
APPENDICES

THIS PAGE WAS INTENTIONALLY LEFT BLANK

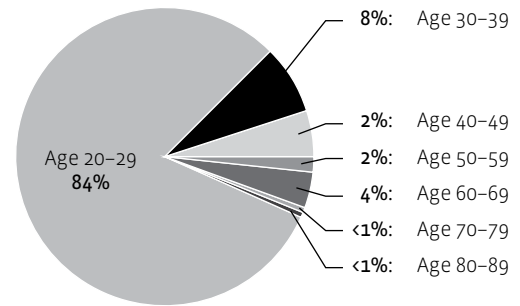
APPENDIX A

Volunteer Statistics

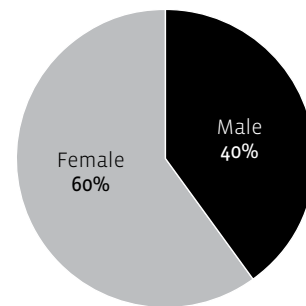
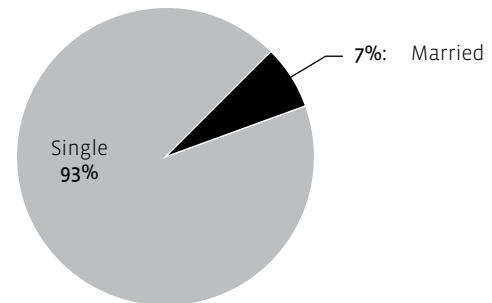
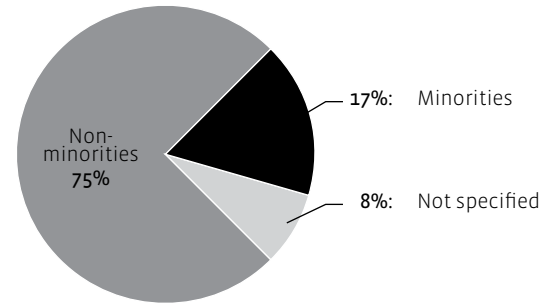
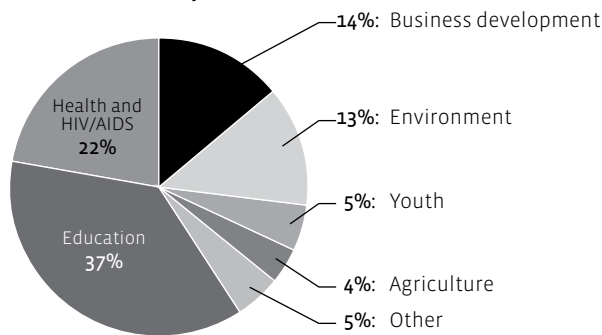
Volunteers by Region



Volunteer Profile



Volunteer Projects



Totals may not add to 100 percent because of rounding.

All data current as of September 30, 2010.

APPENDIX B

Home States* of Peace Corps Volunteers

State	Currently Serving	Total Since 1961	State	Currently Serving	Total Since 1961
Alabama	56	1,010	Montana	68	1,292
Alaska	27	921	Nebraska	67	1,257
Arizona	171	3,242	Nevada	42	904
Arkansas	49	900	New Hampshire	62	1,556
California	1,134	27,356	New Jersey	216	4,590
Colorado	319	6,496	New Mexico	57	2,032
Connecticut	138	3,071	New York	445	12,392
Delaware	31	462	North Carolina	247	3,788
District of Columbia	52	2,153	North Dakota	23	546
Florida	318	6,968	Ohio	354	6,588
Georgia	203	2,977	Oklahoma	55	1,220
Guam	0	73	Oregon	246	5,652
Hawaii	34	1,342	Pennsylvania	335	7,260
Idaho	47	1,197	Puerto Rico	9	373
Illinois	394	7,800	Rhode Island	27	944
Indiana	149	2,988	South Carolina	87	1,383
Iowa	90	2,144	South Dakota	27	594
Kansas	84	1,588	Tennessee	97	1,558
Kentucky	72	1,383	Texas	383	6,604
Louisiana	45	1,024	Utah	56	1,012
Maine	74	1,740	Vermont	59	1,404
Maryland	215	5,402	U.S. Virgin Islands	3	74
Massachusetts	272	7,691	Virginia	337	6,795
Michigan	326	6,564	Washington	372	8,446
Minnesota	242	6,058	West Virginia	20	618
Mississippi	33	448	Wisconsin	221	5,523
Missouri	141	3,009	Wyoming	13	485

**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, 2010.

APPENDIX C

Languages Spoken by Peace Corps Volunteers Across the World: Africa

BENIN

Adja, Ani, Bariba, Batonu, Biali, Dendi, Ditamari, Fon, French, Goun, Idatcha, Mahi, Lokpa, Mina, Nagot, Nateni, Peulh, Sola, Wama, Yende, Yoruba, Zarma

BOTSWANA

Setswana, Kalanaga

BURKINA FASO

Bissa, French, Fulfuldé, Gulmancema, Guronssi, Hidi, Itanikom, Jula, Kanuri, Kapsiki, Karunfe, Katsena, Lobiri, Lyele, Mandara, Mooré, Mungaka, Siamou, Yemba

CAMEROON

Arabe-choa, Awing, Ejagham, Pidgin English, French, Fulfuldé, Hausa, Lam Nso, Kako, Mandara, Meta, Ngemba

CAPE VERDE

Barlavento Kriolu, Portuguese, Sotavento Kriolu

ETHIOPIA

Amharic, Oromifa, Tigrinya

THE GAMBIA

Jola, Mandinka, Pulaar, Sarahule, Sereer, Wolof

GHANA

Buli, Dagaare, Dagbani, Dangme, Ewe, Fanté, Ga, Ghanaian Sign Language, Gonja, Guruni, Hausa, Kasem, Kusaal, Likipakpaalu, Likpakpaln, Mampruli, Nzema, Sisaali, Taleni, Twi, Waale

GUINEA

French, Kissie, Kpele, Loma, Malinke, Pulaar, Soussou

KENYA

Kalenjin, Kenyan Sign Language, Kikuyu, Kiswahili, Luo, Luyha

LESOTHO

Sesotho

LIBERIA

Liberian English, Kpelle, Bassa, Lorma, Krahn, Mano/Gio, Gola, Via, Grebo

MADAGASCAR

French, Malagasy

MALAWI

Chichewa, Chilambya, Chilomwe, Chindali, Chisena, Chitonga, Chitumbuka, Chiyao, Chinkhonde

MALI

Bambara, Bomu, Dogon, French, Fulfuldé, Khassonke, Malinke, Minianka, Senoufou, Sonrai, Soninke, Tamashek

MOZAMBIQUE

Ajaua, Bitonga, Choje, Changane, Elomwe, Emacua, Hiyau, Nhungwe, Nianja, Portuguese, Swahili, Xitswa, Xindau, Xisena, Xichona, Ximanica, Xichuabo, Ximaconde, Xironga

NAMIBIA

Afrikaans, Khoekhoegowab, Oshikwanyama, Oshindonga, Otijherero, Rukwangali, Thimbukusha

NIGER

French, Fulfuldé, Hausa, Kanuri, Tamasheq, Zarma

RWANDA

Kinyarwanda

SENEGAL

Bambara, Diahonke, French, Fula Kunda, Malinke, Mandinka, Pulaar du Nord, Pula Fuuta, Sereer, Soussou, Wolof

SIERRA LEONE

Krio, Mende, Temne, Limba, Loko

SOUTH AFRICA

Afrikaans, isiNdebele, isiZulu, Sepedi, Setswana, siSwati, Northern Sotho, Venda, XiTsongo

SWAZILAND

siSwati

TANZANIA

Kiswahili

TOGO

Akebou, Akposso, Balanka, Bassar, Bissa, Ewe/Watchi, French, Gourma, Haoussa, Ifè (Ana), Kabiyé, Kabole, Konkomba, Kotokoli, Lamba, Mina, Moba, Naodem (Losso), Tamberma, Tchamba, Tchokossi (Anoufo)

UGANDA

Ateso, Dhopadhola, Luganda, Lugwere, Lumasaaba, Lusoga, Runyakore, Runyole, Runyoro-Rutoro, Uhopadhola

ZAMBIA

Bemba, Chisoli, Kaonde, Lunda, Luvale, Mambwe, Nyanja, Nsenga, Tonga, Tumbuka

Languages Spoken by Peace Corps Volunteers Across the World: Europe, Mediterranean, and Asia

ALBANIA	Albanian	MACEDONIA	Albanian, Macedonian
ARMENIA	Armenian	MOLDOVA	Romanian, Russian
AZERBAIJAN	Azerbaijani (Azeri)	MONGOLIA	Mongolian, Kazakh
BULGARIA	Bulgarian	MOROCCO	Darisha (Moroccan Arabic), French, Tamazight, Tashelheet
CAMBODIA	Khmer	PHILIPPINES	Aklanon, Bikol-Albay, Bikol-Naga, Cebuano, Hiligaynon, Ibaloi, Ilokano, Kankana-ey Kinaray-a, Pangasinan, Tagalog, Waray
CHINA	Mandarin	ROMANIA	Hungarian, Romanian
GEORGIA	Azeri, Georgian	THAILAND	Thai
INDONESIA	Bahasa Indonesian	TURKMENISTAN	Russian, Turkmen
JORDAN	Arabic	UKRAINE	Russian, Ukrainian
KAZAKHSTAN	Kazakh, Russian		
KYRGYZ REPUBLIC	Kyrgyz, Russian		

Languages Spoken by Peace Corps Volunteers Across the World: Inter-America and the Pacific

BELIZE	Garifuna, K'ekchi, Kriol, Mopan Maya, Spanish	JAMAICA	Patois
COLOMBIA	Spanish	MEXICO	Spanish
COSTA RICA	Spanish	MICRONESIA AND PALAU	Chuukese, Kosraean, Mortlockeese, Mwoakilese, Palauan, Pingelapese, Pohnpeian, Sapwuahfik, Ulithian, Yapese
DOMINICAN REPUBLIC	Spanish, Haitian Kreyol	NICARAGUA	Spanish
EASTERN CARIBBEAN	English Creole, French Creole (Kweyol)	PANAMA	Embera, Ngabe, Spanish, Wounaan, Naso
ECUADOR	Kichwa, Spanish	PARAGUAY	Guaraní, Spanish
EL SALVADOR	Spanish	PERU	Quechua, Spanish
FIJI	Fijian, Hindi	SAMOA	Samoan
GUATEMALA	Awakateco, Ixil, Jacalteco, Kakchiquel, Mam, Pcomchi', Popti', Poqomam, Q'anjob'al, Qe'qchi', Quiché, Spanish, Tzutuhil	SURINAME	Aucan, Dutch, Saramaccan, Sranan Tongo
GUYANA	Creole	TONGA	Tongan
HONDURAS	Spanish	VANUATU	Bislama, French

APPENDIX D

Volunteer Activities by Program Area

Agriculture

The Peace Corps' agriculture projects are designed to promote environmentally sustainable farming practices. Along with their environment-sector counterparts, many agriculture Volunteers help farmers focus on long-term productivity by maintaining and improving soils and managing water. They demonstrate the importance of working with local, natural inputs to control pests and erosion. Increasingly, Volunteers and their partners are promoting approaches to farming that are both sustainable and organic as they continue to work with a broad range of agricultural products. Volunteers are also helping host-country communities develop their agriculture sectors to improve income levels and promote better nutrition. Volunteers systematically include women and youth in their agriculture extension activities. Today, agriculture Volunteers are just as likely to be working with a women's association or youth club as they are to be collaborating with a male head of household.

At the end of FY 2010, there were 375 agriculture Volunteers providing assistance through 10 projects worldwide.

Examples of Volunteer work include:

- Training farmers and extension agents to develop and disseminate successful farming practices
- Improving traditional field-crop systems by introducing farmers to better practices and technologies, such as new soil conservation techniques, crop diversification, and agroforestry strategies
- Expanding the availability and acceptance of non-traditional crops by promoting and strengthening vegetable gardening and fruit tree production while raising awareness about the nutritional value of the foods produced
- Increasing knowledge and skills needed for small-animal husbandry, such as poultry, rabbits, fish, and honey production
- Helping producers increase the value of their agricultural earnings by developing new products such as jams and dried fruit, as well as improving storage and

packaging, expanding distribution, and implementing more effective management and marketing

Business Development

The business development sector includes four subsectors: community, municipal, business, and organizational development. Volunteers with a variety of business education and professional experiences are assigned to projects that focus on business, organizational, and communication skills in local government offices, nonprofit agencies, and for-profit businesses. The focus of work in this sector has shifted from business consulting to more community economic development, emphasizing sustainability, transparency, community volunteerism, and leadership training. In response to the needs of a global economy, the Peace Corps is increasing the number of business Volunteers in an expanded effort to assist underserved communities and enhance entrepreneurial skills for women and youth.

At the end of FY 2010, there were 1,207 business development Volunteers providing assistance through 44 projects worldwide.

Examples of Volunteer work include:

- Training activities in computer and Internet use as tools for marketing products and services
- Training entrepreneurs in marketing, business planning, and bookkeeping
- Helping artisan cooperatives market their handmade goods
- Advising women's groups about access to savings and credit opportunities, as well as creating independent village savings and loan associations
- Educating young people to enter the work force and participate in the market economy
- Helping businesses find markets for traditional and value-added products
- Counseling businesses, including microfinance institutions, on organizational issues
- Teaching financial management and strategic planning to nongovernmental organizations (NGOs)
- Working with communities to plan and market ecotourism projects

Education

Education remains the Peace Corps' largest program sector. All Volunteers are, to some extent, educators. Many host country nationals describe how a Volunteer who taught them years ago opened new vistas for their future and empowered them to make a difference. Education projects include team-teaching courses in math, science, health, environment, and civics or skills-based classes in English and literacy. Education Volunteers strengthen local capacity by training and mentoring teachers in K-12 schools, teacher-training colleges, and universities. Volunteers work with teachers to improve participatory teaching methodologies, classroom management, authentic assessments, parental involvement, and gender equity in the classroom. Based on the needs of host communities, Volunteers support programs for vulnerable, marginalized or other special-needs children. They also create after-school programs, clubs, and camps for boys and girls to promote HIV/AIDS prevention and life skills. Education Volunteers train teachers to expand learning opportunities through the use of information and communications technology (ICT), including radio, video, and computers, which are increasingly important for accessing information, communicating professionally, and equipping students with 21st-century skills. Improved ICT broadens access to education, makes learning more interactive, provides teachers with access to classroom materials, and enables classrooms around the world to communicate and collaborate.

Volunteers also make significant contributions to girls' education and gender awareness. Volunteers promote activities that help expand educational opportunities for females in both formal and nonformal settings. For example, Volunteers conduct summer leadership camps for girls, support community awareness of girls' achievements and potential, encourage their participation in the classroom, establish safe environments for after-school study, and organize career fairs for women. Similarly, Volunteers work with boys and men to explore gender roles, expectations, and opportunities in a rapidly changing world.

At the end of FY 2010, there were 3,183 education Volunteers providing assistance through 55 projects worldwide.

Examples of Volunteer work include:

- Teaching students through classes and extracurricular activities
- Mentoring counterparts and training teachers
- Advising in the development of curricula and teaching materials
- Promoting community and school-based resource centers
- Advising school-community organizations, parent-teacher groups, and community development projects
- Promoting distance learning
- Supporting special-needs classes, such as deaf education, and promoting general awareness in the community for children and youth with disabilities
- Encouraging early childhood education
- Working with radio stations to teach English and disseminate HIV/AIDS prevention messages and education

Environment

Volunteers working on environment projects help strengthen a community's ability to sustainably conserve and use natural resources. They work primarily at the grassroots level, focusing on human needs and sustainable alternatives. Volunteers focusing on agroforestry, for example, identify and train local leaders so they can teach other farmers how to use trees to improve the productivity and sustainability of their fields and gardens. Volunteers work closely with schools both in and outside of the classroom to implement educational and awareness activities through environmental clubs and eco-camps. At some posts, schools and communities are connected as parents and youth work together to identify joint projects, such as bottle recycling or community cleanup days.

At the end of FY 2010, there were 1,146 environment Volunteers providing assistance through 27 projects worldwide.

Examples of Volunteer work include:

- Promoting reforestation and soil and water conservation with individual farmers
- Co-teaching classes in schools, conducting teacher-training seminars, and developing curricula related to environmental topics

- Promoting nonformal environmental education (e.g., summer camps, eco-clubs, Earth Day events, and theater dramas)
- Working with entrepreneurs and local associations to develop or strengthen alternatives to unsustainable practices, such as generating income from renewable natural resources and sustainable tourism
- Helping communities manage solid waste
- Working with local governments, NGOs, and park staff to integrate new techniques in land-use planning, such as geographic information systems, GPS, and satellite imagery
- Establishing community and school tree nurseries

Health and HIV/AIDS

Volunteers work in health projects to promote preventive health education and practices with an emphasis on overall health and well-being. The scope of these projects includes: hygiene, safe water and sanitation; nutrition and food security; maternal and child health; reproductive health; communicable diseases; chronic illnesses; and healthy lifestyles. Volunteers and their counterparts address these issues in a variety of ways, focusing on behavior change. This includes formal classroom instruction; educational and training materials development and distribution; training for, and technical support to, health care providers, peer educators, teachers, and nonformal community health volunteers; and community-based communication through murals, theater, radio, television, and puppet shows.

In terms of addressing important disease areas, Volunteers fill a much-needed niche in carrying out grassroots community-based education focused on malaria control. Volunteers, working alongside their counterparts, approach this task by improving knowledge and behavior related to malaria transmission, underscoring the importance of intermittent presumptive treatment for prenatal care and facilitating the distribution and utilization of insecticide treated nets.

Another important public health area includes Peace Corps work on HIV/AIDS prevention, care, and treatment. Volunteers focus on HIV/AIDS prevention and care exclusively or as part of a comprehensive community health project. Life skills training continues to be at the center of much of Volunteers' HIV/AIDS prevention work, particularly when targeting youth. Increasingly, Volunteers

are assigned to HIV/AIDS-related NGOs and assist in increasing the technical, managerial, and administrative capacities of such groups. Volunteers are uniquely suited to work in HIV/AIDS prevention because they live and work in local communities and can present information in culturally sensitive ways. The Peace Corps is collaborating with the U.S. Department of State's Office of the Global AIDS Coordinator to support the U.S. government's commitment to worldwide HIV/AIDS care, prevention, and treatment through the President's Emergency Plan for AIDS Relief (PEPFAR). In FY 2010, 92 percent of all Peace Corps posts around the world conducted HIV/AIDS activities. Over 695,000 people, including service providers, benefited from Volunteer interventions.

Finally, in the area of water, sanitation and hygiene, Volunteers work to increase the capacity of local people to build, manage, and sustain their own water supply and sanitation infrastructure. Volunteers also promote hygiene behaviors, such as hand washing with soap, that have been shown to reduce the incidence of diarrhea and pneumonia.

At the end of FY 2010, there were 1,900 health and HIV/AIDS Volunteers providing assistance through 54 projects worldwide.

Examples of Volunteer work include:

- Facilitating health education on nutrition (breastfeeding, growth monitoring and promotion, weaning, three food groups, etc.) and nutritional rehabilitation
- Promoting hygiene education and pandemic preparedness (i.e., H1N1 awareness) in communities and schools
- Expanding peer education to urge youth and others to reduce risky behavior
- Disseminating education about infectious diseases, including malaria control prevention
- Assisting in promoting maternal and child health clinics
- Strengthening NGO health-delivery systems; constructing and managing water systems; and promoting practices and services such as timely vaccination control
- Strengthening local and international NGO service delivery systems
- Constructing and maintaining clean water systems

- Building the capacity of health and water sanitation committees

Youth Development

Since the inception of the Peace Corps in 1961, Volunteers have had great success working with youth. It is often young people in a community who are the Volunteers' first language coaches and cultural interpreters. In turn, young people value the opportunity to learn from Peace Corps Volunteers. In most of the countries in which Peace Corps works, nearly 50 percent of the population is under the age of 25. Volunteers in the youth sector are guided by three key principles: promoting positive youth development, facilitating a greater level of youth participation, and approaching community development from an asset-based point of view. Volunteers and their partners integrate these approaches into stand-alone youth development projects, as well as projects that span all program sectors. The Peace Corps' approach to youth development supports effective, sustainable work with young people, their families, and their communities. Projects also aim to build the capacity of youth-serving organizations and the host country professionals who work with young people. Youth development programs specifically focus on the critical issues affecting youth throughout the world today, including successfully transitioning from school to work, developing relevant skills to prepare them for family life, and becoming engaged and active citizens in their communities.

Volunteers are uniquely positioned to provide learning opportunities to girls and boys at the grassroots level.

Volunteers also serve a valuable role in reaching special populations, such as children orphaned due to HIV/AIDS, street children, and other vulnerable young people. Volunteers work with their partners to improve employment skills for disenfranchised and out-of-school young men and women, and provide support to at-risk youth. Many Volunteers serve as mentors for young people and as counterparts in youth service organizations.

At the end of FY 2010, there were 450 youth development Volunteers providing assistance through 19 projects worldwide.

Examples of Volunteer work include:

- Increasing employability skills, career planning, and entrepreneurship training
- Supporting training for computer skills and Internet use
- Developing leadership, communication, and teamwork skills through sports, recreation, drama, and arts opportunities
- Providing environmental education and community service opportunities
- Providing life skills through family life and healthy lifestyles training, including HIV/AIDS prevention
- Promoting positive leadership and citizenship development
- Developing the skills of teachers, youth promoters, and social workers to better facilitate participatory learning opportunities for youth
- Working to encourage parents and other community adults to support youth priorities.

APPENDIX E

Volunteers Working in HIV/AIDS Activities During FY 2010

Africa		Europe, Mediterranean, and Asia		Inter-America and the Pacific	
Country	Volunteers	Country	Volunteers	Country	Volunteers
Benin	41	Albania	5	Belize	20
Botswana	91	Armenia	7	Costa Rica	14
Burkina Faso	50	Azerbaijan	5	Dominican Republic	69
Cameroon	58	Bulgaria	110	Eastern Caribbean*	27
Cape Verde	30	Cambodia	2	Ecuador	88
Ethiopia	67	China	18	El Salvador	55
Ghana	37	Georgia	1	Fiji	28
Kenya	28	Kazakhstan	25	Guatemala	75
Lesotho	84	Kyrgyz Republic	36	Guyana	51
Madagascar	27	Macedonia	3	Honduras	66
Malawi	132	Moldova	54	Jamaica	39
Mali	37	Mongolia	21	Nicaragua	62
Mozambique	83	Morocco	1	Panama	23
Namibia	59	Philippines	15	Paraguay	56
Niger	23	Thailand	28	Peru	64
Rwanda	8	Turkmenistan	10	Suriname	16
Senegal	94	Ukraine	80	Samoa	1
South Africa	68	TOTAL	421	Tonga	5
Swaziland	54			Vanuatu	15
Tanzania	60			TOTAL	774
The Gambia	18				
Togo	56				
Uganda	122				
Zambia	130				
TOTAL	1,457				

Grand Total: 2,652

NOTES

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

APPENDIX F

Peace Corps Application Process and Phases of Volunteer Service

Peace Corps Application Process

The Peace Corps application to invitation process usually takes from six to 12 months to complete, but may take longer in certain cases. This is due to a number of factors, including turnaround time for reference checks, a medical evaluation, determining applicant suitability for assignments, the availability of assignments, and whether an applicant needs additional time to obtain experience to be a more competitive candidate. After receiving an invitation, most people depart for their country assignment within two to three months.

Step One: Application

The first step toward becoming a Peace Corps Volunteer is to provide preliminary information. Most people complete the application within two weeks. During this stage applicants submit a completed application form that includes two essays, three references, employment history, resume, community and volunteer activities, and educational background. They also provide a copy of college transcripts (unless they have 10 years of applicable professional experience), outstanding financial obligations, and a complete Health Status Review form.

Step Two: Interview

For applicants deemed as potentially qualified candidates, an interview generally takes place after all application materials, including references, have been returned. During the interview, applicants discuss with a recruiter their skills and interests, job opportunities available, and issues such as flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service.

Step Three: Nomination

A nomination is a recommendation that an applicant move on to the next stage of consideration, which includes medical, legal, suitability, and competitive reviews. After an interview is complete and all requested documents are received, the recruiter

evaluates an applicant's candidacy. If the recruiter determines an applicant is qualified for Peace Corps service, the applicant is nominated to serve in a general work area and region of the world with an approximate departure date.

Step Four: Medical, Legal, Suitability, and Competitive Reviews

Once an applicant has been nominated, he or she is mailed a Medical Forms package that outlines requirements for physical, dental, and eye exams. It is best to return all material from the Medical Forms package within 45 days. While a majority of applicants are deemed medically qualified for Peace Corps service, some applicants may be disqualified, deferred, or limited to placement in certain countries. After the medical review, applications are reviewed for eligibility based on the Peace Corps' legal guidelines. Medically qualified and legally cleared applicants are then evaluated by a Peace Corps placement officer for suitability and their skills are compared with those of other candidates. Competitive and suitable candidates are then matched to openings.

Step Five: Invitation

For qualified and competitive candidates, the placement officer will extend an invitation in writing for a specific country and provide a detailed job description. Invitations are typically sent out two to three months (at least six weeks) in advance of the program start date. Once the invitation has been accepted, a background investigation is conducted.

Step Six: Preparation for Departure

The Peace Corps travel office will issue an electronic ticket for travel to the pre-service orientation site (also known as staging). Immediately prior to leaving for a country of assignment, Peace Corps trainees meet in the U.S. to prepare for their Volunteer service. A short time later, they fly to the assigned country to begin in-country training.

Phases of Volunteer Service

Trainee

Orientation (Staging)

Staff members conduct a one-day staging before trainees depart for their overseas assignments. Safety and security training is a component of this orientation.

Pre-Service Training

Staff prepares trainees for service by conducting two to three months of training in language, technical skills, and cross-cultural, health, and personal safety and security issues. After successful completion of training and testing, trainees are sworn in as Volunteers.

Volunteer

Volunteer Assignment

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

Site Selection

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

Living Allowance

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

Health

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

Volunteer Security

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

In-Service Training

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

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

Readjustment Allowance

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

Health Insurance

Volunteers are covered by a comprehensive health insurance plan for the first month after service and can continue the plan at their own expense for up to 18 additional months.

Returned Volunteer Services

The Peace Corps provides career, educational, and transitional assistance to Volunteers when they return to the United States following their Peace Corps service. Returned Volunteers are also encouraged to further the Peace Corps' third goal by sharing their experiences abroad with their fellow Americans.

Peace Corps Response

Headquarters staff recruits and places experienced Volunteers in short-term disaster relief and humanitarian response positions.

APPENDIX G

The Peace Corps' Educational Partnerships in the United States

States	Master's International Colleges/Universities	Fellows/USA Colleges/Universities
Alabama	University of Alabama at Birmingham	University of Alabama at Birmingham
Alaska	University of Alaska–Fairbanks	
Arizona	Arizona State University Northern Arizona University	Northern Arizona University University of Arizona
California	California State University at 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	Humboldt State University Loma Linda University University of Southern California
Colorado	Colorado State University University of Denver	University of Colorado Denver University of Denver
Connecticut		Yale University
Florida	Florida International University Florida State University University of South Florida	Florida Institute of Technology
Georgia	Emory University Georgia State University University of Georgia	Georgia College and State University Kennesaw State University
Illinois	Illinois State University University of Illinois–Chicago	Illinois State University Western Illinois University
Indiana	Indiana University Valparaiso University	Indiana University University of Notre Dame
Kansas		Wichita State University
Louisiana	Tulane University	University of New Orleans Xavier University of Louisiana
Maryland	Johns Hopkins University University of Maryland 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
Massachusetts	Boston University Wheelock University	Clark University
Michigan	Eastern Michigan University Michigan State University Michigan Technological University University of Michigan Western Michigan University	University of Michigan
Minnesota	University of Minnesota–Twin Cities	
Missouri	Lincoln University of Missouri	University of Missouri–Columbia University of Missouri–Kansas City
Montana	University of Montana	
Nevada	University of Nevada–Las Vegas	
New Hampshire	Southern New Hampshire University	Southern New Hampshire University

The Peace Corps' Educational Partnerships in the United States

States	Master's International Colleges/Universities	Fellows/USA Colleges/Universities
New Jersey	Rutgers, The State University of New Jersey–Camden	Drew University Monmouth University Rutgers, The State University of New Jersey–Camden
New Mexico	New Mexico State University	New Mexico State University Western New Mexico University
New York	Adelphi University Bard College Cornell University State University of New York at Oswego State University of New York at Syracuse University at Albany– State University of New York	Columbia University Teachers College Cornell University Fordham University The New School University of Rochester
North Carolina	Appalachian State University North Carolina A&T State University North Carolina State University	Duke University
Ohio	University of Cincinnati	Bowling Green State University University of Cincinnati
Oklahoma	Oklahoma State University	
Oregon	Oregon State University	University of Oregon Willamette University
Pennsylvania	University of Pittsburgh	Carnegie Mellon University Duquesne University Seton Hill University University of Pennsylvania
South Carolina	Clemson University College of Charlestown South Carolina State University University of South Carolina	University of South Carolina
Texas	Texas A&M University Texas A&M at Corpus Christi Texas Tech University	
Utah	Utah State University	
Vermont	SIT Graduate Institute St. Michael's College	University of Vermont
Virginia	George Mason University University of Virginia Virginia Polytechnic Institute and State University	George Mason University
Washington	Gonzaga University University of Washington Washington State University	University of Washington
West Virginia	West Virginia University	
Wisconsin	University of Wisconsin University of Wisconsin–Stevens Point	Marquette University University of Wisconsin–Milwaukee University of Wisconsin–Stevens Point
Wyoming	University of Wyoming	University of Wyoming
District of Columbia	American University George Washington University	George Washington University

APPENDIX H

Peace Corps Response

Peace Corps Response provides returned Peace Corps Volunteers the opportunity to serve again in rewarding, short-term assignments that usually require fairly high level technical skills. Since its inception in 1996*, Peace Corps Response has sent over 1,400 returned Volunteers to more than 57 countries. Historically, Peace Corps Response has sent an average of 50 Volunteers per year to countries around the world. In FY 2010, Peace Corps Response fielded 206 Volunteers in 34 countries. This represents a dramatic increase over the previous year's placement. In FY 2012, the Peace Corps will continue to significantly increase the number of Response Volunteers it sends into the field.

Peace Corps Response provides qualified candidates the opportunity to gain additional international experience while imparting technical expertise critical for partner organizations and the communities in which they serve. Peace Corps Response Volunteers are able to make valuable contributions because they come equipped with the language, technical, and cross-cultural skills needed to have an immediate impact. Assignments range from three months to one year—averaging six months in duration—with a brief training and orientation session upon arriving in-country. Volunteers work with host country government institutions and nongovernmental organizations.

As the agency seeks to strategically increase its global presence, the Peace Corps Response program acts as an engine of innovation with its ability to quickly respond to the needs of the world. For example, today Peace Corps Response is the program the agency frequently turns to when it is entering a new country or re-entering a post-conflict country. In a matter of months, Peace Corps Response can provide countries with Volunteers to assist

with relief efforts when trained Volunteers with a high level of technical expertise are needed on short notice.

Peace Corps Response Volunteers work in a number of program areas: agriculture and environment; business/NGO development and information technology; community and youth development; disaster preparedness and response; education and teacher training; and health and HIV/AIDS.

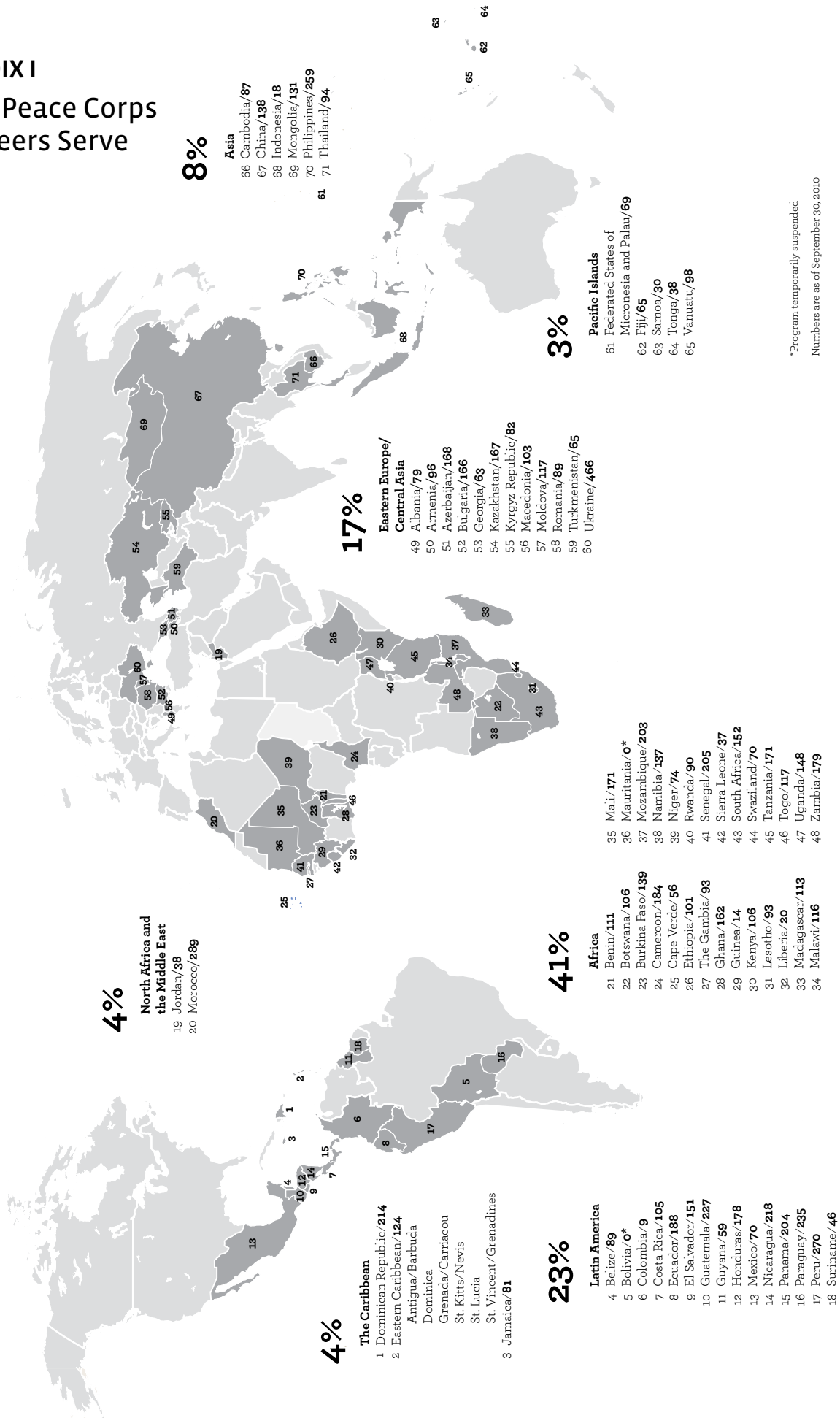
In FY 2010, Peace Corps Response supported the re-entry efforts of several countries, including Colombia and Madagascar. Following a brief suspension of the Peace Corps program in Madagascar, Response Volunteers returned to the country to provide technical assistance to entrepreneurs and farming cooperatives in the areas of marketing and small business development. For the first time since 1981, Peace Corps re-established its presence in Colombia by sending a team of nine Response Volunteers to provide assistance in teacher training and classroom teaching English as a foreign language instruction. In addition, Peace Corps Response is continuing to support the recent post-conflict re-entry into Liberia through ongoing assistance with classroom teaching, community health, resource libraries, and parent education.

In response to the devastating earthquake in Haiti, Peace Corps Response sent a team of Volunteers to assist with medical mission translations, community assessments, and the management of camps for internally displaced people. Nine Response Volunteers were sent to Haiti to offer direct assistance under the auspices of USAID's Office of Foreign Disaster Assistance (OFDA). These Volunteers facilitated key interventions in the areas of public health and child-friendly spaces.

**Peace Corps Response was formerly called the Crisis Corps. The name was changed in 2007.*

APPENDIX I

Where Peace Corps Volunteers Serve

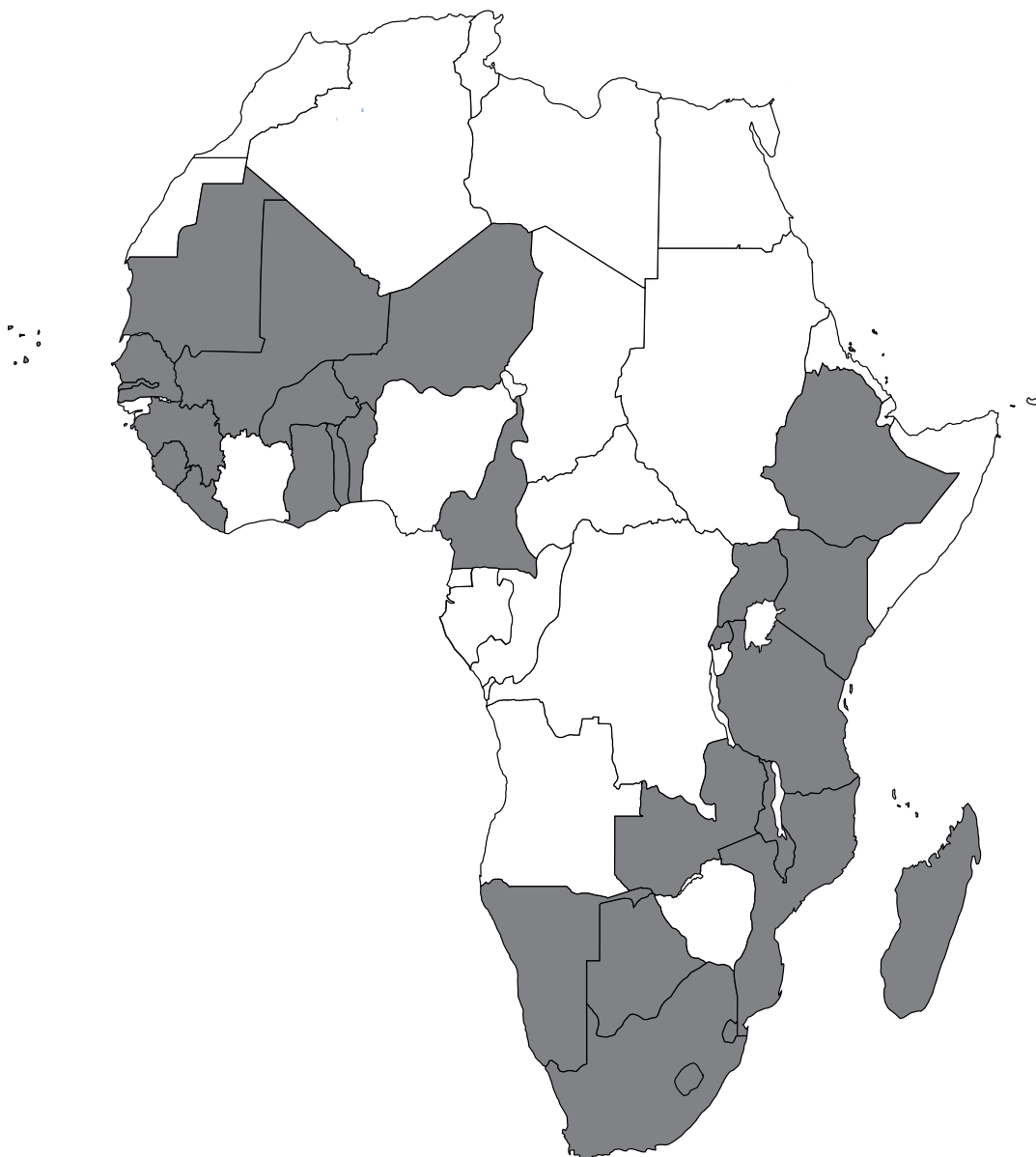


*Program temporarily suspended
 Numbers are as of September 30, 2010

APPENDIX J

Africa Region

Sahel	Cape Verde, The Gambia, Mali, Mauritania, Niger, 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



Benin

CAPITAL	Porto-Novo
POPULATION	8.9 million
ANNUAL PER CAPITA INCOME	\$1,470
PROGRAM DATES	1968–present
PROGRAM SECTORS	Business Development Education Environment Health and HIV/AIDS

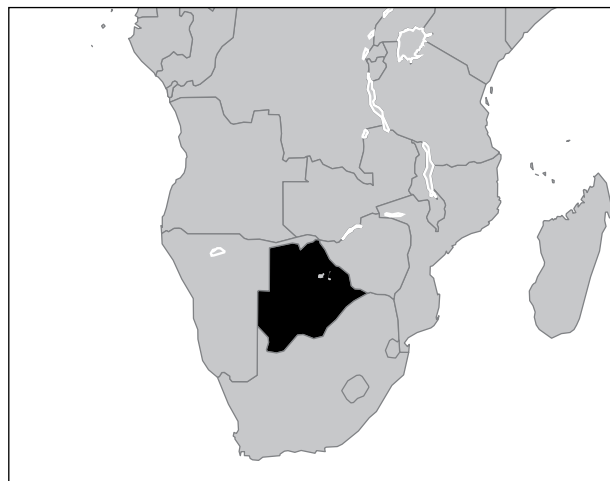


ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	110	120
Program funds (\$000)	4,700	5,000

Botswana



CAPITAL	Gaborone
POPULATION	1.9 million
ANNUAL PER CAPITA INCOME	\$13,300
PROGRAM DATES	1966–1997 2003–present
PROGRAM SECTORS	Education Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	70	80
Program funds (\$000)	2,200	2,500

Burkina Faso

CAPITAL	Ouagadougou
POPULATION	15.8 million
ANNUAL PER CAPITA INCOME	\$1,160
PROGRAM DATES	1967–1987 1995–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS



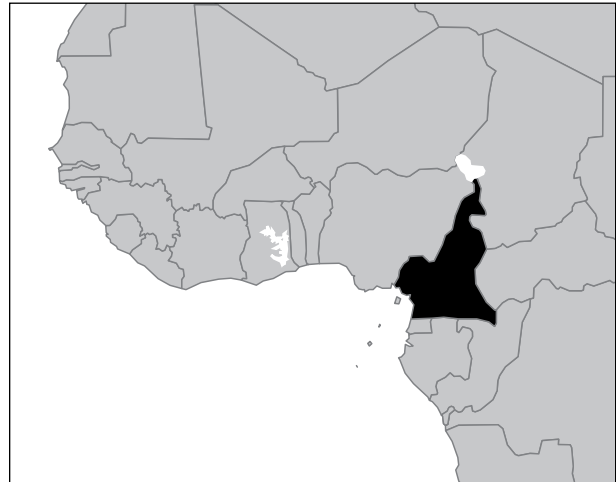
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	150	150
Program funds (\$000)	4,700	4,800

Cameroon

CAPITAL	Yaounde
POPULATION	19.5 million
ANNUAL PER CAPITA INCOME	\$2,170
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Business Development Education Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	220	190
Program funds (\$000)	4,900	4,500

Cape Verde



CAPITAL	Praia
POPULATION	.505 million
ANNUAL PER CAPITA INCOME	\$3,010
PROGRAM DATES	1988–present
PROGRAM SECTORS	Business Development Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	60	60
Program funds (\$000)	2,400	2,600

Ethiopia

CAPITAL	Addis Ababa
POPULATION	82.8 million
ANNUAL PER CAPITA INCOME	\$870
PROGRAM DATES	1962–1977, 1995–1999 2007–present
PROGRAM SECTORS	Agriculture Environment Health and HIV/AIDS



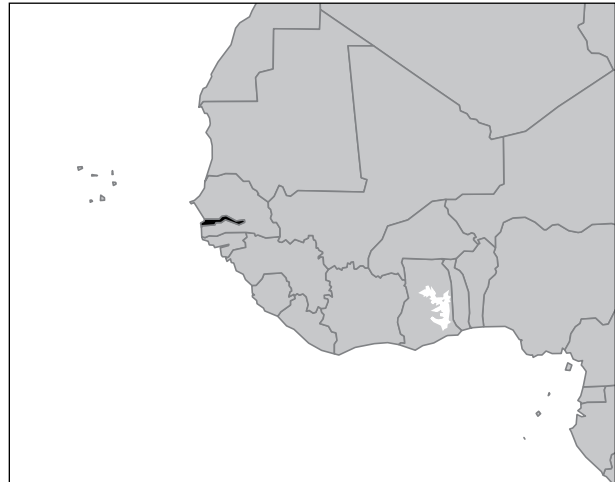
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	80	150
Program funds (\$000)	2,700	4,200

The Gambia

CAPITAL Banjul
 POPULATION 1.7 million
 ANNUAL PER CAPITA INCOME \$1,280
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Education
 Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	100	90
Program funds (\$000)	2,800	2,800

Ghana



CAPITAL Accra
 POPULATION 23.8 million
 ANNUAL PER CAPITA INCOME \$1,320
 PROGRAM DATES 1961–present
 PROGRAM SECTORS Business Development
 Education
 Environment
 Health and HIV/AIDS

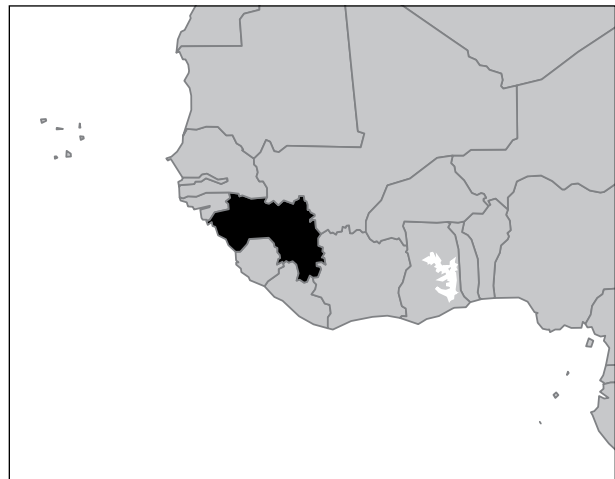
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	130	170
Program funds (\$000)	4,100	5,100

Guinea

CAPITAL Conakry
 POPULATION 10.7 million
 ANNUAL PER CAPITA INCOME \$970
 PROGRAM DATES 1963–1966, 1969–1971
 1985–present
 PROGRAM SECTORS Business Development
 Education, Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	30	50
Program funds (\$000)	2,300	2,700

Kenya

CAPITAL Nairobi
 POPULATION 39.8 million
 ANNUAL PER CAPITA INCOME \$1,550
 PROGRAM DATES 1964–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS

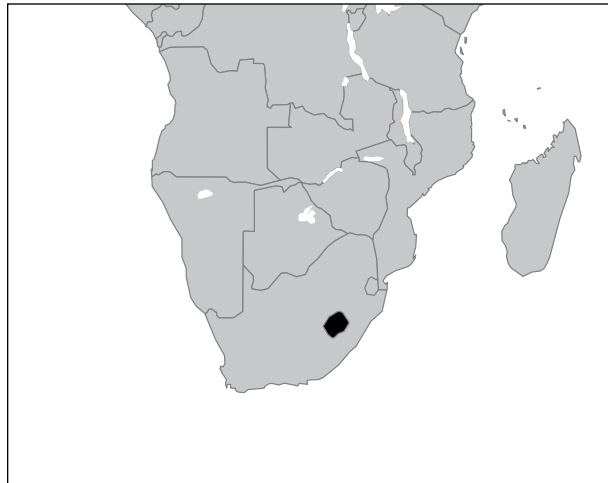


ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	100	120
Program funds (\$000)	3,000	3,700

Lesotho



CAPITAL Maseru
 POPULATION 2.1 million
 ANNUAL PER CAPITA INCOME \$1,970
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	60	70
Program funds (\$000)	2,700	2,900

Liberia

CAPITAL Monrovia
 POPULATION 4 million
 ANNUAL PER CAPITA INCOME \$310
 PROGRAM DATES 1962–1990
 2008–present
 PROGRAM SECTORS Education



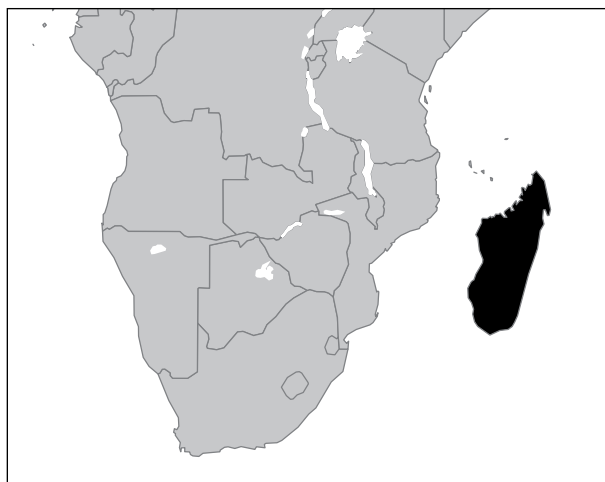
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	40	60
Program funds (\$000)	2,400	2,800

Madagascar

CAPITAL	Antananarivo
POPULATION	19.6 million
ANNUAL PER CAPITA INCOME	\$1,050
PROGRAM DATES	1993–present
PROGRAM SECTORS	Business Development Education, Environment Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	170	140
Program funds (\$000)	2,900	2,700

Malawi



CAPITAL	Lilongwe
POPULATION	15.3 million
ANNUAL PER CAPITA INCOME	\$810
PROGRAM DATES	1963–1976 1978–present
PROGRAM SECTORS	Education Environment Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	130	130
Program funds (\$000)	3,200	3,500

Mali

CAPITAL	Bamako
POPULATION	13 million
ANNUAL PER CAPITA INCOME	\$1,090
PROGRAM DATES	1971–present
PROGRAM SECTORS	Business Development Education, Environment Health and HIV/AIDS



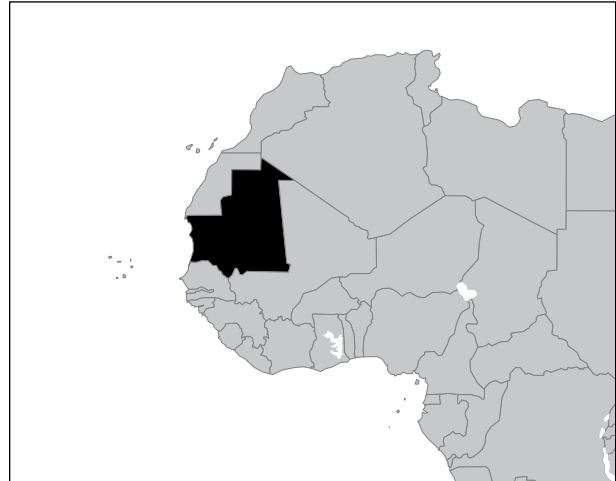
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	160	160
Program funds (\$000)	6,100	6,300

Mauritania

CAPITAL Nouakchott
 POPULATION 3.3 million
 ANNUAL PER CAPITA INCOME \$1,990
 PROGRAM DATES 1966–1967
 1971–present
 PROGRAM SECTORS *This program is currently suspended*

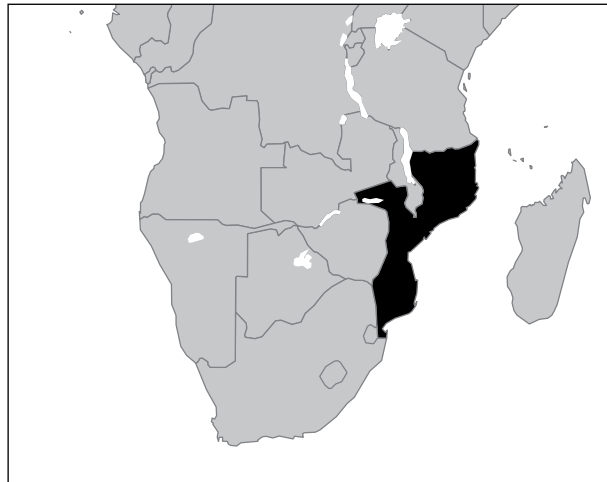


ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	0	0
Program funds (\$000)	1,800	0

Mozambique



CAPITAL Maputu
 POPULATION 22.9 million
 ANNUAL PER CAPITA INCOME \$770
 PROGRAM DATES 1998–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS

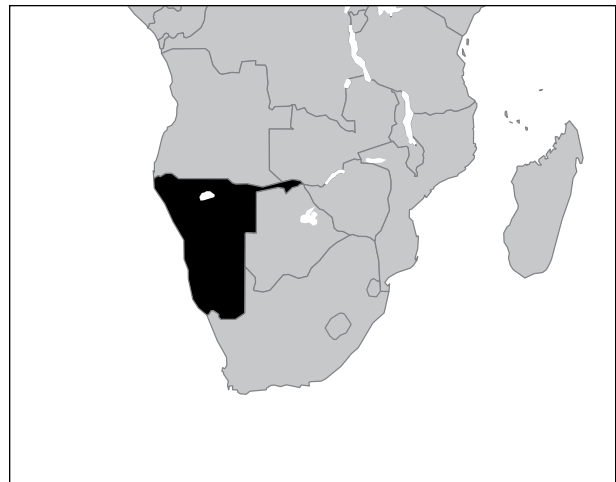
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	190	170
Program funds (\$000)	4,000	3,600

Namibia

CAPITAL Windhoek
 POPULATION 2.2 million
 ANNUAL PER CAPITA INCOME \$6,240
 PROGRAM DATES 1990–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	130	110
Program funds (\$000)	3,400	3,300

Niger

CAPITAL Niamey
 POPULATION 15.3 million
 ANNUAL PER CAPITA INCOME \$680
 PROGRAM DATES 1962–present
 PROGRAM SECTORS *This program is currently suspended*



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	0	0
Program funds (\$000)	4,000	2,300

Rwanda



CAPITAL Kigali
 POPULATION 10 million
 ANNUAL PER CAPITA INCOME \$1,110
 PROGRAM DATES 1975–1993
 2008–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS

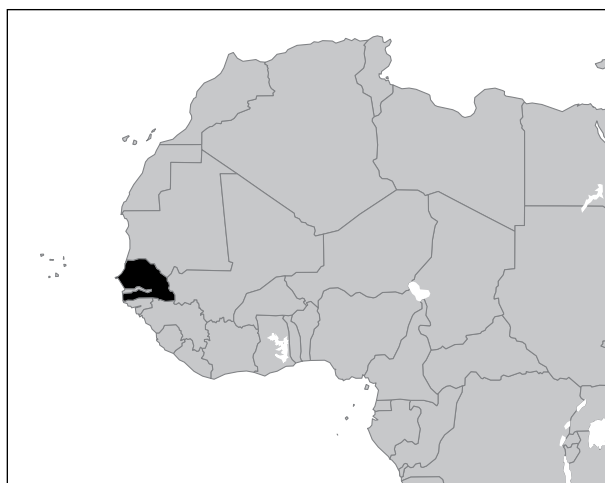
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	160
Program funds (\$000)	2,500	4,600

Senegal

CAPITAL Dakar
 POPULATION 12 million
 ANNUAL PER CAPITA INCOME \$1,780
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Agriculture
 Business Development
 Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	270	270
Program funds (\$000)	5,500	5,700

Sierra Leone

CAPITAL	Freetown
POPULATION	5.7 million
ANNUAL PER CAPITA INCOME	\$770
PROGRAM DATES	1962–1994 2010–present
PROGRAM SECTORS	Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	70	90
Program funds (\$000)	3,300	3,900

South Africa



CAPITAL	Pretoria
POPULATION	49.3 million
ANNUAL PER CAPITA INCOME	\$9,780
PROGRAM DATES	1997–present
PROGRAM SECTORS	Education Health and HIV/AIDS

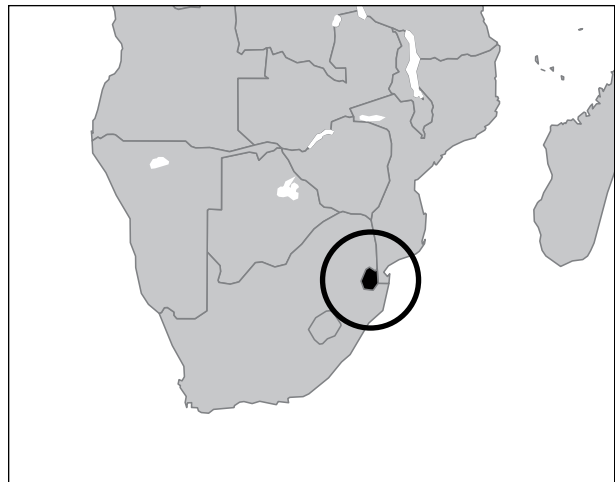
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	170	190
Program funds (\$000)	5,000	5,600

Swaziland

CAPITAL	Mbabane
POPULATION	1.2 million
ANNUAL PER CAPITA INCOME	\$4,580
PROGRAM DATES	1968–1996 2003–present
PROGRAM SECTORS	Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	70	80
Program funds (\$000)	2,300	2,600

Tanzania

CAPITAL Dar Es Salaam
 POPULATION 43.7 million
 ANNUAL PER CAPITA INCOME \$1,260
 PROGRAM DATES 1961–1969
 1979–present
 PROGRAM SECTORS Education
 Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	140	150
Program funds (\$000)	3,700	3,800

Togo



CAPITAL Lome
 POPULATION 6.6 million
 ANNUAL PER CAPITA INCOME \$830
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Business Development
 Education
 Environment
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	110	80
Program funds (\$000)	3,600	3,200

Uganda

CAPITAL Kampala
 POPULATION 32.7 million
 ANNUAL PER CAPITA INCOME \$1,140
 PROGRAM DATES 1964–1972, 1991–1999
 2001–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	110
Program funds (\$000)	2,900	3,600

Zambia

CAPITAL Lusaka
 POPULATION 12.9 million
 ANNUAL PER CAPITA INCOME \$1,230
 PROGRAM DATES 1994–present
 PROGRAM SECTORS Agriculture
 Education, Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	170	210
Program funds (\$000)	5,300	6,700

APPENDIX K

Europe, Mediterranean and Asia Region



Balkans and North Africa

Albania, Bulgaria, Republic of Macedonia, Morocco

Central and Eastern Europe

Moldova, Romania, Ukraine

Middle East and the Caucasus

Armenia, Azerbaijan, Georgia, Jordan

Central Asia

Kazakhstan, Kyrgyz Republic, Turkmenistan

Asia

Cambodia, China, Indonesia, Mongolia, Philippines, Thailand

Albania

CAPITAL Tirana
 POPULATION 3.2 million
 ANNUAL PER CAPITA INCOME \$7,520
 PROGRAM DATES 1992–1997
 2003–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	110
Program funds (\$000)	2,800	3,500

Armenia



CAPITAL Yerevan
 POPULATION 3.1 million
 ANNUAL PER CAPITA INCOME \$6,310
 PROGRAM DATES 1992–present
 PROGRAM SECTORS Business Development
 Education
 Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	130
Program funds (\$000)	3,000	3,800

Azerbaijan

CAPITAL Baku
 POPULATION 8.8 million
 ANNUAL PER CAPITA INCOME \$7,770
 PROGRAM DATES 2003–present
 PROGRAM SECTORS Business Development
 Education, Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	160	170
Program funds (\$000)	3,000	3,500

Bulgaria

CAPITAL Sofia
 POPULATION 7.6 million
 ANNUAL PER CAPITA INCOME \$11,370
 PROGRAM DATES 1991–present
 PROGRAM SECTORS Business Development
 Education, Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	120	70
Program funds (\$000)	4,100	1,500

Cambodia



CAPITAL Phnom Penh
 POPULATION 14.8 million
 ANNUAL PER CAPITA INCOME \$1,860
 PROGRAM DATES 2007–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	100	180
Program funds (\$000)	2,400	3,800

China

CAPITAL Beijing
 POPULATION 1.3 billion
 ANNUAL PER CAPITA INCOME \$6,010
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	170	220
Program funds (\$000)	2,900	4,700

Georgia

CAPITAL T'bilisi
 POPULATION 4 million
 ANNUAL PER CAPITA INCOME \$4,920
 PROGRAM DATES 2001–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	70	100
Program funds (\$000)	2,200	2,900

Indonesia



CAPITAL Jakarta
 POPULATION 230 million
 ANNUAL PER CAPITA INCOME \$3,590
 PROGRAM DATES 1963–1965
 2010–present
 PROGRAM SECTORS Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	50	70
Program funds (\$000)	1,800	2,100

Jordan

CAPITAL Amman
 POPULATION 6 million
 ANNUAL PER CAPITA INCOME \$5,710
 PROGRAM DATES 1997–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS
 Youth



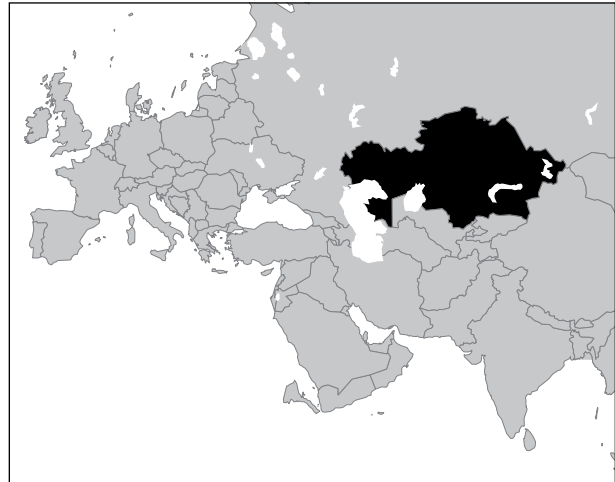
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	60	100
Program funds (\$000)	2,400	2,600

Kazakhstan

CAPITAL Astana
 POPULATION 15.9 million
 ANNUAL PER CAPITA INCOME \$9,710
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	190	190
Program funds (\$000)	4,200	4,600

Kyrgyz Republic



CAPITAL Bishkek
 POPULATION 5.3 million
 ANNUAL PER CAPITA INCOME \$2,150
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	80	100
Program funds (\$000)	2,800	3,000

Macedonia

CAPITAL Skopje
 POPULATION 2 million
 ANNUAL PER CAPITA INCOME \$9,250
 PROGRAM DATES 1996–present
 PROGRAM SECTORS Business Development
 Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	110	90
Program funds (\$000)	2,700	2,500

Moldova

CAPITAL	Chisinau
POPULATION	3.6 million
ANNUAL PER CAPITA INCOME	\$3,270
PROGRAM DATES	1993–present
PROGRAM SECTORS	Agriculture Business Development Education Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	120	180
Program funds (\$000)	3,100	4,800

Mongolia



CAPITAL	Ulaanbaatar
POPULATION	2.7 million
ANNUAL PER CAPITA INCOME	\$3,470
PROGRAM DATES	1991–present
PROGRAM SECTORS	Business Development Education Health and HIV/AIDS Youth

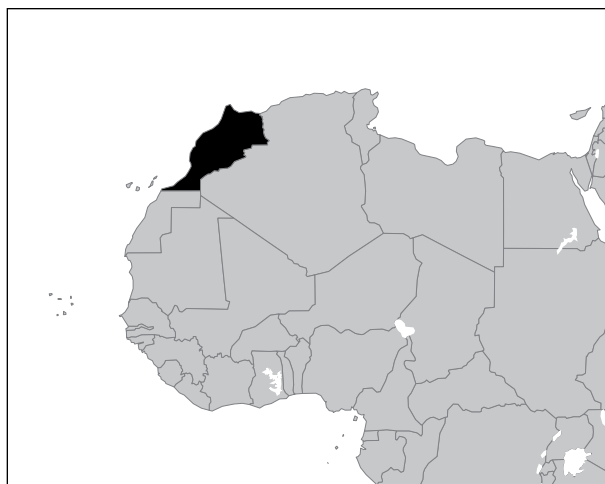
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	140	210
Program funds (\$000)	3,000	3,700

Morocco

CAPITAL	Rabat
POPULATION	32 million
ANNUAL PER CAPITA INCOME	\$4,180
PROGRAM DATES	1963–present
PROGRAM SECTORS	Business Development Environment Health and HIV/AIDS Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	290	340
Program funds (\$000)	6,100	7,500

Philippines

CAPITAL Manila
 POPULATION 92 million
 ANNUAL PER CAPITA INCOME \$3,900
 PROGRAM DATES 1961–1990
 1992–present
 PROGRAM SECTORS Education
 Environment
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	240	180
Program funds (\$000)	4,900	4,400

Romania



CAPITAL Bucharest
 POPULATION 22.5 million
 ANNUAL PER CAPITA INCOME \$13,380
 PROGRAM DATES 1991–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	50
Program funds (\$000)	3,100	1,400

Thailand

CAPITAL Bangkok
 POPULATION 67.8 million
 ANNUAL PER CAPITA INCOME \$7,760
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Business Development
 Education
 Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	110	130
Program funds (\$000)	3,300	3,600

Turkmenistan

CAPITAL Ashgabat
 POPULATION 5.1 million
 ANNUAL PER CAPITA INCOME \$6,120
 PROGRAM DATES 1993–present
 PROGRAM SECTORS Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	50	50
Program funds (\$000)	1,900	2,300

Ukraine



CAPITAL Kyiv
 POPULATION 46 million
 ANNUAL PER CAPITA INCOME \$7,210
 PROGRAM DATES 1992–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS
 Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	510	310
Program funds (\$000)	7,300	5,600

APPENDIX L

Inter-America and the Pacific Region



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

Belize

CAPITAL Belmopan
 POPULATION .256 million
 ANNUAL PER CAPITA INCOME \$8,200
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	60
Program funds (\$000)	3,100	2,700

Bolivia



CAPITAL La Paz
 POPULATION 9.9 million
 ANNUAL PER CAPITA INCOME \$4,140
 PROGRAM DATES 1962–1971
 1990–present
 PROGRAM SECTORS *This program is currently suspended*

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	0	0
Program funds (\$000)	700	700

Colombia

CAPITAL Bogota
 POPULATION 44.2 million
 ANNUAL PER CAPITA INCOME \$9,300
 PROGRAM DATES 1961–1981
 2010–present
 PROGRAM SECTORS Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	30	60
Program funds (\$000)	1,000	2,300

Costa Rica

CAPITAL San Jose
 POPULATION 4.6 million
 ANNUAL PER CAPITA INCOME \$10,950
 PROGRAM DATES 1963–present
 PROGRAM SECTORS Business Development
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	110	110
Program funds (\$000)	3,300	3,500

Dominican Republic



CAPITAL Santo Domingo
 POPULATION 10.1 million
 ANNUAL PER CAPITA INCOME \$7,800
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Business Development
 Education, Environment
 Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	220	210
Program funds (\$000)	4,900	4,700

Eastern Caribbean

CAPITALS Saint John's, Roseau, Saint George's
 Basseterre, Castries, Kingstown
 POPULATION .596 million
 ANNUAL PER CAPITA INCOME \$8,800
 PROGRAM DATES 1961–present
 PROGRAM SECTORS Business Development
 Education, Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	90	90
Program funds (\$000)	3,700	3,900

Ecuador

CAPITAL Quito
 POPULATION 13.6 million
 ANNUAL PER CAPITA INCOME \$7,770
 PROGRAM DATES 1962–present
 PROGRAM SECTORS Agriculture
 Environment
 Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	200	230
Program funds (\$000)	4,400	5,100

El Salvador



CAPITAL San Salvador
 POPULATION 6.2 million
 ANNUAL PER CAPITA INCOME \$6,630
 PROGRAM DATES 1962–1980
 1993–present
 PROGRAM SECTORS Agriculture
 Business Development, Environment
 Health and HIV/AIDS, Youth

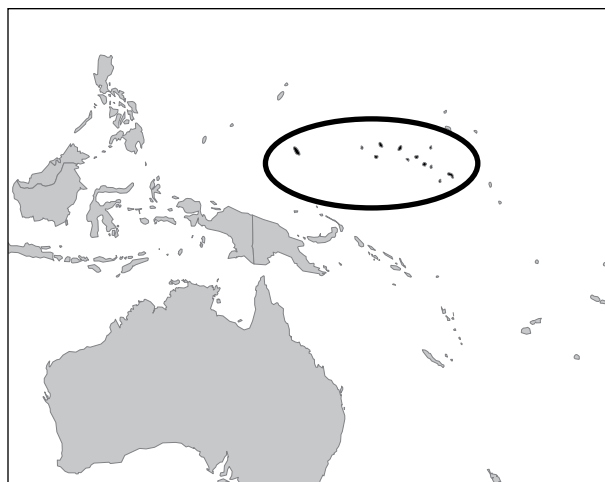
ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	120	130
Program funds (\$000)	3,800	4,100

Federated States of Micronesia and Palau

CAPITAL Palikir, Melekeok
 POPULATION .131 million
 ANNUAL PER CAPITA INCOME \$6,261
 PROGRAM DATES 1966–present
 PROGRAM SECTORS Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	50	40
Program funds (\$000)	2,200	2,100

Fiji

CAPITAL Suva
POPULATION .849 million
ANNUAL PER CAPITA INCOME \$3,950
PROGRAM DATES 1968–1998
 2003–present
PROGRAM SECTORS Business Development
 Environment
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	60	40
Program funds (\$000)	2,500	2,300

Guatemala



CAPITAL Guatemala City
POPULATION 14 million
ANNUAL PER CAPITA INCOME \$4,690
PROGRAM DATES 1963–present
PROGRAM SECTORS Agriculture
 Business Development
 Environment
 Health and HIV/AIDS, Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	250	220
Program funds (\$000)	5,400	5,300

Guyana

CAPITAL Georgetown
POPULATION .763 million
ANNUAL PER CAPITA INCOME \$3,030
PROGRAM DATES 1966–1971
 1995–present
PROGRAM SECTORS Education
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	50	60
Program funds (\$000)	2,500	2,900

Honduras

CAPITAL	Tegucigalpa
POPULATION	7.5 million
ANNUAL PER CAPITA INCOME	\$3,830
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Business Development Health and HIV/AIDS Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	180	180
Program funds (\$000)	4,400	4,900

Jamaica



CAPITAL	Kingston
POPULATION	2.7 million
ANNUAL PER CAPITA INCOME	\$7,360
PROGRAM DATES	1962–present
PROGRAM SECTORS	Agriculture Environment Health and HIV/AIDS Youth

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	60	70
Program funds (\$000)	3,300	3,800

Mexico

CAPITAL	Mexico City
POPULATION	107.4 million
ANNUAL PER CAPITA INCOME	\$14,340
PROGRAM DATES	2004–present
PROGRAM SECTORS	Business Development Environment



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	100	110
Program funds (\$000)	2,300	2,500

Nicaragua

CAPITAL	Managua
POPULATION	5.7 million
ANNUAL PER CAPITA INCOME	\$2,620
PROGRAM DATES	1968–1979 1991–present
PROGRAM SECTORS	Agriculture Business Development, Education Environment, Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	260	230
Program funds (\$000)	3,900	3,700

Panama



CAPITAL	Panama City
POPULATION	3.5 million
ANNUAL PER CAPITA INCOME	\$12,620
PROGRAM DATES	1963–1971 1990–present
PROGRAM SECTORS	Agriculture Business Development, Education Environment, Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	220	230
Program funds (\$000)	5,300	5,700

Paraguay

CAPITAL	Asuncion
POPULATION	6.3 million
ANNUAL PER CAPITA INCOME	\$4,660
PROGRAM DATES	1966–present
PROGRAM SECTORS	Agriculture Business Development Education, Environment Health and HIV/AIDS, Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	260	280
Program funds (\$000)	5,000	5,600

Peru

CAPITAL Lima
 POPULATION 29.2 million
 ANNUAL PER CAPITA INCOME \$7,940
 PROGRAM DATES 1962–1974
 2002–present
 PROGRAM SECTORS Business Development
 Environment, Health and HIV/AIDS
 Youth



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	300	300
Program funds (\$000)	5,600	5,500

Samoa



CAPITAL Apia
 POPULATION .179 million
 ANNUAL PER CAPITA INCOME \$4,270
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Education

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	30	30
Program funds (\$000)	1,700	1,900

Suriname

CAPITAL Paramaribo
 POPULATION .520 million
 ANNUAL PER CAPITA INCOME \$4,760
 PROGRAM DATES 1995–present
 PROGRAM SECTORS Business Development
 Health and HIV/AIDS



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	40	40
Program funds (\$000)	2,300	2,600

Tonga

CAPITAL Nuku'alofa
 POPULATION .104 million
 ANNUAL PER CAPITA INCOME \$4,580
 PROGRAM DATES 1967–present
 PROGRAM SECTORS Education



ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	40	30
Program funds (\$000)	1,900	1,900

Vanuatu



CAPITAL Port-Vila
 POPULATION .240 million
 ANNUAL PER CAPITA INCOME \$4,290
 PROGRAM DATES 1990–present
 PROGRAM SECTORS Business Development
 Education
 Health and HIV/AIDS

ANTICIPATED NUMBER OF VOLUNTEERS

Calculated September 30 each year

	FY 2011	FY 2012
Volunteers	70	60
Program funds (\$000)	3,000	3,200

APPENDIX M

Foreign Currency Fluctuations Account

During FY 2010, the Peace Corps transferred a total of \$1,300,000 from its Foreign Currency Fluctuations Account to the operating account.

1 22 USC Sec. 2515, TITLE 22—FOREIGN RELATIONS AND INTERCOURSE, CHAPTER 34 THE PEACE CORPS, Sec. 2515. Foreign Currency Fluctuations Account (h) Reports: Each year the Director of the Peace Corps shall submit to the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives, and to the Committee on Foreign Relations and the Committee on Appropriations of the Senate, a report on funds transferred under this section.

APPENDIX N

Inspector General Budget Justification



Since 1961.

Office of Inspector General's Fiscal Year 2012 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.

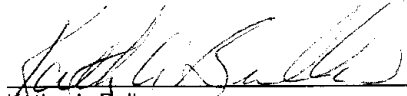
The President shall include in each budget of the U.S. Government submitted to Congress:

- 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.

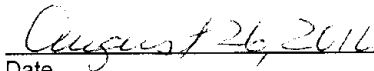
Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2012:

the aggregate budget request for the operations of the OIG is \$5,308,000,
the portion of this amount needed for OIG training is \$68,800, and
the portion of this amount needed to support the CIGIE is \$13,800 (.26% of \$5,308,000).

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 2012.



Kathy A. Buller
Inspector General
Peace Corps



Date

APPENDIX O

Government Performance and Results Act

Agency Performance

Introduction

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

Status of FY 2010 Performance Measures

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

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

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

Annual Performance Results

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

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

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

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

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

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

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

Outcome Goals:

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

to HIV/AIDS activities reported higher levels of effectiveness, however. For example, 60 percent of Volunteers whose HIV/AIDS activities were part of their primary activities report that their work is effective or better, as did 63 percent of Volunteers who conducted HIV/AIDS activities as part of their secondary activities. In contrast, only 45 percent of Volunteers who conducted HIV/AIDS activities occasionally reported that those HIV/AIDS activities were effective or better.

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

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

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

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

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

All project plans have indicators for measuring capacity building. In FY2010, 85 percent of the projects documented host country capacity built by the project activities, exceeding the target by 10 percentage points.

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

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

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

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

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

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

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

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

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

Outcome Goal:

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Outcome Goal:

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Outcome Goals:

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Outcome Goals:

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

Performance Goal 5.1.1: Enhance the safety and security of Volunteers

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

Agency Level Performance Indicators:

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

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

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

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

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

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

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

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

Agency Level Performance Indicator:

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

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

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

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

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

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

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

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

Program Evaluation

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

Annual Portfolio Reviews

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

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

Annual Volunteer Survey

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

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

Findings

Goal 1

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

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

Goal 2 and Goal 3

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

Overall Volunteer Satisfaction

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

Host Country Impact Studies

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

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

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

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

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

Findings

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

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

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

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

Goal 1: Capacity Building and Skills Transfer

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

Goal 2: Promoting a Better Understanding of Americans

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

Post-initiated Evaluation Activity

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

Findings

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

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

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

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

Monitoring and Evaluation Training

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

Findings

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

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

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

Evaluations Conducted by Headquarters Offices

Four offices at headquarters conducted evaluations of their operations.

Findings

Summary of Process Evaluations Conducted at Peace Corps Headquarters

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

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

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

Summary of Major FY 2010 Program Evaluations Findings and Conclusions

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

Volunteer Project Reviews: Findings and Recommendations

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

Office of Inspector General Audits and Evaluations

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

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

Findings

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

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

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

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

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

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

THIS PAGE WAS INTENTIONALLY LEFT BLANK



Produced by the Peace Corps

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

Friend us, fan us, follow us:

Facebook: facebook.com/peacecorps

Twitter: twitter.com/peacecorps

YouTube: youtube.com/peacecorps

Flickr: flickr.com/photos/peacecorps

