

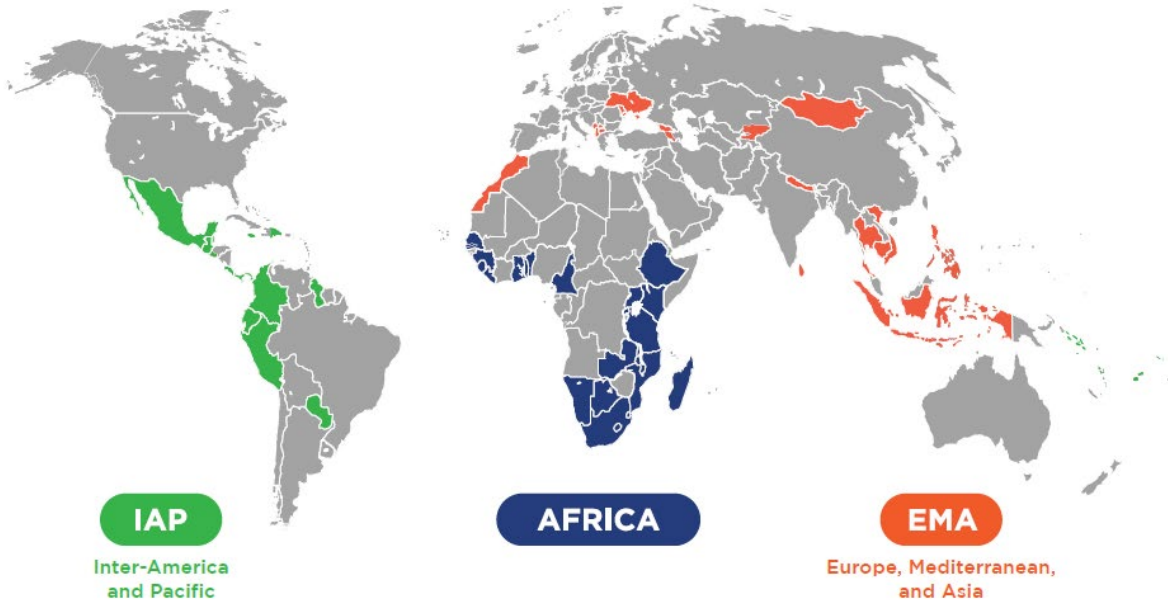
FISCAL YEAR 2022-2026 STRATEGIC PLAN FISCAL YEAR 2024 ANNUAL PERFORMANCE PLAN FISCAL YEAR 2022 ANNUAL PERFORMANCE REPORT

Promoting World Peace and Friendship Since 1961

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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



Caribbean

Dominican Republic
Eastern Caribbean:

- Dominica*
- Grenada and Carriacou*
- 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*
Samoa
Solomon Islands**
Tonga
Vanuatu*

Following the global evacuation in March 2020, the Peace Corps is in the process of resuming, or commencing new, Volunteer operations and Virtual Service Pilot opportunities in 65 countries managed by 61 Peace Corps posts.

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

** Indicates that the country was approved to enter into negotiations with the Peace Corps but does not yet have a signed agreement.

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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 our people 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 240,000¹ Volunteers have served in 143 countries.

The Peace Corps advances its mission through the work of its Volunteers. Rather than providing foreign aid or other economic assistance, the agency sends Volunteers to share their skills and experiences while living in local communities and working alongside local people. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to address development challenges while strengthening mutual understanding.

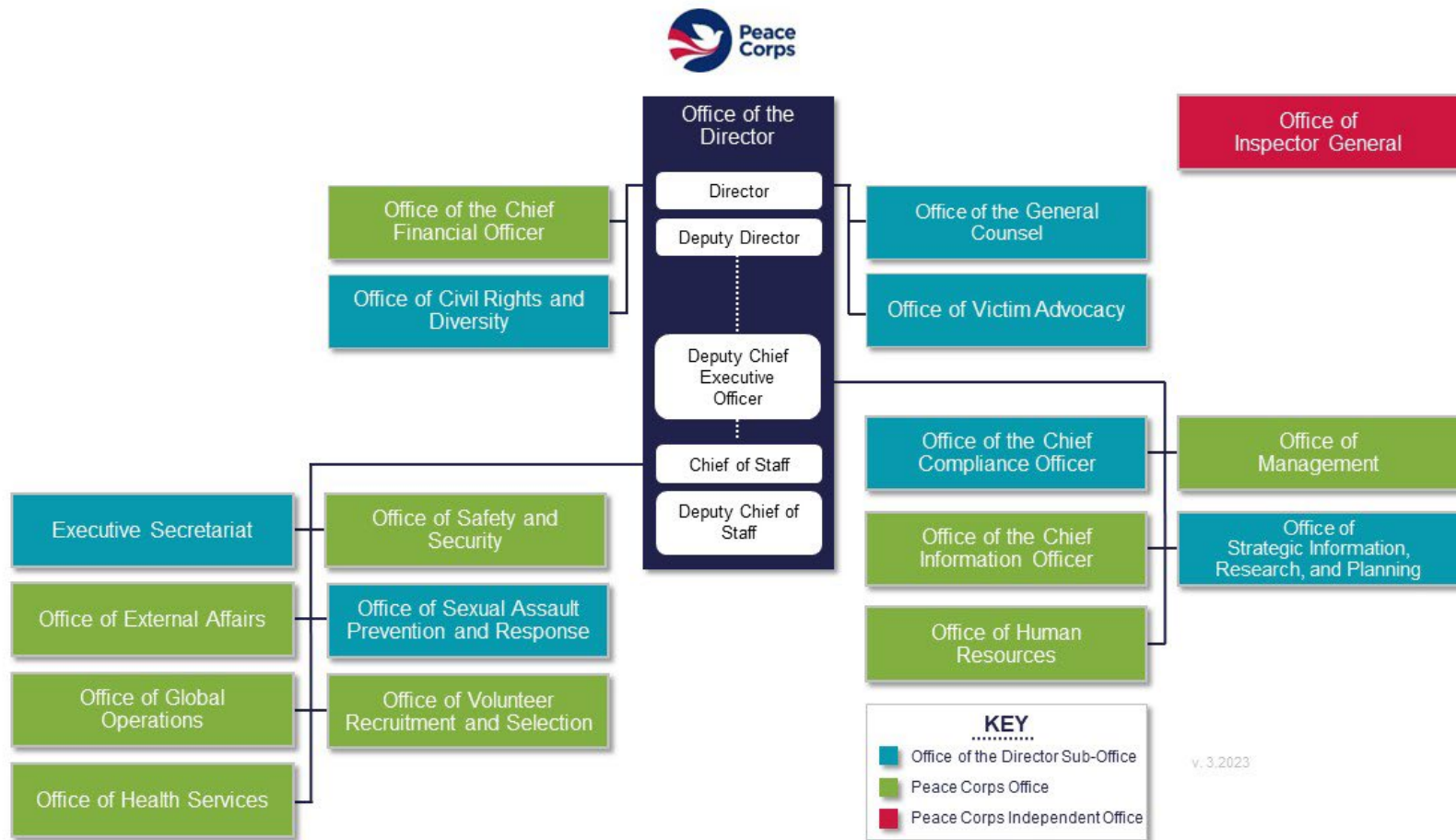
Peace Corps Volunteers are the face of our nation in communities around the globe. They build positive perceptions of the United States by working directly at the local level with members of their communities. After Volunteers complete their service, they return to the United States with new skills, deep knowledge of other cultures, and long-lasting relationships. Returned Volunteers continue their service by promoting awareness of other cultures and global issues with friends, family, and the American 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 United States.

"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*

¹ This includes the number of people who served in each post. A person who served in two posts is counted in both posts.

Peace Corps Organizational Chart



Plan Overview

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 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 virtual service, expanding support for the development of local and national volunteer service programs, 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 and place Volunteers 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 a devastating pandemic. The agency has redoubled 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 agency 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, FY 2024 Annual Performance Plan, and FY 2022 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 time frame. Annual targets (either a milestone or a numeric target to be achieved) will be set through FY 2026. When available, actual results for prior years are provided. The agency uses performance goals to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals will be 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. The title and office of the lead individual are noted. More than one office or overseas post may be responsible for the individual strategies that advance progress on strategic objectives and performance goals. However, 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, FY 2024 Annual Performance Plan, and FY 2022 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.

Government Performance and Results Modernization Act of 2010

The President’s Budget identifies activities, where applicable, as required under the Government Performance and Results Act (GPRA) Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at [whitehouse.gov/omb/budget](https://www.whitehouse.gov/omb/budget). The Peace Corps has not been asked to contribute to the federal government’s cross-agency priority goals. Per the GPRA Modernization Act of 2010, the contributions of those agencies required to report on cross-agency priority goals can be found at [performance.gov](https://www.performance.gov).

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 transferrable 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,² friends, and others. Over the course of their two years of 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.

² 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 Objectives and Performance Goals

The three strategic objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. Strategic objectives are the primary units of analysis for assessing the agency's performance. These are measured through performance 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.

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 has created an opportunity for the Peace Corps, as it celebrated its 60th anniversary, to rethink how it engages with the world. The Peace Corps will continue collaborating with host country partners in six major sectors 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 volunteering for development, the agency will work with interested partners to establish or strengthen domestic 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

FY 2022 Progress Update

Strategic Objective 1 implementation yielded several significant accomplishments, challenges, and lessons to strengthen data collection, monitoring, and performance goal achievement.

Notable Strategic Objective 1 accomplishments in FY 2022 include the agency's climate change response and recovery activities, virtual service, and support for national volunteer service initiatives in Peace Corps host countries. In FY 2022, the agency announced the launch of a climate change initiative at the [Global Citizen Festival](#) in Accra, Ghana and New York City. This initiative enhances current Peace Corps programming efforts through climate change response and recovery activities. The agency also further developed alternative forms of Volunteer service, including proposed new service models for piloting in FY 2023 and the continued piloting of virtual

service opportunities, the demand for which has exceeded expectations. Additionally, some posts have developed partnerships with several host country organizations to promote national volunteer service initiatives.

While the agency met (and in some cases exceeded) its targets for the majority of its performance goal Indicators under this Strategic Objective, many faced delays due to the unpredictable nature of the COVID-19 pandemic, which shifted timelines for returning Volunteers to service. To account for delays and lessons learned during the first year of Strategy implementation, the Peace Corps modified some of its future targets. The agency also identified additional data and metrics that will more accurately quantify results and assess future progress toward this Strategic Objective.

Performance Goal 1.1: Contribute to COVID-19 response and recovery effort <i>Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.</i>					
Indicator 1: % of posts that support COVID-19 vaccine efforts and/or support the safety and effectiveness of vaccination programs					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	50%	60%	70%
Results	N/A	25%	50%		
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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	50%	60%	80%
Results	N/A	30%	59%		
Indicator 3: % of posts that support efforts to mitigate household shocks and build resilience in the areas of food security, economic security, education, and protection of vulnerable groups					
	FY 2020	FY 2021	FY 2022		
Targets	-	-	75%		
Results	N/A	50%	79%		

Given the magnitude of the COVID-19 crisis and its impact on host countries, the Peace Corps will prioritize COVID-19 programming and directly support the [U.S. Government COVID-19 Global Response and Recovery Framework](#) (GRRF) issued by the Biden Administration in July 2021. Posts' activities will primarily focus on the Framework priorities listed below:

1. Support COVID-19 vaccine efforts and the safety and effectiveness of vaccination programs.
2. Support public health interventions to manage COVID-19 and assist with efforts to mitigate its negative effects on other essential health programs.
3. Support efforts to mitigate household shocks and build resilience in the areas of food security, economic security, education, and protection of vulnerable groups.

The Peace Corps will identify activities that align with the Framework while also adhering to its legal authorities and the Peace Corps' development approach. In FY 2022, the agency developed and implemented a COVID-19 reference framework and training guide. The Peace Corps also developed a monitoring and evaluation plan to measure and report on contributions across all six sectors using the new Volunteer Reporting and Grants (VRG) tool. Under this performance goal, where appropriate, agency staff (in the absence of Volunteers), Virtual Service Pilot Participants (VSPPs), two-year Volunteers, and Response Volunteers will be involved in COVID-19 programming as part of their primary or secondary activities. All Volunteers will also receive COVID-19 training during pre-service training or through a special training organized thereafter.

FY 2022 Progress Update

The Peace Corps met or surpassed its targets for all three Indicators.

In the absence of Volunteers due to the global evacuation, Peace Corps staff at overseas posts planned and implemented COVID-19 response and recovery-related activities in FY 2022. Over the course of the year, Peace Corps overseas staff worked with partner governments, local counterparts, and community members to implement a range of activities. Examples included mobilizing communities to support infection prevention and control; supporting vaccine efforts and the delivery and distribution of vaccines; protecting and training community members, including community healthcare workers; and disseminating key public health information to mitigate misinformation around COVID-19. Peace Corps staff incorporated training around gender-based violence and mental health services; coordinated logistical support to access hard-to-reach populations; and delivered personal protective equipment and hygiene supplies to enable service providers to continue operating safely in communities. Staff also provided support to learning institutions to adapt to digital learning environments. When overseas posts received Volunteers again, these activities were shared between Peace Corps staff and Volunteers.

The [GRRF](#) was revised in September 2022 to focus on COVID-19 response activities and health system strengthening for pandemic preparedness. Recovery activities are no longer tracked via this Framework. To this end, Indicator 3 of this performance goal is being phased out as of FY 2022. Going forward, the Peace Corps will continue to track response activities (Indicators 1 and 2) via its COVID-19 logical project framework (LPF), while separately tracking agency support to COVID-19 recovery efforts through Peace Corps sector LPFs.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	35%	50%	60%
Results	35%	11% ³	17%		

This performance goal will expand upon current sector-specific programming to leverage Volunteers' unique ability in all sectors and service models 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.⁴ 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.

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.

FY 2022 Progress Update

The FY 2022 target for this performance goal was not met. The agency made less progress on this performance goal than anticipated due to the current rate of Volunteers returning to service. As of the end of FY 2022, agriculture and environment Volunteers had re-initiated project activities to address climate change risks in only 10 countries. To further advance progress on this performance goal in FY 2023, the Peace Corps developed a climate change logical project framework (LPF) that articulates a programmatic approach to climate resilience, adaptation, and mitigation that builds resilience at the community and household levels. The agency also hosted a Climate

³ This result represents the seven out of 60 posts where VSPPs supported activities to address climate change.

⁴ 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.

Change Thought Leaders workshop to formalize a climate change strategy. The performance goal team commenced recruitment for a climate specialist to support this climate change strategy's implementation moving forward.

Goal Lead: Associate Director for Global Operations

Data Source: VRG data submitted by posts

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

Performance Goal 1.3: Strengthen assessment and adaptation					
<i>Conduct, at least annually, a multi-disciplinary assessment of global trends and host country priorities to support agency strategic decision-making by FY 2026.</i>					
Indicator 1: Development of a process to collect information about global trends and host country priorities and make recommendations to agency leadership					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Process and format piloted and developed	Process fully implemented	Process reviewed and refined; timing aligned with other agency planning activities
Results	N/A	N/A	Process and format piloted and developed		
Indicator 2: # of annual recommendations agency leadership considers for implementation					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	1	3	3
Results	N/A	N/A	3		

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 integrate high-level global trends and post-driven host country priorities into recommendations about potential actions for the Peace Corps. This process will be reviewed annually and readjusted as necessary to maximize adaptability to rapidly evolving external environments.

FY 2022 Progress Update

The FY 2022 targets for this performance goal were met. The Peace Corps developed and piloted an annual assessment and adaptation process utilizing strategic foresight. The team spoke with other federal agencies to understand best practices in strategic foresight, assembled a group of agency subject matter experts (SMEs) to scan for global trends and emerging issues, and facilitated scenario-building and implications workshops for senior staff and SMEs. The team presented three recommendations to senior leadership that would strengthen agency resilience, flexibility, and adaptability amidst an uncertain future, two of which were retained for further review. The agency

plans to implement lessons learned from FY 2022 – expanding and improving engagement with its SME cohort, focusing scanning efforts primarily on emerging issues, and aligning recommendation delivery with agency performance planning and budgeting cycles – to strengthen its foresight capability in FY 2023.

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 FY 2026.					
Indicator 1: Integration of the PCR Program into agency systems and business practices					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Gaps identified in agency marketing, recruiting, administration, programming, training, and evaluation and roadmap developed	75% of gaps addressed	80% of gaps addressed
Results	N/A	N/A	Ad hoc gaps identified and addressed in operational efforts to return Volunteers to service		
Indicator 2: % of posts with a PCR Program					
	FY 2020	FY 2021	FY 2022		
Targets	-	-	Baseline reestablished		
Results	35%	48%	Baseline reestablished: 58%		
Indicator 3: # of PCR Volunteer requests from posts					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	-	370	450
Results	413	162 ⁵	123		

This performance goal makes recommendations to further expand and promote the Peace Corps Response (PCR) Program 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-

⁵ In FY 2021, 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 FY 2021, only PCR Volunteer requests came from FEMA.

impact assignments. The program is also used to pilot and implement innovative engagements like the FY 2021 collaboration with the Federal Emergency Management Agency (FEMA), in which PCR Volunteers served inside the United States in assisting FEMA with COVID-19 vaccination efforts. By examining the program's best practices and aligning systems, the agency will better understand and be able to address barriers to strategically expanding PCR.

In addition to integrating PCR at a systems level, 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. By assessing global and host country needs as outlined in Performance Goal 1.3, PCR will determine priority areas 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.

FY 2022 Progress Update

The agency did not meet its FY 2022 Indicator 1 target for this performance goal. PCR was focused on its core business of returning PCR Volunteers to service. This did not allow time to identify gaps in agency marketing, recruiting, administration, programming, training, and evaluation or to develop a roadmap to address those gaps. However, some work continued in a piece meal or ad-hoc fashion, specifically work with the Office of External Affairs (EA) that focused on an upcoming marketing campaign for PCR-targeted audiences, the Office of Overseas Programming and Training Support (OPATS) on Volunteer Reporting and Grants (VRG) and PCR logical project frameworks (LPFs), and the Office of Volunteer and Recruitment Selection (VRS) on coordinating attendance at in-person recruitment events and leveraging the geographic reach of the VRS recruiting team. PCR will bring on a senior advisor and monitoring and evaluation specialist to contribute to this work in FY 2023.

The agency met its Indicator 2 target. Interest among overseas posts and community partners in having PCR Volunteers remains strong. To measure growth in current PCR posts that are expanding the service model rather than solely focusing on posts with new requests, the Peace Corps phased out Indicator 2 in FY 2022 and added a new Indicator 3 that measures the total number of PCR Volunteer requests from posts. With this new Indicator, the agency will be able to better measure growth of the PCR service model in future years.

Goal Lead: Director of PCR

Data Source: Office of PCR

Calculation: Indicator 3: Includes active requests for PCR Volunteers from posts.



*Peace Corps Response Volunteer,
Guyana*

Performance Goal 1.5: Pilot alternative service models

Work with host country partners to pilot and implement alternative service models, including virtual service, by FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-		35	45	50
Results	N/A	27	44		

Indicator 2: # of alternative service models piloted

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Criteria and standards developed and approved, pilot designed	1	2
Results	N/A	1	Criteria and standards developed and approved, pilot designed		

The Peace Corps plans to continue to expand the virtual service pilot 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 Program. Virtual service expands potential opportunities to meet host country partner needs, increase the placement of uniquely-skilled Volunteers, and provide 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 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.

FY 2022 Progress Update

The FY 2022 targets for this performance goal were met. The agency exceeded its Indicator 1 FY 2022 target as the demand for virtual service outpaced expectations. Host country partners continued to request participants in countries who were previously engaged in virtual service and an additional 17 countries made requests for participants in FY 2022. The continued demand for virtual support highlights the importance of alternative service models and continuing to pilot new models of collaboration.

In FY 2022, there was also significant progress towards the development of an alternative service model pilot to launch in FY 2023. The Peace Corps conducted a literature review and nearly 30 focus groups with domestic and overseas staff, external partners, and other stakeholders to gather information to develop criteria and standards for the selection and design of an alternative service model for the agency. The criteria were based on twelve themes representing the best of Peace Corps and improvement opportunities. Moreover, the Peace Corps developed a scoring tool to support the assessment and design process for the selected pilot projects. The performance goal team conducted the first stage of concept development for a number of alternative service models, and they are under consideration for further design and possible piloting in FY 2023.

Goal Lead: Director of Peace Corps Response (PCR)

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Performance Goal 1.6: Expand and deepen programming and training <i>Build on the Peace Corps' community programming and training foundation to respond to host country development needs by FY 2026.</i>					
Indicator 1: % of posts that incorporate the Volunteer competency model (VCM) by completing the training, design, and assessment (TDA) process					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	50%	80%	100%
Results	83% of projects endorsed using LPFs	98% of LPFs endorsed; VCM launch for training alignment	25%		
Indicator 2: Creation of site placements and Volunteer support systems suitable for Volunteers with advanced-level skills					
	FY 2020	FY 2021	FY 2022		
Targets	-	-	Replicable advanced programming options for at least 1 project type compiled, classified, and developed for all 6 sectors		
Results	N/A	N/A	Preliminary data compiled on partner organization requests for advanced skills		

This performance goal includes the traditional two-year service model. The Peace Corps' multi-year programming, training, and evaluation (PT&E) 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 PT&E was launched in the form of a Volunteer competency model (VCM) that will drive all training. This will provide cement for the PT&E foundation which will, in turn, better serve host country needs.

Implementation of the VCM and training, design, and assessment process (TDA) as measured in Indicator 1 will be carried out in FY 2022, FY 2023, and quarter one of FY 2024. The newly released Volunteer Reporting and Grants (VRG) tool which was adapted to post systems in FY 2022 will provide a reliable and efficient source of data for LPF activities implemented in host communities and related outputs and outcomes.

Indicator 2 of this performance goal will be discontinued as of FY 2023. Newly collected data indicates overseas posts' practice of fulfilling host country requests for Volunteers with advanced level skills via the shorter-term Peace Corps Response Program. Thus, the creation of additional site placements and Volunteer support systems for two-year Volunteers with advanced skills is no longer necessary.

FY 2022 Progress Update

While the Peace Corps made steady progress on this performance goal in FY 2022, the agency did not meet its FY 2022 targets. For Indicator 1, the agency set its target based on projected timelines that overseas posts established for training alignment completion. However, many factors delayed progress, including key staffing vacancies within the HQ training team and the time and resources it took to implement training alignment in a virtual work environment, integrate COVID-19 mitigation strategies into post practices, and rapidly return Volunteers to service. Some posts also wanted to first 'pilot' the training alignment work before incorporating the VCM. The Office of Overseas Programming and Training Support (OPATS) plans to onboard a supervisory training specialist and chief of training in FY 2023. With training leadership in place, the agency anticipates being able to increase its training alignment support to posts in FY 2023.

In FY 2022, the Peace Corps decided to phase out Indicator 2 after conducting an internal survey of overseas posts to determine host country partner demand for Volunteers with advanced-level skills. Survey results indicated that most posts utilize the Peace Corps Response Program when partners request Volunteers with advanced skills. Thus, the agency will narrow its focus of expanding and deepening programming and training via VCM incorporation while continuing the expansion and promotion of Peace Corps Response via Performance Goal 1.4.



Community Economic Development Volunteers attend training to advance their job skills at the Peace Corps Peru Training Center.

Goal Lead: Chief of Programming and Training, OPATS

Data Source: PT&E Resource Hub; TDA Tracker

Calculations: **Indicator 1:** Percent of posts who complete the two TDA submissions.

Performance Goal 1.7: Recruit and retain candidates for Volunteer service <i>Deliver Volunteers, via equitable processes, with competencies and technical skillsets that meet community priorities by FY 2026.</i>					
Indicator 1: Updated system and related processes that deliver Volunteers aligned with desired competencies and technical experiences					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Full system audit conducted and roadmap established	Conversion to new system 50% complete	Recommendations for Volunteer Delivery System (VDS) improvements are 75% complete
Results	N/A	N/A	Project plan developed and Volunteer application revised		

Performance Goal 1.7 will build on existing Volunteer Delivery System (VDS) strengths. The VDS includes the agency's processes, tasks, tools, and cycles from initial potential

applicant engagement to Enter on Duty (EOD)⁶ and includes activities to recruit, place, and retain candidates for service and deliver Volunteers to posts. Important considerations for VDS systems improvement include: 1) understanding the changing context and how this affects policies and perceptions, 2) the disruption and changes to regular systems and processes due to the global Volunteer evacuation, and 3) the consideration of all current and future Peace Corps service models (including the two-year program, Peace Corps Response, and virtual service) in relation to the system.

The Peace Corps will strengthen VDS by increasing 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. To achieve this goal, the project team will focus on the following outcomes: 1) the foundation of VDS is strengthened with clear working mechanisms and internal stakeholders are oriented, 2) core competencies are established and processes are in place to ensure quality candidates are recruited and placed, 3) data systems are enhanced to provide leadership and stakeholders with information needed for strategic decision making, and 4) a barrier analysis is conducted (through Performance Goal 2.1) and intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA)-related recommendations are integrated into VDS system improvements.

FY 2022 Progress Update

The FY 2022 target for this performance goal was not met. However, the agency made significant progress towards the VDS assessment and improvements. The Peace Corps conducted stakeholder interviews and completed a detailed project plan for the assessment. Moreover, the project team identified the need to strengthen VDS data management capacities. To meet this need the team established a Volunteer Data Delivery working group comprised of representation from different parts of the agency. The working group is meeting regularly to provide critical analysis on Volunteer applications, attrition, and position fill rates.

Additionally, the agency revised the Volunteer application to collect additional information on applicant race and ethnicity, sexual orientation and gender identity, socioeconomic status, and how applicants heard about the Peace Corps. These revisions will support a greater understanding of the paths that lead candidates to apply, the recruitment and retention landscape, and progress towards diversity, equity, inclusion, and accessibility (DEIA) goals.

The process of stakeholder interviews and project planning resulted in an expanded scope for the VDS assessment, which could not be completed in FY 2022. Moreover, high turnover of goal leads and project management staff, along with general

⁶ EOD means 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.

understaffing in roles supporting the VDS, led to delays in this performance goal's activities. The agency is conducting a staffing review to address this gap.



Peace Corps Volunteer Aimee helps her host mom and sister cook lunch.

Goal Lead: Associate Director of the Office of Volunteer Recruitment and Selection; Chief of Operations, Peace Corps Response

Data Source: Agency records, Peace Corps database (DOVE/PCrm)

Calculation: Completion of milestones listed above

Performance Goal 1.8: Support host country national volunteer service initiatives

Establish a multi-faceted program to support host country partners in providing service opportunities to host country nationals by FY 2025.

Indicator 1: # of posts that support host country volunteer service initiatives (VSIs)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	3	9	11
Results	N/A	N/A	7		

This performance goal will build on decades of Peace Corps experience supporting Volunteer service initiatives (VSIs) of host country partners by consolidating successes and lessons learned into a formal program. The VSI 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, health, and community resilience.

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.

FY 2022 Progress Update

The agency exceeded the FY 2022 target for this performance goal. During FY 2022, staff at overseas posts and HQ supported efforts to develop VSIs in 7 partner countries: Cambodia, Colombia, Georgia, Peru, Philippines, Ukraine, and Guatemala. In addition, Ecuador and Panama are in the process of establishing memoranda of understanding to work on VSI efforts through ministries responsible for volunteerism. Peace Corps Peru has been engaged in high-level discussions with the Peruvian National Office of Volunteering to determine how the Peace Corps can best contribute to their efforts to implement a national volunteering program. In Guatemala, the Peace Corps is collaborating with Glasswing International and the U.S. Agency for International Development (USAID) to define ways in which the Peace Corps can support the Central American Youth Empowerment Program/[Central American Service Corps](#). In Ukraine, in cooperation with the national nongovernmental organization (NGO) “Ukrainian Volunteer Service” and the Peace Corps’ USAID-funded [Small Project Assistance \(SPA\) Program](#), Peace Corps Ukraine staff and a group of local youth development activists from NGOs and the education field created an educational manual, “Lessons on Volunteerism.” This is the first resource on the topic in Ukraine and it can be used in schools, non-formal education settings, by youth-focused NGOs, and in volunteer circles. These efforts are ongoing and an additional six Peace Corps posts have expressed interest in developing VSI projects in the coming year.

Goal Lead: Director of the 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 FY 2026.

Indicator 1: Improvement in the measurement of, and stakeholder communications around, the long-term benefits of Peace Corps service for returned Volunteers and for the United States

	FY 2020	FY 2021	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	N/A	N/A	Impact assessment approach and framework developed		

Indicator 2: Development and communication of new pathways to service and career placement for returned Volunteers

	FY 2020	FY 2021	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	N/A	N/A	Public and private sector competency model piloted		

Performance Goal 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, 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 returned Volunteers.

FY 2022 Progress Update

The FY 2022 Indicator 1 target for this performance goal was met while all of the Indicator 2 targets were not met. For Indicator 1, the Peace Corps was able to develop and test a new impact assessment framework through a collaboration with the

University of Maryland Baltimore County's Shriver Peaceworker program. The framework, which assessed the impact of Coverdell Fellows on the community-based partners with whom they work, provides a scalable model that could be successfully expanded to additional localities across the U.S. The agency adjusted its FY 2023 targets due to competing priorities that impacted progress on this performance goal. Expansion of the research model will be put on hold while the agency focuses on state and local outreach using previously collected data and information.

Competing priorities also delayed progress for Indicator 2 in FY 2022. In FY 2023, the agency will continue to work with AmeriCorps to develop a collaborative engagement strategy focused on generating Peace Corps and AmeriCorps applications. Based on successful outreach to the domestic volunteering, public service, and the returned Volunteer community in FY 2022, the Peace Corps will refocus efforts on piloting outreach activities with local volunteer and public service sector affiliates and officials, including state chief service officers, mayors, and the business community, with the goal of developing a scalable national service partnership in FY 2023. The original FY 2023 target for Indicator 2 of forming a strategic partnership with a public service and a private sector human service network will now move to FY 2024 and be developed and scaled based on results and learning from the FY 2023 national service partnership.

The second target for this Indicator was successfully completed. The Peace Corps was able to develop and execute a new approach for mapping the competencies that Volunteers develop during their service to specific knowledge, skills, and abilities required for positions common to newly returned Volunteers. In FY 2023, the agency will expand this work to include additional positions and will use it to revise the materials and resources that Volunteers receive as they complete their service.

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.⁷ 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 returned Volunteers 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

FY 2022 Progress Update

In FY 2022, the Peace Corps made exciting progress in returning Volunteers to service. This was the agency's primary focus, which framed and informed much of this Strategic Objective's work. Many of the performance goals under Strategic Objective 2 have not advanced at the rate initially anticipated. This lag is due to some staffing challenges and

⁷ 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.

surge capacity needed to reboot Volunteer operations and adapt systems affected by the pandemic. The increased return-to-service activity took place at every stage of the Volunteer life cycle, from recruitment through placement and service in country. However, for performance goals that were not as dependent on field operations for input and coordination, the agency made steady progress. Notable progress includes the completion of an agency-wide learning needs assessment under Performance Goal 2.3 and a series of milestones completed under Performance Goal 2.5, including the participation of host country staff in all steps of planning and execution of a [large public storytelling event](#) at the Kennedy Center in Washington, D.C.

Overall, the performance goals where a single office was primarily responsible were for the most part able to meet their FY 2022 targets or needed to slightly modify their FY 2023 targets. In contrast, those performance goals that had heavy interdependence across offices experienced more delays. While there were some adjustments in scope or timing for some of the performance goals, incremental progress was achieved, albeit at a slower pace or via a different method. Moving forward, a realignment of agency resources will help further advance progress in these areas.

Performance Goal 2.1: Diversify the Volunteer corps

Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY 2026.

Indicator 1: Identification and mitigation of barriers to service, and through close-of-service (COS),⁸ for individuals from underrepresented communities

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	Impact analysis of FY 2023 barrier interventions conducted Annual Volunteer barrier process completed
Results	N/A	Medical reimbursement rate increased ⁹	Barrier research begun Initial steps for annual Volunteer barrier analysis process begun		

Indicator 2: % of individuals who identify as members of underrepresented racial and ethnic groups

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	N/A ¹⁰	33%	34%
Results¹¹	35%	N/A	33%		

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 systems that attract historically underrepresented communities to Peace Corps service and support them through their close of service (COS). The agency will design strategies that address barriers for all populations, as well as those that specifically or disproportionately affect underrepresented groups as defined above.

⁸ Per Peace Corps Manual M281, "The COS date for a Volunteer is the date on which the Volunteer is scheduled to complete Peace Corps service."

⁹ See "The Peace Corps Increases Medical Reimbursements for Applicants":
https://www.peacecorps.gov/news/library/peace-corps-increases-medical-reimbursements-applicants/?_ga=2.8870197.187622393.1635451483-1738609286.1635451483

¹⁰ Due to limited anticipated Volunteer field presence in FY 2022, insufficient data was available to set a meaningful target.

¹¹ For FY 2020, the result is based on the list of evacuated Volunteers and Trainees. Based on calculation improvements for agency diversity reporting as of FY 2022, the previously reported FY 2020 result should be 33 percent instead of 35 percent. For FY 2021, there was no Volunteer overseas field presence.

For the Peace Corps to increase enter on duty (EOD) and 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 on their path to 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 of and support to underrepresented communities resulting in an increase in individuals from underrepresented communities who EOD and COS.

The agency's work to address barriers to service will have a particular emphasis on retention and will involve creating, communicating about, and strengthening data and support systems throughout the application process and at posts for Volunteers from underrepresented communities. Annually, the agency will produce a Volunteer barrier analysis to identify barriers to entering or completing service. This analysis will include proposed mitigation strategies that are inclusive of all Americans and 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. The entirety of this performance goal will be informed by global best practices in advancing equity in talent pipelines to and through service. This performance goal is also closely linked to Performance Goal 1.7.

FY 2022 Progress Update

The FY 2022 targets for this performance goal were not met. As the Peace Corps' primary focus was on the critical operations necessary to return Volunteers to service, the agency made progress in several areas for this performance goal but at a slower pace than anticipated. Notably, the team conducted research with internal and external stakeholders to better understand perceived opportunities and challenges from future and returned Volunteers of all backgrounds. This comprehensive and multifaceted research will help the Peace Corps better articulate the value proposition of service as well as identify potential barriers. Additionally, the agency submitted an external request for technical assistance to build a barrier analysis tool. However, this process took longer than anticipated.

From the onset, there has been a commitment to ensuring that activities to address barriers across the Volunteer lifecycle were coordinated across multiple offices to avoid duplicating efforts. This coordination took time and was exacerbated by staffing challenges and funding delays. Examples of this need for coordination include the siloed data systems and teams that span the Volunteer lifecycle. Furthermore, efforts related to returning Volunteers to service (such as Volunteer recruitment and placement) were stretched, limiting the agency's ability to focus on Performance Goal

2.1. To address these challenges, the performance goal team has restructured operations and adjusted the FY 2023 targets.

Goal Leads: Associate Director of the Office of Volunteer Recruitment and Selection; Associate Director for Global Operations

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

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

Performance Goal 2.2: Diversify U.S. staff <i>Increase the representation of underrepresented groups for U.S. direct hire (USDH) staff at all levels of the agency by FY 2026.</i>					
Indicator 1: Alignment and utilization of employment data systems including an annual barrier analysis that supports attracting and retaining underrepresented individuals in the Peace Corps workforce					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	3 barriers addressed	3 barriers addressed	New barrier analysis completed
Results	Barrier analysis process completed	3 high priority barriers identified	3 barriers addressed		

Establishing a U.S. direct hire (USDH) 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' FY 2020 report identified 13 potential areas where barriers exist. In FY 2021, the agency conducted a more granular analysis and identified three high priority barrier areas. In FY 2022, the agency developed and began implementing an action plan to address the three high priority barriers identified in FY 2021 and started the barrier analysis process for the FY 2022 reporting period.

The intent of this performance goal is that senior leadership, managers, and supervisors in all units 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 (FEVS) and also survey its USDH 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, 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.

FY 2022 Progress Update

The FY 2022 target for this performance goal was met. The agency identified and began addressing three barriers to attracting and retaining underrepresented individuals in the Peace Corps workforce. The Office of Civil Rights and Diversity, in partnership with the Chief Human Capital Officer, developed an action plan to eliminate those barriers and the actions developed within that plan are ongoing. This plan will ultimately further enhance the agency's ability to attract and retain a diverse and inclusive workforce.

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 (OPM) Report, Equal Employment Opportunity Commission guidance, letters to the Peace Corps Director, expert demographic data, workforce demographic data, interviews with human resources staff and liaisons, interviews with managers and hiring officials, and Equal Employment Opportunity complaint data and files.

Calculation: Completion of the milestones above

Performance Goal 2.3: Improve talent management*Advance equitable talent development and inclusive workplace practices by FY 2025.***Indicator 1:** Assessment of learning needs for all staff and adaptation of onboarding programs and professional development initiatives to advance equitable talent development

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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 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
Results	Overseas supervisor training developed, global onboarding program researched	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		

Indicator 2: Annual # of diversity, equity, inclusion, and accessibility (DEIA) promising practices from the federal government adopted					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	4	3	3
Results	N/A	Federal DEIA Initiative Survey ¹² completed	1		

This performance goal responds to Executive Order 14035 (June 25, 2021) to strengthen and enhance professional development of the federal workforce by promoting diversity, equity, inclusion, and accessibility (DEIA) in agency training and learning to create respectful workplace environments. Ongoing evaluations of staff training and development¹³ have found inequitable training opportunities between U.S. direct hires (USDHs) and personal services contractors (PSCs),¹⁴ or overseas staff. This performance goal will assess the learning needs of all staff to establish a transparent and equitable onboarding and professional development initiative that advances talent development for all employees, building off of recent work in this area. It will culminate with new or revised targets that most accurately measure the global onboarding program, individual development planning, and mentor program, with the aim of equitably supporting domestic and overseas staff in professional development and agency learning initiatives. Critical to establishing formal and transparent learning systems is the addition of a new FY 2023 milestone to launch the agency system of record for staff learning, the learning management system LearningSpace, which will support and systematize equitable and accessible continual learning opportunities.

The performance goal also focuses on the systematic integration of federal practices in DEIA across Peace Corps' domestic offices and overseas posts. Upon reviewing the DEIA Initiative Survey, the Agency Equity Council and a cross-office team including the Offices of Human Resources; Management; Strategic Information, Research, and Planning; Civil Rights and Diversity; and the Chief Diversity Officer 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. The equity councils referenced in Performance Goal 2.4 will offer a viable mechanism for implementation.

FY 2022 Progress Update

The FY 2022 targets for this performance goal were not met.

¹² Established under [Executive Order 14035](#)

¹³ Internal Management Assessment of the Center (2008); Comprehensive Agency Assessment (2010); Office of Inspector General Evaluation of Overseas Staff Training (2014).

¹⁴ Peace Corps Manual Section 664 Section 5(g): Peace Corps staff includes all USDHs, PSCs, foreign service nationals, experts/consultants, and presidential appointees.

Most Indicator 1 targets were met for the exception of developing the mentoring program, as outlined below:

- *Agency Learning Needs Assessment (LNA) conducted and strategy developed.*
- *Supervisors trained in equitable onboarding:* Five hundred and eighty-four supervisors and their delegated staff were trained.
- *New staff complete global onboarding:* Ninety-eight new staff completed the new PATH Global Onboarding Program.
- *Overseas training opportunities broadened:* PATH now provides comprehensive onboarding for all new PSC and USDH staff. The Program also increased host country national participation in Overseas Staff Training.
- *Mentoring program developed with targeted outreach to underrepresented staff:* Scoping and development are still ongoing through FY 2023. The FY 2023 target of overseas and domestic staff being supported by the mentoring program is deferred to FY 2025 due to competing priorities.

Indicator 2 was not met. The agency completed one promising practice from the Federal DEIA Initiative Survey and made steady progress on three others. First, the agency created a paid internship program. The recruitment process to select new interns matches the Office of Personnel Management's (OPM's) competitive hiring process where all candidates must establish an account through USAJOBS and submit their resumes. Prior to establishing this program, interns were unpaid and there was no standardized recruitment and selection process. Moving forward, the agency plans to conduct an analysis to identify any gaps in the process. The Peace Corps also began developing equity councils around the globe (Performance Goal 2.4), developing and targeting ICDEIA curriculum to meet the agency's needs, and assessing technology accessibility including for virtual meeting spaces and tools. Given the complexity of implementing these new efforts, the agency is adjusting downward its FY 2023 target from four to three new practices adopted.

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

Performance Goal 2.4: Integrate equity into core business practices
Standardize equitable and inclusive processes to strengthen key core business practices by FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	3 key business area benchmarks developed; Equity council resources and guidance established	Existing benchmarks refined; 3 added; Additional equity council resources disseminated	3 additional benchmarks added
Results	N/A	Post responses and EEPS ¹⁵ data collected	Development of 3 key business area benchmarks and equity council resources and guidance began		

Indicator 2: Evaluation of implementation and achievement of baseline equity practice benchmarks

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Benchmark levels reported for pilot posts and HQ	Reporting systems refined and benchmark levels reported for pilot posts and HQ	Benchmark levels reported for all posts and HQ; Baseline data established
Results	N/A	Post responses from AMCS ¹⁶ and EEPS collected	Benchmark reporting tool development for pilot posts and HQ in progress		

¹⁵ The Emerging Equity Practices Survey, or EEPS, was a global survey where over 60 posts reported on current and/or potential equity practices and interventions across core business areas to help HQ leadership identify promising practices to develop future equity benchmark guidance.

¹⁶ 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.

Indicator 3: Establishment of a work culture enabling environment that champions ICDEIA through training, structures, assessment, and accountability measures					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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 launched; Survey data assessed	Global equity council launch continued; Baseline data established
Results	N/A	N/A	Equity councils at 9 pilot posts and HQ initiated; Leaders trained; ICDEIA survey questions developed/aligned		

This performance goal is designed to standardize, integrate, and measure equitable and inclusive agency core business practices. Through evaluating current practices and developing endorsed benchmarks, resources, and accountability mechanisms, it aims to foster an enabling environment that champions intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) across the agency. It also builds on the prior Strategic Plan's work to develop an ICDEIA framework for Volunteer adjustment and resilience, as well as 2021 Emerging Equity Practices Survey (EEPS) results. Through the knowledge gained, and in collaboration with Performance Goals 2.3 and 3.8, this performance goal will establish standards that support equity across Peace Corps operations.

The agency will assess post and headquarters (HQ) practices to develop foundational equity benchmarks and endorsed resources. These benchmarks will measure equity across key core business practices and serve as a foundation for developing evaluation and accountability mechanisms for equity practices. The evaluation and implementation process will include three key business areas annually in FY 2022-2024. In FY 2025, the benchmarks will lead to the creation of an annual ICDEIA internal audit. Additionally, the agency will develop endorsed resources for equity council formation, pilot them at nine posts and HQ in FY 2022, and refine them for a global launch in FY 2023-2024.

The Peace Corps will also develop an equity practice evaluation and accountability tool informed by agency annual planning and budgeting systems. These practices will be measured with a benchmark that will identify equity levels within core business practices. This rubric will be informed by the agency's AMCS, the U.S. government-wide DEIA Initiative Survey, and the assessment completed as part of Executive Orders [14035](#) and [13985](#). In FY 2022, the evaluation and accountability tool will be developed and piloted by nine posts and HQ, with full scale implementation by FY 2024.

Lastly, the agency will initiate the formation of staff and Volunteer equity councils. It will also train post and HQ leaders on equity benchmarks and provide guidance for establishing and sustaining the councils, with nine posts and HQ piloting the implementation and training process in FY 2022. The experiences and lessons learned from the pilot will be assessed in FY 2023 and result in standard guidance and training to advance agency-wide equity council formation in FY 2023-2024.

Post and HQ equity councils will play key roles in monitoring and assessing the impact of standards to support equity across all Peace Corps operations. Establishing equity benchmarks and accountability tools will support this effort. Additionally, a set of parallel and complementary ICDEIA questions will be incorporated into core staff and Volunteer surveys to provide a holistic measurement of the impact of equity efforts across the agency. These questions will build on current agency survey questions on ICDEIA, along with other developing U.S. government DEIA surveys, and will be paired with numerical targets to measure progress over time.

FY 2022 Progress Update

Most of the FY 2022 targets for this performance goal were met, but there were also some delays. For Indicator 1, while the agency did not meet its FY 2022 targets, it made significant progress:

- *Key business area benchmarks:* The agency defined and began developing three equity benchmark areas.
- *Equity Council resources and guidance:* The Senior Policy Committee approved an Agency Equity Council (AEC) charter. For overseas posts, the agency completed Post Equity Council pilot training, identified resources for further development, held several global presentations and listening sessions to socialize this work, and developed and received posts' feedback on the Post Equity Council charter template.

The target for Indicator 2 – benchmark levels reported for pilot posts and HQ – was also not met. However, benchmark reporting tool development is currently in progress.

The targets for Indicator 3 were fully met:

- *Equity councils:* Nine Post Equity Council pilot posts were identified. The pilot was initiated at pilot posts and HQ.
- *Leaders trained:* All nine pilot posts, AEC members, and senior leaders at HQ completed pilot trainings. The agency also developed and evaluated pilot training and guidance, and will adjust these resources on an ongoing, iterative basis into FY 2023. The Peace Corps will also pilot additional training resources to scale up for possible agency-wide use in FY 2023.
- *ICDEIA survey questions developed/aligned:* These questions were integrated into core agency surveys.

The delays were due primarily to staff time limitations as agency efforts to return Volunteers to service have accelerated and grown. The agency therefore adjusted this performance goal's FY 2023 targets to complete the work it initiated in FY 2022. With the approval of two project experts to support performance goal implementation in FY 2023, these delays will be directly addressed.



Rwanda Cohort 12 swears in 14 Volunteers serving in the Health and Education sectors.

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 Goal¹⁷ engagement

Increase host country participation in Third Goal and prioritize engagement with underserved¹⁸ communities in the U.S. by FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	New models of community-driven Third Goal engagement piloted at 6 posts	Best practices established and shared with all posts	20% of all posts have executed community-driven storytelling
Results	N/A	N/A	New models of community-driven Third Goal engagement piloted at 10 posts		

Indicator 2: Access to age-appropriate Third Goal resources and Speakers Match opportunities for communities with Title I schools¹⁹

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Plans for engaging underserved communities developed A minimum of 1 external strategic partnership supporting outreach to Title I schools established	20% of communities with Title I schools are engaged using Third Goal resources	30% of communities with Title I schools are engaged using Third Goal resources
Results	N/A	N/A	Plans for engaging underserved communities developed 1 external strategic partnership supporting outreach to Title I schools established		

¹⁷ As mandated by the Peace Corps Act, the agency's Third Goal is to "[to help promote] a better understanding of other peoples on the part of the American people." The Office of External Affairs' sub-office of Third Goal and Returned Volunteer Services coordinates agency efforts in pursuit of this Goal.

¹⁸ The term "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.

¹⁹ 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>).

This performance goal is designed to make the Peace Corps' efforts to achieve the Third Goal more inclusive and welcoming to a broader set of individuals and communities – both in the countries where Volunteers serve and in communities in the United States. Through establishing an approach to the Third Goal that is grounded in mutual respect and collaboration, counterparts and community members will have greater ownership over the process and the approach to achieving intercultural understanding. Expanding Third Goal engagement also requires more equitable access to Third Goal resources for underserved communities across the United States. A key component to improving equity will be the Paul D. Coverdell World Wise Schools program, which is dedicated to promoting global learning through lesson plans, activities, and events based on Volunteer experiences.

The agency will execute pilots at six posts to test new models of Third Goal engagement that Peace Corps' host country partners will guide and inform. The Peace Corps will also develop and promote a toolkit of ethical storytelling principles and encourage Peace Corps staff, Volunteers, and returned Volunteers to use them. The agency will then assess the outcomes of the pilot projects, identify a set of best practices, and share them with all posts. The agency will also assess these outcomes to determine the optimal approach to integrating related data into existing agency records management systems.

The Peace Corps will also conduct audience research and perform baseline data analysis to help prioritize the review and development of Third Goal outreach materials. This will serve as the foundation for identifying opportunities to improve available support, proposing and implementing new methods of engagement, and broadening participation by actively serving Volunteers and the community of over 241,000 returned Volunteers.

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. The Office of the Third Goal has set a concrete target for reaching communities in the United States with Title I-eligible schools. By prioritizing these communities, the Peace Corps will broaden access to learning about the transformative power of intercultural connections and provide concrete examples of how individuals from diverse backgrounds can successfully work together toward common goals.

FY 2022 Progress Update

The Peace Corps met the FY 2022 targets for both Indicators for this performance goal. Given the relatively low number of Volunteers in the field in FY 2022, for Indicator 1, community-driven storytelling efforts focused on engaging with Peace Corps' host country staff. Several methods of engagement were piloted across ten posts during this period, including: the development of a process for designing, soliciting, and evaluating storytelling projects that host country staff designed; testing host country staff-led virtual

interactions with classrooms in the United States; and inclusion of host country staff in all steps in the planning and execution of a large public storytelling event at the Kennedy Center in Washington, D.C. In FY 2023, these efforts will be evaluated to synthesize best practices for subsequent review and socialization across Peace Corps posts.

For Indicator 2, the Peace Corps created a robust, data-informed strategy for meeting the agency's goal of more effectively reaching underserved communities. This strategy includes: a comprehensive needs assessment of the technology infrastructure supporting the Speakers Match platform; plans for reviewing and developing programmatic and marketing materials; and a plan for conducting audience research with key stakeholder communities. In addition, the Peace Corps established a formal partnership with Reach the World, a U.S.-based nonprofit that fosters intercultural engagement with a diverse set of learners across the United States. Execution of the strategy will begin in FY 2023 and will include additional steps to expand and strengthen the partnership with Reach the World.

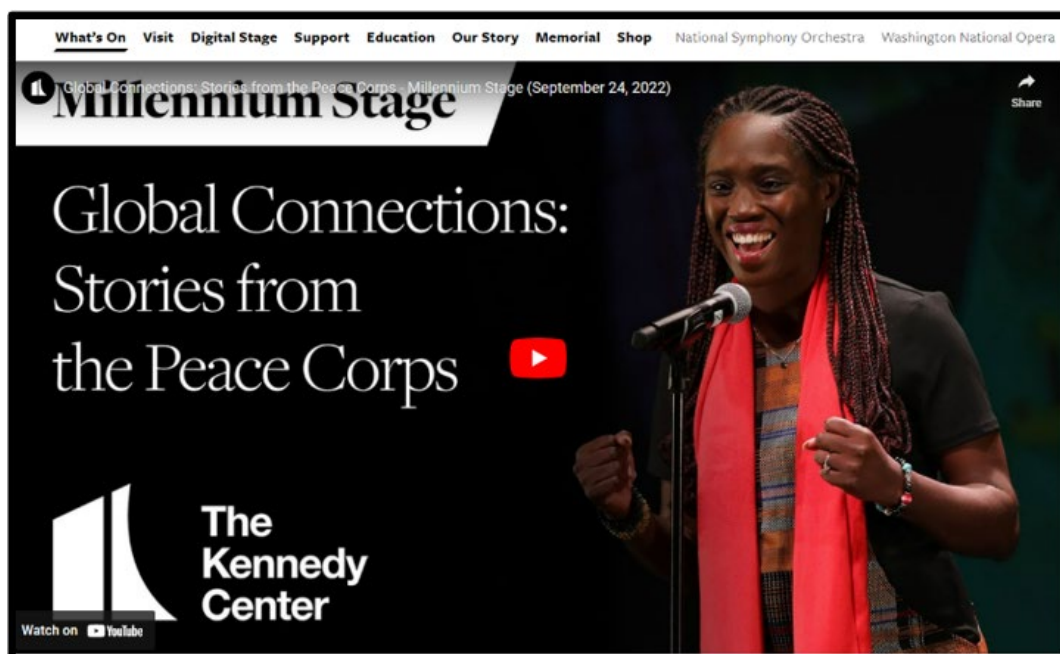


Image of the Peace Corps Storytelling event at The Kennedy Center.

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.

Strategic Objective 3: Deliver Quality

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

Rationale: 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: Deputy Chief Executive Officer

FY 2022 Progress Update

For Strategic Objective 3, the Peace Corps made significant progress in several areas but fell short of the ambitious goals set forth in the plan. The agency made significant accomplishments related to Strategy One by developing a roadmap to enhance the Sexual Assault Prevention and Response Program (SAPR), launching a global Volunteer resiliency training, and offering Well-Being Tele-Coaching (WBTC) services to Volunteers. The Peace Corps also advanced Strategy Two by completing risk registers for all offices, standardizing three core business practices and rolling them out globally, and developing a LinkedIn Learning path to improve staff project management competencies.

The speed at which the agency advanced each performance goal was slower than expected. In some cases, this was due to longer than expected timetables to bring on resources. In others, the activity of returning Volunteers to service took priority and diverted staff attention from the Strategic Plan. Moving forward, the Peace Corps is realigning resources for performance goals that agency leadership identified as needing additional support to ensure the agency meets its targets.

Performance Goal 3.1: Develop a comprehensive duty of care²⁰ 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.²¹

Indicator 1: Development and articulation of a comprehensive framework for duty of care to Volunteers

	FY 2020	FY 2021	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
Results	N/A	N/A	Project plan formulated		

Indicator 2: Development, consistent implementation, and enforcement of systems of practice and accountability that strengthen Volunteer health and safety

	FY 2020	FY 2021	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
Results	N/A	N/A	Project plan formulated		

Performance Goal 3.1 focuses on the shared responsibility for a safe, healthy, and productive service among staff, Volunteers, and community partners. A key initial target

²⁰ Duty of care is the shared responsibilities of Peace Corps staff and Volunteers in promoting a healthy, safe, and productive service.

²¹ 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 performance goal 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."

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, then the agency can undertake appropriate revisions. Following this, the agency will 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. After sharing these findings with relevant offices, the agency will 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.

FY 2022 Progress Update

The FY 2022 Indicator 1 and 2 targets for this performance goal were not met due to a delay in onboarding an expert consultant until late in the year. In FY 2022, the team reviewed the base documents from working groups that established this performance goal and drafted a project plan. The plan identifies dependent tasks associated with each Indicator and subsequent timelines. Due to the project's delay, the FY 2022 targets shifted to FY 2023, and FY 2023 targets subsequently moved into FY 2024. The project team also amended the targets to more accurately reflect the new project plan.



A Peace Corps medical secretary restocks supplies and prepares kits for Volunteers in preparation for their return to service.

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) Program²²

Integrate and implement results and recommendations from the external SAPR structure evaluation, the Sexual Assault Advisory Council (SAAC), 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Assessment of external SAPR structure evaluation completed and roadmap developed	80% of roadmap targets achieved	100%
Results	N/A	N/A	Assessment of external SAPR structure evaluation completed and roadmap developed		

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 has 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; the Office of Global Operations, including the regional sub-offices (Africa Operations; Europe, Mediterranean, and Asia Operations; Inter-America and the Pacific Operations); the SAPR Program Office; and the Office of the

²² In September 2022, the Peace Corps changed the Sexual Assault Risk Reduction and Response Program (SARRR) to the Sexual Assault Prevention and Response Program (SAPR).

General Counsel. The agency will complete the evaluation and submit the results by early FY 2023 and plans to achieve 100 percent of roadmap targets by the end of FY 2024.

The Peace Corps Sexual Assault Advisory Council (SAAC), 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. The Council's purpose is to provide guidance and consultation to the Peace Corps on matters relating to the SAPR Program. The Council membership includes a variety of professionals from a spectrum of disciplines related to the field of sexual violence.

SAAC recommendations and the external evaluation 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.

FY 2022 Progress Update

The FY 2022 target for this performance goal was met. The vendor completed the external SAPR structure evaluation and a final report is pending. The agency also developed and published the SAPR roadmap in March 2022. The Office of SAPR pursued a contract for a gap analysis and needs assessment to inform the comprehensive SAPR strategy. However, the contract was awarded later than anticipated, shifting the results from the end of FY 2022 to the second quarter of FY 2023. This delay caused the agency to adjust project completion from 100 percent to 80 percent in FY 2023, and subsequently 100 percent completion in FY 2024. Since many deliverables are tied to the gap analysis and needs assessment, once the Peace Corps receives the final report, which is expected in early 2023, the agency can use the information from the report to advance progress on the other deliverables.

Goal Lead: Director of the Office of SAPR

Data Source: SAAC 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 FY 2026.

Indicator 1: % of projects demonstrating a minimum achievement of community-driven results

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	VRG launched and staff trained	Remaining staff trained on VRG Baseline data collected 75% of projects demonstrate minimum achievement	Baseline established 85% of projects demonstrate minimum achievement
Results	N/A	N/A	VRG launched and some staff trained		

Indicator 2: Posts' establishment of a process for sharing results and creating feedback loops with community-level stakeholders

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	VRG launched and staff trained Guidance drafted	Research conducted on existing processes	Guidance updated or developed Baseline established
Results	N/A	N/A	Research plan conceptualized		

At the invitation of host countries, Volunteers work together with host country partners and communities to address community and country-level needs. Through a participatory project alignment process with staff at overseas posts, Volunteers, ministries, and community-level stakeholders, these needs are incorporated into a logical project framework (LPF) and implementation plan that the Peace Corps endorses. An LPF articulates the project's goals, high-level objectives, and outcomes; evidence-informed activities; and indicators to measure achievements. To improve collective accountability to the service commitments articulated in the LPF, the Peace Corps will utilize recent improvements to programming, training, and evaluation systems to track, share, and reflect on results with community-level stakeholders.

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 to input all endorsed project frameworks into Volunteer Reporting and Grants (VRG) and train staff to track staff and Volunteer-led work.

Through VRG, posts will be able to more efficiently review project results on a regular basis 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.

FY 2022 Progress Update

The agency did not meet Indicator 1 and 2 targets for this performance goal. For Indicator 1, domestic offices and overseas posts worked collaboratively to validate all LPFs and input them into VRG so that all overseas posts could input reporting data using the tool. VRG training for post staff began in FY 2022 and was offered every quarter resulting in 21 posts completing the training and 27 additional posts enrolling by the end of the fiscal year. All posts were not trained in FY 2022 as the VRG training is most effective when conducted close to Volunteer re-entry to prevent staff from having to retake the training before Volunteer arrival. Thus, posts with later re-entry dates will be trained in FY 2023. The target to train all staff was therefore adjusted for FY 2023 to account for this approach with eleven new posts scheduled to complete the training.

For Indicator 2, the agency was unable to develop guidance due to competing priorities. However, with a realignment of agency resources, the team is developing a plan to work with field staff in FY 2023 to research how overseas posts currently share results and create feedback loops with community-level stakeholders. This will inform updates to or development of new guidance in FY 2024. Thus, the team has pushed back this Indicator's targets to reflect this new timeline.



Peace Corps Peru Water, Sanitation, and Hygiene (WASH) Volunteer Steve speaks to middle school children about water sanitation.

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 Volunteer well-being throughout the service lifecycle.

Indicator 1: Provision of evidence-based resilience skills training for Volunteers and post staff capacity to support the training

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Global roll out of resiliency training	Baseline for post use of micro-learning modules determined	Micro-learning modules established as mandatory global core training
Results	20% of posts completed resilience training pilot Resilience competencies included in global core	Resilience pilot report completed Return to service resilience training disseminated	Global roll out of resiliency training		

Indicator 2: Provision of Well-Being Tele-Coaching (WBTC) services for Volunteers who need non-clinical support

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Coaching services offered at all posts with Volunteers % of Volunteer use tracked	Global roll out of coaching services Baseline % of Volunteer use established	PCMO awareness built based on % Volunteer use
Results	N/A	N/A	Coaching services offered at all posts with Volunteers % of Volunteer use tracked		

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Analysis completed and global training and guidance updated	Full implementation of new care transition model	Effectiveness of implementation evaluated
Results	N/A	N/A	Analysis completed and global training and guidance updated		

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 extends to periods of transition in behavioral health care when Volunteers are particularly vulnerable, whether it be in-country or after their close of service (COS). From FY 2018-2020, the Volunteer rate of pre-clinical concerns that Peace Corps medical officers (PCMOs) managed increased by 35 percent. With the added stress of the pandemic, sociopolitical stressors (racial and other inequalities), and U.S. data indicating an adverse impact on young adults, there is a compelling need to offer additional options that directly respond to these Volunteer concerns.

This performance goal is designed to strengthen systems and practices for Volunteer well-being to meet service challenges throughout the Volunteer lifecycle. The agency will achieve this through the promotion and provision of evidence-based training and supplemental professional services.

FY 2022 Progress Update

All FY 2022 targets for this performance goal were met.

For Indicator 1, the Office of Behavioral Health and Outreach (BHO) worked with post staff to introduce the four resilience skills—emotional agility, flexible thinking, problem-solving, and social connection—to Volunteers through self-directed learning. With COVID-19 now endemic but still relevant to navigating Volunteer service, BHO will continue to introduce these skills in the context of pandemic-related challenges. As COVID-19 waves ebb, BHO will release new micro-module training in FY 2023.

For Indicator 2, Well-Being Tele-Coaching (WBTC) was introduced to all 35 posts with Volunteers. PCMOs were trained and Country Directors were informed about these services during annual Peace Corps conferences. BHO is working to onboard new staff to support this prevention program and engaging through promotion with post staff and Volunteers in FY 2023.

For Indicator 3, the agency completed the process improvement initiative for Transitions of Behavioral Health Care and facilitated it with six teams over 73 meetings. Working groups were comprised of 54 overseas and HQ medical staff. In total, 135 recommendations were drafted, many of which impact training and guidance. Recruitment for an implementation expert is in progress.



Peace Corps Volunteer Ada sits with host mom Rimma Otaberova to practice conversational Kyrgyz.

Goal Lead: Director of BHO 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 FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Best technology practices researched; Review of current agency assets conducted	Technology identified, reviewed, and procured to close gaps	Agency-wide training conducted on new performance management system
Results	N/A	N/A	Best technology practices researched; Review of current agency assets begun		

Indicator 2: Creation and implementation of a tiered performance management system that is results-orientated and holds staff accountable for goals and deliverables

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Performance system identified and procured	HQ rollout of new performance system	100% domestic and overseas USDH staff participation in performance system
Results	N/A	N/A	Performance system identified and procured		

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy designed	Collaborative structures, systems, and processes implemented; Training strategy implemented	Training developed and conducted for domestic and overseas USDH staff
Results	N/A	N/A	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy design initiated		

As a global agency with presence in over 60 countries, it is imperative that the Peace Corps continues to evolve and exhibit excellence in interoffice, international, and intercultural collaboration. While offices and posts each play roles in achieving the Peace Corps mission of world peace and friendship, no office or post can do it alone. This performance goal is designed to ensure that, as an agency, the Peace Corps remains committed to continuous improvement and innovation for the benefit of the countries served.

Performance Goal 3.5 takes into account the three-pronged framework for operational efficiency and effectiveness: people, process, and technology. This framework helps map value streams and provides full control and visibility into the high-performing organization to optimize operations. To track progress, this performance goal includes Indicators that are aligned with the people, process, and technology framework.

Pillar #1: People: Peace Corps staff support Volunteers, improve services domestically and abroad, and advance equity in the global context. Staff must be empowered and equipped to do their work to the best of their collective abilities. Therefore, a new, comprehensive staff training and professional development strategy will be designed and implemented to ensure staff is 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.

Pillar #2: Process: Innovative processes make work more efficient and impactful. Ways of working, thinking, and executing must always evolve. Therefore, the Peace Corps will institute an overhauled performance management system, including any relevant technology, to provide employees with more accurate and relevant feedback and guidance on their performance. The tiered system (as opposed to the current pass/fail model) will be aligned with identified core competencies to improve transparency, increase accountability, and enhance overall staff performance. Prior to the new system's rollout, core competencies for all positions will be identified and managers will be trained on how to develop critical performance elements and cascading goals to incorporate office mission, goals, and deliverables.

Pillar #3: Technology: The technological infrastructure enables work and automates processes. The Peace Corps will use upgraded and/or new technologies to: (i) support synchronous and asynchronous collaboration across offices and countries, (ii) automate mid-year and annual performance assessments, and (iii) deliver agency-wide training designed to equip staff with the knowledge and skills necessary to be effective and successful in their roles. The Peace Corps will assess its current technological suite as benchmarked against industry standards.

FY 2022 Progress Update

The Peace Corps met its Indicator 2 FY 2022 target but did not meet its Indicators 1 and 3 targets for this performance goal.

For Indicator 1, in search of the best technology to support a multi-tiered rating appraisal system for the agency, the Office of Human Resources (OHR) reviewed other federal performance appraisal systems and identified several options. OHR developed a survey that it will send out to the agency in early 2023 to identify and address best practices for collaboration and inclusiveness when rolling out the new system. Given the timing of other agency-wide surveys, survey release was delayed.

For Indicator 2, the agency selected the Office of Personnel Management's (OPM) USA Performance Appraisal System which will best serve and support a four-tiered rating approach that aligns with the agency's Strategic Plan. The Peace Corps' Technology Advisory Board approved the system's procurement and the agency anticipates it will be rolled out in FY 2023.

For Indicator 3, after discussions about which tiered performance management approach to use and selecting the system to support that approach, the Peace Corps was then able to conduct a training needs assessment and initiated the development of a training strategy design for training senior staff, supervisors, and all domestic and overseas U.S. direct hire (USDH) staff on the new appraisal system and process. Training approaches will include lunch and learn sessions, updates from the Chief Human Capital Officer, an agency town hall meeting, and virtual training sessions. Additionally, OPM will provide training modules on the new performance appraisal system throughout rollout and implementation.

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 FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Pilot training completed	30% of staff completed course	35% of staff completed course Process created for ongoing course evaluation and improvement
Results	N/A	N/A	LinkedIn Learning path developed		

Indicator 2: Agency rollout of collaboration and project management tools

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	2 pilots completed	Tools rolled out with customized training Usage of tools measured as a baseline for adoption	Community of practice built for project management tools
Results	N/A	N/A	Initial pilot plans discussed		

Indicator 3: % of staff who respond favorably to project management best practices question in employee surveys²³

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Baseline established	Baseline increased by 5%	Increased by 5% from previous year
Results	N/A	N/A	Baseline established		

A key component of quality is a standard that is consistent. Project management is a practice that, if repeated successfully, executes projects that add value to an organization. These professional project management skills will help all Peace Corps staff accomplish the mission more efficiently and effectively and provide professional development for individual staff members. 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,

²³ This includes data from the Agency Learning Needs Assessment and LinkedIn Learning path feedback.

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

Improved project management will be completed in steps, first surveying staff 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. Based on a needs assessment, the agency will either select from existing online course providers or develop one training course on fundamentals of project management as well as develop a learning path for project management.

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.

FY 2022 Progress Update

For this performance goal, a project management working group kicked off in March 2022 and consists of members across both HQ and overseas posts who self-identified as being interested in supporting the agency's project management goals. Over the spring and summer, the group completed a LinkedIn Learning content map by reviewing dozens of courses and identified those that would be most beneficial to the agency. The performance goal team developed a LinkedIn learning path and learning collection for the courses which the agency's LinkedIn Learning subject matter expert (SME) presented to the working group.

Despite this progress, this performance goal's targets were not met for Indicators 1 and 2. For Indicator 1, a pilot training was not completed as the development of the LinkedIn Learning path took more time than anticipated. The learning path is being finalized, however, with pilot rollout expected in early FY 2023. The group is reviewing how learners will be surveyed, determining the marketing strategy, and finalizing a campaign launch date. For Indicator 2, two pilots of collaboration and project management tools were not completed; however, in early FY 2023, the working group will meet with the Office of the Chief Information Officer to discuss the tools that will be available with the agency-wide rollout of Microsoft 365. For Indicator 3, the FY 2022 target was met and a baseline was established through the Agency Learning Needs Assessment that the Office of Staff Learning and Development deployed to global Peace Corps staff in March 2022 as part of Performance Goal 2.3. The assessment found that 83 percent of personal services contractors (PSCs) and 66 percent of U.S. direct hires (USDHs) rated current learning opportunities to apply project management in their jobs as either

moderately, very, or extremely effective. The agency aims to increase these baseline percentages by five percent annually in FY 2023 and FY 2024.

Now that the agency has laid the groundwork in FY 2022 to implement this performance goal, progress should move forward without delays in FY 2023. Additionally, more technology tools will be accessible to staff to further improve project management capabilities moving forward.



Peace Corps Peru Community Economic Development Volunteer Clint and Program Manager Alfredo host a workshop for local artisans and business owners to discuss techniques to advance development and opportunity.

Goal Lead: Deputy Chief Executive Officer

Data Source: Agency records and administrative data

Calculation: Indicators 1 and 2: Completion of milestones listed above. **Indicator 3:** The number of survey respondents who rated current learning opportunities to apply project management in their jobs as either moderately, very, or extremely effective / The 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 FY 2026.

Indicator 1: Completion of agency risk profile and associated risk tolerance

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	All individual office risk registers completed	Agency-wide risk register created	Agency-wide risk register reviewed and updated as needed
Results	N/A	3 risk registers fully completed	All individual office risk registers completed		

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	Aligned model implemented and evaluated for remaining enterprise planning processes
Results	Enterprise Risk Management (ERM) Council established	ERM Council continued	Timeline drafted and strategic priorities incorporated in spend plan development		

This performance goal aims to better align agency-wide processes that determine resource allocation and elevate the role of agency priorities and risk management in resource allocation decisions. A key component of this performance goal is identifying and measuring agency risks by developing an agency risk register. This register will build on progress the Peace Corps 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 (ERM) Council and bylaws and completed three office risk registers. This new performance goal aims to complete an agency-wide risk register by FY 2023 and review and update it, as needed, in FY 2024. This risk register will enable 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 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.

FY 2022 Progress Update

The FY 2022 target for Indicator 1 was met. The agency hired additional staff on a temporary basis dedicated to completing interviews and risk registers for all offices. All offices now have a risk register that will be reviewed on an annual basis. The target remains for FY 2023, where an agency-wide risk register will be created.

The agency also made progress on Indicator 2 in FY 2022; however, the target was not met. The performance goal team developed a draft timeline of agency-wide planning processes which govern spending, staffing, technology projects, performance, and the Peace Corps country portfolio. The draft timeline aligns the various processes across a fiscal year so that decisions are made in coordination with other planning processes. When spending decisions were made for FY 2023, the Office of the Chief Financial Officer (OCFO) led offices in aligning requests for new spending needs with the agency's Strategic Plan. Further, offices had to identify the risk associated with spending needs.

The Indicator 2 target was not met as the FY 2022 milestone was overly ambitious. Incorporating risk into processes cannot be completed without an agency-wide risk register. For example, although offices self-identified their risk in requests for additional resources, without an agency-wide risk tolerance determination, it was challenging to reconcile risk assessments across offices. Indicator 2 also faced setbacks due to competing staff priorities as Volunteers return to service overseas. Thus, the agency amended its FY 2023 target to implement at least two processes under the new, aligned timeline, rather than implementing and evaluating the full aligned model. The focus in FY 2023 will be aligning agency spending decisions with processes governing the agency's staffing profile and technology portfolio and incorporating risk and strategic priorities into decision making. By incorporating the enterprise processes gradually over the next two fiscal years, this should give the various entities involved adequate space and time to develop new procedures and evaluate outcomes.

Goal Lead: *Director of Budget and Analysis, OCFO*

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 FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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
Results	Site management guidance enhanced	Post staff oriented to updated site management guidance	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally		

Indicator 2: Development and implementation of a quality assurance system

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-		Comprehensive integration, training, and support model developed	Comprehensive integration, training, and support model fully developed	80% of positions on-boarded
Results	N/A	Model of compliance and quality assurance developed at posts	Comprehensive integration, training, and support model development in progress		

This performance goal 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 (complementing Performance Goal 2.4). With staff turnover, standardized processes will support a base of institutionalized knowledge and allow staff to have more time for innovation.

Performance Goal 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—including new and

revised policies and procedures supporting Volunteer health, safety, and security—are consistently implemented at posts.

Finally, this performance goal will operationalize a quality assurance model developed in FY 2021 to better integrate compliance functions at Peace Corps posts and HQ.

To achieve these results, Performance Goal 3.8 will:

1. Identify and prioritize key business practices that would benefit from standardization across all posts. These include systems and structures that support Volunteer health, safety, security, and well-being; financial, administrative, and site management processes; and guidance and best practices for staff and Volunteer committees and councils (in connection with Performance Goal 2.4);
2. Develop and implement a standardization plan that includes modified procedures, staff management processes, documentation requirements, and staff training to enhance the efficiency, effectiveness, and integration of equity into post operations; and
3. Implement a quality assurance system to consistently and effectively track and monitor compliance with agency policies, procedures, and statutory requirements.

The performance goal 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 HQ 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.

FY 2022 Progress Update

The agency met its FY 2022 targets for Indicator 1. The agency standardized the following three business practices and rolled them out globally:

1. *Standardized titles of designated staff:* To facilitate efficient enrollment and tracking of mandatory trainings, the agency introduced a standard naming convention for designated staff titles, which include Peace Corps Medical Officers, Safety and Security Managers, Back-up Safety and Security Managers, Safety and Security Assistants, and Sexual Assault Response Liaisons.
2. *Publication of Personal Services Contracting (PSC) chapter:* As most overseas post staff are classified as PSCs rather than U.S. direct hires (USDHs), the agency published a PSC chapter in the Peace Corps Overseas Contract Handbook to support standardization of PSC contract administration.

3. *Standard operating procedures (SOPs)*: The SOPs outline the roles, responsibilities, and expectations related to responding to outstanding recommendations from Office of Inspector General audit and evaluation reports of overseas posts and the preparation and submission of documentation to the Office of the Chief Compliance Officer.

The agency also began standardizing five additional practices for completion in FY 2023 and expanded the FY 2023 Indicator 1 target to include the development of a system for identifying and prioritizing the practices.

The Peace Corps did not meet its Indicator 2 target due to the late start dates and onboarding of the regional quality assurance experts. However, as of the end of FY 2022, all three experts were onboarded and clear workplans and deliverables were in place with a focus on prioritizing and developing procedures to standardize site management practices. In addition, work began on establishing standard practices for tracking mandatory staff training as well as responding to agency audit and evaluation recommendations. In early FY 2023, pilot posts in each region will be identified to move ahead with the preparation for and hiring of post-level quality assurance specialists. Due to the implementation delay, the agency adjusted the FY 2023 target to concentrate on the integration as well as training and support for the quality assurance system and post-level staff hiring. The title of Indicator 2 was also modified from an earlier focus on compliance to one that reflects the full scope of this Indicator and the processes and systems to implement a quality assurance program.

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' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

The Peace Corps 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 the OSIRP director serves as the performance improvement officer for the agency. The Peace Corps actively participates in the federal government's Performance Improvement Council to contribute to and stay current with government-wide performance improvement guidelines and best practices.

Several processes occur throughout the year that ensure activities align with the goals in the strategic plan. For example, evidence and data are collected and analyzed and can be used by agency leadership, managers, and staff to inform program, policy, and budget decisions. In addition, opportunities for performance improvement are identified, tracked, and executed.

- **Annual Strategic Review:** Each year, the Peace Corps Director and strategic objective leads collaborate with senior leadership from across the agency to facilitate forward-looking meetings to discuss developing the next Annual Performance Plan. Prior to these meetings, lead offices identify challenges, opportunities, and possible realignments to advance strategic objectives. Revisions to strategies and performance goals are incorporated into the following year's Annual Performance Plan. These annual meetings are a key opportunity for senior leadership to collaborate and update long-term courses of action that will maximize organizational effectiveness and efficiency.
- **Country Portfolio Review:** The Country Portfolio Review is a comprehensive review of active and potential Peace Corps posts. The agency uses external and internal data to conduct the Country Portfolio Review, which informs decisions on the number of Volunteers to place in each post and decisions on potential country exits or new country entries or reentries. The review focuses on the safety, security, and medical care of Volunteers; host country engagement with the Peace Corps; host country needs; programming and training; and post management and costs. The review includes data from a variety of external sources that include the World Bank; the United Nations Development Programme; the United Nations Office on Drugs and Crime; the U.S. Department of State; the World Health Organization; the International Food Policy Research Institute; the World Economic Forum; and the United Nations Education, Scientific, and Cultural Organization. Internal data sources include administrative

and financial data, post and headquarters' staff survey results, and results from the Annual Volunteer Survey (AVS) and the Host Country Staff Survey. The data used for the Country Portfolio Review is also available for use by posts and headquarters offices in support of their operational planning and management.

- **Quarterly Strategic Plan Performance Reviews:** The Peace Corps utilizes quarterly reviews, which are chaired by the Peace Corps Director, as the primary mechanism for monitoring and assessing performance throughout the year. In preparation for each review, goal leads determine the status of each performance goal in the strategic plan through both quantitative and qualitative analyses. They provide a brief written summary of the progress to date, challenges, and additional support that may be needed. This summary is shared with other senior agency staff. This quarterly progress assessment allows the agency not only to celebrate successes, but to focus efforts on performance goals facing the greatest need for collaboration, improvement, and overall support to remove blocks and advance progress.

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. 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>.

Efforts to enhance the use of existing data and build the Peace Corps' evidence base are supported by the continued improvements in core agency resources that are outlined in Appendix C.

Appendix C. Verification and Validation of Performance Data

The Peace Corps' data collection and reporting consistency is supported by detailed operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. OSIRP oversees and reviews all performance goals and focuses its efforts on continually improving data quality. The agency ensures that data is accurate, consistent, and accessible through ongoing Enterprise Data Governance Council initiatives, including an enterprise data catalog and working groups for an agency business glossary, data stewardship, and policy. These initiatives will further the agency's efforts to ensure data accuracy and reliability in measuring progress toward performance goals and managing data more strategically.

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 is collecting annual data from records maintained in headquarters offices and overseas posts. For others, the agency relies on centralized database systems to collect information on Volunteers, programs, health services, finances, and human resources. To maintain data integrity and ensure that the appropriate data entry methodology is followed, only properly 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, isolate potential data entry errors, 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. Existing data limitations will be noted in the appropriate section.

Volunteer Reporting and Grants

Since FY 2008, Volunteers have been reporting on their work and progress toward project outcomes through the Volunteer Reporting Tool (VRT). Volunteer reports were submitted to overseas post staff through the VRT on post-defined reporting calendars and data was cleaned and disseminated to stakeholders on an annual, fiscal year cycle.

Since the first version of the VRT was developed, the Office of Overseas Programming and Training Support (OPATS) has led the agency's efforts to enhance the user experience, reduce data entry errors, and improve reporting. Since 2019, the agency has invested in developing Volunteer Reporting and Grants (VRG), combining the VRT and Peace Corps Grants Online to make a more streamlined experience for Volunteers through one web-based Volunteer Portal. The Volunteer Portal also uses Login.gov for authentication to enhance security. The staff interface for VRG was built on the agency's standard information software platform. VRG was launched in FY 2022 and was rolled out to posts throughout the year. Though VRG was originally developed to

capture Volunteer work, the agency added additional functionality in FY 2022 to also capture staff-led programming activities.

VRG data will be used to report on Volunteer and staff contributions to the agency's Three Goals, including activities funded by the small grants program and special initiatives such as the President's Emergency Plan for AIDS Relief, International Basic Education Strategy, Malaria Prevention, Feed the Future, and COVID-19 Relief and Recovery.

Data validation checks and agency-wide standard data-entry periods are built into VRG to ensure overall data quality. Peace Corps HQ staff review posts' staff-reported work. Post staff review Volunteer-reported work with Volunteers 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 with agency standards.

The persistent data quality challenges are ensuring that post staff have adequate time for data cleaning and that they set realistic, yet ambitious, targets. The agency is addressing these challenges by training staff and Volunteers on monitoring, reporting, and evaluation best practices. The Peace Corps also documents and considers reporting rates, limitations, and shifts in programming when conducting analyses and sharing results.

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. This comprehensive survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience.

Typically, ninety percent of Volunteers who have been in service for at least one month complete the AVS. However, due to the COVID-19 pandemic and the resulting global evacuation and close of service (COS) of all Volunteers, the Peace Corps was unable to survey currently serving Volunteers in FY 2020 and FY 2021. In FY 2022, while Volunteers began returning to service, there were not enough eligible Volunteers to be a representative sample. Thus, the AVS was not conducted in FY 2022. However, in June-July 2020, the agency conducted a special survey of the evacuated returned Volunteers and was able to collect feedback on agency operations at that time.

The AVS is not administered to a random sample of Volunteers. Instead, it is sent to all Volunteers who have served for at least 30 days at their sites.²⁴ Because of this, the results are subject to potential bias if the Volunteers who choose to respond have different viewpoints from those who choose not to respond. However, the high response rate and data verification and validation measures minimize total survey error at the global level.

AVS respondents reflect the Peace Corps' overall composition by gender, age, geographic location, and length of service. Volunteers directly provide responses to all AVS questions in an external survey database. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. The results are then used to inform agency leadership about the Volunteers' perspectives on key issues.

The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors like external events or the ability to recall information. The agency takes into consideration both statistical and practical significance to account for variation in AVS results from year to year. The agency also reviews long-term trends to account for response variations.

Host Country Staff Survey

The Peace Corps has fielded this survey every year since FY 2014 to systematically 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 and assessing the rate of achievement of reaching the Peace Corps' Goals one and two. The survey includes questions covering staff training, safety and wellbeing, diversity and inclusion, and contributions to the Peace Corps' goals, development impact, and job satisfaction. In FY 2021 and FY 2022, a short section assessing staff perception on telework was included. Questions related to staff interaction with Volunteers were removed due to the lack of Volunteer field presence in FY 2021 and minimal Volunteer field presence in FY 2022.

The primary data quality challenge with this survey is the development of the survey frame. The survey frame consists of the host country staff who can be reached via Peace Corps email. Additionally, while the Host Country Staff Survey is offered in English, French, and Spanish (the languages most used across Peace Corps host country staff), for some staff, limited literacy in those languages and other factors like lack of computer access or familiarity with online survey tools, may contribute to nonresponse bias.

²⁴ In FY 2020, a survey was sent to all Volunteers and Trainees who were evacuated due to the COVID-19 pandemic.

Appendix D. Stakeholder Engagement

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

Internal engagement

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

- **Two workshops and recurring meetings with senior leaders** to identify priority thematic areas and provide regular feedback on strategic plan direction. These leaders reviewed agency-wide data, external reports, and draft strategic plan materials as they were developed.
- **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 the listening sessions were encouraged to submit feedback via email.
- **Agency working groups** comprised of over a hundred senior managers, technical specialists, and analysts from headquarters, domestic offices, and overseas posts. These staff members applied their unique technical skills and personal experiences with the Peace Corps to analyze performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges and complete agency objectives.

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

AEC	Agency Equity Council
AMCS	Administrative Management Control Survey
AVS	Annual Volunteer Survey
BHO	Office of Behavioral Health and Outreach
COS	Close of Service
DEIA	Diversity, Equity, Inclusion, and Accessibility
DOVE	Database of Volunteer Experience
EA	Office of External Affairs
EEPS	Emerging Equity Practices Survey
EOD	Enter on Duty
ERM	Enterprise Risk Management
FEMA	Federal Emergency Management Agency
FEVS	Federal Employee Viewpoint Survey
FY	Fiscal Year
GPRA	Government Performance and Results Act
GRRF	U.S. Government COVID-19 Global Response and Recovery Framework
HQ	Headquarters
ICDEIA	Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility
IDP	Individual Development Plan
LMS	Learning Management System
LNA	Learning Needs Assessment
LPF	Logical Project Framework
NGO	Nongovernmental Organization
OCFO	Office of the Chief Financial Officer
OHR	Office of Human Resources
OPATS	Office of Overseas Programming and Training Support
OPM	Office of Personnel Management
OSIRP	Office of Strategic Information, Research, and Planning
PCMO	Peace Corps Medical Officer
PCR	Peace Corps Response
PCrm	Peace Corps Recruitment and Marketing

PSC	Personal Services Contractor
PT&E	Programming, Training, and Evaluation
SAAC	Sexual Assault Advisory Council
SAPR	Sexual Assault Prevention and Response
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SPA	Small Project Assistance
TDA	Training, Design, and Assessment
USAID	U.S. Agency for International Development
USDH	U.S. Direct Hire
VCM	Volunteer Competency Model
VDS	Volunteer Delivery System
VRG	Volunteer Reporting and Grants
VRS	Office of Volunteer Recruitment and Selection
VRT	Volunteer Reporting Tool
VSI	Volunteer Service Initiative
VSP	Virtual Service Pilot
VSPP	Virtual Service Pilot Participant
WBTC	Well-Being Tele-Coaching

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



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