![Peace Corps]

THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION
FISCAL YEAR 2025

FISCAL YEAR 2025
Congressional Budget Justification

Peace Corps

FISCAL YEAR (FY) 2022–2026 STRATEGIC PLAN

FY 2025 ANNUAL PERFORMANCE PLAN

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BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FISCAL YEAR (FY) 2025 BUDGET REQUEST

The Peace Corps' budget request is $479,000,000.

The FY 2025 budget request will enable the Peace Corps to support Volunteer operations in up to 65 countries worldwide.

Dear Member of Congress:

I am pleased to submit the Peace Corps' Fiscal Year 2025 budget request of $479 million. This request comes at a critical juncture in world affairs when the realities of the present—conflict, inequality, food insecurity, and more—are meeting the possibilities of tomorrow. All while the largest generation of youth in human history is set to begin taking on the role of global leadership.

We have an unmatched opportunity to engage this next generation of leaders to shape a brighter future for all. The Peace Corps is uniquely poised to meet the powerful urgency of this moment with the skills, ingenuity, and dedication to lifelong service that have defined the agency for over 63 years.

Due to the Peace Corps' unique model of community-based development and people-to-people diplomacy, Volunteers are in high demand from countries around the world. They have been welcomed to the Americas, Africa, Asia, Pacific Islands, and Europe. They have been invited to teach English as the language of business, the internet, and tourism; support community economic development and job readiness; and work with young leaders to support health, education, the environment, and food security. Through these efforts, they build deep and lasting connections, one relationship at a time.

Volunteers bring the United States to the world through partnership, authenticity, and respect, learning local languages and customs, and integrating into communities as grassroots ambassadors of the American people. They return home with a deep understanding of intercultural communication, an expanded worldview, and adaptive leadership skills. In an increasingly interconnected world, Peace Corps Volunteers embody the American spirit and the United States' commitment to people in remote regions in the more than 60 countries where Volunteers live and work.

The Peace Corps' presence and engagement are paying dividends now and will continue to do so far into the future. I have seen this first-hand, having served as a Small Business Development Volunteer in Romania following the end of the Cold War, as the Country Director in Malawi, and in my current role. Whether the first to ever serve in Viet Nam or a steady partner in community development in Guatemala, Peace Corps Volunteers are on the ground for two years, but maintain life-long connections that remain the foundation of public diplomacy for decades.

Investment in the Peace Corps is an essential, cost-effective, long-term, high-impact investment in our shared global future. At this transformative moment, the Peace Corps stands ready to ensure the strongest of returns on that investment. On behalf of the entire Peace Corps network, including host community members, partners, staff, and returned and currently serving Volunteers, thank you for your support.

Sincerely,

Carol Spahn
Director

EXECUTIVE SUMMARY

MISSION AND GOALS: THE PEACE CORPS' UNIQUE AND CRITICAL ROLE

In the 63 years since Congress passed the Peace Corps Act, 240,000 Volunteers have answered President John F. Kennedy's call to advance "the great common cause of world development."[1] Since that time, at the invitation of host country governments, Volunteers have lived and worked with community members, partnering on shared development priorities in more than 144 countries to promote world peace and friendship.

This work has been driven by the agency's three founding goals:

1. To help the peoples of interested countries in meeting their needs for trained individuals;

2. To help promote a better understanding of the American people on the part of the peoples served;

3. To help promote a better understanding of other peoples on the part of the American people.

The Peace Corps' mission and its three goals are more relevant today and more urgently needed than ever.

Decades of international development have been erased by a once-in-a-century global pandemic, resulting in a slow and uneven recovery in the frontline communities where Volunteers often serve. Growing food and economic crises are unfolding against a backdrop of increasing and ongoing conflicts in many regions of the world. Changing weather patterns, increased natural disasters, and environmental shocks have displaced, or are threatening to displace, millions of people.

Alone, any one of these problems would present a daunting challenge. Together, they can seem overwhelming and even insurmountable. Yet, thousands of Peace Corps Volunteers wake up every morning in communities around the world ready to serve side by side with local partners and engage the largest generation of youth in history to create opportunity and build a more resilient future. Working across six programmatic sectors (in order of size)—Education, Health, Youth in Development, Agriculture, Community Economic Development, and Environment—Volunteers link young people to opportunity and build enduring bridges of connection, understanding, and friendship that continue to pay dividends decades later.

This budget request of $479 million is an investment in a brighter and more equitable future for communities around the globe. If fully funded, it will enable the Peace Corps to sustain its current operations and begin to meet increasing demand from the Indo-Pacific, Africa, and Central America to bring the Peace Corps' person-to-person diplomacy to communities where Volunteers are being invited to serve. Moreover, the agency will continue its focus on harnessing the power of youth, recruiting more U.S. citizens to serve, and strengthening the systems that support Volunteer health and safety.

TODAY'S YOUTH ARE THE KEY TO TOMORROW'S SUCCESS

An estimated 1.2 billion young people are between the ages of 15 and 24 today, and nearly 90 percent live in low-income and developing countries across the globe. Engaging with this youngest generation—the largest generation of

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1   https://www.jfklibrary.org/archives/other-resources/john-f-kennedy-speeches/peace-corps-establishment-19610301

youth in history—is the key to building a brighter and more equitable future.

By 2030, the United Nations estimates that the number of young people will increase by 7 percent to nearly 1.3 billion.[2] Today's youth are already stepping up to lead and will continue doing so far into the future. It is critical that efforts to engage with young leaders include opportunities for youth in underserved and underrepresented communities that lack opportunity.

Youth engagement, at the grassroots level, is a top priority for the Peace Corps and the Volunteers currently serving in 58 countries[3] who integrate youth into every aspect of their work, including in education, health, community economic development, agriculture, and more. By partnering with local youth and peer leaders, Volunteers inspire civic engagement, open economic opportunities, nurture healthy behaviors, and build community resilience.

Increased Demand for Peace Corps Volunteers

In the face of this historic youth bulge, current and prospective partner nations recognize the effectiveness of the Peace Corps' unique grassroots model of community engagement. Demand for Volunteers has continued to increase dramatically, reflecting not only the acute development needs felt worldwide but also validating the Peace Corps' approach. Increased demand is coming from existing partner countries who have requested higher numbers of Volunteers and from new countries eager to partner with the Peace Corps.

The Peace Corps has recently opened, or re-opened, programs in Viet Nam, Sri Lanka, El Salvador, and Palau. In addition, the agency has received 12 formal invitations for the Peace

Corps to return to or start new programs in Bosnia and Herzegovina, Cape Verde, Côte d'Ivoire, Honduras, Kiribati, Federated States of Micronesia, Marshall Islands, Mauritania, Republic of the Congo, Solomon Islands, Suriname, and Uzbekistan. The Peace Corps considers these invitations on an individual basis in the context of conditions on the ground and agency resources.

Meeting the Robust Demand for English-Language Education

During the global pandemic, the government of Indonesia installed cameras, screens, and other classroom infrastructure in schools throughout the country to equip students and teachers for virtual learning. Today, Peace Corps Volunteers in Indonesia are using that same technology to simultaneously conduct monthly English learning lessons in over 400 classrooms across the country. Similarly, Volunteers in Armenia, Viet Nam, Zambia, and elsewhere focus on English language education in their communities with support and encouragement from local partners.

Education has always been the Peace Corps' largest program area, with English-language education being one of the most sought-after skills in the global economy. However, as governments across the world today look to the future and seek to ensure opportunities for their citizens, particularly their youth, they are increasingly asking for more. For example, one country in which Peace Corps Volunteers had previously served went so far as to request a re-opening of a country program and an unprecedented ask of 10,000 Volunteers so that every classroom throughout the country would have a dedicated Volunteer.

This surging demand for English education stems from these leaders' recognition that English is a pathway to a successful future. They see English

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2   https://www.un.org/en/global-issues/youth#:~:text=Today%2C%20there%20are%201.2%20billion,cent%2C%20to%20nearly%20 1.3%20billion.

3   Data is of all Volunteers and Trainees in the field as of February 15, 2024.

as the language of the internet and international business, of tourism and higher education, of hope and opportunity—and they want to provide their people every possible chance to succeed in a fast-paced and competitive global workplace.

Over the next several years, the Peace Corps will continue to focus on the demand for English-language development priorities in the Indo-Pacific and around the world.

Investing In the Next Generation of Community Leaders

Formal service opportunities, like the Peace Corps, provide essential job experience and skills development and are a bridge from education to employment at a critical juncture in youth development. The Peace Corps and its partners are committed to promoting service and leadership opportunities for youth worldwide.

In Africa, where the median age is 19[4] and where 40 percent of the global population will live by the end of the century[5], the Peace Corps formalized a strategic partnership with CorpsAfrica, a service organization based on the same foundational principles as the Peace Corps and founded by a returned Peace Corps Volunteer. The program brings college-educated local youth to the table to tackle community development challenges through volunteerism. Peace Corps Volunteers will work together with CorpsAfrica Volunteers in up to nine countries across Africa.

Similarly, through the launch of the Blue Pacific Youth Initiative, Peace Corps Volunteers are working alongside youth leaders within Pacific Island communities to advance resiliency and adaptability to a changing global environment. And, through the Central America Service Corps, the agency is partnering with other U.S.

government agencies and partners in Guatemala and El Salvador to provide formal service opportunities for local youth.

The Peace Corps is supporting a wide range of host country youth service programs in 20 countries across the Peace Corps network.

ATTRACTING AND SUPPORTING THE VOLUNTEER COMMUNITY

None of these initiatives are possible, however, without the U.S. citizens who answer the call to serve as a Volunteer abroad, or to support those who do. As an agency, the Peace Corps is adapting to evolving needs to ensure that its Volunteers and staff receive all the tools, resources, and assistance necessary to carry out the agency's mission of promoting world peace and friendship.

Meeting Volunteers' Mental Health Needs

In anticipation of increased mental health needs for Volunteers following the global pandemic, the agency has invested substantially in its systems and services. These investments include wellness promotion and programming through targeted training for staff, resources, and personnel, including the availability of a Well-Being Tele-Coaching program that connects Volunteers privately and confidentially with a telehealth coach. Use of this program has been robust, and the agency will expand services to keep pace with the growing population of Volunteers.

The FY 2025 budget request includes an increase of $2.7 million to provide ongoing critical mental health support to Volunteers.

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4   https://database.earth/population/africa/median-age
5   https://www.imf.org/en/Publications/fandd/issues/2023/09/PT-african-century

Enhancing Physical and Digital Security

The agency has also made intentional investments to strengthen essential accountability, learning, and support systems infrastructure. One such investment is the Peace Corps' Security Incident Management System (SIMS), which tracks the full lifecycle of the agency's response to reported crimes against Volunteers, thereby enhancing Volunteer safety and security planning. Importantly, the agency also updated core global Volunteer training materials and trained key staff to ensure a trauma-informed approach to strengthen the agency response when crimes do occur.

To enhance the protection of Volunteers' health, financial, and other sensitive personal information and to improve the management of agency operations in dozens of countries across multiple time zones and levels of development,

the Peace Corps has strengthened security policies and procedures. This includes increased cybersecurity staff and informational technology resources across its entire global digital network. Within the last calendar year, the agency deployed solutions that both limit the likelihood of unauthorized access and enhance the agency's monitoring and response capabilities. These actions improved the agency's Federal Information Security Modernization Act (FISMA) rating, better secured information, and ensured a solid foundation for a safe hybrid federal working environment.

This request includes an additional $10 million to continue mission-critical improvements in complying with cybersecurity mandates and better protecting Volunteers' data.

RECRUITING VOLUNTEERS FOR PEACE CORPS SERVICE AND BEYOND

Engaging with Prospective Volunteers Where They Are

In the face of robust economic growth and one of history's most competitive job markets, the Peace Corps is experiencing the same recruiting headwinds that have negatively affected other service-focused organizations, from large multinational operations to local non-profits in communities across the U.S.

To meet this challenge, the agency's budget request includes $2.5 million to continue investments to attract and recruit talented and motivated Volunteers who represent the wide diversity of our nation's communities, geographies, and cultures. The additional investment will allow the Peace Corps to conduct more targeted outreach and meet potential Volunteers where they are: traditional media, social media, colleges, universities, professional organizations, and communities across the U.S.

The Peace Corps is an Investment in America's Future

Peace Corps service equips returned Volunteers with transferable and strong leadership, intercultural, and problem-solving skills that are highly valued by employers across federal, state, and local governments, non-profits, and the private sector.

In the Federal Government alone, where only 8 percent of workers are under the age of 30, returned Peace Corps Volunteers bring with them much-needed energy, ideas, and skills[6]. It is estimated that there are approximately 7,000 returned Peace Corps Volunteers working across the executive branch today, with nearly 3,000 serving at the U.S. Department of State and the U.S. Agency for International Development alone, another 600 at the U.S. Environmental Protection Agency[7], and over 200 at the Federal Emergency Management Agency[8].

By investing in the recruitment and retention of Peace Corps Volunteers, the agency is a pipeline for the U.S. workforce with highly qualified candidates who possess critical, high-demand skills in both the private and the public sectors in a rapidly evolving global context.

EXPANDING ON PROGRESS AND MEETING NEW CHALLENGES

The Peace Corps is building on its strengths and expanding its impact as a powerful force multiplier in supporting priorities at the community level in under-resourced regions around the world. By partnering with youth and expanding access to opportunities and education, Volunteers are establishing a strong foundation not only for sustainable community development, but also for stable communities. The relationships that are developed along the way form connections among the people of host countries and Volunteers that last a lifetime.

Staff and Volunteers are leveraging their creativity, ingenuity, adaptability, energy, and decades of development experience to meet this moment and advance "the great common cause of world development.[9]" Yet, full funding of this FY 2025 budget request is required to maintain momentum and build on these essential investments.

The Peace Corps is poised to deepen U.S. engagement on an expanded global stage, with the core mission of promoting peace and friendship.

The FY 2025 budget request of $479 million—less than 1 percent of overall U.S. foreign policy funding—represents a cost-effective investment that generates goodwill, advances community development, and pays dividends for decades.

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6   https://www.washingtonpost.com/business/2023/03/29/more-federal-internships/
7   https://www.epa.gov/careers/returned-peace-corps-and-americorps-vista-volunteers-epa
8   https://www.fema.gov/blog/fema-celebrates-peace-corps-week
9   https://www.jfklibrary.org/archives/other-resources/john-f-kennedy-speeches/peace-corps-establishment-19610301

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BUDGET INFORMATION

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REQUESTED PEACE CORPS APPROPRIATIONS LANGUAGE

PEACE CORPS (INCLUDING TRANSFER OF FUNDS)

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501 et seq.), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, $479,000,000, of which $7,300,000 is for the Office of Inspector General, to remain available until September 30, 2026: Provided, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by section 16 of the Peace Corps Act (22 U.S.C. 2515), an amount not to exceed $5,000,000: Provided further, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: Provided further, That of the funds appropriated under this heading, not to exceed $104,000 may be available for representation expenses, of which not to exceed $4,000 may be made available for entertainment expenses: Provided further, That in addition to the requirements under section 7015(a) of this Act, the Peace Corps shall consult with the Committees on Appropriations prior to any decision to open, close, or suspend a domestic or overseas office or a country program unless there is a substantial risk to volunteers or other Peace Corps personnel: Provided further, That none of the funds appropriated under this heading shall be used to pay for abortions: Provided further, That notwithstanding the previous proviso, section 614 of division E of Public Law 113–76 shall apply to funds appropriated under this heading.

REQUESTED PEACE CORPS AUTHORIZATION LANGUAGE

[Insert at the appropriate place in the Peace Corps Act, (22 U.S.C. 2501 et seq.), or elsewhere as appropriate]

(a) The Director of the Peace Corps is authorized to recruit individuals, who may be located within the United States or third countries, to provide services virtually by electronic means to communities in host countries to flexibly meet the expressed needs of those countries. The Peace Corps may provide for incidental expenses of such individuals, as determined by the Director to be appropriate for the nature of the assignments.

(b) An individual who provides services under the authority of this section shall not be considered to be a volunteer for purposes of section 5 of the Peace Corps Act (22 USC 2504) unless the Director of the Peace Corps requires the individual to physically serve in the host country on a temporary basis.

(c) An individual who provides services under the authority of this section shall not be considered a federal employee except for the purposes of the following provisions of law:

   (1) section 5703 of title 5, United States Code, relating to travel and transportation expenses;

   (2) chapter 81 of title 5, United States Code, relating to compensation for work-related injuries;

   (3) chapter 171 of title 28, United States Code, and any other Federal statute relating to tort liability; and

   (4) section 3721 of title 31, United States Code, relating to claims based on damage to, or loss of, personal property incident to volunteer service.

PEACE CORPS' FY 2025 BUDGET REQUEST

The Peace Corps' FY 2025 budget request is $479 million, which includes $19.3 million in adjustments to base and $18.4 million in program changes, to fund operations while maintaining a modest carryover for contingencies and emergencies going into FY 2026. The requested funding level, coupled with carryover from FY 2024, will support the agency's projected FY 2025 operational requirements. The budget will fund the agency's current services, enabling the Peace Corps to cover increases in mandatory costs beyond its control and to sustain investments made in critical health, safety, security, and information technology (IT) essential to support Volunteers.

The request will continue to fund the return of Volunteers overseas, providing resources to support a Peace Corps presence in up to 65 countries, at 61 posts, with a projected onboard strength of 4,590 Volunteers by the end of FY 2025. The FY 2025 budget request includes $5.9 million to specifically support the expansion of Peace Corps programming to additional Indo-Pacific nations. Furthermore, the request includes $10 million to address critical cybersecurity requirements and $2.5 million to expand outreach to recruit Volunteers in a competitive labor market. Without the requested increase in the Peace Corps' funding, the agency will likely have to make cuts to essential operational activities, close posts, reduce Volunteer levels, halt new country entry and assessment, and stop crucial programmatic innovation.

SUMMARY OF ADJUSTMENTS TO BASE

The Peace Corps' request includes the following $19.3 million adjustments to base to maintain current services in FY 2025:

REBUILDING VOLUNTEER STRENGTH ($7.8M)

Increase for rebuilding the number of Volunteers as the agency continues to return to service overseas. These funds cover direct Volunteer costs including monthly allowances, training, travel, and readjustment allowance. Details on Volunteer levels funded in the budget request are found on page 10.

INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES ($1.2M)

International Cooperative Administrative Support Services (ICASS) is a cost distribution system for shared administrative services at posts overseas. This funding request reflects increases to mandatory payments to the U.S. Department of State (DOS) for the agency's ICASS charges overseas to include health, security, and basic administrative services at post.

FEDERAL EMPLOYEE PAY RAISE ($2.9M)

Increase to fund the 5.2 percent pay raise for federal employees for the first quarter of FY 2025 (October 2024–December 2024) and a 2 percent pay raise for the last three quarters of FY 2025.

LOCAL COMPENSATION INCREASES ($2.8M)

Additional resources to cover changes to overseas host country national staff salaries and benefits consistent with DOS guidance.

VOLUNTEER MENTAL HEALTH SUPPORT ($2.7M)

Funds staffing and operational costs for mental health services in the Office of Health Services (OHS) to build the behavioral health program commensurate with the anticipated needs of the Volunteer corps in FY 2025. Funds will cover higher personnel and operational costs, including training for post staff members in emotional and mental health support so they can be of assistance to Volunteers if needed.

The Peace Corps has seen an increased need for mental health services within its Volunteer corps. Even prior to the COVID-19 pandemic, the agency tracked an increased Volunteer demand for mental health services. The agency therefore formulated *Performance Goal 3.4, Strengthen Systems and Practices for Volunteer Well-Being*, in the agency's *FY 2022-2026 Strategic Plan*. To reach this goal, OHS researched medical and mental health care and how clinical field support functions would be affected by COVID-19, epidemiological trends, and the impact of the social isolation realized during the pandemic.

That research showed increases in mental health vulnerabilities across a spectrum of the population, particularly among youth. To address these trends, the agency developed a pilot program to improve the availability of behavioral health services for Volunteers. Based on the success of the pilot, the increased demand for behavioral health services, and the obligation of the agency to provide appropriate health care to all Volunteers, the Peace Corps is requesting additional funds to expand capacity and staffing to accommodate the projected number of Volunteers that will be on board in FY 2025.

CHANGE FROM NO-FEE PASSPORTS ($600K)

In FY 2021, the DOS began charging for special-issuance passport applications that previously did not have a fee. The Peace Corps now pays a fee to DOS for all Volunteer and staff passports. For FY 2024, the cost will be $158.90 per application. In FY 2023 and FY 2024, with Volunteer levels well below historical averages, the agency was able to absorb those additional costs. However, with the increased level of incoming Volunteers per year, the Peace Corps will no longer be able to do so.

INCREASED COSTS OF OVERSEAS SHIPPING AND STORAGE ($1.3M)

Various external factors such as pandemic impacts, inflation, increased fuel prices, supply chain disruptions, and port and air freight congestion have increased the cost of transporting and storing Home and Household Effects (HHE) for Peace Corps personnel overseas. Geopolitical events such as Russia's full-scale invasion of Ukraine, coups in West Africa, the current conflict in the Middle East, and other conflicts around the world have further affected supply chains and increased such costs. HHE costs incurred have nearly doubled while shipping volume has remained steady. Funding HHE shipments allows for the deployment of U.S. citizen staff overseas to run Peace Corps posts and for the continuation of critical support to Volunteers in the field.

SUMMARY OF PROGRAM CHANGES

The Peace Corps requests the following program increases above the FY 2024 Continuing Resolution (CR) level of $430.5 million:

CYBERSECURITY ($10M)

The Peace Corps is committed to strengthening the agency's cybersecurity posture. For FY 2025, the Peace Corps is requesting $10 million to prioritize its IT infrastructure and cybersecurity objectives, since the agency's systems house vital Volunteer health, financial, and other sensitive personal information. Strengthening the agency's cybersecurity programs requires investments to right-size the security team and architecture to meet industry standards at a time when federal agencies are being asked to position for the future. Cybersecurity is a long-term commitment requiring a sustained dedication to building up a broad range of strategic capabilities and developing cybersecurity maturity. This investment will help the Peace Corps meet those goals and will be applied toward the technology and services necessary to comply with certain directives in Executive Order 14028, "Improving the Nation's Cybersecurity." Specifically, these funds will be applied toward:

Improving The Peace Corps' Investigative and Remediation Capabilities

The Peace Corps will bolster compliance with Office of Management and Budget requirements and Office of Inspector General (OIG) recommendations based on the Federal Information Security Modernization Act of 2014 and other cybersecurity standards. The Peace Corps will be able to demonstrate advanced logging capabilities with a focus on ensuring centralized access and visibility for a high-level Security Operations Center (SOC) while also satisfying the requirement to shift to Zero Trust Network Architecture. Additional funding for licenses will ensure that the Peace Corps has the logical and physical space to intake all required logs from the Peace Corps High-Value Assets and critical systems.

Maturing SOC Incident Response Capability

Additional funding for SOC maturation will be used to: 1) acquire highly specialized in-house expertise to implement recently issued federal mandates requiring the agency to improve cloud security strategies; 2) acquire capabilities to operate Cybersecurity and Infrastructure Security Agency's new Endpoint Detection and Response 24x7 solution mandated by Executive Order 14028; 3) provide proactive and reactive SOC services to support a hybrid SOC environment; and 4) purchase additional network monitoring tools and services to increase operational support in detecting threats and sharing information with law enforcement.

Premium Contract Support for Advanced Log Monitoring

Premium support for the agency's current Microsoft 365 cloud subscription will enable the Peace Corps to take advantage of advanced logging capabilities to assist with incident remediation and mitigation technologies and position the agency to continuously monitor its enterprise assets to mitigate the risk of cyberthreats.

RECRUITMENT AND MARKETING ($2.5M)

As trends show volunteerism is on the decline in the U.S., effective recruitment and marketing are more critical than ever to inspire the next generation of Volunteers to serve. Through two years of return-to-service experience, the Peace

Corps has learned a significant amount about this historically competitive and evolving labor market. The agency's target audiences have more opportunities for service, career enhancement, and job placement than ever before.

The $2.5 million in additional advertising funds included in the FY 2025 request will sustain gains made by the Peace Corps' *Bold Invitation Campaign*, which launched in FY 2023. The funding will allow for a continual paid media presence via a variety of media platforms and messaging synchronized to the recruitment cycle and other signature events and/or activities (i.e., hard-to-recruit positions, countries, or sectors). It will also allow the Peace Corps to build on the progress of the campaign, focusing on a strategic mix of social media advertising (Facebook, YouTube, Snapchat, LinkedIn, Instagram, etc.); search advertising (Google AdWords, Google Display Network, etc.); programmatic display ads; and other select platforms with the goal of increased awareness and applications among the agency's target audience.

While the *Bold Invitation Campaign* proved to be effective in generating interest, with the agency experiencing an 82 percent increase in applications above FY 2022, application numbers remain well below pre-pandemic levels and are insufficient to fully meet the robust demand for Volunteers worldwide. Therefore, sustained targeted advertising is essential to continue to improve brand awareness, drive applications, and lead to more effective recruitment from diverse demographic, geographic, and socio-economic backgrounds.

INDO-PACIFIC EXPANSION ($5.9M)

The Peace Corps has received several invitations from Pacific Island Nations to initiate Peace Corps programming. The Peace Corps currently operates in 13 countries in the Indo-Pacific: Cambodia, Fiji, Indonesia, Mongolia, Nepal, Philippines, Samoa, Sri Lanka, Thailand, Timor-Leste, Tonga, Vanuatu, and Viet Nam, and is in the process of re-establishing a presence in Palau, which will be supported by the Peace Corps Philippines post. The Peace Corps serves at the request of host country governments, and the additional $5.9 million in FY 2025 will enable the Peace Corps to expand its presence in the Indo-Pacific.

The Peace Corps anticipates sustaining 61 posts in 65 countries with funding through the FY 2025 President's Budget Request. For the agency to increase its global footprint beyond 61 posts in 65 countries, additional funding is needed to support agency infrastructure around recruitment, Volunteer support, in-country operations, and direct Volunteer costs.

PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS FY 2025 PRESIDENT'S BUDGET (IN THOUSANDS OF DOLLARS)

DIRECT VOLUNTEER OPERATIONS	FY 2023 Actuals	FY 2024 Full Year CR	FY 2025 Request
Overseas Operations	211,600	199,200	212,900
Africa	91,900	79,900	83,800
Europe, Mediterranean, and Asia	56,100	52,900	54,800
Inter-America and the Pacific	63,600	66,400	74,300
Overseas Operational Support	114,000	128,000	136,600
Overseas Operational Support Offices	74,400	81,700	87,000
Volunteer Readjustment Allowance	6,400	13,100	14,400
Federal Employees' Compensation Act	11,500	9,900	9,900
ICASS Reimbursements to U.S. Department of State	21,700	23,300	25,300
Foreign Currency Centralization & External Funds Offsets	(15,800)	(13,200)	(13,200)
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	309,800	314,000	336,300
AGENCY SUPPORT OPERATIONS	146,100	145,800	161,300
Agency Support Services Offices	136,300	135,700	151,200
Rental Payments to General Services Administration (GSA)	9,800	10,100	10,100
SUBTOTAL, TOTAL AGENCY EXCLUDING OFFICE OF INSPECTOR GENERAL (OIG)	455,900	459,800	497,600
OIG	7,300	7,300	7,300
GRAND TOTAL, AGENCY	463,200	467,100	504,900

See descriptions of the operational areas on pages 8 and 9.

PEACE CORPS RESOURCE SUMMARY
(IN THOUSANDS OF DOLLARS)

	FY 2023 Actuals	FY 2024 Full Year CR	FY 2025 Request
Unobligated balance brought forward, Oct 1	43,400	34,700	15,700
New budget authority (Agency)	423,200	423,200	471,700
New budget authority (OIG)	7,300	7,300	7,300
Recoveries of prior year obligations	22,100	15,000	15,000
Spending authority from offsetting collections	5,400	9,600	9,000
Total direct obligations (Agency)	455,900	459,800	497,600
Total direct obligations (OIG)	7,300	7,300	7,300
Total direct obligations (Reimbursable Programs)	3,500	7,700	7,000
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	34,700	15,700	6,800

DIRECT VOLUNTEER OPERATIONS

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

OVERSEAS OPERATIONS

Overseas Operations are organized and administered through three regional sub-offices of the Office of Global Operations: Africa (AF); Europe, Mediterranean, and Asia (EMA); and Inter-America and the Pacific (IAP). These accounts fund overseas operations and staff who work directly with Peace Corps Volunteers at posts, as well as the staff at Peace Corps Headquarters who provide general oversight and direction to Peace Corps country programs. These accounts also fund Volunteer costs, including training, travel, and a monthly allowance to cover housing, utilities, household supplies, food, clothing, and transportation.

OVERSEAS OPERATIONAL SUPPORT OFFICES

Overseas Operational Support Offices include the following offices: Office of Global Health and HIV; Office of Global Operations; Office of Health Services; Overseas Programming and Training Support; Office of Safety and Security; Office of Volunteer Recruitment and Selection; and Peace Corps Response.

VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon the completion of service to assist them when they return to the U.S.

FEDERAL EMPLOYEES' COMPENSATION ACT

Under the Federal Employees' Compensation Act, the Peace Corps reimburses the U.S. Department of Labor for disability payments and medical costs for staff and returned Peace Corps Volunteers (RPCVs) who experience service-related injuries or sickness. Most of these costs relate to Volunteer claims; staff claims are minimal.

ICASS REIMBURSEMENTS TO THE U.S. DEPARTMENT OF STATE

ICASS is a cost distribution system for shared administrative services at posts overseas. This line item is Peace Corps funds used for mandatory payments to DOS for the agency's ICASS charges for operating costs overseas to include health services, security services, and basic services at post.

FOREIGN CURRENCY CENTRALIZATION

Gains or losses realized from the fluctuation of foreign currency, as well as offsets to expenses provided under external funds agreements.

AGENCY SUPPORT SERVICES

Agency Support Services include administrative offices to support the agency in its mission, as well as providing support to current Volunteers and RPCVs to achieve the mission and three goals of the Peace Corps.

AGENCY SUPPORT SERVICES OFFICES

Agency Support Services Offices include the following offices: Office of the Director; Office of External Affairs; Office of the General Counsel; Office of Human Resources; Office of Management; Office of Strategic Information, Research, and Planning; Office of Sexual Assault Prevention and Response; Office of the Chief Financial Officer; and Office of the Chief Information Officer. This category also includes centrally managed resources for agency-wide expenses such as vehicles and information technology.

RENTAL PAYMENTS TO GENERAL SERVICES ADMINISTRATION

Rental payments to the General Services Administration (GSA) for Peace Corps Headquarters.

OFFICE OF INSPECTOR GENERAL

OIG provides independent oversight in accordance with the Inspector General Act of 1978, as amended. Through audits, evaluations, and investigations, OIG prevents and detects waste, fraud, abuse, and mismanagement; provides advice and assistance to agency management; and promotes efficiency, effectiveness, and economy in agency programs and operations.

VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2024	FY 2025	FY 2024	FY 2025
Africa	960	1,340	$79,900	$83,800
Europe, Mediterranean, and Asia	1,210	1,590	$52,900	$54,800
Inter-America and the Pacific	1,450	1,660	$66,400	$74,300
Country Programs	3,620	4,590	$199,200	$212,900

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2024	FY 2025	FY 2024	FY 2025
Albania & Montenegro[2]	50	80	$3,700	$3,800
Armenia	30	60	$3,000	$3,100
Belize	60	70	$2,100	$2,200
Benin	30	40	$4,600	$4,700
Botswana	20	40	$2,400	$2,600
Cambodia	120	130	$3,300	$3,400
Cameroon	20	40	$4,500	$4,700
Colombia	120	130	$3,900	$4,000
Comoros[3]	0	0	$900	$900
Costa Rica	100	130	$5,200	$5,300
Dominican Republic	130	130	$4,900	$4,900
Eastern Caribbean[4]	60	70	$3,200	$3,300
Ecuador	110	110	$5,700	$5,700
El Salvador	10	20	$1,500	$1,700
Eswatini	30	40	$2,200	$2,300

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2024	FY 2025	FY 2024	FY 2025
Ethiopia[3]	0	0	$1,500	$1,500
Fiji	70	80	$2,100	$2,200
Gambia, The	50	70	$2,900	$3,100
Georgia	60	80	$3,100	$3,200
Ghana	40	60	$3,900	$4,100
Guatemala	80	100	$4,700	$4,800
Guinea	40	50	$4,500	$4,600
Guyana	78	90	$3,100	$3,100
Indonesia	80	90	$3,000	$3,100
Jamaica	60	80	$2,700	$2,800
Kenya	90	110	$3,800	$4,100
Kosovo	30	70	$2,000	$2,200
Kyrgyz Republic	50	60	$2,400	$2,500
Lesotho	50	70	$2,700	$2,800
Liberia	40	50	$4,600	$4,800
North Macedonia	90	120	$2,900	$3,000
Madagascar	60	80	$3,000	$3,000
Malawi	20	40	$3,100	$3,300
Mexico	100	110	$3,400	$3,500
Moldova	50	90	$2,700	$2,900
Mongolia	80	90	$3,000	$3,100
Morocco	180	190	$5,500	$5,600
Mozambique	0	20	$1,500	$1,700
Namibia	60	70	$3,000	$3,200
Nepal	40	60	$2,100	$2,200
Palau[5]	0	10	$800	$1,300
Panama	120	120	$6,200	$6,200
Paraguay	140	150	$5,300	$5,400
Peru	130	150	$6,200	$6,300

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2024	FY 2025	FY 2024	FY 2025
Philippines	170	200	$4,600	$4,800
Rwanda	40	50	$3,500	$3,600
Samoa	40	40	$1,600	$1,700
Senegal	110	140	$5,600	$5,900
Sierra Leone	30	40	$2,800	$2,900
South Africa	40	60	$4,000	$4,100
Sri Lanka	50	80	$1,900	$2,000
Tanzania	60	80	$3,700	$3,800
Thailand	90	120	$3,700	$3,800
Timor-Leste	20	40	$2,700	$2,800
Togo	40	50	$4,000	$4,100
Tonga	30	40	$1,600	$1,700
Uganda	50	60	$3,200	$3,300
Ukraine[6]	0	0	$500	$500
Vanuatu	10	30	$2,200	$2,300
Viet Nam	20	30	$2,800	$2,800
Zambia	40	80	$3,800	$4,100
SubTotal	3,620	4,590	$199,200	$207,000
Indo-Pacific Expansion				
Indo-Pacific	-	-	$0	$5,900
SubTotal	-	-	$0	$5,900
Total	**3,620**	**4,590**	**$199,200**	**$212,900**

1   The numbers in this table represent estimates as of February 15, 2024. Numbers may change based on timing and actual recruitment rates as well as health and safety assessments.

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

3   Volunteer placements are paused due to health or security considerations. Should the situation improve, the Peace Corps will assess whether and when conditions allow the return of Volunteers.

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

5   Palau will be supported by Peace Corps Philippines in FY 2025.

6   Ukraine will be managed by Peace Corps Moldova in FY 2025. Volunteer placements are paused due to security considerations. Should the situation improve, the Peace Corps will assess whether and when conditions allow the return of Volunteers.

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OVERVIEW

The Peace Corps sends U.S. citizens from all 50 states, the District of Columbia, and U.S. territories as Volunteers to countries at the invitation of the host country government to partner with local communities in meeting their development priorities (see page 17 for a table of Volunteers by state). Since the agency's establishment in 1961, more than 240,000 Volunteers have served with the Peace Corps, the vast majority of them in traditional two-year assignments.

TWO-YEAR PEACE CORPS VOLUNTEERS

Two-year Volunteers (known by the acronym PCVs) live and work side-by-side with community members on locally prioritized projects to partner in one of the Peace Corps' six programmatic sectors (in order of size): Education, Health, Youth in Development, Agriculture, Community Economic Development, and Environment. Within their sector assignments, Volunteers also work with community partners to advance U.S. interagency global and regional initiatives (see pages 29-34). 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 Peace Corps is rebuilding its Volunteer onboard strength since returning Volunteers to service in March 2022 after the agency evacuated all in-person Volunteers worldwide due to the COVID-19 pandemic. In FY 2023, 2,250 two-year Volunteers were serving on September 30, 2023, more than triple the 715 two-year Volunteers serving on September 30, 2022. Demand for Volunteers continues to outstrip supply—on top of current Volunteer requests, the agency has received invitations from 12 additional countries to open or re-open country programs.

PEACE CORPS RESPONSE

Peace Corps Response (PCR) is a specialized program within the agency that works to meet host country needs for advanced skills and experience. Peace Corps Response Volunteers (known by the acronym PCRVs) work with communities around the world at the request of host countries on short-term, high-impact service assignments. They serve from three to 12 months on locally prioritized projects that focus on transferring skills, offering technical expertise, and building the capacity of government and non-governmental organization partners. The assignments usually require at least a four-year undergraduate degree and two to five years of professional experience. Some typical PCR assignments include co-creating new educational curricula, providing guidance and training for HIV/AIDS prevention activities, and implementing environmental conservation and climate change adaptation strategies.

As of September 30, 2023, 104 PCRVs were serving in 27 countries (up from 41 who were serving on September 30, 2022 in 14 countries). Nearly 40 current Peace Corps countries have requested 471 PCRVs for FY 2024.

Virtual Service Pilot

PCR also serves as the agency's incubator for exploring creative approaches to meeting the expressed needs of partner countries and communities. The most recent of these is the Virtual Service Pilot (VSP), which was formally launched in October 2020 as an innovative way to continue delivering on the Peace Corps' mission following the global evacuation of in-person Volunteers. Since the VSP began,

private U.S. citizens have donated their services as Virtual Service Pilot Participants (known by the acronym VSPPs) supporting host country partners for a total of 831 virtual service engagements as of February 15, 2024 (102 of which were engagements in Ukraine).

Even with the return of Volunteers to in-person service, the Peace Corps continues to receive requests from host country partners interested in virtual collaboration through the VSP. It is a useful tool to complement the work of in-person Volunteers with highly skilled individuals, and also in preparing host communities and organizations to receive their first or additional PCR or two-year Volunteers. In certain situations where Volunteers 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.

It is important to note that VSPPs are not Peace Corps Volunteers; they are private U.S. citizens who donate their voluntary services in accordance with the agency's existing gift acceptance authority. While this works for the purposes of conducting a pilot, it limits the agency's ability to integrate VSPPs into the agency's recruiting and planning systems and to fully realize the potential of this innovative approach. The agency is requesting the authority from Congress to recruit individuals as Volunteers for the purpose of virtual service, rather than continuing to use the VSPP donor model (see authorization language on page 1). It is important to note that if this request is realized, these virtual service Volunteers would not receive the same benefits as in-person Volunteers and would complement—never replace—the work of in-person Volunteers except when security conditions prevented the deployment of in-person Volunteers.

HOME STATES OF PEACE CORPS VOLUNTEERS

Two-year and PCR Volunteers hail from all 50 states, the District of Columbia, and U.S. territories. The table below includes the counts of all Volunteers from all funding sources since 1961. Not included in this table are Volunteers who do not have an address on file or have an overseas home address. The Peace Corps engages with hundreds of colleges and universities throughout the U.S. to recruit Volunteers to serve (see page 61 for a full list of the Peace Corps educational engagement programs).

State /Territory	Currently Serving[1]	Total Since 1961[2]
ALABAMA	14	1,188
ALASKA	4	1,081
AMERICAN SAMOA	0	10
ARIZONA	59	4,173
ARKANSAS	6	857
CALIFORNIA	265	30,882
COLORADO	90	7,453
CONNECTICUT	37	3,800
DELAWARE	4	543
DISTRICT OF COLUMBIA	18	2,888
FLORIDA	119	8,735
GEORGIA	77	4,024
GUAM	2	81
HAWAII	9	1,527
IDAHO	24	1,462
ILLINOIS	73	8,829
INDIANA	38	3,429
IOWA	20	2,603
KANSAS	14	1,954
KENTUCKY	26	1,691
LOUISIANA	6	1,211
MAINE	16	1,988
MARYLAND	91	6,692
MASSACHUSETTS	64	8,590
MICHIGAN	57	7,305
MINNESOTA	50	6,897
MISSISSIPPI	7	514
MISSOURI	33	3,438
MONTANA	11	1,565
NEBRASKA	6	1,391

State /Territory	Currently Serving[1]	Total Since 1961[2]
NEVADA	19	1,136
NEW HAMPSHIRE	24	1,839
NEW JERSEY	60	5,070
NEW MEXICO	16	2,289
NEW YORK	136	13,371
NORTH CAROLINA	99	4,894
NORTH DAKOTA	1	523
NORTHERN MARIANA ISLANDS	1	39
OHIO	75	7,328
OKLAHOMA	12	1,314
OREGON	63	6,557
PENNSYLVANIA	77	8,274
PUERTO RICO	13	456
RHODE ISLAND	9	1,102
SOUTH CAROLINA	39	1,791
SOUTH DAKOTA	2	617
TENNESSEE	30	2,073
TEXAS	138	8,634
UTAH	11	1,184
VERMONT	14	1,659
VIRGINIA	109	8,538
VIRGIN ISLANDS	0	94
WASHINGTON	79	10,021
WEST VIRGINIA	1	684
WISCONSIN	61	6,120
WYOMING	3	541

1 'Currently Serving' represents FY 2023 onboard strength, the number of Volunteers and Trainees in the field on September 30, 2023.

2 'Total Since 1961' is the number of Volunteers and Trainees who have served from each state/territory on September 30, 2023; individuals who served more than once are counted once for each service.

PEACE CORPS APPLICATION PROCESS

The process from submitting an application and being invited to join the Peace Corps to departing for the country of service typically takes six to 12 months. The Peace Corps advertises quarterly application deadlines, "Apply-By" dates, and "Know-By" dates as well as "Departure" dates that help applicants plan and make decisions based on their schedules and needs. All applicants are notified—at least four months before their anticipated departure date—about whether they are conditionally invited to serve, notwithstanding any applicable clearances pending.

Prior to an interview request, and again at the time of invitation, applicants receive access to country-specific information, including information related to safety, security, and health risks in country. In accordance with the 2018 Farr-Castle Act, applicants have the option to decline their country of consideration and identify a different country if they have concerns after reviewing provided health or safety data.

Specific milestones in the application process are as follows:

STEP 1: APPLY ONLINE

The first step toward becoming a Peace Corps Volunteer is to complete an application at www.peacecorps.gov/apply. The process usually takes about one hour. An individual can apply to a specific opening (country/sector) or can apply to serve where needed most. Once an individual applies, they are asked to complete a health history form.

STEP 2: INTERVIEW WITH THE PEACE CORPS

Only those applicants deemed competitive are invited for an interview to further assess their qualifications and suitability for service. During the interview, applicants are provided the opportunity to highlight their skills, interests, and suitability for service with a Peace Corps Assessment and Placement Specialist. Competence relative to Volunteer opportunities, cultural agility, emotional maturity, motivation, and commitment to Peace Corps service are evaluated. This is also an opportunity for the applicant to ask questions and explore with the Assessment and Placement Specialist whether the Peace Corps is a good match.

STEP 3: RECEIVE CONDITIONAL INVITATION

Applicants who are among the best qualified for a particular assignment receive a conditional invitation to serve. The conditional invitation includes the date of departure, a detailed description of the program assignment, a welcome packet with information about the country where they are conditionally invited to serve, the Volunteer Handbook, and more. In addition, the conditional invitation states that service departure is contingent on the invitee successfully obtaining both medical and legal clearance.

Invitee Medical Clearance

All invitees are required to complete a physical and dental examination. At a minimum, the physical examination includes a medical exam conducted by a doctor, basic lab work, immunizations necessary for each assignment, and dental X-rays. The Peace Corps reimburses eligible medical expenses incurred during the medical clearance process. Invitees are

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reimbursed only for expenses related to certain evaluations necessary for the Peace Corps to determine eligibility; such reimbursement does not include any treatment or other services.

Invitee Legal Clearance

In accordance with 22 CFR §305.8, the Legal Placement Office manages the background investigation for each applicant who accepts a conditional invitation to ensure that their enrollment as a Volunteer is consistent with the national interest. This process requires adjudication of the results based on federal and agency standards, and the award of a favorable or non-favorable determination prior to departure for service.

STEP 4: PREPARE FOR DEPARTURE

Before departure, invitees complete online activities in preparation for service and apply for a special-issuance passport and host country visa at the agency's expense. Invitees who have fully cleared both the legal and medical processes receive travel instructions and logistics to report to a staging event in the U.S. for an initial two day-orientation with Peace Corps' staff members and to join other invitees who will serve at the same post. From staging, invitees depart for their country of assignment together.

STEP 5: ENTER ON DUTY

Once invitees arrive in country, they become Peace Corps Trainees.

PHASES OF VOLUNTEER SERVICE

PEACE CORPS TRAINEE

Pre-Service Training

Upon arrival in their country of service, Trainees undergo up to three months of pre-service training in language, technical skills, cross-cultural, health, and personal safety and security issues. After successful completion of training and testing, Trainees recite the oath of office to become Peace Corps Volunteers.

PEACE CORPS VOLUNTEER

Volunteer Assignment

Volunteers are each assigned to a project that is designed by Peace Corps staff to help meet the development priorities of the host country.

Site Selection

Peace Corps' in-country staff ensures that Volunteers have suitable assignments and adequate and safe living arrangements that are in accordance with Peace Corps policy.

Living Allowance

The Peace Corps provides Volunteers with a monthly allowance that is specifically tailored to their country of service and covers expenses related to housing, utilities, household supplies, food, clothing, and transportation.

Health

The Peace Corps' in-country medical officers provide Volunteers with health information, medical treatment, immunizations, and periodic medical exams. Additional medical providers in-country or at one of the Peace Corps' regional medical hubs are also available to Volunteers.

THE PEACE CORPS' CONGRESSIONAL BUDGET JUSTIFICATION 2025   19

Service Extension

The Peace Corps permits a limited number of Volunteers who have unique skills and outstanding records of service to extend for an additional year.

RETURNED PEACE CORPS VOLUNTEER

Readjustment Allowance at Close of Service

At the end of service, Volunteers receive $400 per month served ($500 per month for PCRVs and two-year Volunteers who completed a third year of service) to help finance their transition to careers or further education.

Health Insurance

The Peace Corps provides short-term, transitional health insurance for Volunteers for their first month after service, and Volunteers have the option to extend that coverage at their own expense for up to two additional months.

Returned Volunteer Services

The Peace Corps provides career, educational, and transitional assistance to Volunteers when they complete their Peace Corps service. Some states now offer reduced or in-state tuition to returned Peace Corps Volunteers (RPCVs). RPCVs can also apply to become a Paul D. Coverdell Fellow, a graduate school benefit program with financial assistance (see page 61 for more information on Peace Corps' education engagements). RPCVs are also encouraged to share with fellow U.S. citizens the experiences they had abroad to further the Peace Corps' Third Goal.

VOLUNTEER WORK: MEETING HOST COUNTRY PRIORITIES

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MEETING HOST COUNTRY PRIORITIES

The Peace Corps meets host country and host community priorities through Volunteers' work across the agency's six programmatic sectors and through global and regional initiatives. Volunteers work with community partners to implement the President's Emergency Plan for AIDS Relief (PEPFAR) to promote an AIDS-free generation; the Feed the Future (FTF) interagency initiative to promote local food security through increased agricultural productivity, improved economic opportunity, and improved health and nutrition; and the President's Malaria Initiative (PMI) initiative, to carry out prevention, diagnosis, and treatment education campaigns.

Across all sectors and global and regional initiatives, and through various strategic partnerships, Volunteers engage with the millions that make up the largest generation of youth in history. Approximately 90 percent of youth, between the ages of 15 and 24, live in low-income countries where Volunteers support their educational, and job readiness and leadership skills development to create pathways for economic opportunity, preparing youth to be contributors in today's interconnected world.[1] In FY 2025, Volunteers will support two key initiatives launched in FY 2023 with technical assistance from the Peace Corps: the Blue Pacific Youth Initiative (BPYI) and the Central American Service Corps (CASC). Through these initiatives, Volunteers will mobilize youth leaders to champion local and regional development priorities. The agency also signed a memorandum of understanding (MOU) with CorpsAfrica to engage youth leaders in Africa, where the median age is 19,[2] to partner and foster opportunities for civic engagement and leadership, while supporting efforts in health, education, and food security.

Communities where Volunteers serve are increasingly vulnerable to natural disasters and environmental shocks, and host countries are seeking assistance in strengthening their ability to withstand these impacts. Since the impact of climate change and extreme weather knows no boundaries, Peace Corps Volunteers' ability to build bridges across countries and regions through technical cooperation and intercultural exchange has never been more important.

In November 2023, the Peace Corps launched its *Strategy to Secure a Resilient Global Future* as it builds on 63 years of partnership with host countries and communities to address a changing global environment. This strategy guides Volunteers' work, efforts, and actions at the community level to promote climate resiliency and help engender meaningful change. The Peace Corps three-pronged approach to climate-resilient development involves promoting climate literacy, helping communities understand the climate landscape where they live, and applying a climate lens to enhance projects. Through this approach, activities and projects can be strengthened and continuously adjusted to respond to communities' social, economic, and/or environmental priorities and conditions.

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1   https://www.un.org/sustainabledevelopment/youth
2   https://database.earth/population/africa/median-age

VOLUNTEER WORK BY SECTOR

Two-Year Peace Corps Volunteers by Sector
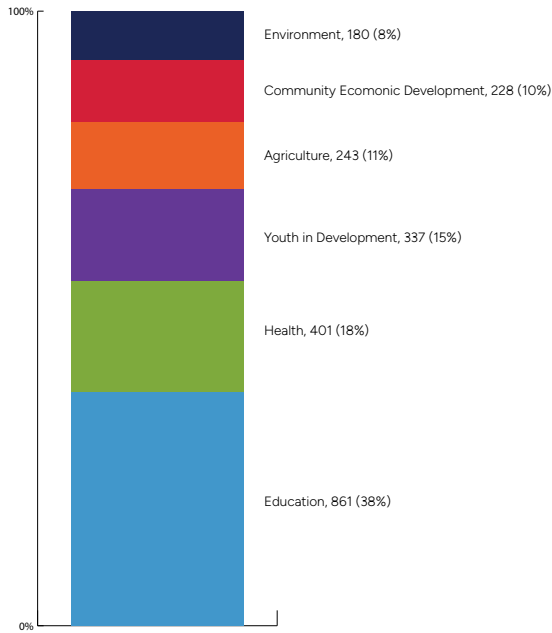
100%

Environment, 180 (8%)

Community Ecomonic Development, 228 (10%)

Agriculture, 243 (11%)

Youth in Development, 337 (15%)

Health, 401 (18%)

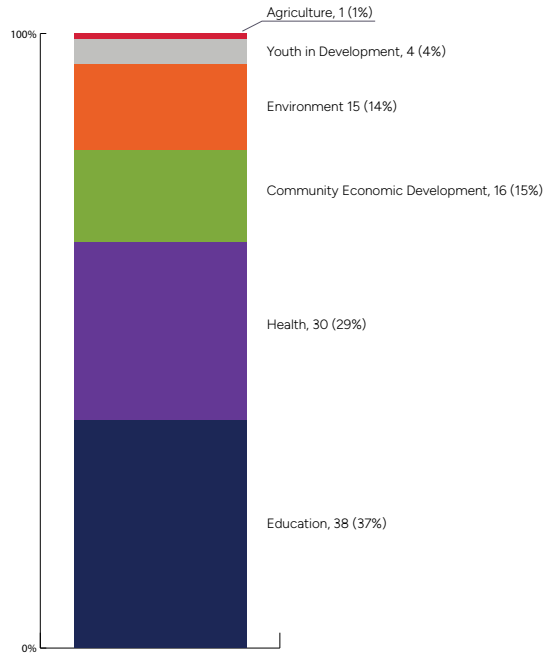Education, 861 (38%)

0%

Peace Corps Response Volunteers by Sector

100%

Agriculture, 1 (1%)

Youth in Development, 4 (4%)

Environment 15 (14%)

Community Economic Development, 16 (15%)

Health, 30 (29%)

Education, 38 (37%)

0%

Counts of Peace Corps Volunteers, Trainees, and Peace Corps Response Volunteers by sector from all funding sources serving. Total FY 2023 onboard strength as of September 30, 2023 was 2,354.

EDUCATION

Education is the largest Peace Corps sector, with more than one-third of all FY 2023 two-year Volunteers and the majority of posts worldwide supporting one or more Education projects. Due to host country governments seeing English as a pathway for upward mobility in the global economy, more than half of all posts currently with Volunteers (32 out of 58) have Education Volunteers teaching English as a foreign language. And many Volunteers from the Peace Corps' other five sectors teach English in some capacity (i.e. Youth in Development Volunteers through English clubs and camps; Community Economic Development Volunteers teach English for business).

Education Volunteers teach math and science, promote childhood literacy, and support Deaf

and inclusive education. All Education projects support youth, work to build teacher capacity, increase student achievement, and help communities advocate for and support access to education. Each project is aligned with the *U.S. Government Strategy on International Basic Education* and the national priorities of host countries.

Education projects also use a gender empowerment approach through after-school clubs, working with teachers to integrate gender-equitable practices, and collaborating with school administrators and parents to promote student-friendly schools. These projects work to reduce gender-based violence and build support networks through youth programs that include girls and boys—both together and separately. Given the impact of the COVID-19 pandemic on

schools, Volunteers focus on helping students recover from the loss of education during the pandemic.

Teaching English as a Foreign Language (TEFL) is the largest project area in the Education sector, representing 67 percent of Education projects. Many other projects incorporate TEFL, with a focus on fostering host country counterparts' professional development, including improving their English proficiency and teaching skills, which leads to improved English language instruction and increased English proficiency for students. In nine posts, Volunteers may earn a TEFL Certificate by the end of their training with the number of hours taught during service.

Projects focusing on math and science involve teachers and students in middle and secondary school settings. Education Volunteers train teachers to engage students—particularly girls—to use hands-on and project-based learning strategies combined with a science, technology, engineering, and mathematics (STEM) approach to address the need for solutions to teaching STEM in low-resource environments. Through project activities, teachers develop communities of practice that allow the sharing of teaching and assessment techniques with other math, STEM teachers.

Education Volunteers also support childhood literacy projects to help students improve basic literacy and numeracy skills and help teachers develop effective teaching strategies. The projects support early interventions for students who are at risk of not meeting early literacy benchmarks. This work occurs principally in the primary grades, but also targets upper-grade students in need of remedial literacy support. In addition, Education Volunteers work with parents and community members to support improved, basic literacy through community classes, access to materials, and education events.

As of the end of FY 2023, there were 861 Education Volunteers serving in 43 posts, which accounts for approximately 38 percent of total Volunteers.

HEALTH

Health is the Peace Corps' second largest sector, and programming in this sector focuses heavily on the youth population. Health Volunteers work with local partners to improve health outcomes in communities where individuals have poor access to health information and services. The Peace Corps helps introduce innovations and technology while using appropriate resources to address health needs and to help individuals adopt positive health behaviors.

All aspects of the Peace Corps' HIV programming focus on youth. The Peace Corps is a fully integrated partner in implementing the President's Emergency Plan for AIDS Relief (PEPFAR), and many post-level health projects concentrate on HIV/AIDS prevention and supporting people living with HIV. Health Volunteers also work alongside community counterparts on programs targeting orphans, vulnerable children, and other at-risk youth. Health sector projects in Africa also support the President's Malaria Initiative (PMI) by distributing insecticide-treated bed nets and providing education on the prevention, diagnosis, and treatment of malaria. For more information on both PEPFAR and PMI, see page 29–30.

Furthermore, Health Volunteers promote healthy behaviors for youth mental health and well-being; strengthen maternal, newborn, and child health services; and provide information or support to the communities for other endemic public health issues. The agency's Health sector work also focuses on building the technical, managerial, and administrative capacity of community health care workers and non-governmental organizations that work in health-related fields. In FY 2023, the Peace Corps continued its efforts to reduce the global

burden of COVID-19 and mitigate its impacts, while supporting efforts to prevent, prepare for, and control future pandemics.

As of the end of FY 2023, 401 Health Volunteers were serving in 29 Peace Corps posts, which accounts for approximately 18 percent of total Volunteers.

YOUTH IN DEVELOPMENT

Given that the world now has the largest youth population in history, the Peace Corps' Youth in Development projects play a critical role to promote pathways of opportunity and support young people to complete school and transition into adult roles in the family, workforce, and community. All Peace Corps Youth in Development projects foster young people's life skills and leadership abilities. Youth in Development Volunteers work in partnership with local counterparts to support four complementary areas of holistic youth development: community engagement, professional development, helping service providers implement positive youth development programming, and teaching parents the necessary skills to communicate better with their children.

Youth in Development Volunteers work with community partners who mentor young people and encourage them to take an active role in planning for their futures and those of their communities and countries. Youth in Development projects promote volunteerism and facilitate service-learning activities to mobilize a new generation of engaged citizens committed to improving their communities. Volunteers support the preparation of youth for the workforce by offering training in employability—including résumé development workshops, career planning, mock interview sessions, conversational English, and Information and Communication Technology (ICT) skills training.

The Peace Corps' Youth in Development projects also help adolescents and youth develop life skills and positive personal identity, effectively manage emotions, communicate, make decisions, problem solve, and set goals. Youth in Development Volunteers and their counterparts work with youth service providers and youth-serving organizations to help implement high-quality youth programs. These projects also encourage parents and other adults in the community to play essential roles in supporting youth. These Volunteers promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities. They also work to improve emotional well-being and resiliency in young people.

As of the end of FY 2023, there were 337 Youth in Development Volunteers serving in 13 posts, which accounts for approximately 15 percent of total Volunteers. The majority of Youth in Development Volunteers work within the Inter-America and the Pacific (IAP) Region, where Volunteers participate in two key regional youth service initiatives: the Blue Pacific Youth Initiative (BPYI) and the Central American Service Corps (CASC); see page 31 for more details.

AGRICULTURE

The Peace Corps works in partnership with the host country ministry responsible for agricultural development to address both national and community priorities by extending the national agricultural service's reach to underserved, hard-to-reach rural communities. Peace Corps Agriculture Volunteers provide direct assistance to smallholder farmers, both men and women, to improve their agricultural activities and bolster their household's food and nutrition security, thereby ensuring their ability to maintain viable, environmentally sustainable, and resilient livelihoods.

Agriculture projects are designed to increase the capacities of smallholder farmers to apply improved, evidence-based, contextually appropriate, and sustainable agricultural practices and technologies. These projects seek to boost the productivity, diversity, and sustainability of host community agricultural production; enhance livelihoods by increasing profitability of on-farm income-generating activities; and improve the nutrition of their households, particularly that of women of reproductive age and children under two years of age. Volunteers provide technical assistance to individuals and groups including men, women, and youth, through one-on-one field-based instruction and group training events. As appropriate, Volunteers also share resources through proven agricultural education and extension methods like farmer-to-farmer technical exchanges, farmer field days, farmer field schools, and classroom teaching.

Agriculture Volunteers and their community counterparts employ a "climate-smart" approach to improving smallholder farming by promoting practices and technologies that increase production without negatively affecting the environment. Such an approach adapts to less predictable and more intense weather conditions, reduces greenhouse gas emissions, and increases carbon sequestration. Examples include bio-intensive gardening, integrated pest management, small animal husbandry (including beekeeping and fish farming), improved post-harvest management and storage, soil fertility management and conservation, agroforestry, and small-scale water conservation and management practices and technologies. In addition to supporting smallholder farmers, many Peace Corps Agriculture projects assist community-based groups by conducting training and coaching in agriculture-related income generation, basic business skills, marketing, and organizational development—including the formation of savings and lending associations.

Finally, all Peace Corps Agriculture projects are "nutrition-sensitive," meaning that activities increase the availability of diverse, nutrient-rich foods directly for household consumption and generate income that increases access to nutritious foods. More than 50 percent of project participants in activities such as home gardening and small animal husbandry are, intentionally, women. Food production activities are complemented with instruction on food conservation and value-added transformation, safe food handling and preparation, and education on the importance of daily consumption of diverse, nutrient-rich foods.

As of the end of FY 2023, there were 243 Agriculture Volunteers serving in 15 posts, which accounts for approximately 11 percent of total Volunteers.

COMMUNITY ECONOMIC DEVELOPMENT

Peace Corps Community Economic Development projects strengthen household economic security and build the capacity of community organizations to advance local development efforts. Community Economic Development projects focus primarily on either individual and household economic development or community and organizational development. Individual projects are adapted to local conditions, priorities, and host country development strategies in these two areas. Furthermore, each Community Economic Development project identifies specific groups of community members or organizations (e.g., youth, women, farmers, artisan groups, and municipal offices) as the primary beneficiaries of

a project's capacity-building efforts. Community Economic Development Volunteers frequently involve the most economically marginalized groups and communities in a host country (youth, women, rural communities, and indigenous populations).

Projects focused on individual and household economic development enable host country households to achieve economic security and upward economic mobility. These projects build individual capacity to adopt personal money management strategies; increase savings; expand access to affordable credit; identify and pursue entrepreneurial opportunities; apply fundamental business skills to small-scale economic activities; increase digital literacy; and demonstrate key employability skills to secure employment. Community Economic Development Volunteers also work with organized groups to improve market linkages for local businesses and support the management of community-run businesses.

Projects focusing on community and organizational development enable community organizations and civil society actors to advance local development efforts collaboratively— whether through improvements in health, education, livelihoods, civic engagement, or other critical aspects of human and community development. These projects assist organizations with action planning, training, guided learning, and various outreach campaigns and events that maximize organizations' impact and ability to achieve their missions. They also help increase organizations' engagement and collaboration with key stakeholders and expand opportunities for civic engagement and volunteerism in the community.

As of the end of FY 2023, there were 228 Community Economic Development Volunteers serving in 14 posts, which accounts for approximately 10 percent of total Volunteers.

ENVIRONMENT

Volunteers working in the Environment sector collaborate with host country partners to help protect the local environment and support communities in their desire to become more resilient to environmental shocks and stresses.

Environment Volunteers work alongside community counterparts to integrate climate resiliency, poverty reduction, and gender equity by supporting environmentally sustainable and climate change-resilient community development interventions. Volunteers promote environmental education, climate literacy, and awareness, and work to strengthen individual and organizational capacity of partners to plan, manage, lead, and advocate for protecting the local environment. Projects focus on the development of income-generating activities that create incentives for natural resource conservation such as ecotourism and crafting, as well as local efforts to address the quickening pace of deforestation by introducing more fuel-efficient cook stoves to local communities. Environment Volunteers also facilitate inclusive and equitable community-managed disaster risk reduction for areas at high risk of extreme weather events through their work.

Effective natural resources and habitat management requires local government partnership and community and individual cooperation. Peace Corps-facilitated environmental activities encourage sustainable natural resource planning and management by facilitating efforts to expand and sustain the use of healthy conservation practices, including producing and cultivating trees to improve soils, conserving water, and protecting fields from erosion. Implementation of effective solid waste management processes and systems helps reduce the plastics found in oceans and mitigates potential health impacts from improper waste disposal.

Environment projects also actively promote environmental education to raise awareness on the local impacts of a changing climate and build the cross-generational support required to initiate and sustain action on environmental issues. Activities include training local teachers to integrate more interactive, environment-focused teaching methods into their curricula. Environment Volunteers and local counterparts also support schools to promote environmental education through extracurricular activities like clubs, camps, and awareness campaigns.

As of the end of FY 2023, there were 180 Environment Volunteers serving in 9 posts, which accounts for approximately 8 percent of total Volunteers.

GLOBAL AND REGIONAL INITIATIVES

Recognizing that globally the youth demographic represents the largest youth population in history, that the Peace Corps has a long history of working with youth, and that many Volunteers are, themselves, youth, the Peace Corps has a comparative advantage in this area and focuses on youth throughout its global and regional initiatives.

FOOD SECURITY

The Peace Corps is a collaborating partner in the interagency Feed the Future (FTF) initiative and the *U.S. Government's Global Food Security Strategy* to address global poverty, hunger, and undernutrition. Since 2012, over 1,200 Volunteers in over 40 countries have contributed to this worldwide initiative annually by promoting community-led approaches that build local capacity of individuals and groups to address food insecurity and increase resilience at both household and community levels.

Agriculture and Environment Volunteers and their host country counterparts conduct capacity-strengthening activities with smallholder farmers, around 65 percent of whom are women, to increase the productivity, diversity, and sustainability of their farming activities through various means, including climate-smart agriculture. These include practices and technologies that improve soil fertility and health; capture, retain and conserve available water; improve cultivation of climate-adapted and nutrient-dense crop varieties and the planting of multipurpose tree varieties; and enhance production of small livestock including poultry, bees, and fish. Volunteers also conduct capacity-strengthening activities to improve farmers' record-keeping and marketing skills and to boost households' nutrition by growing, cooking, and consuming nutrient-rich foods to ensure adequate dietary diversity.

HIV/AIDS PREVENTION

The Peace Corps has been an integral PEPFAR partner and implementing agency since the program's inception in 2003. The Peace Corps implements projects that contribute to the PEPFAR strategy of achieving and sustaining the impact of the HIV/AIDS response and contributing to greater global health security. In FY 2023, the agency created a Peace Corps HIV Strategy to align with the newly created PEPFAR Five-Year Strategy. The Peace Corps' programmatic priorities include reducing new HIV infections (particularly among priority populations like adolescent girls and young women, adolescent boys and young men) and supporting people living with HIV through continuity of treatment. All HIV/AIDS activities target youth.

The Peace Corps' programs support those affected by HIV, including orphans and

vulnerable children, by tackling societal challenges that impede progress and by creating enabling environments to reduce stigma and fight inequalities in partner communities. The Peace Corps also contributes to the PEPFAR-led Determined, Resilient, AIDS-Free, Mentored, and Safe (DREAMS) public-private partnership by collaborating with PEPFAR implementing partners, clinical and non-clinical service providers and other community stakeholders to build the knowledge and skills of adolescent girls and young women through clubs, camps, safe space discussions and appropriate referrals to clinical and social services.

Beyond PEPFAR, the Peace Corps works to integrate HIV prevention activities more efficiently and effectively into other health initiatives to strengthen health and economic outcomes. These include the horizontal local health delivery system, primary health care, sexual and reproductive health and rights, maternal, newborn, and child health programs, malaria programs, and other local health priorities that impact people living with HIV.

For the past 20 years, the Peace Corps has played a unique role in providing a sustainable response to the HIV pandemic by working closely with hard-to-reach communities, strengthening the capabilities of local government, civil society, community, local leaders, and partners to develop and implement HIV prevention and response activities. These efforts help empower communities to take ownership of the response efforts both in the short- and long-term.

In FY 2023, the Peace Corps utilized PEPFAR funds to implement activities in 13 countries: Botswana, Cameroon, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Ukraine, and Zambia. Peace Corps Volunteers, staff, and community counterparts worked together with host governments, local organizations, and other U.S. Government agencies to accelerate HIV epidemic control.

MALARIA PREVENTION

The Peace Corps' malaria strategy focuses on behavior-change outreach, advocacy for early interventions, and strengthening the capacity of community health workers to diagnose and treat malaria rapidly. As of FY 2023, the Peace Corps continues to focus its malaria programming and training to support the priorities of National Malaria Control Programs, site-specific malaria program needs, and the President's Malaria Initiative (PMI).

The Peace Corps' Stomping Out Malaria program advances these goals by providing training on malaria prevention and awareness to Peace Corps Volunteers and their counterparts in most African posts. The implemented activities focus on working with partners to help eradicate malaria by carrying out community-level malaria prevention, diagnosis, and treatment education campaigns for the general population. In areas where the program is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to help ensure that the mosquito nets are used, maintained, and repaired as necessary, thereby maximizing U.S. Government investments in malaria prevention.

In addition, Health Volunteers target malaria prevention activities for the most vulnerable populations—pregnant women and children under five years of age. Health Volunteers work closely with mothers and caregiver care groups

in their communities to promote behaviors to prevent malaria, such as pregnant women taking intermittent preventive treatment for malaria; caregivers seeking treatment for children under five who have fevers; and promoting consistent bed net use for pregnant women, caregivers, and children under five. One important activity that Health Volunteers conduct is to carry out after-school clubs for school-aged children and youth, where they promote behaviors to prevent and treat malaria. Further, through the Grassroot Soccer "SKILLZ" curriculum, Volunteers mobilize youth as change agents in malaria prevention.

YOUTH SERVICE INITIATIVES

Blue Pacific Youth Initiative

In FY 2023, in partnership with the U.S. Agency for International Development (USAID), the Peace Corps launched the Blue Pacific Youth Initiative (BPYI), which seeks to reinforce Pacific youth's role as caretakers of and advocates for their ocean-continent and home. Structured as a constellation of programs and activities that engage young Pacific leaders in their desire to respond to the climate crisis, the initiative provides partners an innovative opportunity to invest in this generation's Pacific climate champions. The BPYI's Phase One activities are underway and include convening local, national, and regional climate and youth partners to identify gaps and opportunities while curating, adapting, and drafting climate curricular content, program materials, and branding. Peace Corps Volunteers will help extend the reach of BPYI partner-led climate programs to the rural and frontline communities where they serve and support climate-focused youth clubs, camps, and trainings they co-plan and co-facilitate with local community members.

Central American Service Corps

The Central American Service Corps (CASC) is a USAID-led initiative that provides young people in El Salvador, Guatemala, and Honduras with community service opportunities, for which they receive a stipend. The program also offers youth mentorship opportunities and provides a path to future employment. The Peace Corps provided early technical support on the development of CASC and in FY 2025, will collaborate as a partner in Guatemala and El Salvador. Through CASC, youth will be offered opportunities to serve in their communities on local priorities such as educational support and tutoring, climate action, food security, green jobs, health education and services, violence prevention, and other civic-engagement activities. Specifically, in Guatemala, the Peace Corps will work with its community partner, Glasswing, to strengthen this service initiative and help develop a robust network of youth service programs. In FY 2025, the agency aims to place Peace Corps Response Volunteers (PCRVs) in complement to two-year Volunteers in side-by-side service assignments with CASC member efforts where feasible.

CorpsAfrica

CorpsAfrica is a service organization, founded by a returned Peace Corps Volunteer, that places college-educated African volunteers in rural communities to partner on sustainable solutions to local challenges. The Peace Corps and CorpsAfrica signed an inaugural memorandum of understanding (MOU) in September 2023 to collaborate on strengthening community ties, reinforcing ownership of local projects, and exploring innovative approaches to address pressing development challenges in Africa through volunteerism. Through this regional partnership, the Peace Corps and CorpsAfrica will collaborate to explore innovative service models and other appropriate programming;

provide support for one another's program operations at a country level; share promising and best practices derived from their collective experiences; and build awareness of opportunities to volunteer at a country level.

PEACE CORPS STRATEGIC PARTNERSHIPS

In addition to serving as an implementing partner for several global and regional initiatives, the Peace Corps enhances the impact and reach of the agency and Volunteers' work through several strategic and intergovernmental partnerships with signed Memoranda of Understanding.

AMERICORPS

In January 2024, the Peace Corps and AmeriCorps signed a MOU, launching a new collaboration aimed at galvanizing the next generation of community service leaders and volunteers. The Peace Corps and AmeriCorps will team up to broaden participation in both international and domestic service for Americans from every background and community. Together, the agencies will recruit and retain members and Volunteers who are committed to advancing the cause of peace, friendship, stronger communities and civic engagement through service and volunteering.

ARIZONA STATE UNIVERSITY – SOLARSPELL

SolarSPELL, Solar Powered Educational Learning Library, is a portable, solar-powered digital library at Arizona State University that works over an off-line Wi-Fi hotspot. SolarSPELL provides an all-in-one, self-powered plug-and-play kit, ready to be deployed with minimal training or maintenance required for start-up and continued operation. Through the strategic MOU between the Peace Corps and Arizona State

University, signed in May 2020, the SolarSPELL program provides solar digital libraries, curates and uploads relevant, localized content onto each SolarSPELL unit, and trains Peace Corps Volunteers and their counterparts to use them to support community-based programming.

CENTERS FOR DISEASE CONTROL AND PREVENTION

The Peace Corps and the Centers for Disease Control and Prevention (CDC) signed a MOU in 2021, building upon the decades-long collaboration between the two agencies on the exploration of opportunities for further collaboration on international programs and activities that are of interest to and a priority of both agencies.

GRASSROOT SOCCER

Grassroot Soccer (GRS) is a nonprofit organization that uses the power of soccer to educate, inspire, and mobilize communities to stop the spread of HIV through an innovative, culturally sensitive, and evidence based "SKILLZ" HIV/AIDS life skills curriculum. For the last 15 years, the Peace Corps has partnered with GRS, receiving materials and guidance on program implementation and focusing on HIV prevention. The Peace Corps' MOU with GRS, signed in December 2020, establishes a framework for the two entities to continue to share information and experience that will enhance Peace Corps' work on youth health activities, especially in HIV prevention and awareness; care and support of orphans and vulnerable children; promotion of healthy relationships and communication; fighting malaria; and other youth wellness work.

KOREA INTERNATIONAL COOPERATION AGENCY

Over 2,000 Peace Corps Volunteers served in the Republic of Korea (ROK) from 1966-1981, a time when the ROK went from one of the poorest nations in the world to one of the fastest growing economies. When the Peace Corps closed its program in the ROK, the Korea International Cooperation Agency (KOICA) established a volunteer-sending program. In 2013, the Peace Corps and KOICA signed a MOU to support continuing collaboration between the governments and people of the U.S. and ROK on global development and international volunteer programs.

In 2023, the Peace Corps and KOICA renewed their commitment to collaborate by identifying common areas of interest requested by the countries with which each entity partners, with a particular focus on the Indo-Pacific. Both the Peace Corps and KOICA will support host country governments' efforts to develop national volunteer programs; create climate adaptation systems; and encourage the open exchange of information, technical resources, and ideas to further strengthen program objectives and ties between the two organizations. Further, they will explore collaborative program design and planning that considers the needs, interests, capacities, and resources of KOICA, the Peace Corps, and their partner countries.

ROTARY INTERNATIONAL

Rotary International is nonprofit with over 34,000 clubs worldwide. Rotary clubs are active in one or more of Rotary's six areas of focus which include basic education and literacy; disease prevention and treatment; maternal and child health; peace and conflict prevention/resolution; economic community development; and water and sanitation. The Peace Corps renewed its three-year MOU with Rotary International in July 2021. Under this MOU, Peace Corps posts and Rotary clubs are encouraged to collaborate on activities where there is programmatic and capacity alignment including project development, cross training, and grant requests through Rotary Global Grant program.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

The Peace Corps has a long history of partnering with the U.S. Agency for International Development (USAID). Currently, there are two mechanisms through which Peace Corps partners with USAID: the Small Project Assistance (SPA) Program and the Global Interagency Agreement (GA). SPA was established in 1983 and has allowed USAID missions around the world to provide funding to Peace Corps posts to support community-driven, Volunteer-managed small grants projects. As of December 31, 2023, 47 posts, across 52 countries, were participating in the SPA Program. The program has provided a total of $14.6 million in funding since FY 2019.

In 2019, the Peace Corps and USAID renewed their partnership through an umbrella GA that spans the Peace Corps' six programmatic sectors and cross-cutting initiatives. This GA allows for increased cross-sectoral collaboration that can extend beyond the parameters of the Peace Corps' previous interagency agreements with USAID. The GA currently includes two agency-level initiatives (Women's Economic Empowerment through Digital Literacy, and Disaster Risk Reduction) and three posts (Ghana, Mozambique, and Uganda). This partnership has provided a total of $3.8 million in funding since FY 2019.

U.S. ENVIRONMENTAL PROTECTION AGENCY

Since 2010, the Peace Corps has partnered with the U.S. Environmental Protection Agency (EPA) to advance environmental protection around the world. EPA has provided technical input on Peace Corps training materials and environmental programs, such as training packages and handbooks on clean cookstoves, environmental education, pesticides, solid waste, and climate change. Peace Corps Volunteers engage directly with ongoing EPA programs by attending EPA workshops and sharing information with stakeholders at the community-level. This has helped further environmental protection efforts in Costa Rica, Jamaica, Kenya, Morocco, Panama, and Uganda. On May 15, 2023, EPA and the Peace Corps renewed their MOU to enhance collaboration between the two agencies. The 2023 MOU calls for the exploration of opportunities to cooperate on a wide range of environmental issues, including efforts to address the effects of climate change, improve solid waste management capacity, expand the conversation on environmental protection, and promote environmental health in communities around the world.

WHERE VOLUNTEERS LIVE AND SERVE: OVERSEAS OPERATIONS BY REGION

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PEACE CORPS COUNTRIES AND POSTS

IAP

Inter-America
and Pacific

AFRICA

EMA

Europe, Mediterranean,
and Asia

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

Jamaica*

Central and
South America
Belize
Colombia*
Costa Rica*
Ecuador*
El Salvador
Guatemala*
Guyana*
Mexico*
Panama*
Paraguay*
Peru*

Africa
Benin*
Botswana*
Cameroon*
Comoros*
Eswatini*
Ethiopia*
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 & Montenegro:
- Albania*
- Montenegro*

Armenia*
Georgia*
Kosovo*
Kyrgyz Republic*
Moldova*
North Macedonia*
Ukraine*

Asia
Cambodia
Indonesia*
Mongolia
Nepal*
Philippines*
Sri Lanka*
Thailand*
Timor-Leste*
Viet Nam

Pacific Islands
Fiji*
Palau
Samoa
Tonga
Vanuatu*

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

AFRICA REGION

Sahel   Senegal, The Gambia

Coastal West and Central Africa   Benin, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo

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

Southern Africa   Botswana, Eswatini, Lesotho, Namibia, South Africa, Zambia

AFRICA REGION

More than 80,000 Peace Corps Volunteers have served in the Africa Region (AF) since the Peace Corps was established in 1961. As of the end of FY 2023, 877 Trainees and Volunteers were serving in AF across 21 posts, which accounts for approximately 37 percent of total Volunteers. Peace Corps programs in AF have traditionally focused on some of the continent's most pressing development challenges and engage youth across all six of the agency's programmatic sectors (in order of size): Education, Health, Youth in Development, Agriculture, Community Economic Development, and Environment.

Together with partners, the Peace Corps is implementing over 70 projects with every post conducting activities in the Education or Health sector, or both. AF also plays a unique role as an implementing partner in whole-of-U.S. Government initiatives including the President's Emergency Plan for AIDS Relief (PEPFAR), the President's Malaria Initiative (PMI), and the interagency Feed the Future (FTF) initiative, reaching communities and individuals at the grassroots level by working side-by-side with local partners.

Given that the median age on the African continent is 19,[1] and that by the year 2050, the United Nations expects one-third of the entire human population to call Africa home, agency programs prioritize youth as partners. Volunteers in Africa conduct a wide range of cross-sectoral, youth-centered activities that include organizing youth groups to facilitate life and leadership skills development, strengthen self-esteem, and improve communication and decision-making. These youth programs promote civic engagement and enhance the economic future of participants. Examples of cross-sectoral activities include

training coaches in Grassroot Soccer (see page 32) programming in Kenya; integrating technology into schools in Malawi; and utilizing support from USAID to advance Women's Economic Empowerment and Digital Literacy (WEE-DL) in The Gambia.

Twelve AF posts receive funding from PEPFAR; the Peace Corps has been an implementing agency for PEPFAR since the program's inception in 2003. Volunteers in Africa play a critical role in PEPFAR's efforts to address HIV/AIDS by working with youth leaders, clinical service providers, and community influencers to help prevent new infections among youth. Volunteers in this program also work to improve care, support, and treatment services provided to those living with and affected by HIV and AIDS. For example, Volunteers and staff support the implementation of PEPFAR's Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) for Adolescent Girls and the Young Women (AGYW) program.

Volunteers and staff in Africa work with partners to address additional health challenges including working with PMI through the Peace Corps' Stomping Out Malaria program. This program trains communities on the use of insecticide-treated bed nets and provides education on vector control and malaria prevention and treatment. The Peace Corps supports other global health issues, especially the strengthening of health systems through the Peace Corps Response Advancing Health Professionals (AHP) program. AHP aims to improve health care education and strengthen health systems on a societal level in resource-limited countries by engaging health professionals from the U.S. as educators and advisors. AHP Volunteers support

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1   https://database.earth/population/africa/median-age

strengthening the health care systems by sharing their skills and knowledge through six to 12-month assignments.

The Peace Corps continues to build on its long-standing partnership with FTF by empowering smallholder producers—especially women—in improving nutrition and strengthening communities and economies through agricultural development and resiliency to climate-related shocks. With the launch of the Peace Corps' *Strategy to Secure a Resilient Global Future* in 2023, all Volunteers will be trained to work with host country partners to contribute to national priorities and their plans to address climate change. Volunteers and their host communities will work together to increase adaptive capacities and build resilience of individuals, organizations, communities, and ecosystems, as well as promote climate-smart agricultural practices such as developing community tree nurseries, promoting tree growing, and increasing climate literacy through environmental education.

New strategic partnerships focused on African youth to provide job experience to those with a high school or university education as a pathway to employment and economic mobility, have emerged with organizations such as CorpsAfrica. Additionally, three host governments have reached out to request support to enhance their domestic volunteer corps. A Memorandum of Understanding (MOU) between the Peace Corps and CorpsAfrica was signed in September 2023, and a pilot to test the concept of side-by-side volunteer service, which would match Peace Corps and CorpsAfrica Volunteers to collaborate to address community needs, is planned for the end of FY 2024.

The AF Region also continues to collaborate with USAID to meet the expressed needs of partners through the Small Project Assistance (SPA) program and the Global Interagency Agreement (GA) between the two agencies. These programs develop and expand innovative partnerships at the post and mission levels. The Peace Corps programs in Ghana and Uganda through Volunteer-led activities and in Mozambique through staff-led activities, have found great success by utilizing the GA (see page 34) to engage with USAID to support host-country-specific programming in areas such as food security and education.

As a long-time leader in localization, in FY 2025 the Peace Corps will continue to work in AF to encourage and increase local ownership of development projects. Two-year and Peace Corps Response (PCR) Volunteers will continue to collaborate with community counterparts on a broad range of activities outlined in host government-approved project frameworks to address needs identified by local partners through the participatory analysis for community action (PACA) process. Volunteers across all six programmatic sectors will engage and empower youth to address issues related to information technology and digital literacy, environment and climate change, food security, gender equity, HIV/AIDS education, and host country volunteerism. Virtual Service Pilot Participants (VSPPs) will also continue to provide support to the Peace Corps in AF (for more background on VSPPs see page 15). Notably, posts in AF were among the first to utilize VSPPs and, since the Virtual Service Pilot's beginning in FY 2021, there have been 260 VSPPs engaged in projects in 18 countries, which make up 75 percent of the region.

Below are stories of AF Region two-year Volunteers (also known by the acronym PCVs) and Peace Corps Response Volunteers (PCRVs) that demonstrate the impact of Volunteers during and after service.

PEACE CORPS RWANDA

PCV Ryan supported community health workers in Rwanda by educating local youth on malaria prevention. PCV Ryan joined community officials and over 100+ community health workers to conduct mobilization campaigns and run a youth-focused sporting event centered on malaria prevention.

The community health workers from the district kicked off the event and performed a traditional dance and a special dramatic performance about malaria prevention. PCV Ryan's information station focused on sensitization for Indoor Residual Spraying (IRS) campaigns. These campaigns are implemented by spraying entire housing areas/communities with an insecticide that is safe for the families, but lethal to Anopheles mosquitoes.

The insecticide remains active for at least six months. IRS is one of the most effective malaria interventions currently utilized in high malaria-burden areas.

PCV Ryan created a makeshift outfit for kids to wear that represented the IRS worker's uniform. The kids took turns wearing it while shouting, "I'm a community health worker! I'm strong and killing the mosquitoes!"

Positive reinforcement of the role of community health workers always feels like a step in the right direction, and PCV Ryan reinforced the message that IRS campaigns are critical and that health workers are community heroes.

PEACE CORPS SOUTH AFRICA

PCRV Joan works as a Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) Training and Project Officer in South Africa. One of her first assignments was to assist the strategic information team with preparations for an upcoming data quality assessment (DQA). This required using data collection tools and performing a mock DQA to review data for completeness, modeling the process and providing feedback on the quality of data while supporting staff as they learned.

PCRV Joan also attended and took part in training sessions focused on familiarizing new family mentors and facilitators on the comprehensive case management and DREAMS family mentor programs. These workshops not only introduced the family mentors and facilitators to the curriculum used in their work, but also led to participants' capacity-building and relationships being developed with hospital and clinic staff, educational facilities, and the communities in which they will work.

In each workshop, PCRV Joan assisted by leading and participating in discussions. She also interacted with attendees and program managers in groups and one-on-one during presentations. These interactions with program managers and staff enhanced the relationships she had developed through joint home visits and visits to clinics and hospitals.

PEACE CORPS UGANDA

In Uganda, around 80 percent of citizens aged 15 and above are considered literate. However, post-COVID-19 statistics on students in upper and lower primary classes show that over 60 percent of students in upper primary classes fail to read with automaticity, inflection, and understanding. Meanwhile, only about one-tenth of students in lower primary classes manage to read at all.
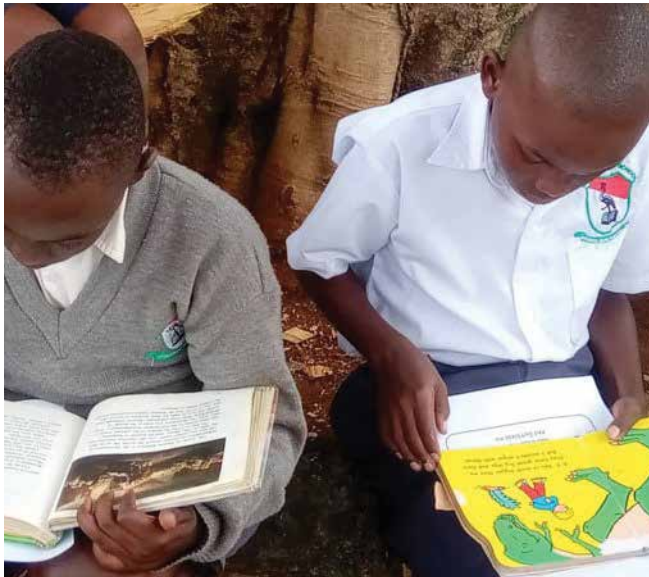
Drop Everything and Read (DEAR) Day is a uniquely Ugandan program initiated and driven by the Ministry of Education, Youth, and Sports. The Peace Corps has supported DEAR for the last nine years. DEAR Day aims to promote a culture of reading by having every Ugandan drop everything else at 11:00 AM to read a book.

The 2023 National DEAR Day was organized by Peace Corps Uganda, Education Volunteers, collaborating third parties, and the staff of participating schools. As part of their contribution, Volunteers developed strategies to increase awareness about the event. For example, PCV Liz created DEAR Day invitations for Volunteers to distribute among parents, and PCV Michael ran various DEAR Day social media pages—including on Facebook and Instagram.

CONTINUING TO MAKE AN IMPACT: RETURNED AF VOLUNTEER

The Peace Corps is just the beginning of a lifetime of service and a pipeline to federal service. Returned Peace Corps Volunteer (RPCV) Lynette studied French, International Studies, and Arabic in college, and applied to the Peace Corps when she graduated. She was offered a position as an English Teacher in Cabo Verde, an island nation off the coast of West Africa, and she jumped at the chance. Lynette served there from 2010-2012, working as an English teacher to middle schoolers on Santiago Island.

When RPCV Lynette came back to the U.S., she wanted a job that would allow her to pursue an interest in the environment. This led her to AmeriCorps, where she conducted trail development work and became a crew leader in Colorado's San Juan mountains. She then began leading an urban youth program for the SW Conservation Corps, which married her interest in the environment with her experience as a teacher. Eventually, RPCV Lynette earned a master's degree in public policy with a concentration on environmental policy.

Today, RPCV Lynette works for the U.S. Forest Service. She says, "I very quickly started teaching and helping design training programs for the National Environmental Policy Act [laws and regulations that guide management of National Forest lands and resources]." Now a program manager with the Forest Service, Lynette encourages other RPCVs to consider federal service: "Peace Corps gave me an opportunity to try so many things... It was an opportunity to learn how to network effectively, to pull off really challenging things while working with other people."

AF REGION LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2023

Country	Languages
BENIN	Adja, French, Nagot, Sahoue
BOTSWANA	Setswana
CAMEROON	French, Fulfulde
COMOROS	N/A[1]
ESWATINI	Siswati/IsiSwati
ETHIOPIA	N/A[1]
GHANA	Ewe, Ghanaian Sign Language, Twi
GUINEA	French, Malinke, Pulaar, Soussou
KENYA	Swahili, Kenyan Sign Language
LESOTHO	Sesotho/Suthu, Xhosa
LIBERIA	Bassa, Kpelle, Liberian English
MADAGASCAR	Malagasy (Antemoro), Malagasy (Betsileo), Malagasy (Betsimisaraka), Malagasy (Sakalava Boina), Malagasy (Standard)
MALAWI	Chichewa
MOZAMBIQUE	N/A[1]
NAMIBIA	Afrikaans, Khoekhoegowab, Oshikwanyama/Kwanyama, Oshindonga/Ndonga, Otjiherero/Herero, Rukwangali
RWANDA	Kinyarwanda
SENEGAL	Fulakunda, Pulaar du Nord, Pulafuta, Seereer, Wolof
SIERRA LEONE	Krio, Mende, Temne, Limba, Susu, Kono, Loko
SOUTH AFRICA	Sepedi, Setswana, XiTsonga
TANZANIA	Swahili
THE GAMBIA	Mandinka, Pulaar, Wolof, Jola
TOGO	Ewe, French, Ikposso, Kabiye, Nawdum, Tem
UGANDA	Acholi, Luganda, Lusoga, Runyankore/Rukija
ZAMBIA	Bemba, Chitonga, Kaonde, Nyanja

1   N/A (Not Applicable): Volunteers did not return to service in FY 2023.

EUROPE, MEDITERRANEAN, AND ASIA REGION

The Balkans	Albania, Kosovo, Montenegro, North Macedonia
Central and Eastern Europe	Moldova, Ukraine
North Africa and the Middle East	Morocco
The Caucasus	Armenia, Georgia
Central Asia	Kyrgyz Republic
Asia	Cambodia, Indonesia, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, Timor-Leste, Viet Nam
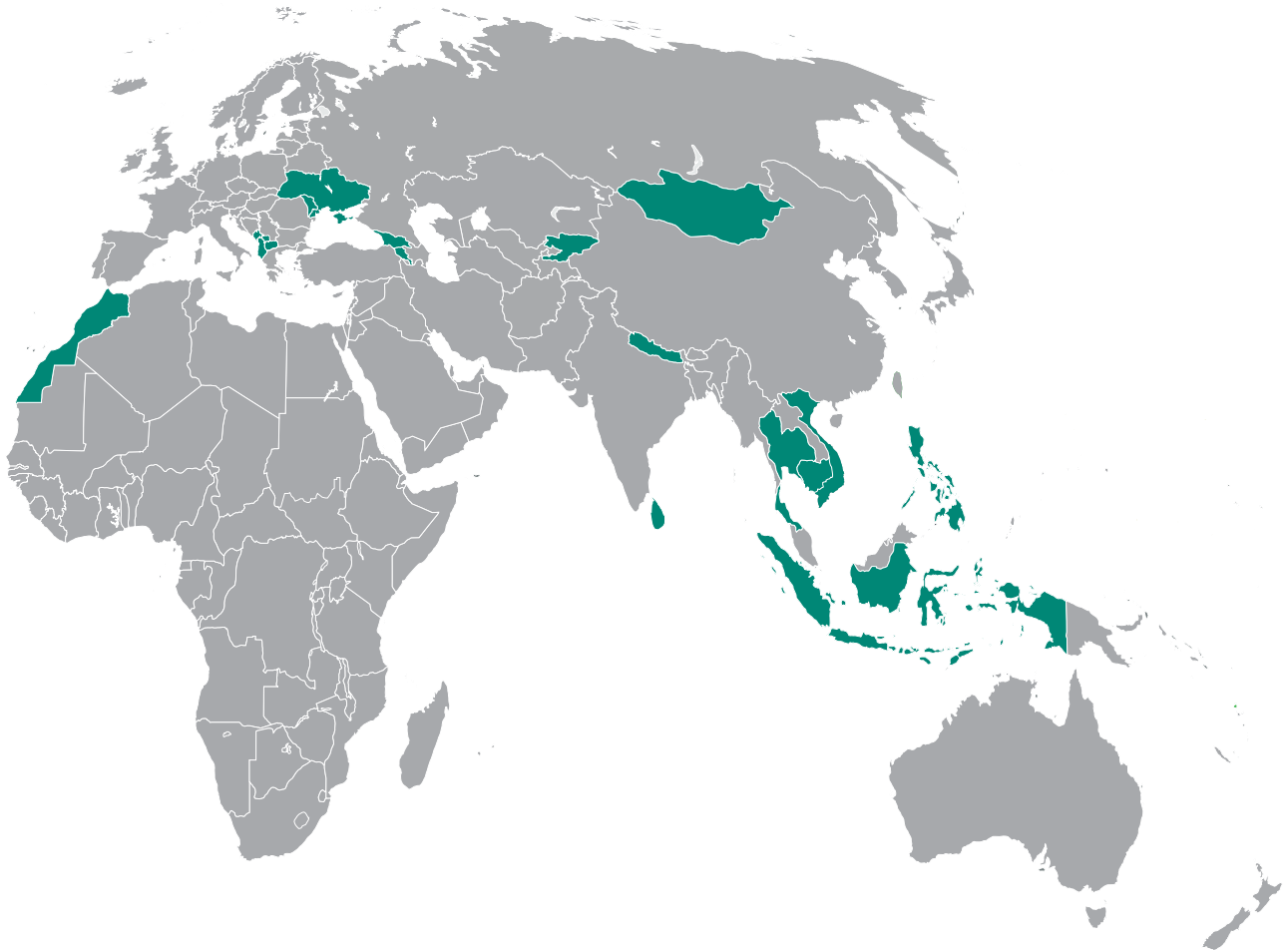
EUROPE, MEDITERRANEAN, AND ASIA REGION

Since the Peace Corps was established in 1961, nearly 65,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region and contributed to diverse community needs. EMA is characterized by its vastness and complexity, and Volunteers there collaborate with local communities to address specific requests and challenges. As of the end of FY 2023, 16 posts had 537 Volunteers, which accounts for approximately 23 percent of total Volunteers. In October 2022, Volunteers began serving in Viet Nam for the first time ever, supporting Viet Nam's English Education project which is strategically aligned with the country's national priorities. Also noteworthy is the return of Peace Corps Volunteers to Sri Lanka in December 2023, marking a significant milestone since the program's evacuation in 1998.

Over half of all EMA Volunteers engage directly with youth in English teaching across primary, secondary, and university education levels at the request of host country governments. This involves classroom instruction, professional development for teachers, and the development of school and community resources. Education Volunteers teaching English, as well as Volunteers across all sectors, engage youth in EMA countries through language education programs that connect youth to greater resources and opportunities for economic advancement. Not only do they learn the language of business, the internet, and tourism, youth also learn critical thinking methodologies and gain a rich understanding of U.S. culture and values.

From FY 2020 through FY 2023, Peace Corps post and headquarters staff worked collaboratively with host country partners to analyze and redesign EMA projects. In 2023, all EMA posts (except Ukraine) completed the Training Design and Alignment process, a structured, participatory process that integrates the Volunteer Competency Model guidance and resources in order for posts to effectively train to the newly designed programs. Notably, the demand for PCRVs has surged to address needs such as food insecurity, educational development, and climate resiliency. In FY 2025, EMA will continue to expand its use of PCRVs to support targeted requests.

As the Peace Corps continues to evolve and meet the moment, the Women's Economic Empowerment through Digital Literacy (WEE-DL) serves as a powerful example of reimagined and innovative service. In FY 2023, EMA actively pursued its commitment to WEE-DL through three initiatives in the Kyrgyz Republic, Moldova, and Ukraine. In the Kyrgyz Republic, staff trained teachers and students together to develop students' skills to research and analyze information and make informed decisions on what future career path to pursue. Teachers were provided with the skills to support, guide, and encourage students through this process, which resulted in five cascading community trainings. Moldova's WEE-DL initiative proved immensely successful with workshops on digital skills for women-led organizations in such high demand that a second round was organized to reach double the number of women. In Ukraine, despite the ongoing war, post staff demonstrated resilience by creating and sharing webinars to support young women who are Internally Displaced Persons (IDPs) in learning how to enter the IT sector.

In FY 2023, EMA staff from 17 posts participated in a climate workshop to explore how to collaborate and respond to the priorities of host communities. Additionally, in FY 2023, Peace Corps Nepal's Agriculture program prioritized

"climate-smart," "nutrition-sensitive" activities including fruit tree promotion, mushroom farming, beekeeping, and high-value/low-value crop cultivation. And Peace Corps Philippines hosted staff from six participating Peace Corps countries for a Disaster Risk Reduction (DRR) workshop with environmental and climate change experts to identify best practices in adapting to climate change and building more resilient, sustainable communities.

In FY 2025, Volunteers across EMA will learn over 20 languages and undergo rigorous cross-cultural, safety and security, and technical trainings that support successful integration into their respective communities as two-year Volunteers and PCRVs in all six programmatic sectors. To support communities, Volunteers will work on projects related to information technology/digital literacy, food security, climate resiliency, gender equity, HIV/AIDS education, and supporting local volunteerism. EMA will also continue to utilize Virtual Service Pilot Participants (VSPPs) to support local projects in Ukraine and elsewhere across the region. EMA will further rebuild its onboard strength in the region, and re-open the Peace Corps' country program in Palau, to be supported by Peace Corps Philippines.

Below are stories of EMA Region two-year PCVs and PCRVs that demonstrate the impact of Volunteers during and after service.

PEACE CORPS MOROCCO

Morocco, like many of the countries where the Peace Corps works, has experienced more frequent natural disasters in recent years. In 2023, the country was devastated by the El Haouz Earthquake, which killed nearly 3,000 people and affected more than 2.8 million individuals in Marrakesh and the areas surrounding the Atlas Mountains. In the aftermath, PCV David worked with his

community to mobilize rapid disaster response, collecting relief materials and distributing them to victims in Azilal Province. This response involved a core group of 43 community members, including youth volunteers, but several hundred community members played a role in the effort, which resulted in the distribution of five cargo trucks filled with food supplies and essential aid materials like blankets and clothing to those most affected. PCV David reflected, "The experience and connections made between volunteers in this project will enable the community to come together similarly and more quickly should another disaster occur." In another area of the country, PCV Lindsey shared, "My town, fortunately, did not feel any of the trembles of the earthquake but we were still affected in our hearts." With more than 30 youth in her community, PCV Lindsey hosted discussions to raise awareness around natural disaster preparedness and safety. Through this activity, young people gained the skills and knowledge to protect themselves in situations of earthquakes, floods, and heat waves, and have since continued these discussions and disaster planning with their peers and families.

PEACE CORPS UKRAINE

One benefit of VSP is that it provides remote support to partners unable to receive in-person Volunteers. Since Russia's unprovoked full-scale

invasion of Ukraine, the Peace Corps has been unable to return Volunteers to in-person service. However, the VSP has enabled the agency and RPCVs to continue supporting the Ukrainian people in their time of need while strengthening relationships for the day Volunteers can once again serve in person. As of February 15, 2024, 102 out of a total of 831 VSP engagements worldwide have been in Ukraine.

Ted served as a PCV in Ukraine from 2016 to 2018. His ties to the country made his virtual engagement deeply personal. As a VSPP in the spring of 2023, Ted co-facilitated conversational English clubs with a local Ukrainian NGO that provides a safe space for combat veterans. Every Thursday, Ted and his counterpart met with around 10 veterans for an hour and used trauma informed teaching skills to discuss everything from the World Cup to food and music. This community development work gave Ted a chance to dust off his Ukrainian language skills and contribute to the war efforts without leaving home.

"My Ukrainian host father was forced to leave his family to fight on the front lines in eastern Ukraine," Ted explained. "I saw how difficult this was for my host family. I was happy to be able to give something back to the veteran community now through Virtual Service, no matter how small it was, especially given the current circumstances."

PEACE CORPS VIET NAM

Like all PCVs in Viet Nam, PCV Preston supports English Education among high school students and teachers in his host community. As the global language of commerce and professional opportunity, English proficiency is a priority of Viet Nam's Ministry of Education and Training, and PCVs support English language teaching, speaking, and writing skills through classroom and extracurricular activities. In addition to formal teaching methodologies designed to prepare

students for tertiary education and standardized examinations, PCV Preston also partners with teachers at his school to host an English Speaking Club that offers informal opportunities for students to practice their conversational English skills. During one English Speaking Club field trip to a historic site, students prepared a history lesson and became tour guides for the visit. Leading the club through the temple and nearby caves, the students proudly shared the cultural and historic significance of the area while practicing their English vocabulary and pronunciation with the PCV. Moved by his students' eagerness to engage in this intercultural exchange, PCV Preston reflected, "I hope that the relationships facilitated by Peace Corps' partnership with Viet Nam can contribute to our own thousand-year structure, perhaps not built as a temple on a mountain, but rather as bridges between people's hearts."
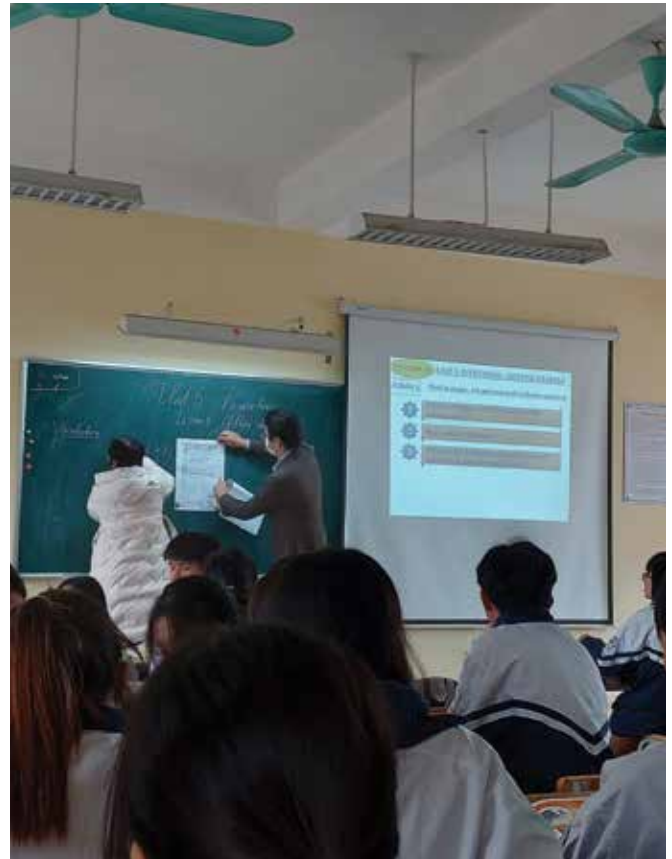
CONTINUING TO MAKE AN IMPACT: RETURNED EMA VOLUNTEER

RPCV Vincenzo considers the Peace Corps community family, and the VSP gave him the opportunity to reconnect with that family. By donating his time and skills to support an Albanian partner, RPCV Vincenzo had the privilege of working with Peace Corps Albania's Community Development team and with a counterpart named Mira to support a local NGO's youth center, Liberi di Viaggiare (Free to Travel).

For 16 weeks, Mira and Vincenzo collaborated on tasks for the youth center and worked to increase its digital presence. Mira organized two virtual seminars and she and RPCV Vincenzo both used the seminars to speak with high school and university students about the impact of pollution, what they can do within their community to help the environment, and the importance of volunteering.

One of RPCV Vincenzo's memorable interactions during this virtual engagement was during the pollution seminar. A student asked how they would know if they made a difference in their community, particularly in reducing the trash on the streets and increasing recycling efforts. Vincenzo was transparent that societal behavior changes take time but that incremental changes have a lasting impact.

EMA REGION LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2023

Country	Languages
ALBANIA	Albanian
ARMENIA	Armenian
CAMBODIA	Khmer
GEORGIA	Georgian
INDONESIA	Bahasa Indonesia
KOSOVO	Albanian, Serbian
KYRGYZ REPUBLIC	Kyrgyz
MOLDOVA	Romanian, Russian
MONGOLIA	Mongolian
MONTENEGRO	Montenegrin
MOROCCO	Arabic (Morocco Darija)
NEPAL	Nepali
NORTH MACEDONIA	Albanian, Macedonian
PHILIPPINES	Bikol-Naga, Cebuano, Hiligaynon, Ilokano, Tagalog
SRI LANKA	N/A[1]
THAILAND	Thai (Central), Thai (North Eastern Dialect), Thai (Northern Dialect), Thai (Southern Dialect)
TIMOR-LESTE	Tetun
UKRAINE	N/A[2]
VIET NAM	Vietnamese

1   N/A (Not Applicable): Volunteers did not return to service in FY 2023. Volunteers returned in FY 2024.

2   Volunteers did not return to service in FY 2023.

INTER-AMERICA AND THE PACIFIC REGION

Central America	Belize, Costa Rica, El Salvador, Guatemala, Mexico, Panama
Caribbean	Dominican Republic, Eastern Caribbean (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines), Jamaica
South America	Colombia, Ecuador, Guyana, Paraguay, Peru
Pacific	Fiji, Palau*, Samoa, Tonga, Vanuatu

* Supported by EMA Region

INTER-AMERICA AND THE PACIFIC REGION

More than 90,000 Volunteers have served in the Inter-America and the Pacific (IAP) Region since the founding of the Peace Corps in 1961. As of the end of FY 2023, IAP had 940 Trainees and Volunteers serving in 16 posts, which accounts for approximately 40 percent of total Volunteers.

Because the bulk of the population in many IAP countries is under 25 years old, Volunteers prioritize working with youth. They conduct a wide range of activities that include organizing youth groups to facilitate life and leadership skills development, promote youth agency and decision-making, and enhance self-esteem while developing young people's capacities to lead change in their communities. Youth programs also promote health, well-being, and civic engagement, and enhance the economic futures of participants, their families, and their communities. The Peace Corps will also support the Central America Service Corps (CASC) initiative in El Salvador and Guatemala to connect youth to paid service opportunities linked to local development (see page 31).

IAP also promotes youth service initiatives in the Pacific in alignment with the agency's *Strategy to Secure a Resilient Global Future*. As mentioned on page 31, during FY 2023, the Peace Corps partnered with USAID to launch the Blue Pacific Youth Initiative (BPYI), which seeks to reinforce Pacific youth's role as caretakers of and advocates for their ocean-continent and home. The initiative supports programs and activities that engage young Pacific leaders in their desire to respond to the climate crisis, providing partners with an innovative opportunity to invest in this generation's Pacific climate champions.

As the impact of climate change continues to increase across IAP countries, community members that Volunteers live and work side-by-side with experience firsthand the effects of ocean pollution, coral bleaching, and deforestation, on top of coastal and environmental degradation in the region. As a result, communities are negatively affected by poor air and water quality and increased flooding risks, which threaten the sustainability of natural resources. Volunteers seek to address these challenges together with local partners by increasing efforts to incorporate climate-resiliency practices, education, and awareness across all program sectors and expand partnerships with host country partners responsible for emergency management systems.

Volunteers who work on environmental projects engage local youth, communities, and partner agencies in promoting environmental education and conservation. Volunteers also foster income generation for local communities through ecotourism, eco-business, and protected land management.

Access to basic health services, education, and sanitation systems also remains problematic for many communities in the IAP Region. Volunteers work to improve the health of communities, families, and schoolchildren by training service providers and building community awareness about the importance of basic hygiene, maternal and child health, nutrition, disease prevention, and clean water. Volunteers also support local health clinics with health education and outreach efforts.

IAP is committed to strengthening existing partnerships and establishing new collaborations with host country stakeholders. As a result, the Peace Corps remains a partner of choice in realizing national development goals of host country institutions across the region. In September 2023, the Peace Corps signed a bilateral agreement with the Ministry of Foreign Affairs of El Salvador to re-open a Peace Corps program, which had closed in 2016. IAP

currently has a team working to swiftly establish operations in country.

Given the Peace Corps' deep roots in IAP, host country partners continue to seek additional ways to cooperate with the agency and continue to request two-year Volunteers, PCRVs, and the contributions of VSPPs across the agency's six sectors. By the end of FY 2023, PCRVs were serving in 11 posts. As Volunteer numbers at posts increase, IAP continues to innovate, including using VSPPs to support locally prioritized programming throughout FY 2024 in areas such as climate adaptation, female entrepreneurship, and ensuring access to learning during times of disruption. The Peace Corps also supports host country efforts and programs in IAP that mobilize local volunteers and strengthen local development priorities by engaging youth in countries including Ecuador, Guatemala, and Peru.

In FY 2025, Volunteers will address community-defined priorities, target youth opportunities for engagement, and integrate climate-smart practices through work in all six of the agency's programmatic sectors. A large proportion of Volunteers in IAP work with schools to support teachers, promote libraries, create resources for hands-on learning, and teach literacy and English. IAP Volunteers will address issues related to climate resiliency, food security, and gender equity. Collectively, Volunteers in IAP receive training in 20 languages. Language capacity enhances Volunteer effectiveness and integration into local communities and is a foundational component of protecting Volunteer health and safety.

Below are stories of IAP Region two-year PCVs and PCRVs that demonstrate the impact of Volunteers during and after service.

PEACE CORPS COLOMBIA

In Colombia Education PCV David collaborated with three female leaders in his host community, counterparts, and 19 fellow Volunteers to organize, facilitate, and implement a five-day Girls Leading Our World (GLOW) camp. Together, they decided on the topics they would tackle, developed activities, and recruited guest speakers and camp counselors. Their goal was making sure the participants at this female empowerment workshop left feeling inspired and capable. As one of the Peace Corps most recognizable activities, GLOW Camps have taught thousands of young women essential life skills and equipped them with the confidence and ambition to pursue their dreams.

Maria is one of them. She was one of 42 young women who participated PCV David's multiday female empowerment workshop. Maria said workshops like GLOW are vital. The words, "From love, we transform" are etched in her memory after she heard them during a session she attended at the GLOW Camp.

PEACE CORPS ECUADOR

In Ecuador, the Indigenous Achuar and Shuar communities partner with Peace Corps Volunteers, health care workers, and other service providers through the *Ikiama Nukuri* program, meaning "Women as Guardians of the Forest" in the Achuar language. The program focuses on addressing gender-based violence at different levels.

One aspect of the program focuses on youth, bringing together young people across these communities to learn about gender equity, how to support it, and how to incorporate healthy ideas about gender equity into their own daily lives. Achuar and Shuar Maternal Health Promoters harness their local wisdom and are matched with support from Volunteers and counterparts as part of these workshops.

Another aspect of the program works with Indigenous men, facilitating crucial conversations on gender-based violence and how it can detrimentally impact family and community well-being. The program also supports women's roles in addressing gender-based violence and other important issues facing Indigenous communities. As a result of this work, Volunteers now see more women in leadership roles and the Achuar and Shuar men more accepting of women leaders in their communities.

PEACE CORPS FIJI

In Fiji, the Peace Corps is bringing the agency's new climate strategy to life. Like many Pacific Island nations, Fiji is facing intensifying cyclones, eroding shorelines, declining fish stock, saltwater intrusion into farmland, and many other changes that impact daily life. The Peace Corps worked with regional, national, and local partners to merge two areas of focus—climate and youth—into the new Blue Pacific Youth Initiative: a network of activities that mobilize young Pacific leaders in response to the climate crisis. Through the initiative, PCVs in Fiji and other Pacific nations support youth as they learn relevant climate information, assess the evolving climate-related needs of their communities, and lead localized responses to the climate emergency, from adaptation activities to disaster preparedness. Through a range of projects, camps, clubs, and even international exchanges, PCVs empower Pacific youth to guide their communities toward a climate resilience that safeguards their heritage.

In Fiji, PCVs integrate elements of climate adaptation into their community Economic Empowerment Projects, by building capacity of income-generating activities in rural villages where many rely on agriculture and fisheries for their livelihoods. When PCVs train communities on income-generating activities they include climate adaptation activities like planting specific grasses

to help with soil erosion or using seaweed as compost to improve the soil. This leads to high yields, and an increase in incomes. They also help problem-solve in their community with climate-friendly solutions to issues. For example, PCV Bridgette lives in a rural, indigenous village that requested Peace Corps' support in improving its income-generating opportunities, which have traditionally focused on farming and fishing. An early priority project for the community was to increase villagers' safe access to markets where they sell their produce. PCV Bridgette worked with local youth and other community leaders to identify and implement a climate-smart solution: the installation of 30 LED solar streetlamps that allow for safe nighttime market commutes.

CONTINUING TO MAKE AN IMPACT: RETURNED IAP VOLUNTEER

RPCV Dan served in the Health sector in Haiti from 2001 to 2003. Today, RPCV Dan is a career archeologist for the U.S. Department of the Interior's Bureau of Land Management. He is posted in Oregon and explains that much of his job is about being a steward of lands that belongs to the American people: "I work together very closely with range specialists, botanists, biologists, geologists, and others to collectively manage the resources that are on those lands for the American people."

RPCV Dan credits his Peace Corps service with launching his current career as an archaeologist preserving the culture heritage of public lands. When asked if he would recommend Peace Corps service to people thinking about entering careers with the Federal Government, he shared, "I gained so many skills in the Peace Corps that help me now—project management skills among them, but also being flexible enough to learn while on the job." RPCV Dan also noted that as PCVs navigating a new environment, including being immersed in a new language and culture, "You stumble through, and you might learn the hard way, but you learn. That's a valuable lesson and a valuable skill."

IAP REGION LANGUAGES TAUGHT TO VOLUNTEERS IN FY 2023

COUNTRY	LANGUAGES
BELIZE	Kriol (Belizean), Spanish
COLOMBIA	Spanish
COSTA RICA	Spanish
DOMINICAN REPUBLIC	Creole (Haiti), Spanish
EASTERN CARIBBEAN	Grenadian Creole, Kweyol (E. Caribbean), Vincentian Creole
ECUADOR	Spanish, Kichwa
EL SALVADOR	N/A[1]
FIJI	Fijian
GUATEMALA	Spanish, Kaqchiquel. Kiche, Mame, Ixil
GUYANA	Creolese (Guyana)
JAMAICA	Jamaican Patwa
MEXICO	Spanish
PALAU	N/A[2]
PANAMA	Ngabere, Spanish
PARAGUAY	Guarani, Spanish
PERU	Quechua, Spanish
SAMOA	Samoan
TONGA	Tongan
VANUATU	N/A[3]

1   N/A (not applicable): New Country Agreement signed in FY 2023. Volunteers are expected to deploy in FY 2024.
2   The Peace Corps expects to deploy Volunteers in FY 2025.
3   The Peace Corps expects to deploy Volunteers in FY 2024.

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APPENDICES

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APPENDIX A

FY 2023 PEACE CORPS VOLUNTEER STATISTICS

Counts of Peace Corps Volunteers, Trainees, and Peace Corps Response Volunteers by region and sector from all funding sources serving as of September 30, 2023. Total number of Volunteers onboard on that day: 2,354. Data current as of February 1, 2024.

VOLUNTEERS BY REGION

Europe, Mediterranean, and Asia, 537 (23%)

Africa, 877 (37%)

Inter America and Pacific, 940 (40%)

TWO-YEAR VOLUNTEERS BY SECTOR

Environment, 180 (8%)

Community Ecomonic Development, 228 (10%)

Agriculture, 243 (11%)

Youth in Development, 337 (15%)

Health, 401 (18%)

Education, 861 (38%)

VOLUNTEERS BY RACE

American Indian or Alaskan Native, 25 (1%)

NA, 128 (5%)

Asian or Pacific Islander, 140 (6%)

Two or more races, 172 (7%)

Black or African American, 200 (8%)

White, 1689 (72%)
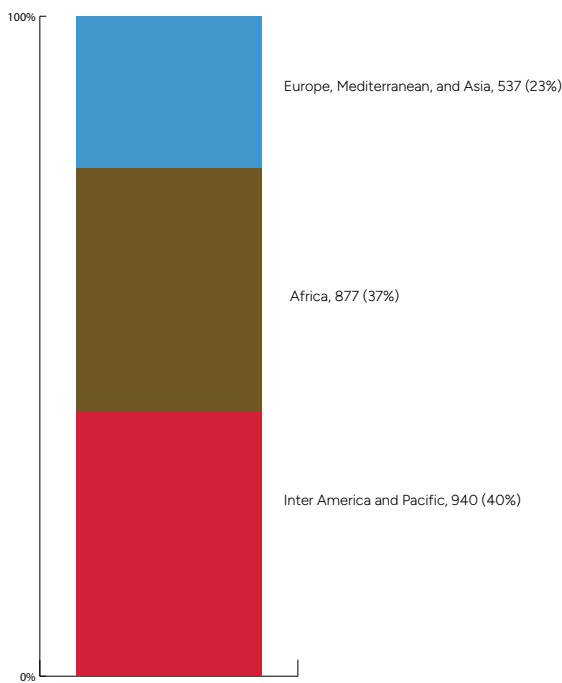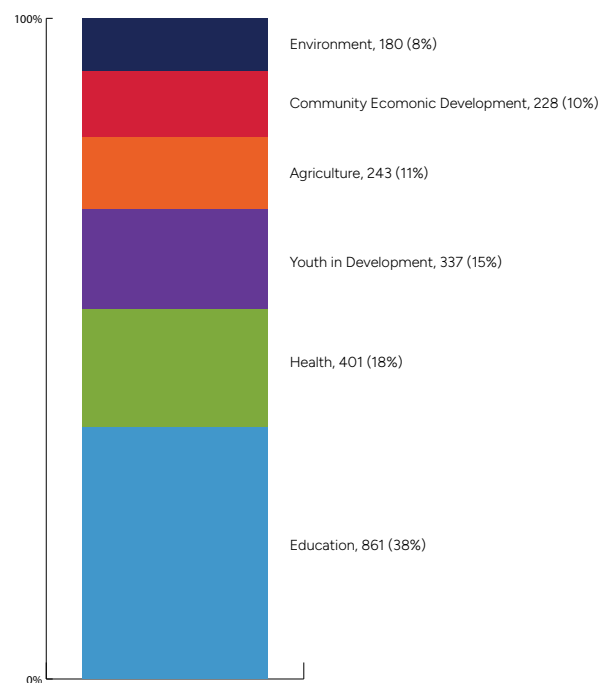
VOLUNTEERS BY ETHNICITY

NA, 63 (3%)

Hispanic, 347 (15%)

Not Hispanic, 1944 (83%)

VOLUNTEER GENDER

Male, 1032 (44%)

Female, 1322 (56%)

VOLUNTEERS BY AGE GROUP

40-49, 57 (2%)

50 or older, 194 (8%)

30-39, 209 (9%)

20-29, 1894 (80%)
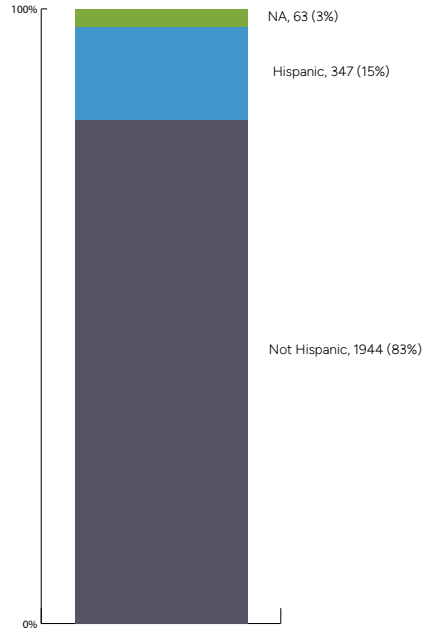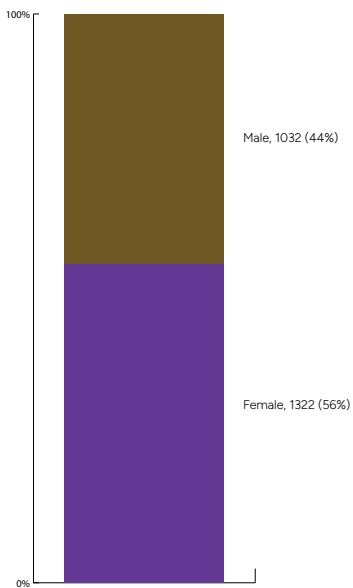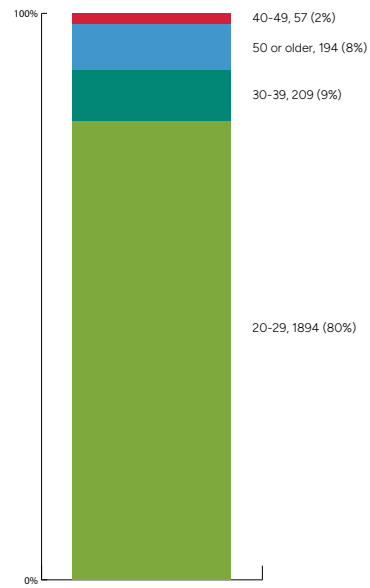
APPENDIX B

THE PEACE CORPS' EDUCATIONAL ENGAGEMENT PROGRAMS IN THE U.S.

The Peace Corps engages with hundreds of colleges and universities through four programs:

- Paul D. Coverdell Fellows: A graduate school benefit program that offers returned Peace Corps Volunteers financial assistance and professional internships in underserved communities while they pursue their graduate degrees.

- Peace Corps Prep: An interdisciplinary certificate program that combines coursework with community service to prepare undergraduate students for intercultural fieldwork such as Peace Corps service.

- Strategic Campus Recruiters: An opportunity through which universities contract with the Peace Corps to hire part-time, campus-based recruiters. Currently, there are strategic campus recruiters at more than 32 colleges and universities.

- Campus Ambassadors: An internship-like opportunity for undergraduate students to serve as peer-to-peer brand ambassadors, extending Peace Corps recruiters' reach to those who may have less awareness of opportunities to serve. The Peace Corps is undergoing strategic modernization of the program and has paused participation for the 2022–2023 school year.

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Alabama	University of Alabama - Birmingham	Alabama A&M University Troy University Tuskegee University The University of Alabama - Birmingham
Arizona	Arizona State University Northern Arizona University University of Arizona	Arizona State University Northern Arizona University University of Arizona
Arkansas	University of Arkansas - Fayetteville	Hendrix College Southern Arkansas University University of Arkansas - Fayetteville University of Arkansas - Pine Bluf
California	California State University - Fullerton California State University - Long Beach Loma Linda University Middlebury Institute of International Studies at Monterey	California State University - Channel Islands California State University - Sacramento Cal Poly Humboldt State San Diego State University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
California (Cont.)	Pacifica Graduate Institute University of San Diego University of San Francisco University of Southern California	University of California, Education Abroad Program (All UC Undergraduate Campuses) University of California, Berkeley University of California, Davis University of California, Irvine University of California, Los Angeles University of California, Merced University of California, Riverside University of California, San Diego University of California, Santa Barbara University of California, Santa Cruz University of La Verne University of Redlands University of San Francisco Whittier College
Colorado	Colorado State University Regis University University of Colorado - Denver University of Denver Western Colorado University	Colorado College Colorado School of Mines University of Colorado - Boulder Western Colorado University
Connecticut	Yale University	Fairfield University
Delaware	University of Delaware	
District of Columbia	American University Catholic University of America The George Washington University Georgetown University	American University Gallaudet University
Florida	Florida Institute of Technology Florida State University University of Central Florida University of Miami University of South Florida	Eckerd College Florida Agricultural and Mechanical University Florida Gulf Coast University Florida International University Stetson University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Florida (Cont.)		University of Florida University of North Florida University of South Florida University of West Florida
Georgia	Emory University Georgia College & State University Georgia State University Kennesaw State University	Fort Valley State University Georgia Gwinnett College Kennesaw State University Mercer University Savannah State University University of Georgia University of North Georgia
Guam		University of Guam
Hawaii		University of Hawaiʻi at Mānoa
Idaho		Boise State University Idaho State University
Iowa	Iowa State University	Iowa State University St. Ambrose University
Illinois	Chicago School of Professional Psychology DePaul University Illinois State University Loyola University - Chicago Western Illinois University	Aurora University Illinois State University Knox College Monmouth College Northeastern Illinois University Southern Illinois University - Edwardsville Western Illinois University
Indiana	Indiana University - Bloomington University of Notre Dame	Earlham College Indiana University - Bloomington Purdue University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Kansas		Pittsburg State University
Kentucky		Murray State University
		Transylvania University
		University of Kentucky
Louisiana	Tulane University	Louisiana State University
	Xavier University of Louisiana	Tulane University
Maine	University of Maine - Orono	
Maryland	Notre Dame of Maryland University	Morgan State University
	The Johns Hopkins University	University of Maryland - Baltimore County
	University of Maryland - Baltimore	University of Maryland - College Park
	University of Maryland - Baltimore County	
	University of Maryland - College Park	
Massachusetts	Boston University	University of Massachusetts - Boston
	Brandeis University	Westfield State University
	Clark University	
	Mount Holyoke College	
	Springfield College	
	Suffolk University	
	University of Massachusetts - Boston	
Michigan	Eastern Michigan University	Michigan State University
	Michigan Technological University	Michigan Technological University
	University of Michigan - Ann Arbor	University of Michigan - Ann Arbor
Minnesota	St. Catherine University	St. Catherine University
	University of Minnesota	
Missouri	University of Missouri - Columbia	Fontbonne University
	Washington University in St. Louis	Missouri State University - Springfield
		Truman State University
		University of Central Missouri
Montana	University of Montana	Montana State University - Bozeman University of Montana

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Nevada	University of Nevada - Reno	
New Hampshire	Antioch University (including Los Angeles, CA campus) University of New Hampshire	Antioch University New England University of New Hampshire
New Jersey	The College of New Jersey Monmouth University Rutgers University – Camden Rutgers University – New Brunswick Seton Hall University	Monmouth University William Patterson University
New Mexico	New Mexico State University	University of New Mexico
New York	Bard College College of Saint Rose Columbia University Cornell University Fordham University Manhattanville College New York University The New School University at Albany - SUNY	College of Staten Island - CUNY Hartwick College Lehman College - CUNY Rochester Institute of Technology St. Lawrence University Stony Brook University - SUNY University at Albany - SUNY
Nebraska		University of Nebraska - Lincoln
North Carolina	Duke University Elon University Wake Forest University	Appalachian State University Elon University Fayetteville State University North Carolina Central University University of North Carolina at Pembroke University of North Carolina at Wilmington
North Dakota		University of North Dakota

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Ohio	Bowling Green State University Case Western Reserve University University of Cincinnati	Antioch University (All online campuses) Bowling Green State University Hiram College Kenyon College Walsh University Wilmington College Wittenberg University
Oklahoma		The University of Oklahoma
Oregon	University of Oregon Willamette University	University of Oregon
Pennsylvania	Carnegie Mellon University Chatham University Drexel University Duquesne University Seton Hill University Shippensburg University The Pennsylvania State University University of Pennsylvania University of Pittsburg Villanova University	Arcadia University Cheyney University of Pennsylvania Moravian College Shippensburg University The Pennsylvania State University Ursinus College
Puerto Rico		Universidad del Sagrado Corazón
Rhode Island		The University of Rhode Island
South Carolina	University of South Carolina	University of South Carolina University of South Carolina Upstate
Tennessee	East Tennessee State University The University of Tennessee - Knoxville	East Tennessee State University The University of Tennessee - Knoxville

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Texas	Texas A&M University - College Station Texas State University University of North Texas	Austin College Prairie View A&M University Texas State University Texas Tech University University of Houston University of North Texas University of Texas at Austin University of Texas at Dallas
Utah		Brigham Young University Utah State University
Vermont	SIT Graduate Institute Saint Michael's College University of Vermont	Saint Michael's College University of Vermont
Virginia	College of William and Mary Eastern Mennonite University	George Mason University James Madison University University of Mary Washington University of Virginia Virginia Commonwealth University Virginia State University
Washington	University of Washington - Seattle	Pacific Lutheran University University of Puget Sound Washington State University
West Virginia	Future Generations University	West Virginia University
Wisconsin	Marquette University University of Wisconsin – Milwaukee	University of Wisconsin - Eau Claire University of Wisconsin - La Crosse University of Wisconsin - Milwaukee
Wyoming	University of Wyoming	University of Wyoming

APPENDIX C

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

22 USC Sec. 2515, TITLE 22—FOREIGN RELATIONS AND INTERCOURSE, CHAPTER 34 THE PEACE CORPS, Sec. 2515. Foreign Currency Fluctuations Account (h) Reports: Each year the Director of the Peace Corps shall submit to the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives, and to the Committee on Foreign Relations and the Committee on Appropriations of the Senate, a report on funds transferred under this section. In FY 2023 the Peace Corps did not transfer funds to the Foreign Currency Fluctuations Account from the operating expenses account.

APPENDIX D

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS FY 1962 – FY 2025 (IN THOUSANDS OF DOLLARS)

Fiscal Year	Authorized	Budget Request[a]	Appropriated[a]	Trainee Input	Volunteers and Trainees On Board[b]
1962	$ 40,000	$ 40,000	$ 30,000	3,699	N/A
1963	63,750	63,750	59,000[c]	4,969	N/A
1964	102,000	108,000	95,964[c]	7,720	N/A
1965	115,000	115,000	104,100[c]	7,876	N/A
1966	115,000	125,200	114,000	9,216	N/A
1967	110,000	110,500	110,000	7,565	N/A
1968	115,700	124,400	107,500	7,391	N/A
1969	112,800	112,800	102,000	6,243	N/A
1970	98,450	109,800	98,450	4,637	N/A
1971	94,500	98,800	90,000	4,686	N/A
1972	77,200	71,200	72,500	3,997	6,632
1973	88,027	88,027	81,000	4,821	6,194
1974	77,000	77,000	77,000	4,886	6,489
1975	82,256	82,256	77,687	3,296	6,652
1976	88,468	80,826	81,266	3,291	5,825
Transition Qtr.	27,887	25,729	24,190	—	—
1977	81,000	67,155	80,000	4,180[d]	5,590
1978	87,544	74,800	86,234	3,715	6,017
1979	112,424	95,135	99,179	3,327	5,723
1980	105,000	105,404	99,924	3,108	5,097
1981	118,531	118,800	105,531	2,729	4,863
1982	105,000	121,900	105,000	2,862	4,559
1983	105,000	97,500	109,000	2,988	4,668
1984	115,000	108,500	115,000	2,781	4,779
1984/5 Supp	2,000	2,000	2,000	—	—
1985	128,600	115,000	128,600	3,430	4,828
1986	130,000	124,400	124,410[e]	2,597	5,162
1987	137,200	126,200	130,760	2,774	4,771
1987/8 Supp	7,200	—	7,200	—	—
1988	146,200	130,682	146,200	3,360	4,611
1989	153,500	150,000	153,500	3,218	5,214
1990	165,649	163,614	165,649[f]	3,092	5,241
1991	186,000	181,061	186,000	3,076	4,691

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS
FY 1962 – FY 2025 (IN THOUSANDS OF DOLLARS) CONT.

Fiscal Year	Authorized	Budget Request[a]	Appropriated[a]	Trainee Input	Volunteers and Trainees On Board[b]
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745[g]	219,745	219,745[h]	3,541	5,644
1995	234,000	226,000	219,745[i] [j]	3,954	5,884
1996	—	234,000	205,000[k] [m]	3,280	6,086
1997	—	220,000[l]	208,000[n]	3,607	5,858
1998	—	222,000	222,000[o]	3,551	5,757
1999	—	270,335	240,000[p]	3,835	5,729
2000	270,000[q]	270,000	245,000[r]	3,919	7,164
2001	298,000	275,000	267,007[s] [t]	3,191	6,643
2002	327,000	275,000	278,700[u] [v]	4,047[w]	6,636
2003	365,000	317,000	297,000[x]	4,411	7,533
2004	—	359,000	310,000[y]	3,812	7,733
2005	—	401,000	320,000[z]	4,006	7,810
2006	—	345,000	322,000[aa] [ab]	4,015	7,628
2007	—	336,642	319,700[ac]	3,964	7,875
2008	—	333,500	333,500[ad]	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000[ae]	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,790	6,377
2017	—	410,000	410,000	3,429	6,591
2018	—	398,221	410,000	3,595	6,629
2019	—	396,200	410,500	3,426	6,648
2020	—	396,200	410,500	1,000	—[af]
2020 Supp	—	88,000	—	—	—
2021	—	401,200	410,500[ag]	—[ah]	—[ah]
2022	—	410,500	410,500[ai]	677	702
2023	—	430,500[aj]	430,500[ak]	1,910	2,290
2024	—	495,000	—	2,180[al]	3,620[al]
2025	—	479,000	—	2,800[al]	4,590[al]

NOTES

a/   Starting in FY 1992, funds to remain available for two years.

b/   For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the Fiscal Year of the President's budget, this is the number of Trainees and Volunteers onboard on September 30th of the Fiscal Year, including Peace Corps Response, funded through Peace Corps' appropriation.

c/   Includes reappropriated funds in 1963 ($3.864 million), 1964 ($17 million) and 1965 ($12.1 million).

d/   Includes Trainee Input from Transition Quarter.

e/   Excludes $5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99–177).

f/   Excludes $2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99–177) and a $725,000 reduction related to the Drug Initiative (P.L. 101–167).

g/   Authorization included report language of a $15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).

h/   In addition, the Peace Corps received a transfer of $12.5 million for assistance to the NIS.

i/   In addition, the Peace Corps received a transfer of $11.6 million for assistance to the NIS.

j/   Appropriation of $219,745,000 was later reduced by a rescission of $721,000.

k/   In addition, the Peace Corps received a transfer of $13 million for assistance to the NIS. An additional $1 million of NIS funds, intended for FY 1996, was received in FY 1997.

l/   In addition, the President requested a transfer of $5 million for assistance to the NIS.

m/   Appropriation of $205 million was later reduced by a rescission of $296,000.

n/   In addition, the Peace Corps received a transfer of $12 million for assistance to the NIS. An additional $1 million of NIS funds, originally intended for FY 1996 in addition to the $13 million received that year, was received in FY 1997.

o/   In addition, the Peace Corps received a base transfer of $3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.

p/   Appropriation of $240 million was later reduced by a rescission of $594,000. In addition, the Peace Corps received a transfer of $1,269,000 from Economic Support Funds for security; $7.5 million from the FY 1999 Emergency Appropriations Act ($7 million for security and $500,000 related to the Kosovo conflict); $6 million from the Central American and Caribbean Disaster Recovery Fund; and $1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.

q/   Four-year authorization bill by Congress, FY 2000 of $270 million, FY 2001 of $298 million, FY 2002 of $327 million and FY 2003 of $365 million.

r/   Appropriation of $245 million was reduced by a rescission of $931,000.

NOTES CONT.

s/   Appropriation of $265 million was reduced by a rescission of $583,000.

t/   The Peace Corps received a transfer of $2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.

u/   The Peace Corps received a transfer of $3.9 million of Emergency Response Fund monies in support of potential future evacuations.

v/   Appropriation of $275 million was reduced by a rescission of $200,000.

w/   Due to the September 11th events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.

x/   Appropriation of $297 million was reduced by a rescission of $1,930,500. OMB later reallocated $1.2 million in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.

y/   Appropriation of $310 million was reduced by a rescission of $1,829,000.

z/   Appropriation of $320 million was reduced by a rescission of $2.56 million.

aa/   Appropriation of $322 million was reduced by a rescission of $3.22 million.

ab/   In addition, the Peace Corps received $1.1 million supplemental for Avian Flu Preparedness.

ac/   Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).

ad/   Appropriation of $333.5 million was reduced by a rescission of $2,701,000.

ae/   Appropriation of $375 million was reduced by a rescission of $750,000.

af/   No Volunteers were onboard on September 30, 2020 because of worldwide Volunteer evacuations due to the COVID-19 global pandemic. Nearly 7,000 Volunteers were evacuated in March 2020.

ag/   Appropriation was reduced by a rescission of $30,000,000.

ah/   No Volunteers served in FY 2021 due to the COVID-19 global pandemic.

ai/   Appropriation was reduced by a rescission of $70,000,000.

aj/   Proposed rescission of $15 million in FY 2023 budget request.

ak/   FY 2023 enacted appropriation did not include rescissions proposed by the Senate, House, and President's Budget.

al/   FY 2024 appropriation was not enacted at the time of submission.

APPENDIX E

OBLIGATIONS OF FUNDS FROM OTHER U.S. GOVERNMENT AGENCIES BY THE PEACE CORPS

	FY 2022	FY 2023
Total Reimbursable	$2,710,918	$3,415,398
Total PEPFAR	$22,545,665	$24,146,221

APPENDIX F

OFFICE OF INSPECTOR GENERAL BUDGET REQUEST

Office of Inspector General's Fiscal Year 2025 Budget Request

The Inspector General Reform Act (Pub. L. 110-409) was signed by the President on October 14, 2008. Section 6(f)(1) of the Inspector General Act of 1978, 5 U.S.C. app. 3, was amended to require certain specifications concerning Office of Inspector General (OIG) budget submissions each fiscal year.

Each Inspector General (IG) is required to transmit a budget request to the head of the establishment or designated Federal entity to which the IG reports specifying the:

- aggregate amount of funds requested for the operations of the OIG,
- the portion of this amount that is requested for all OIG training needs, including a certification from the IG that the amount requested satisfies all OIG training requirements for that fiscal year, and
- the portion of this amount that is necessary to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

The head of each establishment or designated Federal entity, in transmitting a proposed budget to the President for approval, shall include:

- an aggregate request for the OIG,
- the portion of this amount for OIG training,
- the portion of this amount for support of the CIGIE, and
- any comments of the affected IG with respect to the proposal.

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

- a separate statement of the budget estimate (aggregate funds requested) submitted by each IG,
- the amount requested by the President for each IG,
- the amount requested by the President for training of OIGs,
- the amount requested by the President for support of the CIGIE, and
- any comments of the affected IG with respect to the proposal if the IG concludes that the budget submitted by the President would substantially inhibit the IG from performance of the OIG's duties.

Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2025:

the aggregate budget request for the operations of the OIG is $ 7,300,000
the portion of this amount needed for OIG training is $80,300 and
the portion of this amount needed to support the CIGIE is $29,200 (.40% of $7,300,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2025.

Joaquin Ferrao

Joaquin E. Ferrao   August 25, 2023
Inspector General   Date

APPENDIX G

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT (GAO-OIG) REPORT

The Good Accounting Obligation in Government Act (GAO-IG Act) was signed into law on January 4, 2019. The GAO-IG Act requires that a report accompany agency congressional budget justifications, which includes information on the status of Government Accountability Office (GAO) and Office of Inspector General (OIG) open recommendations greater than one year old. These recommendations can be found in the table below and in the accompanying links to the Reports. At this time, there are no open GAO recommendations for the Peace Corps.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-12-05-E	FY 12	PC/Five-Year Rule	2. That the Director identify which function should be subject to periodic turnover to meet the needs of the agency and implement a process to manage turnover so that the agency retains qualified personnel on the basis of merit and performance.	Expected to be submitted by September 2024.
IG-12-05-E	FY 12	PC/Five-Year Rule	3. That the Director identify the agency's core business functions and positions that currently suffer from frequent staff turnover and lack of continuity and determine and implement a process for acquiring and retaining qualified personnel to perform those functions on the basis of merit and performance.	Expected to be submitted by September 2024.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	8. That the associate director of the Office of Health Services ensure that all root cause analyses include key components (system focus, cause/effect, action plan and measures).	Expected to be submitted by September 2024.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	1. That the Director of the Peace Corps provide country directors with additional support to resolve allegations of drug involvement under manual section 204, 3.5.1 and specifically consider the efficacy of reasonable suspicion drug testing as a means of doing so.	Expected to be submitted by June 2024.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	2. That the Office of General Counsel review the evidentiary standard required to administratively separate a Volunteer suspected of involvement with drugs to determine whether the standard, and its application, is consistent with promoting the integrity of the program and continues to serve the policy interest of the Peace Corps.	Expected to be submitted by June 2024.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-21-03-SR	FY 21	Death of a PC/ Ghana Volunteer	11. That the Director develop agency-wide policy and procedures that define staff roles and responsibilities to respond to life-threatening medical emergencies.	Expected to be submitted by April 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	2. That the Chief Human Capital Officer ensure approximately $1,550 in salary overpayments due to incorrect locality rates are resolved by issuing Administrative Billings and Collections bills and/or request waiver approvals from the Chief Financial Officer.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	3. That the Chief Human Capital Officer issue retroactive locality payments to the three underpaid individuals for approximately $4,383.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	4. That the Chief Human Capital Officer and Office of Chief Financial Officer establish a process to review and reconcile retroactive adjustments to ensure that the correct amounts are reflected in the payroll transactions.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	5. That the Chief Human Capital Officer ensures that human resources management staff are trained to research errors that need retroactive adjustments.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	6. That the Chief Human Capital Officer ensures that the standard operating procedures for Position Management System Online are updated to include the review of duty station codes when employees are promoted.	Expected to be submitted by June 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	9. That the Senior Policy Committee and Office of Chief Financial Officer update the waiver process to allow for increased transparency in the approval process timeline, require that waiver justifications have accurate waiver amounts, and document how the bill was ultimately resolved.	Expected to be submitted by June 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	10. That Office of Chief Financial Officer develop a report to track payroll bills, collections, and waivers to properly account for improper payments for payroll transactions.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	12. That the Chief Human Capital Officer ensure employees receive appropriate retroactive compensation for delayed within grade increases totaling approximately $13,011.	Expected to be submitted by May 2024.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	13. That the Chief Human Capital Officer ensure that the employee is billed, or a Chief Financial Officer approved waiver is processed for the within grade salary overpayments totaling approximately $3,880.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	15. That the Chief Human Capital Officer establish and implement procedures to detect and prevent clerical errors from on-boarding, processing re-assignments, and multiple personnel actions that could affect other areas such as within grade increases.	Expected to be submitted by December 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	17. That Office of Chief Financial Officer develop reports using data received from payroll files to assist with resolving discrepancies such as employee's names, social security numbers, pay period covered dates, and individual transaction amounts.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	18. That Office of Chief Financial Officer ensure journal vouchers are timely processed to be included in the monthly reconciliation process.	Expected to be submitted by April 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	19. That Office of Chief Financial Officer establish and implement a process to review, reconcile, and resolve discrepancies identified during the three-way reconciliation process between National Finance Center reports, Treasury, and the general ledger.	Expected to be submitted by April 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	20. That Office of Chief Financial Officer document the monitoring process in a standard operating procedure that records the process and assigns accountability for reconciling, recording and correcting errors during the monthly reconciliation.	Expected to be submitted by April 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	21. That Office of Chief Financial Officer and Chief Human Capital Officer develop and implement a process to track all unresolved errors, investigate, and record corrective actions.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	22. That Chief Human Capital Officer and Office of Chief Financial Officer reconcile charges totaling approximately $135,612 with National Finance Center to determine if the two payments ($97,780 and $37,832) were allowable and request a correction if they are unallowable.	Expected to be submitted by July 2024.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	23. That the Office of Chief Financial Officer develop and implement a process to reconcile variances in employees' payroll to detect unusual transactions.	Expected to be submitted by April 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	24. That Chief Human Capital Officer and Office of Chief Financial Officer bill, request CFO approval to waive, or collect the unallowable payments hazard pay totaling $710 and health benefits paid by the agency for $569.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	25. That the Chief Human Capital Officer develop check lists or frequently asked questions that could assist new staff or supervisors when assessing the appropriate retirement rates and categories.	Expected to be submitted by May 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	26. That the Chief Human Capital Officer ensure the incorrect retirement categories are changed and retroactively adjusted for 35 employees.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	27. That the Chief Human Capital Officer ensure approximately $48,501 in salary overpayments for retirement are resolved by issuing Administrative Billing and Collection bills and/or requesting waiver approvals from the Chief Financial Officer.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	28. That the Chief Human Capital Officer ensure employees that were over charged approximately $153,738 in retirement deductions receive refunds.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	29. That the Chief Human Capital Officer review the accuracy of the refunds already issued to employees and make necessary corrections.	Expected to be submitted by July 2024.
IG-23-01-A	FY 23	The Peace Corps' Management of Payroll and Benefits for U.S. Direct Hires	30. That the Chief Human Capital Officer and Office of Chief Financial Officer ensure agency contribution rates were accurately adjusted to reflect retroactive corrections for approximately $79,473 in underpayments and $33,217 in overpayments.	Expected to be submitted by July 2024.

Note: The above information is accurate as of January 30, 2024.

APPENDIX H

AGENCY EVIDENCE SUBMISSION

Pursuant to the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) and additional guidance provided in the Office of Management and Budget (OMB) circular A-11, s. 51.9 "Evidence and Evaluation" section, the Peace Corps is complying with the Evidence Submission required of all agencies that administer foreign assistance as follows:

The Peace Corps adopted its first formal Evaluation Policy (MS 325 Agency Evaluation Policy) in December 2023. While agency evaluators have always had informal processes and procedures defined for conducting, monitoring, and evaluation, MS 325 constructs a formal framework for the agency's approach to evaluation, including outlining creation and maintenance of the Peace Corps Agency Evaluation Plan. The policy supports the guidelines listed in OMB Memorandum M-18-04 ('Monitoring and Evaluation Guidelines for Federal Departments and Agencies that Administer United States Foreign Assistance'), defines key terms, and incorporates monitoring and evaluation best practices identified by OMB. It also describes roles and responsibilities of leadership and staff in agency-level evaluations and provide clarity on evaluation dissemination.

One challenge the Peace Corps encounters with conducting monitoring and evaluation is the decentralized structure of the agency's evaluation staff. To be as responsive as possible to each post and office, the Peace Corps has monitoring and evaluation staff at posts around the globe and across offices within the agency. This increases the location- and content-specific working knowledge of evaluators and so greatly improves their efficacy. However, such decentralization can result in differences in evaluation approach, timing, topic, and rigor as activities are customized to meet the needs of each post or office. To address this heterogeneity, the agency convenes a monthly Monitoring, Evaluation, and Learning Working Group targeted at building cross-post and cross-office community, sharing best practices, and providing a forum for discussion about monitoring and evaluation at the Peace Corps.

Publicly available evaluations from the Peace Corps can be found on the agency's Open Government webpage at: https://www.peacecorps.gov/about/open-government/.

APPENDIX I

PEACE CORPS FY 2022-2026 STRATEGIC PLAN, FY 2025 ANNUAL PERFORMANCE PLAN, AND FY2023 ANNUAL PERFORMANCE REPORT

PEACE CORPS STRATEGIC PLAN
FISCAL YEAR 2022-2026
ANNUAL PERFORMANCE PLAN
FISCAL YEAR 2025
ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2023

Peace Corps

FISCAL YEAR 2022-2026 STRATEGIC PLAN
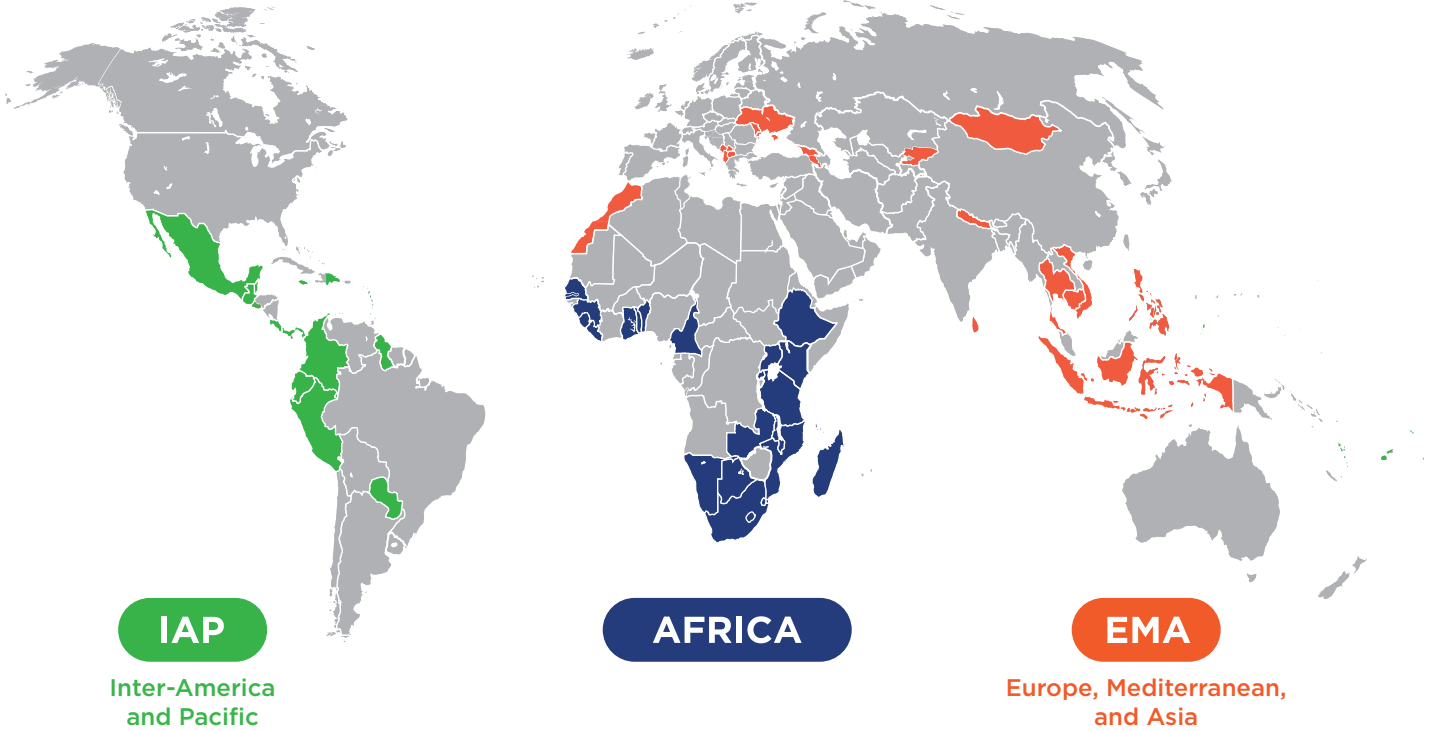# FISCAL YEAR 2025 ANNUAL PERFORMANCE PLAN
FISCAL YEAR 2023 ANNUAL PERFORMANCE REPORT

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 peacecorps.gov/about/open-government
Comments or questions on this plan may be sent to OSIRP@peacecorps.gov or to the mailing address above

PEACE CORPS COUNTRIES

IAP
Inter-America
and Pacific

AFRICA

EMA
Europe, Mediterranean,
and Asia

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

**Central and
South America**
Belize
Colombia*
Costa Rica*
Ecuador*
El Salvador
Guatemala*
Guyana*
Mexico*
Panama*
Paraguay*
Peru*

Africa
Benin*
Botswana*
Cameroon*
Comoros*
Eswatini*
Ethiopia*
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 & Montenegro:
- Albania*
- Montenegro*
Armenia*
Georgia*
Kosovo*
Kyrgyz Republic*
Moldova*
North Macedonia*
Ukraine*

Asia
Cambodia
Indonesia*
Mongolia
Nepal*
Philippines*
Sri Lanka*
Thailand*
Timor-Leste*
Viet Nam

Pacific Islands
Fiji*
Palau
Samoa
Tonga
Vanuatu*

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Peace Corps Mission

Since its establishment in 1961, the Peace Corps has been guided by its mission to promote world peace and friendship. The agency exemplifies the best of our nation's spirit by sending Americans to serve around the world, advancing development, and building cross-cultural understanding. The Peace Corps continues to build strong relationships between Americans and the people of our partner nations while contributing to positive change in overseas communities and back home in the United States. Since 1961, over 240,000 Volunteers have served in 144 countries.

The Peace Corps advances its mission through the work of its Volunteers. Rather than providing direct foreign aid or other economic assistance, the agency recruits skilled Volunteers to live and work side by side with community members on locally prioritized projects, building relationships, exchanging cultures and knowledge, and helping transform lives for generations. Through this localized approach, Volunteers gain unique perspective through day-to-day interaction, fostering the opportunity to address development challenges while strengthening mutual understanding.

Peace Corps Volunteers are the face of our nation in communities around the globe. They build positive perceptions and attitudes toward the U.S. by working directly at the local level with members of their communities. After Volunteers complete their service, they return to the U.S. with new skills, deep knowledge of other cultures, and long-lasting relationships to contribute to the public and private workforce across our nation. Returned Peace Corps Volunteers (RPCVs) continue their service by promoting awareness of other cultures and global issues with friends, family, and the American people. They maintain relationships with colleagues and friends from the countries where they served and continue their commitment to volunteerism and public service in the U.S.

"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

Strategic Goals

The Peace Corps Act of 1961 articulates three core goals that contribute to the Peace Corps' mission to promote world peace and friendship:

1. "To help the peoples of [interested] countries and areas in meeting their needs for trained manpower"
2. "To help promote a better understanding of the American people on the part of the peoples served"
3. "[To help promote] a better understanding of other peoples on the part of the American people"

These three core goals in the Peace Corps' legislation continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the 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 areas such as agriculture, community economic development, education, environment, health, and youth in development. This focus on developing transferable skills helps ensure that the Volunteers' work is sustained long after their service is complete.

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 among local people through day-to-day interactions with their host families, counterparts,[1] friends, and others. Over the course of their service, Volunteers share America with the world—imparting facts about and experiences of Americans and developing deep relationships with community members. Through this approach, Volunteers also learn more about local challenges, opportunities, resources, and conditions in their host countries. Over time, they develop trusting partnerships essential to project success.

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[1] The Peace Corps assigns one or more "counterparts" 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 local 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.
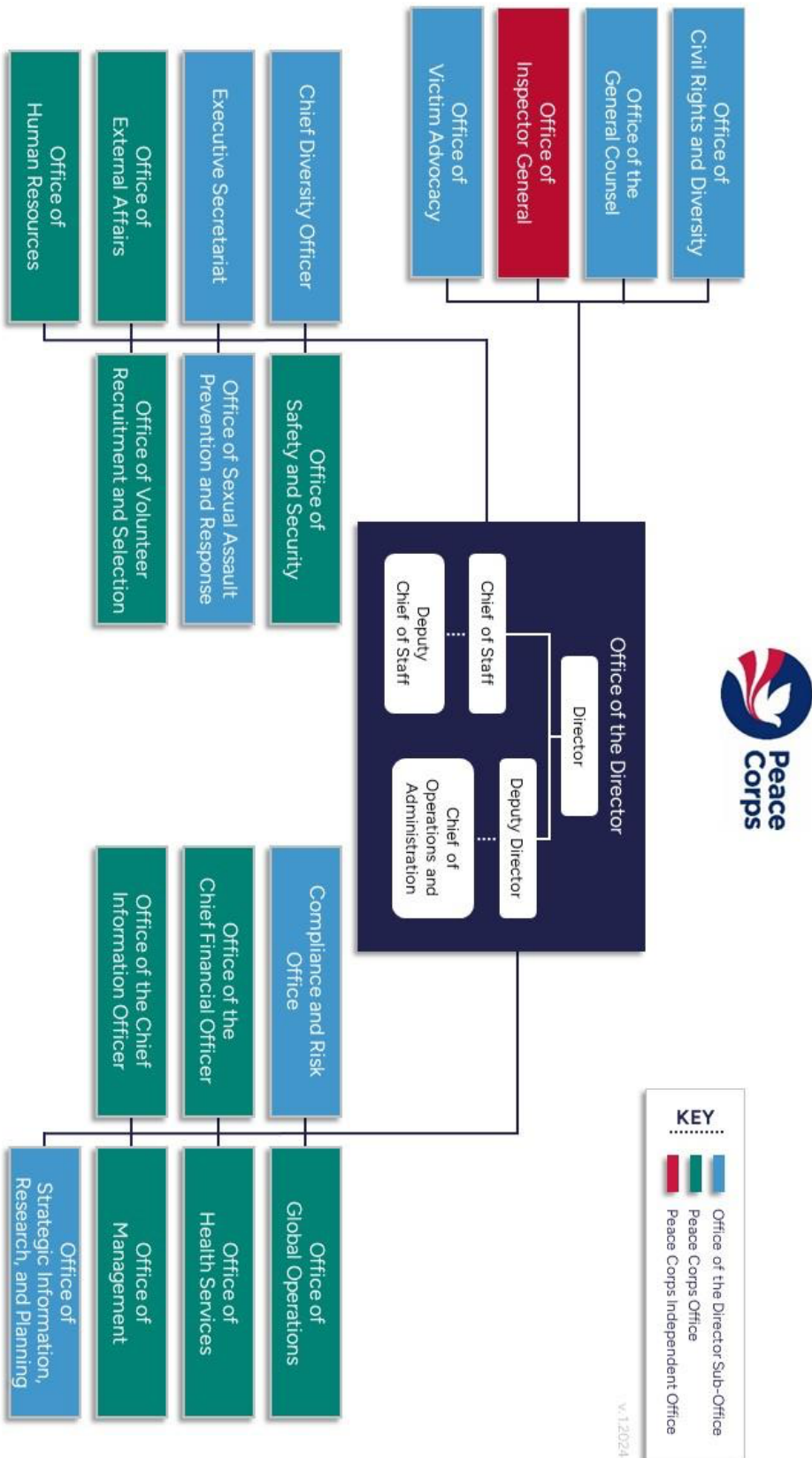
Strategic Plan

The Peace Corps' FY 2022-2026 Strategic Plan outlines three strategic objectives: Reimagine Service, Advance Equity, and Deliver Quality. These strategic objectives respond to the unique opportunity the agency had after it evacuated all Volunteers and Trainees worldwide in March 2020 due to the COVID-19 pandemic. This historic moment drove many innovations and inspired a far-reaching reimagination of service as the agency began returning its Volunteers to service two years later in March 2022. The FY 2022-2026 Strategic Plan therefore enables the Peace Corps to continue to meet its mission of advancing world peace and friendship while returning Volunteers to service in new and strengthened ways. The three strategic objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals:

Strategic Objective 1: Reimagine Service
Respond to evolving host country priorities by returning skilled Volunteers to service and expanding service models.

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.

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 is reimagining service by continuing collaboration with host country partners in its traditional sectors while co-creating responses to evolving development priorities. The agency is engaging in locally prioritized projects via a virtual service pilot through donations of voluntary services by virtual service pilot participants (VSPPs), expanding support for the development of local and national volunteer service programs through Peace Corps Volunteers, and piloting new models to work alongside these programs. Expanding service options and models will enable the Peace Corps to better meet host country needs through VSPPs and place Volunteers in the field with a variety of skills and experiences.

As a people-to-people development agency, advancing equity by understanding and respecting other cultures is crucial to the Peace Corps' success. This is especially important while Volunteers are integrating into communities affected by the devastating COVID-19 global pandemic. The agency has renewed and strengthened efforts to incorporate intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) into its operations. The Peace Corps maintains a goal of recruiting and supporting a diverse cohort of Volunteers and staff who represent the breadth and depth of America to the world. The agency is committed to ensuring that

underserved populations in host countries can collaborate with the Peace Corps to deepen community impact and create lasting relationships.

The Peace Corps is equally committed to delivering quality via consistent execution of its health, safety, and service commitments. The agency is evaluating and investing in the Peace Corps' systems and processes to strengthen its foundation for Volunteers returning to service in a new era.

The FY 2022-2026 Strategic Plan sets long-term goals and objectives to advance the agency's mission. The Annual Performance Plan identifies strategies to accomplish these goals and objectives and outlines targeted results. The combined FY 2022–2026 Strategic Plan, FY25 Annual Performance Plan, and FY23 Annual Performance 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.

Additional details on the development of the FY 2022–2026 Strategic Plan, FY25 Annual Performance Plan, and FY23 Annual Performance Report are included in the appendices. A summary of the Peace Corps' performance management framework is found in Appendix A. Appendix B includes a description of how evaluation and research informed the development of the plan. Data verification and validation standards for the performance goal indicators are in Appendix C. Appendix D includes a summary of the stakeholder outreach conducted. The list of acronyms used throughout this document are in Appendix E. Changes made to FY24 targets are listed in Appendix F.

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 it engages with the world. The Peace Corps will continue collaborating with host country partners while co-creating a response to their evolving priorities in the face of global challenges like the COVID-19 pandemic, climate change, 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 to establish or strengthen host country volunteer programs. The Peace Corps will be better positioned to advance its mission through expanded service and programming models, and through continuing to recruit and train 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 1.1-1.3).
2. Pilot, scale, and institutionalize service models to respond to emerging host country priorities (linked to Performance Goals 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 Performance Goals 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 Performance Goals 1.8-1.9).

Strategic Objective Lead: Associate Director for Global Operations

FY23 Progress Update: The agency's strategic foresight process has aided the agency as it grapples with some of the major issues that will likely impact the Peace Corps in years to come and has influenced the agency in retooling its COVID-19 response and recovery, prioritizing climate resiliency, and identifying trends to better respond to emerging host country priorities. As the COVID-19 crisis wanes in intensity, and with the U.S. and the World Health Organization declaring that the health emergency is over, the Peace Corps will sunset 'PG 1.1: COVID-19 Response and Recovery'.

The phased return to service and focus on reestablishing Volunteer support systems has meant that post-level implementation of climate activities has been slower than planned. However, climate remains a strategic priority. Key milestones have been defined, and staffing and resources are in place. Building on regional climate workshops held in FY23 and early FY24, and the rollout of the Peace Corps' climate strategy, the agency is well-positioned to reach its climate targets in FY24 and 25.

The Peace Corps' work to pilot, scale, and institutionalize service models to emerging host country priorities continues— with post requests for Peace Corps Response (PCR) Volunteers at a near-record high number, the completion of a high-level analysis of PCR operations, and the establishment of a working group focused on PCR integration. This group's recommendation to integrate PCR into agency systems more comprehensively has been approved and workstreams and project plans are in process. Four workstreams have been defined and, over the next two years, cross-office project plans will be developed and implemented, which will result in more efficient and standard operations.

The Virtual Service Pilot (VSP) model is ahead of schedule, with more than 700 RPCVs having donated their voluntary services virtually to host country partners in 48 countries to date. The agency is now operationalizing the extension of VSP to other potential donors. Despite its pilot status, VSP is on track to reach its target of 52 posts by the end of FY25.

The Peace Corps is on track to support host country volunteerism efforts at 15 posts by the end of FY25. Activities include providing new resources and technical support and disseminating best practices to posts. The agency is developing a strategy for host country volunteerism and has identified posts that are already actively engaged in this area.

Similarly, the agency has enhanced internal systems to support the Office of the Third Goal and Returned Volunteer Services' (3GL) work among RPCVs, including marketing and data collection to promote life-long service. In FY24, the agency will complete a strategy to communicate the domestic dividend and promote formal and informal pathways to service and career for RPCVs. It is anticipated that 'PG 1.9 – Elevate Peace Corps service to Inspire Life-Long Service' – will be retired at the end of FY24.

Efforts to recruit and train Volunteers to meet host country needs for specific technical skills continue, and delays on the rollout of 'Training, Design and Assessment' due to the return to service calendar will be fully addressed in the next fiscal year. The agency's recruitment and retention PG has seen a delay related to overlapping mandates with SO2 PGs and staffing constraints; work has been completed on focusing the targets of this indicator.

The Peace Corps launched a Volunteer Competency Model that will drive training and better prepare Volunteers to serve host country needs. This initiative is on track with 100 percent of posts anticipated to complete the training in FY24. To attract candidates with the skills requested by partners, 'PG 1.7: Recruit and retain candidates for Volunteer service' has been reformulated to focus on building a Volunteer pipeline for the current 2-year and Response service models and a Participant pipeline for the Virtual Service Pilot. New indicators have been developed to reflect this change.

Performance Goal 1.1: Contribute to COVID-19 response and recovery effort *Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.*					
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	-	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	-	50%	60%		
Results	30%	59%	6%		

Given the magnitude of the COVID-19 crisis and its impact on host countries, this Performance Goal (PG) prioritized COVID-19 programming and directly supported the U.S. Government COVID-19 Global Response and Recovery Framework issued by the Biden Administration in July 2021. In FY22, the agency developed and implemented a COVID-19 reference framework and training guide, which Posts have been using to report on their COVID-19 activities and associated results in the Volunteer Reporting and Grants tool. Under this PG, where appropriate, agency staff (in the absence of Volunteers), Virtual Service Pilot Participants (VSPPs), two-year Volunteers, and Response Volunteers were involved in COVID-19 programming as part of their primary or secondary activities. All Volunteers also received COVID-19 training during pre-service training or through a special training organized thereafter.

FY23 Progress Update: COVID-19 related activities and results reported by Posts have tapered off substantially in FY23. The targets for the two PG 1.1 indicators were set at 60 percent of Posts conducting COVID-19 related activities. As of now, 15 percent of Posts have reported activities around Indicator 1 and 6 percent have reported under Indicator 2. COVID-19 response and associated activities have reduced globally as host country government requirements around masking and immunization have been relaxed. As the COVID-19 crisis has reduced significantly and the U.S. Government has removed COVID-19 as a public health emergency, starting in FY 24, the Peace Corps will sunset its COVID-19 Response and Resilience Initiative.

The COVID-19 pandemic highlighted weaknesses in the global health community and in countries' abilities to prepare for and respond to the scale and complexity of today's health emergencies, including addressing secondary impacts, which require a multi-sectoral approach. To this end, the Peace Corps, working through its health program, will advance a Pandemic Prevention, Preparedness, and Response (PPPR) objective that focuses on sustainably investing in building capacity, addressing mis- and disinformation, and empowering communities to reduce the risk of public health threats, particularly those posed by human and zoonotic pathogens. This PPPR will build a proactive preparedness capability and ensure closer coordination and work on

PPPR across sectors (Education, Agriculture, Community Economic Development, and Environment, Health, and Youth in Development).

PPPR will not stand as an independent Peace Corps initiative nor replace PG 1.1 but will be integrated into the agency's current three health frameworks. In FY24, the Office of Global Health and HIV will develop these PPPR objectives and activities in collaboration with other Peace Corps teams and optionally Posts. Training resources and relevant monitoring and evaluation plans to measure and report on contributions across all six sectors using the Volunteer Reporting and Grants tool will be made available to Posts who opt to implement the activities. Posts that opt to implement these activities will also receive training tools for Volunteers during pre- or in-service training.

Goal Lead: Director of the Office of Global Health and HIV
Data Source: 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 change and its impacts					
Expand the Peace Corps' climate change programming in support of host country priorities to adapt to and mitigate the impacts of climate change, and to increase community resilience.					
Indicator 1: % of Posts that support host country efforts to adapt to the impacts of climate change at the community level					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	35%	50%	60%	70%
Results	11%[2]	17%	33%		

This Performance Goal (PG) will expand upon current sector-specific programming to leverage Volunteers' unique ability to support host country community efforts to adapt to the impacts of climate change, mitigate the severity of those 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 efforts to meet their Nationally Determined Contributions and implement their National Adaptation Plans.[3] The Peace Corps' participatory and inclusive approach to development will address the often more severe impacts of climate change on women, youth, and other underrepresented groups.

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[2] This result represents the seven out of 60 Posts where VSPPs supported activities to address climate change.

[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 (NDCs), 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.

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

FY23 Progress Update:

As of the end of FY23 Q4, of the 17 Posts with Agriculture programs, only one Post had not received invitees and sworn in Volunteers (Ethiopia). Between September 11-15, 2023, over 50 staff from all 17 Posts in the Europe, Mediterranean and Asia (EMA) region came together in Nepal for a week-long climate change workshop. Only Nepal and Philippines have an Agriculture (Nepal) or Environment project (Philippines) so, for the other fifteen Posts, climate change programming considerations were new. Each Post was asked to come to the workshop with knowledge of the current and projected climate impacts affecting their country as well as their countries' respective priorities to address the impacts. From that foundation, Posts reviewed the agency's soon-to-be released climate strategy (FY24 Q1) and discussed appropriate approaches to integrate climate change into their respective sector programming or, if possible, into other service models including Peace Corps Response, staff-led activities and Virtual Service Pilot.

Staff from the four Pacific Island Posts of Tonga, Vanuatu, Samoa, and Fiji who had attended the Pacific Island Climate Summit (Dec. 04-08, 2022) continued to work with their colleagues on a Post Climate Plan to determine one or more appropriate and feasible pathways to address climate change and to identify relevant stakeholders with whom to partner in this engagement. Tonga initiated a desk and field review to look at the opportunity to initiate an Environment project with a climate focus in FY24. The Africa region climate workshop is scheduled for December 4-8, 2023. With that occurrence, one hundred percent of Posts in all three regions will have received information and guidance to consider appropriate and feasible pathways to engage with national and community partners to address climate change risks/impacts. Additionally, the Climate Change Logical Project Framework (LPF) was finalized and uploaded to the Volunteer Reports and Grants system for Volunteer reporting in FY24.

Key milestones relative to addressing climate change for FY24 include: a virtual roll-out of the Agency's Climate Strategy in Q1; completing the Indicator Reference Sheets and Data Collection tools for climate change-related output and outcome indicators associated to the Climate Change LPF; development and roll-out of other climate change programming and training support materials; submission by individual Posts of plans to integrate climate change in their Annual Program Plans; providing on-going

technical assistance on climate change to Posts via Technical Activity Descriptions (TAD); integration of climate adaptation and resilience opportunities in sector Community of Practices, and having staff and Volunteer climate change learning resources available and organized in a learning path.

Goal 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				
Conduct, at least annually, a multi-disciplinary assessment of global trends and host country priorities to support agency strategic decision-making by FY26.				
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		
Indicator 2: # of annual recommendations agency leadership considers for implementation				
		FY 2022	FY 2023		
Targets		1	3		
Results		3	3		
Indicator 3: # of potential future implications addressed by agency leadership				
				FY 2024	FY 2025
Targets				1	1
Results					

To continue tackling the world's most pressing challenges, the Peace Corps will maintain a position of continual forward-looking assessment and adaptation. This performance goal 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-driven host country priorities to enable the Peace Corps to become more flexible and adaptable.

FY23 Progress Update: In FY23, the Peace Corps met its targets for both Indicators. The agency completed all steps of the foresight process, including framing a research domain, scanning for emerging issues and global trends, developing and implementing scenario-building and implications workshops with working group members from across the agency, and developing three agency resilience-building recommendations and presenting them to senior leadership and other key internal stakeholders for consideration. The team adjusted the timing of the foresight process to align leadership consideration of foresight recommendations with annual agency planning and budgeting. The foresight team also worked to promote the use of strategic

foresight via a working group with membership from across the agency. The team worked to build foresight expertise and improve knowledge management by developing standard operating procedures and launching a foresight practitioner training series for working group members.

The Peace Corps will revise the strategic foresight process in FY24 to lead to more action-oriented results by conducting an implications exercise with senior leadership. The team will use this exercise to engage internal stakeholders in determining how they will address at least one potential future implication as part of the annual planning and budgeting process. As a result, the agency will be phasing out Indicator 2 in FY23 and replacing it with a new Indicator 3 for FY24 and FY25. This adjustment will make the foresight process more action-oriented, leading to tangible agency adjustments.

For Indicator 1, the Peace Corps already completed part of the FY24 target, "timing aligned with other agency planning activities," in FY23. The agency is adjusting the remaining Indicator 1 language from "process reviewed and refined," to "process updated" to integrate the new implications exercise. The Peace Corps will be phasing out Indicator 1 in FY24 as foresight will be fully developed and updated by that time.

Goal 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 Peace Corps Response (PCR) Program to meet host country priorities with experienced Volunteers by FY26.					
Indicator 1: Integration of the PCR service model into agency systems and business practices					
		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Gaps identified in agency marketing, recruiting, administration, programming, training, and evaluation and roadmap developed	75% of gaps addressed	One or more integration pilots launched	One or more integration pilots launched
Results		Ad hoc gaps identified and addressed in operational efforts to return Volunteers to service	working group to integrate PCR launched		
Indicator 2: # of PCR Volunteer requests from Posts					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	-	370	450	450
Results	162[4]	123	374		

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[4] In FY21, after the global evacuation in March 2020, PCR Volunteers were deployed domestically for short-term assignments assisting the Federal Emergency Management Agency (FEMA) in its COVID-19 vaccine distribution efforts. This collaboration was at FEMA's request and pursuant to FEMA's legal authority. Thus, in FY21, only PCR Volunteer requests came from FEMA.

This performance goal makes recommendations to further expand and promote Peace Corps Response (PCR) as a service model to meet the unique 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. The program is also used to pilot and implement innovative engagements like the FY21 collaboration with the Federal Emergency Management Agency (FEMA), in which PCR Volunteers served in the U.S. at FEMA's request to support FEMA COVID-19 vaccination center operations. 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, 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 contributing to COVID-19 response and recovery and combatting climate change. PCR will coordinate with Posts and headquarters to determine priority areas, and to develop and utilize PCR Volunteer assignments, thus allowing the agency to better understand how to promote and expand the use of PCR and develop targeted sectors on which to focus recruitment.

FY23 Progress Update: Findings from an analysis to identify gaps in agency marketing, recruiting, administration, programming, training, and evaluation showed a need to grow Indicator 1 to promote the synergies of all service models. The agency launched a working group with internal stakeholders to better understand what work needed to be done to integrate PCR and the Virtual Service Pilot into existing agency processes to improve operational efficiency. The working group identified key stakeholders to address the integration of recruitment and placement functions, programming and new partnerships, marketing to promote all opportunities to serve, and Post operations. The full integration of all three service models will be a multi-year effort. Major accomplishments for FY23 are incorporation of PCR and Virtual Service Pilot messaging and staff in the July 2023 'All Office of Volunteer Recruitment and Selection Training,' work with the Office of Communications on PCR and Virtual Service Pilot promotion and campaign design, and design of new recruitment models for Peace Corps Response assignments.

Host country partners and Peace Corps Posts continue to have great interest in filling requests for advanced skilled individuals with Peace Corps Response Volunteers (PCRVs). Thirty-seven Posts requested 386 Response Volunteers in all three regions and all six programming sectors, a near record high request. In FY23, Ecuador, Moldova, and Paraguay all received Response Volunteers for the first time or after a long break.

Efforts to synergize existing service models and the Virtual Service Pilot will continue throughout both FY24 and FY25. In FY24, work streams on recruitment and placement

functions, programming and new partnerships, marketing to promote all opportunities to serve, and Post operations will be further developed and finalized to meet the goal of changing systems, policies, and business practices to work towards this integration.

The Office of Peace Corps Response will continue to work with Posts and regions to promote the use of PCRVs to fill requests for advanced skilled individuals. Armenia, Cameroon, Fiji, Kyrgyz Republic, Morocco, Nepal, Samoa, and Tonga will start or restart the PCR service model in FY24 and several Posts have expressed interest in expanding their current number of requests.

Goal 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
Work with host country partners to pilot and implement alternative service models, including virtual service, by FY26.

Indicator 1: # of countries with Virtual Service Pilot Participants (VSPPs)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	35	45	50	52
Results	27	44	48		

Indicator 2: # of alternative service models piloted

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	Criteria and standards developed and approved, pilot designed	1	1	1
Results	1	Criteria and standards developed and approved, pilot designed	0		

The Peace Corps plans to continue to expand the VSP effort that began in 2020. Provided that Congress enacts legislative authority for the agency to do so, the agency will conduct a comprehensive evaluation of the pilot to design, finalize, and implement a long-term Virtual Service Volunteer Program. Virtual service expands potential opportunities to meet host country partner needs, increases the placement of Volunteers with unique skills, and provides support to host country partners using technology. Virtual service also allows the Peace Corps to reduce service barriers for Americans, including financial, medical, personal, or other reasons that limit a qualified person's ability to serve overseas in person.

The agency will also design and pilot other alternative service models. 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 Peace Corps' approach to development and intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) criteria. All service models will aim to increase access to service

opportunities for Americans while seeking innovative ways to support host country partners.

FY23 Progress Update: The VSP continues to expand as Posts respond to the evolving needs of host country partners, including increasing demand for virtual collaboration. As in FY22, a larger number of new Posts than expected have engaged in the Virtual Service Pilot, expanding the total number to 48 countries.

To meet partner requests for Virtual Service Pilot Participants, the Peace Corps will continue the VSP going forward. The agency will also continue to expand the number of partners and Posts so that by the end of FY25, 52 Peace Corps countries will have VSPPs. The Peace Corps will also begin accepting donations of voluntary services from donor participants who have not previously served as Volunteers to expand the pool of potential participants to meet the demand from host country partners for VSPPs.

FY23 activities related to piloting other service models included an extensive research and consultation phase. The agency considered multiple alternative service models and decided to pursue three concepts to pilot: certificate programs, youth networks, and side-by-side service.

Side-by-side service was prioritized as the first pilot and, in FY23, the agency developed selection criteria and selected CorpsAfrica as the partner organization for the pilot. In Q4, Peace Corps made significant progress by signing a global Memorandum of Understanding (MOU) with CorpsAfrica and identifying five countries that could participate in a side-by-side service pilot project in FY24. The agency also started a bi-monthly information sharing session involving the nine Posts where CorpsAfrica operates and the headquarters team to enable shared learning about pilot efforts.

The Innovation Micro-Funds were another Q4 achievement. Peace Corps opened a call for applications for Posts to access Micro-Funds of up to $10,000 from FY23 Resource Investment Funds. Posts were invited to apply for funds to use to innovate in any of the three identified pilot areas. Of 40 proposals received from 28 posts, 24 related to PG 1.5 were approved and $209,755 was disbursed. Results will inform PG 1.5 lessons learned and future pilot projects.

The complexity of piloting alternative service models has shown a need for dedicated staff and resources focused solely on this initiative. The newly hired program manager for the pilot(s) will begin in FY24 Q1 and will be poised to focus on planning and designing the side-by-side pilot project which will fully launch in FY24. A robust monitoring, evaluation, and learning system for the pilot will result in initial lessons by FY25 to inform the future of side-by-side service. This could include expansion of the pilot to additional countries or additional partners, further refinements to the model, or scaling up in FY26. The viability of developing a pilot for certificates is still being assessed and remains a priority.

Goal 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 FY26.					
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	-	50%	80%	100%	
Results	98% of LPFs endorsed; VCM launch for training alignment	25%	63%		

This Performance Goal (PG) includes the traditional two-year service model. The Peace Corps' multi-year programming, training, and evaluation alignment initiative was implemented from 2016-2021. 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 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 that will drive all training.

FY23 Progress Update: Implementation of the Volunteer Competency Model and Training, Design, and Assessment process will be carried out in FY22-23, and FY24 Q1. The Volunteer Reporting and Grants tool, which was adapted to Post systems in FY22, will provide a reliable and efficient source of data for logical project framework activities implemented in host communities and related outputs and outcomes.

The majority of Posts have conducted the Training, Design, and Assessment process and completed draft deliverables. Most Posts that have not yet submitted Training, Design, and Assessment deliverables are implementing pre-service training of Volunteers based on the Volunteer Competency Model. They are using implementation of the first pre-service training as an opportunity to adapt their deliverables before submission to headquarters. The Office of Overseas Programming and Training Support and Regions are working closely with posts that have not yet submitted the Training Design and Assessment deliverables.

The FY24 target is 100 percent. The agency will support Posts throughout FY24 to reach the target. Once the target is reached, the agency will retire the PG.

Goal Lead: Chief of Programming and 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 FY26.

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

		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Full system audit conducted and roadmap established	Conversion to new system 50% complete	Recruit and Hire Case Manager Synergize recruitment and outreach approaches across 3 service models where PC staff are brand ambassadors	Data systems are enhanced to track Lead and EOD candidates Integration of ICDEIA recommendations
Results		Project plan developed and Volunteer application revised	Exec Sec received approval in Annual Staffing Pattern for Case Manager		

Performance Goal (PG) 1.7 focuses on recruiting and retaining candidates for Volunteer service from Lead to Enter on Duty,[5] by strengthening recruitment and outreach activities across the Office of Volunteer Recruiting and Selection and the Office of Peace Corps Response (which includes Response Volunteers and Virtual Service Pilot operations). Important pillars include: (1) synergizing recruitment across all three service models; (2) enhancing data systems to provide leadership and stakeholders with information needed for strategic decision making; (3) training all Peace Corps staff to become brand ambassadors to promote all three service models; (4) onboarding a case manager to address challenges related to the candidate journey from Lead to Enter on Duty; and (5) integrating intercultural competence, diversity, equity, inclusion, and accessibility related recommendations.

Through PG 1.7, the Peace Corps will work on process efficiencies and 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 Posts' needs.

FY23 Progress Update: In FY23, the agency closely assessed PG 1.7 and identified overlapping activities between PG 1.7, 'PG 2.1: Diversify the Volunteer corps', Peace Corps' Volunteer Journey Mapping exercise, and other related initiatives. To address this, the scope of PG 1.7 has been narrowed to the recruiting phase of the candidate's journey with a focus on customer service. 'PG 2.1: Diversify the Volunteer corps' will focus on from when a Volunteer Enters on Duty to Close of Service.

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[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.

It is a critical priority to build the Volunteer pipeline as the agency continues to return to service. With senior leadership and office alignment, the agency is now going to be focused on implementation and tracking indicators starting in FY23 into FY24-25. In FY22-23, PG 1.7 had been delayed, but with the reframing, the new indicator will reflect specific key deliverables to be completed that will contribute to improving Volunteer recruitment and support the retention of candidates.

In FY24, the agency will recruit and hire a case manager to effectively listen to and address raised concerns, support candidates, and provide recommendations to improve processes. The agency will also synergize recruitment and outreach approaches across three service models where agency staff are brand ambassadors to maximize opportunities to attract and place quality candidates.

In FY25, the agency will enhance data systems to track Lead and Enter on Duty candidates so that leadership can receive the information needed to make strategic decisions across all three service models. The agency will also integrate related intercultural competency, diversity, equity, inclusion, and accessibility recommendations to continue to improve the talent pipeline and relevant systems and processes.

Goal Lead: Deputy Chief of Staff
Data Source: Agency records, Peace Corps database (DOVE/PCrm)
Calculation: Completion of milestones listed above

Performance Goal 1.8: Support host country volunteerism					
Establish a multi-faceted program to support host country partners in providing service opportunities to host country nationals by FY25.					
Indicator 1: # of Posts that support partner efforts to strengthen host country volunteerism					
		FY 2022	FY 2023	FY 2024	FY 2025
Targets		3	9	11	15
Results		7	9		

This Performance Goal (PG) will build on decades of Peace Corps experience supporting host country volunteerism of host country partners by consolidating successes and lessons learned into a formal program. The Host Country Volunteerism program will 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, such as youth in development, agriculture, education, health, community economic development and environment, and creating sustainable futures.

The Peace Corps will engage globally with 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.

FY23 Progress Update: In Q2 of FY23, the agency brought on staff to implement PG 1.8. In Q3, the team developed a strategy and implementation plan and has been working with Peace Corps Regions to identify Posts that operate in an enabling environment and collaborative partnership with host country partners to advance volunteerism in support of development goals. The agency will support these Posts to further their initiatives, develop resources, and identify and share best practices and proven models. The strategy and implementation plan includes a phased and tiered approach to provide appropriate support and resources to Posts.

The agency will first support Posts that are working with a national partner (government or national non-governmental organization) and will be documenting their progress, in hopes that successful models can be shared with other Posts. The agency will convene these Posts at the Forum's 2023 International Volunteers Cooperation Organizations conference, which will be followed by a two-day agency workshop on host country volunteerism.

The next phase of the plan is slated to begin during Q2 of FY24 and will focus on Posts working with local partners to increase volunteerism in their communities. The final phase of support will focus on Posts that are exploring the concept of supporting host country volunteerism. Each phase will include resources tailored to that audience and a community of practice.

Over the next two fiscal years, the agency will continue to develop resources and support structures for Posts as they advance volunteerism in local and national contexts with their host country partners. The agency will also identify, document, and share best practices and proven models with the objective that more Posts and partners will adopt volunteerism as a mechanism to meet development goals and increase the number of service opportunities to host country nationals.

Goal Lead: Host Country Volunteer Program Specialist, Office of Overseas Programming and Training Support
Data Source: Volunteer Reporting and Grants (VRG) data submitted by Posts
Calculations: Number of Posts with reported activities

Performance Goal 1.9: Elevate the Peace Corps to inspire life-long service
Implement a domestic engagement strategy that supports and promotes life-long service by FY26.

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		

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		

Performance Goal (PG) 1.9 reimagines 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, and Communications. It will also look to the research guidance of the Office of Strategic Information, Research, and Planning, and the Volunteer competency expertise of the Office of Overseas Programming and Training Support. 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 career for RPCVs.

FY23 Progress Update: 3GL's primary focus in FY23 has been developing systems, processes, and data collection to support targeted communications and outreach to Volunteers closing out their service. This includes a dashboard to track when Volunteers will close their service and the development of corresponding email marketing lists, allowing for greater automation and targeting for agency outreach surrounding a Volunteer's Close of Service. Ongoing engagement with the Office of Personal Management targets capturing data more systematically on RPCVs employment in the federal government. The Peace Corps is also actively sharing alternative service opportunities with prospective and returned Volunteers and target constituencies, including veterans. 3GL has updated online resources and Volunteer

manuals to include opportunities with other service organizations, including a "Continue Your Service" link to AmeriCorps on the main RPCV landing page on peacecorps.gov.

The Office of Strategic Partnerships and Intergovernmental Affairs piloted a new state and local outreach approach for the Director during a trip to Denver, Colorado earlier this year. The team used existing events and strategic relationships to ensure that the Director had a mix of events that would increase the visibility of the agency and engage new diverse and existing key stakeholder groups. The team also used these events to elevate the message of Peace Corps service as life-long, because RPCVs leverage the skills they learned abroad to give back to their home communities and states. The approach is being systemized into a state and local outreach template for the Director or senior leadership's travel that could be easily replicated and adapted to the geography, timetable, and engagement opportunities available. It is being used in other key markets, including Baltimore, Houston, New York, and California. The Office of Strategic Partnerships and Intergovernmental Affairs is also in the final stages of solidifying a MOU with AmeriCorps around three activity areas: coordinated outreach (e.g., signature events and market research), post-service benefits (e.g., Office of Personnel Management/hiring alumni), and Programmatic opportunities (e.g., bridge building, supporting host country volunteering).

In FY24, the goal remains to form strategic partnerships with public and private sector human resources networks to more efficiently scale engagement with potential employers. Peace Corps will also pilot a new multi-partner strategic partnership mechanism in 2024, which intends to engage multiple service-minded organizations in promoting the value of Peace Corps and life-long service to their alumni. In addition, the agency seeks to formalize data sharing with the Office of Personnel Management through a MOU which would enable the Peace Corps to obtain much more granular data about federal hiring of Returned Peace Corps Volunteers. Finally, the agency seeks to broaden the resources available to RPCVs through partnering with other organizations that support federal hiring and provide support to alumni of other service organizations, such as the U.S. Department of State's Bureau of Educational and Cultural Affairs.

This PG should be completed by the end of 2024 and will subsequently be phased out.

Goal Leads: Director of the Office of Strategic Partnerships and Intergovernmental Affairs; Associate Director of the Office of External Affairs
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: Intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) are paramount to the Peace Corps' approach to achieving its three Goals. 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.[6] 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.

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 Performance Goals 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 Performance Goals 2.3-2.4).
3. Improve systems, processes, and support for Volunteers and RPCVs engaging in Third Goal activities with historically underrepresented communities in the U.S. (linked to Performance Goal 2.5).

Strategic Objective Lead: Chief Diversity Officer

FY23 Progress Update: The effectiveness of the Performance Goals (PGs) under Strategic Objective 2 is anchored in applying an intercultural competence, diversity, equity, inclusion, and accessibility lens to systems that are dependent on one another. Working within systems requires intentional collaboration and looking at big picture processes to ensure that the agency understands how one adjustment in one area will affect other systems and processes. One critical shift within the strategic plan was an

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[6] Communities that have experienced systemic inequities that may have resulted in underrepresentation in numbers, access to opportunities, power, and influence, and sharing of their history of contributions to the collective.

adjustment to both PG 1.7 and PG 2.1. Based on evaluations of the various data systems and processes involved in diversifying the Volunteer corps, PG 2.1 is now separated into two different parts of the volunteer life cycle. The first part, from potential applicant to Enter-On-Duty is now being addressed by PG 1.7. The focus within PG 2.1 is now Enter-on-duty to Close-of-Service. All other Performance Goals under this Strategic Objective remain on track.

In FY25, the Peace Corps will capitalize on increased opportunities to streamline and create efficiencies.

Performance Goal 2.1: Diversify the Volunteer corps *Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY26.*					
Indicator 1: Identification and mitigation of barriers to service, from enter on duty (EOD) through close-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**	**FY 2025**
Targets	-	Data systems evaluated and updated 1-3 enter on duty (EOD) and COS barriers identified and addressed Annual Volunteer barrier analysis process created	FY 2022 targets completed	Access data across the 6 categories to analyze attrition and retention (from EOD to COS) Build an attrition & retention analysis	Present findings from pilot runs of attrition & retention analysis process; Revise analysis system as needed
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		
Indicator 2: % of individuals who identify as members of underrepresented racial and ethnic groups					
	FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
Targets	-	N/A[7]	33%	37%	39%
Results	N/A[8]	33%	34%		

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[7] Due to limited Volunteer field presence in FY22, insufficient data was available to set a meaningful target.
[8] For FY21, there was no Volunteer overseas field presence.

Establishing a Volunteer corps that reflects the diversity of America is an integral aspect of advancing the Peace Corps mission. This performance goal will establish and strengthen data-driven support systems to understand trends from enter on duty through close of service that impact Volunteers from historically underrepresented communities. Provided with useful data, the agency will design strategies to address attrition and retention for all underrepresented groups as defined above. For the Peace Corps to increase Enter on Duty (EOD) and Close of Service (COS) rates from 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. Current agency data provides an incomplete picture of underrepresented populations' experiences with the Peace Corps. 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 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 (including institutions of higher education, community organizations, and professional associations) to support applicants and Volunteers. This performance goal is also closely linked to 'PG 1.7: Recruit and retain candidates for Volunteer service'.

FY23 Progress Update: This PG originally encompassed the entire Volunteer life cycle/journey from recruitment to the close of service. PG 2.1 and PG 1.7 collaborated to divide the operationally different and complex recruitment and pre-departure environments from the Enter on Duty to Close of Service portion of the Volunteer journey between the two PGs. The data analysis from PG 2.1 efforts will contribute to greater understanding and the crafting of more effective approaches to mitigate barriers to the successful completion of service. Collaborating with the PG 1.7 team, PG 2.1 has refined its plans for the remainder of FY23, and FY24 and FY25. To analyze barriers to successfully completing service, PG 2.1 will focus on attrition and retention data. Time will be spent ensuring clear definitions and data use plans for each category.

Goal Leads: 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
Increase the representation of underrepresented groups for U.S. direct hire staff at all levels of the agency by FY26.

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	FY 2025
Targets	-	3 barriers addressed	3 barriers addressed	3 barriers addressed	New barrier analysis completed
Results	3 high priority barriers identified	3 barriers addressed	OCRD's AEP Specialist Hired (in process); began partnership with OHR to examine/remediate remaining triggers; Peace Corps is now a registered employer in WRP		

Establishing a U.S. direct hire workforce that reflects the diversity of America 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 opportunity for employment. Maintaining a diverse workforce is critical to building a pool of candidates for senior positions in the future, especially those positions where the agency has identified challenges on this front.

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' FY20 report identified 13 potential areas where barriers exist. In FY21, the agency conducted a more granular analysis and identified three high priority barrier areas. In FY22, the agency developed and began implementing an action plan to address the three high priority barriers identified in FY21 and started the barrier analysis process for the FY22 reporting period.

The intent of this performance goal 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, inclusion, 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 survey its U.S. direct hire workforce to understand perceptions and identify areas of concern related to agency support for diversity, equity, and inclusion. This will

help cultivate 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 any policy, procedure, principle, or practice that limits or tends to limit employment opportunities, training, promotions, and awards. The Office of Civil Rights and Diversity (OCRD), with senior leadership's support, will identify any policies or practices to eliminate or adjust. As a result, the percentage of individuals from underrepresented communities, particularly at senior levels, should increase.

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

FY23 Progress Update: 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 the future 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.

Performance metrics to track and ensure experts are being used in accordance with scopes of work will be included in performance documents in 2024. The Office of Human Resources (OHR) will collaborate with OCRD to develop metrics to include in plans. Additionally, OHR is reviewing MS-601 to determine if changes are needed to address the advertising of expert positions. OCRD will conduct a barrier analysis in FY25 in accordance with the requirements established by the Equal Employment Opportunity Commission's Management Directive, MD-715 to determine progress on barrier elimination. 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.

Goal Lead: Director of the Office of Civil Rights and Diversity; Chief Human Capital Officer
Data Source: Focus groups, employee resource groups, U.S. Office of Personnel Management 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 FY25.

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	FY 2025
Targets	-	Agency Learning Needs Assessment (LNA) conducted and strategy developed Supervisors trained in equitable onboarding New staff complete global onboarding Overseas training opportunities broadened Mentoring program developed with targeted outreach to underrepresented staff	All staff and supervisors trained in how to use individual development plans (IDPs) 70% of agency staff have IDPs 80% of new staff supported by global onboarding program Mentoring program developed for HQ and overseas staff New learning management system launched	Learning resources curated based on LNA results All staff and supervisors trained in how to use individual development plans (IDPs) 70% of agency staff have IDPs New learning management system launched	70% of agency staff reported planning time for learning with supervisors. Centralized tracking of training data via SF-182 Learning and development knowledge sharing increased across staff
Results	89% of overseas supervisors completed supervisor training; global onboarding program developed	Agency LNA conducted and strategy developed Supervisors trained in equitable onboarding New staff complete global onboarding Overseas training opportunities broadened Mentoring program scoped with targeted outreach to underrepresented staff	100% of new staff supported by global onboarding program. (935 new staff, 374 PSC (since inception) Mentoring integrated into selected learning programs		

Indicator 2: Annual # of diversity, equity, inclusion, and accessibility (DEIA) promising practices from the federal government adopted					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	4	3	3	3
Results	Federal DEIA Initiative Survey[9] completed	1	Advanced level in two DEIA promising practices		

This performance goal 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 performance goal 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 system of record for staff learning, the learning management system LearningSpace, which will support equitable and accessible continual learning opportunities.

The performance goal also focuses on the integration of federal practices in DEIA across Peace Corps' domestic offices and overseas Posts. Upon reviewing the DEIA Initiative Survey, the Agency Equity Council will identify areas to prioritize each year. In addition to the DEIA Initiative Survey, findings from the agency's barrier analysis and recommendations from the agency's Diversity Task Force will inform this prioritization.

FY23 Progress Update: The Office of Staff Learning and Development has worked with the Office of Human Resources to design an Individual Development Plan template to be integrated into the upgraded staff learning platform in FY24. Training on Individual Development Plans will be conducted in FY24 and the agency will measure staff use of Individual Development Plans through the annual Learning Needs Assessment. 100 percent of new staff are being supported by PATH global onboarding program and 79 percent of PATH participants reported that the course provided resources relevant to their roles. The Office of Staff Learning and Development is also integrating mentoring into some current learning programs.

In FY24, PG 2.3 will continue advancement under Hiring best practices and also focus on Recruitment DEIA best practices and DEIA integration. The FY24 recruitment strategy for diverse USDH hires will be expanded.

Goal 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

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[9] Established under Executive Order 14035

Performance Goal 2.4: Integrate equity into core business practices
Standardize equitable and inclusive processes to strengthen key core business practices by FY26.

Indicator 1: Development of agency equity benchmarks, endorsed resources, and evaluation and accountability mechanisms

	FY 2021	FY 2022	FY 2023		
Targets	-	3 key business area benchmarks developed Equity council resources and guidance established	Existing benchmarks refined; 3 added Additional equity council resources disseminated		
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		

Indicator 2: Define equity indicators/questions and incorporate and include in agency-wide self-assessment tools

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	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	Equity Indicators / questions fully integrated into AMCS and rolled out
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		

Indicator 3: Establishment of Post and Headquarters equity councils that support equity best practices across the agency

		FY 2022	FY 2023	FY 2024	FY 2025
Targets		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	Agency Equity Council and 35% of Posts; Equity Councils launched	75% of Post Equity Councils launched

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[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, or 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.

			launched; Survey data assessed	Global training offered	
Results		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		

This performance goal (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, it will foster an enabling environment that champions ICDEIA. This PG will establish standards and benchmarks that support equity across Peace Corps operations and develop an equity practice evaluation and accountability tool. This rubric will be informed by the agency's Administrative Management Control Survey, 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 and training for Post and Headquarters leaders. Post and Headquarters equity councils will monitor and assess the impact of standards that support equity, with equity benchmarks and accountability tools, including staff and Volunteer surveys.

FY23 Progress Update: PG 2.4 successfully established a charter and development plan for the Headquarters Agency Equity Council; finalized the Post Equity Council pilot and related charter and bylaws template; developed a Post Equity Council resource library and complementary Volunteer committee guidance. ICDEIA related updates and revisions were made to the agency's policy manual, website templates, and surveys.

To streamline and address lessons learned to date, the following adjustments were made to PG 2.4 indicators and targets for FY24 and F25:
- Indicator 1 retired and integrated into PG 3.8: Standardize Business Practices
- Indicator 2 and related equity indicator targets revised to align with PG 3.8 and associated piloting and rollout AMCS in FY24 and FY25, respectively.
- Indicator 3 and related targets adjusted to incorporate a phased approach to the Post Equity Council rollout in FY24 and FY25 to complement the relaunch of the Agency Equity Council in FY24.

Goal 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 Goal[12] engagement

Increase host country participation in Third Goal and prioritize engagement with underserved[13] communities in the U.S. by FY26.

Indicator 1: Expansion of Third Goal engagement to be more inclusive of host country voices, perspectives, and priorities

		FY 2022	FY 2023	FY 2024	FY 2025
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	50% of Global Connections programming and new resource development includes Host Country National participation
Results		New models of community-driven Third Goal engagement piloted at 10 Posts	Best practices shared		

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	FY 2025
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	35% 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		

This Performance Goal (PG) makes Peace Corps' efforts to achieve the Third Goal more inclusive of a broader set of individuals and communities – in both countries where Volunteers serve and communities in the United States. Expanding Third Goal engagement requires direct participation by host country nationals in Third Goal programming and more equitable access to agency resources.

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[12] As mandated by 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).

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 United States 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 diverse backgrounds can work together toward common goals.

FY23 Progress Update: The Office of Third Goal and Returned Volunteers Services (3GL) has met the FY23 targets for PG 2.5. The Office enabled locally employed Peace Corps staff and host country national counterparts to participate in several high-profile agency events. The Office has also prioritized the participation of locally employed staff as liaisons in the World Wise Schools Global Connections program.

The agency has also met its goal of engaging 20 percent of zip codes with Title I eligible schools.[15] The agency conducted audience research to better understand effective strategies for outreach to educators in target communities and used these findings to identify new approaches to expanding the network of educators engaged with Peace Corps resources. The Global Connections program reestablished the intercultural exchange program between American communities and actively serving Volunteers that was suspended following the evacuation of Volunteers in March 2020. To amplify the voices of host country nationals, the Office will explore new storytelling models in FY24. This will involve piloting expanded participation of host country national staff in World Wise Schools Global Connections exchanges so they can share their stories directly with domestic audiences.

For Indicator 2, in FY24 and FY25, efforts will continue to expand the network of educators connected with the Global Connections program and other Third Goal resources. Strategies to expand this network will include enhancing current Global Connections programming in accordance with the needs expressed during audience research conducted with educators in the target population. The existing partnership with Reach the World will be expanded to include direct participation by current Peace Corps Volunteers, creating additional opportunities for educators to connect with Peace Corps communities around the world.

Goal 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.*

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[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 Performance Goals 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 Performance Goals 3.5-3.8).

Strategic Objective Lead: Chief of Operations and Administration

FY23 Progress Update: For Strategic Objective 3, the Peace Corps made significant progress in several areas. There was progress made in identifying key components of duty of care, improving trauma-informed interviewing techniques and increased staff trainings, training Post staff on Volunteer Reporting and Grants, ongoing implementation of the Well-Being Tele-Coaching service pilot, launching an agency-wide project management LinkedIn Learning path, and proposing updated performance management updates to a tiered rating program. Additionally, the agency also aligned two agency enterprise planning processes in FY23.

Efforts will continue to align the Well-Being Tele-Coaching program with the U.S. Surgeon General's Framework for Workplace Mental Health and Well Being to ensure the well-being of Volunteers.

The Peace Corps also anticipates all supervisory and non-supervisory staff will be trained on a new tiered rating program and the Office of Personnel Management USA Performance system. The goal is to fully integrate the tiered rating system with the new Performance Management technology and methodology to ensure employees across the agency are aligned with the strategic plan. In FY25, the agency will evaluate and conduct an analysis of the overall program for efficiency and effectiveness.

The agency aims to have an established project management community of practice where all staff have access to a forum of project management trainings, tips, best practices, and collaboration. As the working group continues to evolve, the hope is for the group to be an agency resource for project management and an avenue for weaving project management into other current agency processes.

In FY24-FY25, the Peace Corps will seek to mature the Enterprise Risk Management program and continue to incorporate risk into enterprise decision making. During this time, enterprise planning processes will be assessed on their incorporation of risk and updates made as needed so that risk is a visible part of the process.

The Peace Corps will redefine and overhaul the Administrative Management Control Survey and the updated standardization of policy documents and guidance will be developed and shared with Posts.

Performance Goal 3.1: Develop a comprehensive duty of care[16] framework *Continue to strengthen the Peace Corps' approach to the shared responsibility of all staff, Volunteers, and community partners in promoting a safe, healthy, and productive service.[17]*					
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		
Indicator 2: Development, consistent implementation, and enforcement of systems of practice and accountability that strengthen Volunteer health and safety					

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[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."

		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.		

Performance Goal (PG) 3.1 focuses on the shared responsibility for a safe, healthy, and productive service among staff, Volunteers, and community partners. 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 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 evacuations, disciplinary actions, 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.

FY23 Progress Update: In FY23, the Office of Health Services started by researching Duty of Care best practices using non-governmental organization and governmental studies. Duty of Care means being responsible for staff health, safety, and well-being. In the Peace Corps context, Volunteers are provided medical, safety and security, and programming support at all times. Over the years, the Peace Corps has built systems and processes that align with these responsibilities under what is known as Volunteer Support. In addition to an employer's responsibility, employees must avoid competing with the organization's interest and follow the employer's Duty of Care policies and procedures. MS 204 Volunteer Conduct and Core Expectations is the Peace Corps articulation of these practices.

To advance Indicator 1, the Office of Health Services convened small groups comprised of subject matter experts from across offices to review current policies to determine which policies fit into the Duty of Care framework from the perspective of administration, programming, medical, safety, and security. The groups began working on a gap analysis to identify differences in definitions, terminology, and overlaps.

To advance Indicator 2, the Office of Safety and Security, the Office of Health Services, and the Office of Strategic Information, Research, and Planning worked to understand what data resources are available for determining factors leading to high medical separations/evacuation rates, disciplinary actions, or safety incidents. These findings will be added to the Duty of Care framework.

Goal 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 (SAPR) Program

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.

Indicator 1: % of roadmap targets achieved

		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Assessment of external SAPR structure evaluation completed and roadmap developed	80% of roadmap targets achieved	100%	Assess agency wide understanding of prevention
Results		Assessment of external SAPR structure evaluation completed and roadmap developed	SAPR Prevention Strategy drafted		

This performance goal 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 Sam Farr and Nick Castle Peace Corps Reform 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 requesting Congress extend its authorization 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, 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.

FY23 Progress Update: Significant progress was made during FY23. The Peace Corps contracted with an external consultant to review and analyze the structure, coordination, collaboration, and communication mechanisms of the five implementing offices: the Office of Health Services; the Office of Safety and Security; the Office of Victim Advocacy; and the Office of Global Operations, including the regional sub-offices (Africa Operations; Europe, Mediterranean, and Asia Operations; Inter-America and the Pacific Operations). The agency received the results of the evaluation in December 2022. A review of all policies, procedures, and training materials related to the SAPR program is underway to ensure they are executed through a trauma-informed lens. SAPR Global Core sessions have been revised and are currently being piloted at eight Posts. Feedback from these pilots will be incorporated into the sessions by the end of FY23. In support of the culture shift and integration of prevention, a Prevention Specialist was hired in August 2022. Additionally, SAPR sessions have been included in two Country Director Conferences and Peace Corps Medical Officer Continuing Medical Education classes during FY23 Q3.

In FY24, the SAPR Program will continue to focus on the deliverables outlined in the Sexual Assault Prevention and Response Roadmap, completing all noted actions by the end of FY24. Throughout FY24, the SAPR Program will focus on supporting the agency wide implementation of the Prevention Strategy, to include creating a community of practice for Post-level support. In FY25, prevention implementation will continue with a focus on assessing agency culture and understanding of the prevention approach to address sexual assault.

Goal 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 *Work together with host communities and Volunteers to fulfill service commitments and improve collective impact by FY26.*					
Indicator 1: % of projects demonstrating a minimum achievement of community-driven results					
		FY 2022	**FY 2023**	**FY 2024**	**FY 2025**
Targets		VRG launched and staff trained	Remaining staff trained on VRG Baseline data collected 75% of projects demonstrate minimum achievement	FY25 target established Baseline data collected	FY25 target met
Results		VRG launched and some staff trained	Staff at 95% of Posts trained on 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**	**FY 2025**
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	PTE Guidance updated to include sharing results and feedback loops % of Posts that have an established process
Results		Research plan conceptualized	Research on results sharing and feedback loops completed		

After completing the agency's FY 2018-2022 Strategic Plan, Posts and project stakeholders finalized the project alignment process resulting in endorsements for all projects across the world. The FY 2022-2026 Strategic Plan will build on this work by setting up business processes to ensure endorsed project frameworks are kept up to date in the Volunteer Reporting and Grant (VRG); train staff and Volunteers to track staff and Volunteer-led work; and share results with host country partners.

Through VRG, Posts will be able to review project results more efficiently and share that progress with partners in the field. 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.

FY23 Progress Update: Much progress has been made on Performance Goal (PG) 3.3. All but one Post, who does not yet have Volunteers, has started VRG Training and 95 percent of Posts have completed the training. In FY23 Q4, a global survey was administered to learn about results-sharing practices to highlight, inform guidance updates, and, where applicable, identify areas to standardize processes. Additionally, updates were made to the FY23 Annual Reflection Guidance to emphasize 'Learning and Adapting' with Stakeholders.

In FY24 Q1, the VRG Team will complete technical assessment visits to Posts to provide support and learn how to best improve VRG. Guidance and support resources will be developed to support data quality and development and tracking of the agency baseline. Additionally, Post staff's skillset with Microsoft Power BI will be expanded in FY24 Q1 with Power BI trainings taking place at a Post in each Region. This will result in a cadre of monitoring and evaluation staff having the skills to mentor other staff in Power BI as well as develop tools and templates to be used across posts. At the end of FY24, the Annual Reflection Guidance for FY24 will be updated to continue to deepen the emphasis on 'Learning and Adapting' with Stakeholders. Posts may also further establish or codify the process for results sharing and partner feedback loops through to the end of FY24.

By the end of FY25, Programming, Training, and Evaluation (PTE) Guidance will be updated with data gathered from the survey and annual reflection process such that a standard for how the Posts share results and engages in feedback loops is established. By the end of FY26, Posts will articulate established processes for resulting sharing and feedback loops with partners as part of the annual reflection process. Relevant suboffices of the Office of Global Operations will promote and share best practices for results sharing and feedback loops through virtual support, in-person workshops, and conferences.

Goal Lead: Chief of Programming and Training, Africa Operations
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 refers 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 receive community feedback.

Performance Goal 3.4: Strengthen systems and practices for Volunteer well-being
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".

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**	**FY 2025**
Targets	-	Global roll out of resiliency training	Baseline for Post use of micro-learning modules determined	Baseline for utilization	Adaptive Mindsets established as mandatory in global core training
Results	Resilience pilot report completed Return to service resilience training disseminated	Global roll out of resiliency training	Adaptive Mindsets micro-videos completed and included in My Well-Being HUB		

Indicator 2: Provision of Well-Being Tele-Coaching services for Volunteers who need non-clinical support					
		FY 2022	**FY 2023**	**FY 2024**	**FY 2025**
Targets		Coaching services offered at all Posts with Volunteers % of Volunteer use tracked	Global roll out of coaching services Baseline % of Volunteer use established	Monitor PCMO utilization to evaluate referral process	Monitor and evaluate utilization and referral process
Results		Coaching services offered at all Posts with Volunteers % of Volunteer use tracked	Completed. Establishment of baseline is ongoing		

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 2022	FY 2023	FY 2024	FY 2025
Targets			Analysis completed and global training and guidance updated	Full implementation of new care transition model	Evaluate effectiveness of implementation process	Monitoring and evaluation loop implemented
Results			Analysis completed and global training and guidance updated	Recommendations implemented across system of behavioral healthcare		

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 2024	FY 2025
Targets					Develop a multi-level, enterprise-wide process for ongoing advocacy and communication for PCV well-being	Track and use metrics to identify key indicators and best practices
Results						

Given the challenges Volunteers face over the course of their service—personal, intercultural immersion, work and living circumstances—their ability to cope with the resulting stress and adapt in a healthy way is critical to their success. This performance goal is designed to strengthen systems and practices for Volunteer well-being through the provision of evidence-based training and professional services.

FY23 Progress Update: The Well-Being Tele-Coaching service pilot is strongly supported by Peace Corps Medical Officers, and Volunteer feedback has been exemplary since the launch in September 2022. The Transitions of Behavioral Health Care initiative moved to the implementation phase with 83 percent of recommendations either complete (28 percent) or in progress (55 percent). In FY24, alignment with the Surgeon General's Framework for Workplace Mental Health & Well-Being will require both the continuation of work on Indicators 1-3, and the development, consideration and reporting of psychosocial metrics and mitigations / enhancements to address Volunteer well-being. Monitoring of the Well-Being Tele-Coaching service will continue and offering Volunteers direct access will be piloted.

Goal 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
Develop human and technological systems to enhance performance and accountability by FY26.

Indicator 1: Assessment and benchmarking of best technology practices to increase collaboration and inclusiveness

		FY 2022	FY 2023	FY 2024	FY 2025
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	The new tiered rating system is fully implemented
Results		Best technology practices researched; Review of current agency assets begun	Completed		

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	FY 2025
Targets		Performance system identified and procured	HQ rollout of new performance system	100% domestic and overseas USDH staff participation in performance system	The new tiered rating system is fully implemented
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.		

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	FY 2025
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	The new tiered rating system is fully implemented
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.		

This Performance Goal (PG) is designed to ensure that the Peace Corps remains committed 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.

FY23 Progress Update: In Q4, the agency finalized Office of Personnel contract support for the implementation of USA Performance Management System and training of staff. The PG team also developed a statement of work for Office of Personnel Management Performance Management Consultant services to support the creation and implementation of the tiered performance management program that is results-oriented and holds staff accountable for goals and deliverables. The team developed a core competencies library and training strategy for supervisors and managers to be trained on how to develop performance elements cascading goals and office mission goals and deliverables. The team also approved support from the Office of Personnel Management to assist in the change management process to move from a Pass-Fail to a tiered rating management program.

The Peace Corps' goal is to train all supervisory and non-supervisory staff on the new tiered rating program and Office of Personnel Management USA Performance system by the first and second quarters of 2024. In the second quarter of 2024, the goal is to fully integrate the tiered rating system with the new Performance Management technology and methodology to ensure employees across the agency are aligned with and contributing to agency strategic goals.

Goal 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
Train teams on best practices for everyday project management and provide effective and user-friendly tools to aid in team collaboration and productivity by FY26.

Indicator 1: Staff training in project management fundamentals and creation of advanced project management training opportunities

		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Pilot training completed	30% of staff completed course	5% increase in course completion from FY23 Process created for ongoing course evaluation and improvement	Further refinement of course offerings and user feedback utilized
Results		LinkedIn Learning path developed	325 course completions from January-September 2023		

Indicator 2: Agency rollout of collaboration and project management tools

		FY 2022	FY 2023	FY 2024	FY 2025
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	Utilization of PM tools across the agency; Community of practice established where staff engage with one another on project management
Results		Initial pilot plans discussed	Suite of Microsoft tools; trainings were offered across the agency; working group conducted two pilots		

Indicator 3: % of staff who respond favorably to project management best practices question in employee surveys[18]

		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Baseline established	Baseline increased by 5%	Increased by 5% from previous year	Increased by 5% from previous year
Results		Baseline established	Not assessed in FY23		

This performance goal is designed to create 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 performance goal focuses on training staff in project management; making user-friendly software applications available for all staff to communicate, collaborate, and track project progress effectively; and bolstering the adoption and application of project management skills and software applications.

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[18] This includes data from the Agency Learning Needs Assessment and LinkedIn Learning path feedback.

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 and roll out of a project management suite of tools with customized training, optional advanced project management trainings, and a project management mentor network to support peers in putting new skills and tools into practice.

FY23 Progress Update For this performance goal, the LinkedIn Learning path that was developed in FY22 was released to the agency in December 2022. For Indicator 1, the goal of 30 percent of staff completing the course was not met. The Project Management working group is continuing to look at ways to increase completion, including defining agency user groups to develop more targeted communications. The group is also adding a path that contains the most popular courses. For Indicator 2, the Project Management working group also completed two pilots for agency collaboration and project management tools. For Indicator 3, there were challenges with gathering data on staff responses to project management best practices, this will be addressed in the 2024 Learning Neads Assessment.

The Project Management working group continues to meet monthly and work asynchronously in between. For FY25 and beyond, the goal is to have an established project management community of practice where all staff have access to a forum of project management trainings, tips, best practices, and collaboration.

Goal Lead: Director of Overseas Programming & 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
Create and implement processes that guide the allocation of people, time, and funds based on agency priority and relative risk by FY26.

Indicator 1: Implementation of ERM infrastructure elements

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	All individual office risk registers completed	Agency-wide risk register created	Agency-wide risk profile approved and updated	All ERM program infrastructure elements are built and operating consistent with the ERM program plan
Results	3 risk registers fully completed	All individual office risk registers completed	Agency wide risk register (Profile) created		

Indicator 2: Incorporation of risk management and strategic priorities into agency governance processes

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	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	Risk visibly incorporated into main enterprise planning processes
Results	ERM Council continued	Timeline drafted and strategic priorities incorporated in spend plan development	Risk management was incorporated into 2 governance processes (IT and staffing)		

This Performance Goal (PG) aims to better align agency-wide processes that determine resource allocation and elevate the role of agency priorities and risk management in enterprise decisions. A key component of this performance goal requires the development of enterprise risk management program implementation elements. Based on the development of that infrastructure, specific emphasis in this PG is placed on identifying and measuring agency risks. The risk register is one way to do this and was built on progress made in this area under the FY 2018-2022 Strategic Plan. Under the FY 2018-2022 Strategic Plan, the agency established an Enterprise Risk Management Council and bylaws and completed three office risk registers. This new performance goal aims to complete several infrastructure elements, including an agency-wide risk register and enterprise risk profile and review and update them annually. This enables the agency to identify top risks in carrying out its mission and complying with laws, policies, and mandates. By identifying risk, the Peace Corps will

be able to determine if risk tolerance and resource allocation decisions can be made to manage and mitigate the agency's top risk factors.

The agency has several processes that determine how resources in areas such as funding, personnel, and information technology (IT) are allocated. While these processes are effective in deciding how resources will be allocated, they should be better aligned to work in concert toward agency priorities and the mitigation of agency risk. 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.

FY23 Progress Update: FY23 saw the development of the agency's risk register and two agency enterprise planning processes aligned with resource allocation timelines. IT planning and spending, governed by the Technology Advisory Board, is now aligned with the agency's budget planning process and risk is incorporated into the evaluation of potential IT projects. Decisions around the agency's staffing footprint and makeup are also now aligned with the budget planning process in FY23 and risk was incorporated into the process. Both processes will be evaluated after completion at the end of the fiscal year.

In FY24-FY25, the Peace Corps seeks to mature its ERM program and the incorporation of risk into enterprise decision making. Over the two-year time frame, enterprise planning processes will be assessed on their incorporation of risk and updates made as needed so that risk is a visible part of the process. The hiring of a new Risk Officer at the end of FY23 brought additional expertise to the agency in the area. These targets will be a focus of the Risk Officer and Chief Compliance and Risk Officer.

Goal 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
Establish core business practices that free Posts to focus on work that is unique to their local needs and resources by FY26.

Indicator 1: Identification, prioritization, development, and implementation of a standardization plan for key business practices

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	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	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		

Indicator 2: Development and implementation of a quality assurance system

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets		Comprehensive integration, training, and support model developed	Comprehensive integration, training, and support model fully developed	80% of planned positions on-boarded	100% of planned QA positions on-boarded
Results	Model of compliance and quality assurance developed at Posts	Comprehensive integration, training, and support model development in progress	Quality Assurance priorities named and policies reviewed to support consolidation and standardization effort		

This Performance Goal (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 continuing to focus on and advance the agency's comprehensive site management process at Posts and via supporting IT systems, including by developing user-friendly offline mobile platforms. This performance goal will also ensure that key policies are consistently implemented at Posts. Finally, this PG will operationalize a quality assurance model developed in FY21 to better integrate compliance functions at Peace Corps 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 Post levels 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.

FY23 Progress Update: In FY23, the Office of Global Operations designed and implemented standard practices for packing guidance, Job Specific Requests, and Volunteer committees including the new Continuous Improvement Committee. These new procedures and related guidance have been distributed to all Post and relevant Headquarters staff and are in the process of being implemented.

In FY23, three Quality Assurance Experts (QAEs) were onboarded who, in collaboration with Agency stakeholders, identified four Quality Assurance priorities: simplifying site management, rolling out Quality Assurance Specialists (QASs) to all Posts, tracking mandatory training, and managing Peace Corps Safety and Security Officer and Office of the Inspector General reports at the Post level. A multi-office site management council was established to support an integrated approach to standardize and simplify site management guidance, policy, and procedures. A phased approach was created to roll out the QAS position globally. In FY23, approximately 40 Posts started planning for a QASs at their Post, and a total of seven QASs started in their role across all three regions.

In FY24, the Office of Global Operations will redefine and overhaul the AMCS. The objective of this project is to 1) provide a more useful and updated self-assessment survey to Posts; 2) standardize use of the survey across all Posts; 3) gain the ability to measure standardization of business practices across Posts; 4) incorporate intercultural competence, diversity, equity, inclusion, and accessibility indicators into the tool and 5) provide Headquarters offices with consolidated data.

In addition, updated policies and guidance documents impacting site management will be released to all Posts. This will include a standardized global site management guidance document with updated Volunteer Information Database Application guidance. A global site history file Standard Operating Procedure will be finalized and shared with all Posts. A standardized system for future changes to site management policies and guidance will also be defined.

Goal 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 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 FY22, 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 FY14 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 FY21, 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

AMCS   Administrative Management Control Survey

AVS   Annual Volunteer Survey

COS   Close of Service

DEIA   Diversity, Equity, Inclusion, and Accessibility

EEPS   Emerging Equity Practices Survey

EOD   Enter on Duty

ERM   Enterprise Risk Management

FEMA   Federal Emergency Management Agency

FY	Fiscal Year
GPRA	Government Performance and Results Act
HQ	Headquarters
ICDEIA	Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility
IDP	Individual Development Plan
LNA	Learning Needs Assessment
LPF	Logical Project Framework
PCMO	Peace Corps Medical Officer
PCR	Peace Corps Response
PCrm	Peace Corps Recruitment and Marketing
PG	Performance Goal
PCVR	Peace Corps Response Volunteer
RPCV	Returned Peace Corps Volunteer
SAPR	Sexual Assault Prevention and Response
USDH	U.S. Direct Hire
VCM	Volunteer Competency Model
VRG	Volunteer Reporting and Grants
VSP	Virtual Service Pilot
VSPP	Virtual Service Pilot Participant

Appendix F. Changes to FY24 targets

Indicator	Prior FY24 target	Current FY24 target
1.1.1	70%	n/a – retiring indicator
1.1.2	80%	n/a – retiring indicator
1.3.1	Process reviewed and refined; timing aligned with other agency planning activities	Process updated
1.3.2	3	n/a – retiring indicator
1.3.3	n/a – new indicator	1
1.4.1	80% of gaps addressed	One or more integration pilots launched
1.5.2	2	1
1.7.1	Recommendations for Volunteer Delivery System (VDS) improvements are 75% complete	Recruit and Hire Case Manager Synergize recruitment and outreach approaches across 3 service models where PC staff are brand ambassadors

2.1.1	Impact analysis of FY 2023 barrier interventions conducted Annual Volunteer barrier process completed	Access data across the 6 categories to analyze attrition and retention (from EOD to COS) Build an attrition & retention analysis
2.1.2	34%	37%
2.2.1	New barrier analysis completed	3 barriers addressed
2.3.1	Learning and development knowledge sharing coordinated Learning resources curated based on LNA results 70% of agency staff reported planning time for learning with supervisors Centralized tracking of training data via SF-182	Learning resources curated based on LNA results All staff and supervisors trained in how to use individual development plans (IDPs) 70% of agency staff have IDPs New learning management system launched.
2.4.1	3 additional Benchmarks added	n/a – retiring indicator
2.4.2	Benchmark levels reported for all posts and HQ; Baseline data established	Equity Indicators / questions begin integration into agency-wide self-assessment tool
2.4.3	Global equity council launch continued; Baseline data established	Agency Equity Council and 35% of Post; Equity Councils launched Global training offered
3.1.1	Duty of care to Volunteers defined and policies amended and approved across offices	Duty of care to Volunteers defined and policies amended and approved across offices Duty of Care Final Report with recommendations
3.1.2	Findings communicated and revisions to agency policies, guidelines, or practices drafted	Findings communicated and revisions to agency policies, guidelines, or practices drafted Findings detailed in Final Report
3.3.1	Baseline established 85% of projects demonstrate minimum achievement	FY25 target established Baseline data collected
3.3.2	Guidance updated or developed Baseline established	Annual Reflection guidance updated to include 'Learning and Adapting' with Stakeholders Post processes gathered to inform guidance
3.4.1	Micro-learning modules established as mandatory global core training	Baseline for utilization
3.4.2	PCMO awareness built based on % Volunteer use	Monitor PCMO utilization to evaluate referral process
3.4.3	Effectiveness of implementation evaluated	Evaluate effectiveness of implementation process
3.4.4	n/a – new indicator	Develop a multi-level, enterprise-wide process for ongoing advocacy and communication for PCV well-being

3.6.1	35% of staff completed course Process created for ongoing course evaluation and improvement	5% increase in course completion from FY23 Process created for ongoing course evaluation and improvement
3.7.1	Agency-wide risk register reviewed and updated as needed	Agency-wide risk profile approved and updated
3.7.1	Aligned model implemented and evaluated for remaining enterprise planning processes	Risk visibly incorporated into at least two enterprise planning processes
3.8.1	80% of positions onboarded	80% of planned positions on-boarded

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

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