



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



**Peace  
Corps**

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

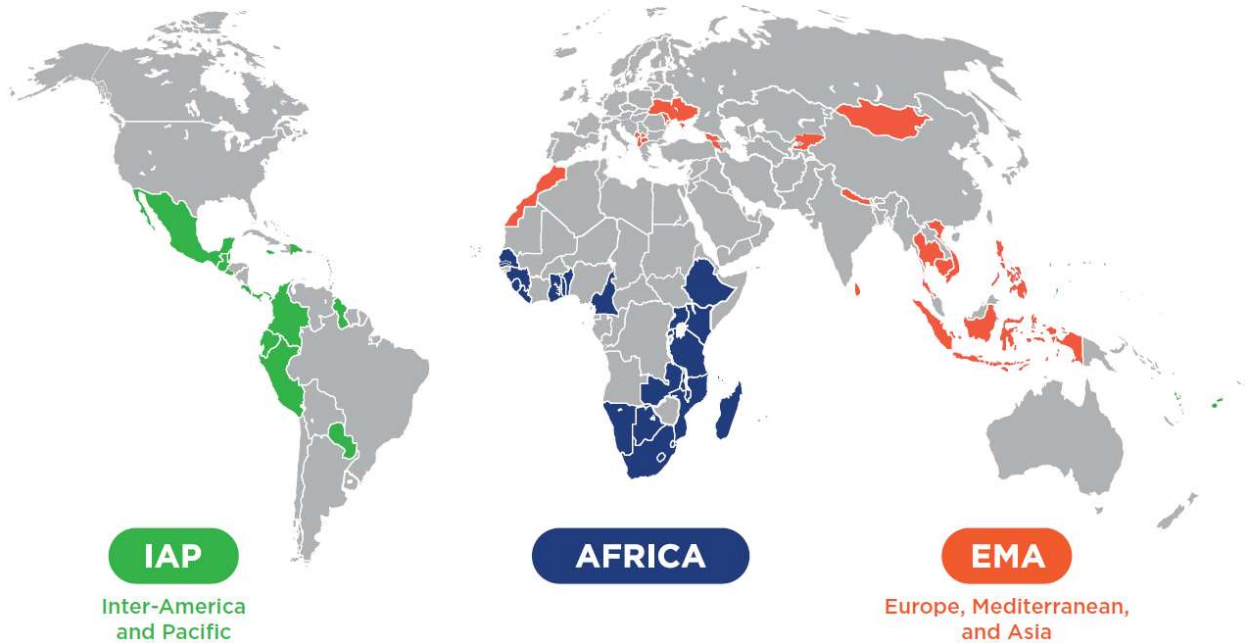
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Promoting World Peace and Friendship Since 1961

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This report is available at [peacecorps.gov/about/open-government](https://peacecorps.gov/about/open-government)  
Comments or questions on this plan may be sent to [OSIRP@peacecorps.gov](mailto:OSIRP@peacecorps.gov) or to the mailing address above

## PEACE CORPS COUNTRIES



### Caribbean

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

### Central and South America

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

### Africa

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

### North Africa and the Middle East

Morocco\*

### Eastern Europe and Central Asia

Albania & Montenegro:  
• Albania\*  
• Montenegro\*  
Armenia\*  
Georgia\*  
Kosovo\*  
Kyrgyz Republic\*  
Moldova\*  
North Macedonia\*  
Ukraine\*

### Asia

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

### Pacific Islands

Fiji\*  
Palau  
Samoa  
Tonga  
Vanuatu\*

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## Peace Corps Mission

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

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

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

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

*Sargent Shriver, Founding Director of the Peace Corps  
1961–1966*

## Strategic Goals

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

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

These three core goals in the Peace Corps' legislation continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2022–2026 Strategic Plan:

### Strategic Goal 1: Strengthen Local Capacity

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

The Peace Corps' approach to development is local and community based. Peace Corps Volunteers partner with host country individuals, groups, and communities to advance development. Volunteers engage in project work and facilitate participatory development with local partners in areas such as agriculture, community economic development, education, environment, health, and youth in development. This focus on developing transferable skills helps ensure that the Volunteers' work is sustained long after their service is complete.

### Strategic Goal 2: Share America with the World

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

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

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<sup>1</sup> 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.

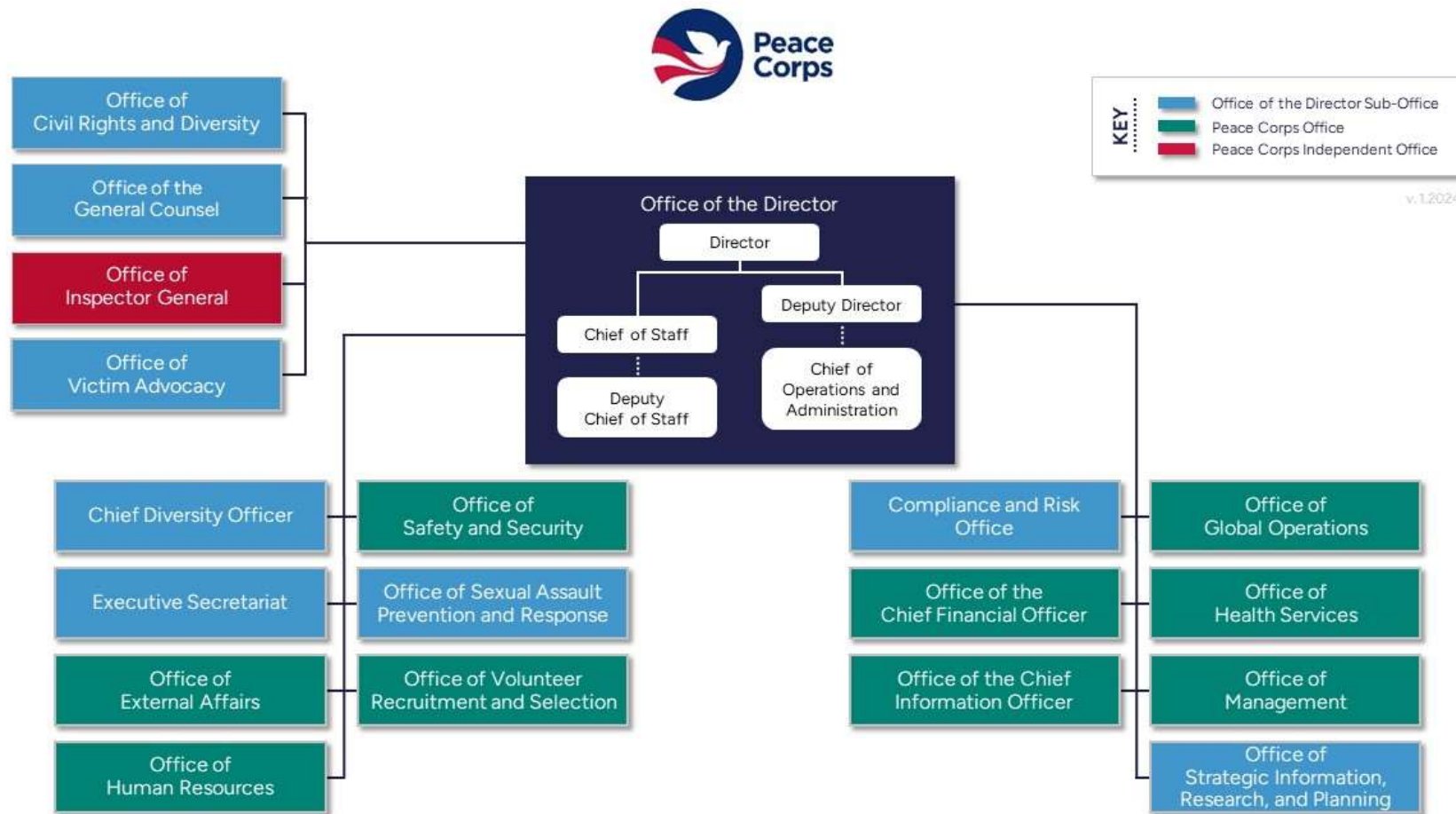


### **Strategic Goal 3: Bring the World Back Home**

*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.

## Peace Corps Organizational Chart





## Strategic Plan

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

### **Strategic Objective 1: Reimagine Service**

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

### **Strategic Objective 2: Advance Equity**

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

### **Strategic Objective 3: Deliver Quality**

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

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

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

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

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

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

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

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

## Strategic Objective 1: Reimagine Service

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

**Rationale:** The evacuation of all Volunteers due to the COVID-19 pandemic created an opportunity for the Peace Corps to rethink how it engages with the world. The Peace Corps will continue collaborating with host country partners while co-creating a response to their evolving priorities in the face of global challenges like the COVID-19 pandemic, climate change, and growing inequities. To strengthen and expand the long-term future of volunteer service as a development approach, the agency will work with interested partners to establish or strengthen host country volunteer programs. The Peace Corps will be better positioned to advance its mission through expanded service and programming models, and through continuing to recruit and train Volunteers who have the unique skillsets that countries request.

### Strategies

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

**Strategic Objective Lead:** Associate Director for Global Operations

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

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

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

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

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

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

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

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

**Performance Goal 1.1: Contribute to COVID-19 response and recovery effort**

*Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.*

**Indicator 1:** % of Posts that support COVID-19 vaccine efforts and/or support the safety and effectiveness of vaccination programs

	FY 2021	FY 2022	FY 2023		
<b>Targets</b>	-	50%	60%		
<b>Results</b>	25%	50%	15%		

**Indicator 2:** % of Posts that implement COVID-19 prevention and risk mitigation strategies at the community-level and/or support host communities to mitigate the negative effects of the pandemic on essential health programs and services

	FY 2021	FY 2022	FY 2023		
<b>Targets</b>	-	50%	60%		
<b>Results</b>	30%	59%	6%		

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

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

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

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

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

**Goal Lead:** Director of the Office of Global Health and HIV

**Data Source:** VRG data submitted by Posts

**Calculation:** Number of Posts supporting or implementing activities / Total number of Posts

<b>Performance Goal 1.2: Contribute to host country efforts to combat climate change and its impacts</b> <i>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.</i>					
<b>Indicator 1:</b> % of Posts that support host country efforts to adapt to the impacts of climate change at the community level					
	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>	-	35%	50%	60%	70%
<b>Results</b>	11% <sup>2</sup>	17%	33%		

This Performance Goal (PG) will expand upon current sector-specific programming to leverage Volunteers' unique ability to support host country community efforts to adapt to the impacts of climate change, mitigate the severity of those impacts, and build resilience. In particular, the Peace Corps will work with host country partners to identify opportunities within existing projects, or by initiating new projects, that support efforts to meet their Nationally Determined Contributions and implement their National Adaptation Plans.<sup>3</sup> 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

<sup>2</sup> This result represents the seven out of 60 Posts where VSPPs supported activities to address climate change.

<sup>3</sup> 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 programming into the annual agency planning and budgeting cycle. Further, the agency will develop strategies to recruit Volunteers who express interest in climate change and strengthen staff and Volunteer capacity to design and implement evidence-informed, climate-resilient programming at both national and community-levels.

**FY23 Progress Update:**

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

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

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

Community of Practices, and having staff and Volunteer climate change learning resources available and organized in a learning path.

**Goal Lead:** Associate Director for Global Operations

**Data Source:** Post resilience plan submissions

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

<b>Performance Goal 1.3: Strengthen assessment and adaptation</b>				
<i>Conduct, at least annually, a multi-disciplinary assessment of global trends and host country priorities to support agency strategic decision-making by FY26.</i>				
<b>Indicator 1:</b> Development of a process to collect information about global trends and host country priorities and make recommendations to agency leadership				
	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	
<b>Targets</b>	Process and format piloted and developed	Process fully implemented	Process updated	
<b>Results</b>	Process and format piloted and developed	Process fully implemented; timing aligned with other agency planning activities		
<b>Indicator 2:</b> # of annual recommendations agency leadership considers for implementation				
	<b>FY 2022</b>	<b>FY 2023</b>		
<b>Targets</b>	1	3		
<b>Results</b>	3	3		
<b>Indicator 3:</b> # of potential future implications addressed by agency leadership				
			<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>			1	1
<b>Results</b>				

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

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

developing standard operating procedures and launching a foresight practitioner training series for working group members.

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

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

**Goal Lead:** Chief of Strategic Planning and Data Management; Office of Strategic Information, Research, and Planning

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

**Calculations:** Completion of milestones listed above

Performance Goal 1.4: Expand and Promote Peace Corps Response					
Strengthen the Peace Corps Response (PCR) Program to meet host country priorities with experienced Volunteers by FY26.					
Indicator 1: Integration of the PCR service model into agency systems and business practices					
		FY 2022	FY 2023	FY 2024	FY 2025
Targets		Gaps identified in agency marketing, recruiting, administration, programming, training, and evaluation and roadmap developed	75% of gaps addressed	One or more integration pilots launched	One or more integration pilots launched
Results		Ad hoc gaps identified and addressed in operational efforts to return Volunteers to service	working group to integrate PCR launched		
Indicator 2: # of PCR Volunteer requests from Posts					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Targets	-	-	370	450	450
Results	162 <sup>4</sup>	123	374		

This performance goal makes recommendations to further expand and promote Peace Corps Response (PCR) as a service model to meet the unique needs of host country

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

partners. Initially created in 1996 as Crisis Corps, PCR allows Peace Corps Posts to request Volunteers with specialized skills to serve in short-term, high-impact assignments. The program is also used to pilot and implement innovative engagements like the FY21 collaboration with the Federal Emergency Management Agency (FEMA), in which PCR Volunteers served in the U.S. at FEMA's request to support FEMA COVID-19 vaccination center operations. By examining the program's best practices and aligning systems, the agency will better understand and be able to address barriers to strategically expand PCR.

In addition to integrating PCR, expanding the reach of the PCR program is crucial to reimagining service, as PCR Volunteers are uniquely positioned to meet host country requests for more specialized Volunteers – particularly as the agency focuses on contributing to COVID-19 response and recovery and combatting climate change. PCR will coordinate with Posts and headquarters to determine priority areas, and to develop and utilize PCR Volunteer assignments, thus allowing the agency to better understand how to promote and expand the use of PCR and develop targeted sectors on which to focus recruitment.

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

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

Efforts to synergize existing service models and the Virtual Service Pilot will continue throughout both FY24 and FY25. In FY24, work streams on recruitment and placement functions, programming and new partnerships, marketing to promote all opportunities

to serve, and Post operations will be further developed and finalized to meet the goal of changing systems, policies, and business practices to work towards this integration.

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

**Goal Lead:** Director of Peace Corps Response

**Data Source:** Office of Peace Corps Response

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

Performance Goal 1.5: Pilot alternative service models					
Work with host country partners to pilot and implement alternative service models, including virtual service, by FY26.					
Indicator 1: # of countries with Virtual Service Pilot Participants (VSPPs)					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	35	45	50	52
<b>Results</b>	27	44	48		
Indicator 2: # of alternative service models piloted					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	Criteria and standards developed and approved, pilot designed	1	1	1
<b>Results</b>	1	Criteria and standards developed and approved, pilot designed	0		

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

The agency will also design and pilot other alternative service models. From the pilots, the agency will assess, refine, and expand service models based on promising practices and lessons learned. In addition, the agency will refine a process and standards to determine other potential alternative service models that best support the Peace Corps' mission and guiding principles, such as the Peace Corps' approach to development and intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) criteria. All service models will aim to increase access to service

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

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

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

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

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

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

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



**Goal Lead:** Director of Peace Corps Response

**Data Source:** Agency records and administrative data

**Calculation:** Completion of the milestones listed above

<b>Performance Goal 1.6: Expand and deepen programming and training</b>					
<i>Build on the Peace Corps' community programming and training foundation to respond to host country development needs by FY26.</i>					
<b>Indicator 1:</b> % of Posts that incorporate the Volunteer Competency Model (VCM) by completing the training, design, and assessment process					
	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	
<b>Targets</b>	-	50%	80%	100%	
<b>Results</b>	98% of LPFs endorsed; VCM launch for training alignment	25%	63%		

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

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

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

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

**Goal Lead:** Chief of Programming and Training, Office of Overseas Programming and Training Support

**Data Source:** Programming, Training, and Evaluation Resource Hub; Training, design, and assessment Tracker

**Calculations:** Percent of Posts who complete two training, design, and assessment submissions.

**Performance Goal 1.7: Recruit and retain candidates for Volunteer service**

*Deliver Volunteers, via equitable processes, with competencies and technical skillsets that meet community priorities by FY26.*

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

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

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

Through PG 1.7, the Peace Corps will work on process efficiencies and stakeholder collaboration, ensuring regular and timely data for strategic decision-making, fostering positive and productive applicant experiences, and delivering Volunteers aligned with desired competencies and technical expertise that meet Posts' needs.

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

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

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

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

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

**Goal Lead:** Deputy Chief of Staff

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

**Calculation:** Completion of milestones listed above

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

This Performance Goal (PG) will build on decades of Peace Corps experience supporting host country volunteerism of host country partners by consolidating successes and lessons learned into a formal program. The Host Country Volunteerism program will support leaders and organizations to implement inclusive volunteerism principles and sustainable service initiatives. The program will support mutual learning and sharing among a network of Peace Corps staff, Volunteers, and host country partners in the design of systems, structures, and activities to increase community service of host country citizens across sectors, such as youth in development, agriculture, education, health, community economic development and environment, and creating sustainable futures.

The Peace Corps will engage globally with a broad array of volunteer service programs and organizations to strengthen its network of strategic partners that can advise, mentor, and learn with the Peace Corps.

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

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

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

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

**Goal Lead:** *Host Country Volunteer Program Specialist, Office of Overseas Programming and Training Support*

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

**Calculations:** *Number of Posts with reported activities*

<b>Performance Goal 1.9: Elevate the Peace Corps to inspire life-long service</b>				
<i>Implement a domestic engagement strategy that supports and promotes life-long service by FY26.</i>				
<b>Indicator 1:</b> Improvement in the measurement of, and stakeholder communications around, the long-term benefits of Peace Corps service for RPCVs and for the United States				
	FY 2022	FY 2023	FY 2024	
<b>Targets</b>	Impact assessment approach and framework developed	State and local outreach pilot developed	State and local outreach executed with three organizations	
<b>Results</b>	Impact assessment approach and framework developed	Pilot Developed		
<b>Indicator 2:</b> Development and communication of new pathways to service and career placement for RPCVs				
	FY 2022	FY 2023	FY 2024	
<b>Targets</b>	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	
<b>Results</b>	Public and private sector competency model piloted	Communications initiated  National service strategic partnership formed		

Performance Goal (PG) 1.9 reimagines service by providing research across a domestic network that will validate and support the skills and impact Volunteers make in addressing complex social and intercultural challenges after they return to the U.S. The agency will build on current work within the Office of External Affairs and its sub-offices of Third Goal and Returned Volunteer Services (3GL), Strategic Partnerships and Intergovernmental Affairs, and Communications. It will also look to the research guidance of the Office of Strategic Information, Research, and Planning, and the Volunteer competency expertise of the Office of Overseas Programming and Training Support. The agency plans to develop a national, state, and local outreach strategy to communicate the domestic dividend and promote formal and informal pathways to service and career for RPCVs.

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

manuals to include opportunities with other service organizations, including a “Continue Your Service” link to AmeriCorps on the main RPCV landing page on [peacecorps.gov](https://peacecorps.gov).

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

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

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

**Goal Leads:** *Director of the Office of Strategic Partnerships and Intergovernmental Affairs; Associate Director of the Office of External Affairs*

**Data Source:** *Agency records and administrative data*

**Calculation:** *Completion of the milestones listed above*



## Strategic Objective 2: Advance Equity

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

**Rationale:** Intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) are paramount to the Peace Corps' approach to achieving its three Goals. Creating an equitable and inclusive agency requires an enterprise-wide approach that not only supports continuous learning on an individual and group level, but also systemically addresses structural barriers in policies, processes, procedures, and programs. The Peace Corps will utilize a comprehensive approach to recruit and retain Volunteers and staff who reflect the diversity of the U.S. and host countries with a particular focus on historically underrepresented communities.<sup>6</sup> The agency will consider the impact of systemic inequities related to socio-economic class, race, disability, education, sexual orientation, gender and gender identity, age, and other factors that may be barriers to enrollment for Peace Corps service or employment. It will review its policies, practices, procedures, and programs with an equity lens. This review will inform changes, adjustments, and interventions aimed to promote a culture of mutual respect and belonging among staff and Volunteers from all backgrounds.

### Strategies

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

**Strategic Objective Lead:** Chief Diversity Officer

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

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

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

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

<b>Performance Goal 2.1: Diversify the Volunteer corps</b> <i>Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY26.</i>					
<b>Indicator 1:</b> Identification and mitigation of barriers to service, from enter on duty (EOD) through close-of-service (COS), for Volunteers who identify as members of underrepresented racial and ethnic groups, and by age, sex, marital status, and education.					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	Data systems evaluated and updated  1-3 enter on duty (EOD) and COS barriers identified and addressed  Annual Volunteer barrier analysis process created	FY 2022 targets completed	Access data across the 6 categories to analyze attrition and retention (from EOD to COS)  Build an attrition & retention analysis	Present findings from pilot runs of attrition & retention analysis process; Revise analysis system as needed
<b>Results</b>	Medical reimbursement rate increased	Barrier research begun  Initial steps for annual Volunteer barrier analysis process begun	Data systems evaluated and updated  Timeframe of barrier analysis modified to updated data systems		
<b>Indicator 2:</b> % of individuals who identify as members of underrepresented racial and ethnic groups					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	N/A <sup>7</sup>	33%	37%	39%
<b>Results</b>	N/A <sup>8</sup>	33%	34%		

<sup>7</sup> Due to limited Volunteer field presence in FY22, insufficient data was available to set a meaningful target.

<sup>8</sup> For FY21, there was no Volunteer overseas field presence.

Establishing a Volunteer corps that reflects the diversity of America is an integral aspect of advancing the Peace Corps mission. This performance goal will establish and strengthen data-driven support systems to understand trends from enter on duty through close of service that impact Volunteers from historically underrepresented communities. Provided with useful data, the agency will design strategies to address attrition and retention for all underrepresented groups as defined above. For the Peace Corps to increase Enter on Duty (EOD) and Close of Service (COS) rates from individuals from historically underrepresented communities, the agency will first conduct data analysis centered on the experiences and perspectives of historically underrepresented communities and the barriers they face in service. Current agency data provides an incomplete picture of underrepresented populations' experiences with the Peace Corps. As a result, the Peace Corps will (1) connect and enhance current data systems and create more easily accessible data dashboards and feedback loops, and (2) use this data to determine how to identify and reduce barriers along the path to and through service. These efforts will increase the understanding and support of underrepresented communities.

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

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

**Goal Leads:** Associate Director for Global Operations

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

**Calculation:** **Indicator 1:** Completion of milestones listed above. **Indicator 2:** The number of Volunteers, Response Volunteers, and Trainees serving on September 30 of the fiscal year who identify

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

<b>Performance Goal 2.2: Diversify U.S. staff</b> <i>Increase the representation of underrepresented groups for U.S. direct hire staff at all levels of the agency by FY26.</i>					
<b>Indicator 1:</b> Alignment and utilization of employment data systems including an annual barrier analysis that supports attracting and retaining underrepresented individuals in the Peace Corps workforce					
	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>	-	3 barriers addressed	3 barriers addressed	3 barriers addressed	New barrier analysis completed
<b>Results</b>	3 high priority barriers identified	3 barriers addressed	OCRD's AEP Specialist Hired (in process); began partnership with OHR to examine/remediate remaining triggers; Peace Corps is now a registered employer in WRP		

Establishing a U.S. direct hire workforce that reflects the diversity of America is a key aspect of advancing the Peace Corps mission both within the U.S. context and at overseas Posts. Talent resides in all communities, and it is critical that the Peace Corps draws on the rich skills and experiences of all communities and ensures that fair, transparent, and equitable systems facilitate equal opportunity for employment. Maintaining a diverse workforce is critical to building a pool of candidates for senior positions in the future, especially those positions where the agency has identified challenges on this front.

In alignment with the U.S. Equal Employment Opportunity Commission Regulation 29 CFR 1614.102(a)(3), the Peace Corps engages in a continuous self-assessment campaign to eradicate barriers to equal opportunity from personnel policies, practices, and working conditions. The Peace Corps' FY20 report identified 13 potential areas where barriers exist. In FY21, the agency conducted a more granular analysis and identified three high priority barrier areas. In FY22, the agency developed and began implementing an action plan to address the three high priority barriers identified in FY21 and started the barrier analysis process for the FY22 reporting period.

The intent of this performance goal is that senior leadership, managers, and supervisors at both headquarters and Posts will play active roles in the individual and collective responsibility for the barrier analysis' remedial implementation. This will ensure that advancing diversity, inclusion, and opportunity is a prominent part of the agency's culture. To this end, a data-driven approach will be used to assess the state of the agency's equal opportunity. The agency will use the Federal Employee Viewpoint Survey and survey its U.S. direct hire workforce to understand perceptions and identify areas of concern related to agency support for diversity, equity, and inclusion. This will

help cultivate a supportive, welcoming, and inclusive work environment that allows employees to feel connected to the agency's mission and contribute to meeting the agency's diversity and inclusion challenges.

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

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

**FY23 Progress Update:** Expert vacancies have been announced on USAJobs to the qualified public on an ad hoc basis. This practice serves as a model for going forward with similar announcements in the future in a manner consistent with standing HR Policies. A policy review is in place to ensure hires, including experts, are done in a manner consistent with HR policy and procedure.

Performance metrics to track and ensure experts are being used in accordance with scopes of work will be included in performance documents in 2024. The Office of Human Resources (OHR) will collaborate with OCRD to develop metrics to include in plans. Additionally, OHR is reviewing MS-601 to determine if changes are needed to address the advertising of expert positions. OCRD will conduct a barrier analysis in FY25 in accordance with the requirements established by the Equal Employment Opportunity Commission's Management Directive, MD-715 to determine progress on barrier elimination. The Peace Corps is now a registered employer in the Workforce Recruitment Program (WRP). WRP is a recruitment and referral program that connects federal employers with college students and graduates with disabilities.

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

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

**Calculation:** Completion of the milestones above

## Performance Goal 2.3: Improve talent management

*Advance equitable talent development and inclusive workplace practices by FY25.*

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	<p>Agency Learning Needs Assessment (LNA) conducted and strategy developed</p> <p>Supervisors trained in equitable onboarding</p> <p>New staff complete global onboarding</p> <p>Overseas training opportunities broadened</p> <p>Mentoring program developed with targeted outreach to underrepresented staff</p>	<p>All staff and supervisors trained in how to use individual development plans (IDPs)</p> <p>70% of agency staff have IDPs</p> <p>80% of new staff supported by global onboarding program</p> <p>Mentoring program developed for HQ and overseas staff</p> <p>New learning management system launched</p>	<p>Learning resources curated based on LNA results</p> <p>All staff and supervisors trained in how to use individual development plans (IDPs)</p> <p>70% of agency staff have IDPs</p> <p>New learning management system launched</p>	<p>70% of agency staff reported planning time for learning with supervisors.</p> <p>Centralized tracking of training data via SF-182</p> <p>Learning and development knowledge sharing increased across staff</p>
<b>Results</b>	89% of overseas supervisors completed supervisor training; global onboarding program developed	<p>Agency LNA conducted and strategy developed</p> <p>Supervisors trained in equitable onboarding</p> <p>New staff complete global onboarding</p> <p>Overseas training opportunities broadened</p> <p>Mentoring program scoped with targeted outreach to underrepresented staff</p>	<p>100% of new staff supported by global onboarding program. (935 new staff, 374 PSC (since inception))</p> <p>Mentoring integrated into selected learning programs</p>		



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

This performance goal responds to Executive Order 14035 to strengthen and enhance professional development of the federal workforce by promoting diversity, equity, inclusion, and accessibility in agency training. This performance goal will assess the learning needs of staff to establish a transparent and equitable onboarding and professional development initiative that advances talent development. Critical to establishing formal and transparent learning systems is also the upgrade of the agency system of record for staff learning, the learning management system LearningSpace, which will support equitable and accessible continual learning opportunities.

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

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

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

**Goal Leads:** Chief Human Capital Officer; Director of the Office of Staff Learning and Development

**Data Source:** Agency records and administrative data

**Calculations:** Completion of the milestones above

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<sup>9</sup> Established under [Executive Order 14035](#)

## Performance Goal 2.4: Integrate equity into core business practices

*Standardize equitable and inclusive processes to strengthen key core business practices by FY26.*

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

	FY 2021	FY 2022	FY 2023		
<b>Targets</b>	-	3 key business area benchmarks developed  Equity council resources and guidance established	Existing benchmarks refined; 3 added  Additional equity council resources disseminated		
<b>Results</b>	Post responses and EEPS <sup>10</sup> data collected	Development of 3 key business area benchmarks and equity council resources and guidance began	Equity Benchmarks incorporated into agency-wide self-assessment tool and no longer a standalone tool		

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	Benchmark levels reported for pilot Posts and HQ	Reporting systems refined and benchmark levels reported for pilot Posts and HQ	Equity Indicators / questions begin integration into agency-wide self-assessment tool	Equity Indicators / questions fully integrated into AMCS and rolled out
<b>Results</b>	Post responses from AMCS <sup>11</sup> and EEPS collected	Benchmark reporting tool development for pilot Posts and HQ in progress	Reporting systems further developed but benchmark levels were not reported		

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

		FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>		Equity councils at 9 pilot Posts and HQ initiated; Leaders trained; ICDEIA survey questions developed/aligned	Pilots assessed and equity council launch commenced; Training continued; Updated surveys	Agency Equity Council and 35% of Posts; Equity Councils launched	75% of Post Equity Councils launched

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

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

			launched; Survey data assessed	Global training offered	
<b>Results</b>		Equity councils at 9 pilot Posts and HQ initiated Leaders trained; ICDEIA survey questions developed/aligned	Pilot completed and assessed Training refined Surveys launched and data assessment in progress		

This performance goal (PG) is designed to standardize, integrate, and measure equitable and inclusive agency core business practices. By evaluating current Post and headquarters practices and developing benchmarks, resources, and accountability mechanisms, it will foster an enabling environment that champions ICDEIA. This PG will establish standards and benchmarks that support equity across Peace Corps operations and develop an equity practice evaluation and accountability tool. This rubric will be informed by the agency's Administrative Management Control Survey, the U.S. government-wide DEIA Initiative Survey, and the assessment completed as part of Executive Orders [14035](#) and [13985](#).

A fundamental component of PG 2.4 is the formation of equity councils and training for Post and Headquarters leaders. Post and Headquarters equity councils will monitor and assess the impact of standards that support equity, with equity benchmarks and accountability tools, including staff and Volunteer surveys.

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

To streamline and address lessons learned to date, the following adjustments were made to PG 2.4 indicators and targets for FY24 and F25:

- Indicator 1 retired and integrated into PG 3.8: Standardize Business Practices
- Indicator 2 and related equity indicator targets revised to align with PG 3.8 and associated piloting and rollout AMCS in FY24 and FY25, respectively.
- Indicator 3 and related targets adjusted to incorporate a phased approach to the Post Equity Council rollout in FY24 and FY25 to complement the relaunch of the Agency Equity Council in FY24.

**Goal Leads:** Deputy Director of the Office of Global Operations; Deputy Chief of Staff

**Data Source:** Agency records and administrative data

**Calculation:** Completion of the milestones listed above

**Performance Goal 2.5: Expand Third Goal<sup>12</sup> engagement**

*Increase host country participation in Third Goal and prioritize engagement with underserved<sup>13</sup> communities in the U.S. by FY26.*

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

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	New models of community-driven Third Goal engagement piloted at 6 Posts	Best practices established and shared with all Posts	20% of all Posts have executed community-driven storytelling	50% of Global Connections programming and new resource development includes Host Country National participation
<b>Results</b>	New models of community-driven Third Goal engagement piloted at 10 Posts	Best practices shared		

**Indicator 2:** Access to age-appropriate Third Goal resources and Speakers Match opportunities for communities with Title I schools<sup>14</sup>

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	Plans for engaging underserved communities developed  A minimum of 1 external strategic partnership supporting outreach to Title I schools established	20% of communities with Title I schools are engaged using Third Goal resources	30% of communities with Title I schools are engaged using Third Goal resources	35% of communities with Title I schools are engaged using Third Goal resources
<b>Results</b>	Plans for engaging underserved communities developed  1 external strategic partnership supporting outreach to Title I schools established	25.8% communities reached		

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

<sup>12</sup> As mandated by the Peace Corps Act, the agency's Third Goal is "[to help promote] a better understanding of other peoples on the part of the American people."

<sup>13</sup> "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.

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

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

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

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

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

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

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

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

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

## Strategic Objective 3: Deliver Quality

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

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

### Strategies

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

**Strategic Objective Lead:** Chief of Operations and Administration

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

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

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

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

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

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

<b>Performance Goal 3.1: Develop a comprehensive duty of care<sup>16</sup> framework</b> <i>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.<sup>17</sup></i>				
<b>Indicator 1:</b> Development and articulation of a comprehensive framework for duty of care to Volunteers				
		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets</b>		Duty of care expectations unified across offices	Key components of duty of care to Volunteers identified across offices  Policies reviewed to determine possible modifications	Duty of care to Volunteers defined and policies amended and approved across offices  Duty of Care Final Report with recommendations
<b>Results</b>		Project plan formulated	Duty of Care industry best practices researched. Key components of Duty of Care and related policies identified	
<b>Indicator 2:</b> Development, consistent implementation, and enforcement of systems of practice and accountability that strengthen Volunteer health and safety				

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

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



		FY 2022	FY 2023	FY 2024	
<b>Targets</b>		<p>Data review of factors that lead to higher rates of medical separation and evacuation, disciplinary actions, or safety incidents conducted</p> <p>Findings communicated and draft revisions made to agency policies, guidelines, or practices</p>	<p>Common factors that lead to higher rates of medical separation/evacuations, disciplinary actions, or safety incidents identified</p>	<p>Findings communicated and revisions to agency policies, guidelines, or practices drafted</p> <p>Findings detailed in Final Report</p>	
<b>Results</b>		<p>Project plan formulated</p>	<p>Identified factors leading to higher rates of medical, or administrative separation as well as safety incidents.</p>		

Performance Goal (PG) 3.1 focuses on the shared responsibility for a safe, healthy, and productive service among staff, Volunteers, and community partners. A key initial target is to review all relevant policies, procedures, manual sections, and technical guidelines that relate to the duty of care, identify differences in definitions and terminology, and develop a definition of duty of care that applies across all relevant offices. Inherent in this assessment is a gap analysis. Once this is performed, the agency can undertake appropriate revisions and develop a consolidated framework that provides an overarching approach that is linked to appropriate policies.

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

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

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

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

**Goal Lead:** Associate Director of the Office of Health Services

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

**Calculations:** Completion of the milestones listed above

Performance Goal 3.2: Enhance the Sexual Assault Prevention and Response (SAPR) Program					
Integrate and implement results and recommendations from the external SAPR structure evaluation, the Sexual Assault Advisory Council, and other evidence-based industry best practices to ensure a comprehensive approach to improving the Peace Corps' SAPR Program.					
Indicator 1: % of roadmap targets achieved					
		FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>		Assessment of external SAPR structure evaluation completed and roadmap developed	80% of roadmap targets achieved	100%	Assess agency wide understanding of prevention
<b>Results</b>		Assessment of external SAPR structure evaluation completed and roadmap developed	SAPR Prevention Strategy drafted		

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

Since its inception, the SAPR Program has established comprehensive policies and practices that reflect the agency's strong commitment to reducing Volunteer risk and responding effectively and compassionately to victims of sexual assault. The SAPR Program strives to continuously improve existing risk reduction and response protocols and training for effectiveness. Accomplishing this requires continuous

exploration of evidence-based best practices, a synchronized effort among implementing offices, and an objective program evaluation.

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

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

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

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

**Goal Lead:** *Director of the Office of SAPR*

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

**Calculations:** Completion of the milestones listed above

<b>Performance Goal 3.3: Promote accountability to host country partners and community-level stakeholders</b> <i>Work together with host communities and Volunteers to fulfill service commitments and improve collective impact by FY26.</i>					
<b>Indicator 1:</b> % of projects demonstrating a minimum achievement of community-driven results					
		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>		VRG launched and staff trained	Remaining staff trained on VRG  Baseline data collected  75% of projects demonstrate minimum achievement	FY25 target established  Baseline data collected	FY25 target met
<b>Results</b>		VRG launched and some staff trained	Staff at 95% of Posts trained on VRG		
<b>Indicator 2:</b> Posts' establishment of a process for sharing results and creating feedback loops with community-level stakeholders					
		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>		VRG launched and staff trained  Guidance drafted	Research conducted on existing processes	Annual Reflection guidance updated to include 'Learning and Adapting' with Stakeholders  Post processes gathered to inform guidance	PTE Guidance updated to include sharing results and feedback loops  % of Posts that have an established process
<b>Results</b>		Research plan conceptualized	Research on results sharing and feedback loops completed		

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

Through VRG, Posts will be able to review project results more efficiently and share that progress with partners in the field. With VRG and other data sources, Posts can implement an intentional and data-driven process for sharing progress with host

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

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

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

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

**Goal Lead:** Chief of Programming and Training, Africa Operations

**Data Source:** VRG and annual programming and training reporting process.

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

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

Promote and advocate for Volunteer well-being throughout the service lifecycle aligning with the Surgeon General’s “Framework for Workplace Mental Health and Well-Being”.

**Indicator 1:** Provision of evidence-based Adaptive Mindsets (resilience) skills training for Volunteers and Post staff capacity to support the training

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
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<b>Targets</b>	-	Global roll out of resiliency training	Baseline for Post use of micro-learning modules determined	Baseline for utilization	Adaptive Mindsets established as mandatory in global core training
<b>Results</b>	Resilience pilot report completed  Return to service resilience training disseminated	Global roll out of resiliency training	Adaptive Mindsets micro-videos completed and included in My Well-Being HUB		
<b>Indicator 2:</b> Provision of Well-Being Tele-Coaching services for Volunteers who need non-clinical support					
		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>		Coaching services offered at all Posts with Volunteers  % of Volunteer use tracked	Global roll out of coaching services  Baseline % of Volunteer use established	Monitor PCMO utilization to evaluate referral process	Monitor and evaluate utilization and referral process
<b>Results</b>		Coaching services offered at all Posts with Volunteers  % of Volunteer use tracked	Completed. Establishment of baseline is ongoing		

<b>Indicator 3:</b> Strengthening of systems for behavioral health communication, processes, and capacity for care transitions (e.g., sexual assault, service entry/exit, medical evacuation)					
		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>		Analysis completed and global training and guidance updated	Full implementation of new care transition model	Evaluate effectiveness of implementation process	Monitoring and evaluation loop implemented
<b>Results</b>		Analysis completed and global training and guidance updated	Recommendations implemented across system of behavioral healthcare		
<b>Indicator 4:</b> Adoption and integration of the Surgeon General's "Framework" to engage enterprise-wide advocacy for Volunteer well-being and mental health in their 24/7 work through a collaborative process with key Agency-wide stakeholders.					
				<b>FY 2024</b>	<b>FY 2025</b>
<b>Targets</b>				Develop a multi-level, enterprise-wide process for ongoing advocacy and communication for PCV well-being	Track and use metrics to identify key indicators and best practices
<b>Results</b>					

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

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

**Goal Lead:** Director of Office of Behavioral Health and Outreach Unit, Office of Health Services

**Data Source:** Administrative and agency records

**Calculations:** Completion of the milestones listed above



### Performance Goal 3.5: Promote collaboration and enhance collective effectiveness

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

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

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	Best technology practices researched; Review of current agency assets conducted	Technology identified, reviewed, and procured to close gaps	Agency-wide training conducted on new performance management system	The new tiered rating system is fully implemented
<b>Results</b>	Best technology practices researched; Review of current agency assets begun	Completed		

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

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	Performance system identified and procured	HQ rollout of new performance system	100% domestic and overseas USDH staff participation in performance system	The new tiered rating system is fully implemented
<b>Results</b>	Performance system identified and procured	Finalized OPM Contract for consulate services for implementation of a tiered performance management rating system. Additional support in developing MS-626 policy, and procedures.		

**Indicator 3:** Implementation of systems, processes, and a comprehensive training plan to promote collaboration and enhance effectiveness for remote and hybrid work environments across teams and offices in a global setting

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy designed	Collaborative structures, systems, and processes implemented; Training strategy implemented	Training developed and conducted for domestic and overseas USDH staff	The new tiered rating system is fully implemented
<b>Results</b>	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy design initiated	OPM finalized training modules and performance elements templates for rating officials and non-supervisors.		

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

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

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

**Goal Lead:** Chief Human Capital Officer

**Data Source:** Agency records and administrative data

**Calculation:** Completion of milestones listed above

**Performance Goal 3.6: Improve project management competencies**

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

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

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

**Indicator 2:** Agency rollout of collaboration and project management tools

	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	2 pilots completed	Tools rolled out with customized training  Usage of tools measured as a baseline for adoption	Community of practice built for project management tools	Utilization of PM tools across the agency; Community of practice established where staff engage with one another on project management
<b>Results</b>	Initial pilot plans discussed	Suite of Microsoft tools; trainings were offered across the agency; working group conducted two pilots		

**Indicator 3:** % of staff who respond favorably to project management best practices question in employee surveys<sup>18</sup>

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

This performance goal is designed to create a common language around project management for all Peace Corps staff and support staff when adopting project management skills and frameworks for improved performance. The performance goal focuses on training staff in project management; making user-friendly software applications available for all staff to communicate, collaborate, and track project progress effectively; and bolstering the adoption and application of project management skills and software applications.

<sup>18</sup> This includes data from the Agency Learning Needs Assessment and LinkedIn Learning path feedback.

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

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

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

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

**Goal Lead:** Director of Overseas Programming & Training Support

**Data Source:** Agency records and administrative data

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

**Performance Goal 3.7: Align resources with agency priorities and associated risk**  
*Create and implement processes that guide the allocation of people, time, and funds based on agency priority and relative risk by FY26.*

**Indicator 1: Implementation of ERM infrastructure elements**

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

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	Plan developed to incorporate risk tolerance and align enterprise planning processes into single agency-wide process	Aligned model implemented and evaluated for at least two enterprise planning processes	Risk visibly incorporated into at least two enterprise planning processes	Risk visibly incorporated into main enterprise planning processes
<b>Results</b>	ERM Council continued	Timeline drafted and strategic priorities incorporated in spend plan development	Risk management was incorporated into 2 governance processes (IT and staffing)		

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

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

The agency has several processes that determine how resources in areas such as funding, personnel, and information technology (IT) are allocated. While these processes are effective in deciding how resources will be allocated, they should be better aligned to work in concert toward agency priorities and the mitigation of agency risk. The Peace Corps will also evaluate the current timelines of enterprise planning processes and update timeframes as needed to build off one another. The agency will implement the new timelines and assess the extent to which resources are allocated to risk areas and agency priorities.

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

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

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

**Data Source:** Agency records and administrative data

**Calculation:** Completion of milestones listed above

### Performance Goal 3.8: Standardize business practices to reduce redundant effort across Posts

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

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Targets</b>	-	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	Implementation plan continued; 3 additional high priority practices implemented, standardized, and rolled out globally; identification and prioritization system developed	Longer-term high priority practices continued	Longer-term high priority practices continued
<b>Results</b>	Post staff oriented to updated site management guidance	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	3 additional high priority practices implemented, standardized, and rolled out globally		

**Indicator 2:** Development and implementation of a quality assurance system

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

This Performance Goal (PG) seeks to identify key Post-level policies, practices, and resources that, if standardized, would enhance the effectiveness, efficiency, and integration of equity into the Peace Corps' business practices across Posts. PG 3.8 will build on the FY 2018-2022 Strategic Plan by continuing to focus on and advance the agency's comprehensive site management process at Posts and via supporting IT systems, including by developing user-friendly offline mobile platforms. This performance goal will also ensure that key policies are consistently implemented at Posts. Finally, this PG will operationalize a quality assurance model developed in FY21 to better integrate compliance functions at Peace Corps Posts and Headquarters.



The PG will build on existing systems and tools, such as the annual Administrative Management Control Survey (AMCS), as the agency identifies business practices for standardization and strengthens its systems of monitoring and accountability. Finally, creation of quality assurance positions at Headquarters and Post levels will allow the Peace Corps to be better positioned to ensure compliance with agency policies, procedures, and statutory requirements and to systemically identify, track, and address areas for improvement.

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

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

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

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

**Goal Lead:** Deputy Director of the Office of Global Operations

**Data Source:** Agency records and administrative data

**Calculations:** Completion of milestones listed

## Appendices

### Appendix A. Performance Management System

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

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

### Appendix B. Evaluation and Research

The Peace Corps remains committed to improving performance by using high-quality data and evidence. Using rigorous evidence-based methodologies, the agency conducts studies to assess the impact of program practices to identify opportunities to strengthen programs or improve operational efficiency and effectiveness. These efforts allow the agency to use existing evidence to draw conclusions and, when data gaps are identified, develop new sources of data that can improve operations and allow better understanding of performance opportunities. The agency evaluation policy can be found at: <https://files.peacecorps.gov/documents/MS-325-Policy.pdf> Evaluations, surveys, and other reporting can be found at:

<https://www.peacecorps.gov/about/open-government/>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations. These can be found at: <https://www.peacecorps.gov/about/inspector-general/reports>.

## **Appendix C. Verification and Validation of Performance Data**

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

### ***Administrative Records and Databases***

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

### ***Volunteer Reporting and Grants***

The Volunteer Reporting and Grants (VRG) tool was launched in FY22, combining the Volunteer reporting and Peace Corps grants processes to make a streamlined experience for Volunteers reporting on their work and progress toward project outcomes. VRG data is used to report on Volunteer and staff contributions to the agency's Three Goals, including activities funded by the small grants program and other special initiatives. Data validation checks and standard data-entry periods are built into VRG to ensure overall data quality. Peace Corps Headquarters staff review Posts' staff-reported work. Post staff review Volunteer-reported work to verify data and correct anomalies before analyzing aggregate results and sharing information with stakeholders. The Peace Corps provides ongoing monitoring and support to Volunteers and staff to ensure that data is collected, analyzed, and reported consistently.

### ***Annual Volunteer Survey***

In accordance with the Kate Puzey Act mandate, as extended by the Sam Farr and Nick Castle Peace Corps Reform Act, the Peace Corps conducts an Annual Volunteer Survey (AVS), which is a confidential, voluntary online survey of all currently serving, two-year Volunteers who have served at least one month at their site. This survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience. To ensure data quality, rigorous data cleaning procedures are applied to the dataset prior to analysis. The AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by factors like external events or the ability to recall information. The agency considers both statistical and practical significance of the variation in results from year to year. Findings could be impacted by nonresponse bias if the Volunteers who responded to the survey have different viewpoints from those who did not respond. However, the survey's historically high response rate helps minimize the potential impact of such bias.

### ***Host Country Staff Survey***

The Peace Corps has fielded the Host Country Staff Survey (HCSS) every year since FY14 to gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact at Posts by gathering input from host country staff. The survey includes questions covering staff training needs, workload sustainability, motivation, inclusiveness, and team dynamics at Peace Corps Posts.. The survey is limited to host country staff who can be reached via Peace Corps email and is currently offered in English, French, and Spanish (the languages most used across Peace Corps host country staff). Limited literacy in the available languages and other factors like lack of computer access or of familiarity with online survey tools may reduce the ability or willingness of some staff to participate in the survey. Analysis of the HCSS primarily focuses on global findings, rather than comparisons by Post, as they offer the most valid and applicable insights.

## **Appendix D. Stakeholder Engagement**

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

## *Internal engagement*

In FY21, the Peace Corps engaged staff across the agency in a participatory process to shape and refine the FY 2022-2026 Strategic Plan. Staff engagement included:

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

## *External engagement*

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

## **Appendix E. Acronyms**

AMCS	Administrative Management Control Survey
AVS	Annual Volunteer Survey
COS	Close of Service
DEIA	Diversity, Equity, Inclusion, and Accessibility
EEPS	Emerging Equity Practices Survey
EOD	Enter on Duty
ERM	Enterprise Risk Management
FEMA	Federal Emergency Management Agency

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

## Appendix F. Changes to FY24 targets

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

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



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

*For comments and inquiries regarding this plan, please contact [OSIRP@peacecorps.gov](mailto:OSIRP@peacecorps.gov).*



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