



Peace
Corps

**THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION**
FISCAL YEAR 2024

Peace Corps

FISCAL YEAR 2024

Congressional Budget Justification

FISCAL YEAR (FY) 2022-2026 STRATEGIC PLAN

FY 2024 ANNUAL PERFORMANCE PLAN

FY 2022 ANNUAL PERFORMANCE REPORT

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BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FISCAL YEAR (FY) 2024 BUDGET REQUEST

The Peace Corps' budget request is \$495,000,000.

The FY 2024 budget request will enable the Peace Corps to support Volunteer operations in up to 65 countries worldwide.

THE DIRECTOR OF THE PEACE CORPS
WASHINGTON, D.C.

Dear Member of Congress:

I am pleased to submit the Peace Corps' Fiscal Year (FY) 2024 budget request of \$495 million. For 62 years, the Peace Corps has played a unique and essential role in America's foreign policy and engagement with countries around the world, supporting localized development efforts and providing grassroots, people-to-people diplomacy. Throughout the agency's history, more than 240,000 Volunteers have served in hundreds of thousands of communities in 143 countries, building goodwill by teaching for tomorrow, advancing health equity, enhancing food security, protecting our environment, and empowering the next generation of leaders with skills-based training to strengthen our interconnected global community.

The long-term impact of the Peace Corps extends well beyond any single Volunteer's service. Through the Peace Corps' unique development model, working and living in host communities, learning local languages, and demonstrating deep cultural respect, Volunteers foster lasting connections across cultures and share the best of America. Throughout my tenure at the agency, I have routinely heard from leaders in the highest levels of foreign governments that they were taught or influenced by Volunteers in their communities, and that the relationship was transformational in their understanding and attitudes towards the United States. American Ambassadors and Foreign Service Officers also regularly share how valuable Peace Corps programming is to our U.S. presence and engagement with global partners. Furthermore, we know that Peace Corps Volunteers provide a domestic dividend to America when they return home, bringing their adaptive leadership skills to the public and private workforce across the United States.

This FY 2024 budget request builds on a successful six-decade long legacy, funds current services, and invests in recruiting Volunteers - in a challenging labor market - who represent the full demographic, geographic, and socio-economic diversity of America. This request also sustains critical core operational upgrades in the areas of health, safety, security, compliance, and cybersecurity that were made during the two-year suspension of overseas Volunteer activities following the outbreak of COVID-19. Many of these essential services represent systemic improvements in anticipation of returning Volunteers to service in a changed world. Others were underfunded in the years prior to the pandemic as the agency focused on maintaining a 7,000-strong Volunteer presence despite a static budget between FY 2016 and FY 2022. During that six-year period, mandatory cost increases and global inflation meant that the Peace Corps effectively absorbed a 30 percent budget cut. This FY 2024 request is an investment in enabling the Peace Corps to effectively and fully carry out its mission.

After 62 years, the enduring, cumulative value and return on investment of the Peace Corps is evident. The agency is uniquely situated to build and sustain meaningful relationships and enhance America's standing at the community level through its localized development approach, while bolstering diplomacy at the highest levels of government between the U.S. and other nations. On behalf of the entire Peace Corps network, including host community members, partners, staff, and the hundreds of thousands of returned and currently serving Volunteers, who live out the Peace Corps mission every day, thank you for your support.

Sincerely,



Carol Spahn
Director

EXECUTIVE SUMMARY

MISSION & GOALS

Since the Peace Corps was founded in 1961, over 240,000 Peace Corps Volunteers have represented the United States in 143 countries, where they have partnered with communities on locally led development projects that build relationships, promote knowledge exchange, and contribute to lasting and positive change. As of March 2023, the Peace Corps maintains a Volunteer presence in 51 countries and is gradually building up onboard strength after the unprecedented suspension of Volunteer service overseas due to the COVID-19 pandemic in March 2020. The agency expects to return approximately 5,180 Volunteers to up to 65 countries, at 61 posts, by the end of FY 2024.

Throughout its 62-year history, the Peace Corps' work to achieve its powerful mission of promoting world peace and friendship has been oriented around the three goals articulated in the Peace Corps Act (PL 87-293):

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

Although the world has fundamentally changed since 1961, these three core goals endure and remain the foundation of the Peace Corps' localized approach to development. As countries work to recover from the disruption caused by the pandemic, the support and presence of the agency and its Volunteers continues to be in high demand. Full funding of the FY 2024 budget request will ensure that the agency is prepared to meet the challenges and opportunities of today's

world, fulfill its current services requirements, and fund new country assessments at the invitation of host country governments.

Peace Corps Volunteers provide critical, last-mile partnership and support, working alongside community members to craft local solutions to development opportunities, bolster food security and health, adapt to a changing environment, and partner on grassroots economic growth. Volunteers are continuing the agency's strong tradition of education and youth empowerment, collaborating to provide leadership and national service opportunities to the next generation of changemakers. This work is integrated across the agency's six programmatic sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development.

The FY 2024 budget request represents a cost-effective investment in advancing the Peace Corps' unique, sustainable, localized person-to-person development model by funding Volunteers to serve overseas who are geographically and demographically representative of the United States. This funding will ensure the agency can effectively recruit Volunteers in a historically challenging labor market, and appeal to candidates with diverse lived experiences and perspectives. The FY 2024 request also supports the Peace Corps' commitments to be responsive and accountable community partners, to bolster strategic engagement with youth, and to make essential investments to sustain the critical health, safety, security, and information technology infrastructure necessary to support Volunteer service.

The Peace Corps not only benefits people in foreign countries; it also benefits the people of the United States. Volunteers return home to engage in their local communities as medical providers, teachers, small business owners, innovators, and entrepreneurs—to name but a few of the various ways they make a difference. Many returned

Peace Corps Volunteers continue their careers in public service, contributing to local, state, and federal government. Peace Corps service fosters a lifetime of global connection and national service, and the skills developed in the Peace Corps enable returned Volunteers to contribute to local and global cooperation and progress long after service overseas concludes.

KEY INITIATIVES FOR THE PEACE CORPS FY 2024 BUDGET REQUEST

The Peace Corps' budget request for FY 2024 is \$495 million. In FY 2024, the Peace Corps will focus on the following initiatives:

Delivering on Host Country and Host Community Priorities Through Localized Development

A fundamental aspect of the Peace Corps' approach to development is that the agency only sends Volunteers to a country at the invitation of the host government, and Volunteers work on projects and goals that have been identified by host communities and governments as their priorities. Volunteers embed within these communities, living with host families, cooperating directly with counterparts, co-designing projects and solutions, learning local languages and culture, and effectively becoming community members themselves.

This focus on supporting local solutions while living and working within host communities is why the Peace Corps has been at the forefront of localization and local ownership of international development for over 60 years. Volunteers' respectful embrace of local cultures and languages while sharing their own experience as Americans builds relationships and goodwill that last for decades, as evidenced by the example of the strong ties between Americans and Koreans that developed during Peace Corps service in South Korea and continue today, even though the agency closed its post there in 1981.

Reflecting the appeal of the Peace Corps model, the agency has continued to receive invitations from governments to open or re-open programs. In October 2022, the first Volunteers to ever serve in Viet Nam arrived to begin their training, and that same month, Volunteers returned to Kenya after a hiatus of eight years. The agency is planning to send Volunteers to Sri Lanka in 2023, the first since 1998, and is close to finalizing agreements with the governments of El Salvador and Solomon Islands to begin partnerships with those nations. The Peace Corps has also received formal invitations from the governments of Bosnia and Herzegovina, Cape Verde, Cote d'Ivoire, Federated States of Micronesia, Honduras, Kiribati, Marshall Islands, Mauritania, Palau, Republic of Congo, and Uzbekistan.

The FY 2024 budget request continues to support returning Volunteers to countries from which the Peace Corps evacuated in 2020 and to gradually building back Volunteer numbers and geographic reach. As of March 2023, the Peace Corps has a Volunteer presence in 51 countries. However, returning to pre-pandemic Volunteer levels and maintaining the agency's current global footprint will depend on the level of funding received in FY 2024. The proposed budget ensures adequate funding for current services and support for 5,180 Volunteers serving in up to 65 countries, at 61 posts, by the end of FY 2024.

Engaging with the Next Generation of Global Leaders

There are currently 1.8 billion young people between the ages of 10 and 24, the largest generation of youth in history, approximately 90% of whom live in developing countries. Provided with opportunity this can create a demographic dividend for countries around the world, including the United States. Peace Corps Volunteers are uniquely suited to work alongside youth and have done so for decades on efforts ranging from food security and disease prevention to gender equity and economic growth. This engagement builds

community development, management, design, and leadership skills and is a powerful and cost-effective investment that produces deep and lasting relationships between Americans and the next generation of world leaders.

In addition to the sectoral work of Peace Corps Volunteers—the vast majority of which involves the engagement of youth through schools, clubs, camps, and other activities—in FY2024 the agency will increase its support for host country volunteer programs, with a specific focus on young people. For example, the Peace Corps is contributing alongside other U.S. government agencies to establish the Central America Service Corps, which will provide formal service opportunities for local youth in El Salvador, Guatemala, and Honduras. This initiative shows how small agencies like the Peace Corps, through innovative and intentional collaboration, can reinforce localization from the bottom up while other U.S. government partners, such as the U.S. Agency for International Development, provide support for overall systems and structures.

Recruiting and Supporting Volunteers Who are Representative of the United States

Peace Corps Volunteers represent the United States as they live and work alongside people of other countries and cultures. To recruit and retain a Volunteer corps that is representative of the full demographic, geographic, and socio-economic diversity of the United States, the Peace Corps is strengthening efforts to increase awareness about the Peace Corps with the American public, making intentional efforts to bolster engagement and outreach to communities across the United States and enhance the agency's overall brand awareness. With a competitive job market that is challenging the public and private sectors, non-profit organizations, and the military alike, the agency anticipates the need to recruit and invite more applicants to achieve a similar level of Volunteers to that of before the pandemic. To enable the Peace Corps to meet its Volunteer

goals, the FY 2024 request includes an increase of \$6 million to elevate the Peace Corps' brand and generate awareness among the American public. These resources will be used for the targeted recruitment of Volunteers from diverse backgrounds and lived experiences across the United States, with consistent and regular messaging on a variety of platforms and media.

The agency is also working to identify, remove, and reduce barriers to service, with the aim of enabling more Americans to contribute to, and participate in, the agency's mission. The agency launched a comprehensive review in FY 2023 of such barriers and has taken action to address identified financial impediments by fully reimbursing applicants for eligible medical clearance expenses and by increasing the readjustment allowance that Volunteers receive after the completion of their overseas service. At the conclusion of two years of service, a Volunteer will now receive \$1,400 more than they would have received in FY 2020—an adjustment that aligns with current cost of living needs and supports Volunteers as they transition into post-service life.

The FY 2024 funding request also supports virtual service, a key innovation born out of the pandemic that has been piloted for more than two years. Virtual service allows Americans to support the Peace Corps who are otherwise qualified, but cannot serve overseas, and it enables the agency to partner with communities where in-person service is not possible, such as in Ukraine. The budget request includes legislative language that would enable the Peace Corps to formally recruit virtual service Volunteers, expanding the scope and opportunities for Americans and host countries alike to partner on activities supported by the Peace Corps.

Finally, a diverse Volunteer corps with respect to geographic, demographic, and socio-economic backgrounds creates a more representative pool of candidates for careers in public service and

equips them with the transferable and highly sought intercultural and problem-solving skills that employers value. Approximately 7,000 Returned Peace Corps Volunteers work across the federal government, with nearly 3,000 serving at the Department of State and the U.S. Agency for International Development alone. By investing in the recruitment and retention of Peace Corps Volunteers with a wide variety of backgrounds and lived experiences, the agency is providing the federal workforce with qualified candidates who represent the great diversity of this country to which they are committed to serve.

Maintaining Upgrades to Quality Core Support Services for Volunteers

The worldwide withdrawal of Volunteers following the outbreak of the pandemic enabled the Peace Corps to make upgrades to its core services and address underfunded areas of operations while reassessing how it could most effectively and efficiently work in the new, global context. Between FY 2016 to FY 2022, mandatory expenses increased while appropriations were static, reducing the agency's buying power by 30 percent. For these years prior to the COVID-19 pandemic, many of the Peace Corps' systems and offices at headquarters that support the deployment of Volunteers experienced cuts to maintain an annual Volunteer level of roughly 7,000 and a broad geographic scope of roughly 60 posts.

During the suspension of overseas Volunteer activities, the Peace Corps reviewed its accountability, learning, and support systems—particularly those focused on the health, safety, and security of Volunteers—and made

intentional investments to strengthen this essential infrastructure. As part of agency's upgrades, the Peace Corps launched the Security Incident Management System, which tracks the full lifecycle of the agency's response to crimes against Volunteers, helping enhance Volunteer safety and security planning. Another system, the Volunteer Reporting and Grants tool, integrates data from Volunteer reports and connects it with grants data to communicate the holistic impact of the Peace Corps and the return on taxpayer investments. This system is built on one common platform, is more secure, and empowers agency staff to efficiently report on measurable outcomes and share success stories regarding the work of Volunteers and their community counterparts.

In conjunction with these system upgrades, the Peace Corps worked to address major information technology (IT) vulnerabilities by improving security policies and procedures and increasing cybersecurity staff and IT resources across its entire global digital network. These actions led to improvement in the agency's Federal Information Security Modernization Act rating, empowered users, secured information, and built a solid foundation for a safe hybrid federal working environment. But there is still more work to do, even as the agency continues to return Volunteers to service.

The FY 2024 request level of \$495 million sustains the gains made over the last two years, enabling the Peace Corps to deliver quality core support services and address mandatory cost increases while providing the requisite resources to continue to send Volunteers overseas to safe, healthy, and productive service.

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BUDGET INFORMATION

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PEACE CORPS APPROPRIATIONS LANGUAGE

PEACE CORPS (INCLUDING TRANSFER OF FUNDS)

For necessary expenses to carry out the provisions of the Peace Corps Act (22 U.S.C. 2501 et seq.), including the purchase of not to exceed five passenger motor vehicles for administrative purposes for use outside of the United States, \$495,000,000, of which \$7,300,000 is for the Office of Inspector General, to remain available until September 30, 2025: *Provided*, That the Director of the Peace Corps may transfer to the Foreign Currency Fluctuations Account, as authorized by section 16 of the Peace Corps Act (22 U.S.C. 2515), an amount not to exceed \$5,000,000: *Provided further*, That funds transferred pursuant to the previous proviso may not be derived from amounts made available for Peace Corps overseas operations: *Provided further*, That of the funds appropriated under this heading, not to exceed \$104,000 may be available for representation expenses, of which not to exceed \$4,000 may be made available for entertainment expenses: *Provided further*, That in addition to the requirements under section 7015(a) of this Act, the Peace Corps shall consult with the Committees on Appropriations prior to any decision to open, close, or suspend a domestic or overseas office or a country program unless there is a substantial risk to volunteers or other Peace Corps personnel: *Provided further*, That none of the funds appropriated under this heading shall be used to pay for abortions: *Provided further*, That notwithstanding the previous proviso, section 614 of division E of Public Law 113-76 shall apply to funds appropriated under this heading.

PEACE CORPS AUTHORIZATION LANGUAGE

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

- (a) The Director of the Peace Corps is authorized to recruit individuals, who may be located within the United States or third countries, to provide services virtually by electronic means to communities in host countries to flexibly meet the expressed needs of those countries. The Peace Corps may provide for incidental expenses of such individuals, as determined by the Director to be appropriate for the nature of the assignments.
- (b) An individual who provides services under the authority of this section shall not be considered to be a volunteer for purposes of section 5 of the Peace Corps Act (22 USC 2504) unless the Director of the Peace Corps requires the individual to physically serve in the host country on a temporary basis.
- (c) An individual who provides services under the authority of this section shall not be considered a federal employee except for the purposes of the following provisions of law:
 - (1) section 5703 of title 5, United States Code, relating to travel and transportation expenses;
 - (2) chapter 81 of title 5, United States Code, relating to compensation for work-related injuries;
 - (3) chapter 171 of title 28, United States Code, and any other Federal statute relating to tort liability; and
 - (4) section 3721 of title 31, United States Code, relating to claims based on damage to, or loss of, personal property incident to volunteer service.

PEACE CORPS FISCAL YEAR 2024 BUDGET REQUEST

The Peace Corps' FY 2024 budget request is \$495 million, which includes \$36.3 million in adjustments to base and \$16 million in program increases to fund operations while maintaining a modest carryover for contingencies and emergencies going into FY 2025. The requested funding level, coupled with carryover from FY 2023, will support the agency's projected FY 2024 operational requirement.

The budget will fund the agency's current services, enabling the Peace Corps to cover mandatory costs beyond its control and to sustain investments made in critical health, safety, security, and information technology (IT) infrastructure essential to support Volunteers. The request will also continue to fund the return of Volunteers overseas, providing resources to support a Peace Corps presence in up to 65 countries, at 61 posts, with a projected onboard strength of 5,180 Volunteers by the end of FY 2024. Furthermore, the request includes \$16 million to address critical cybersecurity requirements and expand outreach to recruit Volunteers in a challenging labor market.

Without the requested increase in the Peace Corps' funding, the agency will have to make cuts to essential operational activities, reduce post and Volunteer levels, halt new country entry and assessment, and stop crucial programmatic innovation.

SUMMARY OF ADJUSTMENTS TO BASE

The FY 2024 request includes the following adjustments to base:

Return to Service

\$25.4 million increase for gradual rebuilding of the number of Volunteers as the agency continues to return to service overseas. These funds cover direct Volunteer costs including monthly allowances, training, travel, and readjustment allowance.

Federal Employees' Compensation Act (FECA):

\$1.6 million decrease in FECA payments to the Department of Labor (DOL) based on the amount of workers' compensation expenses incurred by Returned Peace Corps Volunteers and Peace Corps staff during DOL's most recent billing cycle.

General Services Administration (GSA) Rent:

\$100,000 increase based on projected rental payments to GSA for Peace Corps facilities.

International Cooperative Administrative Support Services (ICASS):

\$1.7 million increase to fund mandatory payments to the Department of State for the agency's ICASS charges for operating costs overseas to include health services, security services, and basic services at post. ICASS is a cost distribution system for shared administrative services at posts overseas.

Local Compensation Increases:

\$3 million increase for changes to overseas host country national staff salaries and benefits consistent with Department of State guidance.

Federal Employee Pay Raise:

\$7.7 million increase to fund the 4.6% pay raise for federal employees for the last quarter of 2023 (October through December) and 5.2% percent pay raise for the first three quarters of 2024 (January through September).

SUMMARY OF PROGRAM CHANGES

The FY 2024 request includes the following program changes:

Cybersecurity (\$10 million)

This funding allows the Peace Corps to continue to prioritize the advancement of the agency's information technology (IT) infrastructure in line with the President's Management Agenda and to address growing cybersecurity threats.

In recent years, as the agency's appropriations remained static, the Peace Corps under-resourced several areas to maintain Volunteer levels and geographic reach, and IT was one of the most impacted. The evacuation of Volunteers provided the Peace Corps with the opportunity to redirect funding and invest in IT equipment upgrades and systems modernizations that are critical to Volunteer support. It is vital to sustain these gains and continue investing to close further gaps to protect Volunteer and staff data and secure agency information systems. This request would allow IT enhancements to continue even as the agency accelerates the return of Volunteers overseas.

The requested funds would allow the Peace Corps to adequately fund the base and invest in critical cybersecurity initiatives including:

1. Zero Trust Network Architecture to move the Peace Corps from a traditional perimeter-based network security architecture to one that defines access based upon user and device identity and restricts availability to all resources using least privilege and role-based access principles;
2. Independent Verification and Validation capabilities to ensure the Peace Corps stays in compliance of Federal Information Security Modernization Act and National Institute of Standards and Technology requirements

and will quickly identify areas that must be addressed to meet federal and industry cybersecurity best practices and standards. This will reduce the agency's overall IT security risk across the enterprise; and

3. Security Operations Center services to defend and monitor the organization's systems and networks (i.e., cyber infrastructure) on an ongoing basis.

Strengthening the agency's cybersecurity posture is a critical issue for the Peace Corps. The agency is unlike other small agencies in its global footprint and in the amount and kind of data maintained on its network, such as the personally identifiable information kept on the Peace Corps' systems for Volunteer health and other records. The need has been highlighted in the form of Office of Inspector General findings and Management and Performance Challenges reports related to human resources, IT, and other core functions that need to be shored up as a result of years of underinvestment.

Advertising for Recruitment (\$6 million)

The Peace Corps is requesting this funding to invest in and expand advertising to support Volunteer recruitment and enable the agency to continue to return Volunteers to service overseas. The current labor market is one of the most competitive for employers in the nation's history. The private, non-profit, and public sectors—including the military—are all facing significant challenges in recruiting talent.

This has challenged the Peace Corps' recruiting efforts and threatens to undermine the agency's ability to fill Volunteer slots and meet its return to service goals. The Peace Corps is currently receiving half as many applications as it did in FY 2018, and the levels of attrition between the time a prospective Volunteer accepts an invitation to their entry on duty date have nearly doubled since FY 2018. Therefore, the agency anticipates the need to recruit and invite more applicants to

achieve similar levels of Volunteers in service as existed before the pandemic began. A sustained increase in advertising to enhance recruitment capacity is critical to support our mission and operational demands.

This investment in advertising is dedicated to brand awareness and driving applications to the Peace Corps. The agency is focusing on recruiting Americans from diverse demographic, geographic, and socioeconomic backgrounds, which requires consistent and constant messaging on a variety of platforms and media. These funds would be used for the following:

- Continuation of current efforts that elevate the Peace Corps brand and generate awareness among the American public.
- Reaching the Peace Corps' two key audiences for Volunteer recruitment, young professionals under the age of 25 and experienced professionals seeking to make a life change.
- Digital ads that engage Peace Corps' target audiences more effectively. This funding increase for digital ads matches current trends in advertising formats and will cover the increased cost of digital ads as well as increase the overall volume of ads.
- Reinforcing Peace Corps' vision, mission, and goals to the international community and communicating a clear value proposition that spotlights the power, connection, and purpose of diplomacy and global volunteerism.

PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS FY 2024 PRESIDENT'S BUDGET (IN THOUSANDS OF DOLLARS)

	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operations	168,400	184,600	216,600
Africa	73,500	76,700	87,800
Europe, Mediterranean, and Asia	45,400	51,100	60,000
Inter-America and the Pacific	49,500	56,800	68,800
Overseas Operational Support	98,100	117,400	121,600
Overseas Operational Support Offices	64,200	76,000	76,900
Volunteer Readjustment Allowance	500	7,900	11,100
Federal Employees' Compensation Act	11,500	11,500	9,900
Reimbursements to Department of State (ICASS)	21,900	22,000	23,700
Foreign Currency Centralization & External Funds Offsets	(12,000)	(11,500)	(11,500)
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	254,500	290,500	326,700
AGENCY SUPPORT SERVICES	150,200	150,800	166,900
Agency Support Services Offices	139,700	140,000	156,000
Rental Payments to General Services Administration	10,500	10,800	10,900
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	404,700	441,300	493,600
INSPECTOR GENERAL	5,900	7,300	7,300
GRAND TOTAL, AGENCY	410,600	448,600	500,900

See descriptions of the operational areas on pages 7 and 8.

PEACE CORPS RESOURCE SUMMARY

(IN THOUSANDS OF DOLLARS)

	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request
Unobligated balance brought forward, Oct 1	109,100	43,400	36,300
New budget authority (Agency)	404,200	423,200	487,700
New budget authority (Office of Inspector General)	6,300	7,300	7,300
Supplemental	-	-	-
Congressional Rescission	(70,000)	-	-
Recoveries of prior year obligations	20,000	10,000	10,000
Spending authority from offsetting collections	4,800	8,700	8,000
Total direct obligations (Agency)	404,700	441,300	493,600
Total direct obligations (Office of Inspector General)	5,900	7,300	7,300
Total direct obligations (Supplemental)	18,500	-	-
Total direct obligations (Reimbursable Programs)	1,900	7,700	7,000
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	43,400	36,300	41,400



DIRECT VOLUNTEER OPERATIONS

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

OVERSEAS OPERATIONS

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

OVERSEAS OPERATIONAL SUPPORT OFFICES

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

VOLUNTEER READJUSTMENT ALLOWANCE

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

FEDERAL EMPLOYEES' COMPENSATION ACT

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

REIMBURSEMENTS TO THE DEPARTMENT OF STATE (INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES)

These are payments the Peace Corps makes to the Department of State for administrative support. Some financial management support is also included through these payments, although the Peace Corps has directly provided financial management support to its overseas posts since the end of FY 1998.

FOREIGN CURRENCY CENTRALIZATION

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

AGENCY SUPPORT SERVICES

Agency Support Services include administrative offices to support the agency in its mission as well as supporting Volunteers and Returned Peace Corps Volunteers (RPCVs) in helping achieve the Peace Corps mission and three goals.

AGENCY SUPPORT SERVICES OFFICES

Offices in this category are: the Office of the Director; Office of External Affairs; Office of Strategic Information, Research, and Planning; Office of the General Counsel; Office of Human Resources; Office of Management; Office of the Chief Financial Officer; and Office of the Chief Information Officer. This category also includes centrally managed resources for agency-wide expenses such as vehicles and information technology.

RENTAL PAYMENTS TO GENERAL SERVICE ADMINISTRATION (GSA)

GSA rent for the Peace Corps headquarters and regional offices.

OFFICE OF INSPECTOR GENERAL (OIG)

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



Peace Corps staff conduct Volunteer integration training for host families.



OVERSEAS OPERATIONS

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VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2023	FY 2024	FY 2023	FY 2024
Africa	870	1,710	\$76,700	\$87,800
Europe, Mediterranean, and Asia	670	1,550	\$51,100	\$60,000
Inter-America and the Pacific	990	1,920	\$56,800	\$68,800
Country Programs	2,530	5,180	\$184,600	\$216,600

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2023	FY 2024	FY 2023	FY 2024
Albania/Montenegro ²	30	110	\$2,700	\$4,200
Armenia	10	30	\$2,700	\$3,000
Belize	40	60	\$1,800	\$2,100
Benin	50	80	\$4,100	\$4,500
Botswana	20	40	\$2,000	\$2,200
Cambodia	30	150	\$3,200	\$3,900
Cameroon	30	70	\$3,700	\$4,200
Colombia	100	170	\$3,200	\$4,100
Comoros	-	20	\$1,500	\$1,900
Costa Rica	60	130	\$3,700	\$4,600
Dominican Republic	90	160	\$4,400	\$5,200
Eastern Caribbean	50	90	\$2,900	\$3,500
Ecuador	90	160	\$5,400	\$6,400
El Salvador ³	-	20	\$500	\$1,100
Eswatini	30	70	\$1,600	\$2,000

OVERSEAS OPERATIONS

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2023	FY 2024	FY 2023	FY 2024
Ethiopia ⁴	-	40	\$3,700	\$4,100
Fiji	40	70	\$1,800	\$2,100
Gambia, The	50	80	\$2,400	\$2,800
Georgia	30	80	\$2,800	\$3,200
Ghana	40	70	\$2,400	\$3,200
Guatemala	50	120	\$4,500	\$5,300
Guinea	50	90	\$4,100	\$4,300
Guyana	50	90	\$2,700	\$3,200
Indonesia	40	90	\$3,100	\$3,400
Jamaica	30	70	\$2,500	\$3,000
Kenya	30	50	\$3,300	\$3,800
Kosovo	20	50	\$1,700	\$2,000
Kyrgyz Republic	30	70	\$2,300	\$2,700
Lesotho	40	80	\$2,300	\$2,600
Liberia	20	50	\$4,400	\$4,900
North Macedonia	50	100	\$2,600	\$2,900
Madagascar	70	100	\$2,600	\$2,900
Malawi	20	60	\$3,100	\$3,600
Mexico	50	100	\$2,400	\$2,900
Moldova	30	80	\$2,300	\$2,800
Mongolia	60	100	\$2,900	\$3,300
Morocco	120	220	\$4,800	\$5,400
Mozambique	-	20	\$3,200	\$3,200
Namibia	30	50	\$2,600	\$2,900
Nepal	30	70	\$2,300	\$3,000
Panama	80	160	\$5,500	\$6,600

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30 ¹		Program Funds (\$000)	
	FY 2023	FY 2024	FY 2023	FY 2024
Paraguay	100	190	\$4,800	\$5,500
Peru	110	200	\$5,600	\$6,600
Philippines	100	170	\$4,000	\$4,600
Rwanda	50	100	\$3,100	\$3,600
Samoa	20	50	\$1,400	\$1,800
Senegal	80	150	\$6,900	\$7,800
Sierra Leone	40	70	\$2,600	\$3,000
Solomon Islands ³	-	-	\$-	\$500
South Africa	20	50	\$4,100	\$4,500
Sri Lanka	30	70	\$1,900	\$2,200
Tanzania	30	70	\$3,200	\$4,400
Thailand	40	90	\$3,200	\$3,900
Timor-Leste	10	40	\$2,500	\$3,200
Togo	50	80	\$3,100	\$3,600
Tonga	10	30	\$1,300	\$1,500
Uganda	50	100	\$2,700	\$3,200
Ukraine ⁴	-	-	\$2,900	\$2,900
Vanuatu	20	50	\$2,400	\$2,800
Viet Nam	10	30	\$3,200	\$3,400
Zambia	70	120	\$4,000	\$4,600
Total	2,530	5,180	\$184,600	\$216,600

1 The Peace Corps has a rigorous process for evaluating Peace Corps posts and determining if conditions at post are appropriate for Volunteers to safely serve at post. Posts showing Volunteers in FY 2023 received approval through this process to receive Volunteers in FY 2023. Numbers in this table represent estimates as of March 2023. Numbers may change based on various factors, including the health and safety conditions at post.

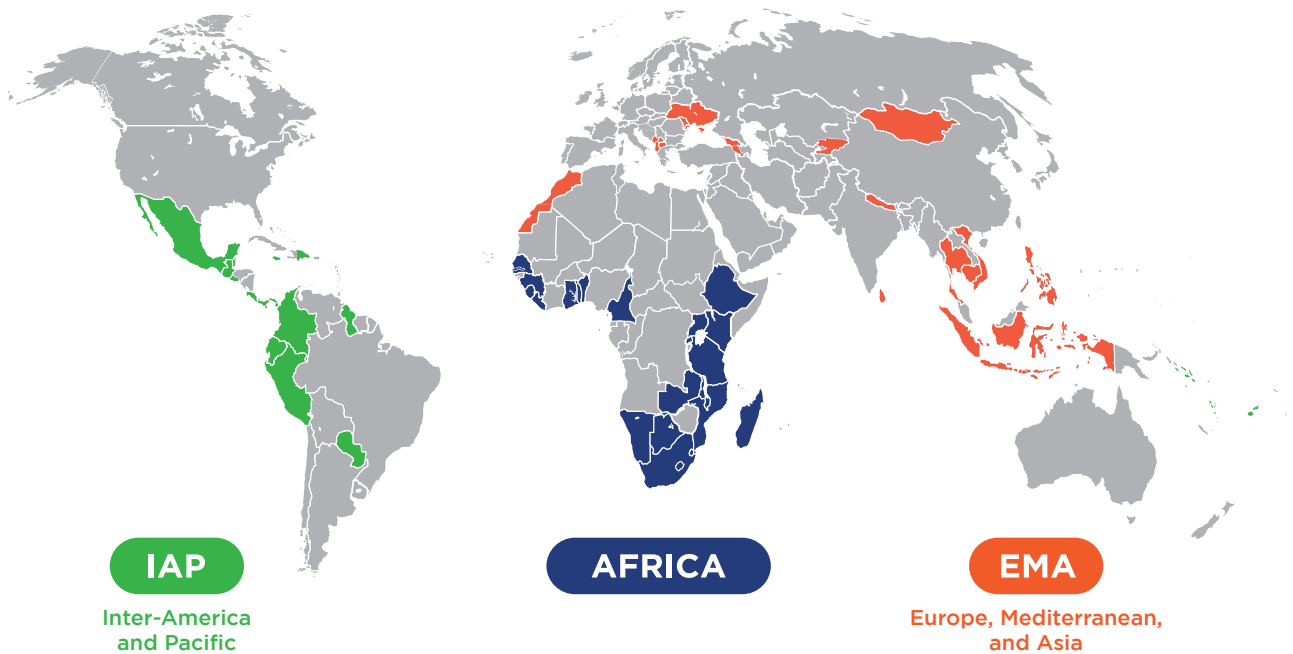
2 The Albania and Montenegro programs are operated as one post.

3 Country agreement still in development. Volunteers will be placed at post after country agreement is finalized.

4 Pause on Volunteer placements due to insecurity. Should the security situation improve, the Peace Corps will assess whether and when conditions allow the return of Volunteers.

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PEACE CORPS COUNTRIES



Caribbean

Dominican Republic

Eastern Caribbean:

- Dominica*
- Grenada and Carriacou*
- St. Lucia*
- St. Vincent and the Grenadines*

Jamaica*

Central and South America

Belize

Colombia*

Costa Rica*

Ecuador*

El Salvador**

Guatemala*

Guyana*

Mexico*

Panama*

Paraguay*

Peru*

Africa

Benin*

Botswana*

Cameroon*

Comoros

Eswatini*

Ethiopia*

Ghana

Guinea*

Kenya*

Lesotho

Liberia*

Madagascar*

Malawi*

Mozambique*

Namibia*

Rwanda*

Senegal*

Sierra Leone

South Africa*

Tanzania

The Gambia

Togo*

Uganda*

Zambia

North Africa and the Middle East

Morocco*

Eastern Europe and Central Asia

Albania/Montenegro:

- Albania*
- Montenegro*

Armenia*

Georgia*

Kosovo*

Kyrgyz Republic*

Moldova*

North Macedonia*

Ukraine*

Asia

Cambodia

Indonesia*

Mongolia

Nepal*

Philippines*

Sri Lanka*

Thailand*

Timor-Leste*

Viet Nam

Pacific Islands

Fiji*

Samoa

Solomon Islands**

Tonga

Vanuatu*

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

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

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

AFRICA REGION

Sahel	Senegal, The Gambia
Coastal West and Central Africa	Benin, Cameroon, Ghana, Guinea, Liberia, Sierra Leone, Togo
Eastern Africa	Comoros, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, Uganda
Southern Africa	Botswana, Eswatini, Lesotho, Namibia, South Africa, Zambia



AFRICA

Since the Peace Corps was established in 1961, more than 86,000 Peace Corps Volunteers have served in Africa. Following the March 2020 global evacuation due to the outbreak of the COVID-19 pandemic, while the agency prepared for the return of Volunteers. Peace Corps staff, evacuated Volunteers, and host communities and partners sought creative ways to remain connected, continue projects, and assist with the pandemic response. One of the innovations was staff-led programming, through which Peace Corps staff worked directly with host country partners on identified needs such as implementing COVID-19 vaccination campaigns, training and supporting farmers, training students on social asset building and financial literacy, and much more.

Another innovation developed during the two years without Volunteers in the field, was the Virtual Service Pilot (VSP). The VSP was a response to the expressed needs of host country partners, the interest of evacuated and returned Volunteers, and the Peace Corps' determination to continue fulfilling its mission and goals. Peace Corps posts in Africa have participated in VSP since it began in October 2020, with a total of 15 posts and 183 Virtual Service Pilot Participants (VSPPs) involved. Examples of African host country partners and VSP collaboration on activities include supporting the implementation of President's Emergency Plan for AIDS Relief (PEPFAR) DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored and Safe) Ambassador/HIV prevention for Adolescent Girls and Young Women (AGYW) in priority districts. The VSP efforts included facilitating improvement of social media, website, and newsletter content, as well as monitoring and evaluation activities, in the area of Geographic Information System for partner NGOs; knowledge exchange to build capacity to engage more youth in agro-ecology and agribusiness; training and mentoring facilitators of youth development groups with community-based organizations; and training

and mentoring English language teachers on instructional techniques to improve literacy.

Two years after the evacuation, the Peace Corps welcomed Volunteers back to the Africa Region with the arrival of 22 Volunteers in Zambia in March 2022. By the end of FY 2022, the region had 335 Volunteers and Trainees serving in 14 countries. In response to host country requests, programming in the Africa Region includes all three service types: two-year Peace Corps Volunteers (PCVs), Peace Corps Response Volunteers (PCRVs), and VSPPs. Prior to the global evacuation, nine Africa Region posts participated in the Peace Corps Response (PCR) program, which places experienced professionals to undertake short-term, high-impact service assignments to address expressed host country needs. By the end of FY 2023, the agency expects PCRVs will be serving in 15 out of 24 countries and that VSPPs will be connecting in 15 out of 24 countries. In FY 2023, the Africa Region continues to respond to requests from host countries to expand programming across service types and sectors on the continent, including the re-launching of the Peace Corps program in Kenya with a main office in Kisumu.

As a leader in localization, the Peace Corps works to encourage and increase local ownership of development projects. Peace Corps programs in Africa have traditionally focused on some of the continent's most pressing development challenges and encompassed all six of the agency's sectors: Agriculture; Community Economic Development; Education; Environment; Health; and Youth in Development. As the bulk of the population in many African countries is under 25 years old, Volunteers in Africa conduct a wide range of cross-sectoral youth-centered activities that include organizing youth groups to facilitate life and leadership skills development, strengthen self-esteem, and improve decision-making and communication abilities. These youth programs

promote civic engagement and enhance the economic futures of participants, their families, and their communities. Furthermore, Volunteers across sectors address issues related to information technology/digital literacy, environment/climate adaptation, food security, gender equity, HIV/AIDS education, and volunteerism.

Over the course of FY 2023, the Peace Corps will launch a climate initiative that will include support for Volunteers and staff in up to 24 sub-Saharan African countries. As many as 700 Volunteers will work with host country partners to contribute to national priorities and plans to address climate change. Volunteers and their host communities will work together to increase adaptive capacities and build resilience of individuals, organizations, communities and ecosystems, as well as reduce greenhouse gas emissions and sequester carbon. Some specific projects will include promoting climate-smart agriculture practices, developing community tree nurseries, promoting tree growing, and increasing climate literacy through environmental education.

The Africa Region will continue to partner on several other initiatives, including COVID-19 Response and Recovery (including Global VAX efforts in eight countries), Feed the Future (FTF), PEPFAR, and the President's Malaria Initiative (PMI).

FTF partners in Africa to empower smallholder producers—especially women—in improving nutrition and strengthening communities and economies through agricultural development and resiliency to climate-related shocks. By the end of FY 2023, Peace Corps will have sent over 700 Volunteers to 20 sub-Saharan African nations, including seven FTF Target countries, to work on food security and nutrition in the areas of agriculture, environment, health, and economic development.

The Peace Corps has also been an implementing agency of PEPFAR since its inception in 2003. Volunteers in Africa play a critical role

in PEPFAR's efforts to address HIV/AIDS by working with youth leaders, clinical service providers, and community influencers to help prevent new infections among youth. Volunteers in this program also work to improve care, support, and treatment services provided to those living with and affected by HIV and AIDS. For example, Volunteers and staff support the implementation of PEPFAR DREAMS for AGYW.

Volunteers and staff in Africa work with partners to address additional health challenges including working on PMI through the Peace Corps' Stomping Out Malaria program. This program trains communities on the use of insecticide treated bed nets and provides education on vector control and malaria prevention and treatment. With support from the U.S. Agency for International Development (USAID), Volunteers in Africa also promote good nutrition, clean water and sanitation, and improved health outcomes for mothers and children. Volunteers also ensure caretakers seek early treatment for children who suffer from malaria or infectious diseases, and educate pregnant women about early antenatal care.

The Peace Corps supports other global health issues, especially health systems strengthening through the Peace Corps Response Advancing Health Professionals (AHP) program. AHP aims to improve health care education and strengthen health systems on a societal level in resource-limited areas. AHP recruits and places medical and other health professionals as educators and advisors support the countries in strengthening the health care system by sharing their skills and knowledge in 6-12 month assignments.

For example, Rebecca Jones Munger, a Registered Nurse, Certified Nurse Midwife, and Public Health Nurse served in the AHP program in Eswatini from December 2019 to March 2020 when all the Volunteers were evacuated. She returned in October 2022 and is serving as a Nurse Educator, specializing

in Pediatric Clinic Management where she will develop and train the nursing staff on key pediatric protocols that are needed to improve the quality of care to clients.

The Africa Region continues to collaborate with USAID to meet the expressed needs of partners through the Small Project Assistance (SPA) program and the Global Interagency Agreements between the two agencies. These programs develop and expand innovative partnerships at the post and mission level. The Peace Corps program in Mozambique was the first to utilize the Global Interagency Agreement to address the COVID-19 pandemic and other host country-identified needs. Since then, Peace Corps Uganda and Peace Corps Ghana have taken advantage of this new mechanism to engage with USAID to support host-country specific programming in areas such as food security and education.

As Volunteers continue returning to in-person service in Africa in FY 2023, they will continue to collectively learn more than 120 local languages. Language learning is a key component of the Peace Corps' focus on intercultural competence. Language acquisition will help Volunteers effectively integrate into their host communities, increase cross-cultural understanding, promote their safety and security, and implement development interventions that emphasize capacity building and sustainable change.

PEACE CORPS NAMIBIA

Library Project Reignited

At the time that Peace Corps Namibia Volunteer Cristin Hendrickson was evacuated at the start of the global COVID-19 pandemic, she and her community were actively planning to establish a school library. As she waited more than two years to return to Namibia, she and her community partners held onto the dream of this unrealized

library project. When she finally made it back to the community in May 2022, many emotions overwhelmed her and her colleagues. COVID-19 had destroyed and changed so much, but the community's need for the school library remained. With over two months of collaboration with community partners, hard work, and input from both teachers and students, the library was relaunched in early September 2022. Before this,



Re-opening of the school library: students wait in line outside the library to check out books (above); Cristin works with a student inside the library (below)



OVERSEAS OPERATIONS

less than 25 books were checked out, but by the end of September, the number had jumped to over 150. Cristin and her partners were gratified and honored to see students lined up, waiting their turn to find something to read. This project exemplified not only the goals of the Peace Corps but the strength, commitment, and persistence of Volunteers and host communities working together towards a common goal.

PEACE CORPS KENYA

Re-opening and Reconnecting

Peace Corps Kenya maintains a 20-year commitment to working with the Deaf community. When Peace Corps Kenya reopened after a hiatus of nine years, staff reestablished old collaborations to make that commitment clear. Peace Corps Kenya staff also promoted community awareness to support to Deaf schools and the Deaf community.

In the absence of Volunteers, Peace Corps Kenya continued partnering with a longstanding partner, Maseno School for the Deaf, through an all-staff Community Outreach Day where Peace Corps staff worked with the 185 Deaf students to make Tippy Taps hand washing stations for greater COVID-19 mitigation. Staff and students also planted trees on school grounds, painted a wall mural to celebrate World Disability Day and World Aids Day, and facilitated discussions on the challenges of adolescence.

Peace Corps Kenya engaged three VSPPs to work virtually with classes at the school. VSPPs provided daily virtual engagement and demonstrated that virtual learning was a viable option for education.

In collaboration with the Maseno School for the Deaf and a local NGO, Pamoja, Peace Corps Kenya provided PEPFAR-funded training to Pamoja Safe Space Mentors, which enabled them to enroll the first group of 30 Deaf girls



Students making Tippy Tap handwashing stations.



Students create hand painting wall murals in honor of World Aids Day (Dec 1) and International Day of Persons with Disabilities (Dec 3).

into a DREAMS program. The program will provide the girls with much needed information on reproductive health, financial literacy, and staying HIV free.

To build capacity and promote inclusivity, Peace Corps Kenya has invited Deaf participants to the following PEPFAR-funded capacity building trainings over the past year: Grass Roots Soccer, Men as Partners, Social Asset Building, and Project Design and Management.

In October 2022, Peace Corps Kenya welcomed the first group of Trainees since 2014. Of these Trainees, five will be placed in a primary school for the Deaf to work with teachers and students, and promote community awareness.

PEACE CORPS LIBERIA

COVID-19 Response and Recovery Efforts

In Liberia, Peace Corps staff collaborated with the Liberian Ministry of Health (MoH), Local County Health Teams, and implementing partners to assess COVID-19 vaccine hesitancy and to implement interventions to improve vaccine turnout. Through the Peace Corps' culturally informed barrier analysis, several intervention areas were identified. The resulting model employs low-cost technologies, culturally resonant public awareness campaigns, and organizational support for vaccination teams. Of note was the challenge of providing proof of vaccination in areas where internet and electrical connectivity are absent. Without the benefit of a proof of vaccination, many who were interested in getting vaccinated chose not to. The Peace Corps addressed this issue by developing a Land Cruiser-powered mobile print shop that enables on-the-spot printing of vaccine certificates. Other innovations included live call-in radio Q&A sessions to address mis- and dis-information and assisting the MoH to restructure vaccination teams to reduce administrative bottlenecks during vaccination events. The improved model

saw a 3-to-15-fold increase in per-event turn out and resulted in more than 16,000 individuals vaccinated in Peace Corps-supported events. The Center for Disease Control and Prevention (CDC), World Health Organization (WHO), and USAID continue to promote the Peace Corps' model as a best practice in Liberia. As a result of interagency and host-country collaboration in the fight against COVID-19, Liberia now boasts a 74 percent full vaccination rate, the third highest in Africa.



Montserrado County Health Team vaccinates members of West Point Community.



Members of West Point Community wait after receiving COVID-19 vaccines.

VIRTUAL SERVICE PILOT PARTICIPANT STORIES

There are infinite possibilities for how Virtual Service can support the other Peace Corps service models. One agriculture counterpart in Namibia, for example, collaborated with Neil Boisen, a Returned Peace Corps Volunteer who served in Chad in the 1990s, to strengthen their organization's branding, expand their competitive products, and collect accurate data. This virtual project will serve as the framework for an on-the-ground Volunteer to resume upon arriving at site.



Vaccination event community mobilization vehicle equipped with speaker to get the message out.



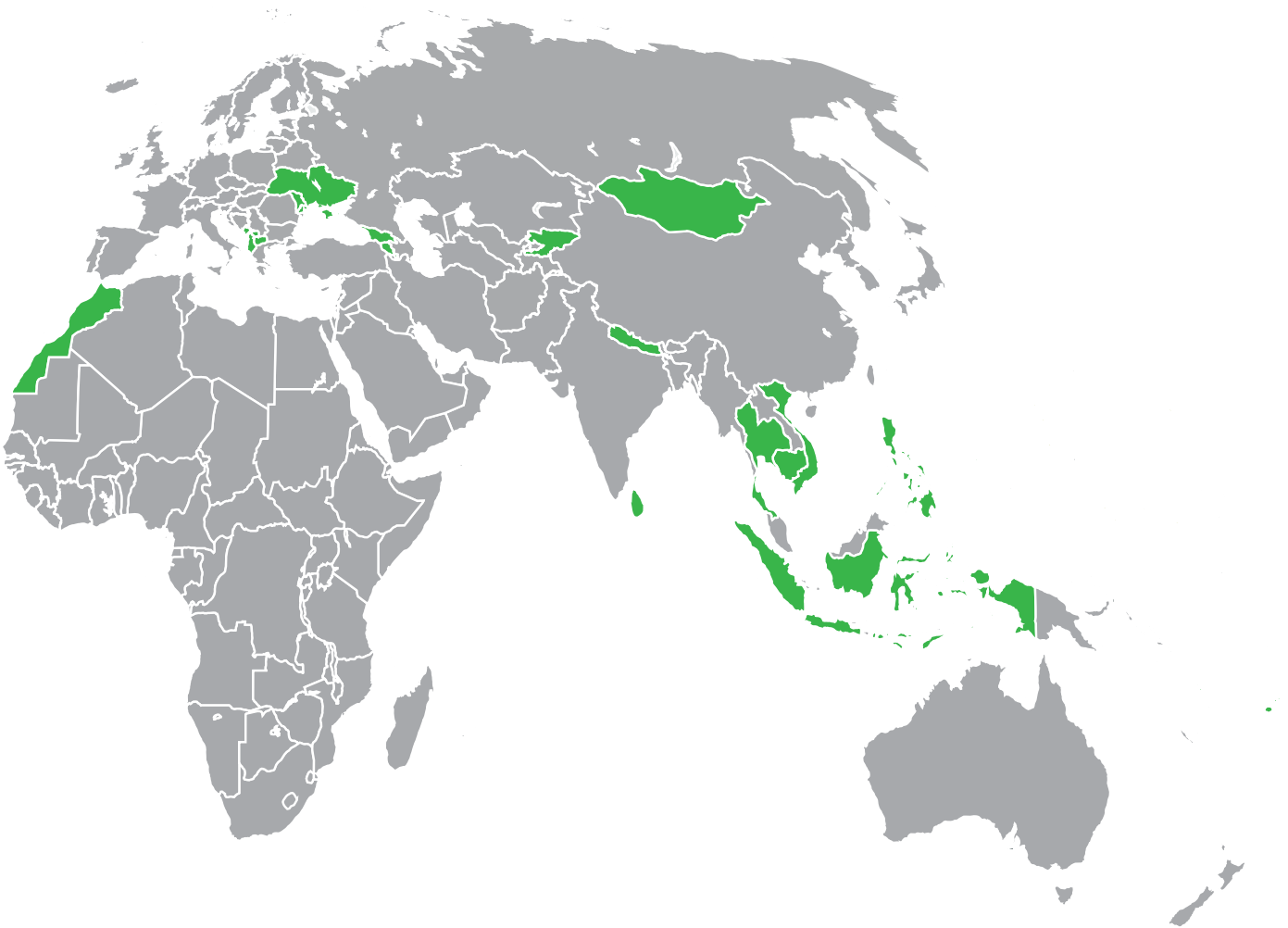
Peace Corps Liberia Driver Neddle Browne operates a mobile print shop.

AFRICA – LANGUAGES TAUGHT TO VOLUNTEERS

Country	Languages
BENIN	Adja, Bariba, Kotokoli, Dendi, Ditamari, Fon, French, Lokpa, Mahi, Yom, Idaasha
BOTSWANA	Setswana
CAMEROON	French, Fulfulde
COMOROS	Shimwali, Shindzwani, Shingazidja
ESWATINI	Siswati/IsiSwati
ETHIOPIA	Afan Oromo/Oromo, Amharic, Tigrigna
GHANA	Dagaari, Dagbani, Ewe, Ghanaian Sign Language, Gurune, Mampruli, Twi
GUINEA	French, Kissi, Lele, Malinke, Pulaar, Soussou
KENYA	Swahili, Kenyan Sign Language
LESOTHO	Sesotho/Suthu, Phuthi
LIBERIA	Bassa, Gbandi, Gio, Gola, Kissi, Kpelle, Liberian English, Lorma, Mandi, Mano, Vai
MADAGASCAR	Antandroy, Malagasy (Antakarana), Malagasy (Antanosy), Malagasy (Antemoro), Malagasy (Betsileo), Malagasy (Betsimisaraka), Malagasy (Sakalava Boina), Malagasy (Standard), Malagasy (Antefasy), (Malagasy) Vezo, (Malagasy) Masikoro
MALAWI	Chichewa, Chitonga, Chitumbuka
MOZAMBIQUE	Chichewa/Cinyanja, Chimanyika, Cichangana, Cicopi, Portuguese, Cindau, Cinyungwe/Cinyungwe, Citewe, Citswa, Ciyao, Echuabo, Ekoti, Elomwe, Emakwa, Gitonga
NAMIBIA	Afrikaans, Khoekhoegowab, Oshikwanyama/Kwanyama, Oshindonga/Ndonga, Otjiherero/Herero, Rukwangali, Rumanyo, Silozi
RWANDA	Kinyarwanda
SENEGAL	Fulakunda, Jaxanke, Mandinka, Pulaar du Nord, Pulafula, Seereer, Wolof, Bambara
SIERRA LEONE	Krio, Mandingo, Mende, Temne, Limba, Susu, Fula, Kono
SOUTH AFRICA	IsiZulu, Sepedi, Venda/TshiVenda, IsiNdebele
TANZANIA	Swahili
THE GAMBIA	Jola, Mandinka, Pulaar, Sarahule, Wolof
TOGO	Adja, Akebou, Bassar, Ewe, French, Ikposso, Kabiye, Nawdum, Konkomba, Tchamba, Tem, Lamba, Adele, Koussountou
UGANDA	Ateso, Dhopadhola, Lango, Luganda, Lusoga, Lumasaaba
ZAMBIA	Bemba, Chitonga, Kaonde, Lenje/Chilenje, Lunda, Mambwe-Lungu, Nyanja, Tumbuka

EUROPE, MEDITERRANEAN, AND ASIA REGION

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



EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 64,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) Region. Following the unprecedented global evacuation in March 2020 due to the COVID-19 pandemic, the Peace Corps has had an intentional reentry strategy to ensure the safe return of Volunteers. In addition to Volunteer return, the Peace Corps is adapting its service models to support host country needs and continually assessing internal operational practices for efficiencies.

In June 2022, two years after the evacuation, the EMA Region welcomed Volunteers back with the arrival of 12 Volunteers to Kyrgyz Republic. By the end of FY 2022, the region had 121 Trainees and Volunteers in Education, Environment, Community Economic Development, Health, and Youth in Development sectors in seven countries. In FY 2023, Trainees and Volunteers will continue to return to Peace Corps posts throughout the EMA Region. The Peace Corps' new country entries to EMA Region include the inaugural Volunteer cohort in Viet Nam in FY23 and Peace Corps' first cohort returning to Sri Lanka in FY24.

EMA is a vast and complex region, in which Volunteers work alongside their host communities to address specific challenges and needs. Volunteers are part of the national efforts to strengthen English teaching in primary, secondary, and university education through classroom instruction, professional development for teachers, and school and community resource development. EMA Volunteers also work in sectors of: Youth in Development, Community Economic Development, Health, Agriculture, and Environment. No matter what sector to which they are assigned, most Volunteers actively engage youth in their activities. Collectively, Volunteers in the EMA Region learn over 40 languages and receive intensive cross-cultural, safety and security, and technical trainings, all of

which enable them to integrate successfully into the communities where they live and work.

EMA continues to meet the moment by working with its host country partners to identify needs and reinventing how the agency delivers service to host countries. For example, in the first quarter of FY 2023, 83 percent of EMA posts were involved in the Virtual Service Pilot (VSP). EMA's participation expanded over FY 2021, FY 2022, and into FY 2023 with a total of 15 countries participating and over 175 Virtual Service Pilot Participants (VSPPs). The majority of VSPPs in EMA are working in Education and Youth in Development sectors, while the rest are in the Agriculture, Community Economic Development, and Environment sectors. VSP engagements maintain the Peace Corps' signature, people-to-people approach to international development while leveraging technology to extend the opportunity to engage with additional communities that may be inaccessible. For example, Ukraine was the first EMA country to participate in the VSP and has expanded its engagement in the pilot, even while being invaded. Additionally, EMA will continue to expand on the Peace Corps Response (PCR) service model. PCR Volunteers are those who serve in three- to twelve-month assignments. Prior to the evacuation, EMA hosted 30 PCR Volunteers—experienced professionals who undertake short-term, high-impact service assignments who addressed needs such as food insecurity, educational development, and climate resiliency.

Lastly, after Volunteers were evacuated in March of 2020, the Peace Corps staff developed creative ways to continue meeting counterpart needs through staff-led initiatives. The focus was on supporting host country partners to embrace technology to adapt to COVID-era realities, including supporting local partners in going digital, building capacity through online training sessions, and engaging local communities and

supporting host country partners in developing local Volunteer programs. At the request of host country partners, staff-led initiatives will continue while Volunteer reentry will focus on activities that will help partners adapt to the current COVID related environment.

Volunteers in the EMA region will work in the agency's six program sectors via two-year Volunteer service, the VSP, and the PCR program. In addition to supporting communities respond to and recover from the impacts of the pandemic, Volunteers across sectors will address issues related to information technology/digital literacy, environment/climate change, food security, gender equity, HIV/AIDS education, and volunteerism.

PEACE CORPS KYRGYZ REPUBLIC

Teaching English as a Foreign Language

Peace Corps Kyrgyz Republic is celebrating its 30th anniversary by welcoming Peace Corps Volunteers back to the field. Peace Corps Kyrgyz Republic's long-term commitment to Teaching English as a Foreign Language (TEFL) has been an important support to the Kyrgyz government's goal of building international connections through English.

Volunteers who landed in early June 2022 put their intensive language and teacher training to good use right away. They have already become part of their Kyrgyz families and are integrating into their rural communities. Volunteers and counterparts are back to co-planning and co-teaching and exchanging knowledge of educational technology, classroom management, and effective teaching strategies for English language acquisition.

Exemplary Peace Corps Volunteers and local counterparts such as Larry, a retired architect from Montana, and his counterpart IZarina, use the theme of climate change to improve their 9th grade students' English vocabulary and grammar. Volunteer Stephanie, from West Virginia, and her

counterpart, Mirzada, teach their enthusiastic fifth graders to play Simon Says to help them describe daily routines in English, for example, "Simon Says, "Brush your teeth!"

National media outlets have documented Peace Corps Volunteers' re-entry into Kyrgyz Republic, and most recently they were interviewed in Kyrgyz as part of the September 23 National Kyrgyz Language Day. Peace Corps Volunteers' language skills always elicit smiles of pride and admiration from local people who rarely see foreigners speaking their beloved language.



PCV Don Aryk and his counterpart stand with TEFL students, Kyrgyz Republic.



Swearing in of the first Peace Corps Volunteers in Europe, Mediterranean and Asia Region since the pandemic evacuation. Bishkek, Kyrgyz Republic.

PEACE CORPS UKRAINE

Virtual Service Project

Peace Corps staff remain committed to supporting host country partners despite the February 2022 Russian invasion and continuing crises in Ukraine. For example, the agency continues to engage with host country partners and communities through its staff-led activities and the Virtual Service Pilot. These include staff-led activities and virtual service engagements. As of January 2023, Peace Corps Ukraine had 18 VSPPs collaborating with host country partners with support by Peace Corps staff. These VSPPs enhance Youth in Development, Community Economic Development, Education, and PEPFAR programming in Ukraine. Staff-led activities like the Women's Economic Empowerment-Digital Literacy initiative support host country partners with continuing efforts to improve opportunities for internally displaced women and children.

One successful cooperation was between the NGO "Ukrainian Volunteer Service" and the USAID/SPA program. For the work, Peace Corps Ukraine staff and a group of local youth development activists from the NGO created an educational manual "Lesson on Volunteerism." This is the first resource on the

topic in Ukraine, and it can be used at schools, in non-formal education settings, and by youth NGOs and volunteer circles. The manual has been translated into English for future PCV use. Between December 2021 and January 2022, several youth development partners reported on successfully using the manual for facilitating International Volunteer Day activities. After the full-scale invasion started, Peace Corps Ukraine expanded the project with video resources on the topic of volunteering during war and humanitarian crisis. The video messages will be shared widely with Peace Corps counterparts and the general public with the aim of motivating people to volunteer.

PEACE CORPS INDONESIA

Pen Pal Program

Since the global evacuation, the Peace Corps Indonesia has continued to explore and find innovative ways to continue collaborating with local teachers and counterparts through staff service model activities. One of these is the Pen Pal Program (P3) that was inspired by World Wise Schools, which supports Peace Corps' Third Goal of teaching Americans about the world. By adapting this model, the P3 initiative seeks to increase the English proficiency of English teachers by facilitating communication among students in the form of letters, phone calls, and video chats.

Spearheaded by a diverse staff team, this initiative was launched in March 2021, and it successfully connected 25 English teachers and over 500 students in Peace Corps Indonesia's partner schools with 28 teachers and their students from Peace Corps Morocco, Peace Corps Mongolia, Peace Corps Albania and Montenegro, and Peace Corps Uganda. The students have been corresponding through e-mails, text messages, WhatsApp, and video calls. Teachers and students shared the positive impact of these intercultural interactions through monthly surveys. Many Indonesian students improved their English skills and confidence through the



Local Volunteer Training "Agents of Volunteering" («Агенти волонтерства»), held by Ukrainian Volunteer Service in Lviv, Ukraine.

initiative, which also provided an engaging and creative way for students in Peace Corps posts to learn about other countries and communities.

As Peace Corps Indonesia prepares for Volunteers' return to service in January 2023, this initiative will continue as planned until December 2023. It will then evolve into the next phase, in which staff will introduce P3 to in-person Trainees in Pre-Service Training (PST). Once Volunteers are at site, staff will collaborate with them and their counterparts to continue connecting their students with those at other Peace Corps posts. This initiative has established a foundation for Volunteers in Indonesia to increase their students' English proficiency, and for Peace Corps to expand its Third Goal engagement by promoting better understanding of other people and cultures by sharing their experiences with family, friends, and other communities in the U.S.



Albanian students from Pshko Vasa School smile and send a picture to their MTSN2 Bogor Pan Pal partners in Indonesia



Indonesian MTSN2 Bogor students are happy to meet new friends and learn English through the Pen Pal Program inspired by World Wise Schools.

VIRTUAL SERVICE PILOT PARTICIPANT STORIES

Doug Hall is a Returned Peace Corps Volunteer (RPCV) who started engaging with Ukraine as a VSPP in 2020. He collaborated with his counterparts at a university to build a curriculum, co-teach English, and mentor students. When the full-scale Russian invasion started in 2022, Doug's engagement with Ukraine paused. As soon as Ukraine was able to participate with VSPPs again, Doug was one of the first to restart his engagement. Since then, Doug has also engaged with partners in Guyana through VSP.

VSP offers rewarding projects across all of Peace Corps' programmatic sectors, even Agriculture. One long-term partner, a farmer in Nepal, wished to continue his collaborative relationship with the agency virtually. The counterpart met with a Nepali-speaking RPCV, Andrew Phillips. They discussed ways to strengthen planting techniques and diversify his crops. Over the course of three months, Andrew and his counterpart simultaneously planted vegetables thousands of miles apart, compared the results, and discussed possible improvements for the future.

EMA – LANGUAGES TAUGHT TO VOLUNTEERS

Country	Languages
ALBANIA	Albanian
ARMENIA	Armenian
CAMBODIA	Khmer
GEORGIA	Georgian, Armenian, Azeri
INDONESIA	Bahasa Indonesia
KOSOVO	Albanian, Serbian
KYRGYZ REPUBLIC	Kyrgyz
MOLDOVA	Romanian, Russian
MONGOLIA	Kazakh, Mongolian
MONTENEGRO	Montenegrin
MOROCCO	Arabic (Morocco Darija), Tamazight, Tashelheet
NEPAL	Gurung, Magar, Nepali, Tamang, Doteli
NORTH MACEDONIA	Albanian, Macedonian, Romani
PHILIPPINES	Cebuano, Hiligaynon, Kinaray-a, Ilokano, Tagalog, Waray-Waray
SRI LANKA	Sinhala, Tamil
THAILAND	Thai (Central), Thai (North Eastern Dialect), Thai (Northern Dialect), Thai (Southern Dialect)
TIMOR-LESTE	Tetun
UKRAINE	Russian, Ukrainian
VIET NAM	Vietnamese

INTER-AMERICA AND THE PACIFIC REGION

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



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

INTER-AMERICA AND THE PACIFIC

More than 90,000 Volunteers have served in the Inter-America and the Pacific (IAP) Region since the founding of the Peace Corps in 1961. Two years after the global evacuation, in March of 2022, the IAP Region welcomed Volunteers back with the arrival of 13 Volunteers in the Dominican Republic. By the end of FY 2022, IAP had 300 Trainees and Volunteers serving in all sectors in 13 posts (16 countries) across the Region. While Volunteers continue to return to in-person service, IAP is working to re-establish its posts and Volunteer presence in El Salvador and Solomon Islands. In FY 2023, IAP will undertake new assessments of Honduras, Palau, and Micronesia in response to invitations from those governments for the Peace Corps to send Volunteers to those countries.

The Peace Corps' support to host communities never stopped during the pandemic. Local staff stayed connected to project stakeholders and stepped up to serve alongside host country partners by responding to their COVID-19 relief and recovery priorities and working with them to prepare for Volunteers' return. Host country stakeholders in the IAP region continue to seek the Peace Corps' assistance in building resilient systems, strategies, and mindsets in the communities served by the Peace Corps network. Thanks to strong relationships with partners at the community, regional, and national levels, Peace Corps staff will continue leveraging digital platforms to sustain services to vulnerable groups and supporting government partners to recover from the impact of COVID-19 on learning, income-generating activities and food security. The lesson learned from these efforts will help host countries prepare for and withstand other future large-scale disruptive events.

The pandemic, and the pause of in-person Volunteer operations, was a chance for the IAP Region to strengthen existing partnerships, establish new collaborations with host country stakeholders, and experiment with new service models such as the Virtual Service Pilot (VSP). As a result,

the Peace Corps remains a partner-of-choice in realizing national development goals of host country institutions across the IAP Region. Given the Peace Corps' deep roots in the IAP Region, host country partners continue seeking additional ways to cooperate with the agency. Prior to the global evacuation, five IAP posts participated in the Peace Corps Response (PCR) program, which sends experienced professionals for short-term, high-impact assignments. By the end of FY 2023, PCR Volunteers, who serve in three to twelve month assignments, will be serving in 16 out of 17 IAP Region posts. The number of Virtual Service Pilot Participants (VSPPs) has also continued to grow. Eleven IAP countries had a cumulative total of 121 VSPPs, across six sectors, at the end of FY 2022. VSPP will continue supporting locally prioritized programming throughout FY 2023 in areas such as climate adaptation, female entrepreneurship and ensuring access to learning during times of disruption. Now that Volunteers are back, innovation and integration of different service models, across all sectors, is projected to increase in FY 2024. The Peace Corps is also supporting host country efforts and programs in the region that mobilize local Volunteers and strengthen local development, in particular youth, in countries including Guatemala, Peru, and Ecuador.

As the impact of climate change continues to increase across IAP countries—where communities and Volunteers experience the effects of ocean pollution, coral bleaching, and coastal degradation firsthand—the Peace Corps is increasing efforts to incorporate climate-smart practices, education and awareness across sectors, and expand partnerships with host country partners responsible for emergency management systems. For example, Tonga is supporting the National Emergency Management Office and the Ministry of Education and Training in climate resilience practices education and awareness with schools and communities to develop effective Emergency Action Plans.

In FY 2024, Volunteers will address community-defined priorities and integrate climate-smart practices through work in all six of the agency's programmatic sectors. A large proportion of Volunteers in IAP work with schools to support teachers, promote libraries, create resources for hands-on learning, and teach literacy and English. Across all sectors, Volunteers will address issues related to climate resiliency, food security and gender equity, and will prioritize helping communities recover from the impacts of the pandemic. Volunteers in the IAP Region collectively receive training in over 20 languages. Language capacity enhances Volunteer effectiveness and integration into local communities and is a key component in protecting Volunteer health and safety.

Because the bulk of the population in many IAP countries is under 25 years old, Volunteers prioritize working with youth. They conduct a wide range of activities that include organizing youth groups to facilitate life and leadership skills development, strengthen self-esteem, and improve decision making and communication abilities. These youth programs also promote civic engagement and enhance the economic futures of participants, their families, and their communities.

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

Finally, deforestation and environmental degradation in the region negatively affect air and water quality, increase flooding risks, and threaten the sustainability of natural resources. Volunteers who work on environmental projects engage local youth, communities, and partner agencies in promoting

environmental education and conservation. Some Volunteers also foster income generation for local communities through ecotourism, eco-business, and protected land management.

PEACE CORPS FIJI

Community Development Trainings for Economic and Climate Resilience

The island nation of Fiji is a nation rich in resources and brimming with potential but vulnerable to the disruptive impacts caused by the changing climate. With support from USAID's Small Projects Assistance fund for climate-resilient practices, Peace Corps Fiji delivered a series of economic empowerment training sessions to rural, indigenous women and youth in the community of Ovea. The trainings promoted behavior change in ways that help individuals, families, and communities bolster collaborative systems and stabilize incomes, both of which lead to better preparation for and mitigation of disruptive events.

Training participants in Ovea are already reporting positive outcomes. For example, a small, women-run canteen had been in operation for over a year, with the owners using informal estimations of their stock and purchasing for the business. The owners never saw a reason to use formal record keeping tools, but they also never saw much actual profit. After attending the Peace Corps' Income Generating Activity and Basic Business



The members of Ovea Village participate in a training on economic empowerment.

Skills training, they are now leveraging record keeping tools and practices to track inventory for their business. They have already seen a surge in profit. In another example, a group of youth that attended the Peace Corps' Personal Money Management training immediately created savings plans, with the long-term goal of creating a pig farm. Six months later, they have been able to invest in two pigs.

Another example of community development activities in Fiji is the Community Economic Empowerment Project. This was designed to enable sustained, on-the-ground support in rural communities for skills and practices related to money management, income generation activities, and project design and management. The Peace Corps staff have been working closely with local and national stakeholders to design interventions and training courses that are contextually relevant to the indigenous women's and youth groups that Volunteers will work with upon their return.

Peace Corps staff led the suite of training courses over three weeks, focusing on project design and management, personal money management, and income generating activities. In total, nearly 90 youth and women attended the training courses, bolstering their leadership capacity and leaving them more economically secure in the face of future disasters. Starting in early 2023, Peace Corps Volunteers will lead the same series of training courses across 55 communities throughout the nation of Fiji.

PEACE CORPS GUATEMALA

Food Security and Youth Civic Engagement Leadership Training

Since September 2018, Peace Corps Guatemala has been implementing a Rural Extension Project with USAID/Guatemala funds. The project aims to address food insecurity in Guatemala by strengthening the Ministry of Agriculture, Livestock, and Nutrition's national extension system.



PC/Fiji staff work with members of Ovea Village during an economic empowerment training.

Volunteers contributed to the project's goal from the start of the project until their evacuation in March 2020. Since then, operations for the Rural Extension Project continued during FY 2021 and FY 2022 mainly through direct implementation from Peace Corps staff. Activities shifted to address priorities that presented themselves due to COVID and training opportunities that were identified in collaboration with Ministry's Rural Extension Services Unit. Engagement and training with the Ministry continued to be a priority through direct Peace Corps project staff support using mostly online tools.

As public health conditions improved in Guatemala, Rural Extension project staff were able to deliver one of their first in-person training events in support of youth civic engagement. The Civic Servants Law is a nationwide law which incentivizes Guatemalan citizens between the ages of 18-24 to civically engage in their communities through a variety of work opportunities with different Guatemalan government organizations. The key Guatemalan partner for the Peace Corps, the Guatemalan Ministry of Agriculture, Livestock and Nutrition, is

OVERSEAS OPERATIONS

one of the ministries that receives Civic Servants on a yearly basis and places them with Municipal Rural Extension Offices across the country to support the delivery of extension services. Since January 2022, close to 400 civic servants served for a five-month period. They provided support to and engaged in everyday activities in their rural extension offices. The training event for the Civic Servants represented the first time the Ministry was able to bring Civic Servants from various departments (provinces) together for a training specifically designed for them.

Project staff acted as co-trainers during the event and collaborated with the Ministry through the departmental office that coordinates the Civic Servants Program. The event brought together a total of 56 participants including 10 Departmental Coordinators of the Civic Servant initiative. The collaboration with Rural Extension Services Unit of the Ministry for this activity entailed selecting four to five participants from 10 Departments (provinces) in Guatemala. Participants received a total of five hours of training on topics related to youth leadership, gender equity and inclusion, digital citizenship and the use of the experiential learning cycle for adult training. After receiving the training, participants were expected to replicate it with their peers in their assigned provinces. As of this writing, the Quiché Province participants replicated the training for 26 of their



Civic Servants from the Ministry display their certificates of completion from the leadership training provided by Peace Corps Guatemala.

peers. The fifty participants who joined the Peace Corps-led event will eventually reach 25 Civic Servants per province, culminating in a total reach of 300 Civic Servants.

PEACE CORPS EASTERN CARIBBEAN

Leveraging Multiple Service Models to Minimize Learning Disruptions and Build Resilience

The Ministry of Education in the small nation of Grenada faced the challenge of educating its students while schools were shuttered during the pandemic. Knowing that everyone was in uncharted territory and that the need was urgent, Peace Corps Eastern Caribbean developed a plan through which workshops could be co-designed to develop a blended approach to learning using multiple formats such as classroom, online, and self-directed. With the help of the Peace Corps program manager and her partner in the ministry, three RPCVs



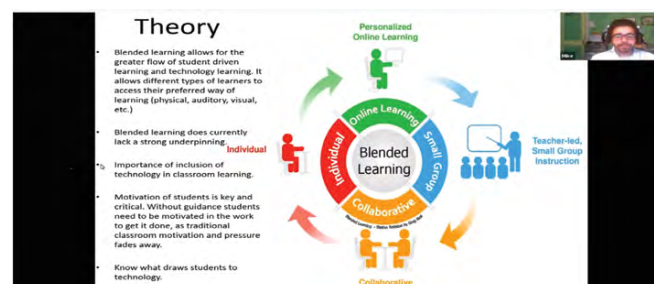
Civic Servants from PC-led training replicate the leadership training in their respective provinces with other Civic Servants working in the province.

living in the U.S. were engaged through the VSP to connect online with ministry officials and teachers. Over the course of 12 months, these RPCVs (and several more who joined along the way) worked virtually with hundreds of teachers throughout the island. Through surveys, conference calls, and Zoom meetings, they were able to respond to learning needs as they rose. This virtual service grew from lesson planning to an online clearinghouse of materials for teachers to draw from.

The success of the work led to replicating the model on St. Lucia, Dominica, and St. Vincent & the Grenadines with some interesting modifications. For example, St. Vincent has assigned Response Volunteers to work with District Education Officers in addition to having two-year Volunteers in the classrooms, all supporting efforts to develop teachers' skills in designing blended curriculums. With Volunteer outreach to families and caregivers, and coordination with ministries, national stakeholders are positioned to respond to future challenges,

such as climate disruptions, and continue to evolve into the 21st century.

Newly arrived Peace Corps Response Volunteers (PCRVs) add another dimension to the development model as they engage with counterparts to create an information technology "eco-system" that will link schools and departments, developing a synergy of the talents and resources in the school system. Meanwhile, VSP and two-year Volunteers on the ground are once again serving in schools, co-teaching in the classroom, and continuing to co-develop blended learning opportunities and online resources.



Virtual Service Pilot Participants discusses the theory of blended learning through zoom with Ministry of Education partners.



The first group of two year Volunteers arrive in Eastern Caribbean to begin their PC service.

SHARON TORKELSON, PCR 4,000TH VOLUNTEER IN SERVICE

The Peace Corps celebrated its 4,000th Peace Corps Response Volunteer in service this year with Sharon, who is currently serving in Colombia as an English education specialist and professional development trainer. Sharon has collaborated with national and local partners to provide training and support for teaching English as a foreign language (TEFL). She is supporting and collaborating with educators to introduce them to new methods and strategies for language learning. She is also conducting professional development trainings for English instructors in Colombia's national training service (SENA) through virtual training sessions and classroom teaching demonstrations. Sharon provides professional support to Colombia's National Ministry of Education. She collaborated in the creation of ECO Radio, an English education program broadcast on more than 150 radio stations throughout Colombia.

MADELINE AND CLINT KELLNER IN PERU

Madeline and Clint arrived in Peru in January 2020 to begin their Peace Corps Response (PCR) service. This was their second stint as Peace Corps Volunteers, having served the first time in Guatemala from 2016 to 2018. They worked in Iquitos, located in the Peruvian Amazon, with the non-profit Minga Peru. Madeline engaged with the women's health promoter leadership program and Clint worked with an educative tourism program when the world-wide situation with COVID became a major concern. In March 2020, just eight weeks into their 1-year commitment, Peace Corps evacuated them home to the United States.

They returned to a "lock down" situation in California, but quickly reconnected with their Peruvian non-profit and explored ways they could continue the work virtually. COVID's impact on the

people of the Peruvian Amazon was devastating—many people fell ill, the region lacked sufficient resources to care for the residents, and the lack of tourism and commerce exacerbated the already tenuous economic picture. To address these concerns, Madeline and Clint worked with Minga Peru on generating support in the United States to help fund an emergency response plan that included creating a radio program on COVID, providing personal protective supplies, and developing family gardens to address food security issues.

Madeline and Clint both participated in VSP. They enjoyed continuing the work with host country counterparts and resumed doing so until February 2021. In late 2021 they received an invitation to return to PCR Service and arrived in Peru in August 2022 to pick up where they left off.

Madeline worked with the Iquitos team on focus groups with women health promoters to get their ideas on how to improve the leadership development program. Clint worked on the Amazon educative tourism program and advising the team on proposal and report writing. Maintaining the relationship with the non-profit through their virtual work made their re-entry much easier. They enjoyed being part of the non-profit's efforts to improve the lives and self-sufficiency of the people of the Amazon.



Peace Corps Response Volunteers, Madeline and Clint Kellner in Peru

IAP – LANGUAGES TAUGHT TO VOLUNTEERS

COUNTRY	LANGUAGES
BELIZE	Kriol (Belizean), Q'eqchi (Maya), Spanish
COLOMBIA	Spanish
COSTA RICA	Spanish
DOMINICAN REPUBLIC	Creole (Haiti), Spanish
EASTERN CARIBBEAN	Grenadian Creole, Kweyol (E. Caribbean), Vincentian Creole
ECUADOR	Spanish
EL SALVADOR	Spanish
FIJI	Fijian, Hindi
GUATEMALA	Spanish
GUYANA	Creolese (Guyana)
JAMAICA	Jamaican Patois
MEXICO	Spanish
PANAMA	Ngabere, Spanish
PARAGUAY	Guarani, Spanish
PERU	Quechua, Spanish
SAMOA	Samoan
SOLOMON ISLANDS	Pijin
TONGA	Tongan
VANUATU	Bislama

VOLUNTEER WORK BY SECTOR

AGRICULTURE

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

Agriculture projects are designed to increase the capacities of smallholder farmers to apply improved, evidence-based, contextually appropriate and sustainable agricultural practices and technologies that improve productivity, diversity, and sustainability of their agricultural production; improve their livelihoods by increasing or improving profitability of on-farm income-generating activities; and, improve the nutrition of their households, particularly that of women of reproductive age and children under two years of age. Technical assistance is provided to individuals and groups, including men, women, and youth, through one-on-one field-based instruction, group training events, and, where and when appropriate, other proven agricultural education and extension methods like farmer-to-farmer technical exchanges, farmer field days, farmer field schools, and classroom teaching.

All Agriculture projects employ a "climate-smart" approach to improving smallholder farming by promoting practices and technologies that intensify production without negative impact to the environment, are adapted to less predictable and more intense weather conditions, and reduce greenhouse gas emissions and increase carbon sequestration. Improved practices and technologies include bio-intensive gardening, integrated pest management, small animal husbandry (including beekeeping and fish

farming), improved post-harvest management and storage, soil fertility management and conservation, agroforestry, and small-scale water conservation and management practices and technologies.

In addition to supporting smallholder farmers, many Peace Corps Agriculture projects assist community-based groups by conducting training and coaching in agriculture-related income generation, basic business skills, marketing, and organizational development—including formation of savings and lending associations.

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

During the time when Volunteers were absent from the field, the Peace Corps' Agriculture programming staff in many countries continued to maintain contact, nurture relationships, and build capacities of host-country partners and project stakeholders. Additionally, several Returned Peace Corps Volunteers (RPCVs) donated their time to provide virtual technical assistance through the Virtual Service Pilot (VSP).

Examples of VSP Agriculture activities:

- Remote technical assistance to a former farmer to identify and source new fruit and nut varieties appropriate to local conditions. This resulted in the farmer initiating trials with

blueberries, pecans, and avocados. These are crops that, if successful, will supplement the nutritional and economic needs of the farmer, his family, and his community. (Nepal)

- Remote work with counterparts at Partners with Education. A VSP helped develop an English teacher guide for school gardens, including identifying ways to make class instruction more interactive to get more students interested and involved with the gardens. (Ethiopia)

Examples of Volunteer Agriculture activities:

- Organizing and facilitating a farmer field day, open to the public, at a successful local fish farm to create awareness of fish farming as a profitable smallholder farming activity. (Zambia)
- Organizing and conducting a training for smallholder farmers interested in initiating fish farming. The training covered pond site selection criteria, resources required for constructing and managing fishponds, and an overview of the pond culture of tilapia. (Zambia)
- Organizing and conducting a series of short trainings for experienced fish farmers on how to make a more nutritional fish feed using a mix of locally available ingredients. (Zambia)

COMMUNITY ECONOMIC DEVELOPMENT

Peace Corps Community Economic Development projects strengthen household economic security and build the capacity of community organizations to advance local development efforts. Community Economic Development projects focus primarily on either individual and household economic development or on community and organizational development. Individual projects adapt to local conditions, priorities, and host country development strategies in these two areas. Furthermore, each Community Economic Development project identifies specific community members or

organizations (e.g., women, farmers, youth, artisan groups, municipal offices) that are the primary beneficiaries of the project's capacity-building efforts. Community Economic Development projects frequently work with the most economically marginalized groups and communities in a host country (women, youth, rural communities, and indigenous populations).

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

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

Even without Volunteers serving in person, the Peace Corps found ways to keep projects going. Evacuated and returned Volunteers have donated their services to virtually engage with host country organizations and implement Community Economic Development project activities through the VSP. Additionally, Peace Corps in-country

staff have implemented a variety of Community Economic Development capacity-building activities that benefit community members and project partners, preparing the stage for Volunteers to return in person. Given the economic impacts of the pandemic, as Volunteers fully return, these projects will focus on helping communities address the new challenges that have emerged.

Examples of VSP Community Economic Development activities:

- Co-designed and co-implemented a nine-week, virtual, intensive social entrepreneurship training program for 35 teachers across four regions. The training focused on integrating pressing social and environmental issues into private sector business models. (Peru)
- Conducted a value chain analysis for a poultry and egg producer association to determine opportunities for increased profitability and competitiveness in an industry with tight profit margins. Identified comparative advantages for the association vis-à-vis competitors, and increased quality assurance practices for the group's three product lines: eggs, mature hens, and chicken waste fertilizer. (Namibia)

Examples of Volunteer Community Economic Development activities:

- Collaborated with Plan International to guide a youth group to start up a local, youth-led ecotourism business. (Dominican Republic)
- Co-planned and co-organized a culturally themed business fair for female-owned business to showcase their products and services and learn more about regionally available business incubation services. (Paraguay)
- Co-trained high school students on a business development and entrepreneurship curriculum that guides youth through the process of developing a business plan and piloting the related business idea. (Peru)

EDUCATION

Education is the largest Peace Corps sector, with 83 percent of posts worldwide supporting one or more Education-focused project. Primarily, Education projects focus on childhood literacy, math and science, or teaching English as a foreign language. Education projects also work within the areas of Deaf and inclusive education. All Education projects work to build teacher capacity, increase student achievement, and help communities advocate for and support access to education. Each project is aligned with the U.S. Government Strategy on International Basic Education and the national priorities of host countries.

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

Projects focusing on math and science work with teachers and students in middle and secondary school settings. These projects train teachers to engage students—particularly girls—to use hands-on and project-based learning strategies combined with a Science, Technology, Engineering, and Mathematics (STEM) approach. This approach addresses the need for solutions to teaching STEM in low-resources environments. Through project activities, teachers develop communities of practice that allow sharing of teaching and assessment techniques with other math, science, and information and communication technologies teachers.

Teaching English as a foreign language is the largest project area in the Education sector. Sixty-seven percent of Education projects focus solely

on teaching English as a foreign language. Many other projects incorporate teaching English as a foreign language. These projects focus on helping host country counterparts' professional development, including improving their English proficiency and teaching skills, which leads to improved English language instruction and increased English proficiency for students. Besides formal classroom instruction, projects include informal activities like teaching adults English as a foreign language and working with English clubs and camps. Nine posts are Teaching English as a Foreign Language Certificate posts.

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

Even without Volunteers serving in person, the Peace Corps found ways to keep projects going. Evacuated and returned Volunteers have donated their services to engage virtually with host country organizations and implement Education project activities through the VSP. Additionally, Peace Corps in-country staff have implemented a variety of Education capacity-building activities that benefit community members and project partners, all while preparing the stage for Volunteers to return in person. Given the impact of the pandemic on schools, returning Volunteers will focus on helping communities address the new challenges that have emerged.

Examples of VSP Education activities:

- Collaborated with the Ministry of Education to develop a bilingual learning platform resulting in an estimated reach of 3.5 million students. (Colombia)

- Partnered with local English language teachers' associations to deliver teacher training on Fundamentals of Literacy resulting in developing lessons for 20 different literary works. (Armenia)

Examples of Volunteer Education activities:

- Worked as English language coach and material developer for ECO Kids and ECO Teens radio programs. (Colombia)
- Co-planned and co-taught with teachers in schools to improve literacy and English skills for students in primary, secondary, and university settings. This activity was implemented in the following posts: Colombia, Dominican Republic, Eastern Caribbean (St. Lucia, Dominica, Grenada, St. Vincent & the Grenadines), Ecuador, Madagascar, and Zambia.
- Collaboratively hosted informal and formal professional-development sessions to improve English skills of teachers and learn new strategies for classroom instruction. This activity was implemented in the following posts: Colombia, Dominican Republic, Eastern Caribbean, Ecuador, and Zambia

ENVIRONMENT

Volunteers working in the Environment sector collaborate with host country partners to help protect the environment and help communities become more resilient to environmental shocks and stresses. This sector promotes environmental education and awareness and strengthens individual and organizational capacity in natural resource planning and solid waste management. The Environment sector integrates climate resiliency, poverty reduction, and gender equity issues by supporting environmentally sustainable and climate change-resilient community development interventions and facilitates inclusive and equitable community-managed disaster

risk reduction for areas at high risk of extreme weather events.

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

The sector works to build the organizational capacity of partners to plan, manage, lead, and advocate for protecting the local environment.

Environment projects support the development of income-generating activities that create incentives for natural resource conservation, such as ecotourism and crafting. They also assist local efforts to address the quickening pace of deforestation by introducing more fuel-efficient cook stoves to local communities.

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

Even without Volunteers serving in person, the Peace Corps found ways to keep projects going. Evacuated and returned Volunteers donated their services to virtually engage with host country organizations and implement Environment project activities through the VSP. Additionally, Peace

Corps in-country staff implemented a variety of Environment sector capacity-building activities that benefit community members and project partners.

These ongoing projects prepare the stage for when Volunteers return in-person. Given the economic impacts of the pandemic, when Volunteers return projects will focus on helping communities address the new challenges that have emerged.

Examples of VSP Environment activities:

- Supported local counterparts in the development of a new ecological zoning program by providing training on Geographical Information Systems (GIS); this work contributed to forest protection activities aimed at preventing, combatting and controlling the presence of pests and forest fires to reduce the deterioration that these phenomena may have on forest ecosystems. (Mexico)
- Supported coastal resource management program by reviewing policies establishing marine protected areas; sharing international good practices and providing recommendations to enhance the coastal resource management plan; and providing technical inputs for the development of a sustainable eco-tourism framework. (Philippines)

Examples of Volunteer Environment activities:

- Trained local youth to value their environment and local ecosystems and to take actions to strengthen local resilience to climate change. Training included a gender and youth perspective. (Mexico, Panama, and Paraguay)
- Implemented environmental education with schools and communities to promote greater awareness of the local effects of climate change. (Guyana, Mexico, Panama, and Paraguay)

- Constructed improved, more fuel-efficient cook stoves with local community. (Senegal, Malawi, and Zambia)

HEALTH

The Peace Corps' Health sector is the agency's second largest sector. Health projects focus on working with local partners to improve health outcomes in communities where individuals tend to have the least access to health information and services. The Peace Corps helps introduce innovations and technology, while using appropriate resources to address health needs and help individuals adopt positive health-seeking behaviors.

Peace Corps is a partner in implementing the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). Peace Corps' HIV programming prioritizes youth, including orphans, vulnerable children, adolescent girls and young women, and other at-risk youth. Peace Corps programs also supports people living with HIV and those affected by HIV.

The Peace Corps also supports the global fight against malaria. Working alongside the U.S. President's Malaria Initiative, our program has helped save millions of lives and contributed to substantial gains in education, productivity, and economic development, through cost-effective, proven interventions to fight malaria and strengthen health systems.

Since the beginning of the COVID-19 pandemic, the Peace Corps Health sector began focusing on supporting countries and vulnerable populations to reduce the global burden of COVID-19 and mitigate the impacts while supporting efforts to prevent, prepare for, and control future pandemics. The Peace Corps has been a critical partner in the U.S. government's commitment to contain and combat the virus around the world. In alignment with the U.S. COVID-19 Global Response and Recovery Framework, the Peace Corps supports efforts to accelerate widespread

and equitable access to, and delivery of, safe and effective COVID-19 vaccinations. The Peace Corps also works within the framework to reduce morbidity and mortality from COVID-19; mitigate transmission; and strengthen health systems so they can effectively prevent, detect, and respond to pandemic threats. The agency helps address the acute needs driven by COVID-19 globally, mitigate household shocks, and build resilience in all 60 Peace Corps posts, including 8 surge countries that are part of the interagency Global VAX initiative. The Peace Corps Health sector supports activities using a phased approach that accounts for immediate and long-term public health needs of the partnering posts.

Additionally, the Peace Corps supports other global health projects that aim at improving maternal, newborn, and child health services; promoting healthy behaviors for youth; mitigating effects of other infectious diseases, future pandemics, and other public health issues endemic to the countries where we work. Our work focuses on supporting and promoting the technical, managerial, and administrative capacity of community health care workers and non-governmental organizations that work in health-related fields.

The Peace Corps continues to implement Health sector projects through support of the VSPPs, staff, and counterparts. Evacuated and returned Volunteers donate their services to virtually engage with host country organizations and implement Health project activities through the VSP. Additionally, Peace Corps in-country staff and counterparts have implemented a variety of Health capacity-building activities that benefit community members and project partners, preparing the stage for Volunteers returning in person.

Examples of VSP Health engagement activities:

- Co-developed and co-taught a nurse practitioner program curriculum and supported mentor nursing/midwifery faculty

and graduate students in a nursing/midwifery education program. (Liberia)

- Collaborated with District AIDS Coordinators and implementing partners to build capacity of DREAMS Ambassadors, sensitize and train stakeholders, establish systems, and promote the DREAMS program and its component services to adolescent girls and young women. (Botswana)

Examples of Volunteer and counterpart-led Health activities:

- Trained 906 youth from 12 primary/high schools, youth centers, and community clinics in Lesotho on Peace Corps SKILLZ COVID-19, a curriculum focused on COVID-19 prevention, vaccination, and mental wellbeing during the pandemic. (Lesotho)
- Trained community members on COVID-19 prevention behaviors including hand-washing, mask wearing and social distancing. (Sierra Leone)
- Conduct one-on-one field-based instruction on a food security and/or nutrition activity. (Benin and Zambia)

YOUTH IN DEVELOPMENT

Peace Corps Youth in Development projects support young people to complete school and transition into adult roles in the family, workforce, and community. All Peace Corps Youth in Development projects foster young people's life skills and leadership abilities, so they become productive and engaged citizens. Youth in Development projects also support four complementary areas of holistic youth development. These are youth community engagement, youth professional development, helping youth service providers implement positive youth development programming, and teaching parents the skills to communicate better with their children.

Youth in Development projects help adolescents and youth develop life skills like self-esteem and positive personal identity, effective emotional management, communication, decision making, problem solving, and goal setting. Projects also support youth prepare for the workforce by offering training in employability—including résumé development workshops, career planning, mock interview sessions, communicative English instruction, and Information and Communication Technology skills training.

Youth in Development projects help the next generation become active citizens by mobilizing youth to improve their communities by promoting volunteerism and facilitating service-learning activities. Projects also work with youth service providers and youth-serving organizations to help implement high-quality youth programs. These projects encourage parents and other adults in the community to play essential roles in supporting youth.

Projects focusing on Youth in Development engage community partners who mentor young people and encourage them to take an active role in planning for their own futures and the future of their community and country. These projects promote extracurricular clubs and activities, including sports and exercise, health, wellness, and nutrition activities. They also work to improve emotional well-being and resiliency in young people.

Even when there were no Volunteers serving in person, the Peace Corps found ways to keep projects going. Many evacuated Volunteers donated their services to virtually engage with host country organizations and implement Youth in Development project activities through the VSP. Additionally, Peace Corps in-country staff implemented a variety of Youth in Development capacity-building activities that benefited community members and project partners, while preparing the stage for Volunteers to return to in person service.

Examples of VSP Youth in Development activities:

- Co-facilitated Leadership and Life Skills Workshops with youth. (Guatemala)
- Co-facilitated training of youth and women in IT skills, selling and buying products online, and creation of a website to sell the products of a youth association. (Morocco)

Examples of Volunteer Youth in Development activities:

- Co-planned and co-facilitated youth camps that incorporate youth employability skills development. (Dominican Republic)
- Mentor youth on employability skills. (Dominican Republic)
- Co-teach classroom lessons for youth 15-19 years of age that provide culturally appropriate comprehensive youth health information and allow youth to practice skill building. (Dominican Republic)



Rwanda post swears in 14 Volunteers. They will be serving in the Health and Education sector.

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GLOBAL INITIATIVES

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GLOBAL INITIATIVES

HIV/AIDS ACTIVITIES

Since the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) was created in 2003, the Peace Corps has been an integral partner and one of several implementing agencies. The Peace Corps implements projects that contribute to the PEPFAR strategy of achieving and sustaining the impact of the HIV/AIDS response and contributing to greater global health security. The Peace Corps areas of programmatic contribution include reducing new HIV infections, particularly in priority populations—including adolescent girls and young women—and key populations and supporting people living with HIV with treatment continuity. Peace Corps programs also support those affected by HIV, including orphans and vulnerable children by tackling societal challenges that impede progress and by creating enabling environments to reduce stigma and discrimination and fight inequalities in the communities that we partner with. The Peace Corps supports the President's Emergency Plan for AIDS Relief (PEPFAR) led Determined, Resilient, AIDS-Free, Mentored, and Safe (DREAMS) public-private partnership.

Beyond the PEPFAR program, the Peace Corps works to integrate HIV prevention activities more efficiently and effectively into other health initiatives to strengthen health and economic outcomes. These include the horizontal local health delivery system, primary health care, Sexual Reproductive Health and Rights, Maternal, Newborn, and Child health programs, malaria programs, and other local health priorities that impact the People Living with HIV.

The Peace Corps also plays a unique role in sustaining HIV and long-term impact by developing and maintaining relationships in hard-to-reach communities and by strengthening the capabilities of government, civil society, local leaders, and local partners to lead and manage the program.

In FY 2022, the Peace Corps used PEPFAR funds to implement activities in 13 countries: Botswana, Cameroon, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Ukraine, and Zambia. Peace Corps Volunteers (at posts that received Volunteers during the year), staff, and community counterparts worked together with host governments, local organizations, and other U.S. government agencies to accelerate HIV epidemic control. Additionally, through the Virtual Service Pilot (VSP), returned Volunteers donated their services to virtually support and build capacity of local grass roots organizations that provide HIV prevention, care and treatment services at the posts.

FOOD SECURITY

The Peace Corps is an interagency collaborating partner in the Feed the Future (FTF) initiative and the U.S. Government's Global Food Security Strategy to address global poverty, hunger, and undernutrition. From 2012 until March 2020, over 1,000 Peace Corps Volunteers in over 40 countries worldwide contributed to this initiative yearly by promoting community-led approaches that built local capacity of individuals and groups to address food insecurity and increase resilience at both household and community levels.

Since the global evacuation, program staff have continued to nurture productive relationships and provide direct support to their project stakeholders by conducting regular check-ins via phone, text, email, or web-calls. Additionally, staff at several posts have been able to implement both in-person and virtual training to build capacities of ministry personnel, village-level counterparts, agricultural producer groups, and individual smallholder farmers. Training sessions have been designed and implemented to improve use of information technology, improve extension methods, disseminate context-appropriate and evidence-based agricultural and natural resource

management practices and technologies, and teach small business skills and nutrition education. Through these training sessions, staff have continued to strengthen capacities within smallholder farming communities and households to ensure food availability, food accessibility, and optimal utilization of food and ensure viable, sustainable, and resilient livelihoods.

MALARIA PREVENTION

The Peace Corps' malaria strategy focuses on behavior-change outreach to both the general and vulnerable populations, advocacy for early interventions, and strengthening the capacity of community health workers to diagnose and treat malaria rapidly. As of FY 2022, the Peace Corps continues to focus its malaria programming and training on supporting the respective priorities of National Malaria Control Programs and on country-specific malaria program needs.

When serving in-person, Peace Corps Volunteers advance the goals of the President's Malaria Initiative (PMI) through the agency's Stomping Out Malaria program, which trains all Peace Corps Volunteers in Africa, regardless of sector, on malaria prevention and awareness. Before the global evacuation, Volunteers in 18 countries across Africa worked with partners to help eradicate malaria by carrying out community-level malaria prevention, diagnosis, and treatment education campaigns for the general population. In areas where the program is involved in mosquito-net distribution, Volunteers collaborate with PMI and local community leaders to ensure that the mosquito nets are used, maintained, and repaired as necessary, thereby maximizing U.S. government investments in malaria prevention.

In addition, Health Volunteers target malaria prevention activities for the most vulnerable populations—pregnant women and children under five. Health Volunteers work closely with mothers/caregiver care groups in their communities to promote accelerator behaviors to prevent

malaria—behaviors like pregnant women taking intermittent preventive treatment for malaria, and caregivers seeking treatment for children under five who have fevers.

Despite the March 2020 evacuation of Peace Corps Volunteers due to the COVID-19 pandemic, the Peace Corps has found ways to keep malaria projects going via new models of implementation. During the two-year evacuation period, Peace Corps health programming staff continued to coordinate and liaise with key partner organizations and counterparts in malaria prevention and control activities.

VIRTUAL SERVICE PILOT

In October 2020, the Peace Corps launched the Virtual Service Pilot (VSP). The VSP responded to interest from Volunteers evacuated in March 2020 and their host country partners to continue their work fulfilling the Peace Corps mission. The Peace Corps continues to engage Returned Peace Corps Volunteers (RPCVs) in the VSP. During FY 2022, 369 Virtual Service Pilot Participants (VSPPs) participated in virtual service engagements. The VSPPs are not Peace Corps Volunteers, but instead are private citizens. Initially, only evacuated Volunteers were eligible, but the opportunity was expanded to all RPCVs during the evolution of the VSP. RPCVs from every decade of service have engaged in virtual service engagements in 45 countries.

Virtual Service emphasizes inclusivity and diversity of lived experience. Karen Place, at 25 years old, is one of the youngest VSPPs. She supported a local NGO in Morocco after being evacuated from service in 2020. Beverly Hansen, 83 years old, is one of the young-at-heart VSPPs who continues to support Ecuadorean partners, nearly 60 years after her in-country Peace Corps Volunteer service.

POST NAME	NUMBER OF ENGAGEMENTS	POST NAME	NUMBER OF ENGAGEMENTS	POST NAME	NUMBER OF ENGAGEMENTS
Albania	6	Colombia	8	Botswana	24
Armenia	15	Costa Rica	14	Cameroon	3
Georgia	17	Eastern Caribbean	10	Eswatini	10
Indonesia	4	Ecuador	6	Ethiopia	10
Kosovo	1	Guatemala	11	Guinea	4
Kyrgyz Republic	11	Guyana	10	Kenya	3
Moldova	6	Jamaica	6	Liberia	3
Montenegro	2	Mexico	14	Madagascar	1
Morocco	11	Panama	1	Malawi	5
Nepal	8	Paraguay	15	Namibia	9
North Macedonia	2	Peru	26	Rwanda	1
Philippines	9			Senegal	11
Sri Lanka	8			South Africa	32
Thailand	5			Togo	5
Timor-Leste	1			Uganda	12
Ukraine	9				
GRAND TOTAL VSP Engagements FY 2022					369

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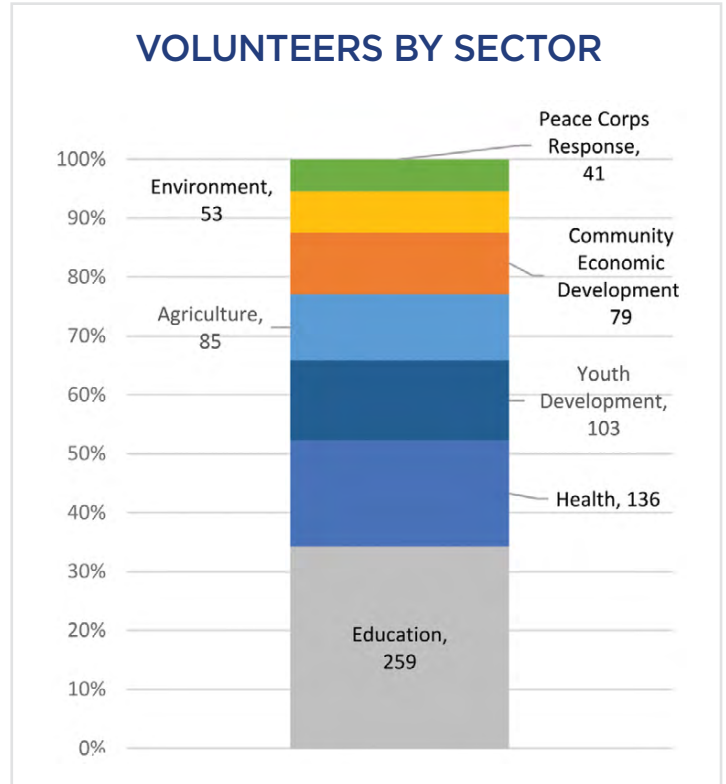
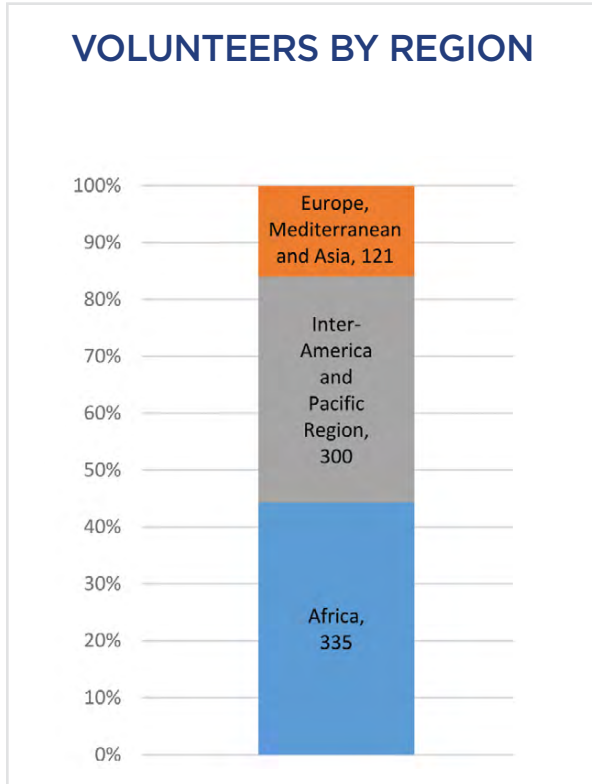


APPENDICES

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APPENDIX A

FY 2022 PEACE CORPS VOLUNTEER STATISTICS¹

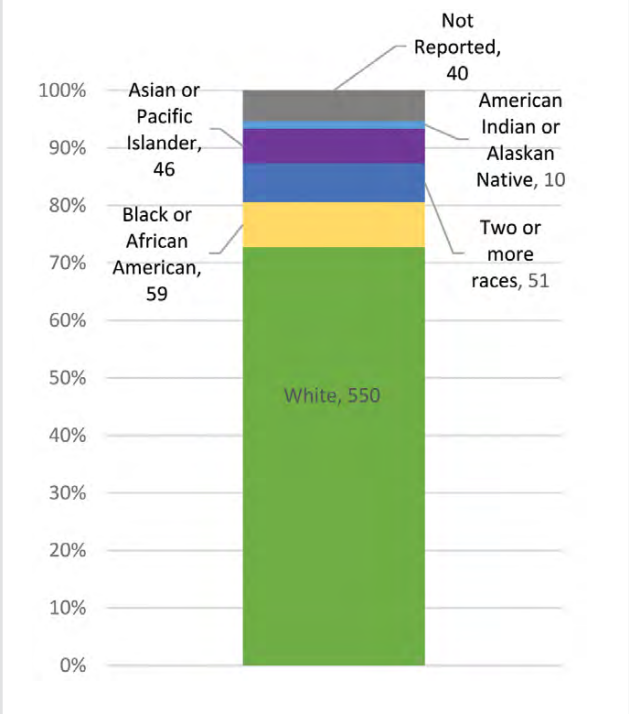


¹ All data current as of September 30, 2022. Data accessed from PCBDBMS 10/24/2022

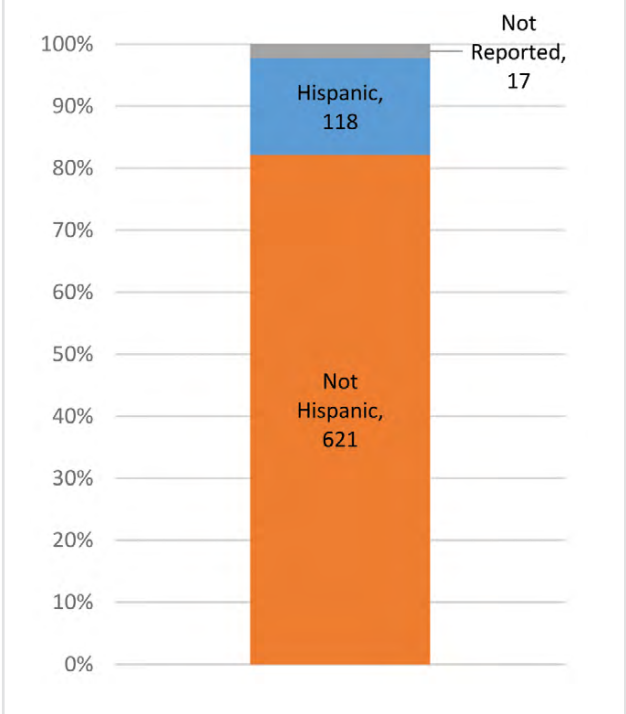
NA means data was not reported

Total number of 749 is the FY22 On Board Strength (OBS) for the Peace Corps. OBS is a count of the number of Volunteers and Trainees serving on September 30 of each fiscal year.

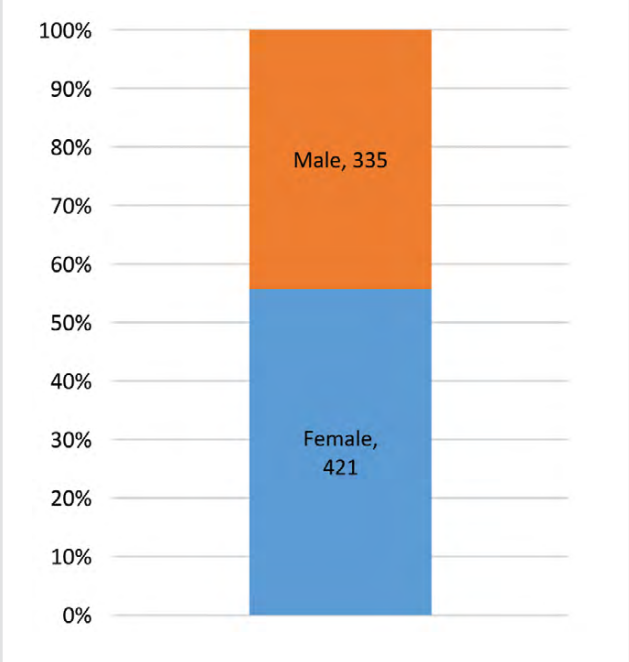
VOLUNTEERS BY RACE



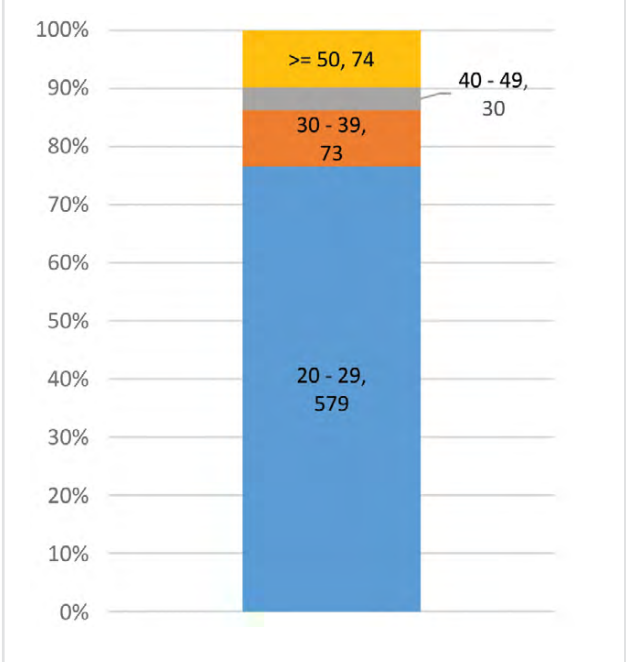
VOLUNTEERS BY ETHNICITY



VOLUNTEER GENDER



VOLUNTEERS BY AGE GROUP



APPENDIX B

PEACE CORPS APPLICATION PROCESS AND PHASES OF VOLUNTEER SERVICE

PEACE CORPS APPLICATION PROCESS

The Peace Corps application process typically takes six to 12 months. Peace Corps posts quarterly application deadlines, “Apply-By” dates, and “Know-By” dates that help applicants plan and make decisions based on their schedules and needs. All applicants are notified — at least four months before their anticipated departure date — about whether they are invited to serve.

Prior to an interview request, and again at the time of invitation, applicants receive country-specific information, including information related to safety and security, health risks in country, and Volunteer satisfaction. In accordance with the Farr-Castle Act, applicants have the option to change their country of consideration if they have health or safety concerns.

COVID-19 TIMELINE ADJUSTMENTS

As a result of the ongoing COVID-19 pandemic, application dates and timelines were temporarily adjusted; however, as of May 1, 2022, most programs have returned to the regular application timeline of six to 12 months. A small number of programs are still operating on an adjusted application timeline based on their reentry approval. Peace Corps continues to work with host countries and U.S. partners to assess each post’s readiness to receive Volunteers. During this process, reentry timelines continue to be reevaluated to ensure the health and safety of Volunteers, staff, and host communities. Specific departure dates are communicated on the Volunteer Openings page of the website, in two emails prior to invitation, and in the invitation letter itself.

Application

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

Interview

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

Invitation

Applicants who are among the best qualified for a particular assignment receive invitations to serve. The invitation includes the date of departure, the detailed description of program assignment, a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more.

Departing for service is contingent on the invitee obtaining both medical and legal clearance.

Medical Clearance

All invitees are required to complete a physical and dental examination. At a minimum, the physical examination includes a medical exam conducted by a doctor, basic lab work, immunizations necessary for each assignment, and dental X-rays. The Peace Corps offers cost-sharing reimbursement according to a fee schedule. In 2020 the agency increased the cost coverage of medical reimbursements provided to applicants invited to serve as Volunteers. The increase is part of an agency effort to lower the barriers to service for Americans who wish to become Peace Corps Volunteers. It will help pay for physical exams, lab work, diagnostic tests, and other medical services needed prior to departure.

The Peace Corps approved a reimbursement increase of three times the current amount for medical expenses to between \$375 and \$870, depending on the invitee's age and gender. Dental expenses will now be reimbursed to a maximum of \$180. Vision reimbursements have been increased by five times, to a total of \$60.

Legal Clearance

In accordance with CFR 22 §305.8, Legal Placement investigates each applicant *to ensure that enrollment of the Applicant as a Volunteer is consistent with the national interest*. This is done through the securing of a full background investigation, adjudication of the results based on federal and agency standards, and the awarding of a favorable or non-favorable determination. Peace Corps conducts background investigations on each candidate who accepts an invitation to serve, with an average legal clearance process timeline of 2-4 months.

Preparation for Departure

Prior to departure, applicants complete online activities in preparation for service and apply for a passport and visa.

PHASES OF VOLUNTEER SERVICE

Trainee

Pre-Service Training: Upon arrival in their country of service, Trainees undergo three months of training in language, technical skills, cross-cultural, health, and personal safety and security issues.

After successful completion of training and testing, Trainees are sworn in as Volunteers.

Volunteer

Volunteer Assignment: The Volunteer is assigned to a project that is designed by Peace Corps staff to help meet the development needs of the host country.

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

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

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

Service Extension: A limited number of Volunteers who have unique skills and outstanding records of service may extend for an additional year.

Peace Corps Response: Peace Corps Response staff recruits and places experienced Americans, including Returned Volunteers, in short-term, high-impact assignments.

RETURNED VOLUNTEER

Readjustment Allowance: At the end of service, Volunteers receive \$400 per month served (\$500 per month for a Volunteer's third year of service) to help finance their transition to careers or further education.

Health Insurance: A health insurance plan covers Volunteers for the first month after service. They can continue the plan at their own expense for up to two additional months.

Returned Volunteer Services: The Peace Corps provides career, educational, and transitional assistance to Volunteers when they complete their Peace Corps service. Returned Volunteers are encouraged to share with fellow Americans the experiences they had abroad to further the Peace Corps' Third Goal.



Peace Corps Trainee Jennifer with her training host family, enjoying fresh fruit from the family's garden.

APPENDIX C

HOME STATES OF PEACE CORPS VOLUNTEERS^{5/7}

Counts of Peace Corps Volunteers, Trainees, and PCR Volunteers from all funding sources since 1961. In March of 2020 there was a global evacuation in response to the COVID-19 pandemic. During this time, Peace Corps service continued at home with the second domestic deployment in the agency's 60-year history, where 158 PCR Volunteers assisted the Federal Emergency Management Agency in their COVID-19 vaccine distribution efforts in the U.S. Their numbers are included in the "Total since 1961" column. This analysis includes U.S. territories and the District of Columbia. Not included in this report are Volunteers who do not have an address on file or have an overseas home address. Report completed January 20, 2023 by OSIRP. Source: PCVDBMS, DOVE.

STATE / TERRITORY	CURRENTLY SERVING ⁶	TOTAL SINCE 1961	STATE / TERRITORY	CURRENTLY SERVING ⁶	TOTAL SINCE 1961
Alabama	6	1,168	Montana	8	1,542
Alaska	1	1,066	Nebraska	3	1,367
Arizona	16	4,083	Nevada	1	1,109
Arkansas	1	843	New Hampshire	5	1,802
California	99	30,340	New Jersey	8	4,970
Colorado	25	7,299	New Mexico	8	2,257
Connecticut	15	3,728	New York	38	13,123
Delaware	1	534	North Carolina	23	4,762
District of Columbia	7	2,854	North Dakota	1	520
Florida	36	8,542	Ohio	23	7,194
Georgia	19	3,920	Oklahoma	4	1,292
Guam	0	78	Oregon	21	6,428
Hawaii	1	1,509	Pennsylvania	27	8,129
Idaho	9	1,432	Puerto Rico	4	440
Illinois	28	8,685	Rhode Island	1	1,079
Indiana	17	3,365	South Carolina	9	1,741
Iowa	8	2,563	South Dakota	1	607
Kansas	4	1,926	Tennessee	7	2,026
Kentucky	6	1,653	Texas	59	8,453
Louisiana	1	1,199	Utah	7	1,164
Maine	6	1,951	Vermont	1	1,629
Maryland	26	6,542	Virgin Islands	0	94
Massachusetts	25	8,466	Virginia	37	8,377
Michigan	17	7,180	Washington	26	9,847
Minnesota	12	6,777	West Virginia	3	676
Mississippi	2	505	Wisconsin	22	5,992
Missouri	6	3,370	Wyoming	0	531

5 Includes FY 2018 data corrections.

6 Currently serving is On Board Strength (OBS). As of September 30, 2022 OBS is a count of the number of Volunteers and Trainees serving on September 30 of each fiscal year.

7 Data extract includes improved method resulting in 4% decrease in overall # of Volunteers from FY21

APPENDIX D

THE PEACE CORPS' EDUCATIONAL ENGAGEMENT PROGRAMS IN THE UNITED STATES

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

- **Paul D. Coverdell Fellows:** A graduate school benefit program that offers returned Peace Corps Volunteers financial assistance and professional internships in underserved communities while they pursue their graduate degrees.
- **Peace Corps Prep:** An interdisciplinary certificate program that combines coursework with community service to prepare undergraduate students for intercultural fieldwork such as Peace Corps service.
- **Strategic Campus Recruiters:** An opportunity through which universities contract with the Peace Corps to hire part-time, campus-based recruiters. Currently, there are strategic campus recruiters at more than 32 colleges and universities.
- **Campus Ambassadors:** An internship-like opportunity for undergraduate students to serve as peer-to-peer brand ambassadors, extending Peace Corps recruiters' reach to those who may have less awareness of opportunities to serve. Peace Corps is undergoing strategic modernization of the program and has paused participation for the 2022 – 2023 school year.

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

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

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

APPENDICES

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

STATE/ TERRITORY

PAUL D. COVERDELL FELLOWS PROGRAM
COLLEGES AND UNIVERSITIESPEACE CORPS PREP
COLLEGES AND UNIVERSITIES

Nevada

University of Nevada - Reno

New Hampshire

Antioch University (including Los Angeles,
CA campus)

University of New Hampshire

University of New Hampshire

New Jersey

The College of New Jersey

Monmouth University

Rutgers University - Camden

Rutgers University - New Brunswick

Seton Hall University

Monmouth University

William Patterson University

New Mexico

New Mexico State University

University of New Mexico

New York

Bard College

Columbia University

Cornell University

Fordham University

Manhattanville College

New York University

Teachers College, Columbia University

The New School

University at Albany - SUNY

College of Staten Island - CUNY

Hartwick College

Lehman College - CUNY

Rochester Institute of Technology

St. Lawrence University

Stony Brook University

University at Albany - SUNY

Nebraska

University of Nebraska - Lincoln

North Carolina

Appalachian State University

Duke University

Elon University

Wake Forest University

Appalachian State University

Elon University

Fayetteville State University

North Carolina Central University

University of North Carolina at
PembrokeUniversity of North Carolina at
Wilmington

North Dakota

University of North Dakota

APPENDICES

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

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

APPENDIX E

FOREIGN CURRENCY FLUCTUATIONS ACCOUNT

22 USC Sec. 2515, TITLE 22 – FOREIGN RELATIONS AND INTERCOURSE, CHAPTER 34 THE PEACE CORPS, Sec. 2515. Foreign Currency Fluctuations Account (h) Reports: Each year the Director of the Peace Corps shall submit to the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives, and to the Committee on Foreign Relations and the Committee on Appropriations of the Senate, a report on funds transferred under this section. In FY 2022 the Peace Corps did not transfer funds to the Foreign Currency Fluctuations Account from the operating expenses account.

APPENDIX F

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS FY 1962 – FY 2024 (IN THOUSANDS OF DOLLARS)

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

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS FY 1962 - FY 2024 (IN THOUSANDS OF DOLLARS) CONT.

Fiscal Year	Authorized	Budget Request ^{a/}	Appropriated ^{a/}	Trainee Input	Volunteers and Trainees On Board ^{b/}
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414
1994	219,745 ^{g/}	219,745	219,745 ^{h/}	3,541	5,644
1995	234,000	226,000	219,745 ^{i/ j/}	3,954	5,884
1996	—	234,000	205,000 ^{k/ m/}	3,280	6,086
1997	—	220,000 ^{l/}	208,000 ^{n/}	3,607	5,858
1998	—	222,000	222,000 ^{o/}	3,551	5,757
1999	—	270,335	240,000 ^{p/}	3,835	5,729
2000	270,000 ^{q/}	270,000	245,000 ^{r/}	3,919	7,164
2001	298,000	275,000	267,007 ^{s/ t/}	3,191	6,643
2002	327,000	275,000	278,700 ^{u/ v/}	4,047 ^{w/}	6,636
2003	365,000	317,000	297,000 ^{x/}	4,411	7,533
2004	—	359,000	310,000 ^{y/}	3,812	7,733
2005	—	401,000	320,000 ^{z/}	4,006	7,810
2006	—	345,000	322,000 ^{aa/ab}	4,015	7,628
2007	—	336,642	319,700 ^{ac/}	3,964	7,875
2008	—	333,500	333,500 ^{ad/}	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000 ^{ae/}	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,790	6,377
2017	—	410,000	410,000	3,429	6,591
2018	—	398,221	410,000	3,595	6,629
2019	—	396,200	410,500	3,426	6,648
2020	—	396,200	410,500	1,000	— ^{af/}
2020 Supp	—	88,000	—	—	—
2021	—	401,200	410,500 ^{ag/}	—	—
2022	—	410,500	410,500 ^{ah/}	677	702
2023	—	430,500 ^{ai/}	430,500 ^{aj/}	2,060 ^{ak/}	2,530 ^{ak/}
2024	—	495,000	—	3,330 ^{ak/}	5,180 ^{ak/}

NOTES

- a/ Starting in FY 1992, funds to remain available for two years.
- b/ For FY 1972 through FY 1999, this is the average number of Volunteers through the year. For FY 2000 through the fiscal year of the President's budget, this is the number of trainees and Volunteers on board on September 30 of the fiscal year, including Peace Corps Response, funded through Peace Corps' appropriation.
- c/ Includes reappropriated funds in 1963 (\$3.864 million), 1964 (\$17 million) and 1965 (\$12.1 million).
- d/ Includes Trainee Input from Transition Quarter.
- e/ Excludes \$5.59 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177).
- f/ Excludes \$2.24 million sequestered under the Balanced Budget and Emergency Deficit Control Act of 1985 (P.L. 99-177) and a \$725,000 reduction related to the Drug Initiative (P.L. 101-167).
- g/ Authorization included report language of a \$15 million transfer to the Peace Corps from assistance funds for the Newly Independent States (NIS).
- h/ In addition, the Peace Corps received a transfer of \$12.5 million for assistance to the NIS.
- i/ In addition, the Peace Corps received a transfer of \$11.6 million for assistance to the NIS.
- j/ Appropriation of \$219,745,000 was later reduced by a rescission of \$721,000.
- k/ In addition, the Peace Corps received a transfer of \$13 million for assistance to the NIS. An additional \$1 million of NIS funds, intended for FY 1996, was received in FY 1997.
- l/ In addition, the President requested a transfer of \$5 million for assistance to the NIS.
- m/ Appropriation of \$205 million was later reduced by a rescission of \$296,000.
- n/ In addition, the Peace Corps received a transfer of \$12 million for assistance to the NIS. An additional \$1 million of NIS funds, originally intended for FY 1996 in addition to the \$13 million received that year, was received in FY 1997.
- o/ In addition, the Peace Corps received a base transfer of \$3,581,000 from the U.S. Department of State for the Peace Corps' participation in International Cooperative Administrative Support Services.
- p/ Appropriation of \$240 million was later reduced by a rescission of \$594,000. In addition, the Peace Corps received a transfer of \$1,269,000 from Economic Support Funds for security; \$7.5 million from the FY 1999 Emergency Appropriations Act (\$7 million for security and \$500,000 related to the Kosovo conflict); \$6 million from the Central American and Caribbean Disaster Recovery Fund; and \$1,554,000 from the Business Continuity and Contingency Planning Fund for Y2K preparedness.
- q/ Four-year authorization bill by Congress, FY 2000 of \$270 million, FY 2001 of \$298 million, FY 2002 of \$327 million and FY 2003 of \$365 million.

NOTES CONT.

- r/ Appropriation of \$245 million was reduced by a rescission of \$931,000.
- s/ Appropriation of \$265 million was reduced by a rescission of \$583,000.
- t/ The Peace Corps received a transfer of \$2.59 million of Emergency Response Fund monies in support of program evacuations in four countries and the relocation of the New York City regional recruiting office.
- u/ The Peace Corps received a transfer of \$3.9 million of Emergency Response Fund monies in support of potential future evacuations.
- v/ Appropriation of \$275 million was reduced by a rescission of \$200,000.
- w/ Due to the September 11th events, the departure of 417 trainees was delayed from late FY 2001 to early FY 2002.
- x/ Appropriation of \$297 million was reduced by a rescission of \$1,930,500. OMB later reallocated \$1.2 million in Emergency Response Fund monies from the Peace Corps to another U.S. government agency.
- y/ Appropriation of \$310 million was reduced by a rescission of \$1,829,000.
- z/ Appropriation of \$320 million was reduced by a rescission of \$2.56 million.
- aa/ Appropriation of \$322 million was reduced by a rescission of \$3.22 million.
- ab/ In addition, Peace Corps received \$1.1 million supplemental for Avian Flu Preparedness.
- ac/ Revised Continuing Appropriations Resolution, 2007 (H.J. Res. 20).
- ad/ Appropriation of \$333.5 million was reduced by a rescission of \$2,701,000.
- ae/ Appropriation of \$375 million was reduced by a rescission of \$750,000.
- af/ No Volunteers were on board on September 30, 2020 because of worldwide Volunteer evacuations due to the COVID-19 global pandemic. Nearly 7,000 Volunteers were evacuated at the time.
- ag/ Appropriation was reduced by a rescission of \$30 million.
- ah/ Appropriation was reduced by a rescission of \$70 million.
- ai/ Proposed rescission of \$15 million in FY 2023.
- aj/ FY 2023 enacted appropriation did not include any rescissions.
- ak/ All Volunteer projections are rounded and imply the center of a range representing the total Volunteer Corps. At any point, it is reasonable to estimate that the range can fluctuate five to ten percent from the indicated number

APPENDIX G**OBLIGATIONS OF FUNDS FROM OTHER GOVERNMENT AGENCIES BY
THE PEACE CORPS**

	FY 2021	FY 2022
Total Reimbursable	\$5,979,355	\$2,710,918
Total PEPFAR	\$19,666,896	\$21,726,214

APPENDIX H

OIG BUDGET REQUEST



Office of Inspector General's Fiscal Year 2024 Budget Request

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

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

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

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

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

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

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

Following the requirements as specified above, the Office of Inspector General (OIG) of the Peace Corps submits the following information relating to the OIG's requested budget for fiscal year 2024:

the aggregate budget request for the operations of the OIG is \$ 7,300,000
the portion of this amount needed for OIG training is \$72,000 and
the portion of this amount needed to support the CIGIE is \$29,200 (.40% of \$7,300,000).

I certify as the IG of the Peace Corps that the amount I have requested for training satisfies all OIG training needs for fiscal year 2024.

Joaquin E. Ferrao
Acting Inspector General

September 1, 2022
Date

Peace Corps Office of Inspector General

Paul D. Coverdell Peace Corps Headquarters · 1275 First Street, NE, Washington, DC 20526 · 202.692.2900 · OIG@peacecorpsig.gov

APPENDIX I

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

The Good Accounting Obligation in Government Act (GAO-IG Act) was signed into law on January 4, 2019. The GAO-IG Act requires that a report accompany agency Congressional Justifications, which includes information on the status of Government Accountability Office (GAO) and Office of Inspector General (OIG) open recommendations greater than one year old. These recommendations can be found in the table below and in the accompanying links to the Reports. GAO reports with open recommendations to the Peace Corps prior to October 1, 2021, appear in the table below and have been listed in chronological order:

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-12-05-E	FY 12	PC/Five-Year Rule	2. That the Director identify which function should be subject to periodic turnover to meet the needs of the agency, and implement a process to manage turnover so that the agency retains qualified personnel on the basis of merit and performance.	Expected to be submitted by September 2023.
IG-12-05-E	FY 12	PC/Five-Year Rule	3. That the Director identify the agency's core business functions and positions that currently suffer from frequent staff turnover and lack of continuity, and determine and implement a process for acquiring and retaining qualified personnel to perform those functions on the basis of merit and performance.	Expected to be submitted by September 2023.
IG-14-01-A	FY 14	PC/Overseas Staffing	10. That the Office of Human Resource Management provide bi-annual training and guidance to all post rating officials on their role in conducting performance appraisals and the level of detail needed to provide adequate feedback.	Expected to be submitted by July 2023.
IG-14-01-A	FY 14	PC/Overseas Staffing	11. That the Office of Global Operations develop guidance and provide oversight of post senior staff performance appraisals to verify that each performance element is consistently addressed in the appraisal.	Expected to be submitted by July 2023.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	8. That the associate director of the Office of Health Services ensure that all root cause analyses include key components (system focus, cause/effect, action plan and measures).	Requires the Agency to complete a Root Case Analysis, which is when a Volunteer dies or is critically injured.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	1. That the Director of the Peace Corps provide country directors with additional support to resolve allegations of drug involvement under manual section 204, 3.5.1 and specifically consider the efficacy of reasonable suspicion drug testing as a means of doing so.	Expected to be submitted by June 2023.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	2. That the Office of General Counsel review the evidentiary standard required to administratively separate a Volunteer suspected of involvement with drugs to determine whether the standard, and its application, is consistent with promoting the integrity of the program and continues to serve the policy interest of the Peace Corps.	Expected to be submitted by June 2023.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	3. That the Director of the Peace Corps make necessary changes to policies, procedures, and forms related to Volunteer resignations and administrative separations, so that Volunteer files and early termination statistics include accurate information regarding unauthorized drug use	Expected to be submitted by September 2023.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	4. That the Director of the Peace Corps take effective steps to ensure ongoing compliance and consistency in implementation of the Volunteer separation recordation processes.	Expected to be submitted by September 2023.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	1. That the Director of the Peace Corps require the Chief Acquisition Officer to implement procedures and practices that ensure proper segregation of duties to avoid potential conflicts and appearances of favoritism in the cooperative agreement award process.	Expected to be submitted by March 2023.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	2. That the Director of the Peace Corps establish comprehensive agency policy and procedures on cooperative agreements with non-governmental entities. At minimum, such policy should address the need for competition, circumstances where competition is not required, justifications for noncompetitive awards, and appropriate limitations on cooperative agreement extensions.	Expected to be submitted by March 2023.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	3. That the Director of the Peace Corps require the Chief Acquisition Officer to implement a record management system for cooperative agreements, to include maintaining specific written documentation to justify all future non-competitive agreements in the agreement file that will assist other staff in substantiating decisions made by former staff.	Expected to be submitted by March 2023.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	4. That the Director of the Peace Corps require the Chief Acquisition Officer to submit to GSA's Catalog of Federal Domestic Assistance complete and accurate information regarding all grants and cooperative agreements with Peace Corps.	Expected to be submitted by March 2023.
IG-19-01-SR	FY 19	Management Advisory Report: Seed Global Health Services	5. That the Director of the Peace Corps require the Chief Acquisition Officer to review relevant Peace Corps contracts, grants, and agreements to ascertain that each file contains the proper anti-lobbying certification, in compliance with applicable laws and regulations and report to OIG the failure of any entity to submit required certifications.	Expected to be submitted by March 2023.
IG-20-01-A	FY 20	The Peace Corps' Compliance with the Digital Accountability and Transparency Act	3. That the chief financial officer develop and implement a data quality plan that aligns with the requirements of OMB memorandum 18-16 and outlines the risk and mitigating controls the agency has in place to demonstrate that the data submitted is of high quality.	Expected to be submitted by May 2023.
IG-20-01-A	FY 20	The Peace Corps' Compliance with the Digital Accountability and Transparency Act	4. That the chief financial officer require all quality review steps, outlined in the data quality plan, be performed prior to the senior accountable officer certification of the quarterly submissions for the Digital Accountability and Transparency Act of 2014.	Expected to be submitted by May 2023.
IG-20-05-A	FY 20	PC/Ethiopia	3. That the Office of the Chief Financial Officer issue guidance to manage withdrawals of funds from Volunteer bank accounts where the post does not have power of attorney over them	Expected to be submitted by March 2023.

APPENDICES

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-21-03-SR	FY21	Death of a PC/ Ghana Volunteer	4. That the chief of staff work with the associate directors to ensure that drills to prepare for medical and life threatening emergencies cover both local and international medical evacuations and that all potential responders (medical staff at headquarters and regional hubs, private medevac contractors, other federal agencies, Volunteers, etc.) are included.	Expected to be submitted by July 2023.
IG-21-03-SR	FY21	Death of a PC/ Ghana Volunteer	7. That the Office of Health Services develop and implement a process for managing its recommendations that includes a review of evidence and documentation prior to deciding to close recommendations.	Expected to be submitted by July 2023.
IG-21-03-SR	FY21	Death of a PC/ Ghana Volunteer	8. That the Director develop a comprehensive plan to improve institutional memory in the Office of Health Services, including, but not limited to, identifying critical positions and exempting them from term limits.	Expected to be submitted by June 2023.
IG-21-03-SR	FY21	Death of a PC/ Ghana Volunteer	10. That the associate director for the Office of Health Services incorporate a mechanism and procedures into TG 370 to obtain teleconsults so that the Office of Health Services accesses medical experts during field consults.	Expected to be submitted by May 2023.
IG-21-03-SR	FY21	Death of a PC/ Ghana Volunteer	11. That the Director develop agency-wide policy and procedures that define staff roles and responsibilities to respond to life-threatening medical emergencies.	Expected to be submitted by September 2023.
IG-22-01-A	FY22	PC Compliance w/ Digital Accountability and Transparency Act (FY 2021)	1. That the chief financial officer develop and implement a process to review and document justifications and/or corrections for all DATA Act Broker errors and warnings prior to quarterly certification.	Expected to be submitted by May 2023.
IG-22-01-A	FY22	PC Compliance w/ Digital Accountability and Transparency Act (FY 2021)	2. That the chief financial officer develop and implement a process to validate the accuracy of DATA Act files after changes to the financial system have been implemented.	Expected to be submitted by May 2023.

Note: The above information is accurate as of February 28, 2023.



THE PEACE CORPS' STRATEGIC PLAN
FISCAL YEAR 2022-2026
ANNUAL PERFORMANCE PLAN
FISCAL YEAR 2024 – and –
ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2022



**Peace
Corps**

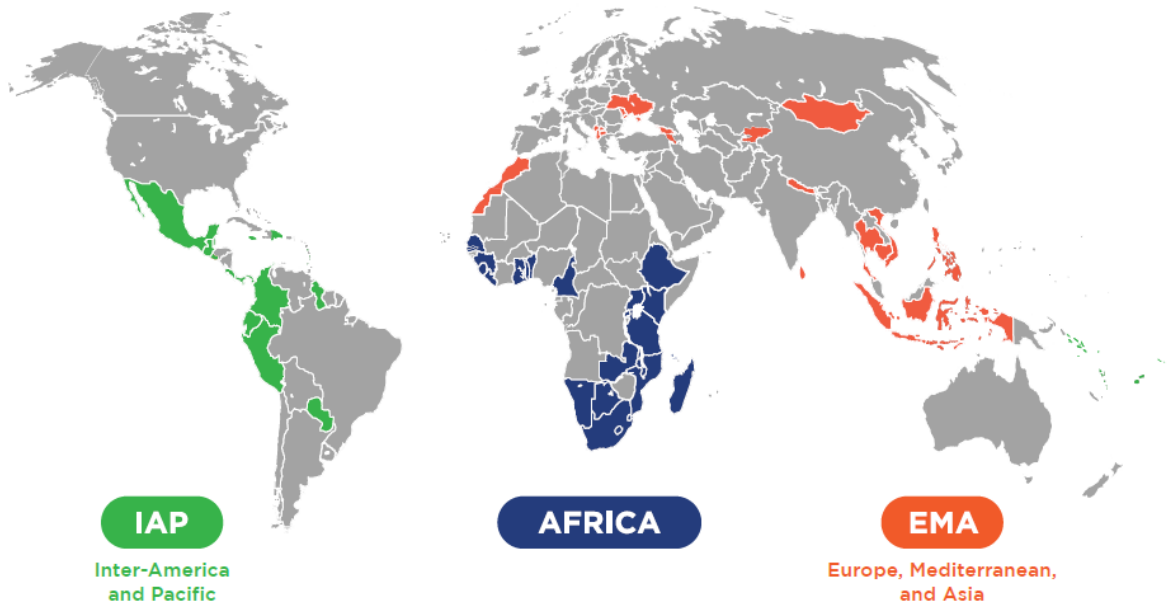
FISCAL YEAR 2022-2026 STRATEGIC PLAN FISCAL YEAR 2024 ANNUAL PERFORMANCE PLAN FISCAL YEAR 2022 ANNUAL PERFORMANCE REPORT

Promoting World Peace and Friendship Since 1961

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

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

PEACE CORPS COUNTRIES



Caribbean

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

Central and South America

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

Africa

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

North Africa and the Middle East

Morocco*

Eastern Europe and Central Asia
Albania/Montenegro:
• Albania*
• Montenegro*
Armenia*
Georgia*
Kosovo*
Kyrgyz Republic*
Moldova*
North Macedonia*
Ukraine*

Asia

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

Pacific Islands

Fiji*
Samoa
Solomon Islands**
Tonga
Vanuatu*

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

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

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

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Peace Corps Mission

Since its establishment in 1961, the Peace Corps has been guided by its mission to promote world peace and friendship. The agency exemplifies the best of our nation's spirit by sending Americans to serve around the world, advancing development, and building cross-cultural understanding. The Peace Corps continues to build strong relationships between our people and the people of our partner nations while contributing to positive change in overseas communities and back home in the United States. Since 1961, over 240,000¹ Volunteers have served in 143 countries.

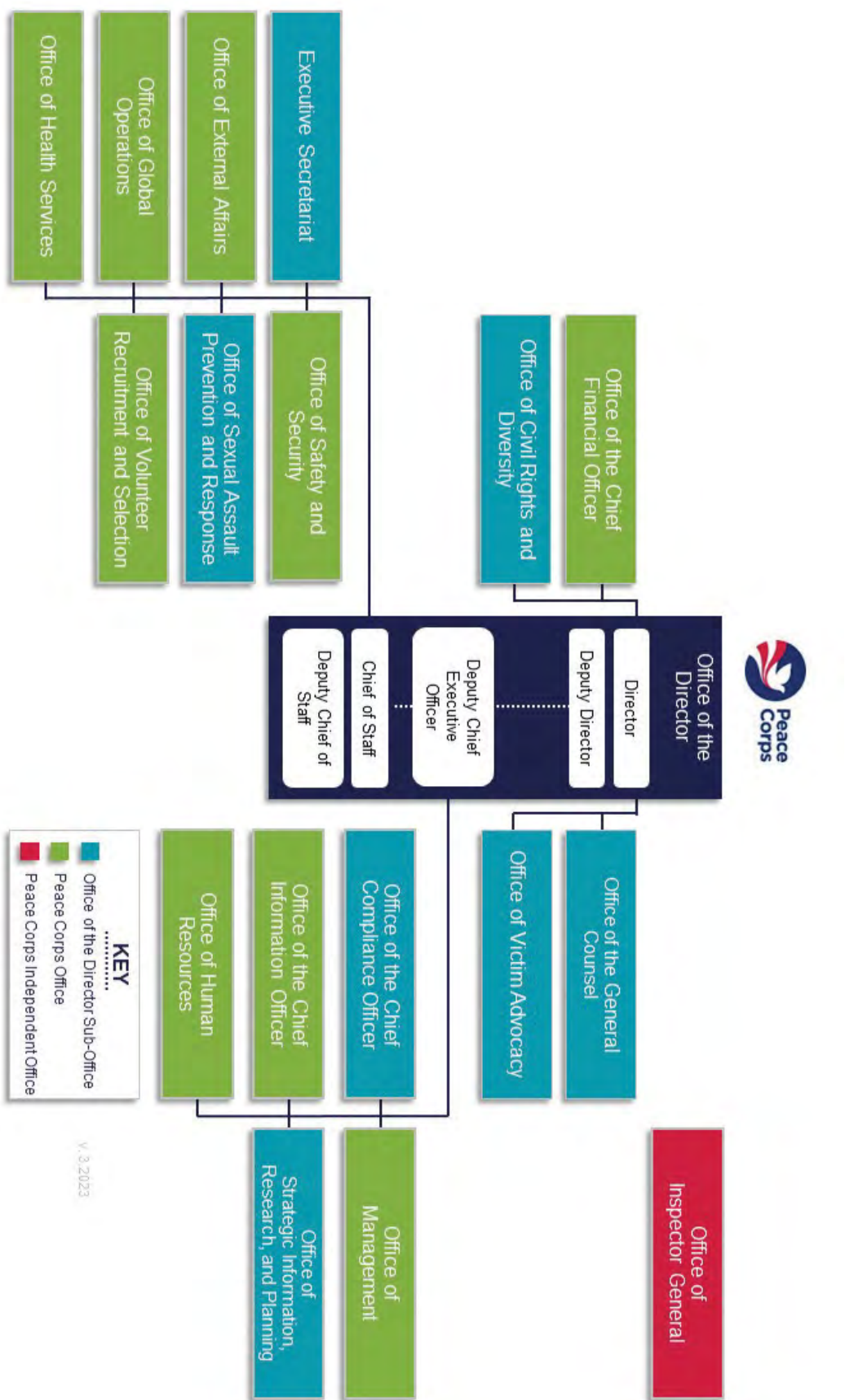
The Peace Corps advances its mission through the work of its Volunteers. Rather than providing foreign aid or other economic assistance, the agency sends Volunteers to share their skills and experiences while living in local communities and working alongside local people. This day-to-day interaction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

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

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

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

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



Plan Overview

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

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

As a people-to-people development agency, advancing equity by understanding and respecting other cultures is crucial to the Peace Corps' success. This is especially important while Volunteers are integrating into communities affected by a devastating pandemic. The agency has redoubled efforts to incorporate intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) into its operations. The Peace Corps maintains a goal of recruiting and supporting a diverse cohort of Volunteers and staff who represent the breadth and depth of America to the world. The agency is committed to ensuring that underserved populations in host countries can collaborate with the Peace Corps to deepen community impact and create lasting relationships.

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

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

The combined FY 2022–2026 Strategic Plan, FY 2024 Annual Performance Plan, and FY 2022 Annual Performance Report includes the following components:

- **Strategic goals** are broad, long-term outcomes the agency works toward to achieve its mission.
- **Strategic objectives** identify the specific focus areas the agency will prioritize to achieve the strategic goals.

- **Rationales** for each strategic objective provide an overview of opportunities or issues to be addressed and the contribution of objectives to strategic goals.
- **Strategies** identify specific actions and articulate the broad course of action or unifying approach that indicates how actions lead to outcomes.
- **Performance goals** set “targets” to be accomplished within a specific time frame. Annual targets (either a milestone or a numeric target to be achieved) will be set through FY 2026. When available, actual results for prior years are provided. The agency uses performance goals to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals will be updated each year and included in the Annual Performance Plan in conjunction with the budget formulation process.
- **Leads** are identified for each strategic objective and performance goal. The title and office of the lead individual are noted. More than one office or overseas post may be responsible for the individual strategies that advance progress on strategic objectives and performance goals. However, leads are given the convening authority to coordinate agency-wide efforts to develop, implement, and report on plans.

Additional details on the development of the FY 2022–2026 Strategic Plan, FY 2024 Annual Performance Plan, and FY 2022 Annual Performance Report are included in the appendices. A summary of the Peace Corps’ performance management framework is found in Appendix A. Appendix B includes a description of how evaluation and research informed the development of the plan. Data verification and validation standards for the performance goal indicators are in Appendix C. Appendix D includes a summary of the stakeholder outreach conducted. The list of acronyms used throughout this document are in Appendix E.

Government Performance and Results Modernization Act of 2010

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

Strategic Goals

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

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

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

Strategic Goal 1: Strengthen Local Capacity

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

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

Strategic Goal 2: Share America with the World

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

Volunteers promote a better understanding of Americans among local people through day-to-day interactions with their host families, counterparts,² friends, and others. Over the course of their two years of service, Volunteers share America with the world—imparting facts about and experiences of Americans and developing deep relationships with community members. Through this approach, Volunteers also learn more about local challenges, opportunities, resources, and conditions in their host countries. Over time, they develop trusting partnerships essential to project success.

² The Peace Corps assigns one or more “counterparts” to each Volunteer. Counterparts are the primary host community partners who aid Volunteers in community integration and work.

Strategic Goal 3: Bring the World Back Home

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

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

Strategic Objectives and Performance Goals

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

Strategic Objective 1: Reimagine Service

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

Strategic Objective 2: Advance Equity

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

Strategic Objective 3: Deliver Quality

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

Strategic Objective 1: Reimagine Service

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

Rationale: The evacuation of all Volunteers due to the COVID-19 pandemic has created an opportunity for the Peace Corps, as it celebrated its 60th anniversary, to rethink how it engages with the world. The Peace Corps will continue collaborating with host country partners in six major sectors while co-creating a response to their evolving priorities in the face of global challenges like the COVID-19 pandemic, climate change, and growing inequities. To strengthen and expand the long-term future of volunteering for development, the agency will work with interested partners to establish or strengthen domestic volunteer programs. The Peace Corps will be better positioned to advance its mission through expanded service and programming models, and through continuing to recruit and train Volunteers who have the unique skillsets that countries request.

Strategies

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

Strategic Objective Lead: Associate Director for Global Operations

FY 2022 Progress Update

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

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

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

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

Performance Goal 1.1: Contribute to COVID-19 response and recovery effort <i>Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.</i>					
Indicator 1: % of posts that support COVID-19 vaccine efforts and/or support the safety and effectiveness of vaccination programs					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	50%	60%	70%
Results	N/A	25%	50%		
Indicator 2: % of posts that implement COVID-19 prevention and risk mitigation strategies at the community-level and/or support host communities to mitigate the negative effects of the pandemic on essential health programs and services					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	50%	60%	80%
Results	N/A	30%	59%		
Indicator 3: % of posts that support efforts to mitigate household shocks and build resilience in the areas of food security, economic security, education, and protection of vulnerable groups					
	FY 2020	FY 2021	FY 2022		
Targets	-	-	75%		
Results	N/A	50%	79%		

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

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

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

FY 2022 Progress Update

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

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

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

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

Data Source: VRG data submitted by posts

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

Performance Goal 1.2: Contribute to host country efforts to combat climate change and its impacts

Expand the Peace Corps' climate change programming in support of host country priorities to adapt to and mitigate the impacts of climate change, and to increase community resilience.

Indicator 1: % of posts that support host country efforts to adapt to the impacts of climate change at the community level

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

This performance goal will expand upon current sector-specific programming to leverage Volunteers' unique ability in all sectors and service models to support host country community efforts to adapt to the impacts of climate change, mitigate the severity of those impacts, and build resilience. In particular, the Peace Corps will work with host country partners to identify opportunities within existing projects, or by initiating new projects, that support efforts to meet their Nationally Determined Contributions and implement their National Adaptation Plans.⁴ The Peace Corps' participatory and inclusive approach to development will address the often more severe impacts of climate change on women, youth, and other underrepresented groups.

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

FY 2022 Progress Update

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

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

⁴ The Paris Agreement requests each country outline and communicate their post-2020 climate actions to reduce greenhouse gas emissions, known as their Nationally Determined Contributions (NDCs), with an expectation that these will be updated every five years. Additionally, countries formulate and implement National Adaptation Plans as a means of identifying medium- and long-term adaptation needs and developing and implementing strategies and programs to address those needs.

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

Goal Lead: Associate Director for Global Operations

Data Source: VRG data submitted by posts

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

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

To continue tackling the world's most pressing challenges, the Peace Corps will maintain a position of continual forward-looking assessment and adaptation. This performance goal envisions harnessing the widespread, community-level responsiveness of Peace Corps posts into a broader, agency-wide source for strategic opportunities. The process will use strategic foresight to integrate high-level global trends and post-driven host country priorities into recommendations about potential actions for the Peace Corps. This process will be reviewed annually and readjusted as necessary to maximize adaptability to rapidly evolving external environments.

FY 2022 Progress Update

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

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

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

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

Calculations: Completion of milestones listed above

Performance Goal 1.4: Expand and Promote Peace Corps Response Strengthen the Peace Corps Response (PCR) Program to meet host country priorities with experienced Volunteers by FY 2026.					
Indicator 1: Integration of the PCR Program into agency systems and business practices					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Gaps identified in agency marketing, recruiting, administration, programming, training, and evaluation and roadmap developed	75% of gaps addressed	80% of gaps addressed
Results	N/A	N/A	Ad hoc gaps identified and addressed in operational efforts to return Volunteers to service		
Indicator 2: % of posts with a PCR Program					
	FY 2020	FY 2021	FY 2022		
Targets	-	-	Baseline reestablished		
Results	35%	48%	Baseline reestablished: 58%		
Indicator 3: # of PCR Volunteer requests from posts					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	-	370	450
Results	413	162 ⁵	123		

This performance goal makes recommendations to further expand and promote the Peace Corps Response (PCR) Program as a service model to meet the unique needs of host country partners. Initially created in 1996 as Crisis Corps, PCR allows Peace Corps posts to request Volunteers with specialized skills to serve in short-term, high-

⁵ In FY 2021, after the global evacuation in March 2020, PCR Volunteers were deployed domestically for short-term assignments assisting the Federal Emergency Management Agency (FEMA) in its COVID-19 vaccine distribution efforts. This collaboration was at FEMA's request and pursuant to FEMA's legal authority. Thus, in FY 2021, only PCR Volunteer requests came from FEMA.

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

In addition to integrating PCR at a systems level, expanding the reach of the PCR program is crucial to reimagining service, as PCR Volunteers are uniquely positioned to meet host country requests for more specialized Volunteers – particularly as the agency focuses on contributing to COVID-19 response and recovery and combatting climate change. By assessing global and host country needs as outlined in Performance Goal 1.3, PCR will determine priority areas to develop and utilize PCR Volunteer assignments, thus allowing the agency to better understand how to promote and expand the use of PCR and develop targeted sectors on which to focus recruitment.

FY 2022 Progress Update

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

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

Goal Lead: Director of PCR

Data Source: Office of PCR

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



*Peace Corps Response Volunteer,
Guyana*

Performance Goal 1.5: Pilot alternative service models <i>Work with host country partners to pilot and implement alternative service models, including virtual service, by FY 2026.</i>					
Indicator 1: # of countries with Virtual Service Pilot Participants (VSPPs)					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-		35	45	50
Results	N/A	27	44		
Indicator 2: # of alternative service models piloted					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Criteria and standards developed and approved, pilot designed	1	2
Results	N/A	1	Criteria and standards developed and approved, pilot designed		

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

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

FY 2022 Progress Update

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

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

Goal Lead: Director of Peace Corps Response (PCR)

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

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

This performance goal includes the traditional two-year service model. The Peace Corps' multi-year programming, training, and evaluation (PT&E) alignment initiative was implemented from 2016-2021. Success of this undertaking is evidenced by 100 percent of posts operating with standardized logical project frameworks (LPFs) for programming and evaluation that were developed through a collaborative process that included host government and local partners. In March 2021, the training alignment component of PT&E was launched in the form of a Volunteer competency model (VCM) that will drive all training. This will provide cement for the PT&E foundation which will, in turn, better serve host country needs.

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

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

FY 2022 Progress Update

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

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



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

Goal Lead: Chief of Programming and Training, OPATS

Data Source: PT&E Resource Hub; TDA Tracker

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

Performance Goal 1.7: Recruit and retain candidates for Volunteer service

Deliver Volunteers, via equitable processes, with competencies and technical skillsets that meet community priorities by FY 2026.

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Full system audit conducted and roadmap established	Conversion to new system 50% complete	Recommendations for Volunteer Delivery System (VDS) improvements are 75% complete
Results	N/A	N/A	Project plan developed and Volunteer application revised		

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

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

The Peace Corps will strengthen VDS by increasing process efficiencies and stakeholder collaboration, ensuring regular and timely data for strategic decision making, fostering positive and productive applicant experiences, and delivering Volunteers aligned with desired competencies and technical expertise that meet posts' needs. To achieve this goal, the project team will focus on the following outcomes: 1) the foundation of VDS is strengthened with clear working mechanisms and internal stakeholders are oriented, 2) core competencies are established and processes are in place to ensure quality candidates are recruited and placed, 3) data systems are enhanced to provide leadership and stakeholders with information needed for strategic decision making, and 4) a barrier analysis is conducted (through Performance Goal 2.1) and intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA)-related recommendations are integrated into VDS system improvements.

FY 2022 Progress Update

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

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

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

⁶ EOD means the date when Invitees depart their home-of-record or another location to begin official, direct travel to a post, staging event, or another location as directed by the Peace Corps.

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



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

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

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

Calculation: Completion of milestones listed above

Performance Goal 1.8: Support host country national volunteer service initiatives

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

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

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

This performance goal will build on decades of Peace Corps experience supporting Volunteer service initiatives (VSIs) of host country partners by consolidating successes and lessons learned into a formal program. The VSI program will support leaders and organizations to implement inclusive volunteerism principles and sustainable service initiatives. The program will support mutual learning and sharing among a network of Peace Corps staff, Volunteers, and host country partners in the design of systems, structures, and activities to increase community service of host country citizens across sectors, such as youth in development, health, and community resilience.

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

FY 2022 Progress Update

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

Goal Lead: Director of the Office of Overseas Programming and Training Support

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

Calculations: Number of posts with reported activities

Performance Goal 1.9: Elevate the Peace Corps to inspire life-long service <i>Implement a domestic engagement strategy that supports and promotes life-long service by FY 2026.</i>					
Indicator 1: Improvement in the measurement of, and stakeholder communications around, the long-term benefits of Peace Corps service for returned Volunteers and for the United States					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Impact assessment approach and framework developed	State and local outreach pilot developed	State and local outreach executed with three organizations
Results	N/A	N/A	Impact assessment approach and framework developed		
Indicator 2: Development and communication of new pathways to service and career placement for returned Volunteers					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	National service strategic partnership formed Public and private sector competency model piloted	Suite of communications developed National service strategic partnership formed	Strategic partnership formed with a public service and private sector professional human resource network
Results	N/A	N/A	Public and private sector competency model piloted		

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

FY 2022 Progress Update

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

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

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

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

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

Data Source: *Agency records and administrative data*

Calculation: *Completion of the milestones listed above*

Strategic Objective 2: Advance Equity

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

Rationale: Intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) are paramount to the Peace Corps' approach to achieving its three Goals. Creating an equitable and inclusive agency requires an enterprise-wide approach that not only supports continuous learning on an individual and group level, but also systemically addresses structural barriers in policies, processes, procedures, and programs. The Peace Corps will utilize a comprehensive approach to recruit and retain Volunteers and staff who reflect the diversity of the U.S. and host countries with a particular focus on historically underrepresented communities.⁷ The agency will consider the impact of systemic inequities related to socio-economic class, race, disability, education, sexual orientation, gender and gender identity, age, and other factors that may be barriers to enrollment for Peace Corps service or employment. It will review its policies, practices, procedures, and programs with an equity lens. This review will inform changes, adjustments, and interventions aimed to promote a culture of mutual respect and belonging among staff and Volunteers from all backgrounds.

Strategies

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

Strategic Objective Lead: Chief Diversity Officer

FY 2022 Progress Update

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

⁷ Communities that have experienced systemic inequities that may have resulted in underrepresentation in numbers, access to opportunities, power and influence, and sharing of their history of contributions to the collective.

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

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

Performance Goal 2.1: Diversify the Volunteer corps <i>Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY 2026.</i>					
Indicator 1: Identification and mitigation of barriers to service, and through close-of-service (COS), ⁸ for individuals from underrepresented communities					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Data systems evaluated and updated 1-3 enter on duty (EOD) and COS barriers identified and addressed Annual Volunteer barrier analysis process created	FY 2022 targets completed	Impact analysis of FY 2023 barrier interventions conducted Annual Volunteer barrier process completed
Results	N/A	Medical reimbursement rate increased ⁹	Barrier research begun Initial steps for annual Volunteer barrier analysis process begun		
Indicator 2: % of individuals who identify as members of underrepresented racial and ethnic groups					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	N/A ¹⁰	33%	34%
Results¹¹	35%	N/A	33%		

Establishing a Volunteer corps that reflects the diversity of America is an integral aspect of advancing the Peace Corps mission. This performance goal will establish and strengthen systems that attract historically underrepresented communities to Peace Corps service and support them through their close of service (COS). The agency will design strategies that address barriers for all populations, as well as those that specifically or disproportionately affect underrepresented groups as defined above.

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

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

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

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

For the Peace Corps to increase enter on duty (EOD) and COS rates from individuals from historically underrepresented communities, the agency will first conduct data analysis centered on the experiences and perspectives of historically underrepresented communities and the barriers they face on their path to service. Current agency data provides an incomplete picture of underrepresented populations' experiences with the Peace Corps. As a result, the Peace Corps will (1) connect and enhance current data systems and create more easily accessible data dashboards and feedback loops, and (2) use this data to determine how to identify and reduce barriers along the path to and through service. These efforts will increase the understanding of and support to underrepresented communities resulting in an increase in individuals from underrepresented communities who EOD and COS.

The agency's work to address barriers to service will have a particular emphasis on retention and will involve creating, communicating about, and strengthening data and support systems throughout the application process and at posts for Volunteers from underrepresented communities. Annually, the agency will produce a Volunteer barrier analysis to identify barriers to entering or completing service. This analysis will include proposed mitigation strategies that are inclusive of all Americans and especially those from underrepresented communities. Additionally, the agency will continue intentional strategic partnerships with minority-serving institutions (including institutions of higher education, community organizations, and professional associations) to support applicants and Volunteers. The entirety of this performance goal will be informed by global best practices in advancing equity in talent pipelines to and through service. This performance goal is also closely linked to Performance Goal 1.7.

FY 2022 Progress Update

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

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

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

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

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

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

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

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

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

The intent of this performance goal is that senior leadership, managers, and supervisors in all units and posts will play active roles in the individual and collective responsibility for the barrier analysis' remedial implementation. This will ensure that advancing diversity, inclusion, and opportunity is a prominent part of the agency's culture.

To this end, a data-driven approach will be used to assess the state of the agency's equal opportunity. The agency will use the Federal Employee Viewpoint Survey (FEVS) and also survey its USDH workforce to understand perceptions and identify areas of concern related to agency support for diversity, equity, and inclusion. This will help cultivate a supportive, welcoming, and inclusive work environment that allows employees to feel connected to the agency's mission and contribute to meeting the agency's diversity and inclusion challenges.

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

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

FY 2022 Progress Update

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

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

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

Calculation: Completion of the milestones above

Performance Goal 2.3: Improve talent management

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

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	<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 and development knowledge sharing coordinated</p> <p>Learning resources curated based on LNA results</p> <p>70% of agency staff reported planning time for learning with supervisors</p> <p>Centralized tracking of training data via SF-182</p>
Results	Overseas supervisor training developed, global onboarding program researched	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>		

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

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

The performance goal also focuses on the systematic integration of federal practices in DEIA across Peace Corps' domestic offices and overseas posts. Upon reviewing the DEIA Initiative Survey, the Agency Equity Council and a cross-office team including the Offices of Human Resources; Management; Strategic Information, Research, and Planning; Civil Rights and Diversity; and the Chief Diversity Officer will identify areas to prioritize each year. In addition to the DEIA Initiative Survey, findings from the agency's barrier analysis and recommendations from the agency's Diversity Task Force will inform this prioritization. The equity councils referenced in Performance Goal 2.4 will offer a viable mechanism for implementation.

FY 2022 Progress Update

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

¹² Established under [Executive Order 14035](#)

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

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

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

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

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

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

Data Source: Agency records and administrative data

Calculations: Completion of the milestones above

Performance Goal 2.4: Integrate equity into core business practices <i>Standardize equitable and inclusive processes to strengthen key core business practices by FY 2026.</i>					
Indicator 1: Development of agency equity benchmarks, endorsed resources, and evaluation and accountability mechanisms					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	3 key business area benchmarks developed; Equity council resources and guidance established	Existing benchmarks refined; 3 added; Additional equity council resources disseminated	3 additional benchmarks added
Results	N/A	Post responses and EEPS ¹⁵ data collected	Development of 3 key business area benchmarks and equity council resources and guidance began		
Indicator 2: Evaluation of implementation and achievement of baseline equity practice benchmarks					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Benchmark levels reported for pilot posts and HQ	Reporting systems refined and benchmark levels reported for pilot posts and HQ	Benchmark levels reported for all posts and HQ; Baseline data established
Results	N/A	Post responses from AMCS ¹⁶ and EEPS collected	Benchmark reporting tool development for pilot posts and HQ in progress		

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

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

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

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

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

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

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

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

FY 2022 Progress Update

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

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

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

The targets for Indicator 3 were fully met:

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

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



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

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

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above

Performance Goal 2.5: Expand Third Goal¹⁷ engagement <i>Increase host country participation in Third Goal and prioritize engagement with underserved¹⁸ communities in the U.S. by FY 2026.</i>					
Indicator 1: Expansion of Third Goal engagement to be more inclusive of host country voices, perspectives, and priorities					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	New models of community-driven Third Goal engagement piloted at 6 posts	Best practices established and shared with all posts	20% of all posts have executed community-driven storytelling
Results	N/A	N/A	New models of community-driven Third Goal engagement piloted at 10 posts		
Indicator 2: Access to age-appropriate Third Goal resources and Speakers Match opportunities for communities with Title I schools¹⁹					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Plans for engaging underserved communities developed A minimum of 1 external strategic partnership supporting outreach to Title I schools established	20% of communities with Title I schools are engaged using Third Goal resources	30% of communities with Title I schools are engaged using Third Goal resources
Results	N/A	N/A	Plans for engaging underserved communities developed 1 external strategic partnership supporting outreach to Title I schools established		

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

¹⁸ The term "underserved communities", as referenced in Executive Order 12985, refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. This includes Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

¹⁹ The U.S. Department of Education defines Title I-eligible schools as schools with high numbers or high percentages of children from low-income families (<https://www2.ed.gov/programs/titleiparta/index.html>).

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

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

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

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

FY 2022 Progress Update

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

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

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



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

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

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

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

Strategic Objective 3: Deliver Quality

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

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

Strategies

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

Strategic Objective Lead: Deputy Chief Executive Officer

FY 2022 Progress Update

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

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

Performance Goal 3.1: Develop a comprehensive duty of care²⁰ framework <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.²¹</i>					
Indicator 1: Development and articulation of a comprehensive framework for duty of care to Volunteers					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Duty of care expectations unified across offices	Key components of duty of care to Volunteers identified across offices Policies reviewed to determine possible modifications	Duty of care to Volunteers defined and policies amended and approved across offices
Results	N/A	N/A	Project plan formulated		
Indicator 2: Development, consistent implementation, and enforcement of systems of practice and accountability that strengthen Volunteer health and safety					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Data review of factors that lead to higher rates of medical separation and evacuation, disciplinary actions, or safety incidents conducted Findings communicated and draft revisions made to agency policies, guidelines, or practices	Common factors that lead to higher rates of medical separation/evacuations, disciplinary actions, or safety incidents identified	Findings communicated and revisions to agency policies, guidelines, or practices drafted
Results	N/A	N/A	Project plan formulated		

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

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

²¹ There is a distinct difference between safety and security. Safety relates to accidental or natural events, such as hurricanes or bicycle accidents, while security relates to human-driven events, such as robbery or sexual assault. This performance goal is intended to increase and strengthen Volunteers' shared contributions to their health and safety, but is by no means intended to suggest a similar responsibility for security, which could imply "victim blaming."

is to review all relevant policies, procedures, manual sections, and technical guidelines that relate to the duty of care, identify differences in definitions and terminology, and develop a definition of duty of care that applies across all relevant offices. Inherent in this assessment is a gap analysis. Once this is performed, then the agency can undertake appropriate revisions. Following this, the agency will develop a consolidated framework that provides an overarching approach that is linked to appropriate policies.

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

FY 2022 Progress Update

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



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

Goal Lead: Associate Director of the Office of Health Services

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

Calculations: Completion of the milestones listed above

Performance Goal 3.2: Enhance the Sexual Assault Prevention and Response (SAPR) Program ²² <i>Integrate and implement results and recommendations from the external SAPR structure evaluation, the Sexual Assault Advisory Council (SAAC), and other evidence-based industry best practices to ensure a comprehensive approach to improving the Peace Corps' SAPR Program.</i>					
Indicator 1: % of roadmap targets achieved					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Assessment of external SAPR structure evaluation completed and roadmap developed	80% of roadmap targets achieved	100%
Results	N/A	N/A	Assessment of external SAPR structure evaluation completed and roadmap developed		

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

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

The Peace Corps has contracted with an external consultant to review and analyze the structure, coordination, collaboration, and communication mechanisms of the five implementing offices: the Office of Health Services; the Office of Safety and Security; the Office of Victim Advocacy; the Office of Global Operations, including the regional sub-offices (Africa Operations; Europe, Mediterranean, and Asia Operations; Inter-America and the Pacific Operations); the SAPR Program Office; and the Office of the

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

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

The Peace Corps Sexual Assault Advisory Council (SAAC), a panel of outside experts, was established pursuant to the Kate Puzey Act and extended by the Sam Farr and Nick Castle Peace Corps Reform Act. The Council's purpose is to provide guidance and consultation to the Peace Corps on matters relating to the SAPR Program. The Council membership includes a variety of professionals from a spectrum of disciplines related to the field of sexual violence.

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

FY 2022 Progress Update

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

Goal Lead: Director of the Office of SAPR

Data Source: SAAC Report(s), external evaluation results, and other evidence-based research

Calculations: Completion of the milestones listed above

Performance Goal 3.3: Promote accountability to host country partners and community-level stakeholders <i>Work together with host communities and Volunteers to fulfill service commitments and improve collective impact by FY 2026.</i>					
Indicator 1: % of projects demonstrating a minimum achievement of community-driven results					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	VRG launched and staff trained	Remaining staff trained on VRG Baseline data collected 75% of projects demonstrate minimum achievement	Baseline established 85% of projects demonstrate minimum achievement
Results	N/A	N/A	VRG launched and some staff trained		
Indicator 2: Posts' establishment of a process for sharing results and creating feedback loops with community-level stakeholders					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	VRG launched and staff trained Guidance drafted	Research conducted on existing processes	Guidance updated or developed Baseline established
Results	N/A	N/A	Research plan conceptualized		

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

After completing the agency's FY 2018-2022 Strategic Plan, posts and project stakeholders finalized the project alignment process resulting in endorsements for all projects across the world. The FY 2022-2026 Strategic Plan will build on this work to input all endorsed project frameworks into Volunteer Reporting and Grants (VRG) and train staff to track staff and Volunteer-led work.

Through VRG, posts will be able to more efficiently review project results on a regular basis and share that progress with partners in the field. With VRG and other data sources, posts can implement an intentional and data-driven process for sharing progress with host country partners and community stakeholders and ensure strong feedback loops for ongoing learning and informed improvements to project implementation.

FY 2022 Progress Update

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

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



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

Goal Lead: Chief of Programming and Training, Africa Operations

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

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

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

Promote Volunteer well-being throughout the service lifecycle.

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

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

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

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

Indicator 3: Strengthening of systems for behavioral health communication, processes, and capacity for care transitions (e.g., sexual assault, service entry/exit, medical evacuation)

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

Given the challenges Volunteers face over the course of their service—personal, intercultural immersion, work and living circumstances—their ability to cope with the resulting stress and adapt in a healthy way is critical to their success. This extends to periods of transition in behavioral health care when Volunteers are particularly vulnerable, whether it be in-country or after their close of service (COS). From FY 2018–2020, the Volunteer rate of pre-clinical concerns that Peace Corps medical officers (PCMOs) managed increased by 35 percent. With the added stress of the pandemic, sociopolitical stressors (racial and other inequalities), and U.S. data indicating an adverse impact on young adults, there is a compelling need to offer additional options that directly respond to these Volunteer concerns.

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

FY 2022 Progress Update

All FY 2022 targets for this performance goal were met.

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

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

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



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

Goal Lead: Director of BHO Unit, Office of Health Services

Data Source: Administrative and agency records

Calculations: Completion of the milestones listed above

Performance Goal 3.5: Promote collaboration and enhance collective effectiveness <i>Develop human and technological systems to enhance performance and accountability by FY 2026.</i>					
Indicator 1: Assessment and benchmarking of best technology practices to increase collaboration and inclusiveness					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Best technology practices researched; Review of current agency assets conducted	Technology identified, reviewed, and procured to close gaps	Agency-wide training conducted on new performance management system
Results	N/A	N/A	Best technology practices researched; Review of current agency assets begun		
Indicator 2: Creation and implementation of a tiered performance management system that is results-orientated and holds staff accountable for goals and deliverables					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Performance system identified and procured	HQ rollout of new performance system	100% domestic and overseas USDH staff participation in performance system
Results	N/A	N/A	Performance system identified and procured		
Indicator 3: Implementation of systems, processes, and a comprehensive training plan to promote collaboration and enhance effectiveness for remote and hybrid work environments across teams and offices in a global setting					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy designed	Collaborative structures, systems, and processes implemented; Training strategy implemented	Training developed and conducted for domestic and overseas USDH staff
Results	N/A	N/A	Structures and processes that support effective collaboration researched and developed; Training needs assessment conducted; training strategy design initiated		

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

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

Pillar #1: People: Peace Corps staff support Volunteers, improve services domestically and abroad, and advance equity in the global context. Staff must be empowered and equipped to do their work to the best of their collective abilities. Therefore, a new, comprehensive staff training and professional development strategy will be designed and implemented to ensure staff is equipped with the knowledge, skills, and abilities to be successful in their roles. This training strategy will address needs ranging from position-specific training to working effectively in a remote or hybrid work environment.

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

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

FY 2022 Progress Update

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

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

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

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

Goal Lead: *Chief Human Capital Officer*

Data Source: *Agency records and administrative data*

Calculation: *Completion of milestones listed above*

Performance Goal 3.6: Improve project management competencies

Train teams on best practices for everyday project management and provide effective and user-friendly tools to aid in team collaboration and productivity by FY 2026.

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

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

Indicator 2: Agency rollout of collaboration and project management tools

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

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

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

A key component of quality is a standard that is consistent. Project management is a practice that, if repeated successfully, executes projects that add value to an organization. These professional project management skills will help all Peace Corps staff accomplish the mission more efficiently and effectively and provide professional development for individual staff members. This performance goal is designed to create a common language around project management for all Peace Corps staff and support staff when adopting project management skills and frameworks for improved performance. The performance goal focuses on training staff in project management; making user-friendly software applications available for all staff to communicate,

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

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

Improved project management will be completed in steps, first surveying staff to identify project management needs and existing expertise, gauge demand for advanced project management trainings, and set training targets. From there, project management competencies will be identified to create ways to measure results using these competencies. The agency will then gather requirements for user-friendly project management tools and run two pilots. Based on a needs assessment, the agency will either select from existing online course providers or develop one training course on fundamentals of project management as well as develop a learning path for project management.

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

FY 2022 Progress Update

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

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

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

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



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

Goal Lead: Deputy Chief Executive Officer

Data Source: Agency records and administrative data

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

Performance Goal 3.7: Align resources with agency priorities and associated risk <i>Create and implement processes that guide the allocation of people, time, and funds based on agency priority and relative risk by FY 2026.</i>					
Indicator 1: Completion of agency risk profile and associated risk tolerance					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	All individual office risk registers completed	Agency-wide risk register created	Agency-wide risk register reviewed and updated as needed
Results	N/A	3 risk registers fully completed	All individual office risk registers completed		
Indicator 2: Incorporation of risk management and strategic priorities into agency governance processes					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Plan developed to incorporate risk tolerance and align enterprise planning processes into single agency-wide process	Aligned model implemented and evaluated for at least two enterprise planning processes	Aligned model implemented and evaluated for remaining enterprise planning processes
Results	Enterprise Risk Management (ERM) Council established	ERM Council continued	Timeline drafted and strategic priorities incorporated in spend plan development		

This performance goal aims to better align agency-wide processes that determine resource allocation and elevate the role of agency priorities and risk management in resource allocation decisions. A key component of this performance goal is identifying and measuring agency risks by developing an agency risk register. This register will build on progress the Peace Corps made in this area under the FY 2018-2022 Strategic Plan. Under the FY 2018-2022 Strategic Plan, the agency established an Enterprise Risk Management (ERM) Council and bylaws and completed three office risk registers. This new performance goal aims to complete an agency-wide risk register by FY 2023 and review and update it, as needed, in FY 2024. This risk register will enable the agency to identify top risks in carrying out its mission and complying with laws, policies, and mandates. By identifying risk, the Peace Corps will be able to determine if risk tolerance and resource allocation decisions can be made to manage and mitigate the agency's top risk factors.

The agency has several processes that determine how resources in areas such as funding, personnel, and IT are allocated. While these processes are effective in

deciding how resources will be allocated, they should be better aligned to work in concert toward agency priorities and the mitigation of agency risk. The Peace Corps will also evaluate the current timelines of enterprise planning processes and update timeframes as needed to build off one another. The agency will implement the new timelines and assess the extent to which resources are allocated to risk areas and agency priorities.

FY 2022 Progress Update

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

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

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

Goal Lead: Director of Budget and Analysis, OCFO

Data Source: Agency records and administrative data

Calculation: Completion of milestones listed above

Performance Goal 3.8: Standardize business practices to reduce redundant effort across posts <i>Establish core business practices that free posts to focus on work that is unique to their local needs and resources by FY 2026.</i>					
Indicator 1: Identification, prioritization, development, and implementation of a standardization plan for key business practices					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-	-	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	Implementation plan continued; 3 additional high priority practices implemented, standardized, and rolled out globally; identification and prioritization system developed	Longer-term high priority practices continued
Results	Site management guidance enhanced	Post staff oriented to updated site management guidance	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally		
Indicator 2: Development and implementation of a quality assurance system					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets	-		Comprehensive integration, training, and support model developed	Comprehensive integration, training, and support model fully developed	80% of positions on-boarded
Results	N/A	Model of compliance and quality assurance developed at posts	Comprehensive integration, training, and support model development in progress		

This performance goal seeks to identify key post-level policies, practices, and resources that, if standardized, would enhance the effectiveness, efficiency, and integration of equity into the Peace Corps' business practices across posts (complementing Performance Goal 2.4). With staff turnover, standardized processes will support a base of institutionalized knowledge and allow staff to have more time for innovation.

Performance Goal 3.8 will build on the FY 2018-2022 Strategic Plan by continuing to focus on and advance the agency's comprehensive site management process at posts and via supporting IT systems, including by developing user-friendly offline mobile platforms. This performance goal will also ensure that key policies—including new and

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

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

To achieve these results, Performance Goal 3.8 will:

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

The performance goal will build on existing systems and tools, such as the annual Administrative Management Control Survey (AMCS), as the agency identifies business practices for standardization and strengthens its systems of monitoring and accountability.

Finally, creation of quality assurance positions at HQ and post levels will allow the Peace Corps to be better positioned to ensure compliance with agency policies, procedures, and statutory requirements and to systemically identify, track, and address areas for improvement.

FY 2022 Progress Update

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

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

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

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

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

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

Data Source: *Agency records and administrative data*

Calculations: *Completion of milestones listed*

Appendices

Appendix A. Performance Management System

The goals, objectives, and strategies in the FY 2022–2026 Strategic Plan guide the Peace Corps' efforts to advance its mission. The Peace Corps' performance management system is rooted in an inclusive and participatory culture where staff and Volunteers at all levels are invested in improving the agency.

The Peace Corps Director oversees the agency's performance management efforts. The Office of Strategic Information, Research, and Planning (OSIRP) is responsible for facilitating strategic planning and reporting. OSIRP works closely with other offices across the agency to collect and analyze data to improve agency operations and the OSIRP director serves as the performance improvement officer for the agency. The Peace Corps actively participates in the federal government's Performance Improvement Council to contribute to and stay current with government-wide performance improvement guidelines and best practices.

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

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

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

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

Appendix B. Evaluation and Research

The Peace Corps remains committed to improving performance by using high-quality data and evidence. Using rigorous evidence-based methodologies, the agency conducts studies to assess the impact of program practices to identify opportunities to strengthen programs or improve operational efficiency and effectiveness. These efforts allow the agency to use existing evidence to draw conclusions and, when data gaps are identified, develop new sources of data that can improve operations and allow better understanding of performance opportunities. Evaluations, surveys, and other reporting can be found at: <https://www.peacecorps.gov/about/open-government/>. The Peace Corps Office of Inspector General also conducts a variety of audits and evaluations. These can be found at: <https://www.peacecorps.gov/about/inspector-general/reports>.

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

Appendix C. Verification and Validation of Performance Data

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

The major data sources available to agency staff for assessing performance goals are detailed below.

Administrative Records and Databases

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

Volunteer Reporting and Grants

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

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

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

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

Data validation checks and agency-wide standard data-entry periods are built into VRG to ensure overall data quality. Peace Corps HQ staff review posts' staff-reported work. Post staff review Volunteer-reported work with Volunteers to verify data and correct anomalies before analyzing aggregate results and sharing information with stakeholders. The Peace Corps provides ongoing monitoring and support to Volunteers and staff to ensure that data is collected, analyzed, and reported consistently with agency standards.

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

Annual Volunteer Survey

In accordance with the Kate Puzey Act mandate, as extended by the Sam Farr and Nick Castle Peace Corps Reform Act, the Peace Corps conducts an Annual Volunteer Survey (AVS), which is a confidential, voluntary online survey of all currently serving, two-year Volunteers. This comprehensive survey provides Volunteers' assessments of the effectiveness of Peace Corps training, in-country staff support, their personal health and safety, and their overall service experience.

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

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

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

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

Host Country Staff Survey

The Peace Corps has fielded this survey every year since FY 2014 to systematically gather perspectives from host country staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact at posts by gathering input from host country staff and assessing the rate of achievement of reaching the Peace Corps' Goals one and two. The survey includes questions covering staff training, safety and wellbeing, diversity and inclusion, and contributions to the Peace Corps' goals, development impact, and job satisfaction. In FY 2021 and FY 2022, a short section assessing staff perception on telework was included. Questions related to staff interaction with Volunteers were removed due to the lack of Volunteer field presence in FY 2021 and minimal Volunteer field presence in FY 2022.

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

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

Appendix D. Stakeholder Engagement

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

Internal engagement

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

- **Two workshops and recurring meetings with senior leaders** to identify priority thematic areas and provide regular feedback on strategic plan direction. These leaders reviewed agency-wide data, external reports, and draft strategic plan materials as they were developed.
- **A strategic plan key themes survey** was sent to domestic supervisors and country directors at overseas posts. An agency-wide town hall poll was developed to gauge agency opinions about proposed strategic plan thematic areas and to solicit suggestions for new areas.
- **Agency-wide listening sessions** – over 70 – were held on proposed strategic objectives, strategies, and performance goals. Session participants included employee resource groups and, in total, there were over 1,600 Zoom dial-ins from headquarters, domestic offices, and overseas posts. Staff who were not able to join the listening sessions were encouraged to submit feedback via email.
- **Agency working groups** comprised of over a hundred senior managers, technical specialists, and analysts from headquarters, domestic offices, and overseas posts. These staff members applied their unique technical skills and personal experiences with the Peace Corps to analyze performance challenges, identify and prioritize potential goals and objectives, and detail the strategies and activities needed to address agency challenges and complete agency objectives.

External engagement

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

Appendix E. Acronyms

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

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

**FY 2022-2026 STRATEGIC PLAN, FY 2024 ANNUAL PERFORMANCE PLAN,
AND FY 2022 ANNUAL PERFORMANCE REPORT**

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



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