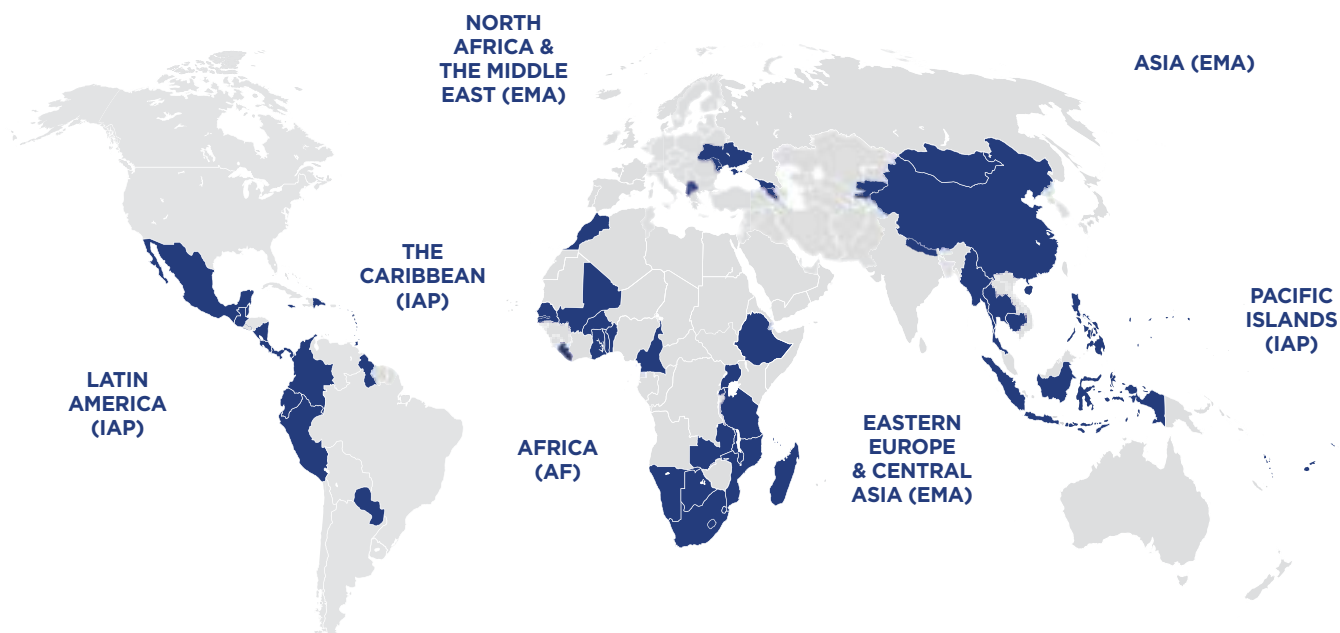




FISCAL YEAR 2018–2022 STRATEGIC PLAN AND FISCAL YEAR 2018–2019 ANNUAL PERFORMANCE PLAN

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2017



Caribbean

Dominican Republic
Eastern Caribbean:

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

Jamaica

Latin America

Belize
Colombia
Costa Rica
Ecuador
Guatemala
Guyana
Mexico
Nicaragua
Panama
Paraguay
Peru

North Africa & the Middle East

Morocco

Africa

Benin
Botswana
Burkina Faso
Cameroon
Comoros
Ethiopia
Ghana
Guinea
Lesotho
Liberia
Madagascar
Malawi
Mozambique
Namibia
Rwanda
Senegal

Sierra Leone
South Africa
Swaziland
Tanzania
The Gambia
Togo
Uganda
Zambia

Eastern Europe & Central Asia

Albania
Armenia
Georgia
Kosovo
Kyrgyz Republic
Macedonia
Moldova
Ukraine

Asia

Cambodia
China
Indonesia
Mongolia
Myanmar
Nepal
Philippines
Thailand
Timor-Leste

Pacific Islands

Federated States of
Micronesia:
• Micronesia
• Palau
Fiji
Samoa
Tonga
Vanuatu

AF: Africa Region

EMA: Europe, Mediterranean, and Asia Region

IAP: Inter-America and Pacific Region

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MISSION

To promote world peace and friendship through community-based development
and cross-cultural understanding

Since its establishment in 1961, the Peace Corps has been guided by a mission of world peace and friendship. The agency exemplifies the best of the American spirit by making it possible for Americans to serve around the world advancing development and building cross-cultural understanding. Through this unique approach to development, the Peace Corps is building strong relationships between our country and the people of our partner nations while making a difference in the overseas communities it serves, in the lives of its Volunteers, and back home in the United States. More than 230,000 Volunteers have served in 141 countries since 1961.

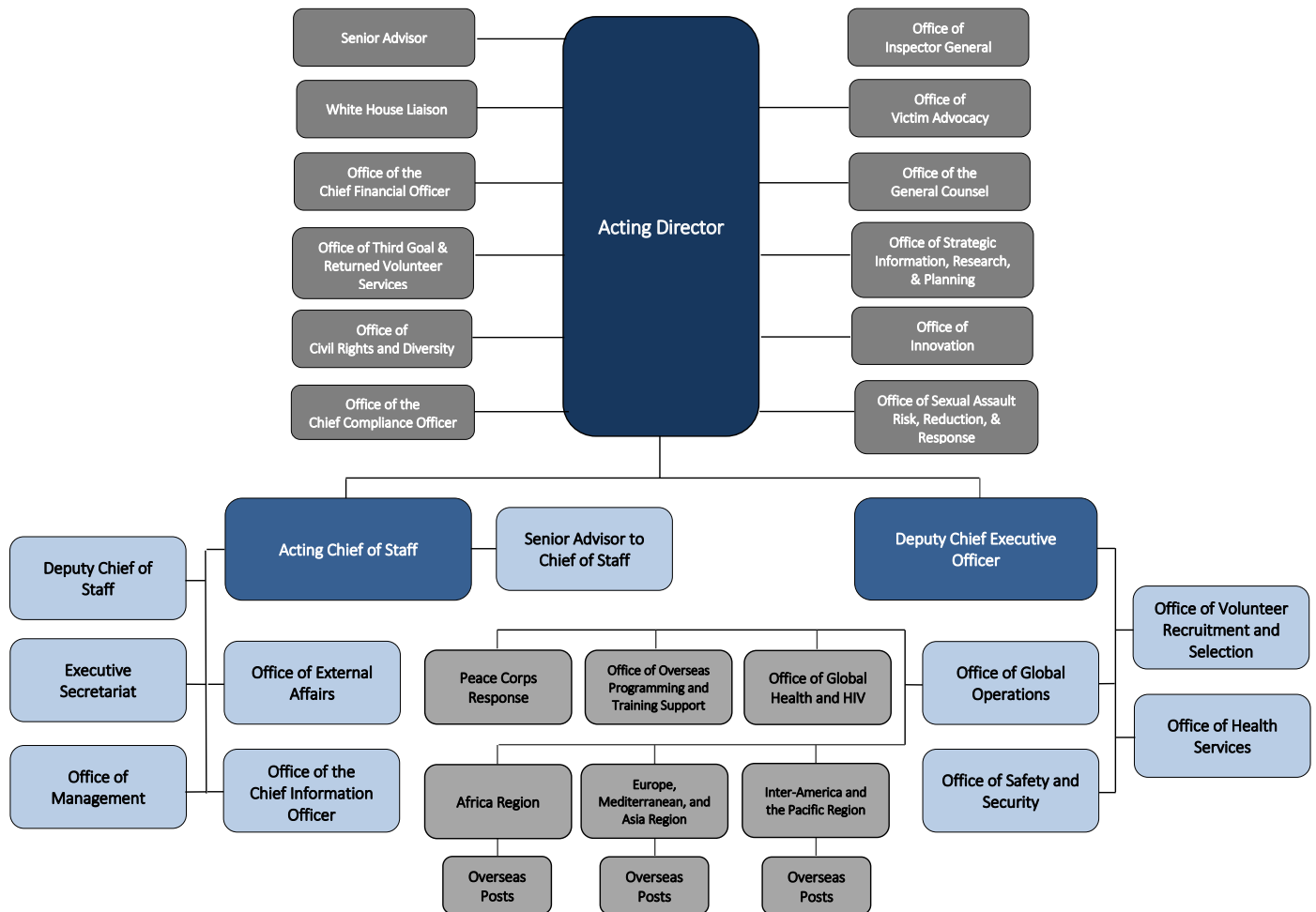
The Peace Corps advances its mission through the work of the Volunteers, both during and after their tour of service. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to partner with local communities to address their development challenges and to strengthen mutual understanding.

Peace Corps Volunteers are the face of our nation in communities around the globe, building positive perceptions of the United States and sharing American values with their communities. After Volunteers complete their service, they return to the United States with new sets of 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 public; maintaining relationships with colleagues and friends from the countries where they served; and sustaining their commitment to volunteerism and public service.

“The Peace Corps represents some, if not all, of the best virtues in this society. It stands for everything that America has ever stood for. It stands for everything we believe in and hope to achieve in the world.”

SARGENT SHRIVER
FOUNDING DIRECTOR OF THE PEACE CORPS, 1961-66

PEACE CORPS ORGANIZATIONAL CHART



Updated January 2018

CORE VALUES

The following core values shape and guide decisions at all levels in the agency:

Volunteer Well-Being: The Peace Corps works to provide a safe, healthy, and productive service for every Volunteer. The safety, security, and physical and emotional health of Volunteers are the agency's top priorities.

Quality and Impact: The Peace Corps pursues quality improvements to strengthen its programs while maintaining a global presence.

Commitment to National Service: The Peace Corps seeks to expand opportunities for Americans to serve their country by volunteering their time in the service of others.

Diversity and Inclusion: The Peace Corps actively supports a culture of inclusion that builds on the strengths of the diversity of the American public and of the countries where we serve.

Evidence-Based Decisions: The Peace Corps uses high-quality data and evidence to focus resources on agency priorities, inform performance improvements both in the field and at headquarters, and promote institutional learning

Innovation: The Peace Corps utilizes innovative approaches and technology to solve both persistent and emerging operational challenges and to advance local development.

PLAN OVERVIEW

The fiscal year (FY) 2018–2022 Strategic Plan lays out long-term goals and objectives designed to advance the Peace Corps mission. The annual performance plan identifies the strategies and goal leaders employed to accomplish these goals and objectives, as well as the specific results the agency expects to achieve.

The combined FY 2018–2022 Strategic Plan and FY 2018–2019 Annual Performance Plan includes the following components:

- Strategic goals reflect the broad, long-term outcomes the agency works toward to achieve the Peace Corps mission to promote world peace and friendship through community-based development and cross-cultural understanding.
- Strategic objectives break down the high-level strategic goals to express the specific focus areas the agency will prioritize in order to achieve the strategic goals.
- Management objectives communicate improvement priorities for functions that cut across the Peace Corps, such as human capital management, information technology, and financial stewardship.
- The rationale for each objective provides an overview of priority opportunities or issues to be addressed and the expected contribution of that objective to the agency's strategic goals.
- Strategies articulate the broad course of action or unifying approach that indicates how actions lead to outcomes.
- Performance goals state levels of performance, or “targets,” to be accomplished within a specific timeframe. In this plan, two types of performance goals are used depending on whether the goal relates to a new agency process to be measured using milestones or a quantitative measure. In both cases, annual targets in terms of a milestone or a numeric target to be achieved are set through FY 2019. Actual results are provided for prior years when available. The agency uses performance goals both to assess progress on strategic goals and objectives and to drive performance improvement. Performance goals will be updated each year in the annual performance plan in conjunction with the budget formulation process.
- A lead is identified for each objective and performance goal with the title of the lead individual and the name of the office in the lead role. While it is recognized that several offices or overseas posts may be responsible for the individual strategies that advance progress on objectives and performance goals, leads are given the convening authority to coordinate agencywide efforts to develop, implement, and report on plans.

Appendices provide additional detail on the development of the FY 2018–2022 Strategic Plan and FY 2018–2019 Annual Performance Plan. Appendices include a summary of the Peace Corps' performance management framework (Appendix A), a description of how evaluation and research informed the development of the plan (Appendix B), data verification and validation standards for the performance goal indicators (Appendix C), and a summary of the stakeholder outreach conducted (Appendix D).

GPRA Modernization Act of 2010

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA (Government Performance and Results Act) 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 (1961) articulates three core goals that contribute to the Peace Corps mission of world peace and friendship:

1. To help the people of interested countries in meeting their need for trained men and women
2. To help promote a better understanding of Americans on the part of the peoples served
3. To help promote a better understanding of other peoples on the part of Americans

These three core goals continue to serve as the foundation for the Peace Corps' approach to development and the three strategic goals that guide the FY 2018–2022 Strategic Plan:

Strategic Goal 1: Building Local Capacity

Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.

The Peace Corps' approach to development is local and community-based. Peace Corps Volunteers work to strengthen the capacity of host country individuals, groups, and communities to advance local development outcomes. Volunteers engage in project work and train local partners in areas such as agriculture, community economic development, education, environment, health, and youth in development. This focus on local capacity building helps to ensure that the work of Peace Corps Volunteers is sustained long after their service is complete.

Public Benefit: Through Volunteers' capacity-building work, local communities and individuals strengthen the skills they need to address their specific challenges. As a result, local conditions are improved around the globe, and the American people benefit from a more stable, prosperous, and peaceful world.

Strategic Goal 2: Sharing America with the World

Promote a better understanding of Americans through Volunteers who live and work within local communities.

Volunteers promote a better understanding of Americans among local people through day-to-day interactions with their host families, counterparts,¹ friends, and others. Over the course of their two years of service, Volunteers share America with the world—dispelling myths about Americans and developing deep relationships with local people. Through this approach, Volunteers also learn more about local community strengths and challenges and build trust with local partners, strengthening their project work.

Public Benefit: Volunteers are some of America's most effective goodwill ambassadors in local communities and areas of the world where other development or cross-cultural exchange organizations are rarely present. As the result of interactions with Volunteers, local individuals and communities gain a more complete understanding of the United States and become more willing to engage with Americans.

¹The Peace Corps assigns one or more "counterparts," or primary host community partners for integration and work, to each Volunteer.

Strategic Goal 3: Bringing the World Back Home

Increase Americans' awareness and knowledge of other cultures and global issues through Volunteers who share their Peace Corps experiences and continue to serve upon their return.

During their two years of service, Volunteers learn the languages, customs, traditions, and values of the people with whom they live and work. 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. As a result, 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.

Public Benefit: Sustained interaction between Americans and other peoples engenders mutual understanding and trust, increasing respect and human dignity in world affairs at home and abroad. Additionally, through their overseas experiences, Volunteers develop language, intercultural, technical, and entrepreneurial skills that prepare them for jobs in the 21st century. They bring these skills with them to their work in both the public and private sectors, sharing their global experiences and outlook with their colleagues, friends, and family. This, in turn, helps to build a more competitive U.S. workforce.

STRATEGIC AND MANAGEMENT OBJECTIVES

The four strategic objectives and two management objectives identified in this plan constitute the roadmap for advancing the Peace Corps mission and strategic goals. Strategic and management objectives are the primary unit of analysis for assessing the agency's performance and are measured through specific, time-bound performance goals.

Strategic Objective 1: Sustainable Change

Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.

Strategic Objective 2: Volunteer Effectiveness

Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.

Strategic Objective 3: Volunteer Resilience

Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.

Strategic Objective 4: Building Leaders of Tomorrow

Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.

Management Objective 5: Foundational Business Management

Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services.

Management Objective 6: Organizational Risk Management

Identify and proactively address risks and opportunities through systematic, evidence-based decision making

STRATEGIC OBJECTIVE 1: SUSTAINABLE CHANGE

Foster positive individual, organizational, and community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill building, and cultural exchange.

Rationale: The Peace Corps' strength lies in the promotion of individual, community, and organizational development through effective engagement in local partnerships, evidence-based programs, and the intercultural exchange of knowledge, skills, experiences, and values. Volunteers serve as catalysts for local capacity building through participatory and inclusive development processes that focus on relationships and communities' existing assets, institutions, and resources. Volunteers and program staff working with local counterparts, partner agencies, and government entities are also seen as catalysts for increasing engagement and interaction with individuals and organizations with common objectives. In the long run, successful engagement not only leverages resources and knowledge but also strengthens local ownership and the sustainability of development efforts. In the short term, priority areas in this strategic objective include improving program outcomes and evidence-based decision making.

Strategies:

- Increase the capacity of posts and headquarters offices to access and synthesize multiple data sources for evidence-based planning and management decisions.
- Develop tools and an approach for gathering quantitative and qualitative data on host country partners' assessment of the Peace Corps' contributions to the local development priorities that are outlined in logical project frameworks.²
- Identify priority programmatic and operational themes to explore the Peace Corps' impact and effectiveness.

Strategic Objective Lead: Associate Director for Global Operations

² Logical project frameworks are expected to be rolled out for all projects by FY 2020 as a systematic foundation for evidence-based program design, implementation, and evaluation.

Performance Goal 1.1: Advance Community-Based Outcomes

Increase the percentage of projects with documented gains in community-based development outcomes to 90 percent by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	80%	85%	87%	89%
Results	75%	76%	86% ³		

In FY 2014, the Peace Corps developed this performance goal to systematically measure the agency's global development impact using data from the Volunteer Reporting Tool (VRT) and each project's framework of goals, objectives, activities, and indicators. Standard sector indicators representing all six of the Peace Corps' sectors are used to measure changes in specific knowledge, skills, attitudes, behaviors, or conditions that result from project activities. An increase in the percentage of projects with documented gains serves as evidence that Volunteers are contributing to community-based development.

The Peace Corps' new global strategy for programming, training, and evaluation (PT&E) which was tested in FY 2017 is being finalized and rolled out more broadly in FY 2018. The new global PT&E strategy is designed to ensure that projects adopt logical project frameworks by the end of 2021 that describe Volunteers' expected contributions to host community, organization, and government development goals. Once the new strategy is in place with guidance for posts on a streamlined set of evidence-based standard indicators, the calculations for this performance goal will be revised. Beginning in FY 2018—as the new project frameworks are entered into the VRT—a new baseline will be constructed to transition from the 19 standard sector indicators that were used for reporting from 2014-2017 to a revised set of core indicators that are based on the PT&E guidance.

In addition to the formal performance reporting, questions on community engagement and cultural exchange will be included in one reporting period per year beginning in FY 2019. These new questions will allow the agency to explore quantitative and qualitative results for the Peace Corps' Strategic Goals Two and Three and the extent to which those efforts contribute to accomplishing Goal One development priorities.

Goal Lead: *Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)*

Data Source: *VRT reporting against post project frameworks*

Calculation: *The number of projects that meet the two thresholds for a “documented gain” on at least one of the selected standard sector indicators used for this goal divided by the number of projects that include one or more of the selected standard sector indicators. The two thresholds are (1) at least 25 percent of the Volunteers assigned to the selected projects must report some results and (2) the combined total of all Volunteer results must be at least 25 percent of the annual target for the project.*

³ This result includes all data received by November 30, 2017.

Performance Goal 1.2: Assess the Peace Corps' Impact

Conduct one thematic study per fiscal year of a broad component of the Peace Corps' programming to assess its effectiveness and impact.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Develop list of proposed topics Develop tools and approach	Conduct first study
Results	NA	NA	NA		

Between 2008 and 2012, the Peace Corps conducted [24 host country impact studies](#), each of which covered a single project in a host country. These studies were conducted retrospectively by interviewing counterparts, beneficiaries, host country families, and stakeholders. In contrast to this earlier effort, this performance goal will focus on one programming or operational topic that is common across a range of Peace Corps countries and that is identified as a priority by the Office of Global Operations and the agency's senior leaders. Topics for annual impact studies will be developed in consultation with stakeholder offices and advisory groups so that the findings are of maximum relevance to the continuous improvement of the agency's efforts. These annual impact studies will be used to assess the impact of evidence-based practices and programs globally and to identify opportunities to strengthen programs or operational efficiency and effectiveness. The findings from these studies will be widely disseminated in order to promote learning and consolidate best practices across the agency. As envisioned, studies would be conducted using a combination of desk reviews, existing administrative data from the VRT, and other materials that are related to the topic of the study. Possible topics include programs (e.g., girls' education, youth camps, malaria prevention, HIV/AIDS awareness) or operational topics (e.g., best practices in site development; global and local partnerships; and mechanisms to engage communities in productive, inclusive, and collaborative relationships that foster positive change and strengthen cultural exchange).

Goal Lead: Associate Director in the Office of Global Operations and Director of the Office of Strategic Information, Research, and Planning

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above.

STRATEGIC OBJECTIVE 2: VOLUNTEER EFFECTIVENESS

Equip Volunteers to be technically and culturally competent professionals who collaborate with partners to support community-driven solutions by establishing an environment conducive to achieving the three strategic goals of the Peace Corps.

Rationale: Achievement of the agency's three goals is contingent on establishing an enabling environment conducive to effective Volunteer service. This requires targeted and strategic support from the agency, including developing staff capacity, designing and managing projects with an evidence-based approach, and using a systematic approach to site management. It also includes facilitating Volunteer learning, ensuring the integration of comprehensive intercultural competence, diversity, and inclusion (ICD&I) into all agency operations, and engaging and supporting host country partners in their roles.

Strategies

- Develop a competency-based overseas staff learning strategy, focused on programming, training, and evaluation staff that differentiates and targets resources for each phase of the employee lifecycle: onboarding (forming), norming, informing (field experts), and off-boarding.
- Develop a competency-based Volunteer learning strategy that differentiates and targets learning and development resources with an emphasis on technical, ICD&I, and language training for each phase of the Volunteer lifecycle (applicant, invitee, Peace Corps trainee, Volunteer, and returned Peace Corps Volunteer) and includes the creation of guidance and standards for the pre-departure environment.
- Conduct post-level case studies to identify best practices in site and partner identification, preparation, and support. Utilize the findings to enhance site identification and monitoring guidance and to develop simple site assessment tools that enable staff to better place Volunteers with communities and partners that have the greatest potential to achieve development outcomes.
- Operationalize programming, training and evaluation processes and tools (PT&E Alignment) for project design and management so that all posts have logical project frameworks that articulate training, implementation plans, and the expected contributions of the Volunteers to local development goals.
- Develop and implement a project-level monitoring and evaluation (M&E) strategy and mobile data system to facilitate the real-time reporting and monitoring of Volunteer activities, outputs and outcomes

Strategic Objective Lead: Associate Director for Global Operations.

Performance Goal 2.1: Optimize Staff Performance

Establish a competency-based learning strategy for overseas Programming, Training and Evaluation staff that supports targeted professional development throughout the employee lifecycle by the end of FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Competencies developed	Resource development completed Sequencing and mapping completed Roll out on IT platform completed
Results	NA	NA	NA		

This performance goal targets capacity building for overseas Programming, Training and Evaluation (PT&E) staff in core and technical competencies that support and enhance Volunteer effectiveness. This performance goal will be achieved in a series of phases:

- Phase 1: Develop competencies in language, training, programming, evaluation, intercultural diversity and inclusion (ICD&I).
- Phase 2: Identify, refine, develop, and align resources—including resources that help staff support Volunteers in building their resiliency. Map the resources to the competencies that have been defined.
- Phase 3: Sequence and map learning and development resources to the employee lifecycle, beginning with onboarding.
- Phase 4: Roll-out staff competencies and learning and development resources on an integrated and navigable IT platform that supports staff professional development.
- Phase 5: Build the capacity of staff to use learned competencies in their work and to continue their professional development using the related resources.
- Phase 6: Update the performance goal to measure increased effectiveness among staff who have participated in skills building.

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

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above.

Performance Goal 2.2: Optimize Volunteer Performance

Establish a competency-based Volunteer learning strategy that supports capacity building throughout the Volunteer lifecycle by the end of FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Competencies developed	Resource development completed Sequencing and mapping completed Pre-departure environment standardized Roll out on IT platform completed
Results	NA	NA	NA		

This performance goal targets capacity building at all phases of Volunteer service in core and technical competencies in order to ensure Volunteers' effectiveness and accountability. This performance goal will be achieved in a series of phases:

- Phase 1: Develop global core and technical competencies.
- Phase 2: Identify, refine, develop and align resources that are mapped to the competencies.
- Phase 3: Sequence and map learning and development resources related to language acquisition, sector, and 'global core' (including modules related to resilience, stress, and adjustment challenges) to the appropriate phases of the Volunteer lifecycle, beginning with the pre-departure environment.
- Phase 4: Establish a standardized approach, guidance, and content for the pre-departure environment.
- Phase 5: Roll-out Volunteer competencies and learning and development resources on an integrated and navigable IT platform that supports Volunteer learning.
- Phase 6: Build the capacity of Volunteers to use the learned competencies and related resources during their service.
- Phase 7: Update the performance goal to measure increased effectiveness among Volunteers who have participated in skills building.

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

Data Source: Agency records and administrative data

Calculation: Completion of the milestones listed above.

Performance Goal 2.3: Improve Language Learning

Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above on the language proficiency interview.

Indicator 1: Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above in Level 1 and 2 languages.

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	Level 1 and 2 languages	-	-	-	-	84%	85%
Results		NA	81% ¹	82%	82%		

Indicator 2: Increase the percentage of Volunteers tested at close of service who achieve the “advanced” level or above in Level 3 and 4 languages.

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	Level 3 and 4 languages	-	-	-	-	39%	40%
Results		NA	46% ¹	38%	38%		

¹Italicized results are not comparable to later years due to changes in measurement.

Developing local language skills is critical to Volunteers’ ability to integrate into their communities; work effectively toward the Peace Corps’ Strategic Goals One, Two and Three; and maintain their safety and security. An increase in the percentage of Volunteers who achieve the “advanced” level of language proficiency indicates that the agency is supporting effective language training and independent language learning throughout the Volunteers’ service.

Volunteers’ language ability is measured through a language proficiency interview (LPI), administered by agency-certified language testers. The language proficiency interview includes four proficiency levels based on guidelines from the American Council on the Teaching of Foreign Languages: Novice, Intermediate, Advanced, and Superior. At the Advanced level, Volunteers should be able to perform the basic functions required in most projects such as training, co-planning, or facilitating technical activities.

Volunteers are taught and tested in the primary language spoken at their site. Measuring language ability at mid-service and close of service allows posts to assess the efficacy of their language-learning program and the types of activities that Volunteers can reasonably be expected to perform in the local language(s). This indicator is particularly important at this time as posts are designing and implementing new and improved strategies for language learning throughout service.

Advanced proficiency in a language that is classified as a Level 3 or Level 4 in terms of language difficulty is more challenging and time-consuming than developing that level of proficiency in languages classified at the Level 1 or 2 of language difficulty. Over time, the proportion of Volunteers with LPI test scores in posts with more difficult languages has increased steadily from 51 percent of the Volunteers tested in 2015 to 59 percent of those tested in 2017. Thus, this performance goal has been revised from the goal used in the FY 2014-2018 Strategic Plan to take into account the larger numbers of Volunteers being tested in more difficult

languages where it is more difficult to achieve “advanced” proficiency. Two separate indicators have been established for FY 2018 and FY 2019 for languages skills.

Additional contextual factors may be considered in the future for this performance goal such as the fact that some Volunteers may learn more than one language during the course of their service. As the Peace Corps further refines language learning expectations in light of the posts’ PT&E alignment efforts, this performance goal may be further refined.

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

Data Source: Peace Corps database (VIDA)

Calculations: Indicator 1: The number of Volunteers who achieved an “advanced” or “superior” level score on their language proficiency interview for Levels 1 and 2 languages at close of service divided by the number of Volunteers who were tested at close of service. **Indicator 2:** The number of Volunteers who achieved an “advanced” or “superior” level score on their language proficiency interview for Levels 3 and 4 languages at close of service divided by the number of Volunteers who were tested at close of service..

Performance Goal 2.4: Implement an Improved Site Management System

Define, design, and implement a comprehensive site management system by the end of FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Parameters and hypothesis defined Data collection tools developed	Conduct structured interviews and case studies in selected posts
Results	NA	NA	NA		

This performance goal establishes an improved and comprehensive site management system based on evidence-informed guidance and tools. The system will foster an enabling environment for Volunteers, communities, and partners to address mutually-defined development priorities. The improved site management system will be completed using a phased approach:

- Phase 1: Use existing data to define parameters for successful site management.
- Phase 2: Develop tools such as structured interview questionnaires to collect and analyze data.
- Phase 3: Conduct structured interviews and case studies on site management practices at selected posts to compare and contrast the posts with the most and least success using the parameters defined in Phase 1.
- Phase 4: Enhance existing site management guidance based on findings from the operational research conducted in Phases 1-3.
- Phase 5: Develop guidance and tools for staff to use in the site management process to identify sites with shared programmatic goals and committed partners with whom the Volunteers can work.

■ Phase 6: Develop an integrated and navigable IT platform to capture and manage critical site management data.

■ Phase 7: Build the capacity of staff to implement guidance and tools.

Goal Lead: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Agency administrative records

Calculation: Completion of the milestones listed above.

Performance Goal 2.5: Strengthen Project Planning and Management

Develop logical project frameworks for all projects using PT&E Alignment processes and tools by FY 2021.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	35% of projects with an endorsed framework	68% of projects with an endorsed framework
Results	NA	NA	4% of projects with an endorsed framework		

This performance goal is designed to implement an improved, integrated project planning and management system that addresses community-defined priorities through evidence-based activities. The project frameworks that are developed as an integral part of the updated project planning process known as “programming, training and evaluation (PT&E) alignment” will ensure that Volunteers have meaningful work that contributes to development outcomes. PT&E Alignment uses the lessons learned by the agency over recent years as it has focused its programs in six sectors and supported post staff in designing, implementing, and evaluating high-quality programming and training for Volunteers. The PT&E alignment process was launched with the development of “anchor activities”, resource packages, and related guidance, tools, and templates for each sector to support posts in designing projects using logical project frameworks. The process of developing these plans culminates when the regional offices endorse the frameworks. From March to October 2017, the agency field-tested the new approach and sector resource packages in 20 projects at 15 participating posts. By the end of FY 2017, six of these projects (4% of the global total of 145 projects) had an updated PT&E framework that had been endorsed by their respective Regions. This work constitutes the baseline for this performance goal.

Goal Lead: Regional Chiefs of Programming and Training (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Source: Administrative records

Calculation: Number of active projects with an endorsed project framework divided by the number of active projects.

STRATEGIC OBJECTIVE 3: VOLUNTEER RESILIENCE

Optimize the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service, through a systematic approach to setting expectations, building skills, and supporting Volunteers, staff, and partners.

Rationale: Optimizing Volunteers' natural resilience has been part of the Peace Corps' approach to development since its inception in 1961. Recent increases in global interconnectivity and new knowledge in the field of resilience, stress-management, intercultural competence, diversity, and inclusion point to the need to review and revise the agency's approach to enhancing resilience. Volunteers encounter unique stressors associated with living, working, and integrating into host communities. These stressors may be experienced differently by individual Volunteers depending on their prior life experiences, identity, education, or other factors as well as the social and cultural complexities of development work at their sites. Delineating a systematic and comprehensive approach to setting expectations and building skills—one that includes staff, partners, and Volunteers who support each other—will increase the ability of Volunteers to successfully navigate the challenges of service, from recruitment to close of service and life beyond the Peace Corps.

Strategies

- Promote a suite of standardized products to inform core expectations, such as short videos, digital content, Volunteer job descriptions, and post communications.
- Analyze the existing applicant interview questions, job descriptions, and country pages, including sections related to expectations of service and adaptation strategies; modify or update as needed.
- Identify and use a soft-skills inventory to inform resilience skill building at posts, including properly sequenced intercultural competence, diversity, and inclusion coaching and other training; utilize new simulation and experiential learning techniques where appropriate.
- Identify external research findings on resilience and incorporate the most relevant findings into Volunteer and staff skill building to enhance the Volunteer-support environment.
- Enhance the ability of post staff to address individual Volunteer adjustment challenges and/or resilience gaps.
- Advance a common understanding of Volunteer resilience and its critical contributing factors across all elements of the agency engaged in Volunteer support, including the development of materials and activities for counterparts and host families.

Strategic Objective Lead: Associate Director of the Office of Health Services

Performance Goal 3.1: Establish Realistic Expectations of Service

By FY 2020 ensure that all agency messaging is focused and consistent on internal and external platforms throughout the applicant life cycle to establish realistic expectations of service.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Conduct analysis of current messaging from HQ and post	Create and disseminate new resiliency content and standards
Results	NA	NA	NA		

After revamping its marketing and simplifying its online application and screening processes in 2014, the Peace Corps increased the number of applications from around 10,000 in FY 2013 to nearly 24,000 in FY 2016. Furthermore, prospective Volunteers are now moving from application to service in the shortest time in decades. Through social media they are exposed to more information about Peace Corps service than past generations of Volunteers. Some of this information is created or curated by the Peace Corps, but much of it is not. The agency requires additional processes that help candidates, invitees, trainees, and, ultimately, Volunteers prepare for the rigors of service by setting appropriate expectations.

Milestones for this performance goal include:

- Phase 1: Conduct an analysis of current messaging from headquarters that addresses resiliency as it relates to expectations of service.
- Phase 2: Conduct an analysis of current pre-departure messaging from posts.
- Phase 3: Create and disseminate agency content, standards, and messaging on challenges to expect during Peace Corps service.
- Phase 4: Review existing trainings in Learning Space, updating and creating content where needed.

Goal Leads: Associate Director of Volunteer Recruitment Services (VRS) and Director of the Office of Communications

Data Sources: Website, Volunteer Delivery System applications (DOVE and MAXx)

Calculation: Completion of the milestones listed above.

Performance Goal 3.2: Increase the Capacity of Volunteers to Manage Adjustment Challenges Outside the Clinical Environment

Increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

Indicator 1: Decrease Volunteer/Year rate of care seeking from PCMOs for adjustment difficulties.¹

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	6.2 cases per 100 VT years	6.0 cases per 100 VT years
Results	NA	6.7 cases per 100 VT years ²	6.4 cases per 100 VT years		

Indicator 2: Fully develop an ICD&I framework to build staff, Volunteer, and partner capacity to support Volunteer resilience.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Develop agency vision and strategy Analyze Peace Corps' status against key ICD&I benchmarks	Advance Peace Corps' status by one level on selected ICD&I benchmarks
Results	NA	NA	NA		

Indicator 3: Develop resilience resources to build staff, Volunteer, and partner capacity to support Volunteer resilience.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Field test and finalize evidence-based resilience training modules	10% of posts complete review of modules and incorporate materials into their training programs
Results	NA	NA	NA		

¹ An "adjustment difficulty" is defined as: Managing a new situation (related to work, living situation, culture, etc.) and requiring support from the PCMO in the form of empathetic interactions and minor skill building. This does not rise to the level of diagnosable concern, meaning it does not impact functioning in a detrimental way, has not been present for a significant period of time, and does not require treatment from a licensed mental health provider. Rates are calculated using Volunteer-Trainee years to account for the number of Volunteers who served in a given time period and the length of time they served.

² The FY 2016 rate relies on data reported through PCMEDICS from January-September 2016 only; data prior to January 2016 were unavailable or were not comparable to later months due to changes in the criteria for coding cases as "adjustment difficulty."

Volunteers face a number of challenges as they learn to navigate the rigors of service. As a result, they reach out to staff—including Peace Corps Medical Officers (PCMOs)—for emotional support. PCMOs are well-equipped to handle Volunteer’s medical needs. Other host country staff, Volunteer peer groups, counterparts, and other partners are better situated to assist Volunteers in managing the inevitable adjustment difficulties that come with service, but they need the appropriate skills and resources to do so.

Given that a major element of resilience relates to cultural adjustment, Volunteers can be supported to enhance their own resilience through training that builds upon a framework of intercultural diversity and inclusion (ICD&I). Posts that have conducted ICD&I training report that it is an effective approach. Thus, the next step for the agency is to develop an ICD&I vision and strategy based on an analysis of the agency’s status against the benchmarks recognized by external experts in the field of intercultural competence, diversity and inclusion. Once the strategy has been developed, the agency will seek to make further progress on these benchmarks. It will roll out the guidance and materials to posts beginning in FY 2020.

In addition to the ICD&I elements of this training, the Peace Corps will also develop more training materials to enhance Volunteers’ innate resilience by building life skills that promote adaptation, adjustment and acculturation. This training will help them better withstand the challenges that are inherent in adapting to a new cultural and linguistic environment where many of their support systems are not present or need to be constructed anew. The training will consider skills such as effective problem solving, social connectedness and empathy, emotional balance and flexibility, and building mental strength.

Milestones for the resilience component of this performance goal include:

- Phase 1: Create guidance for skills building and resources to optimize the use of Volunteer leaders, peer support networks, affinity groups, post staff, and diversity committees at post so that Volunteers have other non-medical resources available to them..
- Phase 2: Communicate the new guidance and resources at Peace Corps headquarters and plan for roll out to posts.
- Phase 3: Roll out the new guidance and resources for posts to review and incorporate into their training as needed.

In parallel with these developments, the agency will also explore ways to formulate a new Annual Volunteer Survey (AVS) question to measure the extent to which Volunteers seek support from non-medical staff for adjustment challenges. This data will be analyzed across demographic groups to see if the adjustment challenges are experienced more acutely by different groups. This new data may lead to additional ways to test increased resilience, provide online resources, and increase the range of individuals from whom Volunteers can seek support when facing adjustment challenges during service.

Goal Lead: Regional Directors (Africa Region; Europe, Mediterranean, and Asia Region; Inter-America and the Pacific Region)

Data Sources: PCMedics and post administrative data

Calculations: **Indicator 1:** Incidents of adjustment difficulty (or other behavioral health epi codes) divided by Volunteer/Year Global; **Indicator 2:** Completion of milestones listed above; **Indicator 3:** FY 2018: Completion of milestones listed above. FY 2019: Number of posts that incorporate the modules for building resilience into their training programs divided by the number of posts with two-year Volunteers.

STRATEGIC OBJECTIVE 4: BUILDING LEADERS OF TOMORROW

Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during service.

Rationale: Returned Peace Corps Volunteers (RPCVs) constitute a significant “domestic dividend” of skilled and dedicated individuals. Volunteers return to America with a unique and diverse set of highly marketable skills, including leadership, language, technical, intercultural, and entrepreneurial skills that contribute to a more competitive U.S. workforce. In addition, returned Volunteers use their intercultural knowledge and experience to continue their service at home by engaging in public service, supporting volunteerism, and promoting a better understanding of other cultures. This strategic objective directly supports Strategic Goals Two and Three. Priority areas within this strategic objective focus on streamlining returned Volunteer services to ensure operational efficiency, interoffice collaboration, and a centralized RPCV communication strategy.

Strategies

- Identify the knowledge, skills, and abilities (KSAs) gained during Volunteer service, particularly those related to leadership and intercultural competence, and develop training and tools that enable RPCVs to translate those KSAs into marketable skills after service.
- Increase the percentage of private sector employers participating in agency-supported hiring events by marketing the leadership, cultural competence, and technical skills of returned Volunteers.
- Integrate a virtual and user-friendly career resource center into existing platforms, such as the RPCV portal and peacecorps.gov website, to reduce staff administrative burden and to deliver career services efficiently.
- Centralize the RPCV engagement community onto a single social platform and implement a comprehensive alumni engagement model that outlines both a segmentation strategy and clear milestones for marketing services offered to the RPCV community.
- Expand the existing network of entities to include K-12 classrooms, nonprofits, businesses, adult education programs, and other nonformal education spaces to provide more diverse opportunities for RPCVs and to reach traditionally underrepresented groups and underserved communities.
- Promote civic engagement and cross-cultural exchange in U.S. communities by centralizing online resources and raising awareness of opportunities for returned Volunteers, such as the Coverdell Fellows Program and Peace Corps Response.
- Establish a governance structure for all RPCV contact information and communication mechanisms to improve accuracy and data quality.

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

Performance Goal 4.1: Cultivate Leadership Skills

By FY 2020, develop and share leadership and intercultural competency tools to support returned Volunteers as they transition from their service.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Map leadership and intercultural KSAs developed during service (model)	Design COS training module that incorporates growth of KSAs over time (how to use and translate these skills after service)
Results	NA	NA	NA		

The capacity for leadership and intercultural competence arises out of powerful learning opportunities and practical experience. The knowledge, skills, and abilities (KSAs) gained during service not only enable Volunteers to be effective in their overseas communities and organizations but also serve the Volunteers themselves after they return home. KSAs developed during service include project planning, stakeholder engagement, intercultural competence, coaching, and mentoring. These skills easily translate into effective and inclusive leadership KSAs in the United States, thus contributing to a high-quality and in-demand workforce. Returned Volunteers continue to use and refine the competencies they gained abroad by reinvesting those skills back home in both their workplaces and communities.

Well-designed competency and skills assessment programs are critical components to ensuring that the skills Volunteers acquire during service prepare them for success in the global workforce. The Peace Corps plans to strengthen its transition resources so that returned Volunteers are better able to articulate the foundational concepts of leadership and intercultural competence acquired during service when reentering the workforce or furthering their education. By making these resources available online and incorporating related curricula into regional and national programming efforts, the Peace Corps will be able to expand its reach to all Volunteers regardless of their geographic location.

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

Data Source: Agency administrative records.

Calculation: Completion of the milestones listed above.

Performance Goal 4.2: Continuation of Service

Increase the number of opportunities for returned Volunteers to engage in continued service to 3,000 by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	2,500	2,750
Results	2,250	2,300	2,230		

The Peace Corps is a conduit to a lifetime commitment to service. Volunteers return to the United States as “cultural ambassadors” and community leaders, equipped with a broadened sense of diversity and inclusion, service to others, and refined intercultural competencies. This enables them to engage diverse communities through volunteerism and cross-cultural learning opportunities. The agency is committed to cultivating and expanding opportunities for returned Volunteers to reengage with the Peace Corps mission (e.g.: Peace Corps Response and the Peace Corps Fellows Program) and to share their experience.

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

Data Source: Agency administrative records

Calculation: Number of opportunities for returned Volunteers per fiscal year.

Performance Goal 4.3: Consolidate Career and Transition Services for Returned Volunteers

Increase the percentage of recently returned Peace Corps Volunteers who access the RPCV Portal to 55 percent by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	45%	50%
Results	NA	43%	38%		

To enable the agency to efficiently serve the returned Volunteer population with career and transition services, it is important to develop a streamlined mechanism for RPCVs to identify, request, and access services. Centralizing these services to one location (the online RPCV Portal) will achieve several improvements in efficiency, including consistent marketing to RPCVs, streamlined access to services, a more user-friendly experience, and the standardization of all agency outreach to the RPCV community. Additionally, centralizing services and communication with RPCVs will increase efficiency and reduce the administrative burden on Peace Corps staff members providing these services as well as other offices that rely on returned Volunteer information for core business functions.

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

Data Source: RPCV Portal component of the Agency data system

Calculation: Number of recently returned Peace Corps Volunteers who set up an RPCV Portal account divided by the number of recently returned Peace Corps Volunteers.⁴

⁴ The definition of “recently returned” includes Volunteers who have completed service in the past 12 months.

MANAGEMENT OBJECTIVE 5: FOUNDATIONAL BUSINESS MANAGEMENT

Continuously improve the agency's core infrastructure, including the cost-effectiveness, speed, ease-of-use, and quality of business services

Rationale: The Peace Corps needs to improve the cost-effectiveness, speed, ease-of-use, and quality of its business services, and these efforts should be ongoing. Processes that work well should be kept; those that do not should be improved or discarded, and duplication should be eliminated. Decision makers should have access to the business intelligence they need when they need it. Agency financial, human capital, and technology resources should be used wisely according to established best practices and business requirements. As these efforts result in improved operational efficiency, the burden to domestic and overseas staff will be reduced. The ultimate outcome of this objective is the alignment of business services with the agency's strategic objectives.

Strategies

- Improve the cost-effectiveness, speed, ease-of-use, and quality of the processes used to deliver business services to domestic and overseas staff and of the services delivered.
- Support good decision making by ensuring that agency leaders not only have access to timely, relevant, accurate, and easy-to-use business intelligence but are also held accountable for outcomes.
- Manage agency financial, human capital, and technology resources wisely by following best practices to meet (and strive to exceed) business requirements.

Management Objective Lead: Associate Director of Management

Performance Goal 5.1: Improve Decision Making with Better Access to Business Intelligence

Increase the percentage of offices that maintain dashboards containing a combination of operational, financial, human capital, and customer service metrics to 100 percent of selected offices by FY 2019.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	80%	100%
Results	NA	NA	NA		

This performance goal will help ensure that timely, relevant, accurate, and easy-to-use business intelligence is available to decision makers, both at the office level and the director level. Office dashboards that contain operational, financial, human capital, and customer service metrics will help focus attention on both the effectiveness and cost efficiency of decisions, while promoting better alignment of activities with agency strategic objectives.

Goal Lead: Director of the Office of Strategic Information, Research, and Planning

Data Source: Agency administrative records

Calculation: Number of offices with dashboards that meet criteria divided by the number of offices selected for inclusion in this metric.

Performance Goal 5.2: Align Office Performance with the Strategic Plan

Increase the percentage of agency leaders who have metrics in their individual performance plans that are linked to at least one performance goal or objective in the strategic plan to 100 percent by the end of FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Develop and/or restructure individual performance plans to align with this goal	50% of leaders have plans aligned to this goal
Results	NA	NA	NA		

Linking the individual performance plans of leaders to specific performance goals and objectives in the strategic plan will provide line-of-sight throughout the agency on how the actions of individual offices are tied to the agency's overall strategic objectives. This will drive accountability and action on the business intelligence being utilized under Performance Goal 5.1. Additionally, it will build staff engagement through an increased understanding of how individual efforts align with agency goals. After plans are aligned, the Peace Corps will retire this performance goal. A new goal may then be identified based on the data available in the individual plans to further agency improvement efforts.

Goal Lead: Director of Human Resources Management

Data Source: Human Resources Management records

Calculation: Number of managers and directors (and above) with performance plans that meet criteria divided by the number of managers (and above) selected for inclusion in this metric

Performance Goal 5.3: Improve Human Capital Planning and Processes

Improve the agency's ability to strategically deploy its talent by strengthening advance planning and minimizing vacancy gaps by the end of FY 2021.

Indicator 1: Develop an agencywide human capital plan by the end of FY 2018 and update it annually thereafter.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Plan drafted	Plan finalized
Results	NA	NA	NA		

Indicator 2: Decrease the average vacancy gap to 80 days by FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	100 days	90 days
Results	NA ¹	89 days ²	132 days ³		

¹ Data from the former application system (Avue) is no longer accessible.

² Career Connector began to be used in January and February 2016; as a result, the FY 2016 data does not reflect the entire fiscal year.

³ In FY 2017, the federal government hiring freeze impacted the agency's hiring process, resulting in delays in onboarding new staff until the freeze was lifted in August 2017.

One of the most critical factors affecting the Peace Corps' ability to serve its Volunteers is its ability to maintain an engaged workforce, both domestically and abroad. Success depends on the agency's ability to strategically deploy talent—the right people in the right place at the right time. The development of a Human Capital Operations Plan should not only comply with OMB A-11 directives but should also drive increased focus on aligning operations with the agency's core mission and values. This includes filling vacancies in a timely manner, providing appropriate and targeted training, delivering world-class customer service to internal and external stakeholders, and espousing industry-leading practices in diversity, inclusion, and belongingness. After the Human Capital Operational Plan is in place, process improvements should lead to a decrease in the time it takes for vacancies to be filled. This is a critical human capital outcome for Peace Corps, as vacancy gaps are considered a major risk factor for both domestic and overseas operations. Vacancy gaps decrease the agency's knowledge management capabilities, decrease staff and Volunteer engagement and satisfaction, and complicate project management. Achieving a reduction in the length of time of vacancy gaps will indicate that human capital operations have been improved.

Goal Lead: Director of Human Resources Management

Data Source: Human Resources Management records

Calculations: **Indicator 1:** Completion of the milestones listed above. **Indicator 2:** Total number of days that positions filled within the reporting period were vacant in Career Connector divided by the number of positions filled within the reporting period.

MANAGEMENT OBJECTIVE 6: ORGANIZATIONAL RISK MANAGEMENT

Identify and proactively address risks and opportunities through systematic, evidence-based decision making.

Rationale: This management objective focuses on advancing and sustaining the agency's mission and effectiveness through systematic decision making that proactively anticipates, identifies, and manages risks and finds opportunities to improve the efficient and effective use of Peace Corps resources at all levels of the organization. The scope of this objective includes the safety and security of staff, Volunteers, and facilities as well as the agency's credibility, emergency preparedness and response, risks to the IT infrastructure (cyber security), and financial risks. This objective is focused on creating a senior risk assessment team,⁵ revising agency policy concerning risk management, training agency leadership on risk management, and incorporating risk management into agencywide assessments and planning.

Strategies:

- Develop and implement an agencywide risk governance structure.
- Develop and implement an agencywide risk profile and register.

Management Objective Leads: Associate Director for Safety and Security and Director, Information Security, Policy and Governance in the Office of the Chief Information Officer

Performance Goal 6.1: Establish an Enterprise Risk Management Process

Establish a repeatable process for enterprise risk management and incorporate the agencywide risk profile into decision making by the end of FY 2019.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	Approved policy and procedures (MS784)	Agencywide Risk Profile Report
Results	NA	NA	NA		

The basis of this goal is to develop and implement a risk governance structure that incorporates all levels of the agency under the leadership of a senior assessment team. The first step is to update the current agency policy in accordance with identified best practices. The policy will require developing an agency risk profile that facilitates a thoughtful analysis of the risks that the Peace Corps faces in its activities and operations and options for addressing significant risks. The senior assessment team will create an annual agencywide risk profile report based on a prioritized inventory of the most significant risks that have been identified in the office-level risk registers. The risk profile report will inform agency decision making for determining risk management strategies.

⁵ The Senior Assessment Team was established by MS784 in 2007. This management objective will preserve that language for agency consistency.

To ensure this objective finds firm grounding, once the risk governance structure is established, the agency will communicate risk management practices and prioritize among the risks that are identified to create an annual agencywide risk profile report. Improvements to the effectiveness of this tool are expected to be found through staff training on the risk register process and maintenance. It is the responsibility of the senior assessment team to review the risk registers from all participating offices on a scheduled basis and use that information to inform agency decision making as well as create an annual agencywide risk profile report. The milestone markers for this performance goal will allow the agency to track its progress toward creating a sustainable risk management environment.

Milestones for this performance goal include:

- Phase 1: Train staff on enterprise risk management.
- Phase 2: Map business processes within each office.
- Phase 3: Offices establish and communicate risk registers to the Senior Assessment Team.
- Phase 4: Develop an agencywide enterprise risk profile.

Goal Lead: Chief Financial Officer

Data Source: Administrative records

Calculation: Completion of the milestones listed above.

Performance Goal 6.2: Strengthen Risk Registers

By the end of FY 2019, offices⁶ in the agency shall develop enterprise risk management assessments based on the agencywide risk profile.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Targets	-	-	-	100% of office points of contact trained	100% of offices have active risk registers
Results	NA	NA	NA		

Once agreement has been reached on revisions to agency policy as described in PG 6.1 above, the focus of the agency's efforts will be to ensure that each office has a point of contact who has been trained on risk registers. The agency will then measure the percentage of offices that are using and maintaining their risk registers with up-to-date information and analysis. While the agency is committed to training staff from all offices in risk management principles, the FY 2019 target will focus on developing and supporting risk registers for selected offices with the greatest needs.

⁶ The Administrative Management Control Survey (AMCS) is an effective tool for individual posts to use as they analyze what has already occurred in order to mitigate future issues. The AMCS will serve as vital supplemental data for posts as they create their risk registers just as the FISMA audit will assist CFO with their risk register.

Goal Lead: Chief Compliance Officer in the Office of the Director

Data Source: Administrative records

Calculation: Number of offices that have active risk registers divided by the number of offices selected for inclusion in this metric.

APPENDIX A: PERFORMANCE MANAGEMENT SYSTEM

The goals, objectives, and strategies included in the FY 2018–2022 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 strategic planning and reporting. OSIRP works closely with offices across the agency to collect and analyze data to improve agency operations. The director of OSIRP serves as the performance improvement officer for the agency. The agency 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 to ensure that activities align with the goals in the strategic plan. For example, evidence and data are available and 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 leads a forward-looking meeting with the active engagement of senior leadership from across the agency and staff at all levels. The goal is to inform the development of the next annual performance plan. Prior to the meeting, lead offices identify challenges, opportunities, and possible realignments for each of the Peace Corps' strategic and management objectives. This comprehensive performance review informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to better understand the effectiveness of agency activities. Senior leadership disseminates proposed action steps that emerge from the day's discussions through a summary report and incorporates key strategies into the annual performance plan for the following year. This annual meeting is a key opportunity for senior leadership to take part in a comprehensive discussion of long-term courses of action that will maximize organizational collaboration and creativity.
- **Country Portfolio Review.** The Country Portfolio Review (CPR) is a comprehensive review of active and potential Peace Corps posts that is conducted by the agency using on external and internal data. 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; post management and costs; and congruence with U.S. government development priorities. The review includes data from a variety of external sources, including 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, results from surveys of post and headquarters staff, and results from the Annual Volunteer Survey and the Host Country Staff Survey.
- **Integrated Planning and Budget System (IPBS).** Headquarters offices and overseas posts develop strategic and operational plans to ensure that their activities are aligned with and advance the agency's strategic goals and objectives. The initial stage of this effort focuses on office-level and post-level assessments of progress-to-date on key initiatives and a review of the most recent data from

administrative sources and annual surveys. OSIRP gathers input on major programmatic shifts and agencywide strategic planning for use in the Annual Strategic Review meeting from their submissions. In the second stage, each office and post creates its IPBS plan during the agency's budget formulation process.

- **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 based on both quantitative and qualitative analyses. They provide a brief written summary of the progress-to-date, challenges, additional support that may be needed, and next steps to share with other agency staff. Then, during the quarterly reviews, key officials from across the agency discuss select performance data from the past quarter and develop strategies to meet performance targets by the end of the fiscal year. This quarterly assessment of progress allows the agency to focus efforts on performance goals with the greatest need and opportunity for improvement.

APPENDIX B: EVALUATION AND RESEARCH

The Peace Corps remains committed to performance improvement through the use of high-quality data and evidence. Programmatic monitoring and some evaluation activities are conducted at overseas posts while larger-scale research and evaluation work occurs in a variety of headquarters offices. These efforts allow the agency to draw conclusions from existing evidence and to develop new sources of data to better understand performance challenges and improve operations. 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, which can be found at <https://www.peacecorps.gov/about/inspector-general/reports>.

Sources of evidence

The Peace Corps continues to expand its evaluation and research capabilities to satisfy a growing demand, both internally and externally, for evidence to support critical decisions, better demonstrate the impact of Volunteers, and maximize the efficiency of agency operations. Strategic Objective 11 (Measurement for Results) in the FY 2014–2018 Strategic Plan strengthened the agency’s focus on evidence-based decision making, monitoring, and evaluation practices. Efforts to enhance the use of existing data and to 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

Data collection and reporting consistency are supported by the use of detailed performance goal data reference sheets, which include operational definitions, data sources, and a comprehensive methodology for measuring each performance goal. The agency ensures the data are complete and accurate through oversight and review by the Office of Strategic Information, Research, and Planning. The major data sources that are available to agency staff for assessing performance goals are detailed below.

Peace Corps databases

The Peace Corps maintains several database systems to collect Volunteer and program information. In order to maintain data integrity and ensure that the appropriate data entry methodology is followed, only authorized staff who have been properly trained can access key systems. Routine reconciliation processes among agency units enable users to verify and test performance data as well as to isolate and correct data entry or transfer errors. Internal, automated system processes also ensure data is appropriately transferred among different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes. Where data limitations do exist, largely due to data-entry compliance in isolated systems, they will be noted in the appropriate performance goal section.

Volunteer Reporting Tool

Since FY 2008, Volunteers have been reporting on their work and the progress they are making toward their project outcomes through the Volunteer Reporting Tool (VRT). The VRT is also utilized to report on Volunteers' contributions to agency strategic partners, such as the President's Emergency Plan for AIDS Relief and Feed the Future.

Since the development of the first version of the VRT, the agency has made numerous enhancements to improve the user experience, reduce data entry errors, and improve reporting. Volunteer reports are submitted to overseas post staff through the VRT on a quarterly or semiannual basis. Staff review all reports and work with Volunteers to verify data and correct anomalies prior to end-of-year analysis. The agency provides in-depth VRT training and support to Volunteers and staff to ensure data are collected, analyzed, and reported properly. The agency has also developed data collection tools to standardize the methods that Volunteers use to collect data.

The primary data quality challenge that remains is ensuring that an adequate percentage of Volunteers report on the project indicators. The agency is addressing this challenge by working with overseas posts to encourage higher reporting rates and by appropriately documenting and considering reporting rates when conducting analyses.

Peace Corps administrative records

For some performance goals, the Peace Corps collects annual data from headquarters offices and overseas posts using several electronic databases. Data cleaning procedures are applied to the dataset prior to analysis. The data are independently reviewed by the Office of Strategic Information, Research, and Planning, and anomalies are addressed to improve data quality. Other data are collected from specific headquarters offices individually. The agency is able to ensure a high level of accuracy by working with individual offices and posts to develop reliable data collection and analysis procedures.

The agency also conducts online data calls (surveys). In these cases, staff in positions of leadership or designated delegates at overseas posts and headquarters offices complete the surveys, which are designed with clear logic and data validation rules to minimize data entry error.

Annual Volunteer Survey

The Annual Volunteer Survey (AVS) 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.

The 2017 AVS was fielded from June 19–August 11 directly to currently serving Volunteers; 88 percent of them completed the survey. The high response rate in combination with data verification and validation measures minimize total survey error at the global level. The survey is not, however, administered to a random sample of Volunteers. As with other non-randomized surveys, the AVS is subject to nonresponse bias.

Survey respondents in FY 2017 reflected the Peace Corps' overall composition by gender, age, geographic location, and length of service. Responses to all AVS questions were directly provided by the Volunteers and housed in an external, electronic 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.

It is worth noting that, as with any survey, the AVS reflects the experiences and opinions of Volunteers at a fixed point in time and can be influenced by various factors, such as major 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. Thus, nominal percentage point movements may not be practically meaningful or significant. In using AVS results, the agency reviews longer-term trends to account for normal, expected variations in responses.

Global Counterpart Survey

First launched in FY 2014, the Global Counterpart Survey is designed to provide information on the impact of Volunteers from the perspectives of the individuals with whom Volunteers work most closely. The second and third Global Counterpart Surveys in FY 2015 and FY 2016 consisted of a short interview of Volunteers' primary work partners administered by overseas staff. The survey has now shifted to a biannual data collection instrument, the next iteration of which is planned for late FY 2018.

This survey is administered either over the phone or in person. Global results are drawn from a randomly selected group of 400 respondents that represents all counterparts. Data quality challenges include potential interviewer error and ambiguity in the total survey population. The interviews are conducted by staff experienced in project fieldwork and counterpart communication but who may not have extensive experience in survey interviewing or data collection. Issues of translation, variation in interview styles, and accuracy of coding may have unpredictable influences on the results. The agency is addressing this challenge by providing extensive tools, training, and support to staff and by closely monitoring survey results to identify inconsistencies. Prior to initiating the interviews, training sessions are conducted via WebEx for interested post staff. The agency also provided translations of the survey in French and Spanish.

Determining the survey population is a challenge. Since no direct sampling frame exists that lists all Volunteer counterparts at all posts, Volunteers are used as a selection proxy for the counterparts who make

up the random sample. In this survey, the agency has defined counterpart as the Volunteer's primary work partner as reflected in post records for his or her primary project. In cases where a Volunteer no longer has any working relationship with their post-assigned counterpart, the Volunteer is asked to identify their primary work partner.

Employee Viewpoint Survey

The Employee Viewpoint Survey is administered to all U.S. direct hire staff annually. The survey measures employees' perceptions about how effectively the agency is managing its workforce. The agency utilizes the survey results to compare working conditions at the Peace Corps with other federal government agencies and to identify opportunities to improve workforce management.

The demographic profile of survey respondents is consistently representative of the U.S. direct hire staff. The survey is administered electronically; and, with very few exceptions, most questions are identical to the Federal Employee Viewpoint Survey fielded each year across the federal government by the Office of Personnel Management.

The survey is not administered to a random sample of Peace Corps employees; as a result, the survey is subject to nonresponse bias. Additionally, the survey represents the views of employees at a fixed point in time and can be influenced by external factors. The agency accounts for these data limitations by drawing conclusions from multiyear trends and by comparing the results with those of other federal agencies.

Host Country Staff Survey

This survey has been fielded 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 in the posts where it operates by gathering input from host country staff, as well as achievements in the Peace Corps' Goals One and Two. The survey was administered online from August 21 to September 15, 2017. The survey comprises 17 questions covering the following: diversity and inclusion, staff training, contributions to the Peace Corps' goals, development impact, job satisfaction, and comparability to other available jobs.

The primary data quality challenge with this survey is the development of the sampling frame. Identifying and contacting all host country staff is difficult due to the fact that some staff members in administrative or support positions do not have official email addresses. Due to this challenge, the sampling frame consists of the host country staff who can be reached via email. Overall, 52 percent of all eligible host country staff responded to the survey in FY 2017. Additionally, while the Host Country Staff Survey is offered in English, French, and Spanish, limited literacy in those languages as well as factors such as lack of computer access or familiarity with online survey tools for some staff may contribute to nonresponse bias.

APPENDIX D: STAKEHOLDER ENGAGEMENT

Staff engagement in the development of agency goals

The Peace Corps developed or utilized a variety of types of evidence to inform the process of developing the FY 2018–2022 Strategic Plan. This included activities with agency leadership and working groups.

- **Agency leadership:** The Peace Corps convened two meetings of senior leaders to draft the initial elements for the strategic plan. These leaders reviewed the results from the FY 2016 Annual Strategic Review, input from posts, and other materials to develop the six strategic and management objectives in this plan. Once these initial topics were drafted, all Peace Corps staff in headquarters and the field were given an opportunity to provide input. That input showed broad agreement with this structure.
- **Agency working groups.** The Peace Corps convened six working groups comprised of nearly 60 senior managers, technical specialists, and analysts from headquarters offices and overseas posts. These staff members applied their unique technical skills and personal experience 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.

External engagement:

The Peace Corps provided the draft framework for this strategic plan to Congressional stakeholders concurrent with the September 11, 2017 submission of the draft plan to the Office of Management and Budget. The drafted FY 2018–2022 Strategic Plan and FY 2018–2019 Annual Performance Plan was posted on the Peace Corps' open government website for one month from December 2017 to January 2018 to collect feedback from external stakeholders and the American people.



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Paul D. Coverdell Peace Corps Headquarters
1111 20th Street NW, Washington, DC 20526