



ANNUAL PERFORMANCE REPORT

FISCAL YEAR 2024

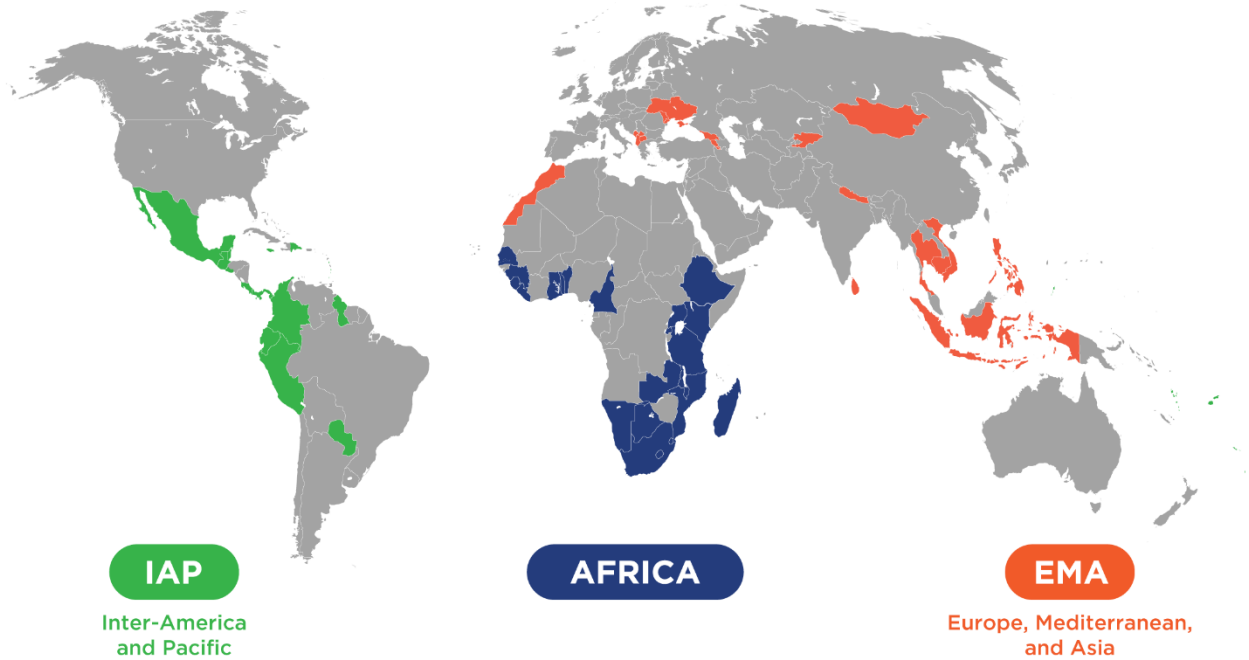
FISCAL YEAR 2022-2026 STRATEGIC PLAN FISCAL YEAR 2024 ANNUAL PERFORMANCE REPORT

Promoting World Peace and Friendship Since 1961

Paul D. Coverdell Peace Corps Headquarters
1275 First Street NE | Washington, DC 20526

This report is available at <https://www.peacecorps.gov/reports/>
Comments or questions on this document may be sent to OSIRP@peacecorps.gov or to the mailing address above

PEACE CORPS COUNTRIES



Caribbean

Dominican Republic
 Dominica¹
 Grenada^{1*}
 Jamaica^{*}
 St. Lucia¹
 St. Vincent and the Grenadines¹

Central and South America

Belize
 Colombia^{*}
 Costa Rica^{*}
 Ecuador^{*}
 El Salvador
 Guatemala^{*}
 Guyana^{*}
 Mexico^{*}
 Panama^{*}
 Paraguay
 Peru^{*}

Africa

Benin^{*}
 Botswana^{*}
 Cameroon^{*}
 Eswatini^{*}
 Ethiopia^{2*}
 Ghana
 Guinea
 Kenya^{*}
 Lesotho
 Liberia^{*}
 Madagascar
 Malawi
 Mozambique^{*}
 Namibia^{*}
 Rwanda
 Senegal
 Sierra Leone
 South Africa^{*}
 Tanzania
 The Gambia
 Togo^{*}
 Uganda
 Zambia

North Africa and the Middle East

Morocco

Eastern Europe and Central Asia

Albania^{3*}
 Montenegro^{3*}
 Armenia
 Georgia^{*}
 Kosovo
 Kyrgyz Republic^{*}
 Moldova^{*}
 North Macedonia^{*}
 Ukraine^{4*}

Asia

Cambodia
 Indonesia^{*}
 Mongolia^{*}
 Nepal^{*}
 Philippines^{*}
 Sri Lanka
 Thailand
 Timor-Leste
 Viet Nam

Pacific Islands

Fiji^{*}
 Palau⁵
 Samoa
 Tonga
 Vanuatu^{*}

* Indicates a Peace Corps country participating in the Virtual Service Pilot.

¹ Peace Corps/Eastern Caribbean operates as one post across four countries: Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines.

² Volunteer placements in Ethiopia are paused due to security considerations.

³ Peace Corps/Albania & Montenegro operate as one post across the two countries.

⁴ Peace Corps/Ukraine is managed by Peace Corps/Moldova. Volunteer placements in Ukraine are paused due to security considerations.

⁵ Peace Corps/Palau is supported by Peace Corps/Philippines and the EMA Region. Volunteers are expected to enter on duty in CY 2025.

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“Peace requires the simple but powerful recognition that what we have in common as human beings is more important and crucial than what divides us.”

Sargent Shriver
Founding Director of the Peace Corps, 1961-1966

INTRODUCTION

The *FY 2024 Annual Performance Report* provides an overview of the agency's progress to advance the goals and objectives articulated in the *Peace Corps FY 2022-2026 Strategic Plan*. This report includes the following components:

- **Strategic goals** are broad, long-term outcomes the agency works toward to achieve its mission.
- **Strategic objectives** identify the specific focus areas the agency will prioritize to achieve the strategic goals.
- **Rationales** for each strategic objective provide an overview of opportunities or issues to be addressed and the contribution of objectives to strategic goals.
- **Strategies** identify specific actions and articulate the broad course of action or unifying approach that indicates how actions lead to outcomes.
- **Performance goals** set "targets" to be accomplished within a specific timeframe. The agency uses performance goals to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals are updated each year and included in the *Annual Performance Plan* in conjunction with the budget formulation process.
- **Leads** are identified for each strategic objective and performance goal. Leads are given the convening authority to coordinate agency-wide efforts to develop, implement, and report on plans.

This report also includes an overview of the Peace Corps, its organizational structure, and *FY 2022-2026 Strategic Plan*. Additional details on the development of the *FY 2022-2026 Strategic Plan* and *FY 2024 Annual Performance Report* are included in the appendices.

- Appendix A provides a summary of the performance management framework for the Peace Corps.
- Appendix B includes a description of how evaluation and research informed the development of the plan.
- Appendix C contains data verification and validation standards for the performance goal indicators.
- Appendix D includes a summary of the stakeholder outreach conducted.
- Appendix E lists the acronyms used throughout this document.

PEACE CORPS OVERVIEW

Since its establishment in 1961, the Peace Corps has been guided by its mission to promote world peace and friendship. At the invitation of host country governments, more than 240,000 Volunteers have lived and worked side-by-side with community members in 144 countries, partnering on shared development priorities to create lasting change. The Peace Corps sends U.S. citizens from all 50 states, the District of Columbia, and U.S. territories to work on locally prioritized projects in one of the agency's six programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development.

Within their sector assignments, Volunteers also work with community partners to advance U.S. interagency global and regional initiatives around disease prevention and mitigation, food security, and youth engagement. The Peace Corps provides rigorous technical training and in-depth intercultural and language instruction to Volunteers while in service to prepare them for their assignments in the agency's three regions of operation: Africa (AF); Europe, Mediterranean, and Asia (EMA); and Inter-America and the Pacific (IAP). The vast majority of Volunteers serve in two-year assignments. The agency also recruits for and deploys Volunteers for Peace Corps Response (PCR), as a specialized short-term, high-impact program designed to meet host country needs for advanced skills and experience.

Through the agency's unique person-to-person approach to development, the Peace Corps contributes to U.S. public diplomacy. By fostering deep friendships between Americans and the people of partner nations, Volunteers embody the American spirit and the commitment of the U.S. to people in some of the most remote regions in the world. Volunteers transform perceptions and attitudes toward the U.S. from the community level to the highest ranks of host country governments through intercultural understanding and mutual respect, building long-term goodwill between the American people and people of partner nations. Volunteers return home with a broadened worldview and adaptive leadership skills highly valued by employers in the private and public sectors across the U.S.

As of September 30, 2024, 3,337 Volunteers were living and working side by side with community members and host country partners to advance shared development priorities in 61 countries, supported by 57 posts. During FY 2024, 1,772 Volunteers entered on duty and the total number of Volunteers who served during any part of FY 2024 was 4,068.

OVERVIEW OF PEACE CORPS FISCAL YEARS 2022-2026

STRATEGIC PLAN

The [Peace Corps Act of 1961](#) articulates three foundational goals that contribute to the Peace Corps' mission of world peace and friendship: To help the people of countries in meeting their need for trained men and women; to help promote a better understanding of Americans on the part of the peoples served; and to help promote a better understanding of other peoples on the part of Americans. Over 60 years later, these goals remain at the center of the agency's approach to development and guide the Peace Corps Fiscal Years (FY) 2022–2026 Strategic Plan:

Strategic Goal 1: Strengthen Local Capacity

Partner with the people of interested countries in meeting their need for trained individuals.

The Peace Corps' approach to development is local and community-based. Peace Corps Volunteers partner with host country individuals, groups, and communities to advance development. Volunteers engage in project work and facilitate participatory development with local partners in the following program areas: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. The Peace Corps' focus on developing transferable skills helps sustain Volunteers' work and community development long after Volunteers complete service.

Strategic Goal 2: Share America with the World

Promote a better understanding of Americans on the part of the peoples served.

Volunteers promote a better understanding of Americans through day-to-day interactions with their host families, counterparts,¹ friends, and others. Over the course of their service, through mutual respect, Volunteers foster deep relationships with community members and share experiences. Through this approach, Volunteers both help to transform perceptions and attitudes toward the U.S. and also learn more about host country and community priorities, opportunities, resources, and conditions. Over time, they develop trusting partnerships essential to project success.

¹ The Peace Corps assigns one or more "counterpart" to each Volunteer. Counterparts are the primary host community partners who aid Volunteers in community integration and work.

Strategic Goal 3: Bring the World Back Home

Promote a better understanding of other peoples on the part of Americans.

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

The *Peace Corps FY 2022-2026 Strategic Plan*, developed in the wake of the unprecedented global evacuation of Volunteers in 2020, outlines the agency's three strategic objectives and related performance goals to respond to the unique opportunities of a historic inflection point. Through these objectives, the *FY 2022-2026 Strategic Plan* enables the Peace Corps to continue to further its mission of advancing world peace and friendship while driving innovation in service delivery in new and strengthened ways.

Strategic Objective 1: Reimagine Service

Respond to evolving host country priorities by returning skilled Volunteers to service and expanding service models.

The evacuation of all Volunteers due to the COVID-19 pandemic created an opportunity for the Peace Corps to rethink how it engages with the world. The Peace Corps will continue collaborating with host country partners while co-creating innovative responses to their evolving priorities in the face of global challenges like the COVID-19 pandemic, climate challenges, natural disasters, and growing inequities. The agency will work with interested partners, within its existing authority, to establish or strengthen host country volunteer programs, allowing partner countries and non-profits, such as CorpsAfrica, to boost their self-reliance for development by building up the next generation of community development professionals. The Peace Corps will be better positioned to advance its mission through expanded service and programming models, and through continued recruitment of trained Volunteers who have the unique skillsets that countries request.

Strategic Objective 2: Advance Equity

Build a Volunteer corps and workforce that reflect U.S. and host country diversity and create inclusive and equitable systems and programs.

Creating an equitable and inclusive agency requires an enterprise-wide approach that not only supports continuous learning on an individual and group level, but also systemically addresses

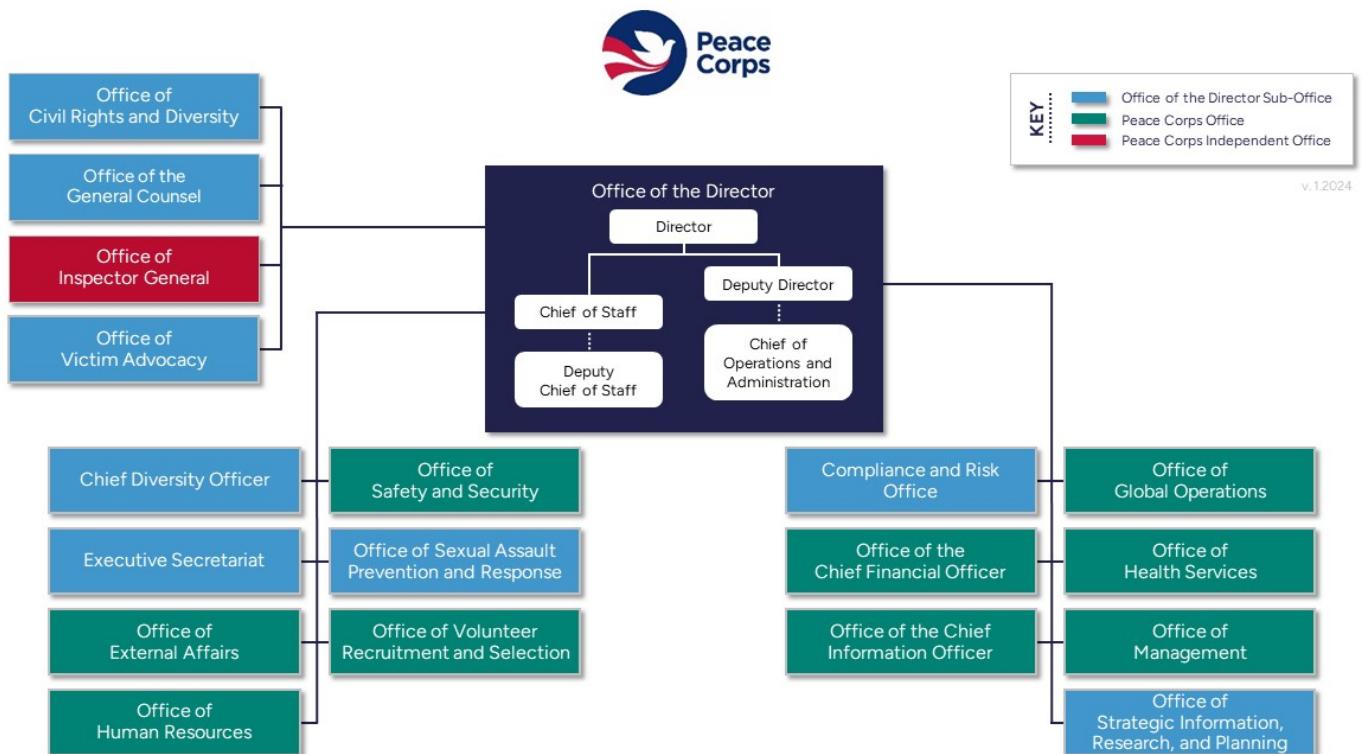
structural barriers in policies, processes, procedures, and programs. The Peace Corps will utilize a comprehensive approach to recruit and retain Volunteers and staff who reflect the diversity of the U.S. and host countries with a particular focus on historically underrepresented communities. The agency will consider the impact of systemic inequities related to socio-economic class, race, disability, education, sexual orientation, gender and gender identity, age, and other factors that may be barriers to enrollment for Peace Corps service or employment. It will review its policies, practices, procedures, and programs with an equity lens. This review will inform changes, adjustments, and interventions aimed to promote a culture of mutual respect and belonging among staff and Volunteers from all backgrounds.

Strategic Objective 3: Deliver Quality

Define and deliver consistently on health, safety, and service commitments in partnership with host countries, Volunteers, and staff.

The Peace Corps operates in more than 60 countries with diverse cultures, languages, and resources. The agency’s service orientation and operational complexity require consistent execution of efficient processes to ensure global accountability and maximize impact for host countries, Volunteers, and staff. Accordingly, the Peace Corps will define and communicate its health, safety, and service commitments, along with the roles and responsibilities for fulfilling them, while proactively making improvements to streamline operations.

PEACE CORPS ORGANIZATIONAL CHART



STRATEGIC OBJECTIVE 1: REIMAGINE SERVICE

Respond to evolving host country priorities by returning skilled Volunteers to service and expanding service models.

Rationale: The evacuation of all Volunteers due to the COVID-19 pandemic created an opportunity for the Peace Corps to rethink how its service models target audience and sustainability. The Peace Corps will continue collaborating with host country partners while co-creating innovative responses to their evolving priorities in the face of global challenges like the COVID-19 pandemic, climate challenges, natural disasters, and growing inequities. To strengthen and expand the long-term future of volunteer service as a development approach, the agency will work with interested partners, within its existing authority, to establish or strengthen host country volunteer programs. The Peace Corps will be better positioned to advance its mission through expanded and flexible service and programming models, and through continued recruitment of trained Volunteers who have the unique skillsets that countries request.

Strategies:

- (1) Continually assess and adapt to emerging global trends and issues and identify appropriate means to address evolving host country needs (linked to Performance Goals [PGs] 1.1-1.3).
- (2) Pilot, scale, and institutionalize service models to respond to emerging host country priorities (linked to PGs 1.4-1.5).
- (3) Recruit and train Volunteers to meet host country needs for specific technical skills and expand opportunities for service to a larger breadth of professional experiences (linked to PGs 1.6-1.7).
- (4) Leverage the Peace Corps' experience and assets to support volunteering in the countries in which the agency serves and promote life-long service among American Volunteers (linked to PGs 1.8-1.9).

Strategic Objective Lead: Associate Director for Global Operations

Strategic Objective 1 FY 2024 Progress Update

In FY 2024, the agency advanced its objectives by adapting to host country priorities. This included increased Volunteer programming on climate resilience and disaster risk reduction (DRR), support for host country volunteer programs, and expanded service models. Two performance goals were completed and PG 1.7's scope was narrowed to focus on customer service and recruitment.

The Peace Corps released its *Strategy to Secure a Resilient Global Future*, guiding global program activities towards climate-resilient development. The first-ever cohort of Volunteers dedicated to climate resilience was sworn in, and 25 posts conducted climate-focused

activities. Four posts integrated DRR initiatives into their programming, and the agency mobilized youth leaders to respond to the climate priorities of host governments in the Pacific region.

The agency piloted and scaled new service models. FY 2024 saw a near-record high number of requests for Peace Corps Response Volunteers, and the Virtual Service Pilot enabled posts to meet evolving partner needs.

Agency efforts to enhance recruitment and training continued. An analysis of barriers to Volunteer service was started, and new pilots were launched to reduce barriers and meet host country requests. Volunteers who choose to participate in these pilots are expected to arrive at posts starting in the third quarter of FY 2025.

The Peace Corps formalized partnerships to promote lifelong service. MOUs with AmeriCorps and the Selective Service System were finalized, and the Circle of Service initiative was launched to engage service-oriented organizations in promoting Peace Corps and lifelong service. A new state and local outreach approach was also implemented.

The Peace Corps and CorpsAfrica piloted a side-by-side service model in 3 countries with several others in development and established a cross-regional community of practice on volunteerism across 9 African countries. The agency is drafting guidance for posts to support host country governments in launching or strengthening national volunteer programs, with Post staff across 11 countries collaborating with national government partners to develop and promote national and community service.

Performance Goal 1.1: Contribute to COVID-19 response and recovery effort			
<i>Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.</i>			
Indicator 1: % of posts that support COVID-19 vaccine efforts and/or support the safety and effectiveness of vaccination programs			
	FY 2021	FY 2022	FY 2023
Targets	N/A	50%	60%
Results	25%	50%	15%
Indicator 2: % of posts that implement COVID-19 prevention and risk mitigation strategies at the community level and/or support host communities to mitigate the negative effects of the pandemic on essential health programs and services			
	FY 2021	FY 2022	FY 2023
Targets	N/A	50%	60%
Results	30%	59%	6%

PG 1.1 Progress Update: This PG was retired at the end of FY 2023. As the COVID-19 crisis reduced significantly and the U.S. Government removed COVID-19 as a public health emergency, the Peace Corps sunset its COVID-19 Response and Resilience Initiative.

PG 1.1 Lead: Director of the Office of Global Health and HIV

Data Source: Volunteer Reporting and Grants (VRG) data submitted by posts

Calculation: Number of posts supporting or implementing activities/Total number of posts

Performance Goal 1.2: Contribute to host country efforts to combat climate challenges <i>Expand the Peace Corps' climate resilience and adaptation programming in support of host country priorities to adapt to and mitigate climate challenges, and to increase community resilience.</i>				
Indicator 1: % of posts that support host country efforts to adapt to climate challenges at the community level				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	35%	50%	60%
Results	11% ²	17%	33%	61%

PG 1.2 Overview: This PG will expand upon current sector-specific programming to leverage Volunteers' ability to support host country community efforts to adapt to, mitigate the severity of impacts, and build resilience. In particular, the Peace Corps will work with host country partners to identify opportunities within existing projects, or by initiating new projects, that support host countries' efforts to meet their Nationally Determined Contributions and implement their National Adaptation Plans.³

The agency will develop a programmatic approach to integrate climate resilience and adaptation activities into all sectors and service models. The Peace Corps will incorporate climate resilience and adaptation programming into the annual agency planning and budgeting cycle. Further, the agency will develop strategies to recruit Volunteers who express interest in climate resilience and adaptation and strengthen staff and Volunteer capacity to design and implement evidence-informed, climate-resilient programming at both the national and community level.

PG 1.2 Progress Update: The Peace Corps released its *Strategy to Secure a Resilient Global Future* in December 2023, outlining various goals to improve the sustainability of the agency's operations and shift Volunteer programming to be more responsive to host country climate priorities. The agency held monthly webinars, office hours, and communities of practice to share updates and resources on agency programming, training, and evaluation systems to support the strategy's goals. Posts further developed climate-focused Volunteer assignments, and Peace Corps Response (PCR) integrated climate-resilient development in their Agriculture and Environment assignments.

² This result represents the seven out of 60 posts where VSPPs supported activities related to climate.

³ The Paris Agreement requests each country outline and communicate their post-2020 climate actions to reduce greenhouse gas emissions, known as their Nationally Determined Contributions, with an expectation that these will be updated every five years. Additionally, countries formulate and implement National Adaptation Plans as a means of identifying medium- and long-term adaptation needs and developing and implementing strategies and programs to address those needs. One hundred percent of Peace Corps host countries has signed or acceded to the Paris Agreement.

Peace Corps/Madagascar, one of 17 posts with Agriculture projects, expanded its activities and geographic placements to be more responsive to the expressed need to mitigate climate impacts in that country. Peace Corps/Tonga and Peace Corps/Nepal joined eight Environment sector posts to implement climate-resilient projects in response to the requests of those host countries. Four posts (Eastern Caribbean, Paraguay, Tonga, and Vanuatu) participated in the DRR Initiative and made steady progress on completing baseline climate assessments and identifying next steps to integrate DRR and Early Warning Systems into programming. The Peace Corps' USAID-supported Blue Pacific Youth Initiative (BPYI), a network of activities that mobilize young Pacific leaders in response to the climate crisis, achieved early success in FY 2024. Four posts (Fiji, Tonga, Samoa, and Vanuatu) launched the yearlong Youth Champions 2024 Academy. Sixteen young climate leaders traveled to Fiji and Vanuatu from across the region for hands-on shared learning and to prepare them to spearhead climate adaptation projects in their rural communities. Peace Corps/Tonga developed a robust BPYI camp manual inspired by Pacific cultures, values, and climate realities.

PG 1.2 Lead: *Associate Director for Global Operations*

Data Source: *Post resilience plan submissions*

Calculation: *Number of posts submitting resilience plans that include activities to support host country efforts to address climate adaptation and resilience / Total number of Posts*

Performance Goal 1.3: Strengthen assessment and adaptation			
<i>Conduct, at least annually, a multi-disciplinary assessment of global trends and host country priorities to support agency strategic decision-making by FY 2026.</i>			
Indicator 1: Development of a process to collect information about global trends and host country priorities and make recommendations to agency leadership			
	FY 2022	FY 2023	FY 2024
Targets	Process and format piloted and developed	Process fully implemented	Process updated
Results	Process and format piloted and developed	Process fully implemented; timing aligned with other agency planning activities	Process fully implemented
Indicator 2: # of annual recommendations agency leadership considers for implementation (<i>indicator retired in FY 2023</i>)			
	FY 2022	FY 2023	FY 2024
Targets	1	3	N/A
Results	3	3	N/A
Indicator 3: # of potential future implications addressed by agency leadership			
	FY 2022	FY 2023	FY 2024
Targets	N/A	N/A	1
Results	N/A	N/A	None. Limited staffing delayed progress and future implications analysis has not yet been delivered to agency leadership.

PG 1.3 Overview: To continue tackling the world’s most pressing challenges, the Peace Corps will maintain a position of continual forward-looking assessment and adaptation. This PG envisions harnessing the widespread, community-level responsiveness of Peace Corps posts into a broader, agency-wide source for strategic opportunities. The process will use strategic foresight to examine global trends, emerging issues, and post-supported host country priorities to enable the Peace Corps to become more flexible and adaptable.

PG 1.3 Progress Update: This work continues to be a priority for the agency; however, limited staff resources slowed the agency’s progress in FY 2024. While the agency did not meet the FY 2024 target, the annual planning and budgeting process did take into consideration the prior work of the foresight team, including the previously issued agency resilience-building recommendations. In addition, with the process having been fully implemented, the Peace Corps retired Indicator 1 in FY 2024.

PG 1.3 Lead: Chief of Strategic Planning and Data Management, Office of Strategic Information, Research, and Planning

Data Source: Peace Corps adaptation strategic opportunities list; agency administrative records

Calculations: Completion of milestones listed above

Performance Goal 1.4: Expand and Promote Peace Corps Response
Strengthen the PCR Program to meet host country priorities with experienced Volunteers by FY 2026.

Indicator 1: Integration of the PCR service model into agency systems and business practices				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Gaps identified in agency marketing, recruiting, administration, programming, training, and evaluation and roadmap developed	75% of gaps addressed	One or more integration pilots launched
Results	N/A	Ad hoc gaps identified and addressed in operational efforts to return Volunteers to service	Working group to integrate PCR launched	Onboarding and placement pilots launched. Volunteer Delivery Service (VDS) Integration plan established
Indicator 2: # of PCR Volunteer requests from posts				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	N/A	370	450
Results	162 ⁴	123	374	477

PG 1.4 Overview: This PG makes recommendations to further expand and promote PCR as a service model to meet the needs of host country partners. Initially created in 1996 as Crisis Corps, PCR allows Peace Corps posts to request Volunteers with specialized skills to serve in short-term, high-impact assignments. By examining the program’s best practices and aligning systems, the agency will better understand and be able to address barriers to strategically expand PCR.

In addition to integrating PCR into existing agency operations, expanding the reach of the PCR program is crucial to reimagining service, as PCR Volunteers are uniquely positioned to meet host country requests for more specialized Volunteers—particularly as the agency focuses on promoting climate resilience and adaptation. PCR will continue to coordinate with posts to refine and focus on targeted sectors for recruitment.

PG 1.4 Progress Update: During FY 2024, efforts accelerated to integrate the Volunteer delivery functions of PCR into the Office of Volunteer Recruitment and Selection (VRS), and the agency began the integration of PCR staff and functions into existing agency offices. Thirty-seven posts requested 477 PCR Volunteers in all three regions and all six programming

⁴ In FY 2021, after the global evacuation in March 2020, PCR Volunteers were deployed domestically for short-term assignments assisting FEMA in its COVID-19 vaccine distribution efforts. This collaboration was at FEMA’s request and pursuant to FEMA’s legal authority. Thus, in FY 2021, only PCR Volunteer requests came from FEMA.

sectors. In FY 2024, Armenia, Cameroon, Fiji, Kyrgyz Republic, Nepal, Samoa, Tanzania, Tonga, and Uganda Posts received their first-ever PCR Volunteers or their first groups in many years.

PG 1.4 Lead: Director of Peace Corps Response

Data Source: Office of Peace Corps Response

Calculation: **Indicator 1:** Completion of the milestones listed above. **Indicator 2:** Includes active requests for PCR Volunteers from Posts.

Performance Goal 1.5: Pilot alternative service models				
<i>Work with host country partners to pilot and implement alternative service models, including virtual service, by FY 2026.</i>				
Indicator 1: # of countries with VSPPs				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	35	45	50
Results	27	44	48	50
Indicator 2: # of alternative service models piloted				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Criteria and standards developed and approved; pilot designed	1	1
Results	1	Criteria and standards developed and approved; pilot designed	1	2

PG 1.5 Overview: This PG focuses on piloting alternative service models and expanding service opportunities for US citizens in order to meet host country priorities and demand for Volunteers. The Virtual Service Pilot (VSP) complements the work of in-person Volunteers with highly skilled individuals who donate their voluntary services, and also prepares host communities and organizations to receive their first or additional PCR or two-year Volunteers. In certain situations where these donors cannot serve in-person for security or medical reasons, the VSP offers the Peace Corps a means to continue supporting host country partners and communities by providing assistance and maintaining relationships in anticipation of the day when Volunteers can physically return. Virtual Service Pilot Participants (VSPPs) are not Volunteers. They are private U.S. citizens who donate their services in accordance with the agency’s gift acceptance authority. The VSP has also proven to be an onramp to in-person service and a way for RPCVs, as donors, to continue to serve.

The agency has also designed and begun piloting other alternative service models within its existing authorities to increase the number of Volunteers serving in person. From the pilots, the agency will assess, refine, and expand service models based on promising practices and lessons learned. In addition, the agency will refine a process and standards to determine other potential alternative service models that best support the Peace Corps mission and guiding principles, such as the agency’s approach to development. All service models and pilots will aim to increase access to service opportunities for Americans while supporting host country requests for partner assistance.

PG 1.5 Progress Update: In FY 2024, the agency expanded ways U.S. citizens can serve to meet host country priorities in several ways. First, driven by the consistently high host country partner demand for virtual technical support, the agency expanded the pool of potential donors beyond returned Peace Corps Volunteers to all U.S. citizens. This expansion and the promotion of different options on the Peace Corps website, led to an 80% increase in expressions of interest for virtual service, highlighting significant interest among US citizens to serve virtually. These changes were implemented late in FY 2024 so much of the increase in VSPPs serving and lessons learned will be realized in FY 2025. In FY 2024, 358 VSPPs donated their services to the agency on a part-time basis in 33 countries, bringing the total to 50 countries that have piloted virtual service to date.

To bolster Volunteer recruitment, the agency launched three new pilots aimed at reducing barriers to service and supporting host country Volunteer requests in August 2024. Thirteen Africa Region posts will implement one of the three pilots beginning in June 2025. Current two-year Volunteer applicants were informed of the three pilot options: 15-month Service Pilot, Increased Readjustment Allowance Pilot, and Mid-service Leave Pilot.

The agency also finalized the design and implementation plan of a side-by-side service model pilot. In August 2024, Peace Corps Volunteers began serving in tandem with volunteers of CorpsAfrica for 12 months in three countries: Ghana, Malawi, and Rwanda. The two organizations hosted a side-by-side pilot design workshop with staff from these countries to develop a plan for each pilot country, to select and test various approaches for side-by-side service (i.e., a technical approach focused on climate adaptation and resilience, a group approach, and a less-structured volunteer-driven approach, as well as a hybrid of all three). Following the workshop, the Peace Corps and CorpsAfrica designed a robust monitoring and evaluation plan for the pilot countries. Despite differences in each post's selected side-by-side approach, the monitoring and evaluation plan utilizes common indicators to be measured and factored into initial lessons learned and recommendations by the end of FY 2025. Results of the pilot will inform the future of the side-by-side service model.

The Peace Corps and CorpsAfrica developed training resources, conducted multiple in country trainings for Peace Corps and CorpsAfrica Volunteers, provided support to posts for the first few months of the pilot, and are working toward a coordinated side-by-side communications strategy. The Peace Corps and CorpsAfrica also created a community of practice that meets monthly, allowing staff from both organizations to share ideas, best practices, and resources across all 10 Africa and EMA posts where Peace Corps and CorpsAfrica operations overlap.

PG 1.5 Lead: *Director of Peace Corps Response*
Data Source: *Agency records and administrative data*
Calculation: *Completion of the milestones listed above*

Performance Goal 1.6: Expand and deepen programming and training*Build on the Peace Corps' community programming and training foundation to respond to host country development needs by FY 2026.***Indicator 1:** % of posts that incorporate the Volunteer Competency Model (VCM) by completing the Training Design and Assessment process

	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	50%	80%	100%
Results	98% of LPFs endorsed; VCM launch for training alignment	25%	63%	100%

PG 1.6 Overview: This PG applies to the traditional two-year service model. The Peace Corps' multi-year programming, training, and evaluation alignment initiative was implemented from 2016 to 2021. Success of this undertaking is evidenced by 100 percent of posts operating with standardized logical project frameworks (LPFs) for programming and evaluation that were developed through a collaborative process that included host government representatives and local partners. In March 2021, the training alignment component of programming, training, and evaluation was launched in the form of a Volunteer Competency Model (VCM) that will drive all Volunteer training.

PG 1.6 Progress Update: The agency continued to sustain progress with the implementation of the VCM and the Training Design and Assessment process. The agency reached 100 percent completion of the Training Design and Assessment process at the end of FY 2024, with all posts submitting deliverables and aligning training continuums with the VCM. The Office of Overseas Programming and Training Support (OPATS) conducted reviews and provided feedback to all posts that submitted their Training Design and Assessment deliverables. With this achievement, the agency retired PG 1.6.

PG 1.6 Lead: Chief of Training, Office of Overseas Programming and Training Support

Data Source: Programming, Training, and Evaluation Resource Hub; Training Design and Assessment Tracker

Calculations: Percent of posts who complete two Training Design and Assessment submissions.

Performance Goal 1.7: Recruit and retain candidates for Volunteer service
Deliver Volunteers, via equitable processes, with competencies and technical skillsets that meet community priorities by FY 2026.

Indicator 1: Updated system and related processes that deliver Volunteers aligned with desired competencies and technical experiences

	FY 2022	FY 2023	FY 2024
Targets	Full system audit conducted and roadmap established	Conversion to new system 50 percent complete	Recruit and hire case manager with a focus on customer service Synergize recruitment and outreach approaches across service models, including refreshed website design and integrated recruitment and placement training which spans all agency programming Initiate Volunteer service barrier analysis research
Results	Project plan developed and Volunteer application revised	Office of the Executive Secretariat received approval in Annual Staffing Pattern for case manager	Customer-service focused case manager hire in process. Barrier analysis contract executed, awarded, and project launched.

PG 1.7 Overview: This PG focuses on recruiting and retaining candidates for Volunteer service from lead to enter on duty,⁵ by strengthening recruitment and outreach activities across VRS and PCR (which includes PCR Volunteers and VSP operations). Important pillars include: (1) synergizing recruitment across all existing service models and pilots; (2) enhancing data systems to provide leadership and stakeholders with information needed for strategic decision making; (3) expanding recruitment capacity via training Peace Corps staff as Brand Ambassadors to promote service models and pilots; (4) onboarding a case manager to address challenges related to the candidate journey from lead to enter on duty; and (5) conducting research to address Volunteer service barriers and integrating related recommendations.

Through PG 1.7, the Peace Corps will work to enhance programmatic and process efficiencies as well as stakeholder collaboration, ensuring regular and timely data for strategic decision-making, fostering positive and productive applicant experiences, and delivering Volunteers aligned with desired competencies and technical expertise that meet host country needs and who reflect the diversity of the U.S.

PG 1.7 Progress Update: In FY 2024 the agency transferred a portion of work that focused on service model integration from PG 1.7 to PG 1.4, thereby narrowing the scope of PG 1.7 to

⁵ Enter on duty (EOD) is the date when Invitees depart their home-of-record or another location to begin official, direct travel to a post, staging event, or another location as directed by the Peace Corps.

focus on customer service, expanding recruitment capacity such as the staff and Volunteer Brand Ambassadors initiative, and identifying barriers to Volunteer service particularly from historically underrepresented populations. The barrier analysis work also includes the creation of a tool to be used by Peace Corps staff to perform subsequent examinations of any potential emerging or current impediments to Volunteer service. The agency launched the barrier analysis research project as well as the Volunteer portion of the Brand Ambassadors initiative, and moved forward in hiring a customer-service focused case manager to support lead and applicant retention.

PG 1.7 Lead: Chief of Operations, Volunteer Recruitment and Selection

Data Source: Agency records, Peace Corps databases (i.e., Database of Volunteer Experience [DOVE], Peace Corps Recruitment and Monitoring [PCrm])

Calculation: Completion of milestones listed above

Performance Goal 1.8: Support host country volunteerism			
<i>Establish a multi-faceted program to support host country partners in providing service opportunities to host country nationals by FY 2025.</i>			
Indicator 1: # of posts that support partner efforts to strengthen host country volunteerism			
	FY 2022	FY 2023	FY 2024
Targets	3	9	11
Results	7	9	11

PG 1.8 Overview: This PG will build on decades of Peace Corps experience supporting host country volunteerism by consolidating successes and lessons learned into a formal program. The host country volunteerism program will, within the agency’s existing authorities, support leaders and organizations to implement inclusive volunteerism principles and sustainable service initiatives. The program will support mutual learning and sharing among a network of Peace Corps staff, Volunteers, and host country partners in the design of systems, structures, and activities to increase community service of host country citizens across sectors. Globally, the agency will engage a broad array of volunteer service programs and organizations to strengthen its network of strategic partners that can advise, mentor, and learn with the Peace Corps.

PG 1.8 Progress Update: In FY 2024, staff from 13 posts from all three Regions attended the *International Volunteers Cooperation Organizations Conference* hosted by the International Forum for Volunteering in Development. The agency convened a two-day Peace Corps workshop following the conference on host country volunteerism. The conference allowed post and headquarters staff to exchange ideas and resources with other global volunteer-sending organizations. The Peace Corps-specific workshop focused on developing strategies to advance national service and volunteerism in collaboration with host country partners. The agency also stood up a cross-regional community of practice with the same 13 posts to share best practices and resources and implement innovative strategies to support their host country governments with national volunteerism efforts.

Throughout FY 2024, posts actively engaged in supporting host country volunteerism. Peace Corps staff in Cameroon, Guinea, Togo, and the Philippines hosted national government partners to develop systems and structures to increase collaboration between the Peace Corps and host country citizen volunteers. Peace Corps staff in Cambodia, Guatemala, and Peru provided trainings and support on volunteer management and operations to national government ministry partners. Peace Corps/Tanzania trained a group of national volunteers to expand Grassroot Soccer programming, aligning with the President’s Emergency Plan for AIDS Relief’s (PEPFAR) approach to HIV prevention. Other posts, including Georgia, Moldova, and Vanuatu are working with government partners to support an enabling environment for volunteerism at the national level. The agency has also supported regional-level efforts across multiple posts to align with agency and U.S. Government strategies, such as the BPYI to enable youth empowerment around climate activities, and the country-level implementation of the Central American Service Corps. Additionally, Peace Corps staff supported our partner organization CorpsAfrica with their start-up of new host country volunteerism programs in Ethiopia, South Africa, The Gambia, and Uganda.

PG 1.8 Lead: *Host Country Volunteer Initiative Specialist, Office of Overseas Programming and Training Support*

Data Source: *VRG data submitted by posts*

Calculations: *Number of posts with reported activities*

Performance Goal 1.9: Elevate the Peace Corps to inspire lifelong service			
<i>Implement a domestic engagement strategy that supports and promotes lifelong service by FY 2026.</i>			
Indicator 1: Improvement in the measurement of, and stakeholder communications around, the long-term benefits of Peace Corps service for RPCVs and for the United States			
	FY 2022	FY 2023	FY 2024
Targets	Impact assessment approach and framework developed	State and local outreach pilot developed	State and local outreach executed with three organizations
Results	Impact assessment approach and framework developed	Pilot Developed	16 public events/ engagements held with 16 organizations
Indicator 2: Development and communication of new pathways to service and career placement for RPCVs			
	FY 2022	FY 2023	FY 2024
Targets	National service strategic partnership formed Public and private sector competency model piloted	Suite of communications developed National service strategic partnership formed	Strategic partnership formed with a public service and private sector professional human resource network
Results	Public and private sector competency model piloted	Communications initiated National service strategic partnership formed	Collaborations established with human resource networks

PG 1.9 Overview: This PG focuses on reimagining service by providing research across a domestic network that will validate and support the skills and impact Volunteers make in

addressing complex social and intercultural challenges after they return to the U.S. The agency will build on current work within the Office of External Affairs and its sub-offices of Third Goal and Returned Volunteer Services (3GL), Strategic Partnerships and Intergovernmental Affairs (SPIGA), and Communications. It will also look to the research guidance of the Office of Strategic Information, Research, and Planning (OSIRP), and the Volunteer competency expertise of OPATS. The agency plans to develop a national, state, and local outreach strategy to communicate the domestic dividend and promote formal and informal pathways to service and careers for Returned Peace Corps Volunteers (RPCVs).

PG 1.9 Progress Update: 3GL integrated continuation of service messaging into its communications to currently serving Volunteers at mid-service and completion of service conferences, through email campaigns, and resources made available on the Peace Corps website. Through this multi-faceted communications strategy, all Volunteers receive information about continuation of service opportunities before they complete service. The agency also worked with the Partnership for Public Service to better, and more consistently, highlight Federal service as a meaningful career option for Volunteers and collaborated with the Service Year Alliance on highlighting environment, climate, and sustainability-focused career options to returned and currently serving Volunteers.

The agency finalized its memorandum of understanding (MOU) with AmeriCorps and launched the renewed strategic partnership in January 2024, alongside a series of joint events to engage diverse community leaders in Los Angeles, CA to promote both agencies' service opportunities. Peace Corps and AmeriCorps leadership served on a joint panel at the June 2024 *Points of Light Conference* in Houston, TX to amplify a call to service and recruit new Volunteers. In efforts to promote Peace Corps service with new audiences, such as veterans and conservationists, the agency hosted sessions and addressed participants at national, regional, and local events and gatherings led by organizations including Rotary International, Warrior-Scholar Project, Public Allies, The Corps Network, National Peace Corps Association, and 53 State and Territorial Service Commissions. In collaboration with the Department of Defense, AmeriCorps, Selective Service System (SSS), and the U.S. Office of Personnel Management (OPM), the Peace Corps also organized and hosted a Service for America Summit to gather leaders across the public and private sectors in support of advancing short- and long-term actions to promote awareness, aspiration, and accessibility of military, national, and public service. To further strengthen interagency collaboration on national service, the Peace Corps finalized an MOU with SSS to share recruitment best practices and opportunities, and to provide an option for qualified conscientious objectors to be assigned staff positions at the Peace Corps should conscription be reinstated.

The agency also finalized a new, multi-partner strategic partnership MOU, under the name "Circle of Service," which will engage multiple service-oriented organizations in promoting the value of the Peace Corps and lifelong service amongst their alumni. In turn, the Peace Corps will promote these partner organizations and potential career opportunities to Volunteers who

have completed their service assignments. The first wave of Circle of Service partners included City Year, Public Allies, Teach for America, and Tilting Futures; Peace Corps continues to explore potential partners for future waves. With this progress, the Peace Corps will phase out PG 1.9 after FY 2024.

PG 1.9 Leads: *Director of the Office of Strategic Partnerships and Intergovernmental Affairs; Director of the Office of the Third Goal*

Data Source: *Agency records and administrative data*

Calculation: *Completion of the milestones listed above*

STRATEGIC OBJECTIVE 2: ADVANCE EQUITY

Build a Volunteer corps and workforce that reflect U.S. and host country diversity and create inclusive and equitable systems and programs.

Rationale: To effectively collaborate with diverse communities, the agency is committed to recruiting and retaining Volunteers and staff from a wide range of backgrounds, with a focus on increasing representation from communities that have been historically underrepresented. This review will inform changes, adjustments, and interventions aimed to promote a culture of mutual respect and belonging among staff and Volunteers from all backgrounds and ensure the safety and security of Volunteers. This should include considering the impact of systemic factors related to socio-economic class, race, disability, education, sexual orientation, gender and gender identity, age, and other factors that may be barriers to enrollment for Peace Corps service or employment.

Strategies

- (1) Establish a coordinated system to understand perceptions, identify barriers, and expand access and opportunities for historically underrepresented communities to serve as staff and Volunteers (linked to PGs 2.1-2.2).
- (2) Create an organizational culture of equity and inclusion by developing policies, practices, processes, and structures that take into account U.S., host country staff, and Volunteer diversity and create enduring relationships of mutual trust and respect (linked to PGs 2.3-2.4).
- (3) Improve systems, processes, and support for current and returned Volunteers engaging in Third Goal activities with historically underrepresented communities in the U.S. (linked to PGs 2.5).

Strategic Objective Lead: Office of the Director

Strategic Objective 2 FY 2024 Progress Update

The agency advanced efforts to recruit and support a diverse cohort of Volunteers and staff who represent the breadth and depth of America to the world. In FY 2024, the agency established systems to track and measure data to inform processes that influence organizational culture, expanded reach to potential applicants through new partnerships, and set up structures to support and retain Volunteers with diverse identities in the field. During FY 2024, the agency established and fine-tuned data systems through each performance goal (PG) to better inform processes and areas for improvement. Multi-office and multi-disciplinary teams conducted preliminary data analysis in six demographic categories of historically underrepresented communities and began developing a dashboard to track these demographics in the disaggregate to understand attrition throughout the Volunteer lifecycle over time. This dashboard helps the agency better identify and reduce

barriers to service from before a Volunteer enters on duty (EOD) through their completion of service (COS).

To address challenges in recruiting Volunteers during a historically competitive job market, the Peace Corps continued to strengthen its operations to increase the number of applications and accepted invitations from a diverse pool of qualified Volunteer candidates who represent the diversity of the U.S. in race, age, economic, and geographic distribution. The agency augmented its recruitment capacity to amplify its outreach through the establishment and expansion of partnerships with universities and other organizations and investment in enhanced digital recruitment methods. Deployment of a new Brand Ambassador initiative also helped create opportunities for current Volunteers and staff to take an active role in recruitment efforts.

To better support Volunteers in service, the agency launched new “navigating identities” on post/country-specific webpages and established post Bridge Councils to support staff and Volunteers in integrating ICDEIA principles into core business. The Peace Corps also launched a new Teams-based Bridge Council Global Community of Practice with almost 100 members representing posts across every region on the platform to share best practices and communication and a web-based “hub site” as a global repository for resources.

These integrated actions enable the advancement of the Peace Corps First Goal by ensuring that the Volunteers have the intercultural competence for effective mutual knowledge transfer, the Second Goal by ensuring the diversity of the U.S. is represented in all corners of the world resulting in a better understanding of Americans, and the Third Goal by bringing a deeper understanding of others on the part of Americans.

Performance Goal 2.1: Diversify the Volunteer corps				
<i>Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY 2026.</i>				
Indicator 1: Identification and mitigation of barriers to service, from enter on duty (EOD) through completion of service (COS), for Volunteers who identify as members of underrepresented racial and ethnic groups, and by age, sex, marital status, and education.				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Data systems evaluated and updated 1-3 EOD and COS barriers identified and addressed Annual Volunteer barrier analysis process created	FY 2022 targets completed	Analyze demographic data on attrition and retention (from EOD to COS).
Results	Medical reimbursement rate increased	Barrier research begun Initial steps for annual Volunteer barrier analysis process begun	Data systems evaluated and updated Timeframe of barrier analysis modified to updated data systems	Draft dashboard including relevant comparative Census data for agency leadership

Indicator 2: % of individuals who identify as members of underrepresented racial and ethnic groups				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	N/A ⁶	33%	37%
Results	N/A ⁷	33%	34%	33.44% ⁸

PG 2.1 Overview: Establishing a Volunteer corps that reflects the diversity of the U.S. is an integral aspect of advancing the Second Goal of the Peace Corps: To help promote a better understanding of Americans on the part of peoples served. This PG establishes and strengthens data-driven support systems to understand trends from EOD through COS that impact Volunteers from historically underrepresented communities. Informed by data, the agency will design strategies to address attrition and retention for all underrepresented groups as defined above. For the Peace Corps to increase EOD and COS rates of individuals from historically underrepresented communities, the agency will first conduct data analysis centered on the experiences and perspectives of historically underrepresented communities and the barriers they face in service. As a result, the Peace Corps will (1) connect and enhance current data systems and create more easily accessible data dashboards and feedback loops, and (2) use this data to determine how to identify and reduce barriers along the path to and through service. These efforts will increase the understanding and support of underrepresented communities.

The agency’s work to address barriers to successful completion of service will have a particular emphasis on attrition and retention. This process will involve creating, communicating about, and strengthening data and support systems for Volunteers from underrepresented communities throughout the Volunteer service journey and at posts. Annually, the agency will produce a Volunteer attrition and retention analysis to identify barriers to entering or completing service. This analysis will include proposed mitigation strategies that are inclusive of all Americans, especially those from underrepresented communities. Additionally, the agency will continue intentional strategic partnerships with minority-serving institutions (MSIs; including institutions of higher education, community organizations, and professional associations) to support applicants and Volunteers. This PG is also closely linked to PG 1.7: Recruit and retain candidates for Volunteer service.

PG 2.1 Progress Update: This PG encompasses the complete Volunteer lifecycle from EOD to COS. The agency conducted preliminary data analysis and launched a multi-office, multi-disciplinary focus group to develop a dashboard to better understand gain and attrition across

⁶ Due to limited Volunteer field presence in FY 2022, insufficient data was available to set a meaningful target.

⁷ For FY 2021, there was no Volunteer overseas field presence.

⁸ While this figure for FY24 experienced a slight decrease, FY24 applications showed a slight increase in the proportion of applications from these demographic groups. This could be due to the time lag between changes in application trends manifesting in entry on duty and onboard strength of volunteers or due to a number of other factors. The barrier analysis cited in PG 1.7 will further unpack key barriers to service between application and entry on duty.

six demographic categories. This data should enable the agency to more effectively identify and mitigate barriers to a Volunteer completing service.

PG 2.1 Lead: Associate Director for Global Operations

Data Source: Volunteer administrative data, Office of Analysis and Evaluation data

Calculation: Indicator 1: Completion of milestones listed above. **Indicator 2:** The number of Volunteers, Response Volunteers, and Trainees serving on September 30 of the fiscal year who identify as Black and African American, Latino and Hispanic, Indigenous and Native American persons, Asian Americans and Pacific Islanders, and two or more races / The total number of Volunteers, Response Volunteers, and Trainees serving on September 30 of the fiscal year. Individuals who did not provide their race or ethnicity are not included in the numerator.

Performance Goal 2.2: Diversify U.S. staff				
<i>Increase the representation of underrepresented groups for U.S. direct hire staff at all levels of the agency by FY 2026.</i>				
Indicator 1: Alignment and utilization of employment data systems including an annual barrier analysis that supports attracting and retaining underrepresented individuals in the Peace Corps workforce				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	3 barriers addressed	3 barriers addressed	3 barriers addressed
Results	3 high priority barriers identified	3 barriers addressed	Office of Civil Rights and Diversity (OCD) AEP Specialist Hired (in process); began partnership with Office of Human Relations (HR) to examine/remediate remaining barriers; Peace Corps is now a registered employer in Workplace Recruitment Program (WRP)	Advanced several efforts to address barriers, such as improved hiring practices for expert positions and hiring individuals with disabilities.

PG 2.2 Overview: Establishing a U.S. Direct Hire (USDH) workforce that reflects the diversity of the U.S. is a key aspect of advancing the Peace Corps mission both within the U.S. context and at overseas posts. Talent resides in all communities, and it is critical that the Peace Corps draws on the rich skills and experiences of all communities and ensures that fair, transparent, and equitable systems facilitate equal employment opportunity. Maintaining a diverse workforce is critical to building a pool of candidates for current and future senior positions.

In alignment with the U.S. Equal Employment Opportunity Commission Regulation 29 CFR 1614.102(a)(3), the Peace Corps engages in a continuous self-assessment campaign to eradicate barriers to equal opportunity from personnel policies, practices, and working conditions. The Peace Corps’ FY 2020 report identified 13 potential areas where barriers exist. In FY 2021, the agency conducted a more granular analysis and identified three high-priority barrier areas. In FY 2022, the agency developed and began implementing an action plan to address the three high-priority barriers identified in FY 2021 and started the barrier analysis process for the FY 2022 reporting period.

The intent of this PG is that senior leadership, managers, and supervisors at both headquarters and posts will play active roles in the individual and collective responsibility for the barrier analysis' remedial implementation. This will ensure that advancing diversity, belonging, and opportunity is a prominent part of the agency's culture. To this end, a data-driven approach will be used to assess the state of the agency's equal opportunity. The agency will use the Federal Employee Viewpoint Survey and feedback form with its USDH workforce to understand perceptions and identify areas of concern related to agency support for the cultivation of a supportive, welcoming, and inclusive work environment that allows employees to feel connected to the agency's mission and contribute to meeting the agency's diversity and inclusion challenges.

The agency will also examine policies, procedures, principles, or practices that limit employment opportunities, training, promotions, and awards. The Peace Corps will review policies or practices in order to increase the percentage of individuals employed at the agency from underrepresented communities, particularly at senior levels.

Performance Goals 2.3 and 2.4, which also address actions related to inclusive workplace practices, will complement this work.

PG 2.2 Progress Update: In FY 2024, the Office of Human Resources (OHR) reviewed Peace Corps Manual Section (MS) 601, *Administration of the Peace Corps Direct Hire Personnel System*, to determine if changes are needed to address the advertising of expert positions. The agency issued its Equal Employment Opportunity Program Status Report (MD-715 Report) in May 2024. The agency also finalized its standard operating procedure (SOP) on Hiring Individuals with Disabilities. Once the SOP is released, the Selective Placement Program will then be operational within OCRD.

The Peace Corps is now a registered employer in the Workforce Recruitment Program (WRP). WRP is a recruitment and referral program that connects federal employers with college students and graduates with disabilities. In addition, the Peace Corps has partnered with Broad Futures, hiring a program participant in the internship program. Broad Futures is the only program of its kind in the country for young neurodivergent people. The Peace Corps has furthered its efforts to attract a diversity of applicants by extending veteran outreach through Rally Point, a social network by, for, and about service members and veterans and, expanded its advertisement of internships to 2,762 colleges including 251 MSIs through Handshake, a platform that connects college students and graduates with employers. Furthermore, the Peace Corps took part in several activities aimed at increasing diversity, including the OPM FedTalk series to encourage college students to consider Federal service as a career, career fairs, webinars, LinkedIn-targeted recruiting, and Historically Black Colleges and Universities (HBCU) conferences and tours.

Expert vacancies have been announced on USAJobs to the qualified public on an ad hoc basis. This practice serves as a model for going forward with similar announcements in a matter consistent with standing HR policies. A policy review is in place to ensure hires, including experts, are done in a manner consistent with HR policy and procedure.

PG 2.2 Lead: *Director of the Office of Civil Rights and Diversity; Chief Human Capital Officer*

Data Source: *Focus groups, employee resource groups, U.S. OPM Report, Equal Employment Opportunity Commission guidance, letters to the Peace Corps Director, expert and workforce demographic data, interviews with human resources staff and liaisons, interviews with managers and hiring officials, and Equal Employment Opportunity complaint data and files.*

Calculation: *Completion of the milestones above*

Performance Goal 2.3: Improve talent management

Advance equitable talent development and inclusive workplace practices by FY 2025.

Indicator 1: Assessment of learning needs for all staff and adaptation of onboarding programs and professional development initiatives to advance equitable talent development

	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	<p>Agency Learning Needs Assessment (LNA) conducted and strategy developed</p> <p>Supervisors trained in equitable onboarding</p> <p>New staff complete global onboarding</p> <p>Overseas training opportunities broadened</p> <p>Mentoring program developed with targeted outreach to underrepresented staff</p>	<p>All staff and supervisors trained in how to use individual development plans</p> <p>70% of agency staff have IDPs</p> <p>80% of new staff supported by global onboarding program</p> <p>Mentoring program developed for headquarters and post staff</p> <p>New learning management system launched</p>	<p>Learning resources curated based on LNA results</p> <p>All staff and supervisors trained in how to use individual development plans</p> <p>70% of agency staff have IDPs</p> <p>New learning management system launched</p>
Results	89% of overseas supervisors completed supervisor training; global onboarding program developed	<p>Agency LNA conducted and strategy developed</p> <p>Supervisors trained in equitable onboarding</p> <p>New staff complete global onboarding</p> <p>Overseas training opportunities broadened</p> <p>Mentoring program scoped with targeted outreach to underrepresented staff</p>	<p>100% of new staff supported by global onboarding program. (935 new staff, 374 PSC (since inception))</p> <p>Mentoring integrated into selected learning programs</p>	<p>13 Learning Paths/ Collections developed based on LNA results</p> <p>IDP/ Learning Plans launched with trainings for USDH and PSC staff (uptake of IDPs will be measured in FY 2025)</p> <p>New learning management system launched for all staff and volunteers</p>
Indicator 2: Annual # of promising equitable talent management practices from the federal government adopted				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	4	3	3

Results	Federal DEIA Initiative Survey ⁹ completed	1	2	11
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PG 2.3 Overview: This PG responds to Executive Order 14035 to strengthen and enhance professional development of the Federal workforce by promoting diversity, equity, inclusion, and accessibility in agency training. This PG will assess the learning needs of staff to establish a transparent and equitable onboarding and professional development initiative that advances talent development. Critical to establishing formal and transparent learning systems is also the upgrade of the agency’s learning management system, LearningSpace, which will support equitable and accessible continual learning opportunities.

The PG also focuses on the integration of Federal practices in ICDEIA across headquarters and posts. The benchmarks referenced are based on the Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) Maturity model from OPM. Upon reviewing the ODEIA Maturity Model, the agency determines the priorities each year and reports on progress via Indicator 2 of PG 2.3. In addition to the ODEIA Maturity Model, findings from the agency’s barrier analysis and recommendations from the agency’s Diversity Task Force will inform this prioritization.

PG 2.3 Progress Update: The agency launched a new learning management system in FY 2024 for all staff and Volunteers. The Office of Staff Learning and Development (OSLD), together with OHR, designed a new Learning Plan (Individual Development Plan) template and OSLD released trainings on the new Learning Plans. OSLD will continue to track and measure training engagement through the agency’s annual Learning Needs Assessment. Since FY 2022, 13 learning paths and collections have been created, with leadership development and data analysis/data literacy in the top five requested skills areas by staff. The agency also offers two learning paths on strategic priorities of project management and ICDEIA, and 11 learning collections centered on staff core competencies of accountability, communications, continual learning, diversity, equity and inclusion, intercultural engagement, flexibility, integrity and honesty, problem-solving, resilience, and team skills.

Under PG 2.3 there has been significant advancement in the agency’s ODEIA Maturity Model benchmarks, contributing to shifts within agency practices, policies, and procedures in day-to-day systems. The Peace Corps advanced one level in 11 out of the 24 articulated categories, well beyond the targets of three of those categories. Multi-office and multi-disciplinary teams applied an ICDEIA lens to operational areas already undergoing improvement processes. For example, OHR built ICDEIA accountability measures into performance elements within the new performance management system. Employee Resource Groups (ERG) expanded and leadership engagement with ERGs has contributed to a culture of inclusion, and measures of

⁹ Established under [Executive Order 14035](#)

inclusion and equity have been consolidated across silos and built into assessment tools. Much of the progress can be attributed to the efficiencies, collaboration, and focus that resulted from the agency's strategic plan and the synergies between the three strategic objectives.

PG 2.3 Leads: Chief Human Capital Officer; Director of the Office of Staff Learning and Development

Data Source: Agency records and administrative data

Calculations: Completion of the milestones above

Performance Goal 2.4: Integrate equity into core business practices				
<i>Standardize equitable and inclusive processes to strengthen key core business practices by FY 2026.</i>				
Indicator 1: Development of agency equity benchmarks, endorsed resources, and evaluation and accountability mechanisms (<i>indicator retired in FY 2023</i>)				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	3 key business area benchmarks developed Equity council resources and guidance established	Existing benchmarks refined; 3 added Additional equity council resources disseminated	N/A
Results	Post responses and EEPS ¹⁰ data collected	Development of 3 key business area benchmarks and equity council resources and guidance began	Equity Benchmarks incorporated into agency-wide self-assessment tool and no longer a standalone tool	N/A
Indicator 2: Define equity indicators/questions and incorporate and include in agency-wide self-assessment tools				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Benchmark levels reported for pilot posts and HQ	Reporting systems refined and benchmark levels reported for pilot posts and HQ	Equity Indicators/questions begin integration into agency-wide self-assessment tool
Results	Post responses from AMCS ¹¹ and EEPS collected	Benchmark reporting tool development for pilot posts and HQ in progress	Reporting systems further developed but benchmark levels were not reported	Equity-informed questions have been integrated throughout the draft Post Self-Assessment Tool (PSAT).
Indicator 3: Establishment of post and headquarters equity councils that support equity best practices across the agency				
	FY 2021	FY 2022	FY 2023	FY 2024

¹⁰ The Emerging Equity Practices Survey, or EEPS, collected responses from over 60 posts on current and potential equity practices and interventions to help Headquarters identify promising practices for future equity benchmarks.

¹¹ The Administrative Management Control Survey (AMCS) is an annual global operations and risk management control survey for Peace Corps posts embedded within the strategic planning and budgeting process that measures Posts' compliance and identifies risk across 16 core operational areas.

Targets	N/A	Equity councils at 9 pilot posts and HQ initiated; Leaders trained; ICDEIA survey questions developed/aligned	Pilots assessed and equity council launch commenced; Training continued; Updated surveys launched; Survey data assessed	Agency Equity Council launched 35% of Posts' Bridge Councils (20 of 57) launched Global training offered
Results	N/A	Equity councils at 9 pilot posts and HQ initiated Leaders trained; ICDEIA survey questions developed/aligned	Pilot completed and assessed Training refined Surveys launched and data assessment in progress	Launched Coordinated Approach to Systemic Equity (CASE) for All in lieu of an Agency Equity Council 39% of Posts (22 of 57) have reported launching Bridge Councils. Global training in development

PG 2.4 Overview: This PG is designed to standardize, integrate, and measure equitable and inclusive agency core business practices. By evaluating current post and headquarters practices and developing benchmarks, resources, and accountability mechanisms, PG 2.4 will foster an enabling environment that champions the Second Goal of the Peace Corps. PG 2.4 efforts will enhance a sense of belonging and inclusion among staff, Volunteers, and the members of communities where the agency serves. PG 2.4 will establish standards and benchmarks that support equity across Peace Corps operations. The agency will develop an equity practice evaluation and accountability tool, informed by the agency’s Post Self-Assessment Tool (PSAT), the U.S. government-wide DEIA Initiative Survey, and the assessment completed as part of Executive Orders [14035](#) and [13985](#).

A fundamental component of PG 2.4 is the formation of equity councils for each post (known as Bridge Councils) and training for post and headquarters leaders. The agency will monitor and assess the impact of standards that support equity, with equity benchmarks and accountability tools, including staff and Volunteer surveys.

PG 2.4 Progress Update: The agency made significant strides in advancing PG 2.4. In FY 2024, the Peace Corps successfully developed and updated multiple resources to support the establishment of new Bridge Councils at posts, including templates for charters and bylaws, info sheets, job aids, etc. Further, the agency established a web-based “hub site” as a global repository for resources and a project dashboard for monitoring project implementation and impact. The Peace Corps deployed a new Teams-based Bridge Council Global Community of Practice, with almost 100 members representing posts across every region on the platform to share best practices and communication. To align with the agency’s new public website launch, “Navigating Identities” webpages for posts were updated and released.

PG 2.4 Leads: Deputy Director of the Office of Global Operations; Deputy Chief of Staff

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Performance Goal 2.5: Expand Third Goal¹² engagement			
<i>Increase host country participation in Third Goal and prioritize engagement with underserved¹³ communities in the U.S. by FY 2026.</i>			
Indicator 1: Expansion of Third Goal engagement to be more inclusive of host country voices, perspectives, and priorities			
	FY 2022	FY 2023	FY 2024
Targets	New models of community-driven Third Goal engagement piloted at 6 Posts	Best practices established and shared with all Posts	20% of all posts have executed community-driven storytelling
Results	New models of community-driven Third Goal engagement piloted at 10 Posts	Best practices shared	Opportunities for engagement available to all posts via Global Connections and agency storytelling events
Indicator 2: Access to age appropriate Third Goal resources and speakers match opportunities for communities with Title I schools ¹⁴			
	FY 2022	FY 2023	FY 2024
Targets	Plans for engaging underserved communities developed A minimum of 1 external strategic partnership supporting outreach to Title I schools established	20% of communities with Title I schools are engaged using Third Goal resources	30% of communities with Title I schools are engaged using Third Goal resources
Results	Plans for engaging underserved communities developed 1 external strategic partnership supporting outreach to Title I schools established	25.8% communities reached	32.39% communities reached

¹² As articulated in the Peace Corps Act, the agency's Third Goal is "[to help promote] a better understanding of other peoples on the part of the American people."

¹³ "Underserved communities", as referenced in Executive Order 12985, refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. This includes Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

¹⁴ The U.S. Department of Education defines Title I-eligible schools as schools with high numbers or high percentages of children from low-income families (<https://www2.ed.gov/programs/titleiparta/index.html>).

PG 2.5 Overview: This PG makes the Peace Corps’ efforts to achieve the Third Goal in a way that involves a broader set of individuals and communities—both in countries where Volunteers serve and in communities within the U.S. Expanding Third Goal engagement requires direct participation by host country nationals in Third Goal programming and broadened access to agency resources.

The Peace Corps will establish new protocols for tracking outreach and engagement with underserved communities in the U.S. and will seek to establish strategic partnerships with community-based organizations in the U.S. that can incorporate Third Goal resources into their programming. By prioritizing these communities, the Peace Corps will broaden access to learning about the transformative power of intercultural connections and provide examples of how individuals from a wide range of different backgrounds can work together toward common goals.

PG 2.5 Progress Update: In support of Indicator 1, 3GL worked with locally employed staff (LES) in several ways. Staff participated in the planning, execution, and delivery of a high-profile storytelling event in support of 2024 Peace Corps Week, as well as several additional events. Post LES also served as liaisons for the Global Connections program and provided expertise in evaluating educational resources featuring their communities, including resources that will be highly publicized as part of a new initiative.

The agency also met its goal of engaging 30 percent of zip codes with Title I eligible schools.¹⁵ The agency established a contract with Discovery Education, a leader in education technology with significant reach into Title 1 schools across the U.S. This agreement included the creation of innovative new educational resources, which officially launched in September 2024, under the banner of [Global Learners](#). Additionally, the agency developed new resources and made updates to the Global Connections webpages to support continued educator engagement. The Global Connections team worked with host country liaisons and current and returned Volunteers to support numerous intercultural exchanges with students across the U.S. Engagement through partner organization Reach the World has also grown, extending additional intercultural exchange opportunities.

PG 2.5 Lead: Director of the Office of Third Goal and Returned Volunteer Services

Data Source: National Center for Education Statistics zip code data from the 2019-2020 school year; Agency administrative records

Calculation: **Indicator 1:** Completion of the milestones listed above. **Indicator 2:** Number of communities with Title I-eligible schools reached with Third Goal resources / Total number of communities with Title I-eligible schools in the U.S.

¹⁵ Schools in which children from low-income families make up at least 40 percent of enrollment.

STRATEGIC OBJECTIVE 3: DELIVER QUALITY

Define and deliver consistently on health, safety, and service commitments in partnership with host countries, Volunteers, and staff.

The Peace Corps operates in more than 60 countries with diverse cultures, languages, and resources. The agency's service orientation and operational complexity requires consistent execution of efficient processes to ensure global accountability and maximize impact for host countries, Volunteers, and staff. Accordingly, the Peace Corps will define and communicate its health, safety, and service commitments and the roles and responsibilities related to fulfilling those commitments. The agency will proactively make improvements to target better health, safety, and service outcomes as Volunteers return to service.

Strategies

- (1) Honor service commitments by defining, establishing, and communicating duty of care standards, responsibilities, and accountability for staff and Volunteers (linked to PGs 3.1-3.4).
- (2) Establish a culture and systems to support continuous improvement and accountability that inspires staff and Volunteers to maximize impact for stakeholder communities (linked to PGs 3.5-3.8).

Strategic Objective Lead: Chief of Operations and Administration

Strategic Objective 3 FY 2024 Progress Update

The Peace Corps prioritizes delivering quality by investing in and monitoring the agency's systems and processes to meet Volunteers' health and safety needs. In FY 2024, the agency enhanced its quality assurance program, onboarding Quality Assurance Specialists (QASs) in more than seventy-five percent of posts. The agency made substantial progress under this strategic objective to provide additional mental health support to Volunteers. Over the last two years, the Office of Health Services (OHS) Behavioral Health and Outreach (BHO) unit identified increased needs for headquarters to support Volunteer resiliency and developed online resiliency tools as part of an e-learning initiative in addition to a variety of activities in the field that involve training local staff to provide resiliency support to Volunteers. This resulted in the rollout of "My Well Being Hub," an online module designed for Trainees and Volunteers to access self-care mental health support strategies that strengthen resilience for those seeking stress management or active mental health maintenance. The HUB received more than 13,000 visits in FY 2024 from Volunteers, Trainees, and staff.

In FY 2024, OHS/BHO also designed, staffed, and is implementing its MyCoach coaching program for Volunteers at seven posts. Through referrals by the post's Peace Corps Medical Officer and a review by a licensed clinical social worker at Peace Corps headquarters, overseas case requests are assigned to a staff psychologist or a professionally certified coach. The agency plans to roll this program out to all posts in FY 2025. OHS also continued to research

suicide prevention training and nonviolent crisis intervention training to further enhance mental health support for Volunteers.

The work to develop a comprehensive duty of care framework was completed. It will be retired following distribution to staff. The agency made significant progress on the development of its sexual assault prevention strategy; further improvements to the VRG system to promote accountability to host country partners; initiation of the new tiered performance management process and use of OPM's USA Performance System; and additional maturation of the Enterprise Risk Management program through the incorporation of risk in various agency-wide processes.

Performance Goal 3.1: Develop a comprehensive duty of care¹⁶ framework <i>Continue to strengthen the Peace Corps approach to the shared responsibility of all staff, Volunteers, and community partners in promoting safe, healthy, and productive service.¹⁷</i>			
Indicator 1: Development and articulation of a comprehensive framework for duty of care to Volunteers			
	FY 2022	FY 2023	FY 2024
Targets	Duty of care expectations unified across offices	Key components of duty of care to Volunteers identified across offices Policies reviewed to determine possible modifications	Duty of care to Volunteers defined and policies amended and approved across offices Duty of care Final Report with recommendations
Results	Project plan formulated	Duty of care industry best practices researched. Key components of duty of care and related policies identified	Final Report with recommendations completed.
Indicator 2: Development, consistent implementation, and enforcement of systems of practice and accountability that strengthen Volunteer health and safety			
	FY 2022	FY 2023	FY 2024
Targets	Data review of factors that lead to higher rates of medical separation and evacuation, disciplinary actions, or safety incidents conducted Findings communicated and draft revisions made to agency policies, guidelines, or practices	Common factors that lead to higher rates of medical separation/ evacuations, disciplinary actions, or safety incidents identified	Findings communicated and revisions to agency policies, guidelines, or practices drafted Findings detailed in Final Report
Results	Project plan formulated	Identified factors leading to higher rates of medical, or administrative separation as well as safety incidents.	Final Report with recommendations completed.

PG 3.1 Overview: This PG focuses on staff, Volunteers’, and community partners’ shared responsibility for a safe, healthy, and productive service. A key initial target is to review all relevant policies, procedures, manual sections, and technical guidelines that relate to the duty of care, identify differences in definitions and terminology, and develop a definition of duty of care that applies across all relevant offices. Inherent in this assessment is a gap analysis. Once

¹⁶ Duty of care is the shared responsibilities of Peace Corps staff and Volunteers in promoting a healthy, safe, and productive service.

¹⁷ There is a distinct difference between safety and security. Safety relates to accidental or natural events, such as hurricanes or bicycle accidents, while security relates to human-driven events, such as robbery or sexual assault. This PG is intended to increase and strengthen Volunteers’ shared contributions to their health and safety but is by no means intended to suggest a similar responsibility for security, which could imply “victim blaming.”

this is performed, the agency can undertake appropriate revisions and develop a consolidated framework that provides an overarching approach that is linked to appropriate policies.

Systems of practice and accountability play an important role in Volunteer health and safety. To strengthen systems, a retrospective analysis will identify common themes and factors that lead to medical separation, medical evacuation, disciplinary action, or safety incidents across posts. The agency will use these findings to develop, modify, and update agency policies, guidelines, or practices. Because existing systems of practice are not always consistently implemented and enforced, modified or new measures that increase consistency and accountability will be implemented.

PG 3.1 Progress Update: OHS completed its evaluation of the major components of the Peace Corps’ duty of care policies and procedures. In the Peace Corps’ context, duty of care represents the medical, safety and security, and programming support provided to Peace Corps Volunteers. The evaluation drew on both qualitative and quantitative measures obtained from a wide range of preexisting internal sources, including current policy manual sections, medical technical guidelines, previous reports, and small group discussions made up of headquarters and post staff. OHS completed its final report, including recommendations for distribution to senior staff.

PG 3.1 Lead: Associate Director of the Office of Health Services

Data Source: Volunteer Information Database Application; the Office of Health Services’ medical evacuation data; agency records and administrative data

Calculations: Completion of the milestones listed above

Performance Goal 3.2: Enhance the Sexual Assault Prevention and Response Program <i>Integrate and implement results and recommendations from the external SAPR structure evaluation, the Sexual Assault Advisory Council, and other evidence-based industry best practices to ensure a comprehensive approach to improving the Peace Corps’ SAPR Program.</i>			
Indicator 1: % of roadmap targets achieved			
	FY 2022	FY 2023	FY 2024
Targets	Assessment of external SAPR structure evaluation completed and roadmap developed	80% of roadmap targets achieved	100%
Results	Assessment of external SAPR structure evaluation completed and roadmap developed	SAPR Prevention Strategy drafted	90%

PG 3.2 Overview: This PG is designed to expand and enhance the existing foundation for the Sexual Assault Prevention and Response (SAPR) program. The *Kate Puzey Volunteer Protection Act of 2011* established requirements for the Peace Corps’ comprehensive sexual assault policy, training initiatives, and response measures. The *Sam Farr and Nick Castle Peace Corps Reform Act of 2018* further mandated the expansion and extension of many of these requirements. The passage of these acts has enabled the Peace Corps to develop and implement a unique, victim-centered, trauma-informed SAPR program.

Since its inception, the SAPR program has established comprehensive policies and practices that reflect the agency's strong commitment to reducing Volunteer risk and responding effectively and compassionately to victims of sexual assault. The SAPR program strives to continuously improve existing risk reduction and response protocols and training for effectiveness. Accomplishing this requires continuous exploration of evidence-based best practices, a synchronized effort among implementing offices, and an objective program evaluation.

The Peace Corps Sexual Assault Advisory Council, a panel of outside experts, was established pursuant to the *Kate Puzey Act* and extended by the *Farr-Castle Act* until October 1, 2023. The council's purpose was to provide guidance and consultation to the Peace Corps on matters relating to the SAPR Program. The council membership included a variety of professionals from a spectrum of disciplines related to the field of sexual violence. Although the council's authorization has expired, the agency is working with Congress as they consider its reauthorization and will continue to work on the initiatives addressed by the council during its tenure.

The council's previous recommendations and evaluation made by external experts will be assessed to determine the priorities that align with the SAPR Program commitments to sexual assault victims: compassion, safety, support, legal support, open communication, continuation of service, and privacy. The identified priorities will be incorporated into policies, procedures, and training in a phased approach. Timelines will be established for each priority and will be based on agency risk and resources. All enhancements will include standards for accountability.

PG 3.2 Progress Update: Significant progress was made during FY 2024. As part of encouraging an organizational culture shift to prevention, the Peace Corps contracted with an external consultant to review and analyze all agency policies, procedures, and training materials related to the SAPR program to ensure they are executed through a trauma-informed lens. The contractor also led numerous trainings for Peace Corps staff on being trauma informed. SAPR Global Core training sessions for Volunteers have been revised and were formally rolled out. Posts are expected to use the updated trainings during Pre-Service Trainings. Staff was trained in delivering the revised sessions and continue to be supported in their implementation.

SAPR released a publicly available performance review of its programs in April 2024 during *Sexual Assault Awareness and Prevention Month* and hosted several events to mark the month. SAPR also completed the [Sexual Assault Prevention Strategy and Implementation Plan: Fiscal Years 2025-2029](#), a guide to the agency's next phase of action in support of sexual assault prevention. The Peace Corps continues to work with Congress and welcomes the effort to re-authorize the Sexual Assault Advisory Council following its sunset on October 1, 2023.

PG 3.2 Lead: *Director of the Office of SAPR*

Data Source: Sexual Assault Advisory Council Report(s), external evaluation results, and other evidence-based research

Calculations: Completion of the milestones listed above

Performance Goal 3.3: Promote accountability to host country partners and community-level stakeholders			
<i>Work together with host communities and Volunteers to fulfill service commitments and improve collective impact by FY 2026.</i>			
Indicator 1: % of projects demonstrating a minimum achievement of community-driven results			
	FY 2022	FY 2023	FY 2024
Targets	VRG launched and staff trained	Remaining staff trained on VRG Baseline data collected 75% of projects demonstrate minimum achievement	FY 2025 target established Baseline data collected
Results	VRG launched and some staff trained	Staff at 95% of posts trained on VRG	FY 2025 Target established using baseline data collected in VRG.
Indicator 2: Posts' establishment of a process for sharing results and creating feedback loops with community-level stakeholders			
	FY 2022	FY 2023	FY 2024
Targets	VRG launched and staff trained Guidance drafted	Research conducted on existing processes	Annual Reflection guidance updated to include 'Learning and Adapting' with Stakeholders Post processes gathered to inform guidance
Results	Research plan conceptualized	Research on results sharing and feedback loops completed	Annual Reflection guidance updated to include 'Learning and Adapting' with Stakeholders Survey conducted on current practices and processes in post results sharing and feedback loops. The results of this survey have been shared and will inform minimum standard guidance on community-level feedback loops.

PG 3.3 Overview: After completing the agency's *FY 2018-2022 Strategic Plan*, post staff and project stakeholders finalized the project alignment process resulting in endorsements for all projects across the world. The *FY 2022-2026 Strategic Plan* builds on this work by setting up business processes to ensure endorsed project frameworks are kept up to date in the VRG system; training staff and Volunteers to track staff- and Volunteer-led activities; and sharing results with host country partners.

Through the VRG system, post staff will be able to review project results more efficiently and share progress with partners in host countries. With VRG and other data sources, posts can implement an intentional and data-driven process for sharing progress with host country

partners and community stakeholders and ensure strong feedback loops for ongoing learning and informed improvements to project implementation.

PG 3.3 Progress Update: By the end of FY 2024, all posts used the VRG system to report on staff- and Volunteer-implemented activities in the VRG. In support of this achievement monitoring, reporting, and evaluation competencies were integrated into VCM. Newly re-opened posts were provided with additional support on the VRG system. At the end of FY 2023, a global survey was administered to learn about results-sharing practices to highlight, inform guidance, and, where applicable, identify areas to standardize processes. Results were shared with survey respondents in Q1 of FY 2024. One hundred percent of posts that responded to the survey indicated they shared results with one or more local stakeholders. Additionally, updates were made to the FY 2023 *Annual Reflection Guidance* to emphasize ‘Learning and Adapting’ together with local stakeholders. Posts used the new guidance in Q2 of FY 2024 when completing annual reflections and reports on FY 2023 activities.

In FY 2024, the Peace Corps’ VRG team completed a technical assessment visit to posts to identify opportunities for VRG system improvements. In addition, guidance and support resources, such as quarterly data cleaning webinars and data quality check tools, were developed to improve programmatic data quality. Further development of the VRG system and improvements to the Volunteer Portal were made to minimize system performance and user authentication errors. This reduced troubleshooting efforts and minimized loading times, synchronization issues, and inconsistencies in data entry timelines. In future years, the *Annual Reflection Guidance* will be reviewed and updated as needed to continue to deepen the emphasis on ‘learning and adapting’ with stakeholders and to reduce burden on posts.

PG 3.3 Lead: Chief of Monitoring & Evaluation, Office of Overseas Programming and Training Support
Data Source: VRG and annual programming and training reporting process.

Calculations: **Indicator 1:** Number of projects demonstrating minimum achievements / Number of total projects being implemented. Results refer to outputs and outcomes. The standard for minimum achievement is that half of the indicators in projects need to achieve a percentage of the target after baseline data is collected. **Indicator 2:** Percent of posts that shared project results to sites/partners and percent of posts that received community feedback.

Performance Goal 3.4: Strengthen systems and practices for Volunteer well-being				
<i>Promote and advocate for Volunteer well-being throughout the service lifecycle aligning with the Surgeon General’s “Framework for Workplace Mental Health and Well-Being”.</i>				
Indicator 1: Provision of evidence-based Adaptive Mindsets (resilience) skills training for Volunteers and post staff capacity to support the training				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Global rollout of resiliency training	Baseline for post use of micro-learning modules determined	Baseline for utilization
Results	Resilience pilot report completed	Global rollout of resiliency training	Adaptive Mindsets micro-videos completed and	Adaptive Mindsets, launched as part of My Well-Being HUB.

	Return to service resilience training disseminated		included in My Well-Being HUB	
Indicator 2: Provision of Well-Being Tele-Coaching services for Volunteers who need non-clinical support				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Coaching services offered at all posts with Volunteers % of Volunteer use tracked	Global rollout of coaching services Baseline % of Volunteer use established	Monitor Peace Corps Medical Officer (PCMO) utilization to evaluate referral process
Results	N/A	Coaching services offered at all posts with Volunteers % of Volunteer use tracked	Completed. Establishment of baseline is ongoing	MyCoach self-referral pilot launched over 4 months in 6 posts.
Indicator 3: Strengthening of systems for behavioral health communication, processes, and capacity for care transitions (e.g., sexual assault, service entry/exit, medical evacuation)				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Analysis completed and global training and guidance updated	Full implementation of new care transition model	Evaluate effectiveness of implementation process
Results	N/A	Analysis completed and global training and guidance updated	Recommendations implemented across system of behavioral healthcare	Over 85% of recommendations have been completed
Indicator 4: Adoption and integration of the Surgeon General's "Framework" to engage enterprise-wide advocacy for Volunteer well-being and mental health in their 24/7 work through a collaborative process with key Agency-wide stakeholders.				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	N/A	N/A	Develop a multi-level, enterprise-wide process for ongoing advocacy and communication for Volunteer well-being
Results	N/A	N/A	N/A	Established Volunteer Well-Being Advisory Board reporting to Peace Corps Deputy Director with 16 post and HQ members.

PG 3.4 Overview: Given the challenges Volunteers face over the course of their service—personal, intercultural, work, and life circumstances—their ability to cope with the resulting stress and adapt in a healthy way is critical to their success. This PG is designed to strengthen

systems and practices for Volunteer well-being through the provision of evidence-based training and professional services.

PG 3.4 Progress Update: Well-Being Tele-Coaching provided 880 coaching sessions to Volunteers in FY 2024 and, of those who responded to a survey, 97 percent recommended the service. MyCoach, a pilot providing Volunteers direct access to coaching, was launched at six posts.

Implementation of the recommendations from the Transitions of Behavioral Health Care initiative reached 86 percent completion. The Volunteer Well-Being Advisory Board was initiated in April 2024 with broad post and headquarters membership to enrich and inform quarterly discussions and provide recommendations focused on opportunities, trends, and concerns in Volunteer well-being at the system level. Board results include: (1) travel and medical guidelines identified that potentially limit the ability of Volunteers to meet their well-being needs, and (2) Post and leadership approaches to support post staff well-being in their efforts to maintain Volunteer well-being.

My Well-Being HUB was launched for Volunteers offering an app-like mobile experience and providing more than 250 multimedia resources to support well-being. The *HUB* received more than 13,000 visits in FY 2024. The *HUB* offers: (1) Adaptive Mindsets, a micro-video series providing mental and emotional flexibility skills to help Volunteers meet service challenges; (2) *UThrive*, multimedia resources addressing the whole person including Mind, Body, Spirit^{PC} and Social Connections with a human guide available to help Volunteers create a personal well-being plan; (3) *Be Well*, multimedia resources for a wide scope of non-clinical concerns; and (4) Well-Being Tele-Coaching frequently asked questions.

PG 3.4 Lead: Director of Office of Behavioral Health and Outreach Unit, Office of Health Services

Data Source: Administrative and agency records

Calculations: Completion of the milestones listed above

Performance Goal 3.5: Promote collaboration and enhance collective effectiveness			
<i>Develop human and technological systems to enhance performance and accountability by FY 2026.</i>			
Indicator 1: Assessment and benchmarking of best technology practices to increase collaboration and inclusiveness			
	FY 2022	FY 2023	FY 2024
Targets	Best technology practices researched; Review of current agency assets conducted	Technology identified, reviewed, and procured to close gaps	Agency-wide training conducted on new performance management system
Results	Best technology practices researched; Review of current agency assets begun	Completed	Agency-wide training conducted on the OPM Performance Management System
Indicator 2: Creation and implementation of a tiered performance management system that is results-orientated and holds staff accountable for goals and deliverables			
	FY 2022	FY 2023	FY 2024

Targets	Performance system identified and procured	HQ rollout of new performance system	100% domestic and overseas USDH staff participation in performance system
Results	Performance system identified and procured	Finalized OPM Contract for consulate services for implementation of a tiered performance management rating system. Additional support in developing MS-626 policy, and procedures.	This action is completed. The agency has identified and procured OPM USA Performance Management System. The system has a tiered rating which supports a tiered rating as outlined in IPS-234 policy and procedures.
Indicator 3: Implementation of systems, processes, and a comprehensive training plan to promote collaboration and enhance effectiveness for remote and hybrid work environments across teams and offices in a global setting			
	FY 2022	FY 2023	FY 2024
Targets	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy designed	Collaborative structures, systems, and processes implemented; Training strategy implemented	Training developed and conducted for domestic and overseas USDH staff
Results	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy design initiated	OPM finalized training modules and performance elements templates for rating officials and non-supervisors.	Conducted training sessions, office hours, and provided training resources on HR Central for establishing performance plans in the new the new performance management system and conducting mid-year program review for both supervisors and non-supervisors.

PG 3.5 Overview: This PG is designed to solidify the Peace Corps’ commitment to continuous improvement and innovation. PG 3.5 uses a three-pronged, three-indicator framework for operational efficiency and effectiveness: people, process, and technology. *People:* A new, comprehensive staff training and professional development strategy will be designed and implemented to ensure staff are equipped with the knowledge, skills, and abilities to be successful in their roles. This training strategy will address needs ranging from position-specific training to working effectively in a remote or hybrid work environment. *Process:* The Peace Corps will institute an overhauled performance management system to provide employees with more accurate and relevant feedback on their performance. The tiered system will be aligned with core competencies to improve transparency, increase accountability, and enhance staff performance. *Technology:* The Peace Corps will use new technologies to support synchronous and asynchronous collaboration across offices and countries, automate

mid-year and annual performance assessments, and deliver agency-wide training to equip staff with the knowledge necessary to be successful in their roles.

PG 3.5 Progress Update: In FY 2024, the agency released the new OPM USA Performance Management System to agency staff and successfully transitioned from a pass-fail to a five-tiered rating process. The new performance management system automates performance review and allows the agency to collaborate in one system throughout the entire performance rating cycle. Additionally, in this system, supervisors can develop performance plans, track and monitor employees' performance, provide feedback and ratings, and electronically sign performance plans as agency appraisal programs require. The system allows managers to streamline the performance management process and focus on accountability and results. The system also promotes collaboration in real-time, including facilitating interactive and continual communication to cultivate a more productive and engaged workforce and increase the visibility and transparency of the performance management process.

Before the release of the new performance management system in FY 2024, the Peace Corps provided training to all supervisors and non-supervisory staff on the new tiered rating process and the new OPM USA Performance Management System. In Q2 of 2024, the agency supported managers with establishing 2024 performance plans for their employees in the new performance management system. Also, the agency conducted several training sessions, offered office hours, and made downloadable training resources available for both supervisors and non-supervisors in preparation for the mandatory mid-year progress review report requirement. As part of the performance management model, the agency has been working to ensure all USDH employee performance plans are established, approved, and signed by the rating official, the Reviewing Official, and the employees in the new performance management system.

PG 3.5 Lead: *Chief Human Capital Officer*

Data Source: *Agency records and administrative data*

Calculation: *Completion of milestones listed above*

Performance Goal 3.6: Improve project management competencies			
<i>Train teams on best practices for everyday project management and provide effective and user-friendly tools to aid in team collaboration and productivity by FY 2026.</i>			
Indicator 1: Staff training in project management fundamentals and creation of advanced project management training opportunities			
	FY 2022	FY 2023	FY 2024
Targets	Pilot training completed	30% of staff completed course	5% increase in course completion from FY 2023 Process created for ongoing course evaluation and improvement
Results	LinkedIn Learning path developed	423 course completions in FY 2023	266 course completions in FY 2024 ¹⁸
Indicator 2: Agency rollout of collaboration and project management tools			
	FY 2022	FY 2023	FY 2024
Targets	2 pilots completed	Tools rolled out with customized training Usage of tools measured as a baseline for adoption	Community of practice built for project management tools
Results	Initial pilot plans discussed	Suite of Microsoft tools; trainings were offered across the agency; working group conducted two pilots	Indicator retired in FY 2024
Indicator 3: % of staff who respond favorably to project management best practices question in employee surveys ¹⁹			
	FY 2022	FY 2023	FY 2024
Targets	Baseline established	Baseline increased by 5%	Increased by 5% from previous year
Results	Baseline established	Not assessed in FY 2023	Project Management questions were included in the 2024 Learning Needs Assessment. 24% of all staff reported to have participated in a learning opportunity for project management.

PG 3.6 Overview: This PG is designed to foster a common language around project management for all Peace Corps staff and support staff when adopting project management skills and frameworks for improved performance. The PG focuses on training staff in project management; making user-friendly software applications available for all staff to

¹⁸ The courses were non-mandatory professional development opportunities and other priorities competed for staff time in FY 2024.

¹⁹ This includes data from the Agency Learning Needs Assessment and LinkedIn Learning path feedback.

communicate, collaborate, and track project progress effectively; and bolstering the adoption and application of project management skills and software applications.

Improved project management will be completed in steps. First, staff will be surveyed to identify project management needs and existing expertise, gauge demand for advanced project management trainings, and set training targets. From there, project management competencies will be identified to create ways to measure results using these competencies. The agency will then gather requirements for user-friendly project management tools and run two pilots.

Finally, a common platform of a shared software toolset will be created in the Peace Corps to allow for improved collaboration. Future years will likely see the rollout of training for all staff, improvements based on pilots, a suite of project tools with customized training, including advanced project management, and a project management mentor network to support peers in putting new skills and tools into practice.

PG 3.6 Progress Update: The agency has had to reevaluate Indicator 1 targets, given that it was unable to meet its targets in FY 2023 and FY 2024. The Peace Corps is working on ways to increase course completions in the LinkedIn Project Management Learning paths released to the agency in FY 2023, by promoting courses through staff outreach and newsletters. The agency retired Indicator 2 due to competing priorities.

With respect to Indicator 3, three project management training questions were added to the 2024 Learning Needs Assessment (LNA) administered by OLSD. The LNA had a 55 percent response rate, of which 73 percent of survey participants were Personal Service Contractors and Foreign Service Nationals and 27 percent of participants were domestic and overseas USDH, Presidential Appointees, and Interns/Work Study. Learning opportunities in project management received a moderate rating, with an average satisfaction score of 3.2.

PG 3.6 Lead: *Director of Overseas Programming and Training Support*

Data Source: *Agency records and administrative data*

Calculation: Indicators 1 and 2: *Completion of milestones listed above. Indicator 3: Number of survey respondents who rated current learning opportunities to apply project management in their jobs as either moderately, very, or extremely effective/Total number of respondents to this question.*

Performance Goal 3.7: Align resources with agency priorities and associated risk				
<i>Create and implement processes that guide the allocation of people, time, and funds based on agency priority and relative risk by FY 2026.</i>				
Indicator 1: Implementation of ERM infrastructure elements				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	All individual office risk registers completed	Agency-wide risk register created	Agency-wide risk profile approved and updated
Results	3 risk registers fully completed	All individual office risk registers completed	Agency wide risk register (Profile) created	Agency-wide risk profile updated
Indicator 2: Incorporation of risk management and strategic priorities into agency governance and decision-making processes				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Plan developed to incorporate risk tolerance and align enterprise planning processes into single agency-wide process	Aligned model implemented and evaluated for at least two enterprise planning processes	Risk visibly incorporated into at least two enterprise planning processes
Results	ERM Council continued	Timeline drafted and strategic priorities incorporated in spending plan development	Risk management was incorporated into 2 governance processes (IT and staffing)	Risk visibly incorporated into two enterprise planning processes

PG 3.7 Overview: This PG aims to ensure that the agency has established structured and repeatable processes to internalize and integrate risk management practices in day-to-day management activities and resource allocation decisions. A key organizational component of this PG is the adoption of a risk-based, agency-wide portfolio beyond the individual responsibilities of an office, that improves the agency’s ability to gain insights, prioritize resources, make decisions, and successfully meet goals and objectives. This PG aims to continue the implementation of structured risk-based decision making within and across enterprise-level processes and governance structures. This approach also ensures compliance with federal requirements for risk management as outlined by the Office of Management and Budget (OMB) Circular A-123 and the National Institute of Standards and Technology (NIST).

The agency has several processes that determine how resources in areas such as funding, personnel, and information technology are allocated. While these processes are effective in deciding how resources will be allocated, it is important for them to be aligned with risk management approaches. The Peace Corps will also evaluate the current timelines of enterprise planning processes and update timeframes as needed to build off one another. The agency will implement the new timelines and assess the extent to which resources are allocated to risk areas and agency priorities.

PG 3.7 Progress Update: The agency saw notable progress related to the development, maturation, and implementation of risk-based approaches necessary for the prioritization of allocation resources toward agency priorities. This progress is evidenced in the development and approval of an ERM program plan; annual updates to the *Risk Appetite Statement*, office-level risk registers, and first-ever risk profile; the development of a range of risk management tools and resources for agency access and use; and the closer and more visible integration of risk management approaches in two agency planning processes: annual staffing review and cybersecurity. The ERM program also assessed multiple emerging risk issues raised throughout the year through a documented risk framework and decision support guidance.

PG 3.7 Lead: *Chief Compliance and Risk Officer, Office of the Director*

Data Source: *Agency records and administrative data*

Calculation: *Completion of milestones listed above*

Performance Goal 3.8: Standardize business practices to reduce redundant effort across posts <i>Establish core business practices that free posts to focus on work aligned with post and host country needs and resources by FY 2026.</i>				
Indicator 1: Identification, prioritization, development, and implementation of a standardization plan for key business practices				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	Implementation plan continued; 3 additional high priority practices implemented, standardized, and rolled out globally; identification and prioritization system developed	Longer-term high priority practices continued
Results	Post staff oriented to updated site management guidance	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	3 additional high priority practices implemented, standardized, and rolled out globally	1 major high priority tool overhauled by HQ and tested by Posts
Indicator 2: Development and implementation of a quality assurance system				
	FY 2021	FY 2022	FY 2023	FY 2024
Targets	N/A	Comprehensive integration, training, and support model developed	Comprehensive integration, training, and support model fully developed	80% of planned positions on-boarded
Results	Model of compliance and quality assurance developed at Posts	Comprehensive integration, training, and support model development in progress	Quality Assurance (QA) priorities named and policies reviewed to support consolidation and standardization effort	81% of planned positions on-boarded

PG 3.8 Overview: This PG seeks to identify key post-level policies, practices, and resources that, if standardized, would enhance the effectiveness, efficiency, and integration of equity into the Peace Corps’ business practices across posts. PG 3.8 will build on the *FY 2018-2022 Strategic Plan* by focusing on and advancing the agency’s comprehensive site management process at posts and via supporting IT systems, including by developing user-friendly offline mobile platforms. This PG will also ensure that key policies are consistently implemented at posts. Finally, this PG will operationalize a quality assurance (QA) model developed in FY 2021 to better integrate compliance functions at posts and headquarters.

The PG will build on existing systems and tools, such as the annual Administrative Management Control Survey (AMCS), as the agency identifies business practices for standardization and strengthens its systems of monitoring and accountability. Finally, creation of quality assurance positions at headquarters and posts will allow the Peace Corps to be

better positioned to ensure compliance with agency policies, procedures, and statutory requirements and to systemically identify, track, and address areas for improvement.

PG 3.8 Progress Update: In FY 2023, the QAS position was rolled out using a phased approach. Seven QASs started by the end of FY 2023, with a cumulative total of 47 QASs onboarded by the end of FY 2024 (81 percent of planned positions). In FY 2024, a multi-office site management council, informed with input from dozens of posts, revised and consolidated policies impacting site management. In addition, *Tri-Regional Site Management Guidance* was created to establish consistent, minimum standards for site management across all three regions, replacing the three regional guidance documents. The revised policies and guidance, along with eight standard forms including a *Site History Documentation Standard Operation Procedure*, were finalized and shared with all posts. Also in FY 2024, the Office of Global Operations overhauled the AMCS, now known as the Post Self-Assessment Tool (PSAT). The overall structure and content were reevaluated and revised, and the tool moved from Excel to Qualtrics, providing a more modern and user-friendly platform. Three posts (one from each region) served as “early adopters,” testing the tool and providing feedback to improve the final product.

PG 3.8 Lead: *Deputy Director of the Office of Global Operations*

Data Source: *Agency records and administrative data*

Calculations: *Completion of milestones listed*

APPENDICES

APPENDIX A

Performance Management System

The goals, objectives, and strategies in the FY 2022–2026 Strategic Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps Director oversees the agency's performance management efforts. The Office of Strategic Information, Research, and Planning (OSIRP) is responsible for facilitating strategic planning and reporting. OSIRP works closely with other offices across the agency to collect and analyze data to improve agency operations and OSIRP's Director serves as the Performance Improvement Officer for the agency. Several annual processes ensure activities align with the strategic plan.

- **Annual Strategic Review:** Each year, the Peace Corps Director, strategic objective leads, and performance goal leads collaborate to review and assess progress against strategic objectives to help develop the next Annual Performance Plan. Leads identify challenges, opportunities, and possible realignments with revisions incorporated into the next Annual Performance Plan.
- **Country Portfolio Review:** The Country Portfolio Review is a comprehensive review of active and potential Peace Corps Posts, informing decisions on the number of Volunteers to place in each Post and potential country exits or new country entries or reentries. The review focuses on the safety, security, and medical care of Volunteers; host country engagement; host country needs; programming and training; and Post management and costs.
- **Quarterly Strategic Plan Performance Reviews:** The Peace Corps utilizes quarterly reviews, chaired by the Peace Corps Director, as the primary mechanism for monitoring performance throughout the year. In preparation for each review, goal leads determine the status of each performance goal and provide a brief written summary of progress to date, challenges, and additional support that may be needed.

APPENDIX B

Evaluation and Research

The Peace Corps remains committed to improving performance by using high-quality data and evidence. Using rigorous evidence-based methodologies, the agency conducts studies to assess the impact of program practices to identify opportunities to strengthen programs or improve operational efficiency and effectiveness. These efforts allow the agency to use existing evidence to draw conclusions and, when data gaps are identified, develop new sources of data that can improve operations and allow better understanding of performance opportunities. The agency evaluation policy can be found at:

<https://files.peacecorps.gov/documents/MS-325-Policy.pdf> Evaluations, surveys, and other reporting can be found at: <https://www.peacecorps.gov/about/open-government/>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations. These can be found at: <https://www.peacecorps.gov/about/inspector-general/reports>.

APPENDIX C

Verification and Validation of Performance Data

The Peace Corps' data collection and reporting is supported by detailed operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures data is accurate, consistent, and accessible through ongoing Enterprise Data Governance Council initiatives; the agency's data governance policy can be found at: <https://files.peacecorps.gov/documents/MS-326-Policy.pdf>. The major data sources available to agency staff for assessing performance goals are detailed below.

Administrative Records and Databases

For some performance goals, the Peace Corps collects annual data from records maintained in Headquarters offices and overseas posts. For others, the agency relies on centralized databases for information on Volunteers, programs, health services, finances, and human resources. To maintain data integrity and ensure appropriate data entry methodology is followed, only trained and authorized staff can access key systems. Routine reconciliation processes among agency units and internal, automated system checks enable users to verify performance data and correct discrepancies. To meet the required level of accuracy and provide current and historical information, the agency uses database rules and business processes on existing systems and incorporates ongoing modernization efforts led by the Office of the Chief Information Officer. Data limitations are noted in the appropriate section.

Volunteer Reporting and Grants

The Volunteer Reporting and Grants (VRG) tool was launched in FY 2022, combining the Volunteer reporting and Peace Corps grants processes to make a streamlined experience for Volunteers reporting on their work and progress toward project outcomes. VRG data is used to report on Volunteer and staff contributions to the agency's Three Goals, including activities funded by the small grants program and other special initiatives. Data validation checks and standard data-entry periods are built into VRG to ensure overall data quality. Peace Corps Headquarters staff review Posts' staff-reported work. Post staff review Volunteer-reported work to verify data and correct anomalies before analyzing aggregate results and sharing information with stakeholders. The Peace Corps provides ongoing monitoring and support to Volunteers and staff to ensure that data is collected, analyzed, and reported consistently.

Annual Volunteer Survey

In accordance with the *Kate Puzey Act* mandate, as extended by the *Sam Farr and Nick Castle Peace Corps Reform Act*, the Peace Corps conducts an Annual Volunteer Survey (AVS), which is a confidential, voluntary online survey of all currently serving, two-year Volunteers who have served at least one month at their site. This survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience. To ensure data quality, rigorous data cleaning

procedures are applied to the dataset prior to analysis. The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by factors like external events or the ability to recall information. The agency considers both statistical and practical significance of the variation in results from year to year. Findings could be impacted by nonresponse bias if the Volunteers who responded to the survey have different viewpoints from those who did not respond. However, the survey's historically high response rate helps minimize the potential impact of such bias.

Host Country Staff Survey

The Peace Corps has fielded the Host Country Staff Survey (HCSS) every year since FY 2014 to gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact at posts by gathering input from host country staff. The survey includes questions covering staff training needs, workload sustainability, motivation, inclusiveness, and team dynamics at Peace Corps posts. The survey is limited to host country staff who can be reached via Peace Corps email and is currently offered in English, French, and Spanish (the languages most used across Peace Corps host country staff). Limited literacy in the available languages and other factors like lack of computer access or of familiarity with online survey tools may reduce the ability or willingness of some staff to participate in the survey. Analysis of the HCSS primarily focuses on global findings, rather than comparisons by post, as they offer the most valid and applicable insights.

APPENDIX D

Stakeholder Engagement

The Peace Corps used a broad array of evidence and engagement to inform *FY 2022–2026 Strategic Plan* development. Internal engagement mechanisms included workshops and meetings with agency leadership; working groups made up of representatives from Headquarters, domestic offices, and overseas posts; and an agency-wide survey, town hall poll, and listening sessions. External engagement included stakeholder meetings and literature reviews.

Internal engagement

In FY 2021, the Peace Corps engaged staff across the agency in a participatory process to shape and refine the *FY 2022-2026 Strategic Plan*. Staff engagement included:

- **Two workshops and recurring meetings with senior leaders** to identify priority thematic areas and provide regular feedback on strategic plan direction.
- **A strategic plan key themes survey** was sent to domestic supervisors and country directors at overseas posts. An agency-wide town hall poll was developed to gauge agency opinions about proposed strategic plan thematic areas and to solicit suggestions for new areas.
- **Agency-wide listening sessions** – over 70 – were held on proposed strategic objectives, strategies, and performance goals. Session participants included employee resource groups, and, in total, there were over 1,600 Zoom dial-ins from Headquarters, domestic offices, and overseas posts. Staff who were not able to join listening sessions were encouraged to submit feedback via email.
- **Agency working groups** comprised of 100+ senior managers, technical specialists, and analysts from Headquarters and overseas posts. These staff analyzed performance challenges, identified and prioritized potential goals and objectives, and detailed the strategies and activities needed to achieve them.

External engagement

The Peace Corps considered input from external stakeholders in this strategic plan's development. The agency met with stakeholders and reviewed relevant external documents, such as the *Peace Corps Connect to the Future Report*. The draft Plan was also shared with Congressional stakeholders and posted on the agency's open government website prior to publication. This enabled the agency to receive additional feedback from Congress, external stakeholders, and the American people.

APPENDIX E

Acronyms

3GL	Third Goal and Volunteer Services
AF	Africa
AMCS	Administrative Management Control Survey
AVS	Annual Volunteer Survey
BHO	Behavioral Health and Outreach
BPYI	Blue Pacific Youth Initiative
CASE	Coordinated Approach to Systemic Equity for All
COS	Completion of Service
DEIA	Diversity, Equity, Inclusion, and Accessibility
DOVE	Database of Volunteer Experience
DRR	Disaster Risk Reduction
EEPS	Emerging Equity Practices Survey
EMA	Europe, Mediterranean, and Asia
EOD	Enter on Duty
ERG	Employee Resource Group
ERM	Enterprise Risk Management
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
HBCU	Historically Black Colleges and Universities
HCSS	Host Country Staff Survey
HR	Human Relations
HQ	Headquarters
IAP	Inter-America and the Pacific
ICDEIA	Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility
LES	Locally-Employed Staff
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer
LNA	Learning Needs Assessment
LPF	Logical Project Framework
MOU	Memorandum of Understanding
MS	Manual Section

MSI	Minority-Serving Institution
NIST	National Institute of Standards and Technology
OCRD	Office of Civil Rights and Diversity
ODEIA	Office of Diversity, Equity, Inclusion and Accessibility
OHR	Office of Human Resources
OHS	Office of Health Services
OMB	Office of Management and Budget
OPATS	Overseas Programming and Training Support
OPM	Office of Personnel Management
OSIRP	Office of Strategic Information, Research, and Planning
OSLD	Office of Staff Learning and Development
PCMO	Peace Corps Medical Officer
PCR	Peace Corps Response
PCrm	Peace Corps Recruitment and Marketing
PEPFAR	President's Emergency Plan for AID Relief
PG	Performance Goal
PSAT	Post Self-Assessment Tool
QA	Quality Assurance
QAS	Quality Assurance Specialist
RPCV	Returned Peace Corps Volunteer
SAPR	Sexual Assault Prevention and Response
SOP	Standard Operating Procedure
SPIGA	Strategic Partnerships and Intergovernmental Affairs
SSS	Selective Service System
USDH	U.S. Direct Hire
USG	U.S. Government
VCM	Volunteer Competency Model
VDS	Volunteer Delivery Service
VRG	Volunteer Reporting and Grants
VRS	Volunteer Recruitment and Selection
VSP	Virtual Service Pilot
VSPP	Virtual Service Pilot Participant
WRP	Workplace Recruitment Program

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



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Paul D. Coverdell
Peace Corps Headquarters
1275 First Street NE
Washington, DC 20526

